



Municipality of Huron East

Council Agenda

Tuesday, October 18, 2022 – 7:00 P.M.

Council Chambers

72 Main Street South, Seaford, ON

1. Call to Order & Mayor's Remarks

2. Land Acknowledgement

We would like to acknowledge that the land we stand upon today is the traditional territory of the Anishinaabe, Haudenosaunee and Neutral Peoples.

3. Confirmation of the Agenda

4. Disclosure of Pecuniary Interest

5. Minutes of Previous Meeting

5.1 [Regular Meeting](#) – October 4, 2022

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5.2 [Public Meeting](#) – October 4, 2022

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6. Public Meetings/Hearings and Delegations

6.1 [Delegation](#): Sana Malik and Bruce Peever, KPMG re: Service Delivery Final Report

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6.2 [Public Meeting](#) re: Zoning By-law Amendment for Concession 1, Part Lots 69 and 70, Grey Ward (Marcrest Holdings Inc.)

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7. [Accounts Payable](#) - \$4,279,109.60

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8. Reports & Recommendations of Municipal Officers**8.1** [CAO-22-52](#), Municipal Service Delivery Review

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8.2 [FIN-22-11](#), 3rd Quarter Variance Report – 2022 Budget

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8.3 [CLK-22-21](#), Part Lot Control Exemption – Briarhill Road – Residential Development – Baker Planning Group (Pol Quality Homes)

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8.4 [CLK-22-22](#), Animal Control By-law – Kennel Licensing

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8.5 [PW-22-11](#), Brussels Subdivision – Bryans Street & Anderson Drive Project No. 319009-H GM BluePlan – Hydro Tender

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8.6 [PW-22-12](#), 2007 Volvo G960 Replacement

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9. Correspondence**9.1** [Municipality of Morris-Turnberry](#) re: Federal Electoral District Redistribution

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9.2 [County of Huron](#) re: Consultation Request for Implementation of Legislation on Cannabis Regulation

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9.3 [Seaforth Lions Club](#) re: Request for Road Closure for the Sana Claus Parade

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10. Unfinished Business**11. Municipal Drains****11.1** Court of Revision re: Baker Municipal Drain

12. Planning

- 12.1** Recommendation of Council re: Zoning By-law Amendment for Marcrest Holdings Inc. for the lands legally known as The proposed Zoning By-law Amendment affects lands legally known as Concession 1, Part Lots 69 and 70, Grey Ward

13. Council Reports**13.1** Council Member Reports

13.1.1 County Council Report

13.1.2 Other Boards/Committees or Meetings/Seminars

13.2 Requests by Members**13.3** Notice of Motions**13.4** Announcements**14. Information Items****14.1** [Councillor Expenses - September 2022](#)

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- 14.2** [Ministry of Municipal Affairs and Housing](#) re: Thank you for Contributions and Support offered to the Ministry of Municipal Affairs and Housing

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- 14.3** [Seaforth & District Community Centre Management Committee](#) re: Minutes from October 11, 2022

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- 14.4** [Water and Sewer Committee](#) re: Minutes from October 11, 2022

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15. Other Business**16. By-laws**

- 16.1** [By-law 077-2022](#), A By-law to Regulate Animal Care and Control and Repeal By-law 44-2015

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- 16.2** [By-law 086-2022](#), A By-law to Exempt Lands from Part Lot Control -

Briarhill Road, Seaforth

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- 16.3** [By-law 087-2022](#), A By-law to Amend the Zoning By-law on Concession 1 Part Lots 69 and 70, Grey Ward

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- 16.4** [By-law 088-2022](#), A By-law for Temporary Road Closure in Seaforth for the Santa Claus Parade

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- 16.5** [By-law 089-2022](#), A By-law to Confirm Council Proceedings

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- 17. Closed Session and Reporting Out (Section 239 Of The *Municipal Act*, 2001)**

- 18. Confirmatory By-Law**

- 18.1** By-law 089-2022, Confirm Council

- 19. Adjournment**



**Municipality of Huron East Council Meeting Minutes
Virtual Meeting
Tuesday, October 4, 2022**

Members Present:

Mayor: Bernie MacLellan; Deputy Mayor: Robert Fisher; Councillors: Raymond Chartrand, Brenda Dalton, Dianne Diehl, Larry McGrath, Alvin McLellan, Justin Morrison, Zoey Onn, Joe Steffler, and Gloria Wilbee

Staff Present:

CAO Brad McRoberts; Clerk Jessica Rudy; Director of Finance/Treasurer Stacy Grenier; and Public Works Manager Barry Mills

Others Present:

Huron County Manager of Planning Denise Van Amersfoort (Item 6.2)

Huron County Planner Jenn Burns (Items 6 and 7)

Shawn Loughlin, Editor, The Citizen

1. Call to Order and Opening Remarks

Mayor MacLellan called the meeting to order at 7:00 p.m.

2. Land Acknowledgement

Mayor MacLellan provided the land acknowledgement.

3. Confirmation of the Agenda

Moved by Councillor Wilbee and Seconded by Councillor McLellan:

That the Agenda for the Regular Meeting of Council dated October 4, 2022 be adopted as circulated.

Carried

4. Disclosure of Pecuniary Interest

None declared.

5. Minutes of Previous Meeting

Moved by Councillor Chartrand and Seconded by Councillor Morrison:

That Council of the Municipality of Huron East approve the following Council Meeting

Minutes as circulated:

5.1 Regular Meeting – September 20, 2022

Carried

6. Public Meetings/Hearings and Delegations

6.1 Delegation: Peter Smith, Executive Director, Canadian Centre for Rural Creativity re: Proposal for Support for the Youth Scholarship Program the Rural Talks to Rural (R2R) Conference 2022

Peter Smith was unable to attend the meeting.

6.2 Public Meeting re: Zoning By-law and Official Plan Amendment

Moved by Councillor Onn and Seconded by Deputy Mayor Fisher:

That the Council of the Municipality of Huron East adjourn the regular meeting of Council at 7:02 p.m. to go into a Public Meeting to discuss the following:

a) Zoning By-law and Official Plan Amendments

Carried

Council reconvened at 7:59 p.m.

7. Planning

7.1 Recommendation of Council re: Zoning By-law and Official Plan Amendment

Council discussed the proposed changes presented in the public meeting with agreement that the zoning on the property at 138 Main Street, Seaforth remain as is.

Moved by Councillor Steffler and Seconded by Councillor Chartrand:

Whereas the Council of the Municipality of Huron East has held a public meeting pursuant to Sections 17 and 34 of the Planning Act, 1990 with respect to the proposed Zoning By-law 84-2022 and Official Plan Amendment By-law 83-2022;

And That, pursuant to Sections 17(23), 34 (17), and 39(1) of the Planning Act, 1990, Council concurs with the September 28, 2022 Planning Report and recommends By-laws 83-2022 and 84-2022 for approval with the removal of the proposed C2-3 zone.

Carried

Council passed a motion in regards to the comments received as part of the Public meeting process.

Moved by Deputy Mayor Fisher and Seconded by Councillor Morrison

Whereas Public comments were received on the issue of C2 Zoning impacting 138 Main Street South, Seaforth, the comments were addressed through the removal of the proposed amendment;

And Whereas comments were received from agencies on the issues of compliance with Sourcewater Protection Plan and specifically, Wellhead Protection Area mapping, comments were addressed through updates to Official Plan and Zoning mapping;

Carried

7.2 Planner's Report re: Consent Application C73-2022 – Thomas Leunenberger (Grey Ward)

Huron County Planner Jenn Burns provided an overview of the application and recommended the application for approval. A copy of the presentation is [appended](#) to the original minutes.

Moved by Councillor McLellan and Seconded by Councillor Wilbee:

That the Council of the Municipality of Huron East acknowledge the report of Huron County Planner Jenn Burns, dated September 29, 2022 and has no objection to severance application C73-2022 of Thomas Leunenberger, 44704 Cardiff Road, Grey Ward, provided the conditions are met as presented in the Planners report.

Carried

7.3 Planner's Report re: Consent Application C81-2022 – Sharon Lynn Pryce (McKillop Ward)

Huron County Planner Jenn Burns provided an overview of the application and recommended the application for approval. A copy of the presentation is [appended](#) to the original minutes.

Moved by Councillor Wilbee and Seconded by Councillor Diehl:

That the Council of the Municipality of Huron East acknowledge the report of Huron County Planner Jenn Burns, dated September 29, 2022 and has no objection to severance application C81-2022 of Sharon Lynn Pryce, 43103 Winthrop Road, McKillop Ward, provided the conditions are met as presented in the Planner's report.

Carried

7.4 Planner's Report re: Consent Application C82-2022 – Joe & Sherry Kuepfer (Grey Ward)

Huron County Planner Jenn Burns provided an overview of the application and recommended the application for approval. A copy of the presentation is [appended](#) to the original minutes.

Moved by Councillor McLellan and Seconded by Councillor Diehl:

That the Council of the Municipality of Huron East acknowledge the report of Huron County Planner Jenn Burns, dated September 29, 2022 and has no objection to severance application C82-2022 of Joe & Sherry Kuepfer, 84086 McNabb Line, Grey Ward, provided the conditions are met as presented in the Planner's report.

Carried

7.5 Planner's Report re: Consent Application C84-2022 – John McKercher for L. B. Ryan and Sons Limited (McKillop Ward)

Huron County Planner Jenn Burns provided an overview of the application and recommended the application for approval. A copy of the presentation is [appended](#) to the original minutes.

Moved by Councillor Steffler and Seconded by Councillor Dalton:

That the Council of the Municipality of Huron East acknowledge the report of Huron County Planner Jenn Burns, dated September 29, 2022 and has no objection to severance application C84-2022 of John McKercher for L. B. Ryan and Sons Limited, 82823 North Line, Walton, McKillop Ward, provided the conditions are met as presented in the planners report.

Carried

8. Accounts Payable

9. Reports & Recommendations of Municipal Officers

9.1 CAO-22-48, Rural Talks to Rural 2022 Youth Scholarship

CAO Brad McRoberts provided an overview and details of the Rural Talks to Rural Conference. It was noted that the details of the scholarship contribution was detailed in the delegation material from Peter Smith.

Moved by Deputy Mayor Fisher and Seconded by Councillor Chartrand:

That the Council of the Municipality of Huron East provide a \$2,500 one-time contribution towards youth scholarships to attend the Rural Talks to Rural 2022 Conference;

And that the amount be funded from the Economic Development Program Expense budget

Carried

9.2 CAO-22-49, Huron East/Seaforth Community Development Trust Land Transfer Agreement

CAO Brad McRoberts provided an overview of the previous agreement with the Seaforth Community Development Trust and highlighted the conditions in the new agreement to transfer the CCAC land back to the Trust.

Moved by Councillor Chartrand and Seconded by Councillor Steffler:

That the Council of the Municipality of Huron East consider the By-law to authorize the Mayor and Clerk to execute the Memorandum of Agreement between the Trustees of the Huron East/Seaforth Community Development Trust and the Corporation of the Municipality of Huron East regarding the transfer of property known as the former Community Care Access Centre (CCAC) Building and surrounding lands.

Carried

9.3 CAO-22-51, Employee Handbook Modification – E.2 Pay Grid

CAO Brad McRoberts provided an overview of the minor amendment to the employee handbook, noting that changing the consumer price index review period would align with the budget timeline.

Council suggested that the timeline may be slightly skewed with the current inflation and it was determined that for Personnel Committee review a comparison of August to August and August to October would be provided.

Moved by Councillor Steffler and Seconded by Councillor Steffler:

That the Council of the Municipality of Huron East approve the amendment to the Municipality of Huron East's Employee Handbook – E.2 Pay Grid as presented.

Carried

9.4 CAO-22-29, April to June 2022 Building Maintenance Report

Council expressed gratitude for the work carried out by John Hill, saving the municipality and rate payers money with his ability to handle a variety of maintenance projects.

The report was received for information.

9.5 CLK-22-19, Hybrid Meeting Policy

Clerk Jessica Rudy provided an overview of the policy highlighting that staff will be reviewing the policy in the event the Council Chamber technology is upgraded.

It was noted that staff are reviewing the notice requirements to have an electronic meeting for inclement weather opposed to cancellation.

Moved by Councillor Chartrand and Seconded by Councillor Morrison:

That the Council of the Municipality of Huron East approve the Hybrid Meeting Policy.

Carried

9.6 CLK-22-20, Part Lot Control Exemption – 255 Albert Street, Brussels – J.N. Renos (Roxanne Nicholson)

Moved by Deputy Mayor Fisher and Seconded by Councillor Diehl:

That the Council of the Municipality of Huron East consider the By-law to provide exemption from Part Lot Control for 255 Albert Street in Brussels, Municipality of Huron East, County of Huron.

Carried

9.7 PW-22-10, Traffic Calming

Public Works Manager Barry Mills provided an overview of the report, noting that staff will continue to work with the Ontario Provincial Police (OPP) and stated that the road speed sign has been moved closer to Kippen Road.

Council commented on the use of flexible bollards, signs stating that children live here and suggested that speed radar signs be used in more areas.

Councillor Wilbee noted that the issue was brought to the Coalition of Huron Injury Prevention (CHIP) where it was suggested that the installation of new measures such as flexible bollards would require extensive community outreach to be successful and that the use of 'children play here' signs do work and are free through the CAA.

The report was received for information.

9.8 FIN-22-09, Electronic Monitoring Policy

Moved by Councillor Onn and Seconded by Councillor Morrison:

That the Council of the Municipality of Huron East approve the policy regarding electronic monitoring.

Carried

Moved by Councillor Morrison and Seconded by Councillor Dalton:

That Huron East Council receive the following Reports of Municipal Officers as presented:

- (1) CAO
- (2) Clerk
- (3) Public Works Manager
- (4) Director of Finance/Treasurer

Carried

10. Correspondence

11. Unfinished Business

12. Municipal Drains

13. Council Reports

13.1 Council Member Reports

13.1.1 County Council Report

Deputy Mayor Fisher announced that a press release will be issued in regard to the charging stations being operational by November.

It was noted that the Federal government is looking to change the Canadian riding structure, the change would take the Township of Howick out of Huron Bruce and put it into Wellington and bring Lambton Shores and Middlesex into Huron Bruce. Deputy Mayor Fisher stated that the change would likely cause a lot of confusion.

Mayor MacLellan expanded on the electric charging stations and noted an upcoming report, from a third party company, is coming to Huron County in regards to the electric highway, which suggests that additional chargers be placed in Seaforth.

13.1.2 Other Boards/Committees or Meetings/Seminars

13.2 Requests by Members

Councillor Diehl expressed concerns for citizen safety at various intersections containing yield signs. It was noted that there has already been one fatality in the past and something should be done to prevent it from happening again.

Public Works Manager Barry Mills commented that an analysis could be undertaken to consider possible solutions.

Council directed staff to undergo the analysis and report on recommendations for intersection improvement.

Moved by Deputy Mayor Fisher and Seconded Councillor McLellan:

That the Council of the Municipality of Huron East direct staff to bring forward a report with recommendations to address concerned intersections.

Carried

13.3 Notice of Motion

13.4 Announcements

Councillor Chartrand announced that he attended the Seaforth Legion Honours and Awards Banquet on September 24 on behalf of Huron East, where the Municipality was awarded a certificate of appreciation for the hanging of veteran banners.

14. Information Items

Moved by Councillor Morrison and Seconded by Councillor Chartrand:

That Huron East Council receive the following Board and Committee meeting Committee minutes as submitted:

14.1 Huron East/Seaforth Community Development Trust – September 8, 2022

Carried

15. Other Business

16. By-laws

Moved by Councillor McLellan and Seconded by Councillor Dalton:

That Be It Hereby Resolved that leave be given to introduce By-laws 80, 81, 82, 83, 84 and 85 for 2022.

By-law 080-2022 – A By-law to Amend By-law 70-2017 and to Appoint a Community Emergency Management Coordinator

By-law 081-2022 – A By-law to Authorize the Memorandum of Agreement with the Huron East/Seaforth Community Development Trust for a Transfer of Land

By-law 082-2022 – A By-law to Exempt Certain Lands from Part Lot Control, 255 Albert Street, Brussels

By-law 083-2022 - A By-law to Adopt a 'General Update' Amendment to the Huron East Official Plan

By-law 084-2022 - A By-law to Amend Zoning By-law 52-2006

By-law 085-2022 – Confirm Council Proceedings

Carried

Moved by Councillor Onn and Seconded by Councillor Wilbee:

That Be it Hereby Resolved By-law 080-2022, A By-law to Amend By-law 70-2017 and to Appoint a Community Emergency Management Coordinator be given first, second, third and final readings and signed by the Mayor and Clerk, and the Seal of the Corporation be affixed thereto.

Carried

Moved by Councillor Morrison and Seconded by Deputy Mayor Fisher:

That Be it Hereby Resolved By-law 081-2022, A By-law to Authorize the Memorandum of Agreement with the Huron East/Seaforth Community Development Trust for a Transfer of Land be given first, second, third and final readings and signed by the Mayor and Clerk, and the Seal of the Corporation be affixed thereto.

Carried

Moved by Councillor Onn and Seconded by Councillor Morrison:

That Be it Hereby Resolved By-law 082-2022, A By-law Exempt Certain Lands from Part Lot Control, 255 Albert Street, Brussels be given first, second, third and final readings and signed by the Mayor and Clerk, and the Seal of the Corporation be affixed thereto.

Carried

Moved by Councillor Steffler and Seconded by Councillor Morrison:

That Be it Hereby Resolved By-law 083-2022, A By-law to Adopt a 'General Update' Amendment to the Huron East Official Plan, be given first, second, third and final readings and signed by the Mayor and Clerk, and the Seal of the Corporation be affixed thereto.

Carried

Moved by Councillor Morrison and Seconded by Councillor Diehl:

That Be it Hereby Resolved By-law 084-2022, A By-law to Amend Zoning By-law 52-2006, be given first, second, third and final readings and signed by the Mayor and Clerk, and the Seal of the Corporation be affixed thereto.

Carried

17. Closed Session And Reporting Out (Section 239 Of The *Municipal Act*, 2001)

Moved by Councillor Chartrand and Seconded by Councillor Diehl:

That Council of the Municipality of Huron East, pursuant to Section 239(2) of the *Municipal Act*, adjourn the regular meeting of Council at 9:17 p.m. to go into Closed Session to discuss the following:

- 17.1 Adoption of September 20, 2022 Closed Session of Council Meeting Minutes
- 17.2 239(2)(b) (d), personal information about identifiable individuals and employee negotiations in relation to the Deputy Treasurer

And that CAO Brad McRoberts, Director of Finance/Treasurer Stacy Grenier and Clerk Jessica Rudy remain in closed session.

Carried

Moved by Councillor Diehl and Seconded by Councillor Onn:

That Council of the Municipality of Huron East resumes the regular Council meeting at 9:46 p.m.

Carried

Mayor MacLellan reported out from the Closed Session that Council heard the status of the vacancy of the Deputy Treasurer position and update on other positions.

18. Confirmatory By-Law

Moved by Councillor Onn and Seconded by Councillor Morrison:

That Be It Hereby Resolved that By-law 085-2022, a by-law to confirm the proceedings of Council, be given first, second, third and final reading and signed by the Mayor and Clerk, and the Seal of the Corporation be affixed thereto.

Carried

19. Adjournment

Moved by Councillor Dalton and Seconded by Councillor Diehl:

The time now being 9:48 p.m. That the regular meeting do adjourn until October 18, 2022 at 7:00 p.m.

Carried

Bernie MacLellan, Mayor

Jessica Rudy, Clerk

Consent Application C73-22 in the Municipality of Huron East

Owner: Thomas Leunenberger

Applicant: Amy Emond

44704 Cardiff Road; Concession 5, Lot 27 & Pert Lot 26, Former Grey Ward

Municipality of Huron East



Subject Property

- The purpose of this application is to create a new lot through the surplus farm residence severance policies.
- The land being severed (outlined in red) is 167 acres of vacant farmland.
- The retained land (outlined in yellow) is 3 acres and consists of a house and small shed.



Retained Parcel



2020 Air Photo



View standing on Cardiff Road (Google Maps)

Review & Recommendation

- The property is designated Agriculture and Natural Environment in the Huron East Official Plan, and zoned AG1 (General Agriculture) and NE2 (Natural Environment – Limited Protection)
- This application meets the policy criteria in the Provincial Policy Statement (PPS), the Huron County and Huron East Official Plan.
- There are no outstanding concerns from staff, agencies (MVCA) or neighbours.
- As such, it is recommended that consent application C73-22 be recommended for **approval** with the conditions outlined in the Planning Report.

Consent Application C81-22 in the Municipality of Huron East

Owner/Applicant: Sharon Lynn Pryce

43103 Winthrop Road; Concession 8, Part Lot 22, McKillop Ward
Municipality of Huron East



Subject Property

- The purpose of this application is for a minor lot addition.
- Applicant proposes to sever 1.75 acres of land containing part of an exiting shed from an existing 48 acre farm parcel (shown in blue).
- The severed land will merge with neighbouring 1.57 acre parcel to the West.



Severed and Merging Parcel

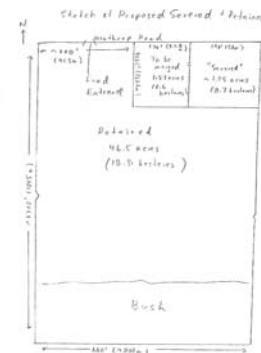


2020 Air Photo (bottom right parcel containing a shed is proposed to be severed)



View standing on Winthrop Road (Google Maps)

Applicant Sketch



Review & Recommendation

- It is recommended that consent application C81-22 be recommended for **approval** with the conditions outlined in the Planning Report.



Consent Application C82-22 in the Municipality of Huron East

Owner/Applicant: Joe & Sherry Kuepfer

84086 McNabb Line; Concession 13N, Part Lot 16, Former Grey Ward
Municipality of Huron East



Subject Property

- The purpose of this application is to create a new lot through the surplus farm residence severance policies.
- The land being severed (outlined in blue) is 2 acres consisting of a house and small shed.
- The retained land is 48.5 acres of vacant agricultural land (outlined in orange).



Severed Parcel



2020 Air Photo



View standing on McNabb Line (Google Maps)

Review & Recommendation

- The property is designated Agriculture and Natural Environment in the Huron East Official Plan, and zoned AG1 (General Agriculture) and NE2 (Natural Environment – Limited Protection) in the Huron East Zoning By-Law.
- This application meets the policy criteria in the Provincial Policy Statement (PPS), the Huron County and Huron East Official Plan.
- There are no outstanding concerns from staff, agencies (MVCA) or neighbours.
- As such, it is recommended that consent application C82-22 be recommended for **approval** with the conditions outlined in the Planning Report.

Consent Application C84-22 in the Municipality of Huron East

Owner/Applicant: John McKercher for L.B. Ryan and Sons Limited
82823 North Line; Concession 14, Lots 26 & 27, McKillop Ward.
Municipality of Huron East



Subject Property

- The purpose of this application is to create two new lots through the surplus farm residence severance policies.
- The land to be severed (outlined in red) is 83 acres of vacant farmland.
- Retained parcel #1 is 85 acres of vacant farmland (outlined in blue).
- Retained parcel #2 is 2 acres containing a house and small shed (outlined in purple).



Retained Parcel 2



2020 Air Photo



View standing on North Line (Google Maps)

Review & Recommendation

- The property is designated Agriculture and Natural Environment in the Huron East Official Plan and zoned AG1 (General Agriculture) and NE2 (Natural Environment Limited Protection) in the Huron East Zoning By-Law.
- This application meets the policy criteria in the Provincial Policy Statement (PPS), the Huron County and Huron East Official Plan.
- There are no outstanding concerns from staff, agencies (MVCA) or neighbours.
- As such, it is recommended that consent application C84-22 be recommended for **approval** with the conditions outlined in the Planning Report.



**Municipality of Huron East Public Meeting Minutes
Virtual Meeting
Tuesday, October 4, 2022**

Members Present:

Mayor: Bernie MacLellan; Deputy Mayor: Robert Fisher; Councillors: Raymond Chartrand, Brenda Dalton, Dianne Diehl, Larry McGrath, Alvin McLellan, Justin Morrison, Zoey Onn, Joe Steffler, and Gloria Wilbee

Staff Present:

CAO Brad McRoberts; Clerk Jessica Rudy; Director of Finance/Treasurer Stacy Grenier; and Public Works Manager Barry Mills

Others Present:

Peter and Brad Klaver

Denise Van Amersfoort, Manager of Planning, County of Huron

Jenn Burns, Planner, County of Huron

Shawn Loughlin, Editor, The Citizen

1. Call to Order

Mayor MacLellan called the meeting to order at 7:03 p.m.

2. Confirmation of the Agenda

Moved by Councillor Onn and Seconded by Deputy Mayor Fisher:

That the Agenda for the Public Meeting for the Zoning By-law and Official Plan Amendments be adopted as circulated.

Carried

3. Disclosure of Pecuniary Interest

None declared

4. Provisions in Ontario Regulation 545/06, Section 5(11)5 of the Planning Act

Clerk Jessica Rudy advised the following provisions are contained in Ontario Regulation 545/06, Section 5(11)5:

- i. If a person or public body would otherwise have an ability to appeal the decision of the Council of the Municipality of Huron East to the Local

Planning Appeal Tribunal but the person or public body does not make oral submissions at the public meeting or make written submissions to the Municipality of Huron East before the by-law is passed, the person or public body is not entitled to appeal the decision.

- ii. If a person or public body does not make oral submissions at a public meeting, or make written submissions to the Municipality of Huron East before the by-laws are passed, the person or public body may not be added as a party to the hearing of an appeal to the Tribunal unless, in the opinion of the Tribunal, there are reasonable grounds to do so.

5. Proposed Amendments to the Official Plan and Zoning By-law

Clerk Jessica Rudy explained that the purpose and effect of the General Update Amendment is to update direction in the Huron East Official Plan and Zoning By-law regarding housing, Minimum Distance Separate (MDS), and housekeeping items.

Huron County Manager of Planning Denise Van Amersfoort provided a background to the general zoning and official plan update, public consultation, purpose and effect, proposed amendments for agriculture and urban settlement areas, additional residential units, commercial areas, definition changes, and other minor amendments. A copy of the presentation is [appended](#) to the original minutes.

In response to Council D. Van Amersfoort noted that a future amendment to allow for Greenfield Zoning could be considered at a future time.

6. Delegations

6.1 Peter and Brad Klaver

Peter and Brad Klaver appeared before Council presenting their concerns on the intent to change zoning on 138 Main Street South, and asked that the C2 zoning remain as it is. Letters of support from surrounding property owners were provided and it was stressed that the rental property tenants would be fully aware of the industrial uses in the area and that the proposed units provide a great opportunity for affordable housing.

Brad Klaver noted that he moved his family and career to work on this project and prior to making the move the Zoning By-laws was thoroughly reviewed. He stressed that the property could be part of the solution for the apparent need for more housing in the Municipality.

Council discussed the request from the delegation and noted that the property was purchased with the current zoning with intent to create residential units. They noted support for the Klavers and appreciate the buildings that have already been converted.

In response to the other proposed amendments to the Zoning By-law, D. Van Amersfoort provided details for the amendments to AG-4 zoning, minimum distance setbacks for locally significant wetlands, commercial/residential requirements for the commercial space, and a definition for the AG-3 zoning.

7. Adjournment

Moved by Deputy Mayor Fisher and Seconded by Councillor Morrison:

That the Public Meeting for Zoning By-law and Official Plan Amendments be closed at 7:59 p.m.

Carried

Bernie MacLellan, Mayor

Jessica Rudy, Clerk

Public Meeting: General Update to Huron East Official Plan & Zoning Bylaw

Municipally Initiated Amendment

October 4, 2022



General Update Background

- Update policies and provisions in the Official Plan and Zoning By-law;
- Huron East Official Plan last reviewed in 2016;
- Updated County OP (2021) and Provincial Policy Statement (2020);
- Introduce more flexible housing options and implement Provincial direction (Bill 108) for various housing options; and
- Implement minor changes (housekeeping type items).

General Update Background

Public Consultation & Comments Received

Open House, September 15, 2022

Attended by 8 individuals. The amendment also responds to inquiries/feedback from members of the public during recent years re: Additional Residential Units and livestock provisions on AG4 properties.

Comments Received

Sourcewater Protection – Requirement for Wellhead Protection Areas to be mapped within Zoning Bylaw

Property Owners for 138 Main Street South, Seaforth

Purpose & Effect

The purpose & effect of the General Update is primarily to include direction in the Official Plan and Zoning By-law to allow for more flexible housing options including:

- Additional residential units in towns, villages and agricultural settings; and
- Intensification within existing urban neighbourhoods.

The proposed General Update Amendment proposes primarily text changes to the Official Plan and Zoning By-law and select mapping changes.

Proposed Amendment

Agriculture

1. Incorporate policies and provisions to permit Additional Residential Units (ARU) in the agricultural area as follows:
 - a) On commercial scale farms (AG1), a maximum of two (2) ARUs permitted provided only one (1) is within detached unit. If detached, ARU located within 60 metres of the main dwelling and uses the same laneway.
 - a) On small agricultural holdings (AG4), single ARU in either the main dwelling or detached structure. ARU is located within 60 metres of the main dwelling and uses the same laneway.

Proposed Amendment

Agriculture

Incorporate policies and provisions to:

2. Clarify that Minimum Distance Separation is not applicable to On-Farm Diversified Uses or Agricultural Commercial Industrial (AG3) uses.
3. Expand permissions for on-farm accommodation for farm labour to building types other than a mobile home.
4. Update On-Farm Diversified Use policies and provisions to reflect updated Provincial Policy and permit a wider range of on-farm businesses (on-farm markets, on-farm events facility, etc).

Implementing Zoning - On Farm Diversified Uses

Addition of General Provision for On Farm Diversified Uses

1. Secondary to the principal agricultural use of the property, are operated by the persons residing on the farm and do not interfere with the farm operation and do not conflict with the surrounding uses.
2. Do not cause a traffic or safety concern and provide safe access onto an open public road.
3. Obtain relevant permits from the Health Unit.
4. Agri-tourism uses and Value Added agricultural uses under 1 hectare in size are permitted in the AG1 zone. Uses larger than 1 hectare shall be permitted in the AG3 zone. The area calculation should consider the total area of buildings, structures, outdoor storage, landscaped areas, wells and septic systems, berms, laneways and parking areas but discount those areas which are shared between the agricultural uses and the on-farm diversified use.
5. Buildings can occupy a maximum of 20% of the allowable area calculation. Where a building is proposed to accommodate for on-farm events, the maximum is 120 persons seated capacity or 20% of the allowable area calculation, whichever is less.

Implementing Zoning - On Farm Diversified Uses ctd.

Addition of General Provision for On Farm Diversified Uses ctd.

6. 25% of the floor area of a building containing an agri-tourism or value added agricultural uses be used for retailing products grown/produced on the farm and goods produced on farms within a 50km radius.
7. Servicing (e.g. private and/or public water & sewage services) for the agri-tourism and value added agricultural uses must be located within the maximum 1 hectare area.
8. Buildings for agri-tourism uses & value added agricultural uses shall be clustered together with buildings for the principle agricultural use of the property.
9. MDS shall apply not apply to on-farm diversified uses and thus are encouraged to cluster with the on-farm dwelling.
10. Site Plan Control will apply to all agri-tourism on-farm diversified uses.

Proposed Amendment

Agriculture contd.

5. Removal of Livestock Limitations on Small Agricultural Holdings (AG4)

- Removal of historic approach which linked the number of livestock permitted to the size of the parcel.
- Livestock is now permitted subject to MDS Setbacks, Normal Farm Practices, and AG4 zone provisions

6. New 'sliding scale' for accessory building setbacks on AG4 properties.

Accessory buildings not containing livestock or an ARU are required to meet the following interior side and rear yard minimum setbacks:

For buildings 10 square metres or less: 1 metre

For buildings greater than 10 square metres but less than 100 square metres: 3 metres

For buildings 100 square metres or greater: 5 metres.

Proposed Amendment

Urban Settlement Areas (Partially Serviced or Privately Serviced)

Clarify that lot creation and/or intensification is permitted based on MOE D-Series Guidelines for Nitrates and the County's Nitrate Terms of Reference.

A contingency bed is no longer required for new lot creation but all lots must be sized for conventional septic systems.

Predominant housing form in partially and privately serviced areas will continue to be single detached dwellings.



Proposed Amendment

Urban Settlement Areas (Full Servicing)

Low Density: permitted dwelling types includes single detached, semi-detached, duplex, triplex, fourplex and converted dwellings and will generally be two storeys in height. In addition, low density residential uses are permitted to have additional residential units.

Medium Density: consists of low density uses, rowhouses and multi-unit buildings not exceeding three storeys (ZBL maximum: 11 metres).

High Density: consists of multi-unit residential uses generally greater than three storeys in height (existing ZBL maximum: 4 storeys).

Proposed Amendment

Urban Settlement Areas (Full Servicing)

Implementing Zoning

- Reduced interior side yards to 1.5 metres;
- Removed lot depth requirements;
- Increased lot coverage for rowhouse dwellings;
- Increased coverage for single detached where frontage is 15m or less;

Note: Minimum lot sizes and lot coverages have otherwise remained unchanged.

Implementing Zoning – General Provisions and Definitions

'Dwelling with Supports' replaces 'Group Home' and is defined as follows:

Means a residence for the short or long term accommodation of persons who, by reason of their emotional, mental, social or physical condition or legal status, require a group living arrangement for their well-being. This shall include, for example, a group home, nursing home, transitional housing, hospice, respite care, crisis care facility but shall not include a hotel or motel. This use is permitted in all R1, R3 and R3 Zones as well as in AG1.

'Dwelling, Rowhouse' replaces the definition of 'Dwelling, Multiple Attached'.

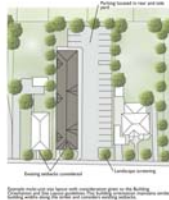
'Dwelling, Multiple Unit' replaces the definition of 'Apartment' and is defined as follows:

Means a residential building divided horizontal and/or vertically into five (5) or more dwelling units which may have shared entrances, halls, stairs and/or elevators or may feature private entrances, and is not considered to be a rowhouse dwelling for the purpose of this bylaw.

Proposed Amendment

Urban Settlement Areas (Serviced) ctd.

New housing should be carefully designed to be compatible with surrounding uses and demonstrate compliance with the County's Residential Intensification Guideline.



Additional Residential Units

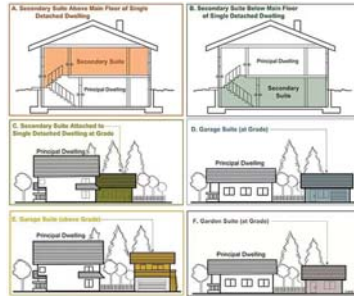
Urban Settlement Areas

Additional Residential Units are mandated by Bill 108 (More Homes, More Choice Act), 2019. "An Official Plan shall contain policies that authorize the use of additional residential units... and the Council of each local municipality shall ensure that the by-laws passed under Section 34 give effect to the policies described".

1. Incorporate provisions for Additional Residential Units (ARU) in R1, R2 and R3 zones in fully serviced settlement areas (ie. Seaford, Brussels and Vanastra) and unserviced settlement areas (i.e. Brucefield, Winthrop, Ethel, etc) subject to lot size and area for septic systems.
2. Permit modular homes to be utilized for detached Additional Residential Units.

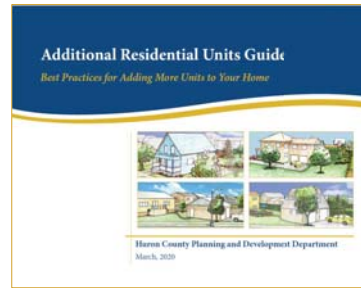
Additional Residential Units (ARUs) Explained

- Referred to in the past as 'secondary suites' or 'granny flats';
- Habitable unit(s) in addition to the original unit, each with dedicated parking space.
- Permitted attached or detached in various forms.
- Intended to provide permanent housing, not short term rental.



Source: City of Vaughan

Additional Residential Units (ARUs)



Source: Up Front Ottawa and HousePlansPro

Additional Residential Units

Where connected to full services, the following provisions apply:

A maximum of two (2) additional residential units shall be permitted per fully serviced lot with the ARUs either being located:

- Both within or attached to the main dwelling or
- One (1) within or attached to the main dwelling and one (1) within a detached accessory structure.
- A maximum of one (1) ARU is permitted in a detached accessory building.

Where partially or privately serviced, the following provisions apply:

Where the property is 2 acres in size or larger, one (1) Additional Residential Unit is permitted either within the main dwelling or in an accessory building provided:

- It uses the same laneway as the main dwelling;
- It uses the same well and/or septic
- If detached, is located in the rear or interior side yard.

Implementing Zoning – Additional Residential Units

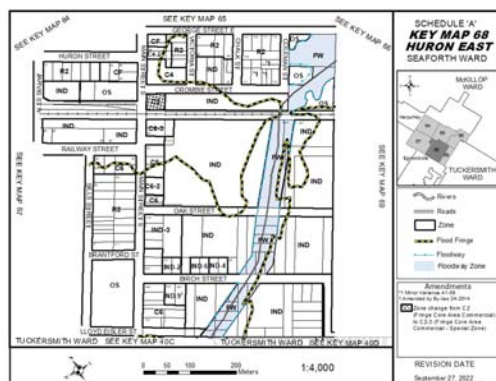
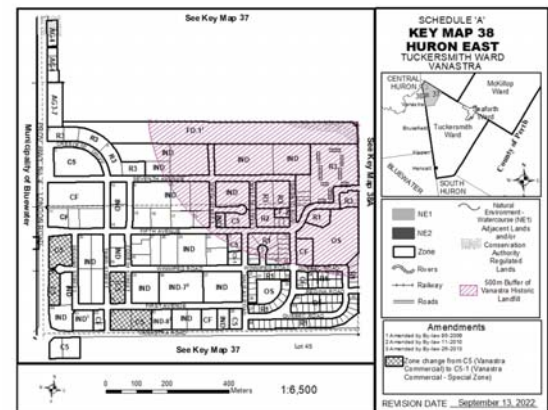
Where an ARU is within an accessory building, notwithstanding the provisions of 3.2, the following applies:

- Must be located in the rear or interior side yard;
- Rear Yard (minimum): 3 metres
- Interior Side Yard (minimum): 3 metres
- Building Height (maximum): 6 metres
- Building size (maximum): no greater than 75% of the gross area of the main floor of the dwelling including attached garages provided the total buildings do not exceed the maximum lot coverage.
- One additional on-site parking space is provided for the ARU in addition to the parking requirements for the main dwelling; and
- The ARU must use the same entrance/driveway as the main dwelling.

Proposed Amendment

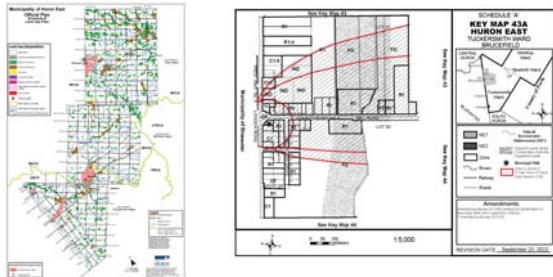
Commercial Areas

1. Clarify that accessory residential uses are permitted in Downtown Areas subject to minimum size requirements for the commercial spaces along traditional main streets (applicable in Brussels & Seaforth).
2. Remove accessory dwelling unit provisions from select C5 (Vanastara Commercial Zone) and C2 (Fringe Core Commercial Zone – Seaforth) to remove potential for land use conflict between existing industries and sensitive uses.
 - The proposed removal of this provision from 138 Main Street South in Seaforth has been objected to by the owners of the property.



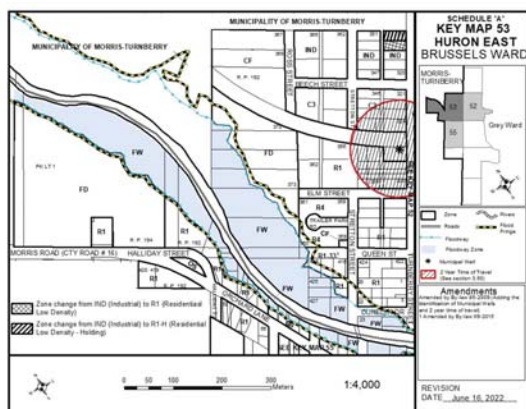
Other Amendments

Updated Wellhead Protection Areas



Other Amendments

Identification of Former Landfill (Vanastra)



General Update Summary

It is recommended that:

- Official Plan Amendment No. 13 be adopted and forwarded to the County of Huron for approval; and
- Zoning By-law Amendment Z04-2022 be approved pursuant to Section 34(17) and that the By-law be passed with the removal of the proposed C2-3 zone.

Effect of Public and Agency Comments

	A. Effect of Public Comments on Decision of Council	B. Effect of Agency Comments on Decision of Council (e.g. Planning, Public Works, Health Unit)
1. Council agrees with effects of input as contained in the planning report	Council concurs with the planning report regarding the effect of public and agency comments on the decision.	
2. No comments received	No public comments were received on this application so there was no effect on the decision.	No agency comments were received on this application so there was no effect on the decision.
3. Supportive comments received	Public comments were received in support of the application, the effect of which resulted in a decision to approve the application.	Agency comments were received in support of the application, the effect of which resulted in a decision to approve the application.
4. Concerns raised were addressed through conditions to approval or changes to mapping or text amendment	Public comments were received on the issue(s) of _____. The comments were addressed through (conditions to approval/changes to the mapping or text of the amendment).	Comments were received from agencies on the issue(s) of _____. The comments were addressed through (conditions to approval/changes to the mapping or text of the amendment).
5. Concerns raised did not influence the decision	Public comments were received on the issue(s) of _____. Comments were thoroughly considered but the effect did not influence the decision of Council to (approve/deny) the application.	Comments were received from agencies identifying the issue(s) of _____. Comments were thoroughly considered but the effect did not influence the decision of Council to (approve/deny) the application.
6. Concerns raised did influence the decision	Public comments were received on the issue(s) of _____. The effect of which influenced the decision of Council to (approve/deny) the application.	Agency comments were received on the issue(s) of _____. The effect of which influenced the decision of Council to (approve/deny) the application.
7. Comments received in support and opposition to the application	Options from above 1A/3A/4A/5A/6A	Options from above 1B/3B/4B/5B/6B
8. Other	Additional wording deemed appropriate by Council	Additional wording deemed appropriate by Council

Effect of Public and Agency Comments

- Public comments were received on the issue of C2 Zoning impacting 138 Main Street South, Seaforth. The comments were addressed through the removal of the proposed amendment.
- Comments were received from agencies on the issues of compliance with Sourcewater Protection Plan and specifically, Wellhead Protection Area mapping. Comments were addressed through updates to Official Plan and Zoning mapping.

Municipality of Huron East

Service Delivery Review

Final Report

October 18, 2022

Disclaimer

This report has been prepared by KPMG LLP (“KPMG”) for the Municipality of Huron East (“Client” or “Municipality”) pursuant to the terms of our engagement agreement with Client dated April 28, 2022 (the “Engagement Agreement”). KPMG neither warrants nor represents that the information contained in this report is accurate, complete, sufficient or appropriate for use by any person or entity other than Client or for any purpose other than set out in the Engagement Agreement. This report may not be relied upon by any person or entity other than Client or for any purpose other than set out in the Engagement Agreement. This report may not be relied upon by any person or entity other than Client, and KPMG hereby expressly disclaims any and all responsibility or liability to any person or entity other than Client in connection with their use of this report.

The information provided to us by Client was determined to be sound to support the analysis. Notwithstanding that determination, it is possible that the findings contained could change based on new or more complete information. KPMG reserves the right (but will be under no obligation) to review all calculations or analysis included or referred to and, if we consider necessary, to review our conclusions in light of any information existing at the document date which becomes known to us after that date. Analysis contained in this document includes financial projections. The projections are based on assumptions and data provided by Client. Significant assumptions are included in the document and must be read to interpret the information presented. As with any future-oriented financial information, projections will differ from actual results and such differences may be material. KPMG accepts no responsibility for loss or damages to any party as a result of decisions based on the information presented. Parties using this information assume all responsibility for any decisions made based on the information.

No reliance should be placed by Client on additional oral remarks provided during the presentation, unless these are confirmed in writing by KPMG.

KPMG have indicated within this report the sources of the information provided. We have not sought to independently verify those sources unless otherwise noted within the report.

KPMG is under no obligation in any circumstance to update this report, in either oral or written form, for events occurring after the report has been issued in final form.

Project Overview

Municipality of Huron East
Service Delivery Review
Final Report

Project Overview



Project Objectives

Municipality of Huron East (the “Municipality”) was seeking to conduct a comprehensive evaluation of the services provided by the Municipality, how those programs and services are delivered, and the level at which they are delivered.

The objective of this review was to create a long-term sustainable framework to ensure the Municipality has a solution-based plan to meet the increasing complexities of municipal service delivery, such as limited resources, operational challenges, and community expectations.

The recommendations resulting from the review were intended to help the Municipality become more efficient and effective in its delivery of services to citizens and will also shine light on opportunities for customer service improvement and overall modernization.



Project Drivers

The Municipality was looking to evaluate opportunities to streamline operations in all departments, identify efficiencies, reduce costs and expand revenue streams; explore potential shared services with neighboring municipalities or private sector; review the organizational structure, current procedures and systems, and the resources allocated for service delivery; improve communications; and explore new possible services to meet the needs of the community.

Completing the review ensures that residents are being served by an efficient, cohesive, accessible and comprehensive service delivery model.

We understand that the Council is taking a foundational approach to developing a strategic plan and will want to use the information and recommendations from the Review to consider as part of their Corporate and Community Strategic Plans.



Project Timing

The project was broken down into phases to allow for input and collaboration with the Municipality’s staff and management. The review commenced in May 2022 and will be completed when the final report is presented to Council in October 2022.

Work Plan and Progress

KPMG conducted the project according to the following work plan. The team performed key activities and deliverables using a 5-phased methodology. This report summarizes our activities from Phase 1-3, which include the following:

- 23 interviews with Council, management and key service delivery personnel
- 2 Committee Surveys, 1 Employee Survey, and 1 Community Survey
- Benchmarking analysis and interviews with comparator municipalities
- Development of service profiles
- Working sessions to develop recommended opportunities

Completed ✓



Phase 1

Project Initiation

Met with the Project Team to clarify expectations, refined lines of inquiry, and developed a work program and stakeholder engagement plan for the engagement.

Completed ✓



Phase 2

Environmental Scan

Key activities included

- Documentation review
- Stakeholder consultation
- Benchmarking and Leading Practice Review

Completed ✓



Phase 3

Review Current Service Delivery Model

Summarize the different services provided by the Municipality in service profiles.

Completed ✓



Phase 4

Opportunity Identification and Recommendation

Identify and prioritize opportunities for innovative service delivery.

Completed ✓



Phase 5

Final Report & Presentation

Develop a Final Report and implementation plan that incorporates Project Team feedback. Present Final Report to Council to close out the project.

Top Opportunities





Municipality of Huron East
Service Delivery Review
Final Report



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Top Opportunities Themes – Legend

Each top opportunity theme was assessed with four key impacts if the Municipality implements the change. The definition for each assessment criteria is outlined below.

Assessment Criteria	Definition
FINANCIAL IMPACT 	<p>Opportunity's impact on the Municipality's operating and capital budgets.</p> <ul style="list-style-type: none"> Green: Positive impact or strongly aligned to operating and capital budget. Yellow: Neutral impact or somewhat aligned to operating and capital budget. Red: Negative impact or not aligned to operating and capital budget.
CITIZEN IMPACT 	<p>Opportunity's impact on municipal service delivery or citizen experience.</p> <ul style="list-style-type: none"> Green: Positive impact or strongly aligned to municipal service delivery or citizen experience. Yellow: Neutral impact or somewhat aligned to municipal service delivery or citizen experience. Red: Negative impact or not aligned to municipal service delivery or citizen experience.
RISKS 	<p>Assessment of the impact of potential barriers/risks to the implementation of the opportunity.</p> <ul style="list-style-type: none"> Green: No barriers/potential risks to the implementation of the opportunity. Yellow: Some barriers/potential risks to the implementation of the opportunity. Red: Multiple barriers/potential risks to the implementation of the opportunity.
STRATEGIC ALIGNMENT 	<p>The opportunity's level of alignment to the Municipality's strategic priorities.</p> <ul style="list-style-type: none"> Green: Positive impact or strongly aligned to the Municipality's strategic priorities. Yellow: Neutral impact or somewhat aligned to the Municipality's strategic priorities. Red: Negative impact or not aligned to the Municipality's strategic priorities.

Disruption Gauge



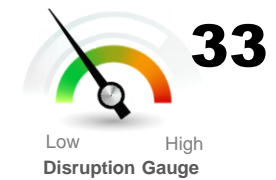
Disruption Gauge

Disruption Gauge:

Overall impact the opportunity would have on operations and services to the Municipality.

- Green: Minimal disruption to the organization.
- Yellow: Neutral disruption to the organization
- Red: Disruption to the organization.

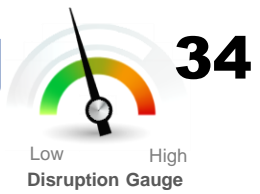
33 Develop Strategic Plan & Formalize a Corporate Performance Framework



Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Office of the CAO	CAO Administration	Essential				

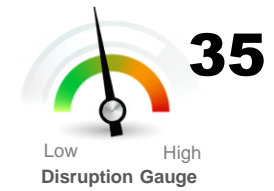
Opportunity Description	Assessment Rationale	
<p>The Municipality is developing a Strategic Plan with the new term of Council to set Huron East's short-term and long-term strategic goals and objectives. The Strategic Plan will provide a streamlined direction for service delivery. The Plan will also serve as a "Plan of Action" tool for leadership and staff.</p> <p>The Municipality does not have defined and formalized key performance metrics or indicators. There is an opportunity to:</p> <ul style="list-style-type: none"> formalize a corporate performance management framework to measure success and progress towards goals, and implement strategic corporate KPIs to assist decision making and focus on continuous improvement. <p>The data derived from implementing a Corporate Performance Management Framework can work to support Council decisions, set policy, inform reviews, evaluate programs, support budget recommendations, identify trends, and develop data dashboards.</p> <p>If implemented, the framework can reinforce big-picture strategic planning by encouraging goal-setting in multiple areas, such as financial performance, customer service, operational efficiencies, and can also promote innovation and learning. This allows the Municipality to quantify and assess areas for improvement against key strategic priorities and curate solutions to enhance performance.</p>	Financial Impact	Citizen Impact
	<p>This opportunity would have minor impact to the Municipality's operating budget to invest in establishing the Strategic Plan and Corporate Performance Framework.</p>	<p>The opportunity will have a positive impact on citizen experience in relation to higher quality of municipal service delivery.</p>
	Risks	Strategic Alignment
	<p>There are risks/barriers associated with implementation of this opportunity. These include:</p> <ul style="list-style-type: none"> Lack of stakeholder buy-in to move away from traditional ways of doing business. Unsuccessful change management Siloed risk and performance management approach Over-complicating the use of KPIs Exceeding the capacity of the organization to support the data requirements for KPIs 	<p>This opportunity is aligned with the Municipality and Council's strategic priorities of improving service delivery and customer service through streamlined performance management across the organization.</p>

34 Assess the Business Case of Repurposing or Divesting Under-utilized Buildings



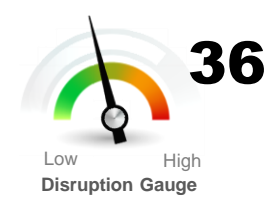
Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Office of the CAO	Corporate Building Maintenance	Essential				
Assessment Rationale						
Opportunity Description			Financial Impact		Citizen Impact	
<p>There is an opportunity for the Municipality to assess its current real estate portfolio and either repurpose or dispose of its under-utilized, less functional facilities/properties. Consolidating the real estate portfolio allows the Municipality to maintain properties in a more sustainable manner.</p> <p>The Municipality can concentrate the use of funding to municipal buildings/properties that support community and service needs instead of spreading resources across multiple idle/under-use properties. A consolidated and utilized real estate portfolio will reduce the Municipality's operating costs, improve operational efficiency, and further enhance asset management.</p> <p>Repurposing and/or disposing under-utilized, less functional facilities/properties will also generate revenue that can be used to seed a Building Maintenance reserve to fund future capital expenditures for the remaining real estate portfolio.</p>			<p>This opportunity would have minor impact to the Municipality's operating budget to invest in the assessment study by an external consultant.</p>		<p>The opportunity will have a positive/neutral impact on citizen experience in relation to higher quality of municipal service delivery.</p> <p>There might be some citizens that are attached to certain facilities and may raise concerns to divest/repurpose a property.</p>	
			Risks		Strategic Alignment	
			<p>There are minor risks/barriers associated with implementation of this opportunity. These include:</p> <ul style="list-style-type: none"> Lack of stakeholder buy-in to repurpose/divest from properties Insufficient information and data to assess utilization of a facility Not meeting AODA requirements 		<p>This opportunity is aligned with the Municipality and Council's strategic priorities of improving service delivery and customer service through streamlined performance management across the organization.</p>	

35 Develop a Workforce Plan to Address Service Demand and Succession Needs



Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Office of the CAO	Human Resources	Essential				
Opportunity Description			Assessment Rationale			
<p>The Municipality has experienced 7.5% population growth in the last 5 years. 58% of the Municipality's workforce is projected to retire by 2030. The Municipality needs to proactively develop a Workforce Plan to address future retirements, and to strategically manage recruiting and retention challenges.</p> <p>Key positions that the Municipality needs to strategically recruit and retain and develop succession plans for include:</p> <ul style="list-style-type: none"> Economic Development Officer (underway) Fire Chief (underway) District Fire Chiefs Chief Building Official Director of Public Works Building and Property Coordinator Volunteers (cemetery and parks) Public Works and Planning Assistant Recreation Manager <p>Stakeholders identified the need of the following new positions to address service demand:</p> <ul style="list-style-type: none"> Director of Community Services to lead recreation and parks services and to address aging volunteers Full-time administrative support staff for fire services, building, public works, community services HR coordinator to implement HRIS and Workforce Plan Develop an internship program to attract young talent for succession planning 			Financial Impact		Citizen Impact	
			<p>This opportunity would have an offsetting impact to the Municipality's operating budget by recruiting and investing in the workforce. At the same time, it avoids cost stemming from personnel turnover, such as:</p> <ul style="list-style-type: none"> Training / replacement of staff knowledge Loss of productivity and accumulation of tasks that are in backlog 		<p>The opportunity will have an overall positive impact for residents and businesses. Citizens will experience better services delivered in a more efficient and seamless manner.</p>	
			Risks		Strategic Alignment	
			<p>There are minor risks/barriers to the this opportunity:</p> <ul style="list-style-type: none"> Limited support by Council due to negative public perception Unable to fill key positions Lack of planning resulting in more disruption to the organization 		<p>This opportunity is strongly aligned with the Municipality's strategic priorities to modernize operations and to be resilient to change.</p>	

36 Reassess the Current Organizational Structure

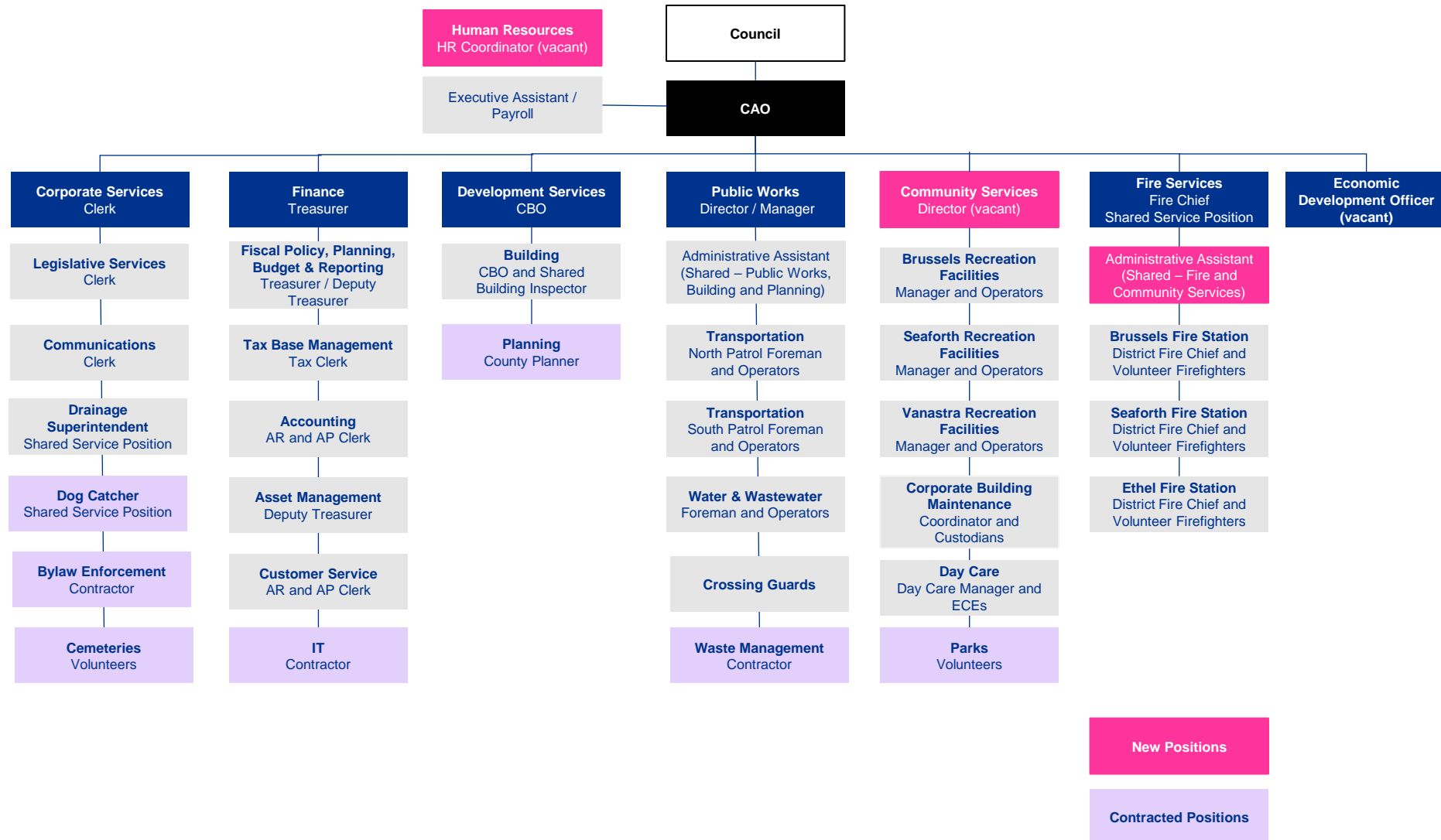


Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Office of the CAO	Human Resources	Essential				

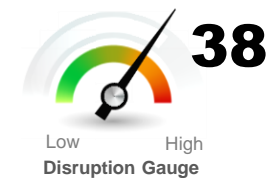
Opportunity Description	Assessment Rationale	
<p>The CAO currently has 11 direct reports:</p> <ul style="list-style-type: none"> Executive Assistant/Payroll Administrator Clerk Treasurer Economic Development Officer Chief Building Official Building & Property Coordinator Fire Chief 3 Recreation Facilities Managers Daycare Supervisor Volunteer groups (cemeteries, parks and recreation) <p>There is an opportunity to re-evaluate the organizational structure to balance leadership's span of control while providing necessary oversight of operations and guidance to staff.</p> <ul style="list-style-type: none"> Review the organizational design to better align with corporate strategic priorities. Consider each department's resourcing (budgeting) levels and complexity of service portfolios to be "future ready". Create synergies to further promote internal collaboration. Strategic approach to workforce management and collaboration with volunteer groups <p>The Municipality would also need to conduct a pay equity review as part of re-organization.</p>	Financial Impact	Citizen Impact
	This opportunity may require a one-time study cost.	An optimized, realigned staffing structure will have positive citizen impact as this opportunity will lead to more efficient and effective approach to service delivery and enhanced customer experience.
	Risks	Strategic Alignment
	<p>There are minor risks/barriers associated with implementation of this opportunity. These include:</p> <ul style="list-style-type: none"> Unsuccessful change management Low employee engagement/satisfaction during and after the re-org 	This opportunity is strongly aligned with the Municipality's strategic priorities to modernize operations.

37 Recommended Organization Structure

37

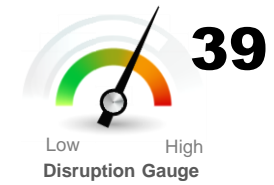


38 Review the Special Area-Rated Tax Model



Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Finance	Financial Management	Mandatory				
Opportunity Description			Assessment Rationale			
<p>Stakeholder consultations and benchmarking analysis indicated that there are opportunities to review Huron East's financial policies to support the strategic and long-term approach to managing municipal resources.</p> <p>Specifically, there is an opportunity to modernize the Municipality's special area-rated tax model by reducing the administration of different tax rates to deliver municipal services across wards and communities. Simplification of tax rates will improve administrative efficiencies and provide more equitable services across communities.</p>			Financial Impact		Citizen Impact	
			<p>Updating the special area-rated tax model would have a positive financial impact to the Municipality's budget.</p> <ul style="list-style-type: none"> Simplifies municipal tax calculations and improves transparency of public understanding Efficiency and time savings for staff to administer tax rates 		<p>The opportunity will have an overall positive impact on service delivery for the majority of Huron East residents and businesses. Some rate payers may have a negative experience in the short-term due to changing rates. This will be offset by long-term positive impacts where citizens receive more consistent and efficient service delivery.</p>	
			Risks		Strategic Alignment	
			<p>There are minor risks/barriers to this opportunity:</p> <ul style="list-style-type: none"> Opposition by property owners and residents that perceive they will have to pay more for services; specifically in rural areas. 		<p>This opportunity is moderately aligned with Council priorities by allowing the Municipality to be financially efficient and sustainable.</p>	

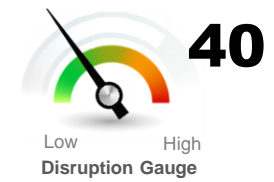
39 Review Financial Processes



Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Finance	Financial Management	Mandatory				

Opportunity Description	Assessment Rationale	
<p>During stakeholder interviews, several staff indicated that the current version of Great Plains (the Municipality's accounting and finance software) is no longer agile enough to support operational needs and manual processes were created to work around current system limitations.</p> <p>As service areas are looking to modernize their processes, there is an opportunity to implement the latest version of Great Plains to modernize financial workflows, including updating financial policies and procedures. Functionalities that staff would like to explore include:</p> <ul style="list-style-type: none"> Electronic billing capabilities Digital property records and property tax customer portal More efficient and stronger budgeting and financial reporting features Stronger system integration capabilities (i.e., customer online payments, asset management data, building and planning approvals, etc.) <p>The Municipality can also benefit from a long-term corporate financial plan to support execution of strategic priorities.</p>	Financial Impact	Citizen Impact
	Investment is required to conduct the study and to update the accounting and finance software.	The opportunity will have an overall positive impact for residents and businesses with more efficient processes to handle citizen-facing services.
	Risks	Strategic Alignment
	<p>There are minor risks/barriers to this opportunity:</p> <ul style="list-style-type: none"> Failure of leadership or employee buy-in to move away from traditional ways of doing business Unsuccessful change management Technology integration and implementation challenges Delays or lack of IT support from internal resources or external vendors 	This opportunity is strongly aligned with Council strategic priorities by allowing the Municipality to improve workflows and promote more efficient and effective processes.

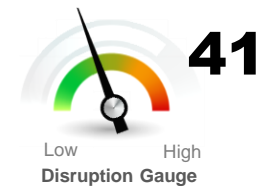
40 Coordinate Asset Management Responsibilities between Departments



Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Finance	Financial Management	Mandatory				

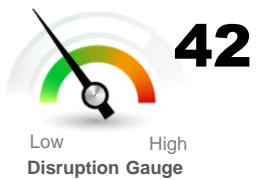
Opportunity Description	Assessment Rationale	
<p>Finance is responsible for asset management; however, Finance relies on individual departments responsible for maintaining the physical assets to update the asset registry and maintenance data.</p> <p>There is an opportunity to coordinate asset management responsibilities between various departments to improve the asset management program and maintenance of asset management data, specifically:</p> <ul style="list-style-type: none"> • Improve the collection and use of CityWide data • Record building condition assessments in the asset management system (records are currently maintained manually) • Develop a strategic funding approach to address new development and aging infrastructure needs (roads, bridges, culverts, storm sewers, water, wastewater, facilities and parks, etc.) and to clarify how capital projects are prioritized • Improve cross-departmental collaboration and information sharing. Clarify who is responsible for timely updating asset data in the asset management system. 	Financial Impact	Citizen Impact
	<p>This opportunity would have no impact to the Municipality's operating and capital budget of achieving a more efficient asset management model.</p>	<p>The opportunity does not directly impact citizens or customers, but will have an overall positive indirect impact through improved asset management practices of maintaining infrastructure.</p>
	Risks	Strategic Alignment
	<p>There are minor risks/barriers to this opportunity:</p> <ul style="list-style-type: none"> • Failure of leadership or employee buy-in to move away from traditional ways of doing business • Unsuccessful change management • Lack of staff capacity to timely update asset management data 	<p>This opportunity is strongly aligned with the Municipality's strategic priorities to invest in infrastructure.</p>

41 Update Building and Planning Services Processes



Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Building and Planning	Building and Planning Services	Mandatory				
Opportunity Description			Assessment Rationale			
<p>Building and Planning Department is undertaking the initiative to digitize land management records. There is an opportunity to implement an e-permitting system to digitize the building permit process. Process modifications include:</p> <ul style="list-style-type: none"> Implement a cloud-based platform to review/markup drawings Schedule online inspection requests Document key procedures and checklists <p>Review of development applications is a highly manual process, including working with the County and commenting agencies to process applications timely. There is an opportunity to also digitize the planning application review and approval process to manage review timelines, track application status, streamline communication and documentation retention. In addition, public education of application procedures is needed to facilitate submission of complete applications and minimize re-submissions/revisions.</p> <p>The resourcing model for Building and Planning could also be re-evaluated to meet service demand and current/new legislative requirements.</p> <p>Finally, the Municipality could also review the application fee structure to determine the reasonableness of cost recovery.</p>			Financial Impact		Citizen Impact	
			<ul style="list-style-type: none"> Financial investment is needed to implement an e-permitting software and to digitize building and planning application procedures. Investment may be needed to add more resources to Building and Planning Services to implement change and to align with service demand. There will also be a one-time fee to conduct a fee structure review. 		<p>An end to end review of the application process will have a positive citizen impact because digitization and process improvement initiative will lead to a leaner, more efficient and effective approach to service delivery for building, planning and development applications.</p>	
			Risks		Strategic Alignment	
			<p>There are minor risks/barriers to this opportunity:</p> <ul style="list-style-type: none"> Failure of leadership or employee buy-in to move away from traditional ways of doing business Unsuccessful change management Technology integration and implementation challenges Delays or lack of IT support from internal resources or external vendors 		<p>This opportunity strongly aligns with the Municipality's strategic priorities of economic growth.</p>	

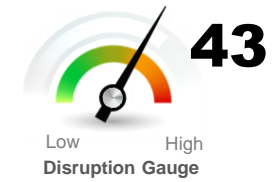
42 Implement an Online Booking and Registration System



Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Office of the CAO	Recreation and Parks Services, Daycare Operations	Traditional				

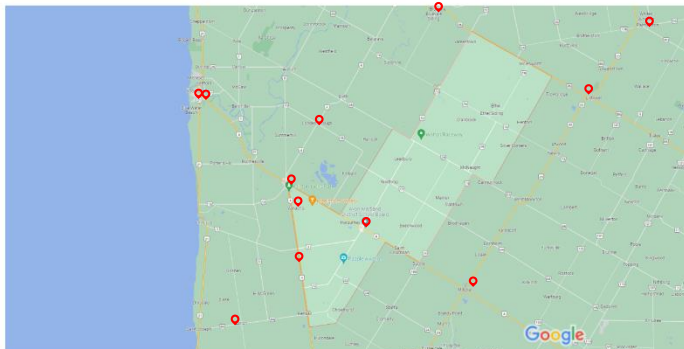
Opportunity Description	Assessment Rationale	
<p>Facility bookings and program registration are done manually by each recreation facility and at the daycare centre. There is an opportunity to implement an online booking and program registration system to allow customers to register recreation programs, and use of parks, community centres/recreation facilities and the daycare centre.</p> <p>Moving towards an online system allows the Municipality to improve customer service by allowing citizens the ability to access services 24/7. A central system also allows staff to organize resources more efficiently and to use data to make business decisions. Other benefits to using a digital platform include:</p> <ul style="list-style-type: none"> • Simplify facility booking and program registration administration • Track sales and registration data to better understand community interests and needs • Automate billing and payments 	Financial Impact	Citizen Impact
	There is an one-time cost to implement a booking system and annual fees to maintain the system. The investment will help generate service efficiency.	Implementing an online booking and registration system will have a positive impact on Huron East residents with more convenient services.
	Risks	Strategic Alignment
	<p>There are minor risks/barriers to this opportunity:</p> <ul style="list-style-type: none"> • Failure of leadership or employee buy-in to move away from traditional ways of doing business • Unsuccessful change management • Technology integration and implementation challenges • Delays or lack of IT support from internal resources or external vendors 	This opportunity strongly aligns with the Municipality's strategic priorities of improving customer service.

43 Assess the Provision & Delivery Model of Child Care Services to Address Service Demand



Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Office of the CAO	Daycare Operations	Discretionary				

Opportunity Description	Assessment Rationale	
<p>Daycare operations is a discretionary service provided by the Municipality due to a lack of child care providers within the community.</p> <p>The Municipality provides direct delivery of daycare services at the Vanastra Early Learning Centre. Other Child Care and Early Years Services are managed and delivered by Huron County. The Vanastra Early Learning Centre provides licensed child care for up to 40 children, ages 0 – 4, and also provides before and after school care to children. The Centre is responsible for maintenance of daycare facilities, including compliance with ministry requirements of health and safety measures.</p> <p>The Centre has a long waiting list; with population and development growth the list is expected to grow. There is an opportunity for the Municipality to assess the provision and delivery model for providing child care services to address service demand.</p>	Financial Impact	Citizen Impact
	Investment is required to conduct the study to assess a revised service delivery model for child care services (for example how many registered spaces are required to meet community demand).	The opportunity will have an overall positive impact for residents with more options for childcare within the community.
	Risks	Strategic Alignment
	<p>There are minor risks/barriers to this opportunity:</p> <ul style="list-style-type: none"> • Opposition by citizens that increase in service delivery may potentially result in increase in tax levy • Inability to attract child care staff to provide the services • Perception within community that child care will be utilized by non-residents 	This opportunity is strongly aligned with the Municipality's strategic priorities to provide improved customer experience and attracting talent for economic growth.



Additional Opportunities

Municipality of Huron East
Service Delivery Review
Final Report

Additional Opportunities

We identified additional opportunities that would require further analysis by the Municipality for Council consideration.

Opportunity No.	Opportunity Description	Leading Department	Services	Service Type
11	Develop and promote a community improvement plan for Huron East.	Office of the CAO	Economic Development	Essential
12	Expand the use of CityWide (or explore alternative solution) to track work order management of facility, fleet, and equipment maintenance activities to enhance data tracking and management of these assets to support decision making. The system could also be used by front line staff for complaint tracking.	Office of the CAO	Corporate Building Maintenance	Essential
13	Assess the service levels and service delivery approaches to grass cutting, leaf collection, and winter maintenance/snow plowing to ensure alignment with the Municipality's strategic vision.	Public Works	Transportation	Mandatory
14	Update the Business Improvement Area Strategic Plan for Seaforth.	Office of the CAO	Economic Development	Essential
15	Develop Recreation Master Plan; aspects to consider include: <ul style="list-style-type: none"> • Conduct a utilization study of program registration and attendance data • Contingency planning for park operations and maintenance (aging volunteer groups) 	Office of the CAO	Recreation & Parks Services	Traditional
16	Document and update standard operating policies and procedures that are currently residing with long term staff.	Clerk's Department Finance	Legislative Services Financial Management	Mandatory
17	Digitize licensing processes (business licenses, taxi, lottery, animal licenses).	Clerk's Department	Legislative Services	Mandatory
18	Develop an IT business plan that sets the Municipality's approach to IT decision making and service priorities, and review the IT service delivery model (for example, consider possibility of an in-house IT specialist).	Office of the CAO Finance	IT Service	Essential
19	Refresh workflow for handling citizen inquiries from inquiry intake, case management, and resolution/communication process. Improve the usage of the "Report It" webpage form for citizen case management.	All Departments	Customer Service	Essential

Additional Opportunities

We identified additional opportunities that would require further analysis by the Municipality for Council consideration.

Opportunity No.	Opportunity Description	Leading Department	Services	Service Type
20	Perform a comprehensive user fee study every three years to balance cost recovery and Council approved subsidization levels (e.g., clerks, parks and recreation services, planning and building services, bylaw fines and penalties). [Note - The Municipality just completed a user fee study except for Building Services.]	Building and Planning	Building and Planning Services	Mandatory
21	Implement an end-to-end Human Resources Information System solution to increase operational efficiency of managing the Municipality's workforce needs. Key digitization areas include: <ul style="list-style-type: none"> • Electronic/online timekeeping and scheduling across the Municipality and reducing manual entries/processes • Payroll processing • Performance management • Learning management • Record management of personnel data • Employee self-service 	Office of the CAO	Human Resources	Essential

Opportunities Underway or Recently Completed

These opportunities are underway or recently completed.

Opportunity No.	Opportunity Description	Leading Department	Services	Service Type
22	Develop a Corporate Communications Strategy to improve the delivery of internal and external communications. Refresh the municipal website to enhance customer/user experience of obtaining service information and access to online services.	Clerk's Department	Communications	Essential
23	Update municipal bylaws (e.g., animal control, noise, property standards, clean yards, open air burning, zoning, etc.) to ensure they reflect current practices and legislation.	Clerk's Department	Legislative Services	Mandatory
24	Implement an electronic document management system to improve records management and information sharing practices.	Clerk's Department	Legislative Services	Mandatory
25	Review the governance structure of Huron East.	Council	Elected Representatives	Mandatory
26	Review various committees (including roles, responsibilities, terms of reference, board structures, mandates etc.) to ensure they are operationally and strategically aligned with the Municipality.	Clerk's Department	Legislative Services	Mandatory
27	Refresh the Economic Development Strategic Plan.	Office of the CAO	Economic Development	Essential
28	Review the service delivery model for animal control services through a shared-service agreement.	Clerk's Department	Bylaw Enforcement	Mandatory
29	Standardize garbage collection service levels across the urban areas.	Public Works	Waste & Recycling Services	Mandatory



home.kpmg/ca

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

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Document Classification: KPMG Public



Municipality of Huron East

Public Meeting Agenda

Tuesday, October 18, 2022 – 7:00 P.M.

Council Chambers

2nd Floor, 72 Main Street, South, Seaford, ON

The purpose of the public meeting is to consider an amendment to the Huron East Zoning By-Law 52-2006.

- 1. Call to Order**
- 2. Confirmation of the Agenda**
- 3. Disclosure of Pecuniary Interest**
- 4. Provisions in Ontario Regulation 545/06, Section 5(11)5 of the Planning Act**
 - i. If a person or public body does not make oral submissions at a public meeting or make written submissions to the Municipality of Huron East before the by-laws are passed, the person or public body is not entitled to appeal the decision of the Municipality of Huron East to the Local Planning Appeal Tribunal.
 - ii. If a person or public body does not make oral submissions at a public meeting, or make written submissions to the Municipality of Huron East before the by-laws are passed, the person or public body may not be added as a party to the hearing of an appeal to the Tribunal unless, in the opinion of the Tribunal, there are reasonable grounds to do so.
- 5. Zoning By-law Amendment Applications**
 - a) [Planner's Report](#) re: Z08-2022 Zoning Amendment for Marcrest Holdings Inc. (Concession 1, Part Lots 69 and 70, Grey Ward, Municipality of Huron East)

The proposed Zoning By-law Amendment affects lands legally known as Concession 1, Part Lots 69 and 70, Grey Ward. The application proposes to amend the zoning on the property from AG1-41 (General Agriculture – Special Provisions) to AG3-11 (Agricultural

Commercial/Industrial – Special Provisions) to allow for the future expansion of Marcrest Holdings Inc.; and amend the text of the AG1-41 (General Agriculture – Special Provisions) zone provisions to recognize the deficient lot size. The application is a condition of Consent Application C60-2021 approved by Huron County in September 2021.

6. Adjournment



PLANNING & DEVELOPMENT

57 Napier Street, Goderich, Ontario N7A 1W2 CANADA

Phone: 519.524.8394 Ext. 3 Fax: 519.524.5677 Toll Free: 1.888.524.8394 Ext. 3

www.huroncounty.ca

To: Mayor MacLellan and Huron East Council

From: Jenn Burns, Planner

Date: October 14, 2022

Re: Z08-2022 Zoning Amendment

Con 1, Part Lot 69 & 70, Grey Ward, Municipality of Huron East

Address: 89707 Road 172

Owner/Applicant: Rebecca Little for Marcrest Holdings Inc.

RECOMMENDATION

It is recommended that zoning amendment application Z08-2022 be approved and the zoning amendment by-law be passed at the October 18th Huron East Council meeting.

PURPOSE

This proposed Zoning By-law Amendment affects the lands legally known as Concession 1, Part Lots 69 and 70, Grey Ward, Municipality of Huron East. This application proposes to amend the zoning on the property from AG1-41 (General Agriculture- Special Provisions) to AG3-11 (Agricultural Commercial/Industrial- Special Provisions) to allow for the future expansion of Marcrest Holdings Inc; and amends the text of the AG1-41 (General Agriculture- Special Provisions) zone provisions to recognize the deficient lot size. This application is a condition of Consent Application C60-2021 approved by Huron County Council in September 2021.

REVIEW

The subject lands are designated Agriculture in the Huron East Official Plan. The lands subject to the zoning application are zoned AG1-41. Figure 2 depicts the lands to be rezoned. The area subject to rezoning contains a house, broiler livestock barn, siloes and elevators, and shed, shown on Figure 2. The remainder of the subject lands contain a livestock barn, agricultural fields, and treed area in the north of the property. The subject lands require a zone change to permit a proposed storage building for the expansion of the existing feed mill operation, with a reduced interior side yard setback of 3.5 metres to the east side lot line. The new proposed structure is a flat storage building for the feed mill operation versus traditional elevators and silo structures. The scale and nature of the feed mill operation requires a rezoning to recognize the agriculture commercial/industrial use of the portion of the lands subject to the zoning amendment. A new entrance off Newry Road is also proposed as part of the operation's expansion. The AG3 special zone will also permit the use of an existing poultry barn on this corner of the property, and the setback for the agricultural commercial/industrial use from the neighbouring livestock barns. The subject property is 99.75 acres (40 hectares) in area and the area proposed to be rezoned is the southeastern corner of the property, measuring approximately 14.7 acres.

Huron East Official Plan

The Huron East Official Plan recognizes that the permitted uses in an agricultural area include Agriculture-related Uses, including farm-related commercial and industrial operations. The Agriculture section of the Official Plan also identifies criteria for these uses. These criteria include that the Agriculture-related Use is directly related to farm operations in the area, supports agriculture and the use benefits from being located in close proximity to farm operations, a permitted accessory residence will remain part of the industrial commercial holding, that the primary activity is to provide products and services to farm operations, applicable Provincial

requirements are met, and that it can be serviced and accessed safely from a public road and provide adequate stormwater management. The definition for Agriculture-related Use in the Huron East Official Plan is derived from the definition for this use in the Provincial Policy Statement and is reflected in the OP criteria to establish such a use.

OMAFRA Guidelines on Permitted Uses in Ontario's Prime Agricultural Areas

Publication 851, published by the Ontario Ministry of Agriculture, Food and Rural Affairs in 2016, provides information, descriptions, and guidelines to the assortment of uses that are imagined can take place on a farm in a rural area. The intent of these guidelines are to encourage a variety of uses beyond traditional agriculture that can promote supportive agriculture-related uses or agri-tourism, be a source of additional income for farmers, and do not interfere with the surrounding agricultural operations. Agriculture-related Uses are farm-related commercial and industrial uses, including industrial operations that process farm commodities from the area, such as feed mills grain dryers, and dry storage. They "add to the vitality and economic viability of prime agricultural areas because they are directly related to and service farm operations in the area as a primary activity". The Guidelines include criteria for Agriculture-related Uses to determine if they are appropriate for locating in a prime agricultural area. These criteria include that the agricultural-related use shall be compatible with, and shall not hinder, surrounding agricultural operations, must be directly related to farms in the area, supports agriculture, primarily providing products or services to those agricultural operations, and benefits from being in close proximity to farm operations.

Provincial Policy Statement 2020

The 2020 Provincial Policy Statement (PPS) includes Agriculture-related Uses as a permitted use and activity in a prime agricultural area in Section 2.3.3.1. The definition of an Agriculture-Related Use is: farm-related commercial and farm-related industrial uses that are directly related to farm operations in the area, support agriculture, benefit from being in close proximity to farm operations, and provide direct products and/or services to farm operations as a primary activity.

POLICY ANALYSIS

The policies of the Huron East Official Plan and the OMAFRA Guidelines are supportive of Agriculture-related Uses, which is the land use and activities proposed for this zoning amendment application. The expansion of the existing agricultural manufacturing facility is permitted under the scope of the AG3-11 zoning.

Reviewing the criteria established by the Huron East Official Plan and detailed in the OMAFRA Guidelines, the proposed expansion is an appropriate addition as an Agriculture-related Use in this agricultural area. Locating the AG3 use on the subject property is appropriate for the available rural services, including utilizing existing entrances, and is able to be established outside of the area of influence to the nearest neighbouring house (70 metres for a Class 1 operation).

Reviewing the policies and definitions in the PPS and Huron East Official Plan that reference the criteria for establishing an Agriculture-related Use, this application proposes an expansion to the current land use that is compatible with agricultural land uses in the surrounding area and is providing a service and products to farms in the area, and more broadly. For the land use of supplying agricultural products, it benefits from being in close proximity to these farms. This application is consistent with the Provincial Policy Statement, and Huron East Official Plan.

The proposed text amendment to the AG1-41 zone provisions will recognize the deficient lot size of the resulting retained lands in application C60-2021. There are no concerns with this amendment.

Figure 1. 2020 Air photo of the area subject to rezoning: Blue severed (10 acres of farmland) to merge with lands to the north and proposed to be rezoned to AG3-11; green retained farmland to be zoned to recognize the deficient agricultural lot size



COMMENTS RECEIVED

No concerns were received from staff, agencies or neighbours at the time of writing this report.

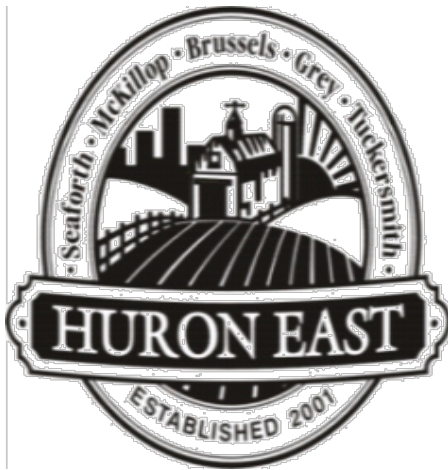
CONCLUSION

Additional land uses that are appropriate in a prime agricultural area and contribute to the rural character and local economy are compatible with the County and municipality's vision for innovative agriculture and supporting existing agricultural operations. This application is consistent with the applicable policies and is recommended for approval.

Sincerely,

"original signed by"

Jenn Burns, Planner



Municipality of Huron East
Accounts Payable Listing for Council
As of October 13, 2022

Cheque Number	Date	Vendor Check Name	Invoice Description	Amount Paid
15882	9/15/2022	Void - Printing Error		
15883	9/15/2022	Great North Construction	LAWN BOWLING ROOF REPLACEMENT	\$ 2,162.82
15884	8/5/2022	Workplace Safety & Ins Board	WSIB AUGUST 2022	\$ 7,628.41
15885	9/19/2022	Equitable Life of Canada	GROUP BENEFITS OCTOBER 2022	\$ 16,151.57
15886	9/19/2022	Receiver General	PAYROL REMITTANCE SEP1-15,2022	\$ 64,202.30
15887	10/3/2022	Festival Hydro	EV CHARGE STATION DEPOSIT	\$ 5,500.00
15888	10/3/2022	Minister of Finance	SEPTEMBER 2022 EHT	\$ 7,006.99
15889	10/3/2022	Receiver General	PAYROLL REMITTANCE SEPT 2022	\$ 29,492.32
15890	10/3/2022	SALEX INC.	BRYANS&ANDERSON SUBDIVISION	\$ 31,643.19
15891	10/3/2022	Petty Cash-Cash Drawer	PETTY CASH - BAG ATGS RETURN	\$ 1,250.00
15892	10/5/2022	Huron County Federation of Agriculture	HCFA - ANNUAL MEETING	\$ 30.00
15893	10/11/2022	Minister of Finance	PW-VEHICLE LICENCE PLATE RENEW	\$ 11,028.50
15894	10/19/2022	Minister Of Finance	AUGUST 2022 OPP SERVICES	\$ 135,712.23
15895	10/19/2022	Acklands - Grainger Inc	PW-LIFTING TRAPS	\$ 103.49
15896	10/19/2022	Bell Canada	SCADA PHONE SEP 2022	\$ 146.21
15897	10/19/2022	Bloom's and Rooms	ELECTION -ALL CANDIDATES NIGHT	\$ 40.00
15898	10/19/2022	Brussels Legion 218	LOTTERY LICENCE REIMBURSEMENT	\$ 1,254.45
15898	10/19/2022	Brussels Legion 218	LOTTERY REIMBURSEMENT	\$ 1,115.25
15899	10/19/2022	Canada Post Corp	ADMIN - VOTING LETTERS	\$ 7,788.20
15900	10/19/2022	Coca-Cola Bottling Co	SDCC - POP SUPPLIES	\$ 488.55
15901	10/19/2022	Ken Devries	EXPENSE CLAIM - K. DEVRIES	\$ 200.00
15902	10/19/2022	Dynamic Repairs Industrial & Agriculture	WW - EQUIPMENT REPAIRS	\$ 4,563.53
15903	10/19/2022	Elliott Fence Inc.	PW - BRIDGE GUARD RAIL REPAIRS	\$ 2,599.00

15904	10/19/2022 Festival Hydro	PW - BRUSSELS STREET LIGHTS	\$	3,622.14
15905	10/19/2022 Fluent IMS	SFD/BFD/GFD-PAGE TO CELL PHONE	\$	1,808.00
15906	10/19/2022 Granicus Canada Holdings ULC		\$	7,345.00
15907	10/19/2022 Great North Construction	LAWN BOWLING ROOF REPAIR	\$	12,820.98
15908	10/19/2022 J.F. SKINNER BLDRS LTD.	PW - SIDEWALK	\$	2,048.89
15909	10/19/2022 Josh's Gas Service	VRC BUILDING RENOVATIONS	\$	12,601.31
15910	10/19/2022 JUTZI WATER TECHNOLOGIES	BMG - MONTHLY SERVICE	\$	319.63
15911	10/19/2022 Keecon-Plus	SFD - FIRE HALL RENOVATIONS	\$	13,564.92
15912	10/19/2022 KPMG LLP	ECON DEV-SERVICE DLVRY REVIEW	\$	22,559.32
15913	10/19/2022 Chad Kregar	EXPENSE CLAIM - C. KREGAR	\$	800.00
15914	10/19/2022 MTE Consultants Inc	BMG - RENOVATIONS	\$	528.84
15915	10/19/2022 Liz Murtha	VRC- CLASS INSTRUCTOR	\$	324.00
15916	10/19/2022 Primitive Creek	BIA GC REDEEMED	\$	75.00
15917	10/19/2022 Purolator Inc	ADMIN - COURIER	\$	10.18
15917	10/19/2022 Purolator Inc	ADMIN - COURIER	\$	13.13
15917	10/19/2022 Purolator Inc	BUILDING - COURIER	\$	5.09
15917	10/19/2022 Purolator Inc	SFD/WW- COURIER	\$	19.64
15918	10/19/2022 Saugeen Shores Fire Dept	BFD-FIRE FIT CHALLENGE COURSE	\$	250.00
15919	10/19/2022 Seaforth Foodland	COUNCIL MEETING- POP/WATER	\$	30.90
15920	10/19/2022 SGS Canada Inc.	W/WW - WATER SAMPLING	\$	289.28
15921	10/19/2022 Stericycle ULC	ADMIN - SHREDDING	\$	110.39
15921	10/19/2022 Stericycle ULC	ADMIN - SHREDDING	\$	116.05
15922	10/19/2022 Silver Creek Lanscaping	BIA - CEDARS	\$	400.30
15923	10/19/2022 Stratford Crane Rental Ltd	WW-BOOMTRUCK LIFT GEAR TO CASE	\$	574.94
15924	10/19/2022 Stratford Electric Motor & Pump Service Inc	WW- PUMP/MOTOR REPAIR	\$	1,034.99
15925	10/19/2022 TarBush Dickey Giller & Associates	TAX CERTIFICATE REFUND	\$	80.00
15926	10/19/2022 Thomas International Inc.	ADMIN - JOB COMPARISON REPORT	\$	2,027.22
15927	10/19/2022 Wighty's Repairs Inc.	PW - EQUIPMENT REPAIRS	\$	133.79
15927	10/19/2022 Wighty's Repairs Inc.	PW-MISC EQUIP REPAIR	\$	142.59
15927	10/19/2022 Wighty's Repairs Inc.	PW-MISC EQUIPMENT REPAIR	\$	212.95
15928	10/19/2022 Workplace Safety & Ins Board	SFD - WSIB	\$	31,452.54
15929	10/19/2022 Xerox Canada Ltd	ADMIN - PRINTER USAGE	\$	986.77
15930	10/19/2022 Seaforth Foodland	ELECTIONS NIGHT FOOD	\$	19.62
15931	10/19/2022 Devereaux Murray	UTILITIES REFUND- M. BOS	\$	94.20

15932	10/19/2022 AMP Security	FHT - BATTERY FOR SECURITY PAD	\$	40.68
Total Cheques			\$	446,570.29
DIRECT DEBIT	9/1/2022 Hydro One Networks Inc	HYDRO-GREY GARAGE	\$	491.55
DIRECT DEBIT	9/1/2022 Hydro One Networks Inc	HYDRO-GFH	\$	109.11
DIRECT DEBIT	9/1/2022 Bell Canada	PHONE-SEAFORTH OPP	\$	129.22
DIRECT DEBIT	9/1/2022 Bell Canada	FAX-SDCC	\$	46.84
DIRECT DEBIT	9/1/2022 Bell Canada	PHONE - SDCC	\$	67.04
DIRECT DEBIT	9/1/2022 Bell Canada	PHONE-SFD	\$	125.00
DIRECT DEBIT	9/6/2022 Hydro One Networks Inc	HYDRO-VANASTRA STP	\$	3,479.43
DIRECT DEBIT	9/6/2022 Hydro One Networks Inc	HYDRO - STREETLIGHTS	\$	29.81
DIRECT DEBIT	9/7/2022 Bell Canada	PHONE-MCKILLOP SHOP	\$	58.14
DIRECT DEBIT	9/8/2022 Union Gas	HEAT - SEAFORTH WTP	\$	27.83
DIRECT DEBIT	9/8/2022 Union Gas	HEAT - BLIB	\$	44.59
DIRECT DEBIT	9/8/2022 Union Gas	HEAT - BMG	\$	179.51
DIRECT DEBIT	9/8/2022 Union Gas	HEAT - BMD	\$	29.86
DIRECT DEBIT	9/8/2022 Union Gas	HEAT-FHT	\$	206.17
DIRECT DEBIT	9/8/2022 Union Gas	HEAT - BMG POOL	\$	109.00
DIRECT DEBIT	9/8/2022 Union Gas	HEAT - BRSLs SHED	\$	34.28
DIRECT DEBIT	9/12/2022 Festival Hydro	HYDRO-BRSLs ST LIGHTING	\$	857.84
DIRECT DEBIT	9/12/2022 Festival Hydro	HYDRO-SDCC	\$	3,496.22
DIRECT DEBIT	9/12/2022 Festival Hydro	HYDRO - C4TH STREET LIGHTS	\$	1,660.87
DIRECT DEBIT	9/12/2022 Festival Hydro	HYDRO-C4TH PUMP STATION	\$	1,189.64
DIRECT DEBIT	9/12/2022 Festival Hydro	HYDRO-LLODY EISLER ST LIGHTS	\$	14.98
DIRECT DEBIT	9/12/2022 Festival Hydro	HYDRO-BMG	\$	3,833.01
DIRECT DEBIT	9/12/2022 Festival Hydro	HYDRO-SEAFORTH WELSH ST WELL	\$	4,325.83
DIRECT DEBIT	9/12/2022 Edward Fuels (A Division of McDougall Energ	FUEL - SFD	\$	110.03
DIRECT DEBIT	9/15/2022 Great-West Life Assurance Co	SFD - GROUP INSURANCE	\$	260.76
DIRECT DEBIT	9/15/2022 Union Gas	HEAT - VRC	\$	1,246.69
DIRECT DEBIT	9/15/2022 Union Gas	HEAT - SDCC	\$	702.62
DIRECT DEBIT	9/19/2022 Hydro One Networks Inc	HYDRO-SEAFORTH STP	\$	8,314.18
DIRECT DEBIT	9/20/2022 Municipality Of Central Huron	VANASTRA WATER	\$	8,243.20
DIRECT DEBIT	9/20/2022 Hensall District Co-op	FUEL - VARIOUS	\$	13,958.33
DIRECT DEBIT	9/21/2022 Hydro One Networks Inc	HYDRO-MCKILLOP OFFICE	\$	222.57

DIRECT DEBIT	9/21/2022 Hydro One Networks Inc	HYDRO-MCKILLOP SHED	\$	147.13
DIRECT DEBIT	9/21/2022 Waste Management	WASTE RMVL- SDCC	\$	81.76
DIRECT DEBIT	9/21/2022 Waste Management	WASTE RMVL-SEAFORTH	\$	3,955.04
DIRECT DEBIT	9/21/2022 Waste Management	WASTE RMVL-BMG	\$	743.47
DIRECT DEBIT	9/21/2022 Waste Management	WASTE RMVL-VARIOUS	\$	31,350.51
DIRECT DEBIT	9/21/2022 Waste Management	WASTE RMVL-TUCKERSMITH SHED	\$	1,621.78
DIRECT DEBIT	9/22/2022 Hydro One Networks Inc	HYDRO-POWERING CRES DR	\$	10.83
DIRECT DEBIT	9/22/2022 Hydro One Networks Inc	HYDRO-STREET LIGHTS	\$	492.16
DIRECT DEBIT	9/22/2022 Hydro One Networks Inc	HYDRO-STREET LIGHTS	\$	781.14
DIRECT DEBIT	9/22/2022 Hydro One Networks Inc	HYDRO-STREETLIGHTS	\$	23.02
DIRECT DEBIT	9/22/2022 Hydro One Networks Inc	HYDRO-STREET LIGHTS	\$	342.09
DIRECT DEBIT	9/22/2022 Bell Canada	LOND DISTANCE CHARGES SEP 2022	\$	5.08
DIRECT DEBIT	9/22/2022 Union Gas	HEAT - SLIB	\$	32.43
DIRECT DEBIT	9/22/2022 Union Gas	SFD - HEAT	\$	27.30
DIRECT DEBIT	9/23/2022 Tuckersmith Comm Co-Op	INTERNET/PHONE-TUCK/GREY	\$	109.53
DIRECT DEBIT	9/23/2022 Tuckersmith Comm Co-Op	PHONE/INTERNET/ID-BMG	\$	117.60
DIRECT DEBIT	9/23/2022 Tuckersmith Comm Co-Op	INTERNET - SDCC	\$	157.01
DIRECT DEBIT	9/23/2022 Tuckersmith Comm Co-Op	PHONE-MCKILLOP	\$	344.65
DIRECT DEBIT	9/23/2022 Tuckersmith Comm Co-Op	PHONE/INTERNET-TH/SFD/BFD	\$	440.52
DIRECT DEBIT	9/23/2022 Tuckersmith Comm Co-Op	INTERNET-BRUSSELS OPP	\$	73.45
DIRECT DEBIT	9/26/2022 Eastlink	PHONE-TDN	\$	42.70
DIRECT DEBIT	9/26/2022 Hydro One Networks Inc	HYDRO- VANASTRA WATER	\$	874.54
DIRECT DEBIT	9/26/2022 Hydro One Networks Inc	HYDRO-TUCK SHED	\$	181.63
DIRECT DEBIT	9/26/2022 Hydro One Networks Inc	HYDRO - VRC	\$	2,559.22
DIRECT DEBIT	9/26/2022 Hydro One Networks Inc	HYDRO-BCEM	\$	42.50
DIRECT DEBIT	9/26/2022 Hydro One Networks Inc	HYDRO-VRC FOOD BOOTH	\$	44.72
DIRECT DEBIT	9/26/2022 Hydro One Networks Inc	HYDRO-VRC BALL PARK	\$	35.41
DIRECT DEBIT	9/26/2022 Bell Canada	PHONE-BRUSSELS OPP	\$	70.51
DIRECT DEBIT	9/26/2022 Bell Canada	HYDRO-BFD	\$	160.00
DIRECT DEBIT	9/26/2022 Bell Canada	PHONE-BRUSSELS SHED	\$	75.48
DIRECT DEBIT	9/26/2022 Bell Canada	PHONE-GREY SHED	\$	83.39
DIRECT DEBIT	9/26/2022 Bell Canada	HYDRO-GFD	\$	126.78
DIRECT DEBIT	9/26/2022 Bell Canada	PHONE - GREY TWP OFFICE	\$	61.92
DIRECT DEBIT	9/27/2022 Hydro One Networks Inc	HYDRO - BRUCEFIELD WTP	\$	666.70

DIRECT DEBIT	9/29/2022 Municipality of Morris-Turnberry	3RD QUARTER TAXES 2022	\$	73.07
DIRECT DEBIT	10/12/2022 Marks Work Wearhouse	BMG - WORKBOOTS	\$	158.19
DIRECT DEBIT	10/12/2022 Ontario Rec Facilities Assoc.	SDCC - ORFA MEMBERSHIP	\$	203.40
DIRECT DEBIT	10/12/2022 Public Services Health and Safety	ADMIN - JHSC CERTIFICATION	\$	536.75
DIRECT DEBIT	10/12/2022 Millbank Hardware	BMG - HARD HAT	\$	19.20
DIRECT DEBIT	10/12/2022 Canadian Tire	ADMIN - COFFEE/FILTERS	\$	29.05
DIRECT DEBIT	10/12/2022 Civic Info BC	OMAA FALL WORKSHOP	\$	734.50
DIRECT DEBIT	10/12/2022 Dollarama	BMG - CHOCOLATE BARS	\$	52.19
DIRECT DEBIT	10/12/2022 Canadian Tire	SDCC - BATTERY	\$	91.58
DIRECT DEBIT	10/12/2022 Ministry of Municipal Affairs & Housing	BLDG - MEMBERSHIP RENEWAL	\$	120.00
DIRECT DEBIT	10/12/2022 Wal-Mart- Goderich	SDCC - TOWELS/MOPS	\$	54.06
DIRECT DEBIT	10/12/2022 Canadian Centre for Rural Creativity	BLDG-RURAL TALS TO RURAL CONF	\$	404.95
DIRECT DEBIT	10/12/2022 Listowel Florist	ADMIN- RETIREMENT FLOWERS	\$	115.26
DIRECT DEBIT	10/12/2022 Mister Safety Shoes	SDCC - SAFETY SHOES	\$	169.44
DIRECT DEBIT	10/12/2022 Marks Work Wearhouse	SDCC - SAFETY SHOES	\$	101.69
DIRECT DEBIT	10/12/2022 Hydro One Networks Inc	PW - CRANBROOK STREET LIGHTS	\$	782.02
DIRECT DEBIT	10/12/2022 Eventbrite	ADMIN - TRAINING	\$	270.88
DIRECT DEBIT	10/12/2022 Wholesale Club Waterloo #210	BMG - CANDY	\$	465.35
Total Direct Debits			\$	103,867.73
EFT000000005080	9/30/2022 Avon Maitland Dist School Bd	3RD QTR TAX INSTALLMENT 2022	\$	546,446.00
EFT000000005081	9/30/2022 Huron-Perth Cathol Dist Sch Bd	3RD QTR TAX INSTALLMENT 2022	\$	129,665.00
EFT000000005082	9/30/2022 County of Huron	3RD QTR TAX INSTALLMENT	\$	1,687,502.00
EFT000000005083	10/19/2022 Maureen Agar	EXPENSE CLAIM - A. AGAR	\$	259.23
EFT000000005084	10/19/2022 Altruck Int'l Truck Centres	SFD - VEHICLE REPAIRS	\$	501.96
EFT000000005084	10/19/2022 Altruck Int'l Truck Centres	SFD - FIRE TRUCK REPAIRS	\$	2,865.93
EFT000000005085	10/19/2022 Arbor-aide	PW-TREES/STUMP REMOVAL	\$	4,520.00
EFT000000005086	10/19/2022 Artech Signs & Graphics	PW - SIGNS	\$	169.50
EFT000000005086	10/19/2022 Artech Signs & Graphics	ADMIN-NAME PLATE/BUSINESS CARD	\$	70.06
EFT000000005086	10/19/2022 Artech Signs & Graphics	ADMIN - BUSINESS CARDS	\$	81.36
EFT000000005086	10/19/2022 Artech Signs & Graphics	BIA - WEBSITE UPDATE	\$	90.40
EFT000000005087	10/19/2022 Art's Landscaping	PW - PAVEMENT MAINTENANCE	\$	4,629.89
EFT000000005088	10/19/2022 Arva Grain Corp	M6-19	\$	124.38
EFT000000005088	10/19/2022 Arva Grain Corp	M6-19	\$	332.66

EFT000000005089	10/19/2022 Ausable Bayfield Conservation	ALEXANDER/BROADFOOT DRAINS	\$	200.00
EFT000000005089	10/19/2022 Ausable Bayfield Conservation	MUNICIPAL LEVY	\$	32,126.00
EFT000000005090	10/19/2022 Bayshore Broadcasting Corp	BIA - SHOP SEAFORTH ADS	\$	325.44
EFT000000005091	10/19/2022 Lissa Berard	EXPENSE CLAIM - L. BERARD	\$	882.14
EFT000000005092	10/19/2022 Bilcke Electric	WW-VANASTRA-EQUIPMENT R&M	\$	288.15
EFT000000005093	10/19/2022 Blackburn Media Inc	BIA -SHOP 2 WIN	\$	488.16
EFT000000005094	10/19/2022 Bluewater Recycling Association-MARS	OCTOBER AUTOMATED	\$	21,087.03
EFT000000005094	10/19/2022 Bluewater Recycling Association-MARS	SEPTEMBER DISPOSAL	\$	8,193.69
EFT000000005094	10/19/2022 Bluewater Recycling Association-MARS	SEPTEMBER AUTOMATED	\$	21,087.03
EFT000000005094	10/19/2022 Bluewater Recycling Association-MARS	Q4 RECYCLING/SEPT RECYCLING	\$	77,222.34
EFT000000005095	10/19/2022 B M Ross & Associates Limited	PRINCESS STREET RECONSTRUCTION	\$	2,526.23
EFT000000005095	10/19/2022 B M Ross & Associates Limited	PW - BRIDGE INSPECTIONS	\$	2,408.60
EFT000000005095	10/19/2022 B M Ross & Associates Limited	SEAFPRTH WWTP	\$	3,305.78
EFT000000005095	10/19/2022 B M Ross & Associates Limited	STRUCTURE T19 ON RODGERVILLE R	\$	3,340.52
EFT000000005096	10/19/2022 Brussels Agromart Ltd	PW - GRASS SEED	\$	237.30
EFT000000005097	10/19/2022 Canadian Red Cross	VRC-FIRST AID	\$	10.00
EFT000000005097	10/19/2022 Canadian Red Cross	VRC-FIRST AID	\$	80.00
EFT000000005097	10/19/2022 Canadian Red Cross	VRC - FIRST AID	\$	60.00
EFT000000005098	10/19/2022 Cantol Corp	VRC - CLEANING SUPPLIES	\$	951.35
EFT000000005099	10/19/2022 Carrier Centres	PW - M1-14	\$	192.76
EFT000000005100	10/19/2022 Carson Supply	W/WW - DECLORINATION TABS	\$	401.15
EFT000000005100	10/19/2022 Carson Supply	W/WW - SUPPLIES	\$	1,302.48
EFT000000005101	10/19/2022 Carter-Grant Mechanical Systems Ltd	SDCC - HEAT/COOL UNITS REPAIRS	\$	259.90
EFT000000005102	10/19/2022 Cimco Refrigeration London Br	SDCC - EQUIPMEMNT MAINTENANCE	\$	2,262.63
EFT000000005103	10/19/2022 CMT Engineering Inc	BRYANS&ANDERSON SUBDIVISION	\$	4,147.10
EFT000000005104	10/19/2022 Comco Fasteners	PW-SUPPLIES	\$	200.91
EFT000000005105	10/19/2022 ContinuIT Corp	ADMIN - IT SUPPORT	\$	254.36
EFT000000005105	10/19/2022 ContinuIT Corp	ADMIN - NETWORK SUPPORT	\$	254.25
EFT000000005105	10/19/2022 ContinuIT Corp	ADMIN - IT SUPPORT	\$	1,473.53
EFT000000005105	10/19/2022 ContinuIT Corp	ADMIN - IT SUPPORT	\$	1,824.95
EFT000000005105	10/19/2022 ContinuIT Corp	ADMIN - IT SUPPORT	\$	84.75
EFT000000005106	10/19/2022 Cut Rite Tree Service	PW/SDCC- STUMP REMOVAL	\$	4,423.95
EFT000000005107	10/19/2022 Dale Pump & Farm Service Ltd	PW - EQUIPMENT REPAIRS	\$	632.37
EFT000000005107	10/19/2022 Dale Pump & Farm Service Ltd	PW - T2-03	\$	270.34

EFT000000005107	10/19/2022 Dale Pump & Farm Service Ltd	PW - G3-95	\$	75.33
EFT000000005107	10/19/2022 Dale Pump & Farm Service Ltd	PW - T1-14	\$	1,195.69
EFT000000005108	10/19/2022 Brenda Dalton	MILEAGE - B. DALTON	\$	18.91
EFT000000005109	10/19/2022 D. Culbert Ltd	ADMIN - PROFESSIONAL SERVICES	\$	3,616.00
EFT000000005110	10/19/2022 D & D Glass & Mirror	FHT - BUILDING REPAIRS	\$	392.34
EFT000000005111	10/19/2022 Dianne Diehl	MILEAGE - D. DIEHL	\$	42.70
EFT000000005112	10/19/2022 Dietz Agri Centre Inc	SDCC- EQUIPMENT MAINTENANCE	\$	50.79
EFT000000005113	10/19/2022 Brad Dietrich	MILEAGE - B.DIETRICH	\$	1,442.10
EFT000000005114	10/19/2022 Charlene Dietrich-Illsley	BLIB - CLEANING	\$	480.00
EFT000000005114	10/19/2022 Charlene Dietrich-Illsley	BMD - CLEANING	\$	340.00
EFT000000005115	10/19/2022 Donnelly & Murphy Barristers & Solicitors	ADMIN-LEGAL SERVICE OUD APPEAL	\$	1,271.25
EFT000000005116	10/19/2022 Edward Fuels (A Division of McDougall Energy)	BIA GC REDEEMED	\$	25.00
EFT000000005117	10/19/2022 Cathy Elliott	ADMIN - MARRIAGE SERVICES	\$	300.00
EFT000000005118	10/19/2022 Elligsen Electric Ltd	BMG-BALL DIAMOND LIGHTS REPAIR	\$	1,495.65
EFT000000005118	10/19/2022 Elligsen Electric Ltd	FHT - ELECTRICAL WORK	\$	745.73
EFT000000005118	10/19/2022 Elligsen Electric Ltd	STREET LIGHT REPAIRS	\$	5,936.75
EFT000000005118	10/19/2022 Elligsen Electric Ltd	SLIB - LIGHTS REPAIR	\$	579.10
EFT000000005119	10/19/2022 Eric Cox Sanitation Equipment & Supplies	BLIB - CLEANING SUPPLIES	\$	426.74
EFT000000005119	10/19/2022 Eric Cox Sanitation Equipment & Supplies	SDCC - CLEANING SUPPLIES	\$	548.05
EFT000000005119	10/19/2022 Eric Cox Sanitation Equipment & Supplies	BMG - AUTO DETERGENT DISPENSER	\$	1,468.85
EFT000000005119	10/19/2022 Eric Cox Sanitation Equipment & Supplies	BMG/BLIB-R&M SUPPLIES	\$	494.26
EFT000000005119	10/19/2022 Eric Cox Sanitation Equipment & Supplies	BLIB - CLEANING SUPPLIES	\$	353.16
EFT000000005119	10/19/2022 Eric Cox Sanitation Equipment & Supplies	SDCC - CLEANING SUPPLIES	\$	571.10
EFT000000005120	10/19/2022 ESL Utility & Municipal Prod.	W/WW - FLANGE SET	\$	156.17
EFT000000005120	10/19/2022 ESL Utility & Municipal Prod.	W/WW - SUPPLIES	\$	2,641.26
EFT000000005121	10/19/2022 Excel Business Systems	PW - PRINTER COSTS	\$	57.43
EFT000000005122	10/19/2022 Fairholme Dairy Ltd - Evans Wholesale	TDN - GROCERIES	\$	89.96
EFT000000005122	10/19/2022 Fairholme Dairy Ltd - Evans Wholesale	TDN - GROCERIES	\$	287.85
EFT000000005123	10/19/2022 Food Basics- Store # 632	TDN - GROCERIES	\$	140.87
EFT000000005123	10/19/2022 Food Basics- Store # 632	TDN - GROCERIES	\$	188.66
EFT000000005123	10/19/2022 Food Basics- Store # 632	TDN - FOOD	\$	76.72
EFT000000005123	10/19/2022 Food Basics- Store # 632	TDN - GROCERIES	\$	20.94
EFT000000005123	10/19/2022 Food Basics- Store # 632	TDN - GROCERIES	\$	84.47
EFT000000005123	10/19/2022 Food Basics- Store # 632	TDN - GROCERIES	\$	294.47

EFT000000005123	10/19/2022 Food Basics- Store # 632	TDN - GROCERIES	\$	341.80
EFT000000005123	10/19/2022 Food Basics- Store # 632	TDN - GROCERIES	\$	96.26
EFT000000005124	10/19/2022 Gabel Electric	BMG - PLUMBING SERVICE CALL	\$	129.95
EFT000000005125	10/19/2022 GM BluePlan Engineering Limited	COATES DRAIN	\$	3,827.88
EFT000000005125	10/19/2022 GM BluePlan Engineering Limited	BRYANS&ANDERSON SUBDIVISION	\$	19,376.28
EFT000000005125	10/19/2022 GM BluePlan Engineering Limited	BAKER DRAIN	\$	1,059.38
EFT000000005125	10/19/2022 GM BluePlan Engineering Limited	MARKET STREET DEVELOPMENT	\$	621.50
EFT000000005126	10/19/2022 G McGrath Plumbing & Heating	WW-SNAKE SEWER	\$	197.75
EFT000000005127	10/19/2022 Stacy Grenier	EXPENSE CLAIM - S. GRENIER	\$	1,361.65
EFT000000005128	10/19/2022 John Hill	MILEAGE - J. HILL	\$	483.67
EFT000000005129	10/19/2022 H.O. Jerry (1983) Ltd	TDN - CLEANING SUPPLIES	\$	834.52
EFT000000005129	10/19/2022 H.O. Jerry (1983) Ltd	VRC - CLEANING SUPPLIES	\$	81.44
EFT000000005129	10/19/2022 H.O. Jerry (1983) Ltd	FHT - DISENFECTANT	\$	372.29
EFT000000005129	10/19/2022 H.O. Jerry (1983) Ltd	FHT - CLEANING SUPPLIES	\$	265.39
EFT000000005129	10/19/2022 H.O. Jerry (1983) Ltd	VRC- ACID CLEANER	\$	163.74
EFT000000005129	10/19/2022 H.O. Jerry (1983) Ltd	FHT - CLEANING SUPPLIES	\$	441.31
EFT000000005129	10/19/2022 H.O. Jerry (1983) Ltd	VRC - CLEANING SUPPLIES	\$	88.67
EFT000000005130	10/19/2022 Hollandia Gardens Limited	VRC - POOL SUPPLIES	\$	2,303.05
EFT000000005131	10/19/2022 Doug Hugill	EXPENSE CLAIM - D. HUGILL	\$	135.59
EFT000000005132	10/19/2022 Huron Tractor Ltd	BCEM - EQUIPMENT REPAIR	\$	289.60
EFT000000005133	10/19/2022 Huronia Welding & Industrial	PW - ANNUAL CONTRACT	\$	357.08
EFT000000005133	10/19/2022 Huronia Welding & Industrial	SFD - EXTINGUISHER INSPECTIONS	\$	494.77
EFT000000005134	10/19/2022 County of Huron	HC HOUSING BAG TAG RETURN	\$	1,020.00
EFT000000005135	10/19/2022 Ideal Supply Inc	SDCC - GLOVES	\$	53.16
EFT000000005135	10/19/2022 Ideal Supply Inc	PW - EMERGENCY LIGHTING	\$	170.62
EFT000000005135	10/19/2022 Ideal Supply Inc	PW - SUPPLIES	\$	38.96
EFT000000005135	10/19/2022 Ideal Supply Inc	PW- LEAFSUCKER ADAPTER	\$	7.58
EFT000000005136	10/19/2022 Jacobs Consultancy Canada Inc	W/WW - PROFESSIONAL SERVICES	\$	65,268.33
EFT000000005137	10/19/2022 Peter Jaycock	BMD - LAWN MAINTENANCE	\$	240.00
EFT000000005138	10/19/2022 Jeni Mobile Wash - 2255333 Ontario Inc	SFD - FLOOR DRAIN CLEAN OUT	\$	705.12
EFT000000005139	10/19/2022 Joe Johnson Equipment Inc	PW - M1-14	\$	1,739.51
EFT000000005140	10/19/2022 Keppel Creek	SEPTEMBER 2022 BYLAW ENFORCE	\$	3,490.98
EFT000000005140	10/19/2022 Keppel Creek	AUGUST 2022 BYLAW ENFORCEMENT	\$	2,797.97
EFT000000005141	10/19/2022 Kurtis Smith Excavating Inc	BRIANS & ANDERSON SUBDIVISION	\$	622,124.77

EFT000000005142	10/19/2022 Lavis Contracting Co Ltd	PW-SIDEWALKS	\$	969.38
EFT000000005143	10/19/2022 Lifesaving Society	VRC - BRONZE CROSS	\$	490.45
EFT000000005144	10/19/2022 The Looking Glass	BIA GC REDEEMED	\$	50.00
EFT000000005145	10/19/2022 Bernie MacLellan	MILEAGE - B. MACLELLAN	\$	39.04
EFT000000005146	10/19/2022 McCallum, Ken	MILEAGE - K. MCCALLUM	\$	617.32
EFT000000005146	10/19/2022 McCallum, Ken	MILEAGE - K MCCALLUM	\$	284.26
EFT000000005147	10/19/2022 McDonald Home Hardware Building Centre	BMG - ANTIFREEZE	\$	72.23
EFT000000005147	10/19/2022 McDonald Home Hardware Building Centre	FHT - DRYWALL	\$	37.28
EFT000000005147	10/19/2022 McDonald Home Hardware Building Centre	PW - SIGNS	\$	38.41
EFT000000005147	10/19/2022 McDonald Home Hardware Building Centre	FHT - WHITE WOOD BOARD	\$	210.15
EFT000000005147	10/19/2022 McDonald Home Hardware Building Centre	BCEM - TAPE MEASURES	\$	45.15
EFT000000005147	10/19/2022 McDonald Home Hardware Building Centre	BMD - KEY	\$	4.06
EFT000000005147	10/19/2022 McDonald Home Hardware Building Centre	BCEM - SEALANT	\$	14.68
EFT000000005147	10/19/2022 McDonald Home Hardware Building Centre	FHT - DRYWALLING MATERIALS	\$	76.78
EFT000000005147	10/19/2022 McDonald Home Hardware Building Centre	SDCC - DOOR REPAIRS	\$	216.94
EFT000000005147	10/19/2022 McDonald Home Hardware Building Centre	W/WW - JANITORIAL	\$	10.83
EFT000000005147	10/19/2022 McDonald Home Hardware Building Centre	BMG - CLOCK	\$	22.59
EFT000000005147	10/19/2022 McDonald Home Hardware Building Centre	BMG - ANTIFREEZE	\$	23.91
EFT000000005147	10/19/2022 McDonald Home Hardware Building Centre	BMG - POOL SUPPLIES	\$	18.85
EFT000000005147	10/19/2022 McDonald Home Hardware Building Centre	BMG - R&M SUPPLIES	\$	28.28
EFT000000005147	10/19/2022 McDonald Home Hardware Building Centre	VRC - SOFTENER SALT	\$	54.17
EFT000000005147	10/19/2022 McDonald Home Hardware Building Centre	PW - SHOVEL	\$	25.98
EFT000000005147	10/19/2022 McDonald Home Hardware Building Centre	BMG - R&M SUPPLIES	\$	17.72
EFT000000005147	10/19/2022 McDonald Home Hardware Building Centre	BLIB - KEY	\$	8.11
EFT000000005147	10/19/2022 McDonald Home Hardware Building Centre	PW SIGN POST	\$	115.23
EFT000000005148	10/19/2022 McGavin Farm Equipment Ltd	PW - T8-09	\$	20.91
EFT000000005148	10/19/2022 McGavin Farm Equipment Ltd	PW - M5-18	\$	155.94
EFT000000005148	10/19/2022 McGavin Farm Equipment Ltd	BMG - BELT	\$	231.93
EFT000000005148	10/19/2022 McGavin Farm Equipment Ltd	BMG - KUBOTA TRACTOR	\$	25,538.00
EFT000000005148	10/19/2022 McGavin Farm Equipment Ltd	PW-SUPPLIES	\$	38.49
EFT000000005149	10/19/2022 McGregor Farms	PW -ROADSIDE GRASS CUTTING	\$	31,075.00
EFT000000005150	10/19/2022 Alvin McLellan	MILEAGE - A. MCLELLAN	\$	42.70
EFT000000005151	10/19/2022 Helen McNaughton	ADMIN - CLEANING	\$	1,120.42
EFT000000005152	10/19/2022 Brad McRoberts	MILEAGE- B. MCROBERTS	\$	230.58

EFT000000005153	10/19/2022 M G M Townsend Tire	PW W3-16	\$	306.23
EFT000000005153	10/19/2022 M G M Townsend Tire	PW-SKID STEER	\$	51.87
EFT000000005154	10/19/2022 Middegaal Pools & Sports	VRC - POOL SUPPLIES	\$	47.35
EFT000000005155	10/19/2022 Midwestern Equipment Ltd	ADMIN - VOTE INFO SESSION AD	\$	166.11
EFT000000005156	10/19/2022 Barry Mills	EXPENSE CLAIM - B. MILLS	\$	120.00
EFT000000005157	10/19/2022 Chris Milley	EXPENSE CLAIM - C. MILLEY	\$	417.20
EFT000000005158	10/19/2022 M & L Supply	GFD - ADAPTER	\$	165.32
EFT000000005159	10/19/2022 Moffat & Powell - Seaforth	TH - DOORS PAINTING SUPPLIES	\$	72.00
EFT000000005159	10/19/2022 Moffat & Powell - Seaforth	BMG - PLYWOOD	\$	216.85
EFT000000005159	10/19/2022 Moffat & Powell - Seaforth	BIA - CABLE TIES	\$	21.11
EFT000000005159	10/19/2022 Moffat & Powell - Seaforth	FHT - ROLLERS	\$	12.42
EFT000000005159	10/19/2022 Moffat & Powell - Seaforth	PW - REBAR	\$	10.50
EFT000000005159	10/19/2022 Moffat & Powell - Seaforth	TH - R&M SUPPLIES	\$	93.55
EFT000000005159	10/19/2022 Moffat & Powell - Seaforth	FHT - TRIM/SEALANT	\$	76.26
EFT000000005159	10/19/2022 Moffat & Powell - Seaforth	PW-CATCH BASINS	\$	40.58
EFT000000005159	10/19/2022 Moffat & Powell - Seaforth	FHT - R&M SUPPLIES	\$	174.86
EFT000000005159	10/19/2022 Moffat & Powell - Seaforth	BMG - CURLING STONE RACKS	\$	24.85
EFT000000005159	10/19/2022 Moffat & Powell - Seaforth	TH - R&M SUPPLIES	\$	76.05
EFT000000005159	10/19/2022 Moffat & Powell - Seaforth	FHT - DRYWALL	\$	90.45
EFT000000005159	10/19/2022 Moffat & Powell - Seaforth	BMG - STONE RACK	\$	82.17
EFT000000005159	10/19/2022 Moffat & Powell - Seaforth	TH - PAINTING DOORS	\$	193.75
EFT000000005159	10/19/2022 Moffat & Powell - Seaforth	FHT - DRYWALL	\$	21.80
EFT000000005159	10/19/2022 Moffat & Powell - Seaforth	PW-WOOD	\$	60.97
EFT000000005160	10/19/2022 Kevin Moore	BFD - FLOOR CLEANING	\$	200.00
EFT000000005161	10/19/2022 Municipality of Morris-Turnberry	Q3 LANDFILL CHARGES	\$	4,056.80
EFT000000005161	10/19/2022 Municipality of Morris-Turnberry	Q2 LANDFILL CHARGES	\$	3,023.90
EFT000000005162	10/19/2022 Justin Morrison	MILEAGE - J. MORRISON	\$	50.41
EFT000000005163	10/19/2022 MRC Systems Inc	GFD - 12101305009	\$	1,176.89
EFT000000005164	10/19/2022 Graham Nesbitt	SDCC - BUILDING R&M	\$	1,525.00
EFT000000005164	10/19/2022 Graham Nesbitt	BMG - ICE INSTALL	\$	577.50
EFT000000005165	10/19/2022 New-Lift Hydraulics	PW - M1-14	\$	175.60
EFT000000005166	10/19/2022 Nicholson Concrete	PW - CONCRETE	\$	1,130.00
EFT000000005167	10/19/2022 NICOLE DUQUETTE CONSULTING	BMG FUNDRAISING	\$	8,475.00
EFT000000005167	10/19/2022 NICOLE DUQUETTE CONSULTING	BMG FUNDRAISING CONSULT OCT22	\$	8,952.84

EFT000000005168	10/19/2022 North Huron Publishing Inc	ADMIN/SDCC/PW - ADVERTISEMENTS	\$	754.29
EFT000000005169	10/19/2022 Sherrie Oliver	MILEAGE - S. OLIVER	\$	357.46
EFT000000005170	10/19/2022 Zoellyn Onn	MILEAGE - Z. ONN	\$	30.50
EFT000000005171	10/19/2022 Ontario One Call	PW-ASSESSED NOTIFICATIONS	\$	97.72
EFT000000005172	10/19/2022 Orkin Canada Corporation	FHT - PEST CONTROL	\$	83.11
EFT000000005172	10/19/2022 Orkin Canada Corporation	VRC - PEST CONTROL	\$	73.22
EFT000000005173	10/19/2022 Bill Pearson	BCEM - BURIALS	\$	1,356.00
EFT000000005174	10/19/2022 P E Inglis Holdings Inc	BMG - HAND SANITIZER	\$	368.38
EFT000000005175	10/19/2022 Pete's Paper Clip	ADMIN - OFFICE SUPPLIES	\$	311.64
EFT000000005175	10/19/2022 Pete's Paper Clip	BIA GC REDEEMED	\$	25.00
EFT000000005175	10/19/2022 Pete's Paper Clip	ADMIN - WHITEBOARD & MARKERS	\$	43.95
EFT000000005175	10/19/2022 Pete's Paper Clip	ADMIN - PAPER SUPPLIES	\$	127.20
EFT000000005175	10/19/2022 Pete's Paper Clip	SDCC-PLANNER/CALENDAT/WBOARD	\$	44.56
EFT000000005175	10/19/2022 Pete's Paper Clip	CBO- OFFICE SUPPLIES	\$	58.33
EFT000000005175	10/19/2022 Pete's Paper Clip	TDN - OFFICE SUPPLIES	\$	593.32
EFT000000005176	10/19/2022 Postmedia Network Inc.	SDCC/ADMIN/PW- ADVERTISEMENTS	\$	2,130.05
EFT000000005177	10/19/2022 Progressive Safety Inc	SFD - EQUIPMENT REPAIRS	\$	332.79
EFT000000005178	10/19/2022 Proliner Utility Products	W/WW/PW - SUPPLIES	\$	562.25
EFT000000005179	10/19/2022 PSD Citywide Inc.	ADMIN - DATA CLEANUP	\$	7,232.00
EFT000000005180	10/19/2022 Radar Auto Parts - Brussels	BFD - NUT AND BOLTS	\$	21.54
EFT000000005180	10/19/2022 Radar Auto Parts - Brussels	BMG - PAINT/MARKER/DRILL BIT	\$	31.05
EFT000000005180	10/19/2022 Radar Auto Parts - Brussels	PW - PAPER TOWELS	\$	20.34
EFT000000005180	10/19/2022 Radar Auto Parts - Brussels	PW - M2-03	\$	12.34
EFT000000005180	10/19/2022 Radar Auto Parts - Brussels	PW - T5/T6	\$	203.30
EFT000000005180	10/19/2022 Radar Auto Parts - Brussels	PW - T5-17	\$	12.34
EFT000000005180	10/19/2022 Radar Auto Parts - Brussels	PWT5-17	\$	189.87
EFT000000005180	10/19/2022 Radar Auto Parts - Brussels	PW - M2-03	\$	241.30
EFT000000005181	10/19/2022 Radar Auto Parts - Clinton	PW - WRENCH	\$	15.76
EFT000000005181	10/19/2022 Radar Auto Parts - Clinton	PW - T2-03	\$	257.13
EFT000000005181	10/19/2022 Radar Auto Parts - Clinton	T2-03 REPAIRS	\$	54.52
EFT000000005182	10/19/2022 RCAP Leasing Inc	SDCC - FLOOR SCRUBBER	\$	599.65
EFT000000005183	10/19/2022 Realtax Inc	ADMIN - CONSULT SERVICES	\$	638.45
EFT000000005183	10/19/2022 Realtax Inc	ADMIN- TAX ARREARS CERTIFICATE	\$	197.75
EFT000000005183	10/19/2022 Realtax Inc	ADMIN - CONSULT SERVICES	\$	694.95

EFT000000005183	10/19/2022 Realtax Inc	ADMIN - CONSULT SERVICES	\$	666.70
EFT000000005183	10/19/2022 Realtax Inc	ADMIN - CONSULT SERVICES	\$	638.45
EFT000000005183	10/19/2022 Realtax Inc	ADMIN - CONSULT SERVICES	\$	525.45
EFT000000005184	10/19/2022 Resqtech Systems Inc	SFD - VEHICLE REPAIRS	\$	311.88
EFT000000005184	10/19/2022 Resqtech Systems Inc	SFD - VEHICLE REPAIRS	\$	860.21
EFT000000005184	10/19/2022 Resqtech Systems Inc	SFD - VEHICLE REPAIRS	\$	248.60
EFT000000005185	10/19/2022 Resurface Corp	SDCC - EDGER BLADES/CLOTH	\$	325.84
EFT000000005186	10/19/2022 Rintoul's Pools & Spas Ltd	BMG - POOL SUPPLIES	\$	506.70
EFT000000005187	10/19/2022 R J Burnside & Associates Ltd	BRSLs WWTP FILTER & UV UPGRADE	\$	8,469.35
EFT000000005188	10/19/2022 Robinson Chevrolet	PW - L5-15	\$	104.27
EFT000000005188	10/19/2022 Robinson Chevrolet	PW - L1-19	\$	105.93
EFT000000005189	10/19/2022 Jessica Rudy	MILEAGE - J. RUDY	\$	93.82
EFT000000005190	10/19/2022 Ryan Construction	JACKSON DRAIN	\$	5,438.13
EFT000000005191	10/19/2022 Ryan Enterprises Truck Repair	PW-T5-17	\$	1,501.19
EFT000000005191	10/19/2022 Ryan Enterprises Truck Repair	PW - T8-09	\$	1,192.34
EFT000000005192	10/19/2022 Seaforth Jewellers	BIA GC REDEEMED	\$	30.00
EFT000000005193	10/19/2022 Seaforth Plumbing & Heating	SDCC - HEATING UNITS REPAIR	\$	1,683.71
EFT000000005193	10/19/2022 Seaforth Plumbing & Heating	PW - HEATER MAINTENANCE	\$	813.60
EFT000000005193	10/19/2022 Seaforth Plumbing & Heating	TH - ROOF TOP UNITS REPAIR	\$	248.20
EFT000000005193	10/19/2022 Seaforth Plumbing & Heating	VRC - SOFTNER INSPECTION	\$	107.35
EFT000000005193	10/19/2022 Seaforth Plumbing & Heating	FHT - ROOF TOP UNIT REPAIRS	\$	446.58
EFT000000005193	10/19/2022 Seaforth Plumbing & Heating	PW - HEATER MAINTENANCE	\$	706.25
EFT000000005193	10/19/2022 Seaforth Plumbing & Heating	VRC - SHOWER REPAIRS	\$	367.25
EFT000000005193	10/19/2022 Seaforth Plumbing & Heating	PW - TUBE HEATER REPAIR	\$	706.25
EFT000000005193	10/19/2022 Seaforth Plumbing & Heating	W-SEAFORTH R&M EQUIPMENT	\$	1,257.36
EFT000000005193	10/19/2022 Seaforth Plumbing & Heating	PW - HEATER MAINTENANCE	\$	867.28
EFT000000005193	10/19/2022 Seaforth Plumbing & Heating	VRC - FILTER	\$	67.80
EFT000000005193	10/19/2022 Seaforth Plumbing & Heating	FHT - FAUCET INSTALL	\$	333.35
EFT000000005193	10/19/2022 Seaforth Plumbing & Heating	PW - TUBE HEATER REPAIR	\$	237.30
EFT000000005194	10/19/2022 Sills Home Hardware	FHT - BATTERIES	\$	30.50
EFT000000005194	10/19/2022 Sills Home Hardware	BIA/W/WW - VARIOUS	\$	169.73
EFT000000005194	10/19/2022 Sills Home Hardware	VRC - VARIOUS	\$	696.89
EFT000000005195	10/19/2022 Sparling's Propane	PW - PROPANE	\$	1,063.28
EFT000000005196	10/19/2022 Stonetown Supply Services Inc	VRC - PAPER TOWELS	\$	156.84

EFT000000005196	10/19/2022 Stonetown Supply Services Inc	SDCC - JANITORIAL SUPPLIES	\$	495.64
EFT000000005197	10/19/2022 Swan Dust Control Ltd	TH - MAT SERVICE	\$	84.75
EFT000000005197	10/19/2022 Swan Dust Control Ltd	FHT - MAT SERVICE	\$	68.76
EFT000000005197	10/19/2022 Swan Dust Control Ltd	TH-MAT SERVICE	\$	84.75
EFT000000005197	10/19/2022 Swan Dust Control Ltd	FHT - MAT SERVICE	\$	68.76
EFT000000005197	10/19/2022 Swan Dust Control Ltd	SDCC - MAT SERVICE	\$	101.24
EFT000000005198	10/19/2022 Sysco - Southwestern Ontario	TDN - GROCERIES	\$	786.28
EFT000000005199	10/19/2022 Tricia Thompson	EXPENSE CLAIM- T. THOMPSON	\$	170.26
EFT000000005200	10/19/2022 Toromont - CAT	PW - W2-18	\$	360.20
EFT000000005200	10/19/2022 Toromont - CAT	PW - W3-15	\$	124.30
EFT000000005200	10/19/2022 Toromont - CAT	PW - W2-18	\$	451.57
EFT000000005201	10/19/2022 Twins Lawn Care Service	FHT - LAWN & GARDEN MAINTENANC	\$	192.10
EFT000000005202	10/19/2022 ULINE CANADA CORPORATION	FHT - CHAIRS	\$	5,377.31
EFT000000005203	10/19/2022 Util-Equip Manufacturing Inc	PW - SKYPON INSPECTION	\$	1,073.50
EFT000000005204	10/19/2022 Viking Cives Ltd	PW - T6-13	\$	702.33
EFT000000005204	10/19/2022 Viking Cives Ltd	PW - T1-04	\$	789.94
EFT000000005205	10/19/2022 WaterART Fitness International	VRC - BUOYANCY BELTS	\$	137.96
EFT000000005206	10/19/2022 Nancy Whidden	EXPENSE CLAIM - N. WHIDDEN	\$	28.02
EFT000000005206	10/19/2022 Nancy Whidden	EXPENSE CLAIN- N. WHIDDEN	\$	49.43
EFT000000005207	10/19/2022 Gloria Wilbee	MILEAGE - G. WILBEE	\$	23.18
EFT000000005208	10/19/2022 Work Equipment Ltd	PW-M3-19	\$	1,187.47
EFT000000005209	10/19/2022 Xpress Digital	VRC - CARDS	\$	617.26
Total EFTs			\$	3,482,509.84

Total Payroll-Pay Period 19, 20 & 21 - Full-time, Part-time and Monthly \$ 246,161.74

TOTAL FOR APPROVAL BY COUNCIL \$ 4,279,109.60

Mayor, Bernie MacLellan

Treasurer, Stacy Grenier

Huron East Administration

To: Mayor MacLellan and Members of Council
From: Brad McRoberts, MPA, P. Eng.
Date: October 18, 2022
Subject: Municipal Service Delivery Review

Recommendation:

That Council of the Municipality of Huron East accept the Municipal Service Delivery Review completed by KPMG as presented.

Background:

Since April of 2022, KPMG has been undertaken a review of the Municipality of Huron East's municipal service delivery in order to identify opportunities and provide strategic direction on effective and efficient service delivery.

The objective was to complete a comprehensive evaluation of the services provided by the Municipality, how those programs and services are delivered, and the level at which they are delivered. The objective of this review was to create a long-term sustainable framework to ensure the Municipality has a solution-based plan to meet the increasing complexities of municipal service delivery, such as limited resources, operational challenges, and community expectations.

The recommendations resulting from the review are intended to help the Municipality become more efficient and effective in its delivery of services and will also shine light on opportunities for customer service improvement and overall modernization. These recommendations will also be considered as part of an overall holistic strategic planning process in 2023.

Others Consulted: Local residents, municipal comparators, staff, and individual members of Council.

Financial Impacts: There are no immediate financial impacts, however, implementation of some of the recommendations of the Municipal Service Delivery Review will have financial implications but will result in more effective and efficient service delivery.

Signatures:

Brad McRoberts (Original Signed)

Brad McRoberts, MPA, P. Eng.

CAO

Attachments:

[Attachment 1](#) – Municipality of Huron East – Service Delivery Review Final Report – October 2022 prepared by KPMG

Municipality of Huron East

Service Delivery Review

Final Report

September 15, 2022

Disclaimer

This report has been prepared by KPMG LLP (“KPMG”) for the Municipality of Huron East (“Client” or “Municipality”) pursuant to the terms of our engagement agreement with Client dated April 28, 2022 (the “Engagement Agreement”). KPMG neither warrants nor represents that the information contained in this report is accurate, complete, sufficient or appropriate for use by any person or entity other than Client or for any purpose other than set out in the Engagement Agreement. This report may not be relied upon by any person or entity other than Client or for any purpose other than set out in the Engagement Agreement. This report may not be relied upon by any person or entity other than Client, and KPMG hereby expressly disclaims any and all responsibility or liability to any person or entity other than Client in connection with their use of this report.

The information provided to us by Client was determined to be sound to support the analysis. Notwithstanding that determination, it is possible that the findings contained could change based on new or more complete information. KPMG reserves the right (but will be under no obligation) to review all calculations or analysis included or referred to and, if we consider necessary, to review our conclusions in light of any information existing at the document date which becomes known to us after that date. Analysis contained in this document includes financial projections. The projections are based on assumptions and data provided by Client. Significant assumptions are included in the document and must be read to interpret the information presented. As with any future-oriented financial information, projections will differ from actual results and such differences may be material. KPMG accepts no responsibility for loss or damages to any party as a result of decisions based on the information presented. Parties using this information assume all responsibility for any decisions made based on the information.

No reliance should be placed by Client on additional oral remarks provided during the presentation, unless these are confirmed in writing by KPMG.

KPMG have indicated within this report the sources of the information provided. We have not sought to independently verify those sources unless otherwise noted within the report.

KPMG is under no obligation in any circumstance to update this report, in either oral or written form, for events occurring after the report has been issued in final form.

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Project Overview

Municipality of Huron East
Service Delivery Review
Final Report

Project Overview



Project Objectives

Municipality of Huron East (the “Municipality”) was seeking to conduct a comprehensive evaluation of the services provided by the Municipality, how those programs and services are delivered, and the level at which they are delivered.

The objective of this review was to create a long-term sustainable framework to ensure the Municipality has a solution-based plan to meet the increasing complexities of municipal service delivery, such as limited resources, operational challenges, and community expectations.

The recommendations resulting from the review were intended to help the Municipality become more efficient and effective in its delivery of services to citizens and will also shine light on opportunities for customer service improvement and overall modernization.



Project Drivers

The Municipality was looking to evaluate opportunities to streamline operations in all departments, identify efficiencies, reduce costs and expand revenue streams; explore potential shared services with neighboring municipalities or private sector; review the organizational structure, current procedures and systems, and the resources allocated for service delivery; improve communications; and explore new possible services to meet the needs of the community.

Completing the review ensures that residents are being served by an efficient, cohesive, accessible and comprehensive service delivery model.

We understand that the Council is taking a foundational approach to developing a strategic plan and will want to use the information and recommendations from the Review to consider as part of their Corporate and Community Strategic Plans.



Project Timing

The project was broken down into phases to allow for input and collaboration with the Municipality’s staff and management. The review commenced in May 2022 and will be completed when the final report is presented to Council in October 2022.

Work Plan and Progress

KPMG conducted the project according to the following work plan. The team performed key activities and deliverables using a 5-phased methodology. This report summarizes our activities from Phase 1-3, which include the following:

- 23 interviews with Council, management and key service delivery personnel
- 2 Committee Surveys, 1 Employee Survey, and 1 Community Survey
- Benchmarking analysis and interviews with comparator municipalities
- Development of service profiles
- Working sessions to develop recommended opportunities

Completed ✓



Phase 1

Project Initiation

Met with the Project Team to clarify expectations, refined lines of inquiry, and developed a work program and stakeholder engagement plan for the engagement.

Completed ✓



Phase 2

Environmental Scan

Key activities included

- Documentation review
- Stakeholder consultation
- Benchmarking and Leading Practice Review

Completed ✓



Phase 3

Review Current Service Delivery Model

Summarize the different services provided by the Municipality in service profiles.

Completed ✓



Phase 4

Opportunity Identification and Recommendation

Identify and prioritize opportunities for innovative service delivery.

Completed ✓



Phase 5

Final Report & Presentation





Develop a Final Report and implementation plan that incorporates Project Team feedback. Present Final Report to Council to close out the project.

Top Opportunities

Municipality of Huron East
Service Delivery Review
Final Report

Top Opportunities Themes – Legend

Each top opportunity theme was assessed with four key impacts if the Municipality implements the change. The definition for each assessment criteria is outlined below.

Assessment Criteria	Definition
	<p>Opportunity's impact on the Municipality's operating and capital budgets.</p> <ul style="list-style-type: none"> • Green: Positive impact or strongly aligned to operating and capital budget. • Yellow: Neutral impact or somewhat aligned to operating and capital budget. • Red: Negative impact or not aligned to operating and capital budget.
	<p>Opportunity's impact on municipal service delivery or citizen experience.</p> <ul style="list-style-type: none"> • Green: Positive impact or strongly aligned to municipal service delivery or citizen experience. • Yellow: Neutral impact or somewhat aligned to municipal service delivery or citizen experience. • Red: Negative impact or not aligned to municipal service delivery or citizen experience.
	<p>Assessment of the impact of potential barriers/risks to the implementation of the opportunity.</p> <ul style="list-style-type: none"> • Green: No barriers/potential risks to the implementation of the opportunity. • Yellow: Some barriers/potential risks to the implementation of the opportunity. • Red: Multiple barriers/potential risks to the implementation of the opportunity.
	<p>The opportunity's level of alignment to the Municipality's strategic priorities.</p> <ul style="list-style-type: none"> • Green: Positive impact or strongly aligned to the Municipality's strategic priorities. • Yellow: Neutral impact or somewhat aligned to the Municipality's strategic priorities. • Red: Negative impact or not aligned to the Municipality's strategic priorities.

Disruption Gauge



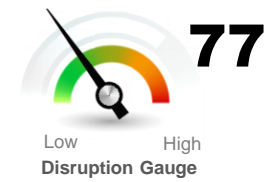
Disruption Gauge

Disruption Gauge:

Overall impact the opportunity would have on operations and services to the Municipality.

- Green: Minimal disruption to the organization.
- Yellow: Neutral disruption to the organization
- Red: Disruption to the organization.

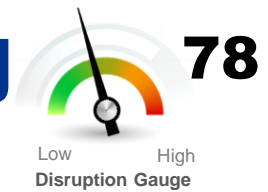
77 Develop Strategic Plan & Formalize a Corporate Performance Framework



Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Office of the CAO	CAO Administration	Essential				

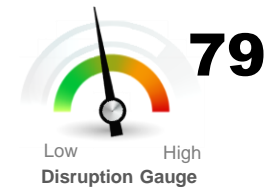
Opportunity Description	Assessment Rationale	
<p>The Municipality is developing a Strategic Plan with the new term of Council to set Huron East's short-term and long-term strategic goals and objectives. The Strategic Plan will provide a streamlined direction for service delivery. The Plan will also serve as a "Plan of Action" tool for leadership and staff.</p> <p>The Municipality does not have defined and formalized key performance metrics or indicators. There is an opportunity to:</p> <ul style="list-style-type: none"> formalize a corporate performance management framework to measure success and progress towards goals, and implement strategic corporate KPIs to assist decision making and focus on continuous improvement. <p>The data derived from implementing a Corporate Performance Management Framework can work to support Council decisions, set policy, inform reviews, evaluate programs, support budget recommendations, identify trends, and develop data dashboards.</p> <p>If implemented, the framework can reinforce big-picture strategic planning by encouraging goal-setting in multiple areas, such as financial performance, customer service, operational efficiencies, and can also promote innovation and learning. This allows the Municipality to quantify and assess areas for improvement against key strategic priorities and curate solutions to enhance performance.</p>	Financial Impact	Citizen Impact
	This opportunity would have minor impact to the Municipality's operating budget to invest in establishing the Strategic Plan and Corporate Performance Framework.	The opportunity will have a positive impact on citizen experience in relation to higher quality of municipal service delivery.
	Risks	Strategic Alignment
	<p>There are risks/barriers associated with implementation of this opportunity. These include:</p> <ul style="list-style-type: none"> Lack of stakeholder buy-in to move away from traditional ways of doing business. Unsuccessful change management Siloed risk and performance management approach Over-complicating the use of KPIs Exceeding the capacity of the organization to support the data requirements for KPIs 	This opportunity is aligned with the Municipality and Council's strategic priorities of improving service delivery and customer service through streamlined performance management across the organization.

78 Assess the Business Case of Repurposing or Divesting Under-utilized Buildings



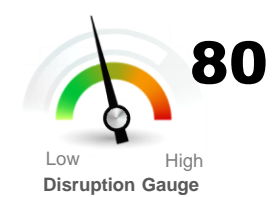
Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Office of the CAO	Corporate Building Maintenance	Essential				
Assessment Rationale						
Opportunity Description			Financial Impact		Citizen Impact	
<p>There is an opportunity for the Municipality to assess its current real estate portfolio and either repurpose or dispose of its under-utilized, less functional facilities/properties. Consolidating the real estate portfolio allows the Municipality to maintain properties in a more sustainable manner.</p> <p>The Municipality can concentrate the use of funding to municipal buildings/properties that support community and service needs instead of spreading resources across multiple idle/under-use properties. A consolidated and utilized real estate portfolio will reduce the Municipality's operating costs, improve operational efficiency, and further enhance asset management.</p> <p>Repurposing and/or disposing under-utilized, less functional facilities/properties will also generate revenue that can be used to seed a Building Maintenance reserve to fund future capital expenditures for the remaining real estate portfolio.</p>			<p>This opportunity would have minor impact to the Municipality's operating budget to invest in the assessment study by an external consultant.</p>		<p>The opportunity will have a positive/neutral impact on citizen experience in relation to higher quality of municipal service delivery.</p> <p>There might be some citizens that are attached to certain facilities and may raise concerns to divest/repurpose a property.</p>	
			Risks		Strategic Alignment	
			<p>There are minor risks/barriers associated with implementation of this opportunity. These include:</p> <ul style="list-style-type: none"> Lack of stakeholder buy-in to repurpose/divest from properties Insufficient information and data to assess utilization of a facility Not meeting AODA requirements 		<p>This opportunity is aligned with the Municipality and Council's strategic priorities of improving service delivery and customer service through streamlined performance management across the organization.</p>	

79 Develop a Workforce Plan to Address Service Demand and Succession Needs



Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Office of the CAO	Human Resources	Essential				
Opportunity Description			Assessment Rationale			
<p>The Municipality has experienced 7.5% population growth in the last 5 years. 58% of the Municipality's workforce is projected to retire by 2030. The Municipality needs to proactively develop a Workforce Plan to address future retirements, and to strategically manage recruiting and retention challenges.</p> <p>Key positions that the Municipality needs to strategically recruit and retain and develop succession plans for include:</p> <ul style="list-style-type: none"> Economic Development Officer (underway) Fire Chief (underway) District Fire Chiefs Chief Building Official Director of Public Works Building and Property Coordinator Volunteers (cemetery and parks) Public Works and Planning Assistant Recreation Manager <p>Stakeholders identified the need of the following new positions to address service demand:</p> <ul style="list-style-type: none"> Director of Community Services to lead recreation and parks services and to address aging volunteers Full-time administrative support staff for fire services, building, public works, community services HR coordinator to implement HRIS and Workforce Plan Develop an internship program to attract young talent for succession planning 			Financial Impact		Citizen Impact	
			<p>This opportunity would have an offsetting impact to the Municipality's operating budget by recruiting and investing in the workforce. At the same time, it avoids cost stemming from personnel turnover, such as:</p> <ul style="list-style-type: none"> Training / replacement of staff knowledge Loss of productivity and accumulation of tasks that are in backlog 		<p>The opportunity will have an overall positive impact for residents and businesses. Citizens will experience better services delivered in a more efficient and seamless manner.</p>	
			Risks		Strategic Alignment	
			<p>There are minor risks/barriers to the this opportunity:</p> <ul style="list-style-type: none"> Limited support by Council due to negative public perception Unable to fill key positions Lack of planning resulting in more disruption to the organization 		<p>This opportunity is strongly aligned with the Municipality's strategic priorities to modernize operations and to be resilient to change.</p>	

80 Reassess the Current Organizational Structure

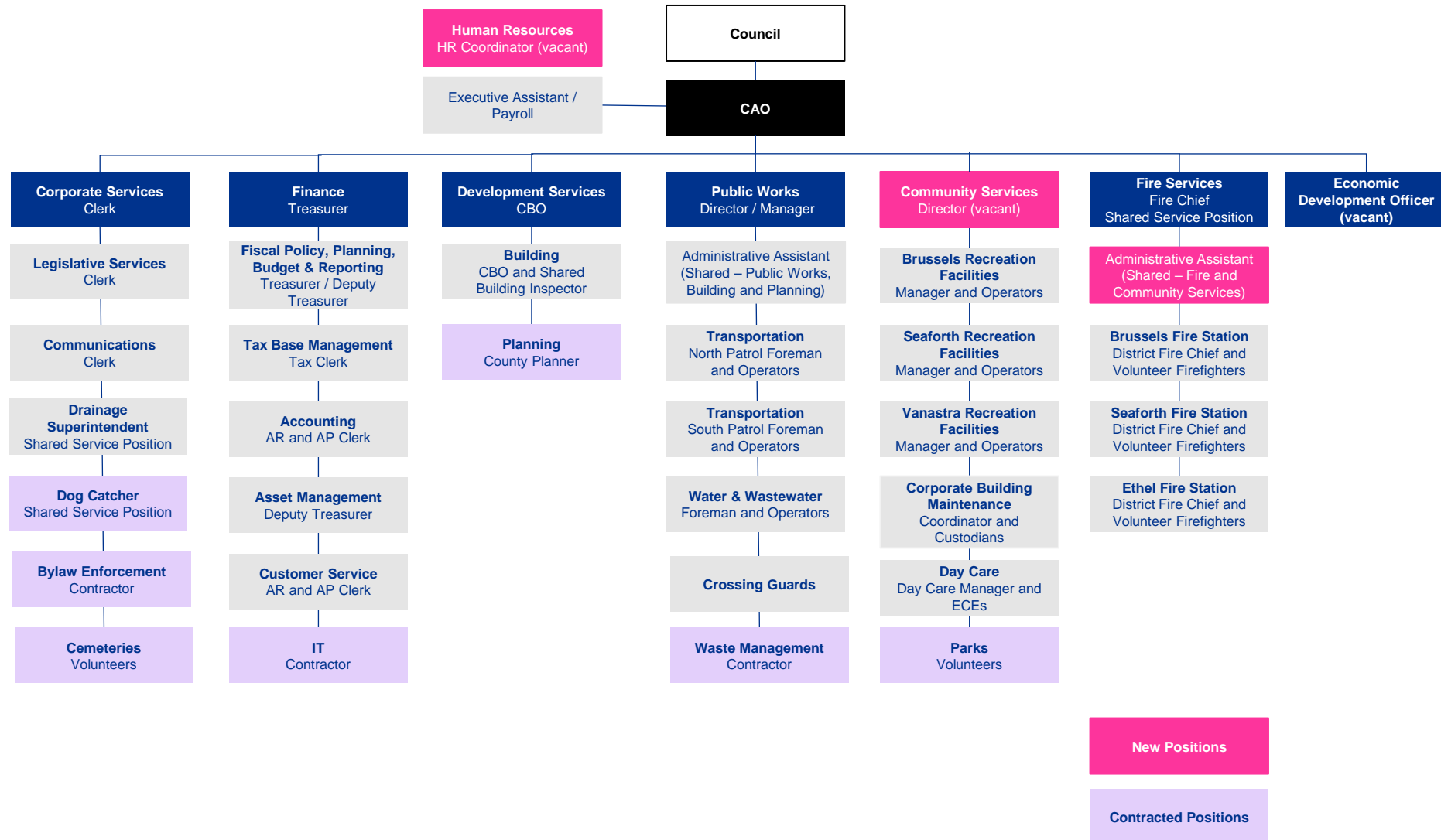


Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Office of the CAO	Human Resources	Essential				

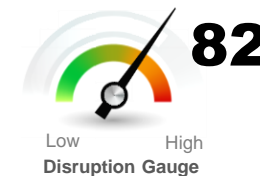
Opportunity Description	Assessment Rationale	
<p>The CAO currently has 11 direct reports:</p> <ul style="list-style-type: none"> Executive Assistant/Payroll Administrator Clerk Treasurer Economic Development Officer Chief Building Official Building & Property Coordinator Fire Chief 3 Recreation Facilities Managers Daycare Supervisor Volunteer groups (cemeteries, parks and recreation) <p>There is an opportunity to re-evaluate the organizational structure to balance leadership's span of control while providing necessary oversight of operations and guidance to staff.</p> <ul style="list-style-type: none"> Review the organizational design to better align with corporate strategic priorities. Consider each department's resourcing (budgeting) levels and complexity of service portfolios to be "future ready". Create synergies to further promote internal collaboration. Strategic approach to workforce management and collaboration with volunteer groups <p>The Municipality would also need to conduct a pay equity review as part of re-organization.</p>	Financial Impact	Citizen Impact
	This opportunity may require a one-time study cost.	An optimized, realigned staffing structure will have positive citizen impact as this opportunity will lead to more efficient and effective approach to service delivery and enhanced customer experience.
	Risks	Strategic Alignment
	<p>There are minor risks/barriers associated with implementation of this opportunity. These include:</p> <ul style="list-style-type: none"> Unsuccessful change management Low employee engagement/satisfaction during and after the re-org 	This opportunity is strongly aligned with the Municipality's strategic priorities to modernize operations.

81 Recommended Organization Structure

81



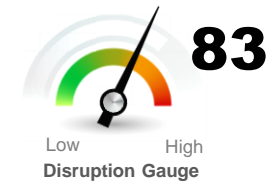
82 Review the Special Area-Rated Tax Model



Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Finance	Financial Management	Mandatory				

Opportunity Description	Assessment Rationale	
<p>Stakeholder consultations and benchmarking analysis indicated that there are opportunities to review Huron East's financial policies to support the strategic and long-term approach to managing municipal resources.</p> <p>Specifically, there is an opportunity to modernize the Municipality's special area-rated tax model by reducing the administration of different tax rates to deliver municipal services across wards and communities. Simplification of tax rates will improve administrative efficiencies and provide more equitable services across communities.</p>	Financial Impact	Citizen Impact
	<p>Updating the special area-rated tax model would have a positive financial impact to the Municipality's budget.</p> <ul style="list-style-type: none"> Simplifies municipal tax calculations and improves transparency of public understanding Efficiency and time savings for staff to administer tax rates 	<p>The opportunity will have an overall positive impact on service delivery for the majority of Huron East residents and businesses. Some rate payers may have a negative experience in the short-term due to changing rates. This will be offset by long-term positive impacts where citizens receive more consistent and efficient service delivery.</p>
	Risks	Strategic Alignment
	<p>There are minor risks/barriers to this opportunity:</p> <ul style="list-style-type: none"> Opposition by property owners and residents that perceive they will have to pay more for services; specifically in rural areas. 	<p>This opportunity is moderately aligned with Council priorities by allowing the Municipality to be financially efficient and sustainable.</p>

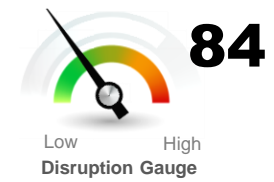
83 Review Financial Processes



Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Finance	Financial Management	Mandatory				

Opportunity Description	Assessment Rationale	
<p>During stakeholder interviews, several staff indicated that the current version of Great Plains (the Municipality's accounting and finance software) is no longer agile enough to support operational needs and manual processes were created to work around current system limitations.</p> <p>As service areas are looking to modernize their processes, there is an opportunity to implement the latest version of Great Plains to modernize financial workflows, including updating financial policies and procedures. Functionalities that staff would like to explore include:</p> <ul style="list-style-type: none"> Electronic billing capabilities Digital property records and property tax customer portal More efficient and stronger budgeting and financial reporting features Stronger system integration capabilities (i.e., customer online payments, asset management data, building and planning approvals, etc.) <p>The Municipality can also benefit from a long-term corporate financial plan to support execution of strategic priorities.</p>	Financial Impact	Citizen Impact
	Investment is required to conduct the study and to update the accounting and finance software.	The opportunity will have an overall positive impact for residents and businesses with more efficient processes to handle citizen-facing services.
	Risks	Strategic Alignment
	<p>There are minor risks/barriers to this opportunity:</p> <ul style="list-style-type: none"> Failure of leadership or employee buy-in to move away from traditional ways of doing business Unsuccessful change management Technology integration and implementation challenges Delays or lack of IT support from internal resources or external vendors 	This opportunity is strongly aligned with Council strategic priorities by allowing the Municipality to improve workflows and promote more efficient and effective processes.

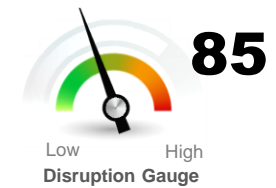
84 Coordinate Asset Management Responsibilities between Departments



Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Finance	Financial Management	Mandatory				

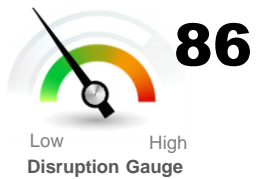
Opportunity Description	Assessment Rationale	
<p>Finance is responsible for asset management; however, Finance relies on individual departments responsible for maintaining the physical assets to update the asset registry and maintenance data.</p> <p>There is an opportunity to coordinate asset management responsibilities between various departments to improve the asset management program and maintenance of asset management data, specifically:</p> <ul style="list-style-type: none"> • Improve the collection and use of CityWide data • Record building condition assessments in the asset management system (records are currently maintained manually) • Develop a strategic funding approach to address new development and aging infrastructure needs (roads, bridges, culverts, storm sewers, water, wastewater, facilities and parks, etc.) and to clarify how capital projects are prioritized • Improve cross-departmental collaboration and information sharing. Clarify who is responsible for timely updating asset data in the asset management system. 	Financial Impact	Citizen Impact
	<p>This opportunity would have no impact to the Municipality's operating and capital budget of achieving a more efficient asset management model.</p>	<p>The opportunity does not directly impact citizens or customers, but will have an overall positive indirect impact through improved asset management practices of maintaining infrastructure.</p>
	Risks	Strategic Alignment
	<p>There are minor risks/barriers to this opportunity:</p> <ul style="list-style-type: none"> • Failure of leadership or employee buy-in to move away from traditional ways of doing business • Unsuccessful change management • Lack of staff capacity to timely update asset management data 	<p>This opportunity is strongly aligned with the Municipality's strategic priorities to invest in infrastructure.</p>

85 Update Building and Planning Services Processes



Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Building and Planning	Building and Planning Services	Mandatory				
Opportunity Description			Assessment Rationale			
<p>Building and Planning Department is undertaking the initiative to digitize land management records. There is an opportunity to implement an e-permitting system to digitize the building permit process. Process modifications include:</p> <ul style="list-style-type: none"> Implement a cloud-based platform to review/markup drawings Schedule online inspection requests Document key procedures and checklists <p>Review of development applications is a highly manual process, including working with the County and commenting agencies to process applications timely. There is an opportunity to also digitize the planning application review and approval process to manage review timelines, track application status, streamline communication and documentation retention. In addition, public education of application procedures is needed to facilitate submission of complete applications and minimize re-submissions/revisions.</p> <p>The resourcing model for Building and Planning could also be re-evaluated to meet service demand and current/new legislative requirements.</p> <p>Finally, the Municipality could also review the application fee structure to determine the reasonableness of cost recovery.</p>			Financial Impact		Citizen Impact	
			<ul style="list-style-type: none"> Financial investment is needed to implement an e-permitting software and to digitize building and planning application procedures. Investment may be needed to add more resources to Building and Planning Services to implement change and to align with service demand. There will also be a one-time fee to conduct a fee structure review. 		<p>An end to end review of the application process will have a positive citizen impact because digitization and process improvement initiative will lead to a leaner, more efficient and effective approach to service delivery for building, planning and development applications.</p>	
			Risks		Strategic Alignment	
			<p>There are minor risks/barriers to this opportunity:</p> <ul style="list-style-type: none"> Failure of leadership or employee buy-in to move away from traditional ways of doing business Unsuccessful change management Technology integration and implementation challenges Delays or lack of IT support from internal resources or external vendors 		<p>This opportunity strongly aligns with the Municipality's strategic priorities of economic growth.</p>	

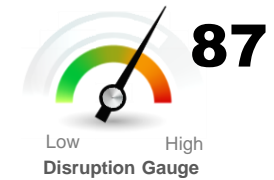
86 Implement an Online Booking and Registration System



Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Office of the CAO	Recreation and Parks Services, Daycare Operations	Traditional				

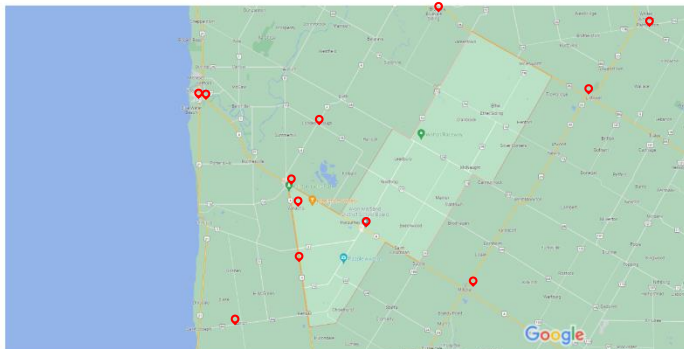
Opportunity Description	Assessment Rationale	
<p>Facility bookings and program registration are done manually by each recreation facility and at the daycare centre. There is an opportunity to implement an online booking and program registration system to allow customers to register recreation programs, and use of parks, community centres/recreation facilities and the daycare centre.</p> <p>Moving towards an online system allows the Municipality to improve customer service by allowing citizens the ability to access services 24/7. A central system also allows staff to organize resources more efficiently and to use data to make business decisions. Other benefits to using a digital platform include:</p> <ul style="list-style-type: none"> • Simplify facility booking and program registration administration • Track sales and registration data to better understand community interests and needs • Automate billing and payments 	Financial Impact	Citizen Impact
	There is an one-time cost to implement a booking system and annual fees to maintain the system. The investment will help generate service efficiency.	Implementing an online booking and registration system will have a positive impact on Huron East residents with more convenient services.
	Risks	Strategic Alignment
	<p>There are minor risks/barriers to this opportunity:</p> <ul style="list-style-type: none"> • Failure of leadership or employee buy-in to move away from traditional ways of doing business • Unsuccessful change management • Technology integration and implementation challenges • Delays or lack of IT support from internal resources or external vendors 	This opportunity strongly aligns with the Municipality's strategic priorities of improving customer service.

87 Assess the Provision & Delivery Model of Child Care Services to Address Service Demand



Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Office of the CAO	Daycare Operations	Discretionary				

Opportunity Description	Assessment Rationale	
<p>Daycare operations is a discretionary service provided by the Municipality due to a lack of child care providers within the community.</p> <p>The Municipality provides direct delivery of daycare services at the Vanastra Early Learning Centre. Other Child Care and Early Years Services are managed and delivered by Huron County. The Vanastra Early Learning Centre provides licensed child care for up to 40 children, ages 0 – 4, and also provides before and after school care to children. The Centre is responsible for maintenance of daycare facilities, including compliance with ministry requirements of health and safety measures.</p> <p>The Centre has a long waiting list; with population and development growth the list is expected to grow. There is an opportunity for the Municipality to assess the provision and delivery model for providing child care services to address service demand.</p>	Financial Impact	Citizen Impact
	Investment is required to conduct the study to assess a revised service delivery model for child care services (for example how many registered spaces are required to meet community demand).	The opportunity will have an overall positive impact for residents with more options for childcare within the community.
	Risks	Strategic Alignment
	<p>There are minor risks/barriers to this opportunity:</p> <ul style="list-style-type: none"> • Opposition by citizens that increase in service delivery may potentially result in increase in tax levy • Inability to attract child care staff to provide the services • Perception within community that child care will be utilized by non-residents 	This opportunity is strongly aligned with the Municipality's strategic priorities to provide improved customer experience and attracting talent for economic growth.



Additional Opportunities

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Additional Opportunities

We identified additional opportunities that would require further analysis by the Municipality for Council consideration.

Opportunity No.	Opportunity Description	Leading Department	Services	Service Type
11	Develop and promote a community improvement plan for Huron East.	Office of the CAO	Economic Development	Essential
12	Expand the use of CityWide (or explore alternative solution) to track work order management of facility, fleet, and equipment maintenance activities to enhance data tracking and management of these assets to support decision making. The system could also be used by front line staff for complaint tracking.	Office of the CAO	Corporate Building Maintenance	Essential
13	Assess the service levels and service delivery approaches to grass cutting, leaf collection, and winter maintenance/snow plowing to ensure alignment with the Municipality's strategic vision.	Public Works	Transportation	Mandatory
14	Update the Business Improvement Area Strategic Plan for Seaforth.	Office of the CAO	Economic Development	Essential
15	Develop Recreation Master Plan; aspects to consider include: <ul style="list-style-type: none"> • Conduct a utilization study of program registration and attendance data • Contingency planning for park operations and maintenance (aging volunteer groups) 	Office of the CAO	Recreation & Parks Services	Traditional
16	Document and update standard operating policies and procedures that are currently residing with long term staff.	Clerk's Department Finance	Legislative Services Financial Management	Mandatory
17	Digitize licensing processes (business licenses, taxi, lottery, animal licenses).	Clerk's Department	Legislative Services	Mandatory
18	Develop an IT business plan that sets the Municipality's approach to IT decision making and service priorities, and review the IT service delivery model (for example, consider possibility of an in-house IT specialist).	Office of the CAO Finance	IT Service	Essential
19	Refresh workflow for handling citizen inquiries from inquiry intake, case management, and resolution/communication process. Improve the usage of the "Report It" webpage form for citizen case management.	All Departments	Customer Service	Essential

Additional Opportunities

We identified additional opportunities that would require further analysis by the Municipality for Council consideration.

Opportunity No.	Opportunity Description	Leading Department	Services	Service Type
20	Perform a comprehensive user fee study every three years to balance cost recovery and Council approved subsidization levels (e.g., clerks, parks and recreation services, planning and building services, bylaw fines and penalties). [Note - The Municipality just completed a user fee study except for Building Services.]	Building and Planning	Building and Planning Services	Mandatory
21	Implement an end-to-end Human Resources Information System solution to increase operational efficiency of managing the Municipality's workforce needs. Key digitization areas include: <ul style="list-style-type: none"> • Electronic/online timekeeping and scheduling across the Municipality and reducing manual entries/processes • Payroll processing • Performance management • Learning management • Record management of personnel data • Employee self-service 	Office of the CAO	Human Resources	Essential

Opportunities Underway or Recently Completed

These opportunities are underway or recently completed.

Opportunity No.	Opportunity Description	Leading Department	Services	Service Type
22	Develop a Corporate Communications Strategy to improve the delivery of internal and external communications. Refresh the municipal website to enhance customer/user experience of obtaining service information and access to online services.	Clerk's Department	Communications	Essential
23	Update municipal bylaws (e.g., animal control, noise, property standards, clean yards, open air burning, zoning, etc.) to ensure they reflect current practices and legislation.	Clerk's Department	Legislative Services	Mandatory
24	Implement an electronic document management system to improve records management and information sharing practices.	Clerk's Department	Legislative Services	Mandatory
25	Review the governance structure of Huron East.	Council	Elected Representatives	Mandatory
26	Review various committees (including roles, responsibilities, terms of reference, board structures, mandates etc.) to ensure they are operationally and strategically aligned with the Municipality.	Clerk's Department	Legislative Services	Mandatory
27	Refresh the Economic Development Strategic Plan.	Office of the CAO	Economic Development	Essential
28	Review the service delivery model for animal control services through a shared-service agreement.	Clerk's Department	Bylaw Enforcement	Mandatory
29	Standardize garbage collection service levels across the urban areas.	Public Works	Waste & Recycling Services	Mandatory

Appendix A: Summary of Findings from Consultations

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93 Stakeholder Engagement

The Engagement Process

As part of the project, 23 interviews were conducted with the following stakeholders:

- Council
 - o Mayor
 - o Deputy Mayor
 - o 7 Councillors (2 did not respond to interview request)
- Management Team
 - o CAO
 - o Administrative Assistant/Payroll/HR
 - o Public Works Manager
 - o Tax Clerk
 - o Municipality Clerk
 - o Chief Building Official
 - o Building and Property Coordinator
 - o Fire Chief
 - o 3 District Chiefs
 - o 1 Focus group with the 3 Recreation Facilities Managers
 - o Day Care Supervisor
 - o Cemetery Manager

KPMG also conducted an online employee survey, an online recreation committee member survey and a community survey as well. Key themes from the interviews are organized into six domains as a means of analyzing and understanding the current state of the Municipality's services.



01

Governance and Strategy

The manner in which strategic direction is provided throughout the Municipality and how collaboration between departments and external stakeholders is established and maintained.

02

Service Standard

The service standards which dictate how services are delivered; this includes regulatory requirements, Council or management direction and industry best practices.

03

Process and Delivery Model

The core operations, processes, and approaches to deliver Municipality's services.

04

Data and Technology

The information technology required to manage information / data and support service delivery.

05

Equipment and Infrastructure

The equipment and infrastructure that enable operations and processes.

06

People

The structure, reporting and accountability hierarchy, composition, capabilities, and skills of Municipality employees to meet service standards.

94 Themes from Stakeholder Consultations

Key themes from the stakeholder interviews are summarized here

Key Theme Messages:

- The Municipality is in the process of developing an economic development strategic plan, a recreation master plan and a communications plan.
- There is debate around Huron East's council size and governance structure.
- Cross-departmental collaboration and communication could be enhanced.

Governance & Strategy

- Leadership has developed or is in the process of developing strategic plans to define action items and implementation road maps to achieve strategic priorities of the Municipality (e.g., Economic Development Strategic plan and Communications plan).
- Council recognizes the challenge of balancing strategic service priorities with resource limitations while also trying to meet citizen expectations.
- Many stakeholders mentioned that improvement of cross-departmental collaboration and communication is needed to achieve a cohesive organization.
- The Municipality currently does not formally measure and track performance through KPIs primarily due to staff and time constraints.
- Multiple respondents noted that Huron East has a large Council size that impedes decision-making while others believe the governance structure is appropriate. The Municipality has undertaken a governance structure review and the decision to restructure the Council size will be made by the new Council in 2023.
- Historically, the Municipality has been conservative in investing in its workforce and infrastructure. The Municipality needs to grow the tax base through economic development.

95 Themes from Stakeholder Consultations

Key themes from the stakeholder interviews are summarized here

Key Theme Messages:

- There are inconsistencies in the level of service delivered to different wards. The legacy of pre-amalgamation still impacts local community expectations of service levels delivered by Huron East.
- The Economic Development Officer position is vacant. This position is key to push economic priorities of Huron East.

Service Standard

95

- There is perception that the community still has strong affinity with the former municipal boundaries prior to amalgamation. Service standard expectations from the community often focus on serving individual wards rather than the Municipality as a whole. Hence, the use of special area-rated taxes to tailor service delivery to individual wards (e.g., streetlights, waste collection, sewers, BIA).
- Council members recognize the public expectation of high service levels; however, the Municipality needs to balance its tax base and resourcing capabilities to deliver services in a long-term and sustainable manner.
- Interviewees noted services where there are challenges setting and maintaining service levels:
 - Recreation: There is debate that the population size is not large enough to support three recreation centres. On the other hand, some interviewees believe the centres' catchment area extend beyond Huron East. Respondents also indicated that dedicated programming staff is also needed to plan and coordinate programs for consistent and sustainable delivery and alignment with demographic interests.
 - Child Care: There is high service demand with limited options in the community. There is a sentiment that enrollment space is given to non-Huron East families; the financial health of the centre is a concern as it is highly subsidized.
 - Waste Collection: The Municipality uses two contractors; each serving different wards with different collection practices. Currently there is no limit on the number of garbage bag collection. The Municipality has recently made the decision to standardize the waste collection service across different wards.
 - Customer Inquiries: Communication can be further improved to allow better public understanding of services and the associated benefits and costs of current service levels.
 - Public Works: Grass cutting is outsourced to an independent contractor. If this service is provided in-house, there could be potential cost implications.
 - Fire Services: Recruiting and maintaining a volunteer model is a challenge. There is a need for succession planning for the Fire Chief's position.
 - Economic Development: Currently the position of the Economic Development Officer is vacant and the duties are performed by the CAO. Council recently approved the hiring of an Economic Development Officer.

96 Themes from Stakeholder Consultations

Key themes from the stakeholder interviews are summarized here

Key Theme Messages:

- Operations are still heavily reliant on paper and/or manual processes.
- Key processes are not supported by formal standard operating procedures.

Process & Delivery Model

- Respondents noted that processes are highly manual specifically for work orders, payroll and financial processes, licensing and permitting approvals, recreation booking, and handling customer inquiries and complaints.
- The Municipal website, although recently updated, could be further improved to enhance user experience. Stakeholders noted finding information on the website is a challenge for some citizens resulting in more customer inquiries.
- The Municipality is looking to digitize records; current paper-based records management practices is a concern by various stakeholders (e.g., manual tracking of building condition assessments).
- Managing special area-rated tax rates requires additional operational procedures. The Municipality has been working on further digitizing the property tax billing and payment processes.
- Online payment options are limited with lack of integration with the accounting system. The Municipality recently started accepting e-transfers; however, additional work steps were created to process the payment.
- Some stakeholders mentioned the need to document SOPs or detailed process flows to better train employees.
- Due the manual nature of operational processes, the Municipality has a gap in data collection and data analysis capabilities. Some Councillors would like to have more data presented in staff reports to make better business decisions. Some respondents believe that at times decisions may not align with strategic priorities and the long-term financial health of the Municipality.

97 Themes from Stakeholder Consultations

Key themes from the stakeholder interviews are summarized here

Key Theme Messages:

- Some departments have been proactive in adopting technology; however, there is still a need to implement technology and update systems to streamline processes.

Data & Technology

- The Municipality identified digital service transformation as a priority in supporting the delivery of strategic objectives. There are some concerns that digitization of services may alienate citizen groups that do not have access to technology (i.e. seniors and rural communities with poor internet access).
- Some departments have been proactive in adopting technology. Examples include:
 - Building Services is in the process of rolling out a cloud based Land Manager software to digitize and integrate property and permitting records.
 - Building field personnel are using tablets for on-site reporting.
 - Public works has developed a GIS system internally. The GIS system supports asset management (75-80% of the assets are captured in the system). The Municipality hopes to better integrate their GIS system for asset management capabilities.
 - Fire Services using Fire Pro to respond to emergency incidents and service coverage call-outs. Website reporting of burn permit application was rolled out; improvement is need to track and communicate control burns.
- Departments are looking for more opportunities to digitize processes and services. Some examples of projects mentioned for improvement are:
 - Digitizing and streamlining Council reporting processes.
 - Improving the municipal website to disseminate service information and access to online services.
 - Improving use of Citywide to streamline processes and data management, including more use of online development planning, license and permit application processes.
 - Online reservations for recreational facilities and programs.
 - Implementation of an HRIS system.
 - Work order management system.
 - Digital cloud based records management and reporting for all departments.

98 Themes from Stakeholder Consultations

Key themes from the stakeholder interviews are summarized here

Key Theme Messages:

- More investment is needed in infrastructure renewal and replacement.
- Limited staff capacity to keep up with service demand.
- There are succession planning concerns for many key positions.

Equipment & Infrastructure

98

- More public education is needed to allow the community to understand the cost associated with maintaining assets. Communities have been reluctant to divest, consolidate or repurpose under-utilized or end-of-life infrastructure.
- Emergency service requests divert municipal resources away from scheduled maintenance work. With limited resources, unplanned service requests are often prioritized over planned maintenance and capital projects.
- Stakeholders identified aging equipment as barriers to effective service delivery. Some respondents agreed that sharing equipment with other municipalities/locations may result in cost savings; however, it may not be practical if the need for the equipment arises simultaneously.
- There is a need to develop a formal equipment replacement schedule for public works and the fire department.
- There is a strategic focus on asset management. However, some respondents noted that this is driven mostly by legislative requirements rather than goal orientation and the overall asset management process needs improvement.

People

- Stakeholders noted that staffing shortages have resulted in operational challenges to efficiently and effectively deliver services. The Municipality needs to put more emphasis on succession planning.
 - Multiple staff are approaching or are eligible for retirement.
 - Recruiting has been a challenge to fill talent gaps (e.g. recruiting the Treasurer and the Deputy Treasurer positions, public works staff, Registered Early Childhood Educators and lifeguards).
 - There is high reliance on volunteers to deliver Fire, Recreation, and Cemetery services. Due to aging volunteers, succession planning is needed to assess future staffing models.
 - Lack of designated back-up support or segregation of duties. Several employees are performing a mix of duties that are traditionally carried out by different positions (e.g., HR, Payroll, Communications, and Executive Administration is performed by one employee).
 - Some employees (e.g., Fire Chief, Bylaw Enforcement Officer) are shared across departments or with other municipalities causing capacity concerns.
- The organizational structure could be further reviewed.
 - The CAO has multiple direct reports potentially leading to operational challenges such as delayed decision making, bottlenecks in operational processes, high managerial workload etc.
 - Departments need to cultivate the next generation of talent by growing its base of supervisors and coordinators allowing upper management to focus on strategic priorities.

Appendix A: Survey Summaries & Results

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01

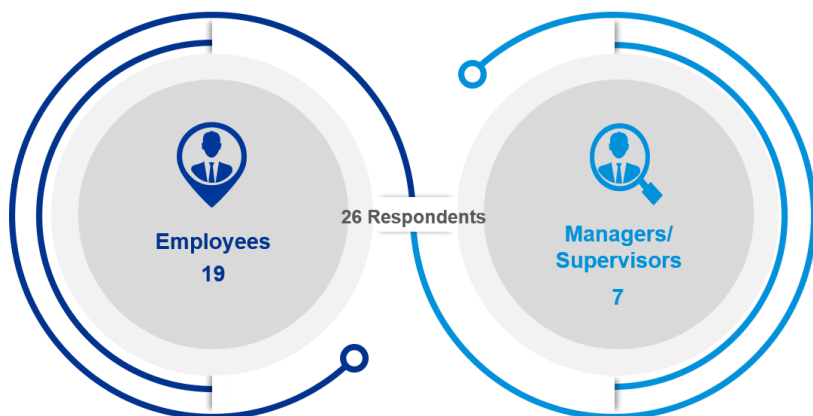
Employee Survey Results

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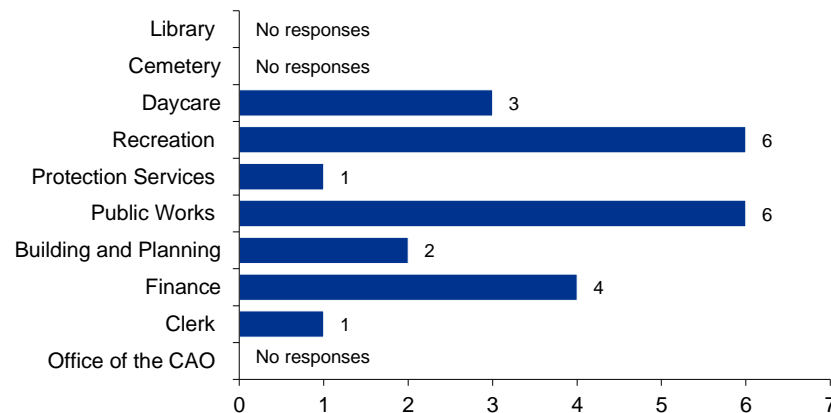
Employee Survey – Feedback Summary

An online survey was conducted with the Municipality's full-time employees to obtain their perspective of the Municipality's services in terms of its current service delivery models and service levels, and opportunities to enhance performance across the departments. The survey was circulated to 36 full time employees and 26 responses were collected.

Survey Demographics



Departments of Respondents



88% of participants answered this question

Employee Survey – Feedback Summary

Performance against Departmental Key Objectives and Priorities



81% of the respondents felt that their service area was performing adequately against their department's key objectives/priorities



15% of the respondents were neutral about their service level performance



4% of the respondents felt that their service area was not performing adequately against their department's key objectives/priorities

Setting of Service Levels



69% of the respondents agreed that the service levels are appropriately set in accordance to the needs of the community and resource capabilities



23% of the respondents were neutral about service levels being appropriately set



8% of the respondents felt that service levels were not appropriately set in accordance to the needs of the community and resource capabilities



A majority of respondents agreed that their service areas were performing adequately against their department's key objectives/priorities. Most respondents also agreed that service areas were aligned with Council's strategic priorities and service levels were set appropriately in accordance to community need and resource capabilities.

Employee Survey – Feedback Summary

Key Risks of Changing Service Delivery Approaches


63%

Insufficient resources to support the implementation


21%

Impact to operations and customer service


12%

Gap in technology/systems to support the change


4%

Too much change impacting the entire organization

Top 6 Constraints Employees Encounter in Service Delivery



Capacity/time constraints



Delegation of authority / approval cycles



Continuity of staff



IT or online services to reduce manual processes



Aging infrastructure



Lack of remote access to IT systems



Most respondents agreed about working together as needed; roles and responsibilities were clear and balanced division of work and responsibilities. Most of the staff were also satisfied with the number of upper management staff (Supervisors and Managers) overseeing the departments.

However, respondents believe that there is a gap in human resources and a need for better employee incentives and wages. A lack of investment in equipment and resources is resulting in the delay of key processes (i.e. road paving schedules).

Employee Survey – Summary of Comments

Additional Feedback on Workforce

More collaboration and communication between departments

Finding the right talent is a challenge – compensation packages need to be more competitive

Staffing levels do not align with service levels and service delivery needs

Update training content with professional and industry trends

Staff need upskilling of IT and data analytics capabilities

Additional Feedback on Operations

Processes need to be further streamlined to reduce duplication of efforts or redundancies

Digitize processes to allow online services (e.g., registration, permitting, payments)

The Municipality is behind on updating technology and equipment

Update bylaws and policies to address community complaints and feedback

To implement process changes, more IT support is needed

Overall, respondents provided several recommendations to enhance the Municipality's services. The most common comments pertain to hiring more employees, increasing pay, a need for IT support, and digitizing processes.

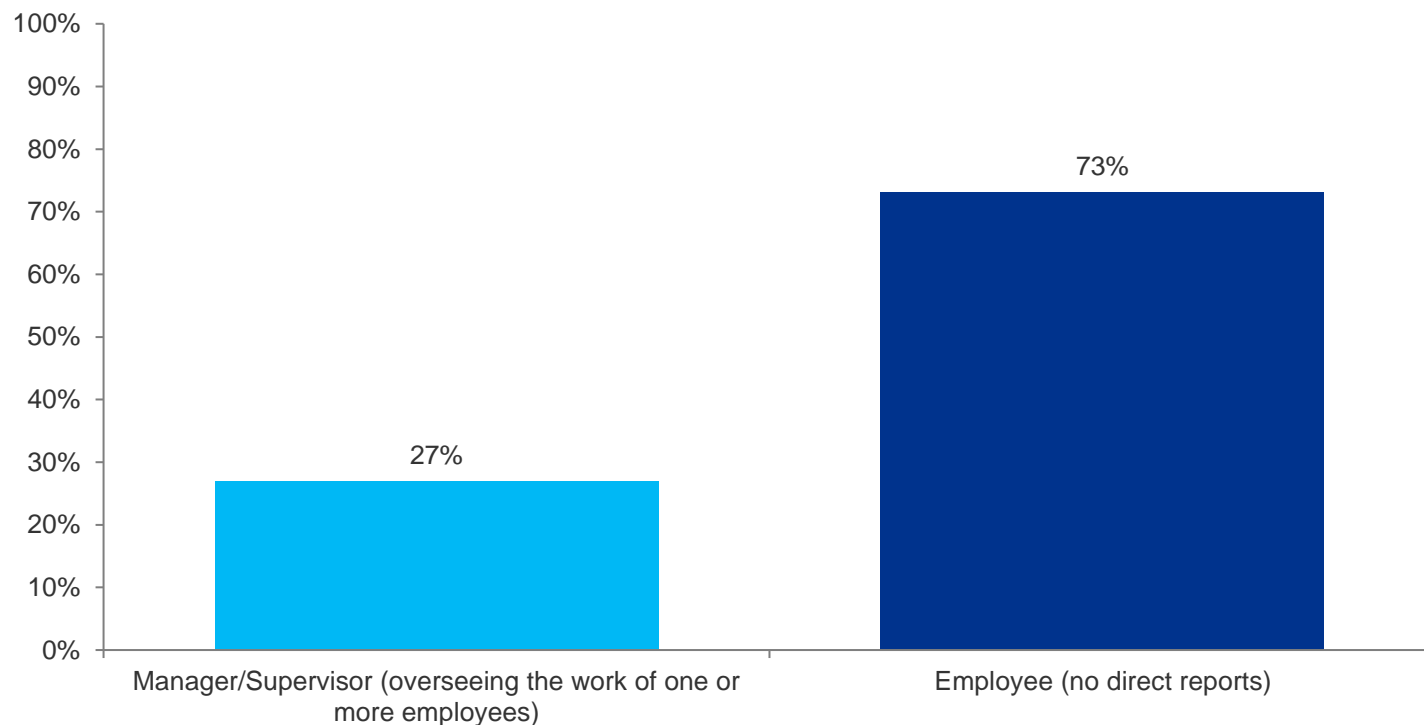
One of the biggest concerns brought up was addressing the high costs associated with hiring contractors to plow snow in the winter. Respondents suggested hiring more part-time winter employees to address this issue.

105 Employee Survey Results

105

Q1: What is your current level of responsibility at the Municipality?

Answered: 26 Skipped: 0

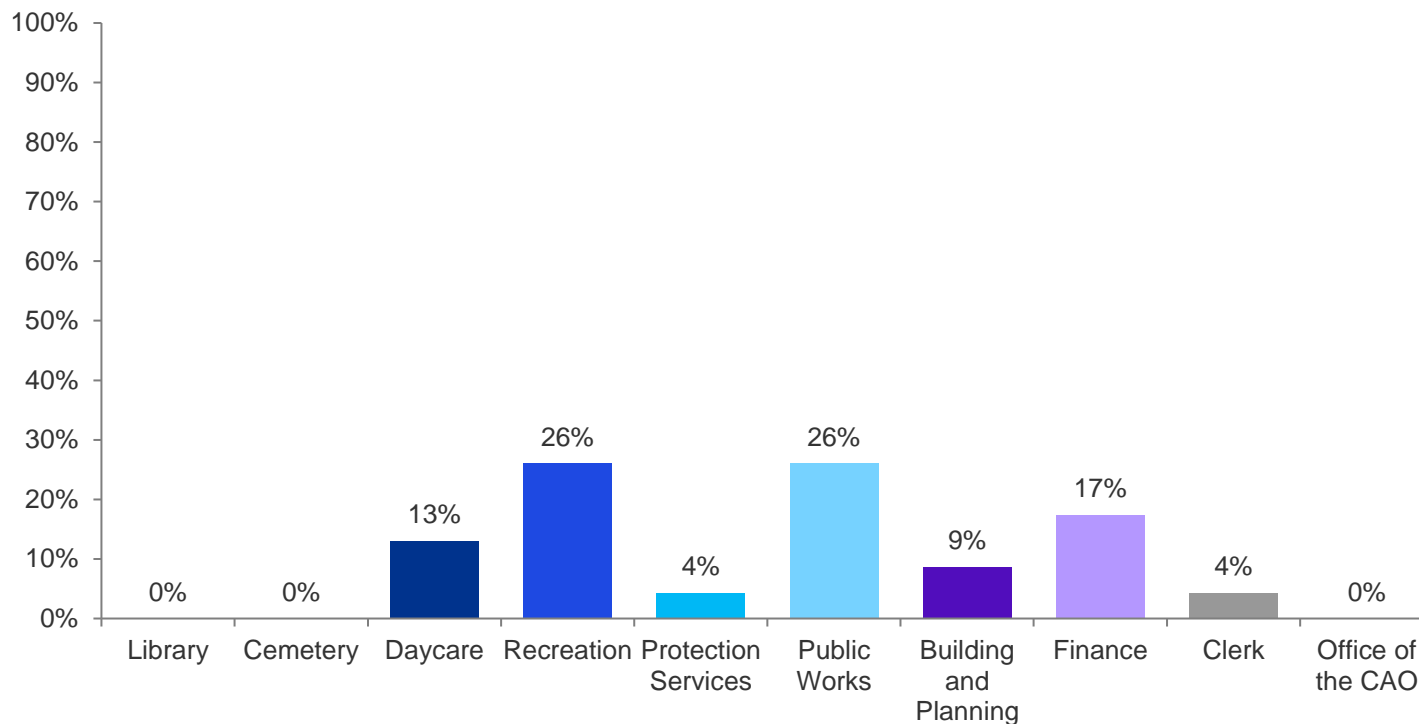


106 Employee Survey Results

106

Q2: Please identify your department

Answered: 23 Skipped: 3

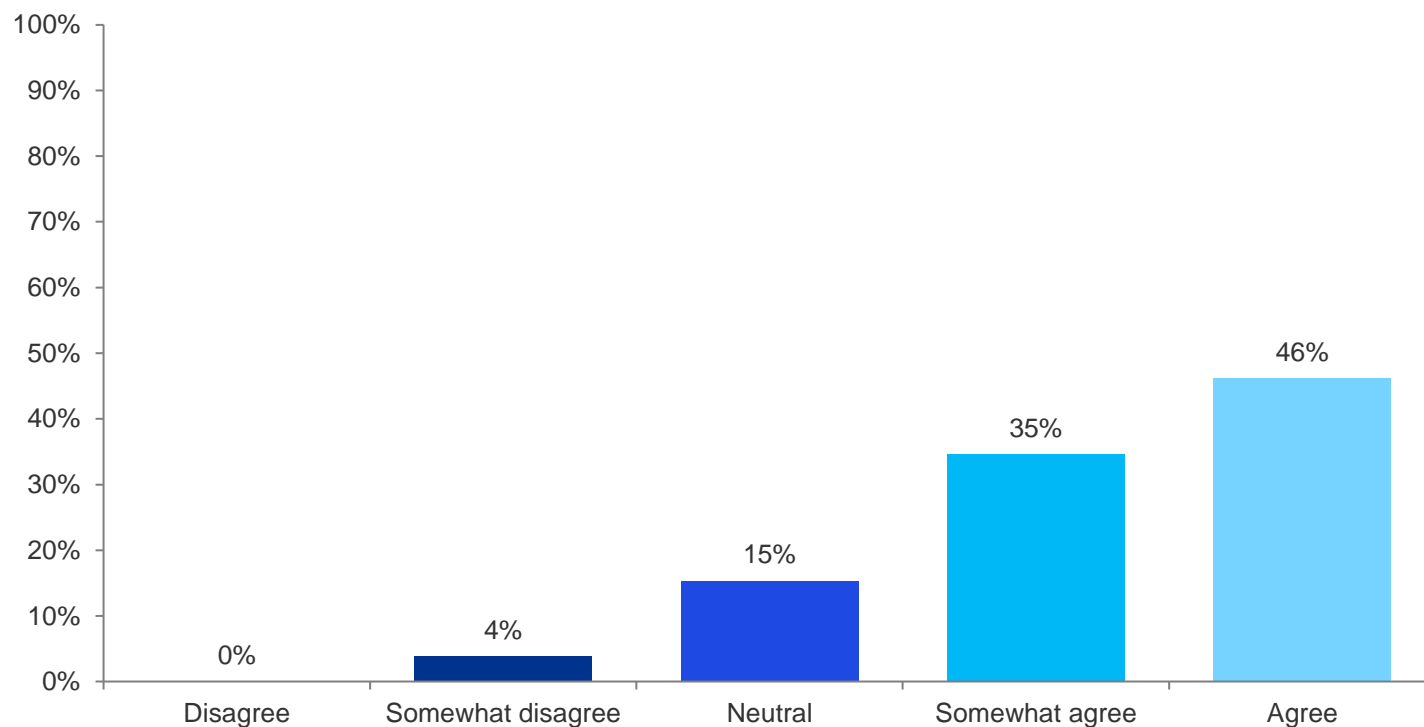


107 Employee Survey Results

107

Q3: Your service area is meeting the Municipality's or your department's key objectives and priorities.

Answered: 26 Skipped: 0

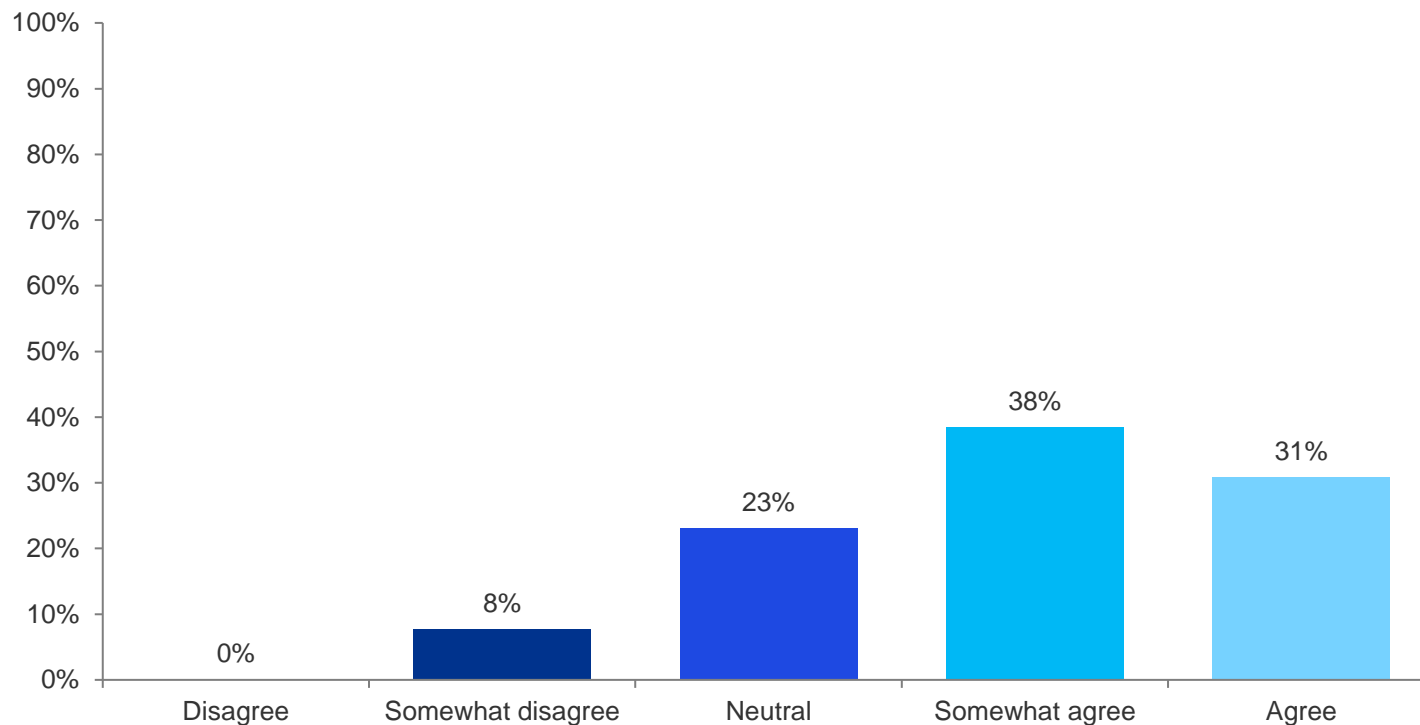


108 Employee Survey Results

108

Q5: From your perspective, service levels are set appropriately given the needs of the community and the Municipality's resource capabilities.

Answered: 26 Skipped: 0

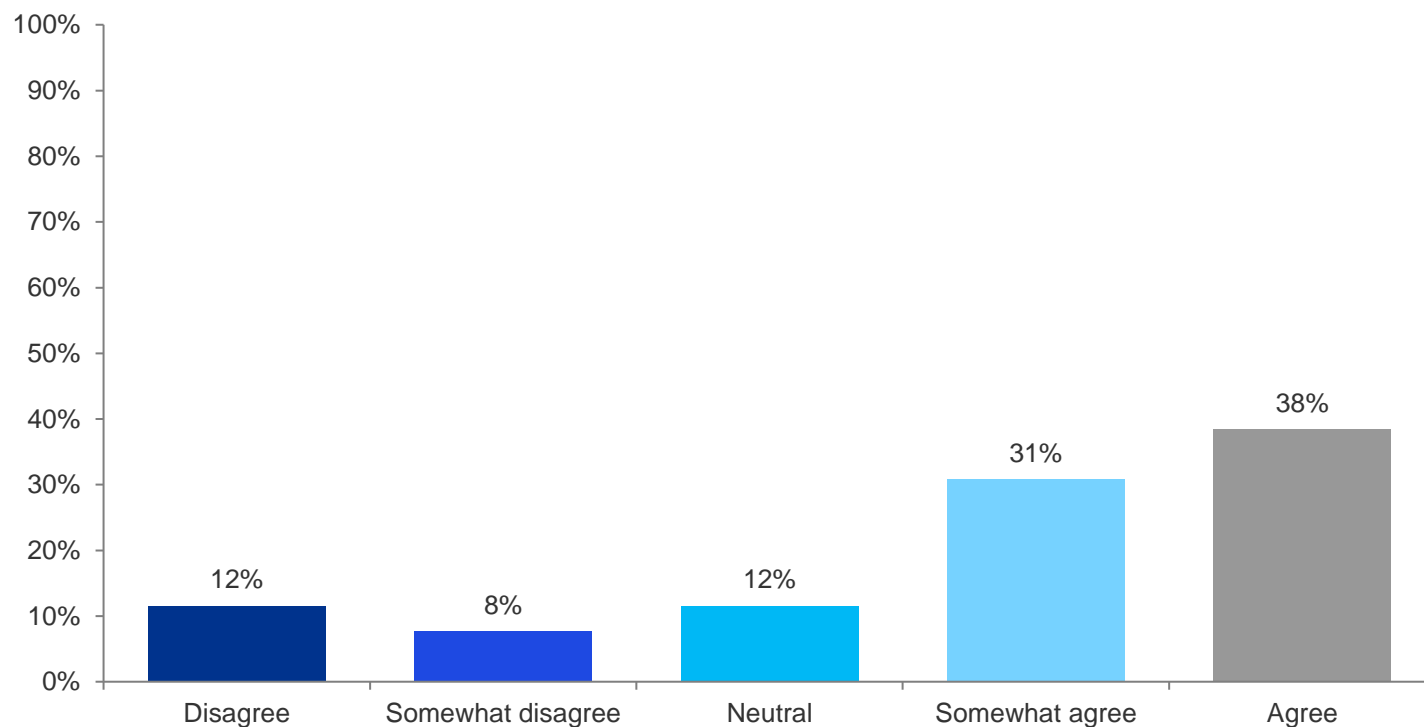


109 Employee Survey Results

109

Q6: Your department currently has the right number of Supervisors and Managers overseeing the department

Answered: 26 Skipped: 0

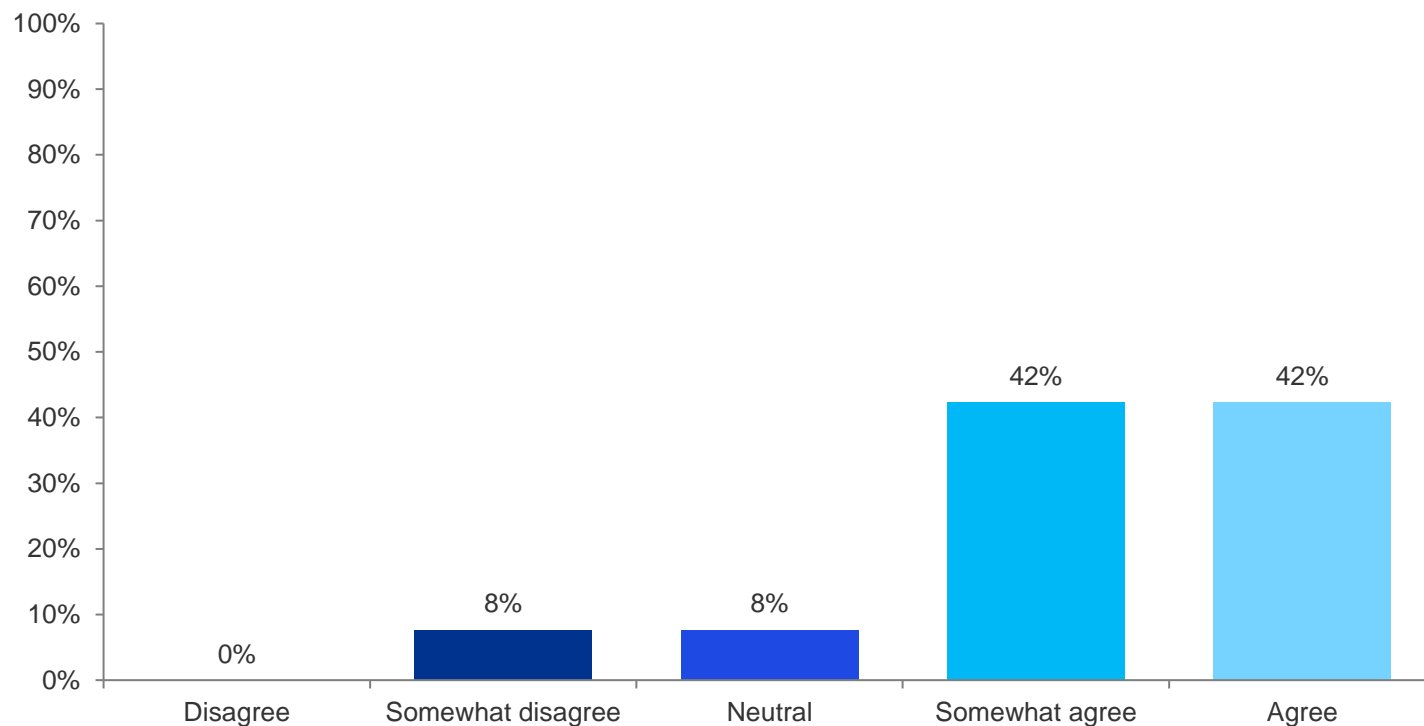


110 Employee Survey Results

110

Q7: In the organization, the right positions work together as needed.

Answered: 26 Skipped: 0

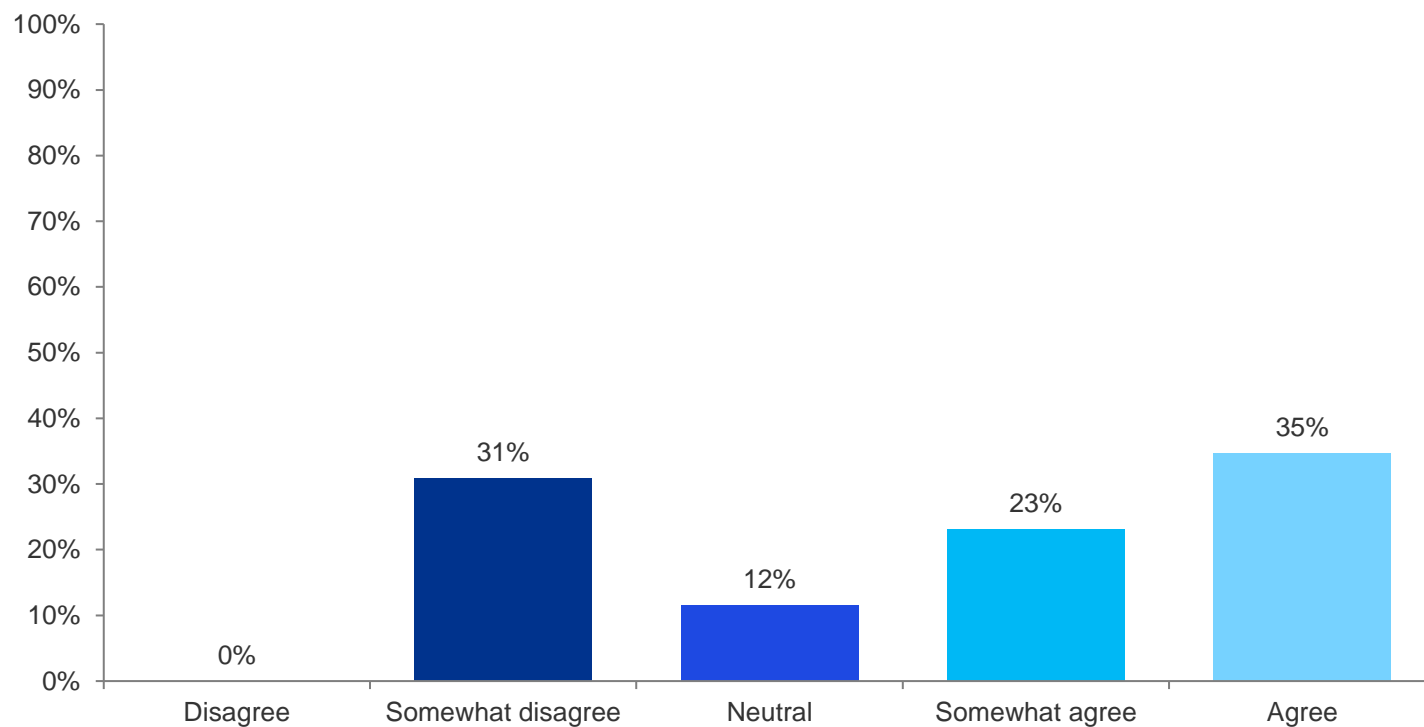


111 Employee Survey Results

111

Q8: Roles and accountabilities for different positions are clear. The division and allocation of work and responsibilities are balanced.

Answered: 26 Skipped: 0

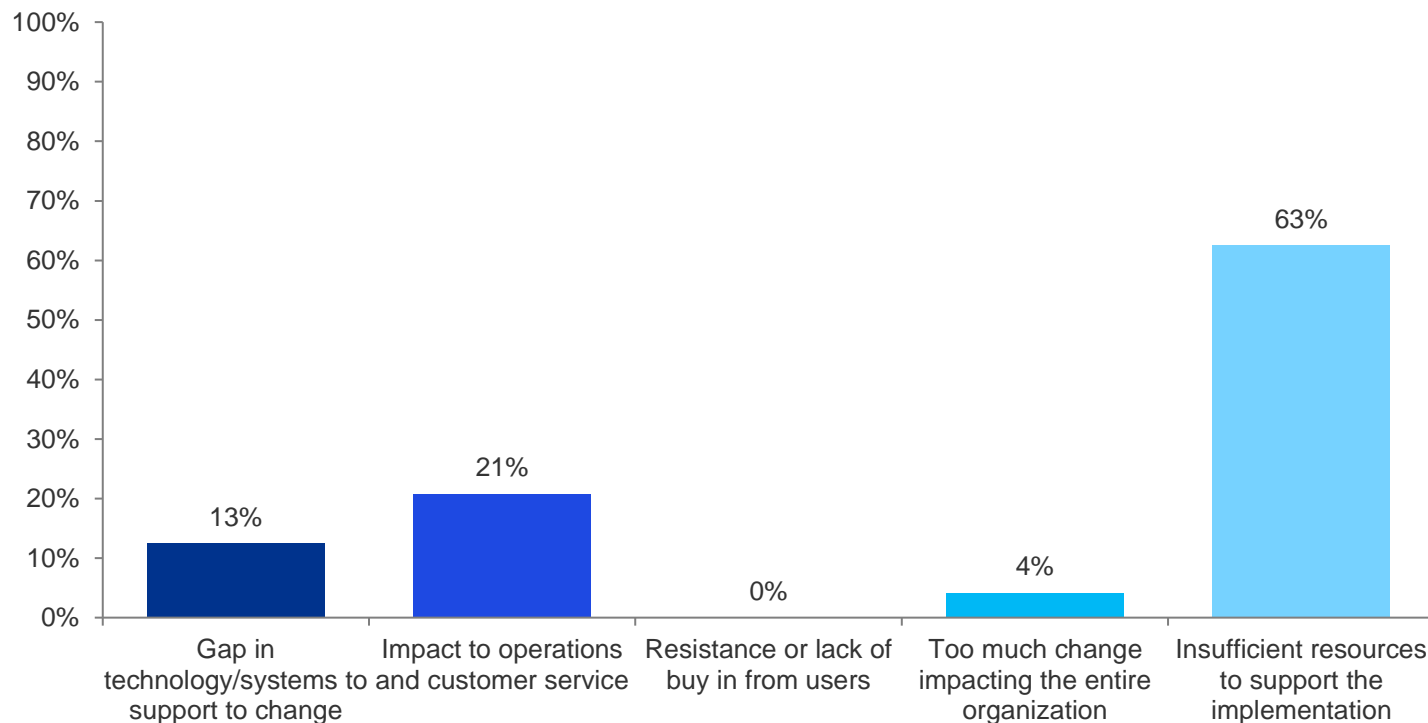


112 Employee Survey Results

112

Q9: What are the key risks the Municipality should consider if adjusting the overall service delivery approach of your service areas?

Answered: 24 Skipped: 2

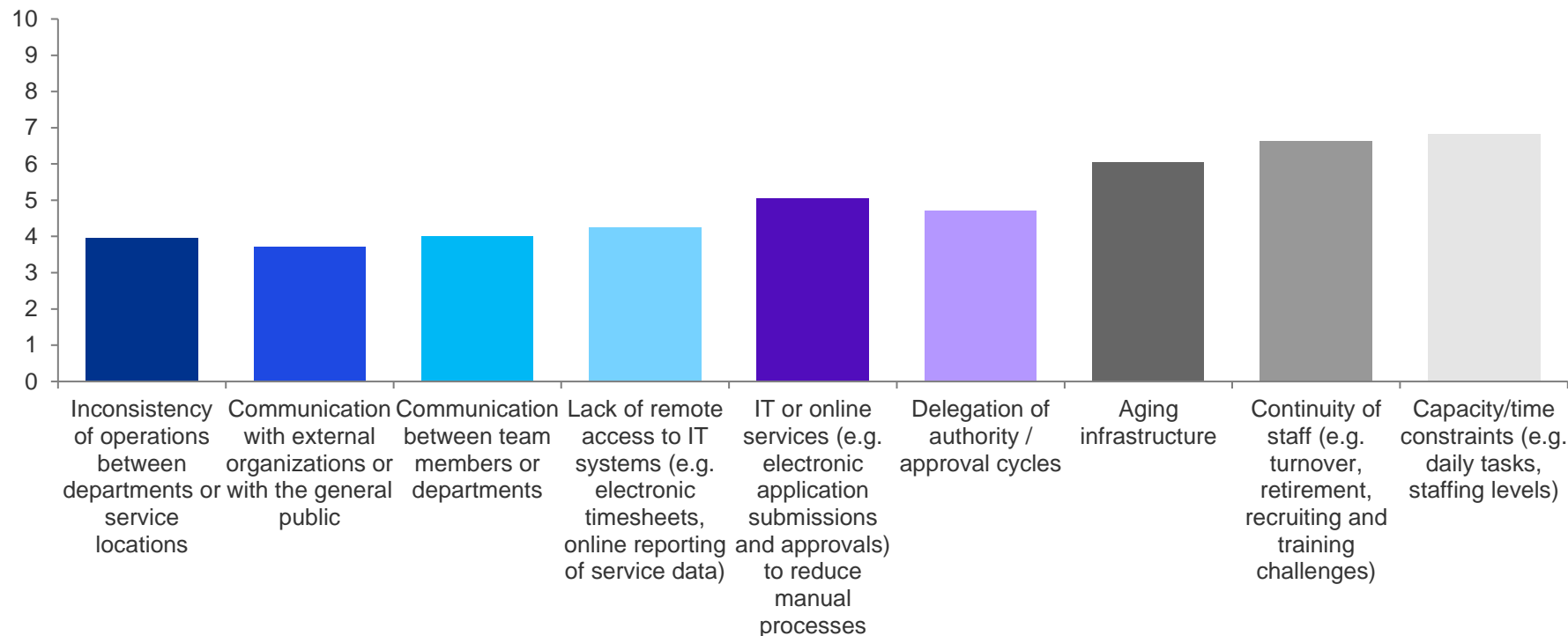


113 Employee Survey Results

113

Q10: What is the biggest challenge or constraint in your daily activities for service delivery? Please rank the following options from 1 to 9, with 1 being the most challenging. Please note that each ranking can only be used once.

Answered: 26 Skipped: 0



02

Committee Survey Results

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An online survey was facilitated with recreation committee members* to obtain their perspective of the Municipality's services in terms of its service levels and opportunities to enhance performance. The survey was circulated to 17 committee members and was completed by 8 respondents.

Challenges Identified



Communication

Many respondents noted that the committee's key objectives were not communicated to them. Some believed that decisions are made by Council without their consultation.



Support

Many respondents believed that community complaints and feedback is ignored. They also believed that Huron East does not offer sufficient financial support for recreation initiatives.



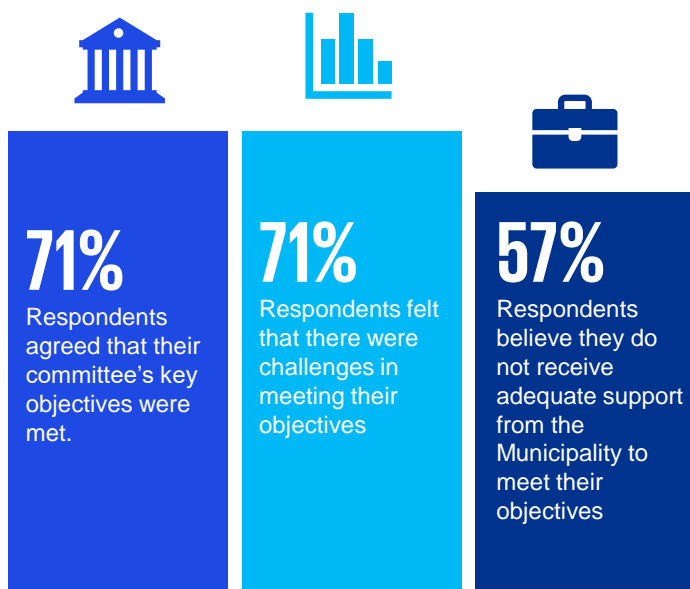
Staffing

Many respondents identified that a Recreation Director is required. They also pointed out that programming, facility booking and registration processes can be improved.



*Recreation Committees include Vanastra, Seaford District, Brussels Committees, Winthrop, Ethel, Cranbrook, Seaforth Lions Club, Seaforth Optimist, Brussels Optimist, Brussels Lions & Leos.

An online survey was facilitated with various committee members* to obtain their perspective of the Municipality's services in terms of its service levels and opportunities to enhance performance. The survey was circulated to 15 committee members and was completed by 7 respondents.



Challenges Identified

Economic Development

Many respondents believe the Economic Development department should be revived and an Economic Development Officer should be recruited to ensure economic and business growth in the Municipality.



Governance

One respondent believed that a need for Council representation in the Trust committees may no longer be needed.



Communication and Updates

Some respondents indicated that they do not receive timely and frequent updates on reporting and staffing changes. It was also noted that more timely financial reports regarding the committees account balances are needed.



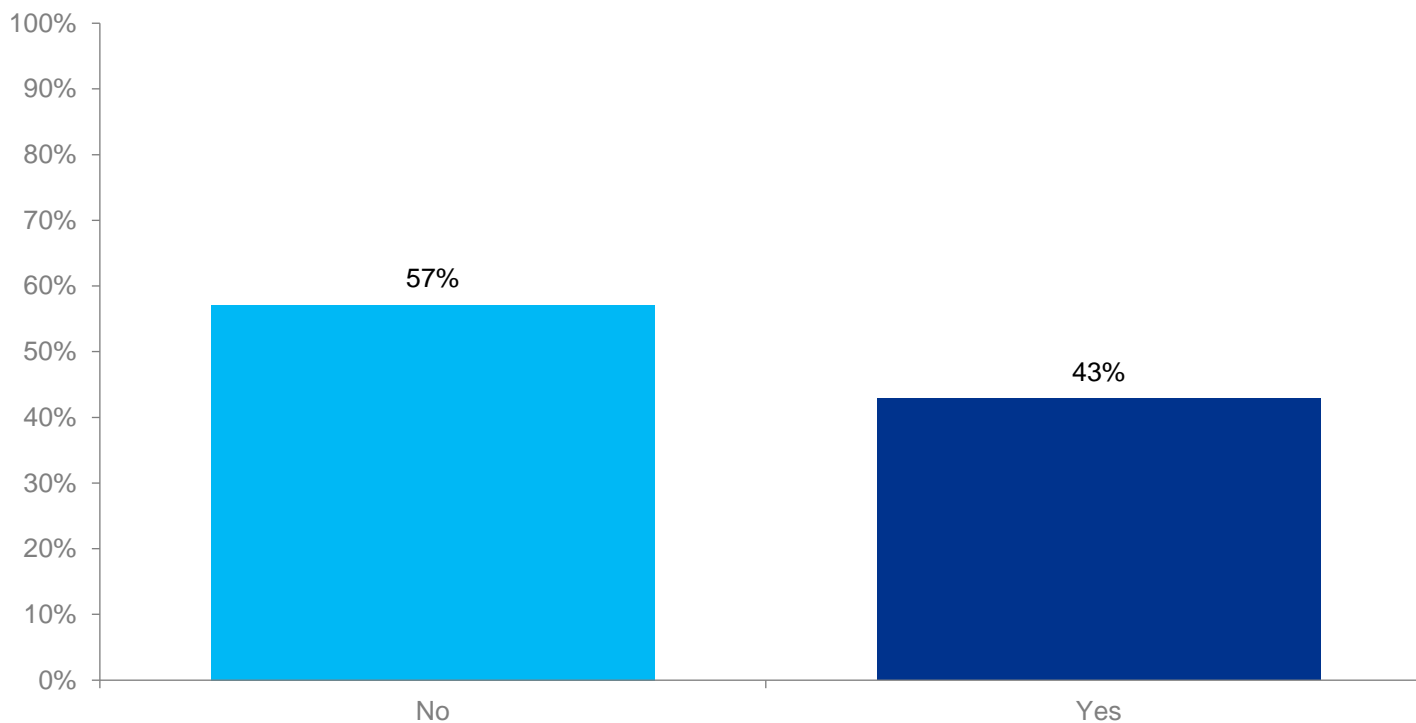
*Committees include Brussels Trust, Seaforth Trust, Huron East Heritage Committee, Seaforth BIA & Brussels Medical Dental

117 Recreation Committee Survey Results

117

Q2: Do you think your service areas are meeting the Municipality's or your department's/group's key objectives or priorities?

Answered: 8 Skipped: 0

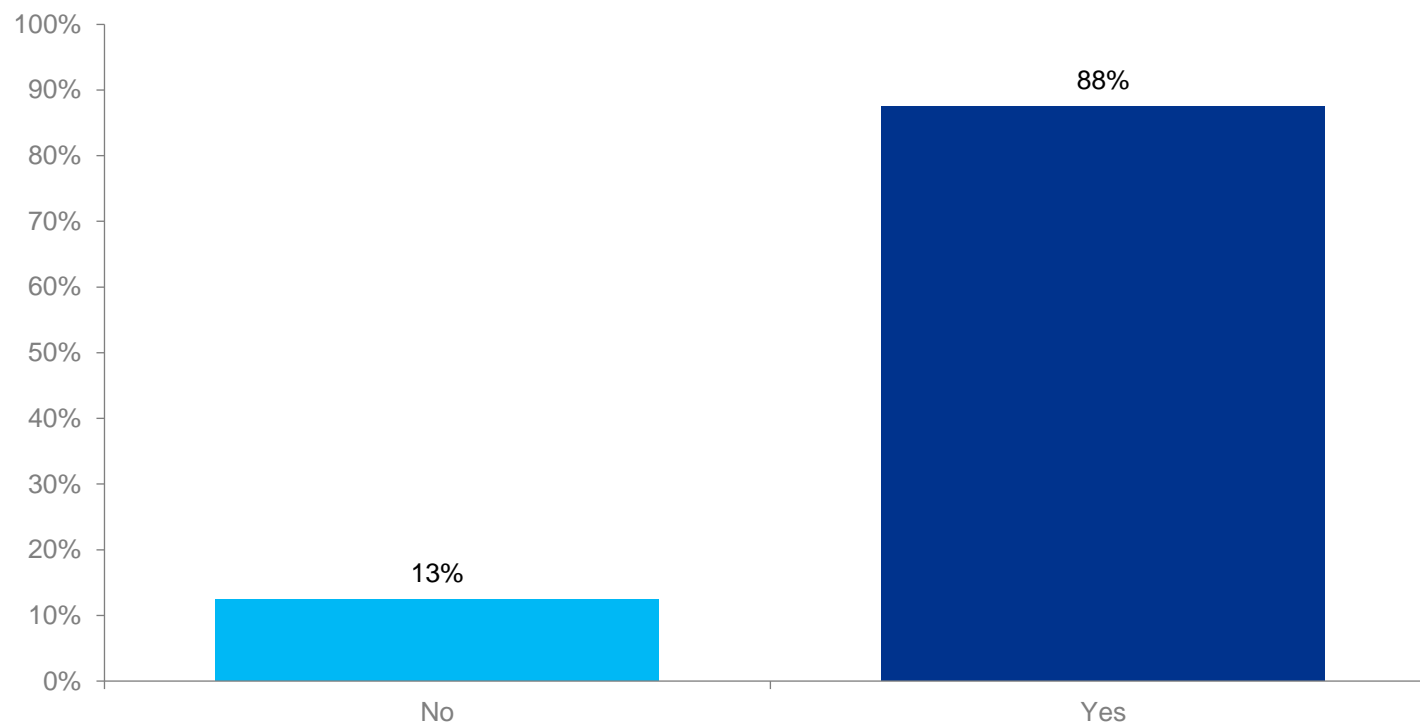


118 Recreation Committee Survey Results

118

Q3: Are there any constraints or challenges to meeting your objectives?

Answered: 7 Skipped: 0

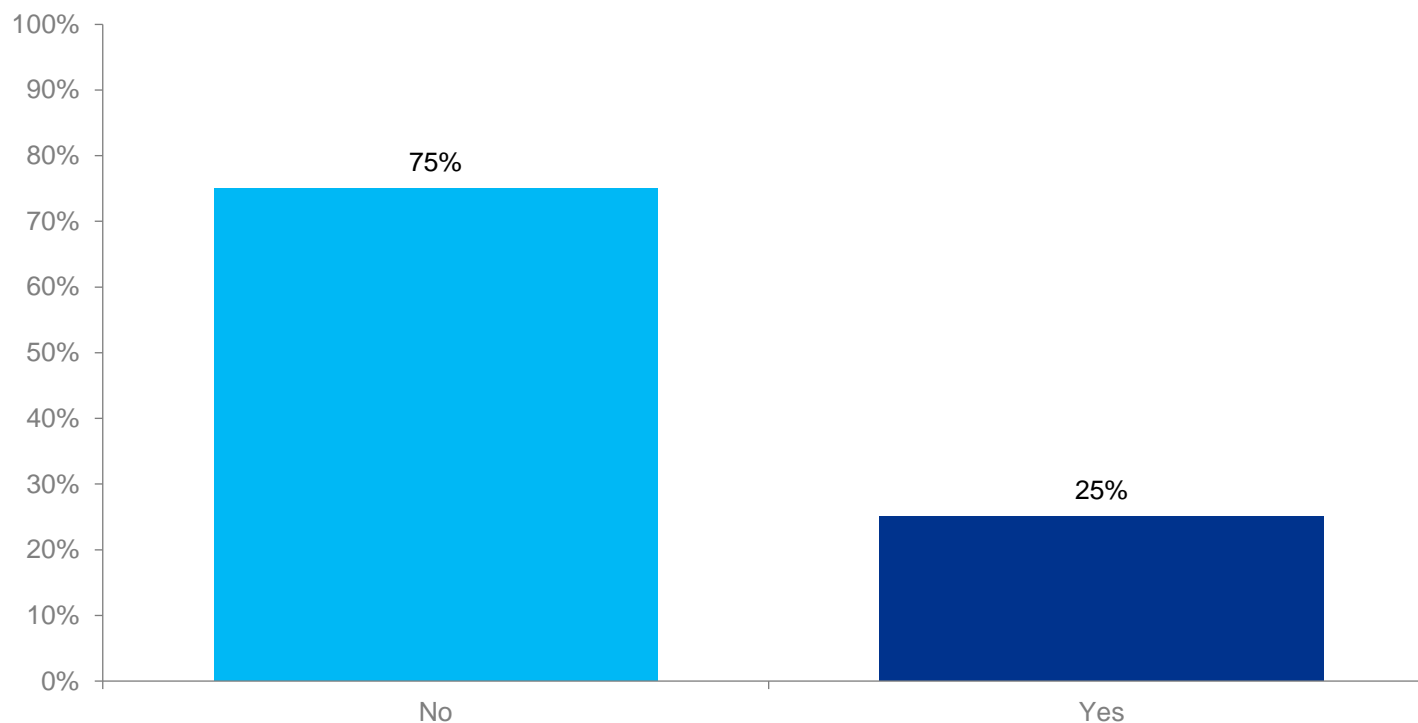


119 Recreation Committee Survey Results

119

Q5: Do you believe you receive adequate support from the Municipality for effectively meeting your objectives or priorities?

Answered: 8 Skipped: 0

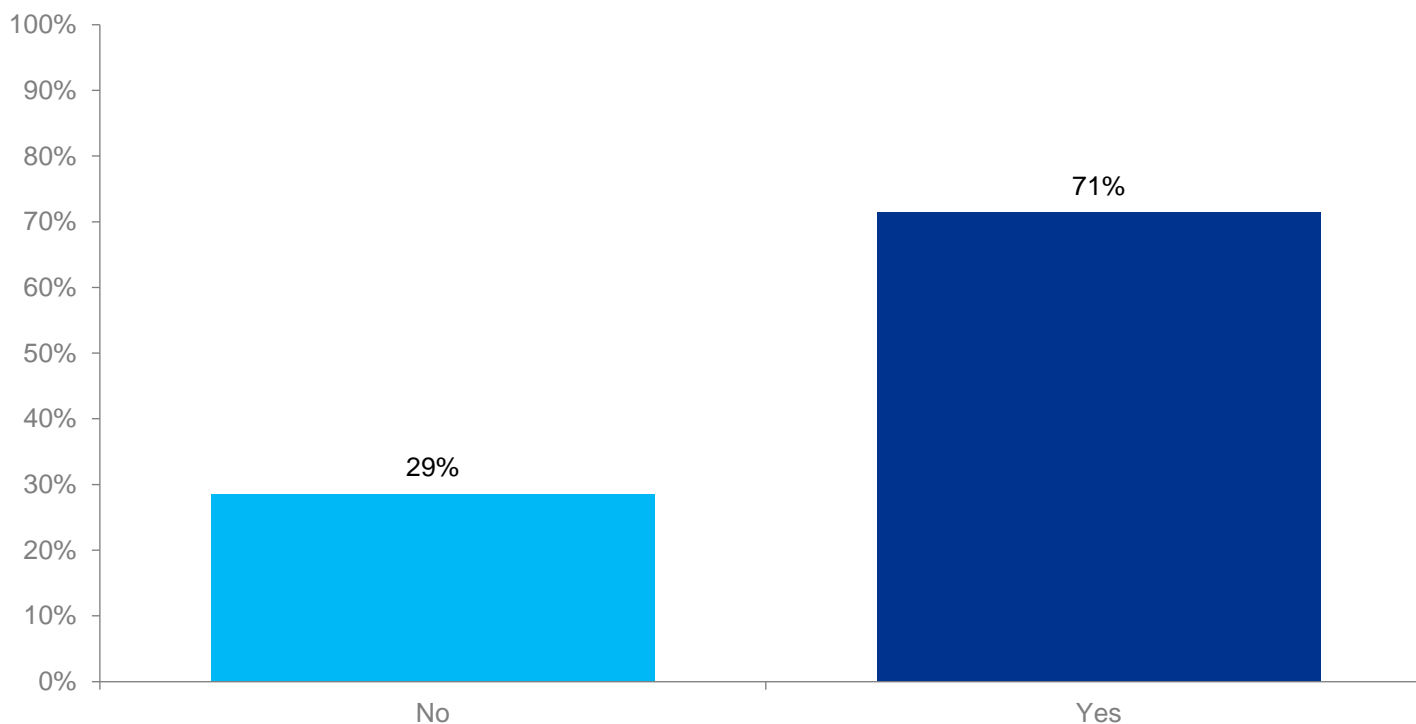


120 Other Committees Survey Results

120

Q2: Do you think your service areas are meeting the Municipality's or your department's/group's key objectives or priorities?

Answered: 7 Skipped: 0

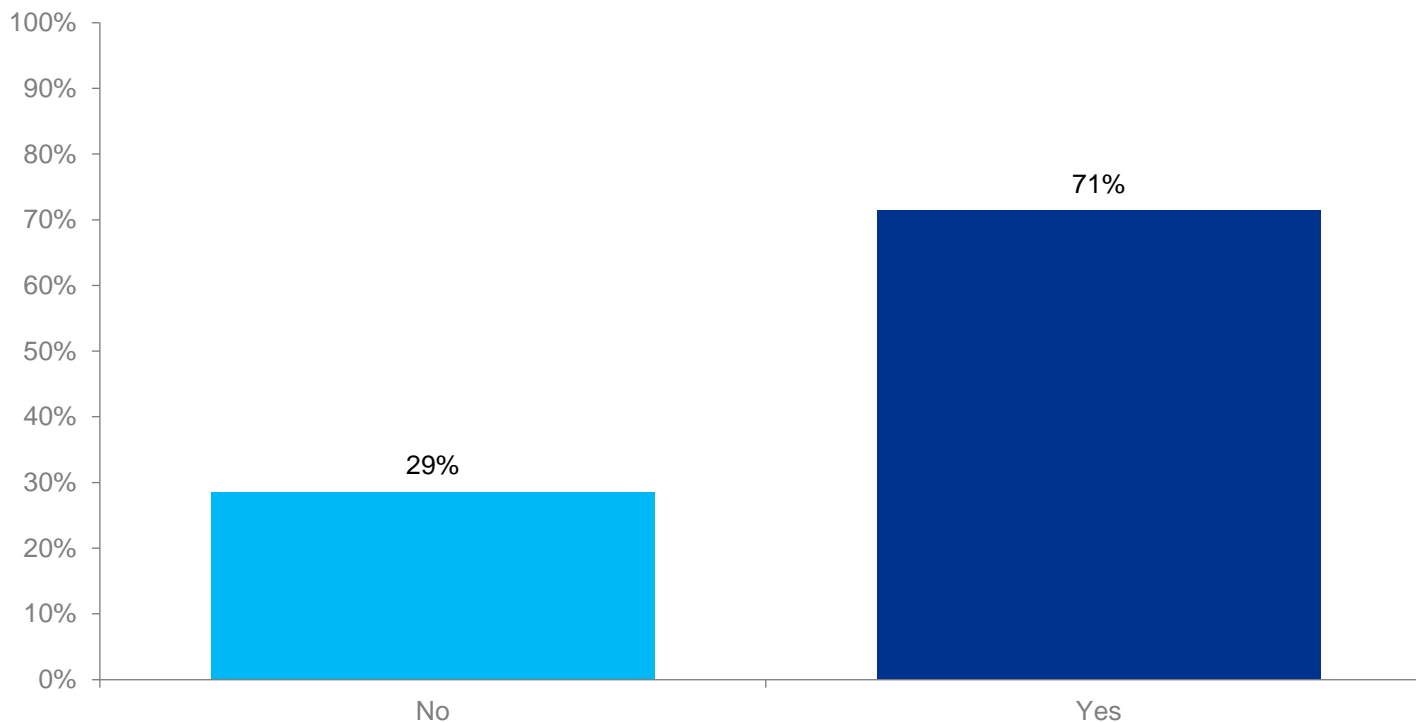


121 Other Committees Survey Results

121

Q3: Are there any constraints or challenges to meeting your objectives?

Answered: 7 Skipped: 0

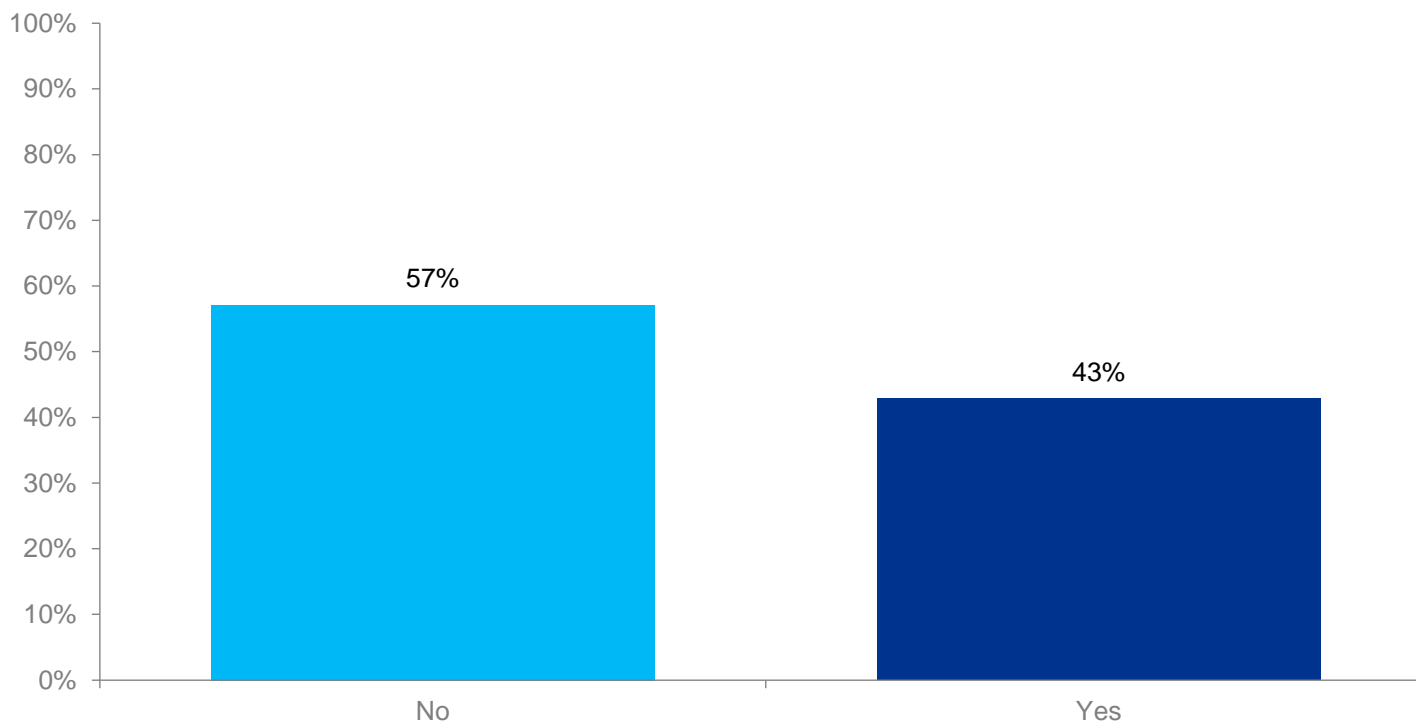


122 Other Committees Survey Results

122

Q5: Do you believe you receive adequate support from the Municipality for effectively meeting your objectives or priorities?

Answered: 7 Skipped: 0



03

Community Survey Results

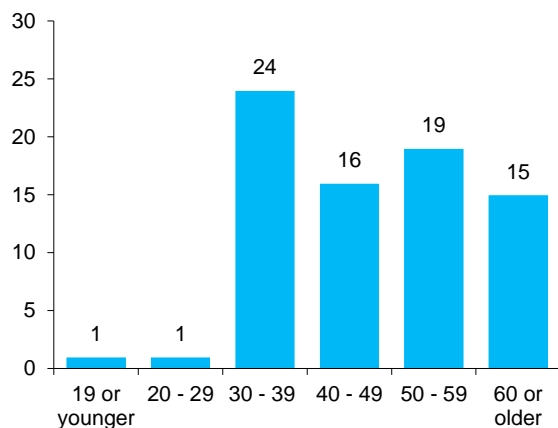
Municipality of Huron East
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Final Report

Community Survey – Feedback Summary

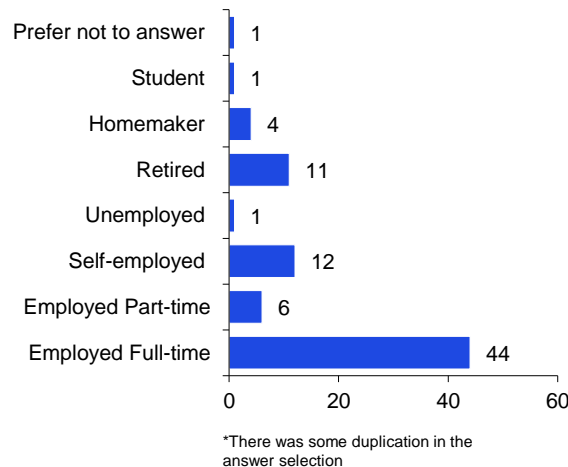
An online survey was facilitated by the Municipality on the Huron East using Huron East Asks Residents (HEAR) platform to obtain community feedback on municipal service delivery.

Survey Demographics: 76 Respondents

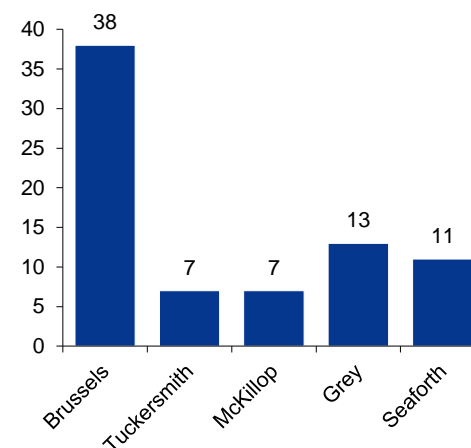
Age



Employment Status



Wards of Respondents

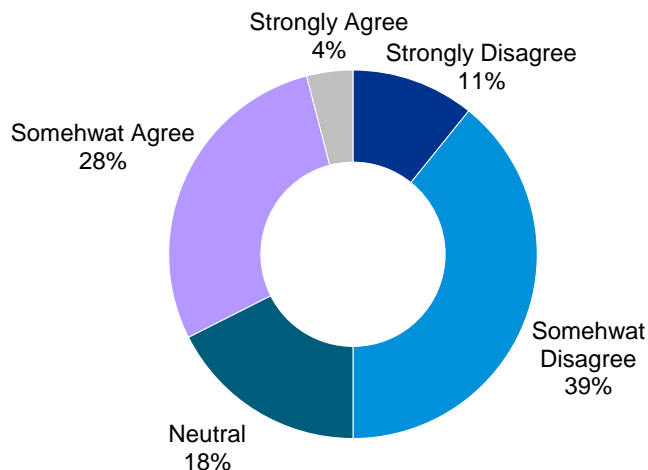


32% of respondents fall in the age group of 30-39 with only 3% either 19 or younger or between 20-29. With respect to employment status, a majority of respondents indicated that they were employed full-time.

Majority of responses came from residents living in Brussels followed by Grey, Seaforth, and a tie between McKillop and Tuckersmith.

Community Survey – Feedback Summary

Overall Satisfaction with Current Programs and Services



97% of participants answered this question

Removal of Some Services Provided by the Municipality

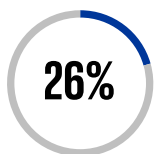


Most respondents are neutral or not satisfied with the current programs and services delivered by Huron East. Furthermore, 89% of respondents do not believe that there are services the Municipality should no longer provide.

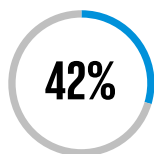
Specifically, respondents expressed the need to improve Recreation Services. Comments included the accessibility and maintenance of the Community Centres and the need for more recreational programs for children and seniors. Negative feedback was provided regarding road maintenance and waste management, lack of bylaw enforcement, and need for mailing services. Overall communication provided by the Municipality was also identified as an area of improvement.

Community Survey – Feedback Summary

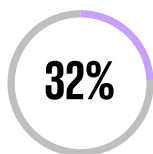
Opportunities to Increase User Fees to Improve Services



Respondents agreed that there should be an increase in user fees to improve services and infrastructure.

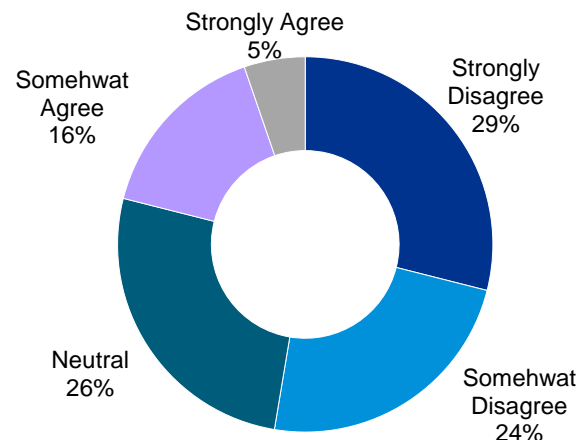


Respondents were neutral about increasing user fees to improve services and infrastructure.



Respondents disagreed that there should be an increase in user fees to improve services and infrastructure.

Cost Saving Opportunities by Reducing Service Levels



Increase in Taxes

68% of the respondents either agreed or were neutral that there are opportunities to increase taxes in order to improve services and infrastructure



Efficiency and Effectiveness

74% of the respondents agreed that there are opportunities within the municipality to operate more efficiently and effectively



53% of respondents believe that reducing service levels would not potentially result in cost saving opportunities for the Municipality as the services levels are already low according to the respondents.. To increase efficiency and effectiveness, some respondents suggested keeping the Brussels and Grey fire departments separate, a change in management at the arenas, wheelie bins for garbage and recycling, more accountability, greater collaboration with neighbouring towns, and lobbying efforts to attract businesses to the Municipality.

Community Survey – Additional Feedback Summary

Recreation Facilities

- Address flooding at the baseball diamond
- Better access to washrooms
- Improve management and maintenance of Brussels Recreation Centre and Pool
- More front line staff at recreational facilities

Recreation Programming & Services

- Consider user fees for non-residents using Huron East facilities
- Keep user fees for residents low
- More services, including camps, childcare, senior programs, and internet access at facilities

Customer Service

- Would like week nights or weekend service hours at recreation centres, libraries, and Town Hall
- More timely response to customer inquiries

Infrastructure & Road Maintenance

- More streetlights
- Improve roads, bridges and sidewalks maintenance
- Would like parking lots beside arenas
- Need more development to attract more businesses and residents

Waste Collection

- Improve rural waste collection services
- Reduce garbage collection fees
- Provide recycling bins for businesses
- Would like composting and leaf collection



Overall, respondents provided several recommendations to enhance the Municipality's services. The most common comments pertain to taxes, waste management, recreation, roads, customer services, and communication from the Municipality. Community members believe they pay high taxes for limited services. Respondents suggested that funds need to be allocated more strategically.

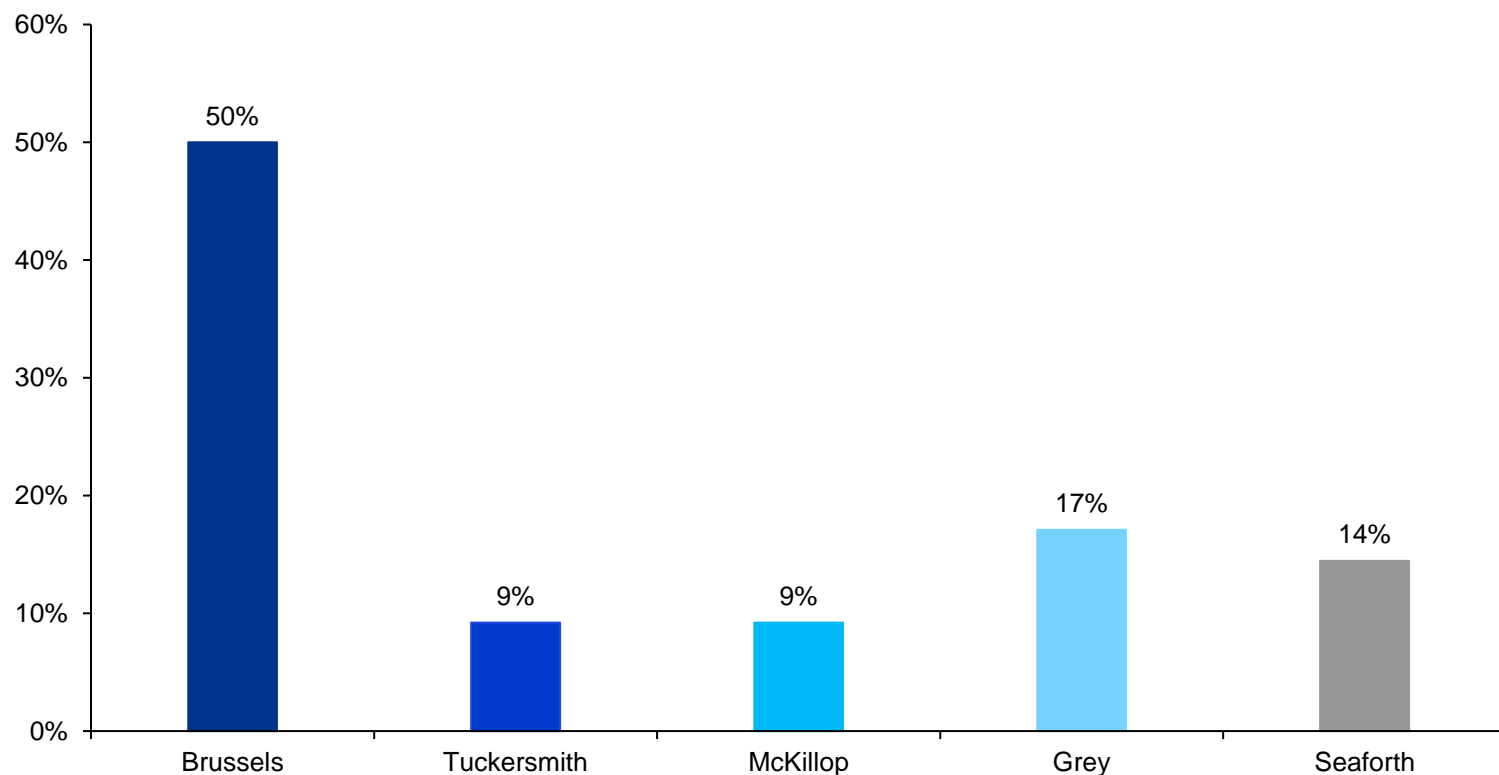
Please refer to the Benchmarking & Performance Perspectives chapter for analysis of Huron East's overall cost per household of delivering municipal services.

128 Community Survey Results

128

Q1: Please identify which Ward you live in.

Answered: 76 Skipped: 0

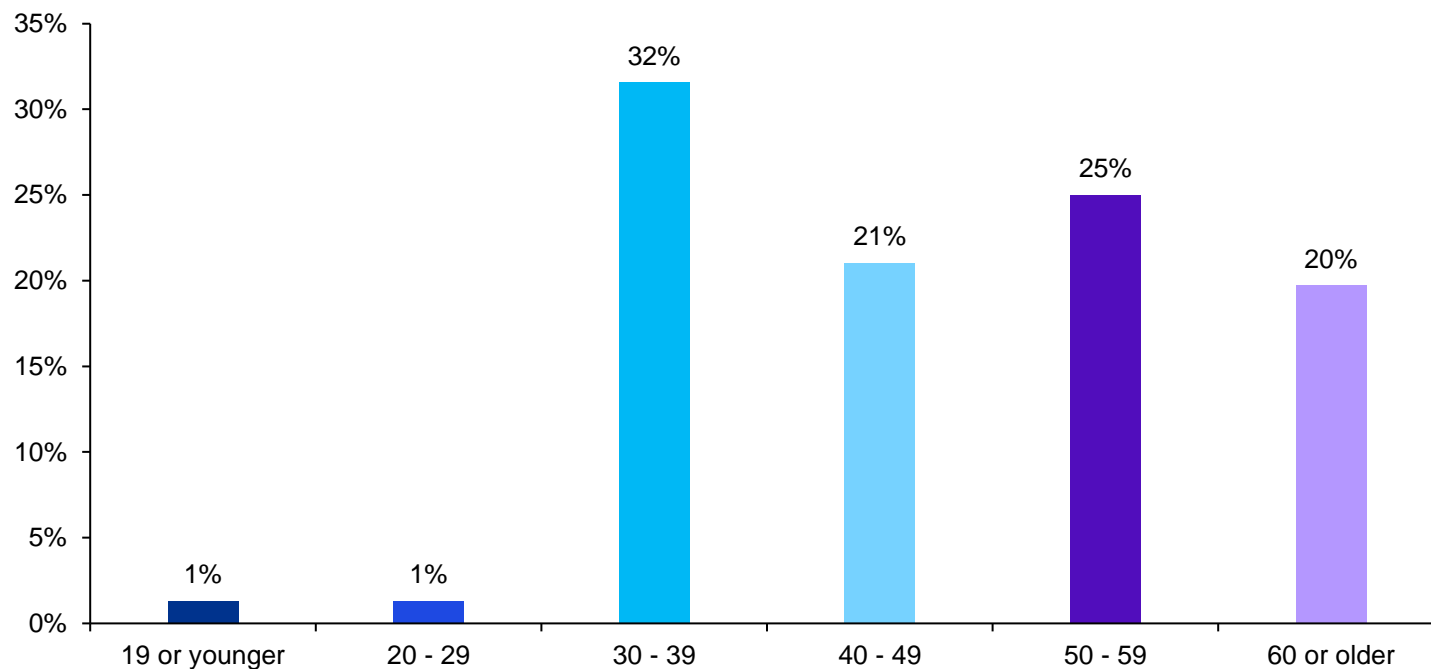


129 Community Survey Results

129

Q2: What is your age?

Answered: 76 Skipped: 0

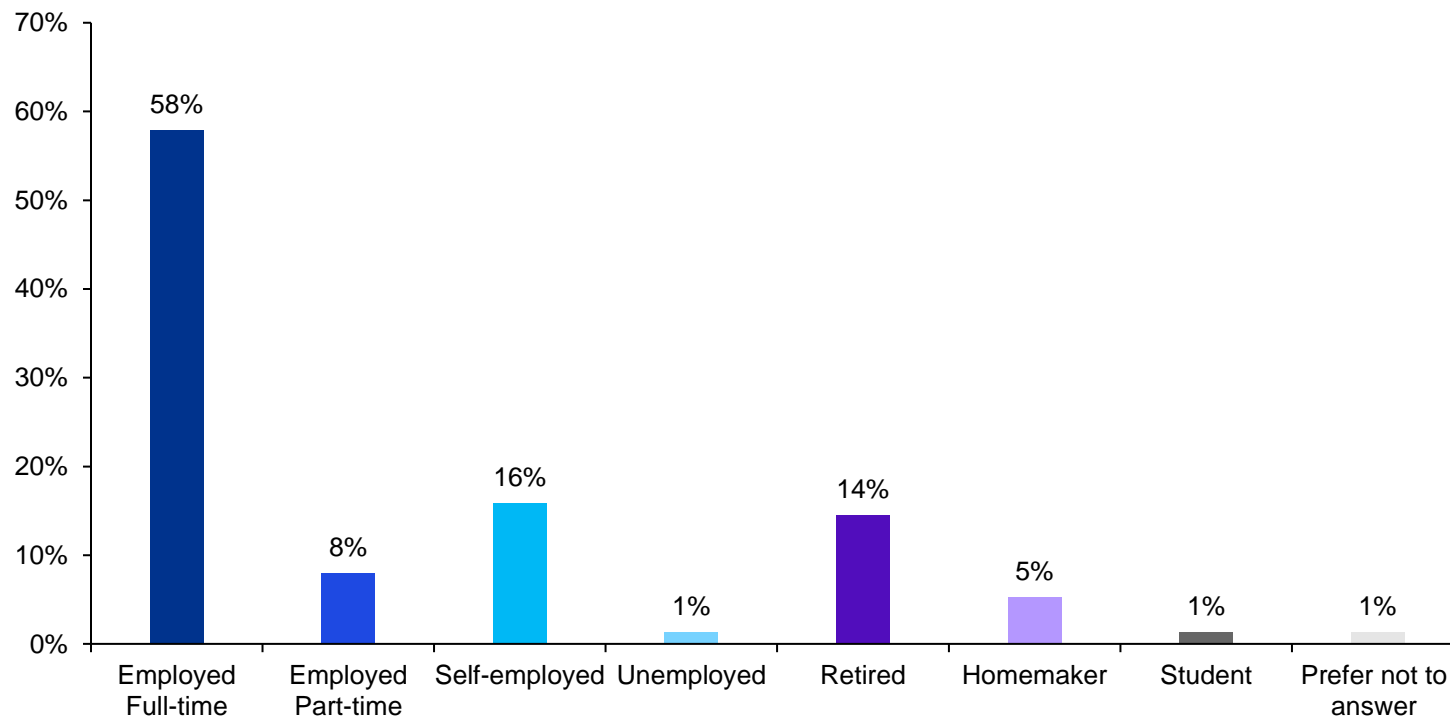


130 Community Survey Results

130

Q3: What is your current employment status?

Answered: 76 Skipped: 0

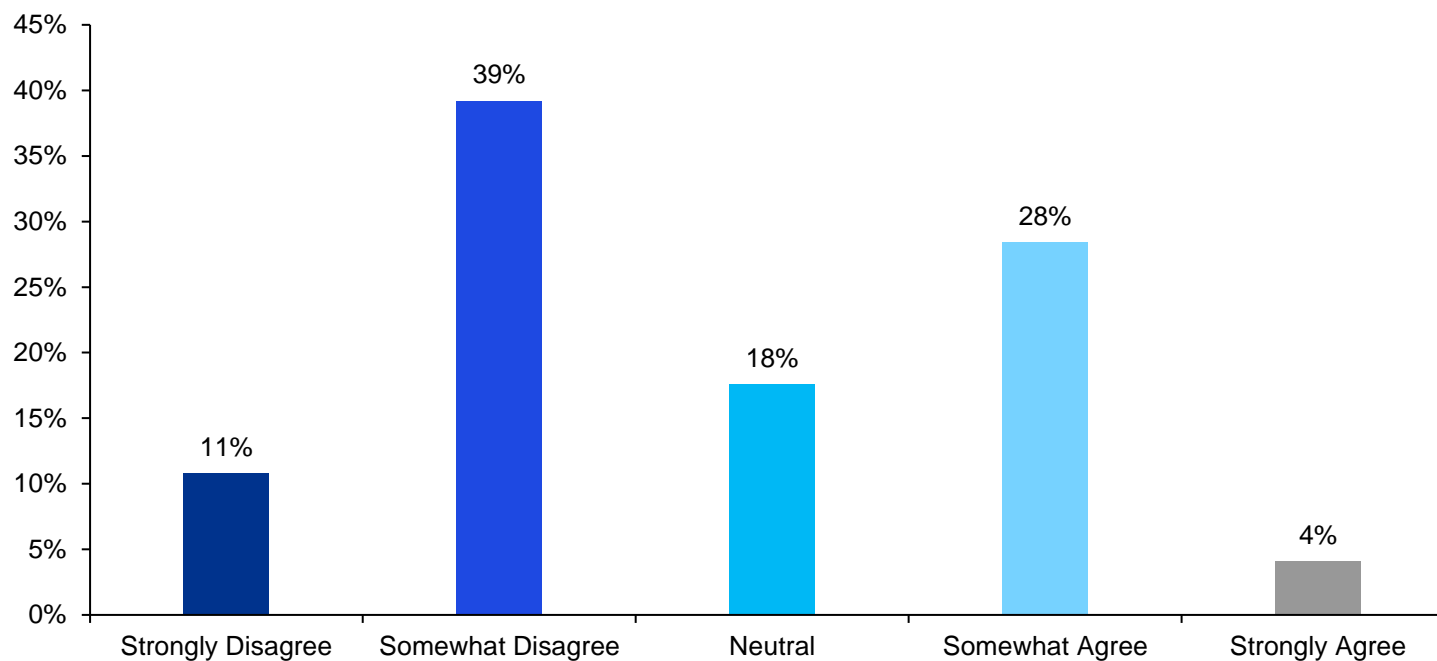


131 Community Survey Results

131

Q4: Thinking about the services delivered by Huron East, you are overall satisfied with the current programs and services delivery.

Answered: 74 Skipped: 2

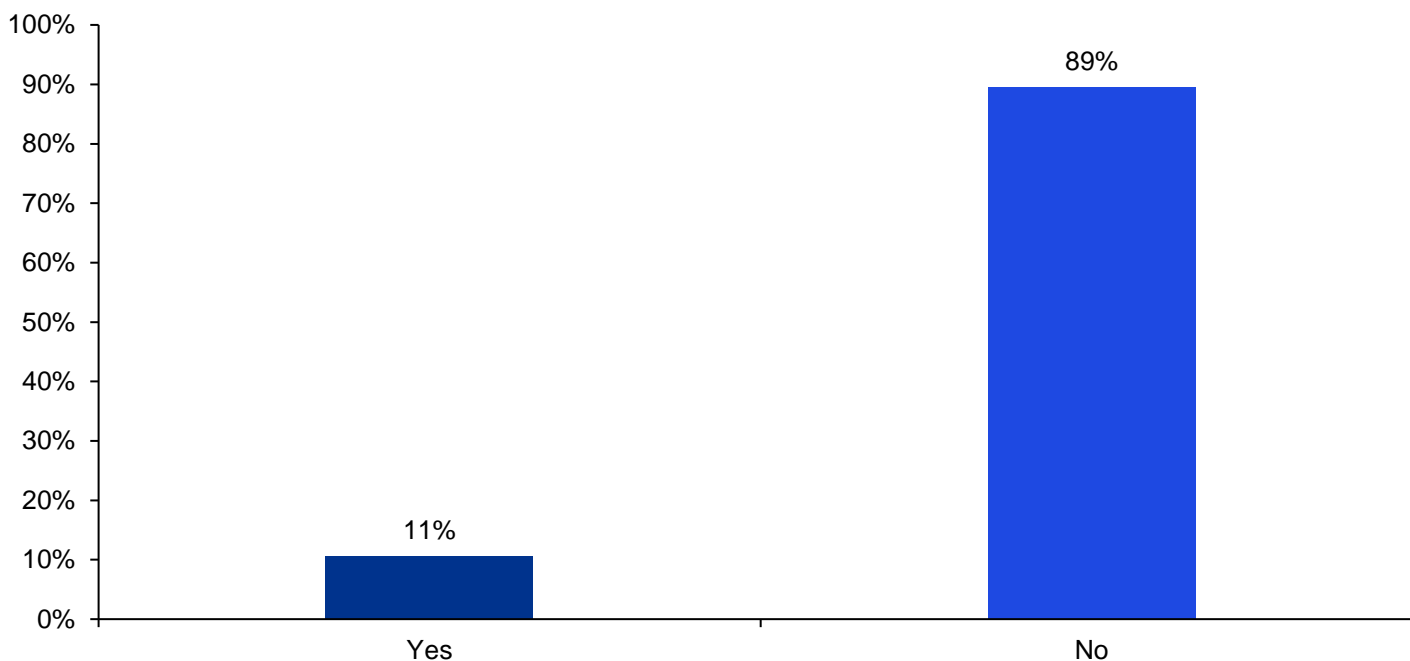


132 Community Survey Results

132

Q10: Thinking about the services delivered by Huron East, there are services that the Municipality should no longer provide.

Answered: 76 Skipped: 0

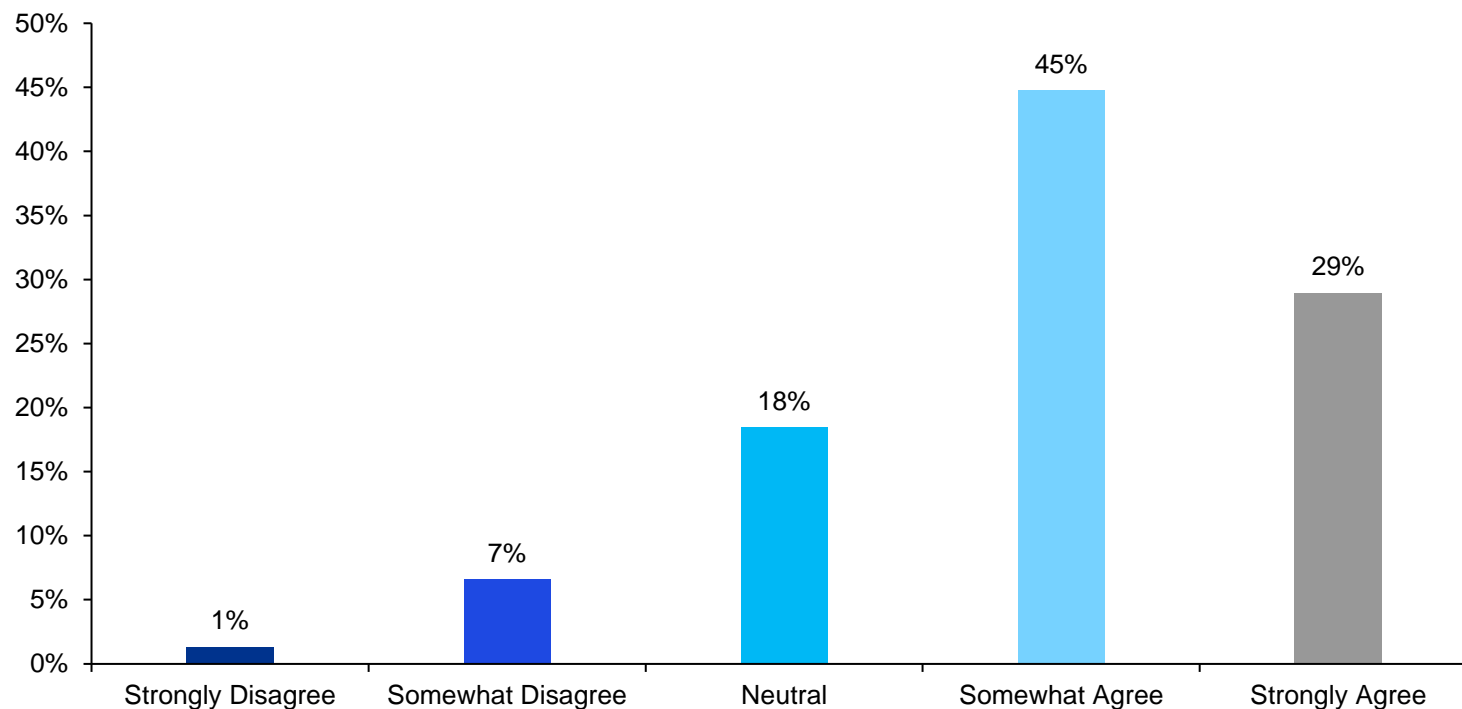


133 Community Survey Results

133

Q12: There are opportunities within the Municipality to operate more efficiently and effectively.

Answered: 76 Skipped: 0

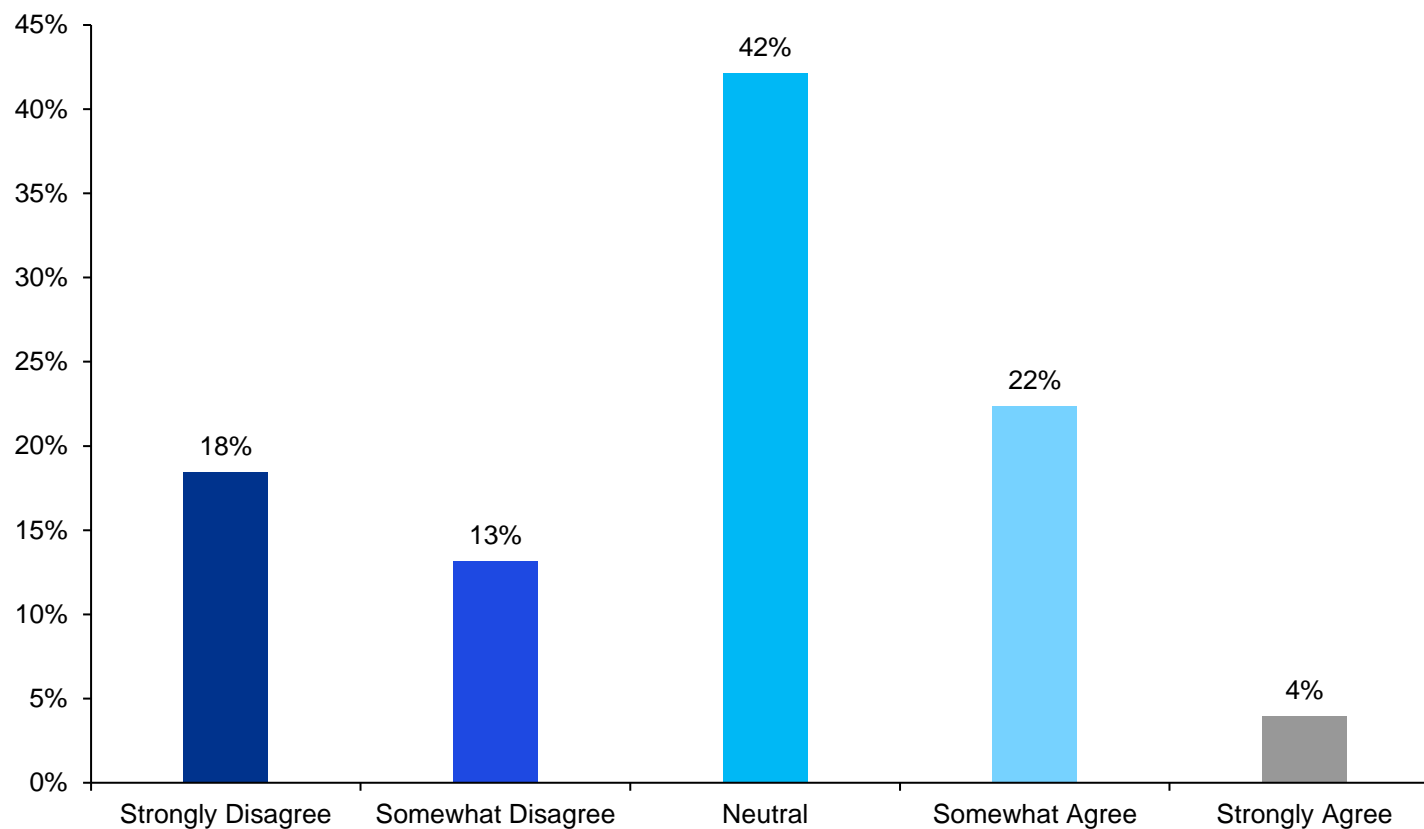


134 Community Survey Results

134

Q18: There are opportunities to increase user fees or other funding sources in order to improve services and infrastructure.

Answered: 76 Skipped: 0

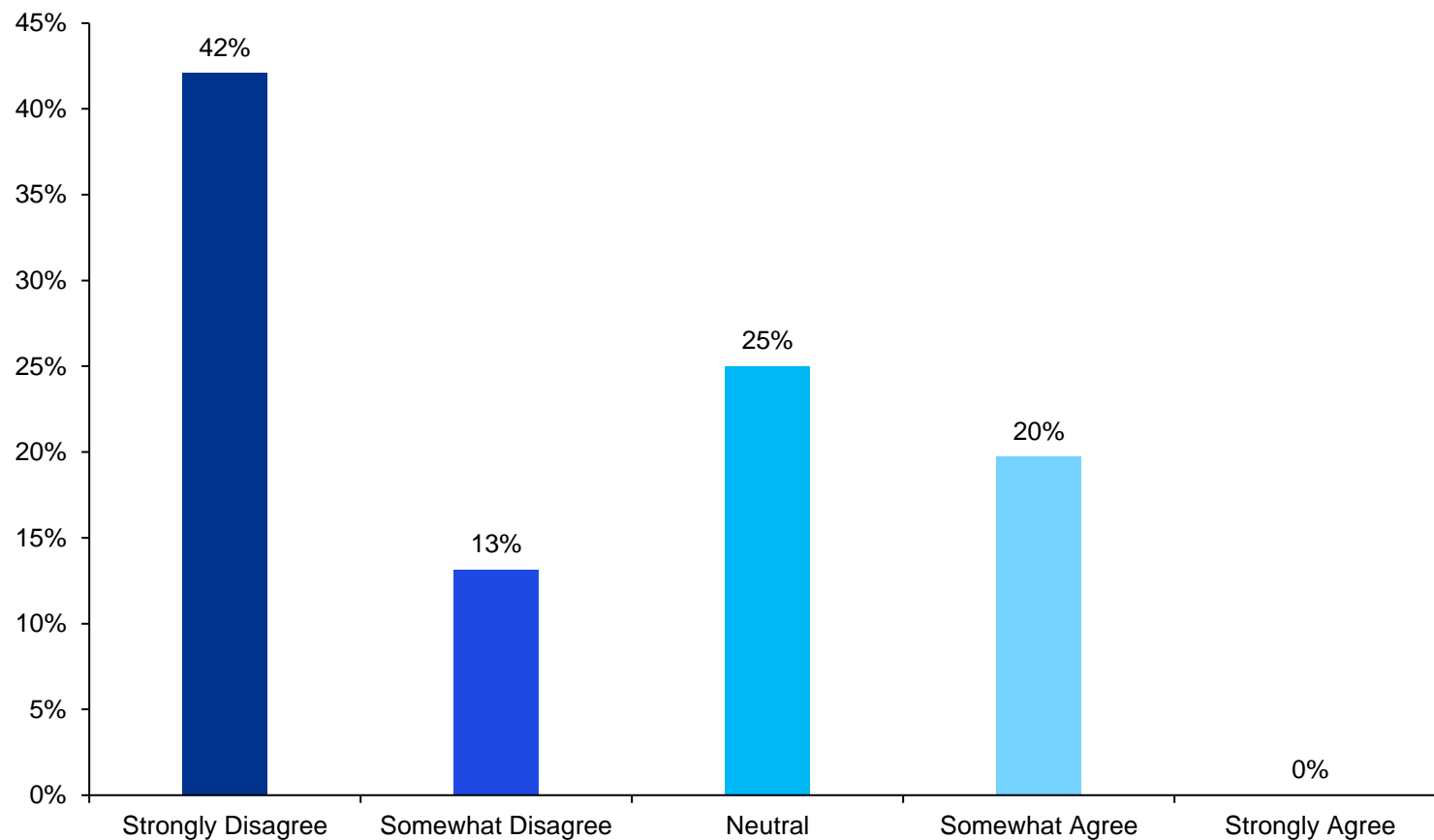


135 Community Survey Results

135

Q24: There are opportunities to increase taxes in order to improve services and infrastructure.

Answered: 76 Skipped: 0

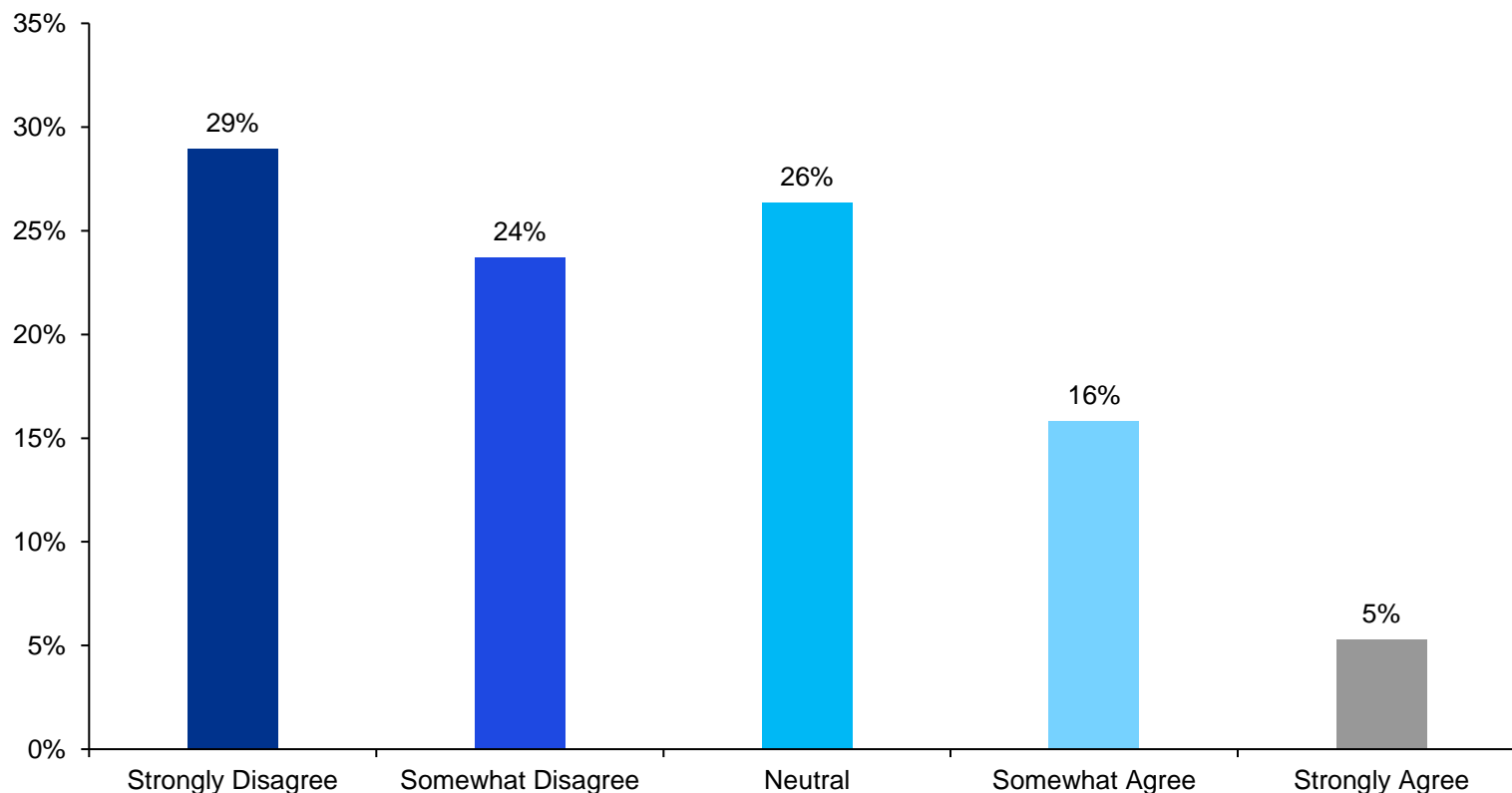


136 Community Survey Results

136

Q30: There are cost saving opportunities by reducing service levels.

Answered: 76 Skipped: 0

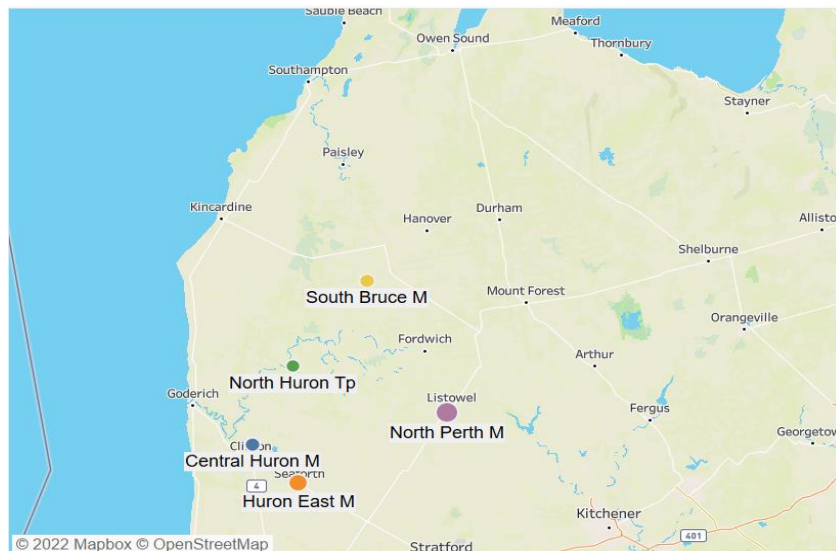


Appendix C: Benchmarking & Performance Perspectives

Municipality of Huron East
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Final Report

138 Comparative Analysis – Why Compare to Other Communities 138

For the purposes of the project, four comparator communities (two outside Huron County and two within Huron County) were selected as municipal comparators by Huron East based on population growth, urban/ rural characteristics and geography.



Municipality	Population ¹	Households ²	Area Square KM ³
Municipality of Huron East	9,138	3,964	669.15
Municipality of Central Huron	6,317	3,977	449.43
Township of North Huron	4,932	2,293	179.01
Municipality of North Perth	13,130	5,826	493.09
Municipality of South Bruce	5,639	2,484	486.86

¹ Data from 2020 FIR, which uses 2016 census data. Not all 2021 FIRs were submitted to the Ministry when the report was prepared; Statistics Canada 2021 census data is not used.

² MPAC data reported in the 2020 FIR

³ Statistics Canada data

The primary purpose of the comparative analysis is to understand the performance of comparator municipalities and to identify opportunities to change how the Municipality delivers municipal services, for example:

- Communities with similar financial benchmarks/service levels offer insight into operating efficiencies
- Communities with different financial benchmarks/service levels offer opportunities to change existing processes to reflect common service levels

Comparing financial performance and taxation levels has both benefits and risks:

- Provides insight into affordability issues; what a peer municipality can achieve with the same resources
- Assumes that all variables are the same (assessment base, non-taxation revenues)
- Assumes that taxation and service levels in other communities are 'right'

01

Comparator Interview Summary

Municipality of Huron East
Service Delivery Review
Final Report

Comparator Interviews

The Interview Process

As part of the review, KPMG conducted interviews of select comparator municipalities identified by Huron East.

Comparators interviewed were:

1. Municipality of Central Huron
2. North Huron Township
3. Municipality of North Perth
4. Municipality of South Bruce

01

Service Delivery Snapshot

Key services were selected for comparison. The services are categorized into: in-house service delivery, shared services agreement and outsourced services

02

Governance Model

The Council structure and number of employees and volunteers that make up the governance structure of the Municipalities were compared.

03

Strategic Direction




Strategic priorities set by council and upcoming projects were identified for the municipalities.



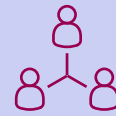












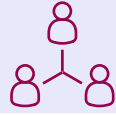
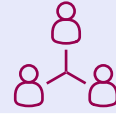



04

Digital Delivery




Focus on IT modernization and systems used by different municipalities for service delivery were identified..











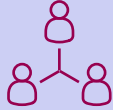














141 Comparator Interview Summary – Service Delivery Snapshot 141

Service Provided in-house	
Shared Service Agreement/ Contract	
Outsourced	




	Huron East	Central Huron	North Huron	North Perth	South Bruce
Animal Control					
Arenas/Community Centres	 Two arenas, one community centre	 One arena and one community centre	 Three arenas and three community centres.	 Three arenas, four community halls	 Three arenas & two community centres
Attractions	 Aquatic centre, Pools, ball diamonds, soccer fields, gym	 Splash Pads, Pools, skatepark, soccer field, baseball diamonds, Equestrian Arena	 Aquatics centre, gym, campground	 Pool, splash pad, sports fields, amphitheatre, ball diamonds, skateboard park, tennis court, pickleball courts	 Tennis court, pool, fairgrounds, ball diamonds soccer field
Bylaw enforcement					




















142 Comparator Interview Summary – Service Delivery Snapshot 142

Service Provided in-house	
Shared Service Agreement/ Contract	
Outsourced	

	Huron East	Central Huron	North Huron	North Perth	South Bruce
Economic Development		 At the County Level			
Fire	 Fire Chief shared with North Huron		 Fire Chief shared with Huron East		
Garbage / Leaf Collection					
Planning and Zoning	 County Planner	 County Planner	 County Planner	 County Planner	 County Planner
Water and Wastewater					

143 Comparator Interview Summary – Service Delivery Snapshot 143

Service Provided in-house	
Shared Service Agreement/ Contract	
Outsourced	

	Huron East	Central Huron	North Huron	North Perth	South Bruce
IT Services					
Library	 Services provided by the County	 Services provided by the County	 Services provided by the County		 Services provided by the County
Daycare	 One daycare centre		 One daycare centre and one EarlyOn Centre	 Three daycare centres	
Cemeteries					

This is not an exhaustive list of services.

144 Comparator Interview Summary – Governance Model

144

Huron East has the largest Council size and wards compared to its peers.

11 Council members



Huron East

5 Wards.



 1.2
Councillors/1000
Capita

 3.9 FTEs/1000
Capita

 3.2 PTEs/1000
Capita

 7 volunteer
firefighters /
1000 Capita

8 Council members




Central Huron


2 Wards .



 1.3
Councillors/1000
Capita

 6.4 FTEs/1000
Capita

 *Not available*

 *Not available*

7 Council members



North Huron

4 Wards .



 1.4
Councillors/1000
Capita

 8.3 FTEs/1000
Capita

 9.1 PTEs/1000
Capita

 8.9
firefighters*/10
00 Capita

*Firefighters are part of staffing
complement at North Huron

10 Council members



North Perth

3 Wards.



 0.8
Councillors/1000
Capita

 6.6 FTEs/1000
Capita

 15.2
PTEs/1000
Capita

 5 volunteer
firefighters/
1000 Capita

7 Council members



South Bruce

2 Wards



 1.2
Councillors/1000
Capita

 4 FTEs/1000
Capita

 2.3 PTEs/1000
Capita

 8.8 volunteer
firefighters/
1000 Capita



Challenges to meeting objectives

Key challenges noted to meeting objectives were limited human resources and a need to upgrade systems and digitize processes.

Comparator Interview Summary – Digital Delivery

01 Huron East

IT is outsourced to a third party contractor.

Systems used:

- HR downloads
- Great Plains for finance, tax, payroll
- CityWide
- Land Manager

02 Central Huron

Recently hired an in-house IT Manager.

Systems used:

- HR downloads
- Keystone for Finance
- CityWide integrated with GIS system

03 North Huron

IT services are shared and a 3-year IT plan is in place.

In the process of implementing e-permitting system for building permits and online payments for services

Systems used:

- Keystone for Finance
- Clarity for HR

04 North Perth

North Perth has an in-house IT department.

Systems used:

- ADP system for HRIS
- Keystone for Finance
- iCloud for building permits
- Municipal management system for workorders
- CityWide

05 South Bruce

IT is outsourced. Municipal innovation committee set up in Bruce County to work share IT infrastructure.

Systems used:

- HR downloads

02

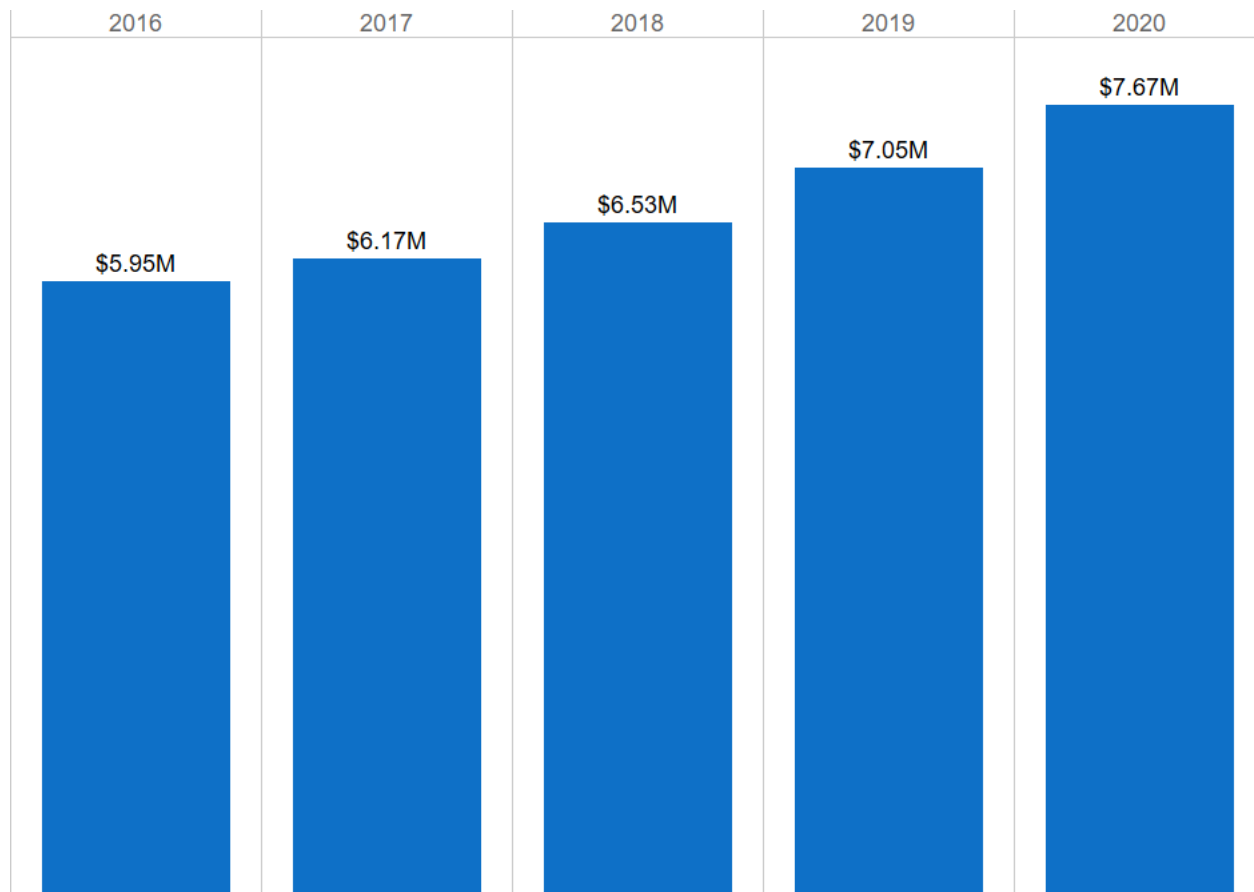
Financial Perspectives

Municipality of Huron East
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148 Financial Perspectives

Overview of the Municipality's Financial Performance

Over the period of 2016 - 2020, Huron East's municipal levy has increased by an average of 6.6% per year. In comparison, the Ontario Consumer Price Index increased on average 2.0% annually between 2016 and 2021¹, reflecting the high level of services delivered by the Municipality and the increased cost of local government services, specifically on maintaining infrastructure.



¹Source – Statistics Canada, Consumer Price Index Ontario, Historical Summary

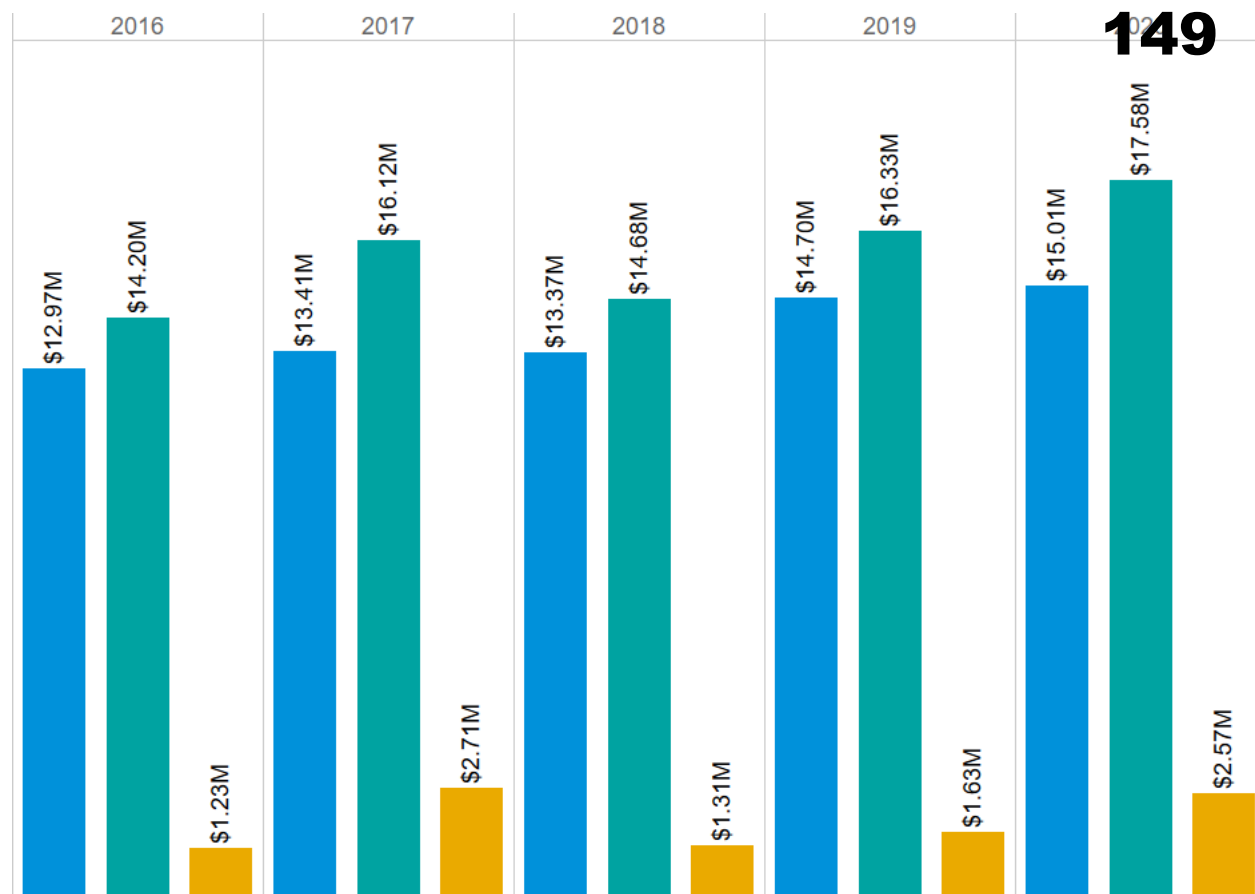
²Source – Municipal Financial Information Returns (Schedule 10)

149 Financial Perspectives

Reported Operating Results (in Millions)

Municipalities in Canada are not allowed to budget for an operational deficit. Nonetheless, if we look at the operational expenses excluding amortization and other non-cash items, we can understand if capital acquisitions are requiring the municipality to incur additional debt or to lower their reserves.

The Municipality has incurred annual surpluses over the past five years giving Huron East greater flexibility when considering investing in operational upgrades or large capital expenditures.



■ Total Operating Expenses
■ Total Revenue
■ Surplus (Deficit)

Source: Municipal Financial Information Returns (Schedules 10, 40)

Annual % increase	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
Total Operating Expense	3.4%	(0.3)%	10.0%	2.1%
Total Revenues	13.5%	(9.0)%	11.2%	7.7%

150 Financial Perspectives

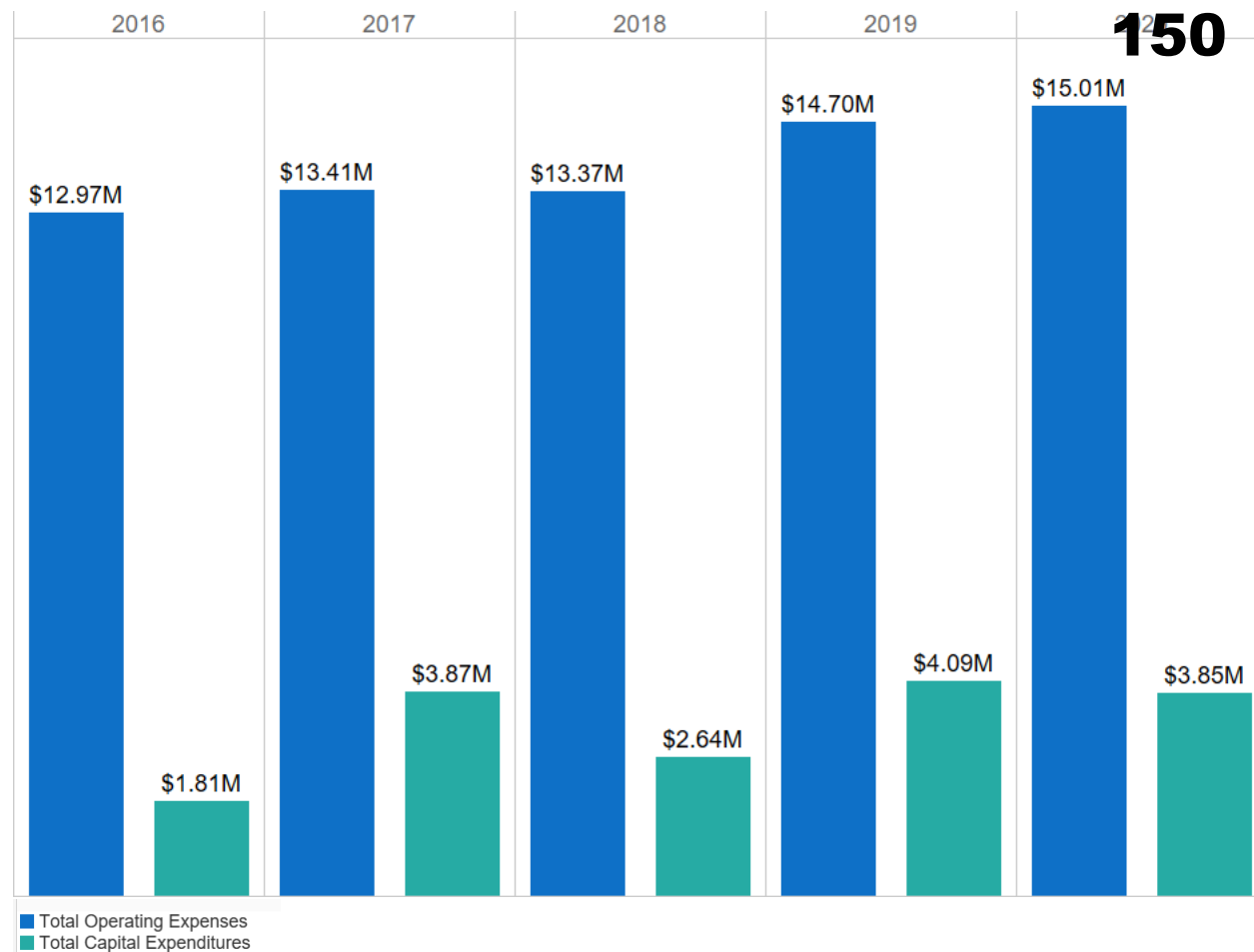
Operating & Capital Expenditures

Between 2016 and 2020, the Municipality's operating expenditures have averaged \$13.9M. Over the same period, capital expenditures have averaged \$3.3M.

Capital spending has been focused on executing specific infrastructure projects to carry out the Municipality's Asset Management Plan and Asset Management Program. Focus areas have been roads, water and wastewater infrastructure projects.

The Municipality has committed around \$7M for the upgrades of the Brussels Arena.

The Municipality is also developing a new subdivision. The revenue generated from the subdivision would supplement reserves for equipment and facility maintenance.



Source: Municipal Financial Information Returns (Schedules 40 & 53)

Annual % increase	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
Operating Expenditure	3.4%	(0.3)%	10.0%	2.1%
Capital Expenditure	114.1%	(31.8)%	54.9%	-5.8%

151 Financial Perspectives

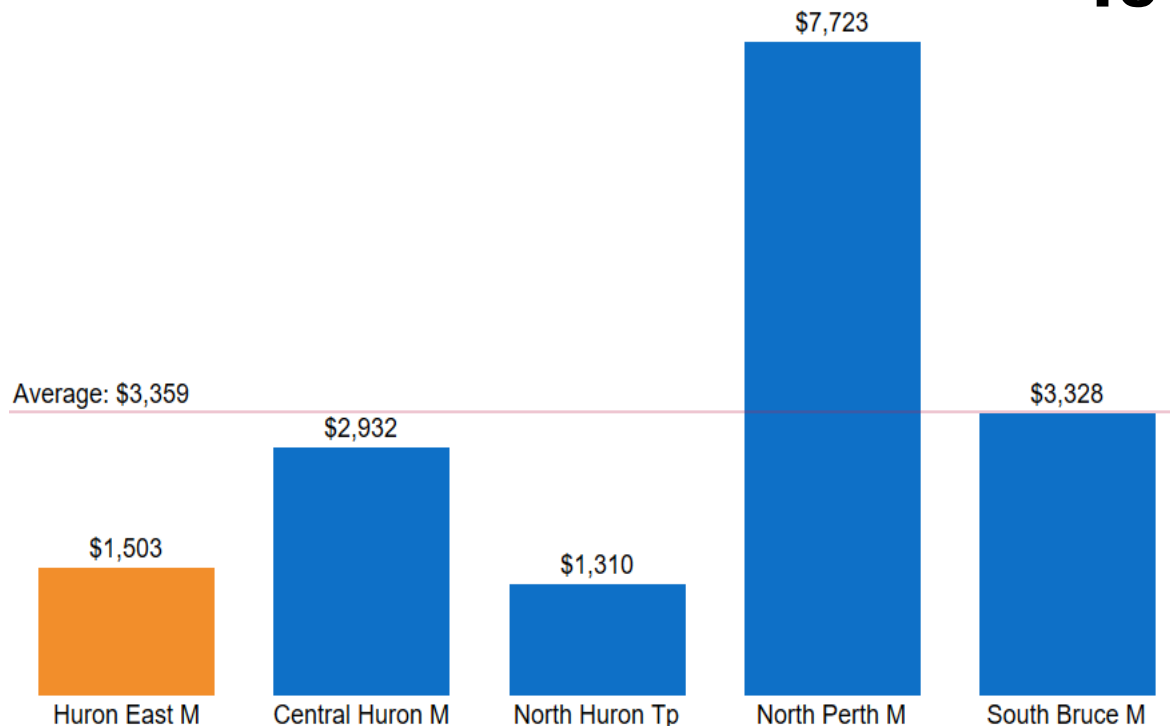
Total Liabilities per Household

This financial indicator provides an assessment of the Municipality's ability to assume liability and issue more debt by considering the existing debt and liability load on a per household basis. High levels of debt and liabilities may preclude the issuance of additional debt.

The Municipality of Huron East holds the second lowest liability per household (\$1,503) amongst the comparator group.

The Municipality of North Perth's high debt load represents spending on water and wastewater, landfill services, stormwater management and a senior's housing complex .

Low debt and liability levels indicates that the municipality has more flexibility in the use of debt as a financing tool for future capital projects and resource investments.



Source – KPMG analysis of annual Financial Information Returns, Schedule 02, 70 & 74A

Liabilities	Huron East	Central Huron	North Huron	North Perth	South Bruce
Accounts Payable	\$2.4M	\$2.4M	\$1.4M	\$3.2M	\$1.7M
Deferred Revenue	\$2.6M	\$76K	\$0.6M	\$14.5M	\$2.1M
Long-Term Liabilities (Debt Issued)	\$1.0M	\$6.4M	\$0.6M	\$25.2M	\$4.1M
Solid Waste Mgmt. Facility	-	\$2.9M	\$0.4M	\$2.0M	\$0.4M
Total Liabilities	\$6.0M	\$11.7M	\$3.0M	\$44.9M	\$8.3M
Debt Issued per Household	\$262	\$1,606	\$243	\$4,333	\$1,648
2022 Annual Debt Repayment Limit	\$3.8M	\$2.5M	\$2.5M	\$5.7M	\$1.8M

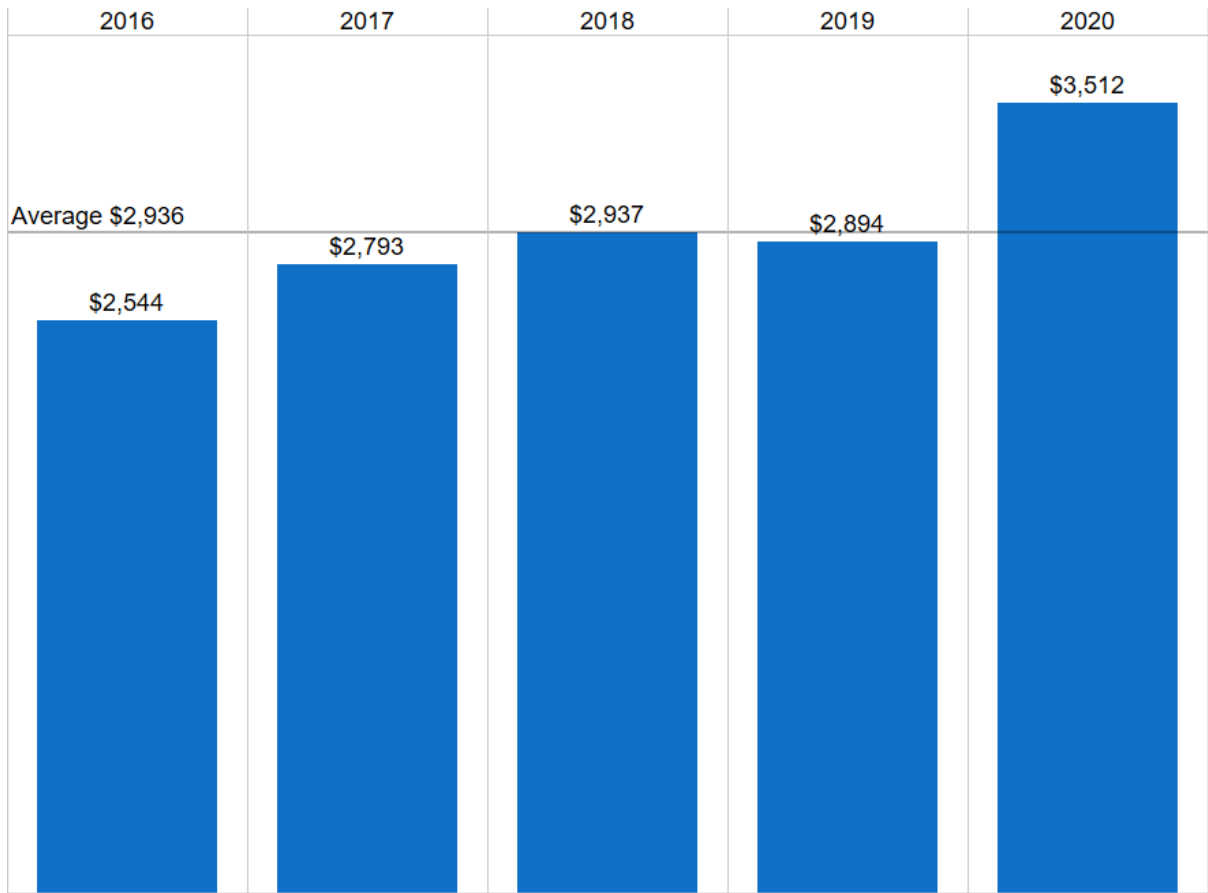
152 Financial Perspectives

Total Reserves per Household – Historic Trend

Total reserve levels have increased by an average of 8.7%% per year over the past five years.

The total reserve position illustrated in this graph includes discretionary and obligatory reserves, such as gas tax and development charges.

Increasing total reserves over time is an indicator that the Municipality has adapted lifecycle asset management and has increased flexibility for financing capital projects. It has also decreased the Municipality's vulnerability to funding sources outside of its control or influence, both locally and provincially.



Source – KPMG analysis of annual Financial Information Returns, Schedule 60

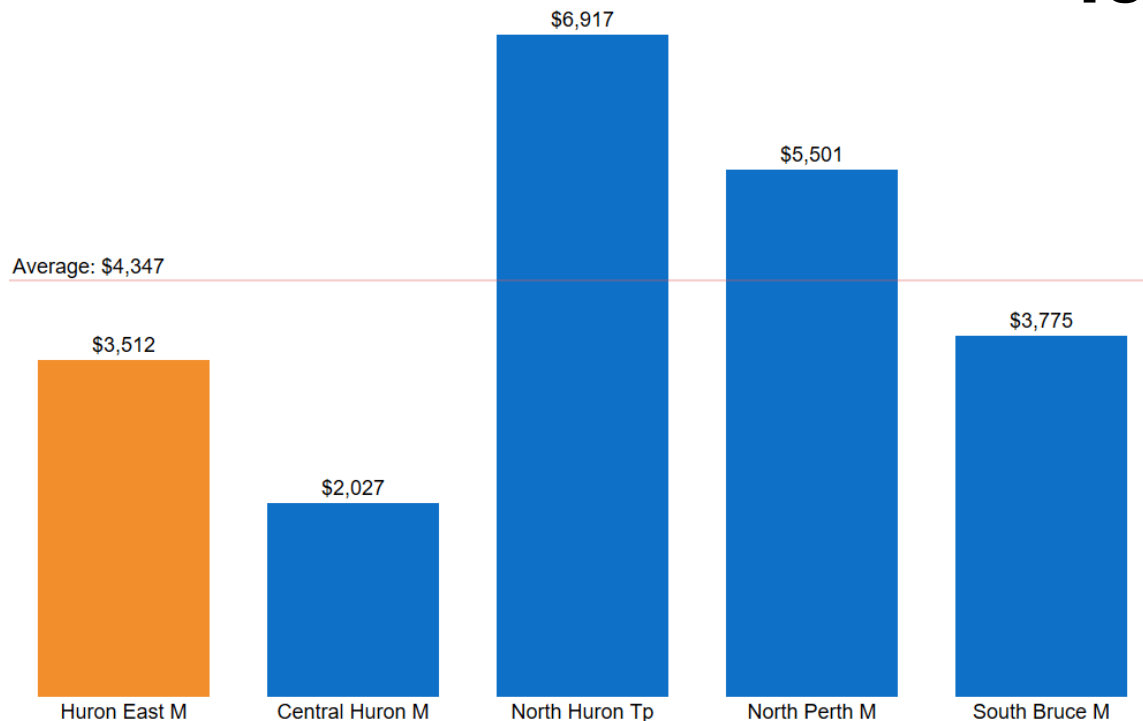
Comparator Reserve Levels

The Municipality of Huron East holds the second lowest total reserves per household (\$3,512) amongst the comparator group.

The total reserve position illustrated in this graph includes discretionary and obligatory reserves, such as gas tax and development charges.

North Perth, South Bruce and North Huron fund capital projects through their reserves. South Bruce is in the process of expanding two sewerage treatment plants. Central Huron recently acquired a gravel pit for \$1.3M and a lake front property as a brownfield site for the Province.

A strong total reserve position allows for greater flexibility in financing options for new infrastructure and applying strategic approaches to fund services.



Source – KPMG analysis of annual Financial Information Returns, Schedule 2 & Schedule 60

Municipality	Discretionary Res. Funds	Obligatory Res. Funds, Deferred Rev.	Reserves
Huron East	\$11.8M	\$1.5M	\$0.56M
Central Huron	\$2.4M	\$0.08M	\$5.56M
North Huron	\$0.02M	\$0.65M	\$15.18M
North Perth	\$15.45M	\$5.97M	\$10.63M
South Bruce	No FIR data reported	\$1M	\$8.36M

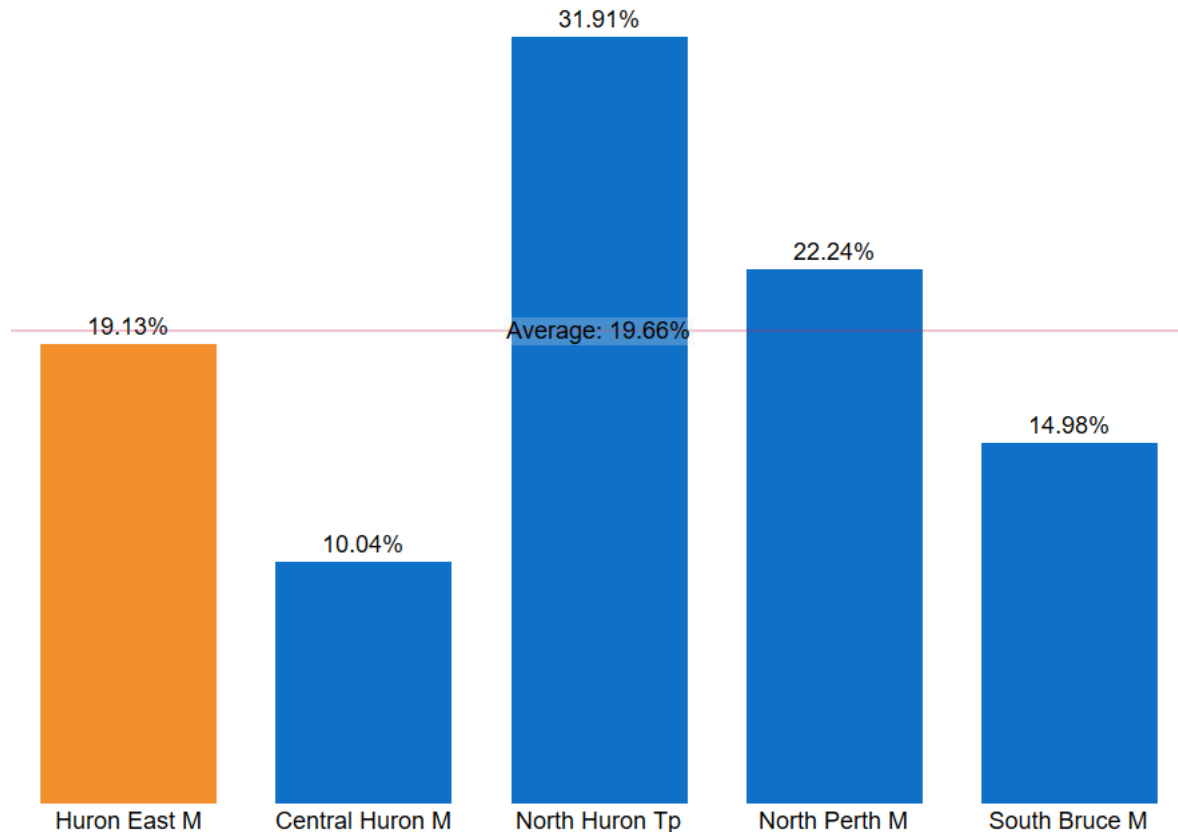
154 Financial Perspectives

Reserve Position Relative to Tangible Capital Assets

When a municipality's total reserve position (obligatory reserve funds, discretionary reserves and reserves) are expressed as a percentage of its tangible capital assets, it provides an indication of its ability to finance the replacement of its tangible capital assets from internal sources.

Huron East's total reserve position relative to its tangible capital assets (19%) is at the comparator group average. While in line with its comparators, the Municipality is not in a position to fund all asset needs.

The Municipality's Asset Management Plan estimates the annual capital infrastructure deficit to be \$5.5 million.



Source – KPMG analysis of annual Financial Information Returns, Schedule 51 & 60

03

Staffing Perspectives

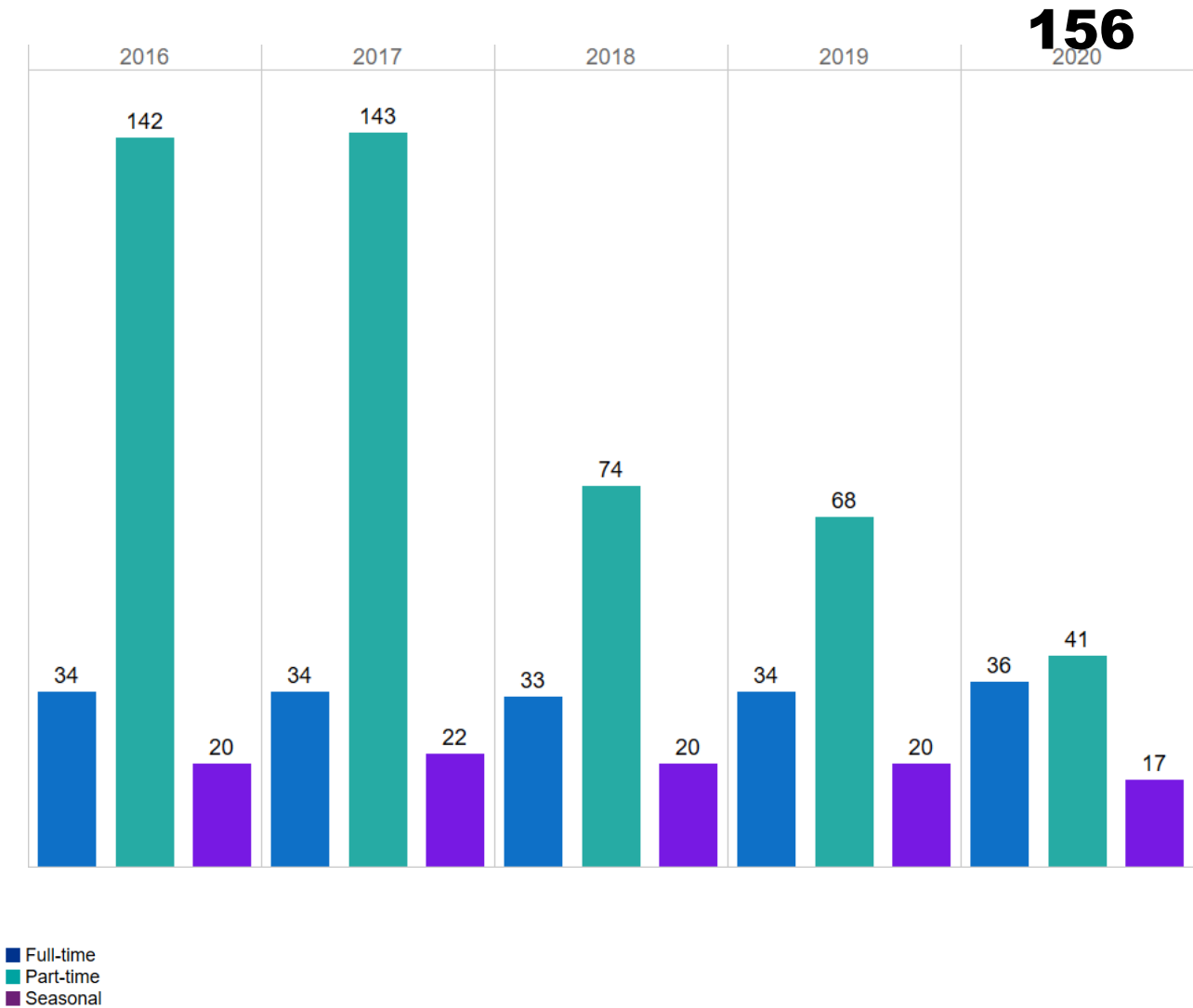
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156 Staffing Perspectives

Historical Staffing Levels

When viewed over the past five years, the staffing levels for full-time employees has been consistent with around 34 to 36 employees, while part-time employees decreased from 142 to 41 positions. Seasonal staff has decreased from 20 to 17 employees.

The significant drop in part-time employees is due to the change in reporting volunteer firefighters between 2017 and 2018. Volunteer firefighters are excluded from FIR reporting requirements. Due to the COVID-19 pandemic, the Municipality further decreased its part-time workforce, specifically in parks and recreation services.



Source – KPMG analysis of annual Financial Information Returns, Schedule 80A

157 Staffing Perspectives

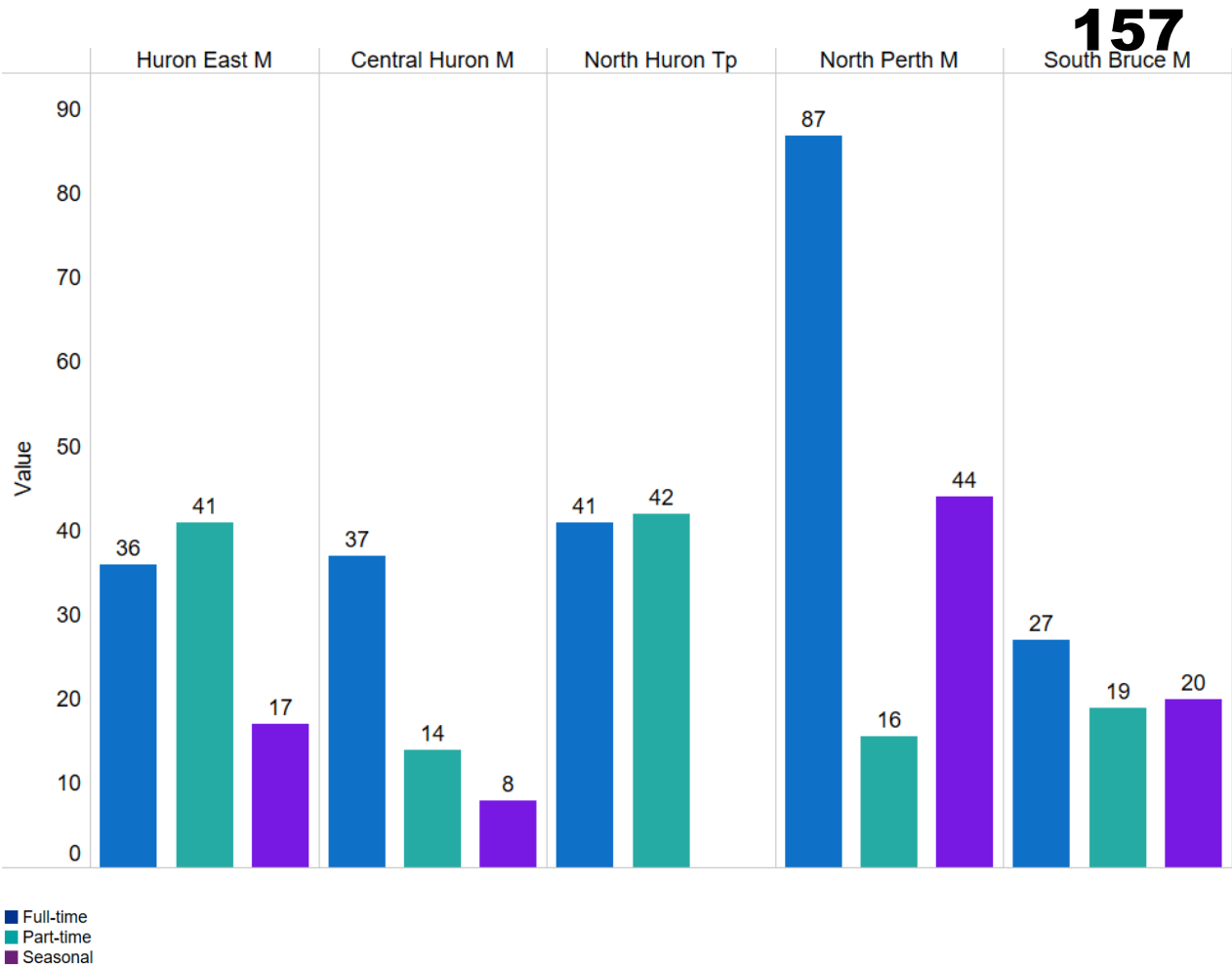
Comparator Staffing Levels

The size, volume, complexity and suite of services offered by a municipality impacts its staffing level and approach (i.e. in-house, contract, shared services). Council’s strategic service priorities also impact the structure and deployment of its staffing levels and staffing mix.

For example, North Perth provides library services.

Huron East, North Huron, and North Perth offer direct child care services.

North Perth currently operates three child care centres and is looking to expand childcare services due to rising demand. The higher staffing levels reflect additional services provided by North Perth.



Source – KPMG analysis of annual Financial Information Returns, 2020, Schedule 80A

Full-Time Staffing Positions by Service Areas

The table below illustrates the number of full-time staffing positions by service areas across the comparator group.

	Huron East	Central Huron	North Huron	North Perth	South Bruce
Administration	6	9	7	15.5	8
Fire ¹	1	1	0	2.5	1
Public Works	13	18	14	23.5	11
Health Services	0	0	0	1.5	0
Other Social Services ²	5	0	10	20	0
Parks & Recreation	6	7	10	15	3
Libraries	0	0	0	4	0
Planning ⁴	3*	2	0	4	0
Other ³	2	0	0	1	4
FIR TOTAL	36	37	41	87	27

Note 1: Volunteer firefighters are not reported in the FIR.

Note 2: Other Social Services primarily consists of child care services and social services staff, excluding long-term care staff.

Note 3: Consists of clerical/administrative staff, by-law officers and inspectors not included in any of the above categories.

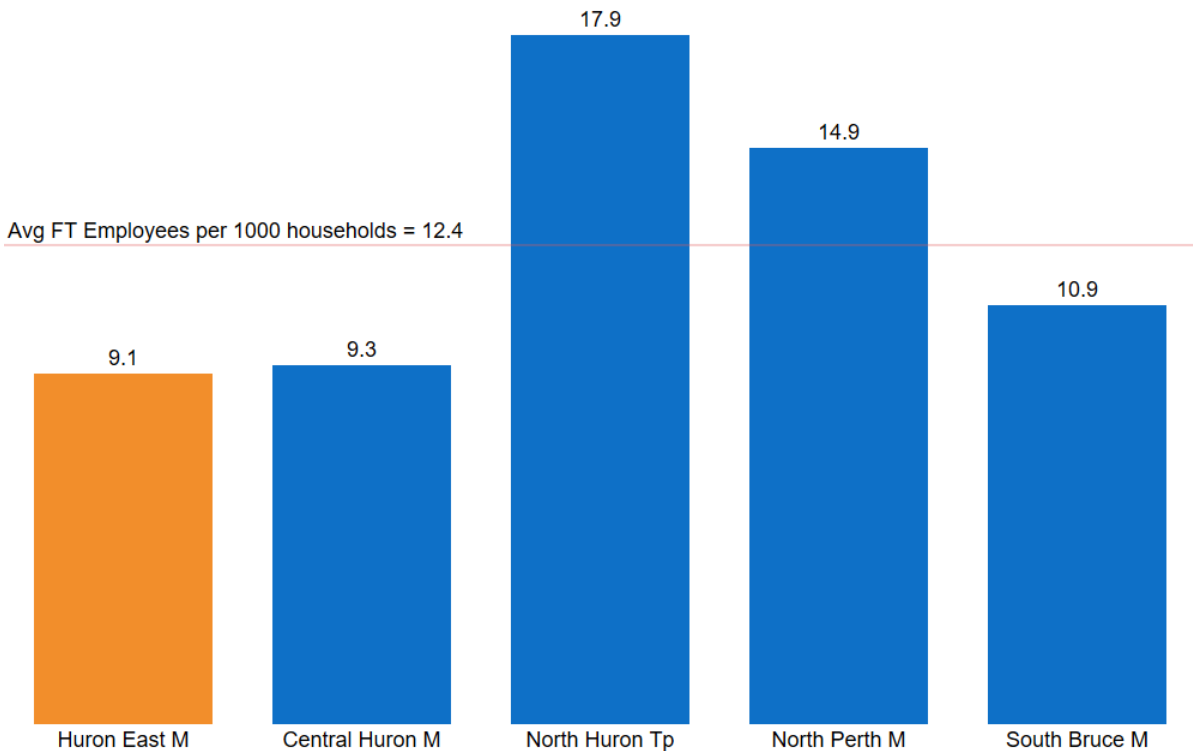
Note 4: Planning staff for Huron East includes the County Planner, Chief Building Officer and Building and Planning Assistant.

159 Staffing Perspectives

Full-time staffing complement per 1,000 households

Looking at the full time staffing complement per 1,000 households, Huron East is the lowest among the comparator group.

North Huron and South Bruce have less households than Huron East leading to a higher staff per household calculation.

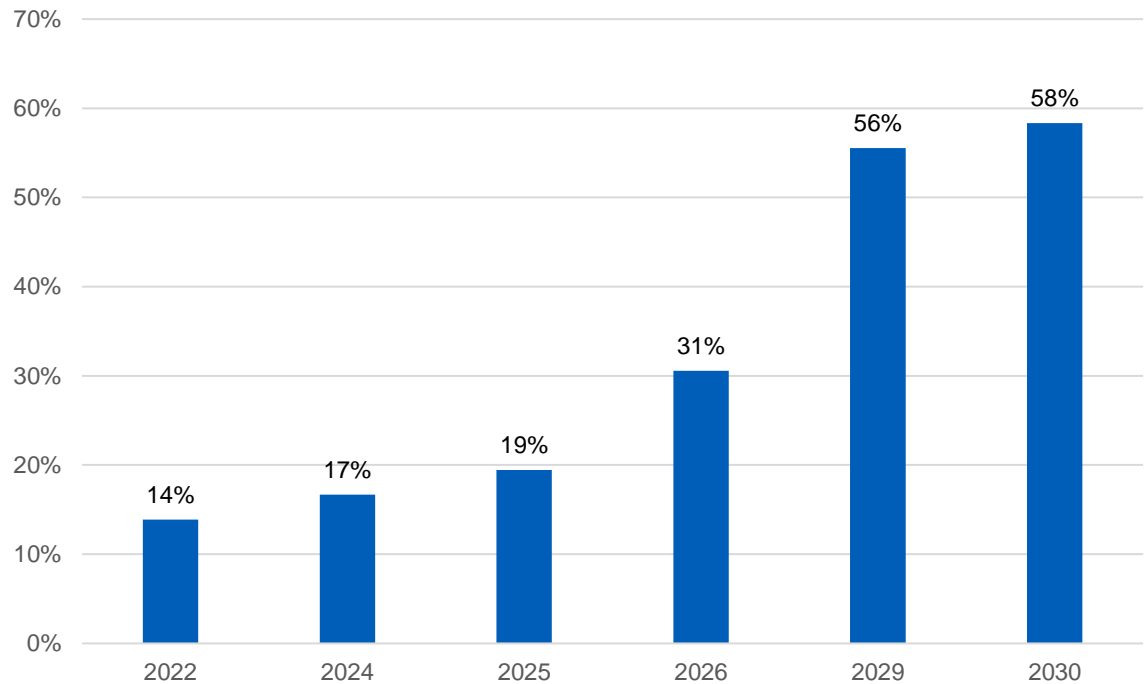


Source – KPMG analysis of annual Financial Information Returns, Schedule 80A

Retirement Profile

By 2030, a cumulative total of 21 employees of the Municipality will be entitled to retire with unreduced pensions. This number represents approximately 58% of all full-time employees of the Municipality.

This is above our typical finding of approximately 20% when this analysis was conducted for other municipalities, indicating that the Municipality needs to proactively plan for succession to maintain the current staffing level.



Source: Retirement data provided by the Municipality.

Note: No retirements in the years 2023, 2027, and 2028.

04

Benchmarking of Services

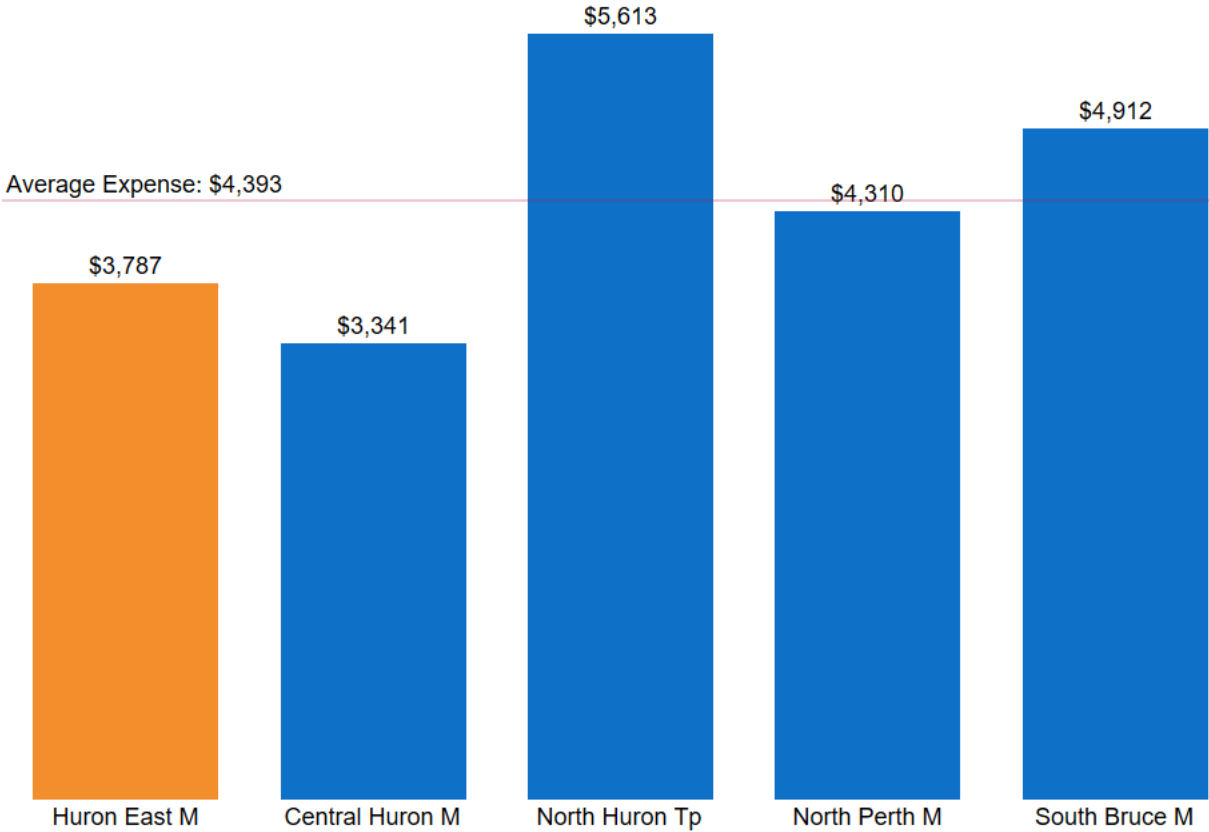
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Total Operating Cost per Household

Total operating cost represents the overall cost to deliver all municipal services to residents and communities.

The Municipality of Huron East's total operating cost per household (\$3,787) is the second lowest amongst the comparator group.



Source – KPMG analysis of annual Financial Information Returns, Schedule 02 & 40

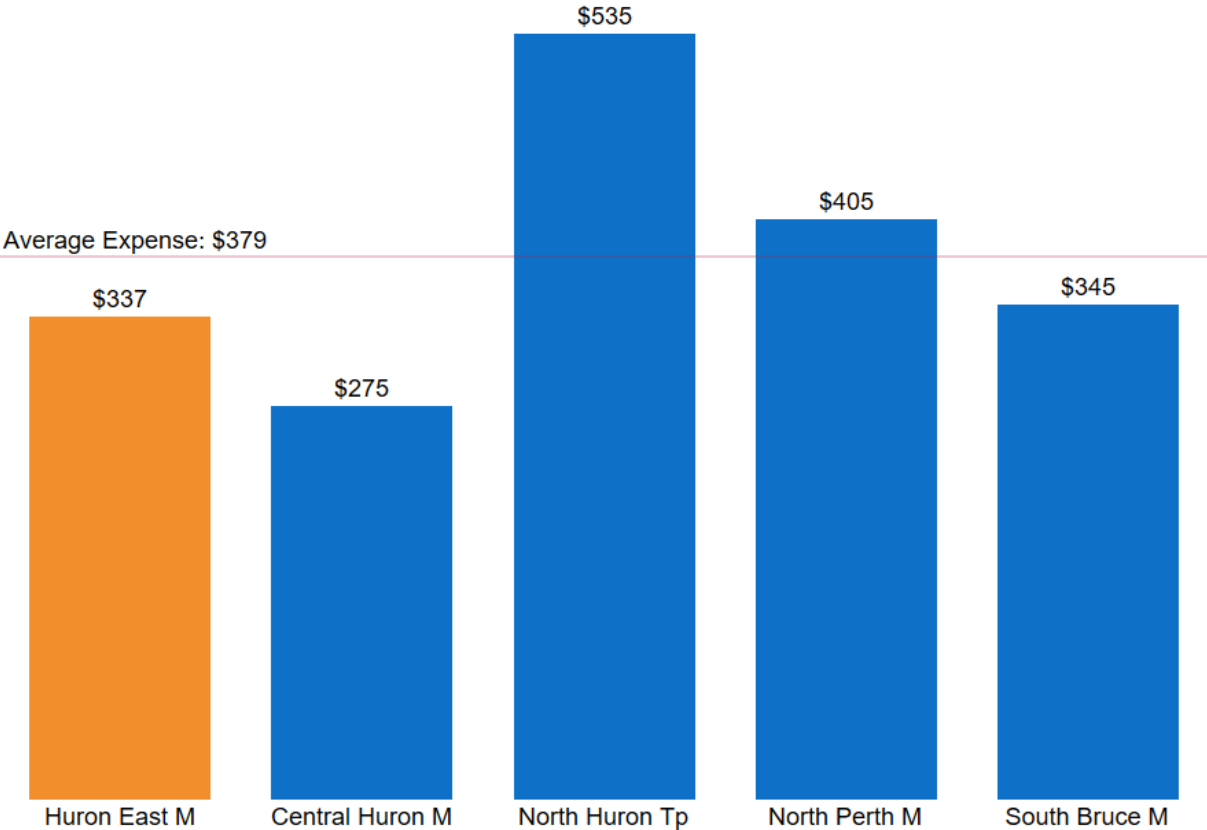
163 Benchmarking Perspectives

Governance, Corporate Management, and Program Support Cost per Household

The Municipality of Huron East's general government administration expense per household (\$337) is the second lowest amongst the comparator group.

Governance costs include costs associated with the Office of the Mayor, Council members and direct administrative staff, council support, and election management.

Corporate Management and Program Support costs reflect cost of the Municipality's back-office or non-citizen facing services.



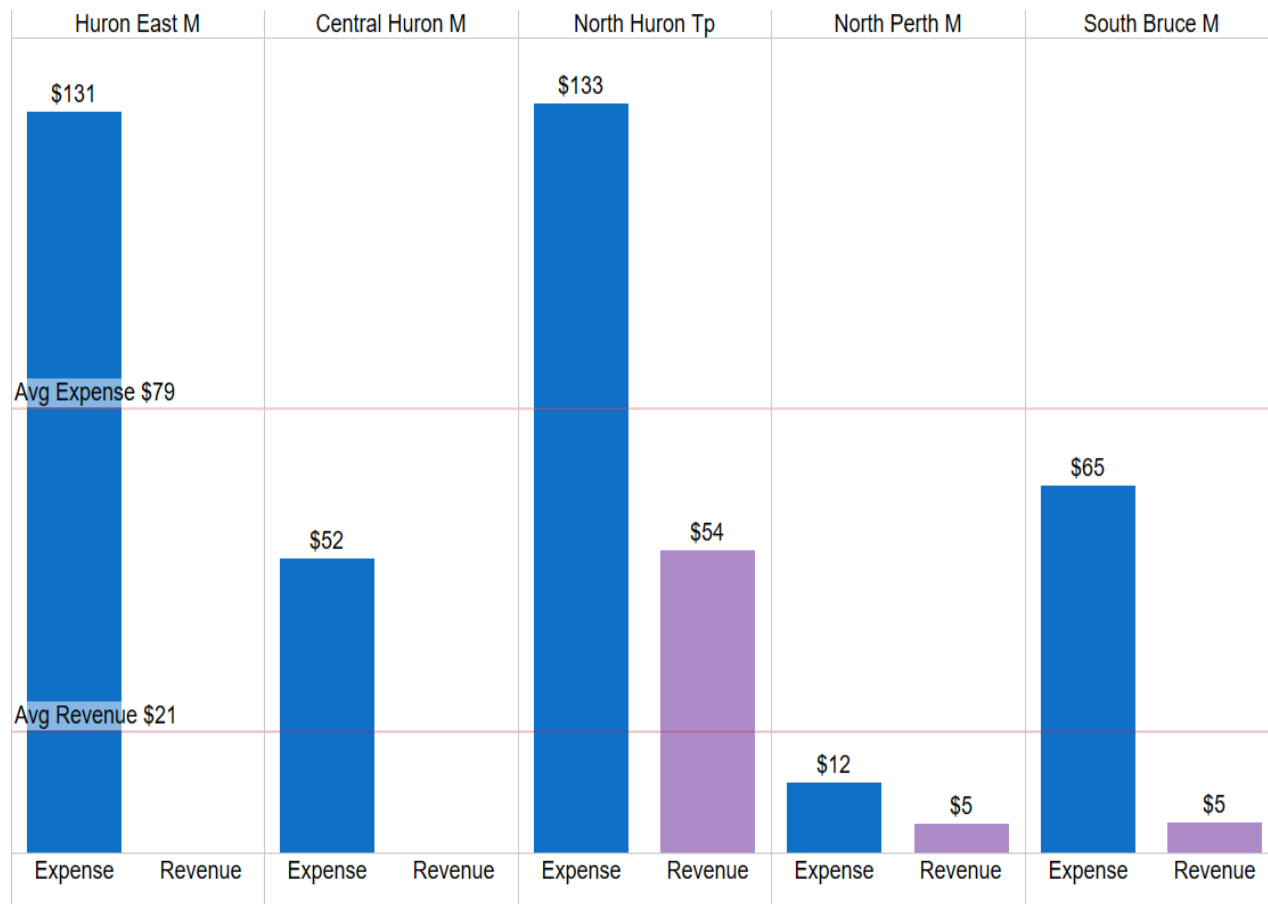
Source – KPMG analysis of annual Financial Information Returns, Schedule 02 & 40

164 Benchmarking Perspectives

Recreation Programs Revenue and Expense per Household

Huron East's operating expense for recreation programs per household (\$131) is above the average for the comparator group average of \$79 per household.

Huron East and Central Huron reported recreation revenue under Recreation Facilities.



Source – KPMG analysis of annual Financial Information Returns, Schedule 2, Schedule 12 & Schedule 40

165 Benchmarking Perspectives

Recreation Facilities Expense per Household

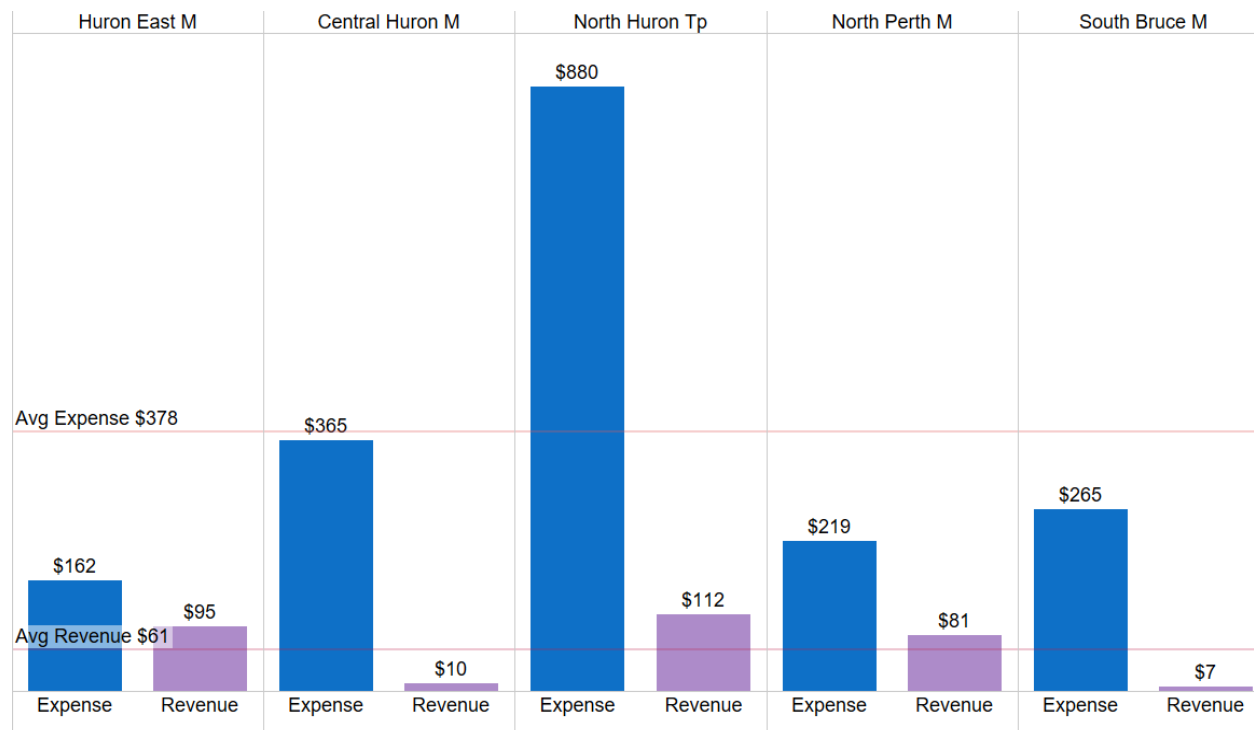
Huron East's operating expense for recreation facilities per household (\$162) is below the average for the comparator group average of \$378 per household.

The number and mix of recreation facilities each municipality owns and operates, including building condition, impacts the spending level. Huron East is providing lower service levels in terms of the recreation facilities it provides to the community.

The revenue collected for Huron East includes Vanastra Recreation Centre's rental fee to the Vanastra Early Childhood Learning Centre. The Childcare centre is subsidized by tax levy to balance its budget.

Central Huron owns a casino that is operated by OLG and the profits are shared with the Municipality.

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Source – KPMG analysis of annual Financial Information Returns, Schedule 2 & 40

Municipality	Indoor Recreation Facility Space	Cost per Indoor Recreation Facility Space
Huron East	104,008 sq. metres	\$6.6
Central Huron	11,299 sq. metres	\$128.4
North Huron	11,121 sq. metres	\$181.4
South Bruce	17,370 sq. metres	\$39.0
North Perth	9,000 sq. metres	\$141.7

Source – KPMG analysis of annual Financial Information Returns, 80D

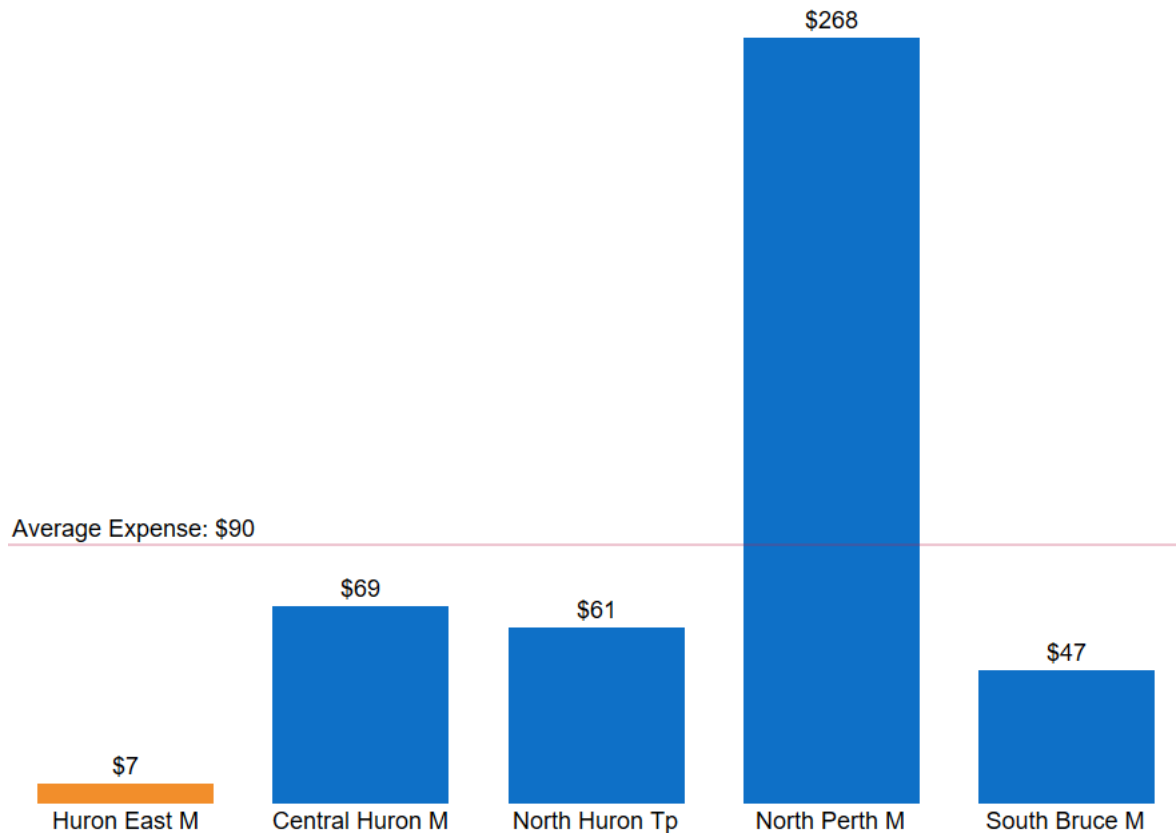
166 Benchmarking Perspectives

Parks Expense per Household

Huron East's operating expense for parks per household (\$7) is below the average for the comparator group of \$90 per household.

Spending level is subject to the amount of park land a municipality maintains, budget, and associated service levels it delivers.

Parks in Huron East are maintained by volunteers, which keeps the operating cost low. However, due to aging volunteers, this operating model is not sustainable and the Municipality will eventually need to directly operate and maintain its parks.



Source – KPMG analysis of annual Financial Information Returns, Schedule 2 & 40

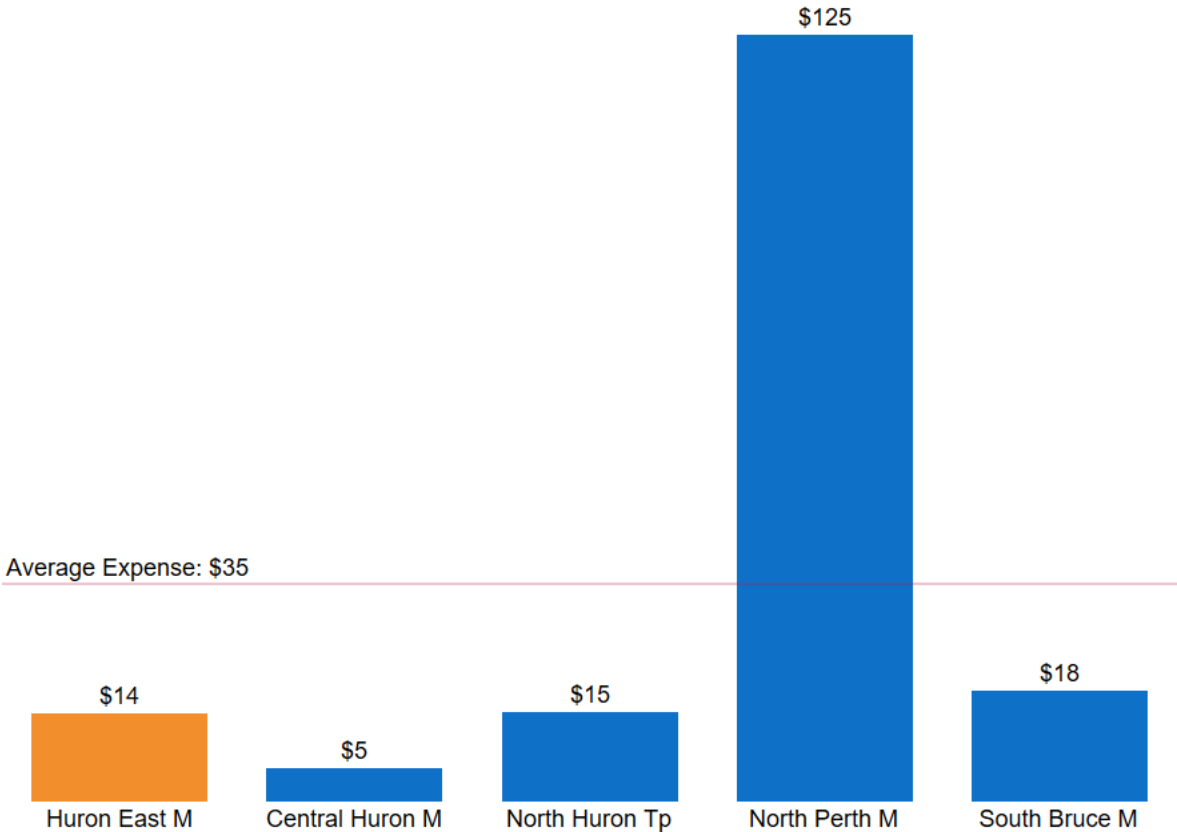
167 Benchmarking Perspectives

Libraries Expense per Household

Huron East's operating expense for libraries per household (\$14) is below the average for the comparator group average of \$35 per household.

North Perth delivers library services, while Huron County and Bruce County delivers library services on behalf of Central Huron, North Huron, and South Bruce. Expenses relate to facility maintenance.

Municipality	Number of Branches	Weekly Hours of Operation
Huron East	2	66
Central Huron	2	66
North Huron	2	68
North Perth	3	82
South Bruce	2	49



Source – KPMG analysis of annual Financial Information Returns, Schedule 2 and 40

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Planning & Development

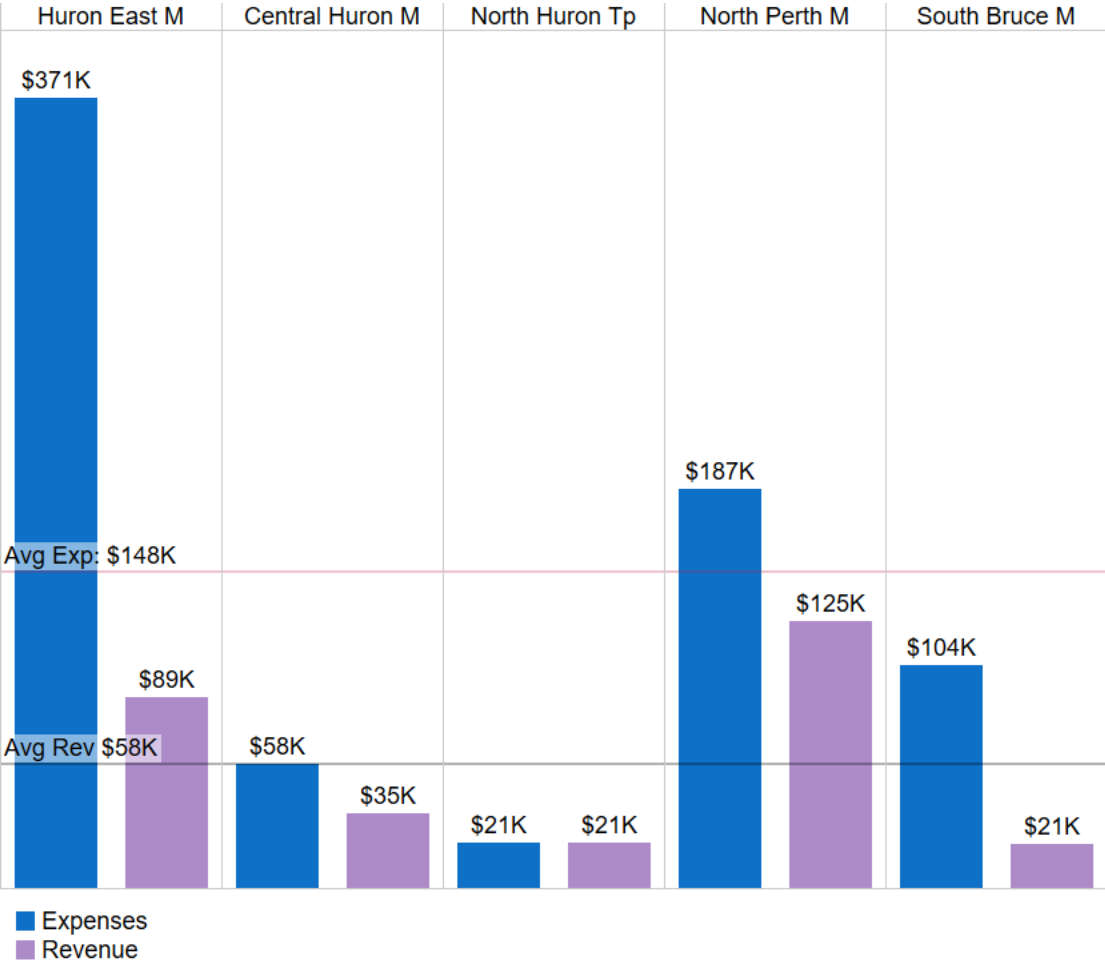
As a percentage of gross Planning and Development expenses incurred, Huron East has the second lowest recovery through user fees amongst the comparator group (24%). The low recovery is because Huron East was not charging site plan control fee in 2020.

Planning and development expenses include planning and zoning, and commercial and industrial expenses.

North Huron's Council previously deprioritized development which is reflected in low planning and development revenue and expenses.

Municipality	Land Use Planning – Total Number of Residential Units
Huron East	32
North Huron	22
Central Huron	16
South Bruce	23
North Perth	269

Source – KPMG analysis of annual Financial Information Returns, 80D



Source – KPMG analysis of annual Financial Information Returns, Schedules 02, 12, 40, 80D

169 Benchmarking Perspectives

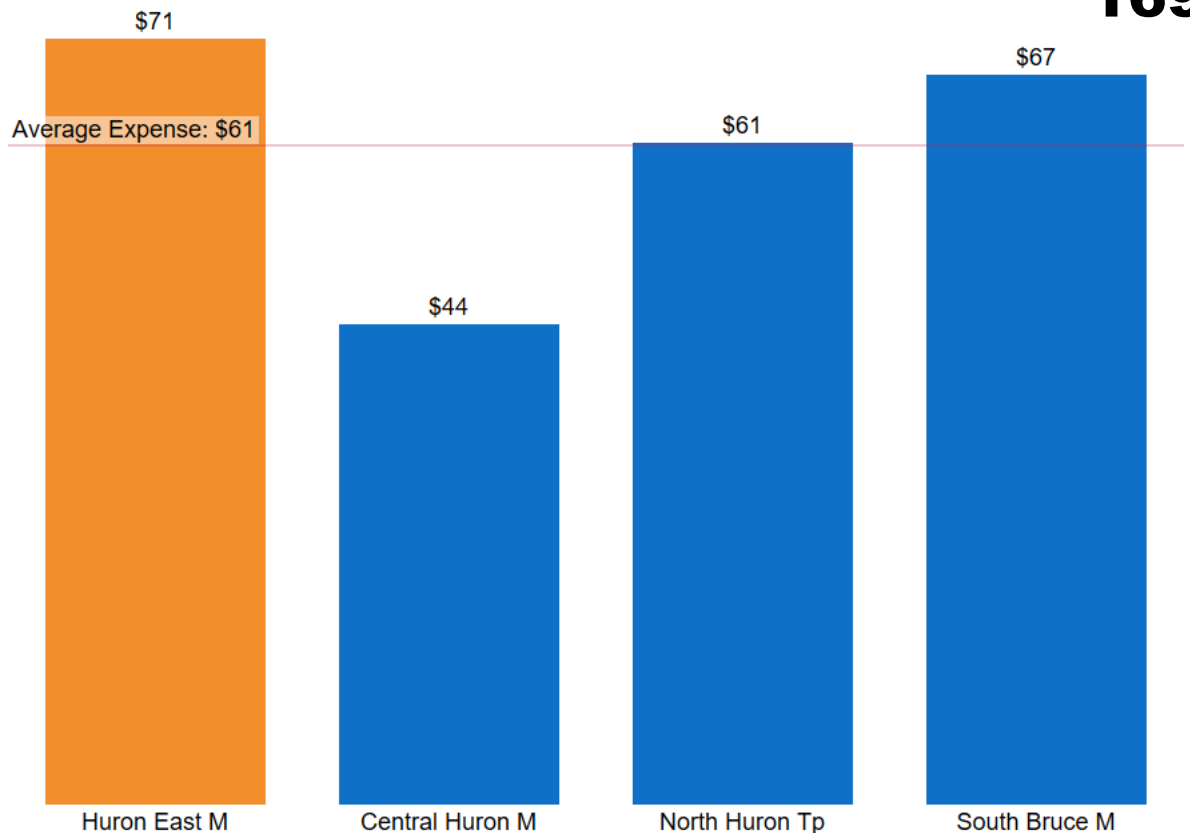
Building Permit and Inspection Services

The Municipality's total expense per household for Building Permit and Inspection Services is the highest amongst the comparator group.

In terms of service volume, Huron East processed the second largest amount of building permits in 2020.

Subject to the application type, there is a timing difference between when cost are incurred to process applications and when user fees are collected.

Note: North Perth did not report Building Permit and Inspection Services expenses in the FIR. This may be an inadvertent error where such expenses were reported in the Protective Inspection and Control Expense line.



Source – KPMG analysis of annual Financial Information Returns, Schedule 02, 40 & 80A

Municipality	Total Number of Building Permits ¹	Expense per Building Permit
Huron East	165	\$1,701
South Bruce	145	\$1,156
North Huron	102	\$1,376
Central Huron	154	\$1,146
North Perth	420	No FIR data reported

1 - 2020 Data

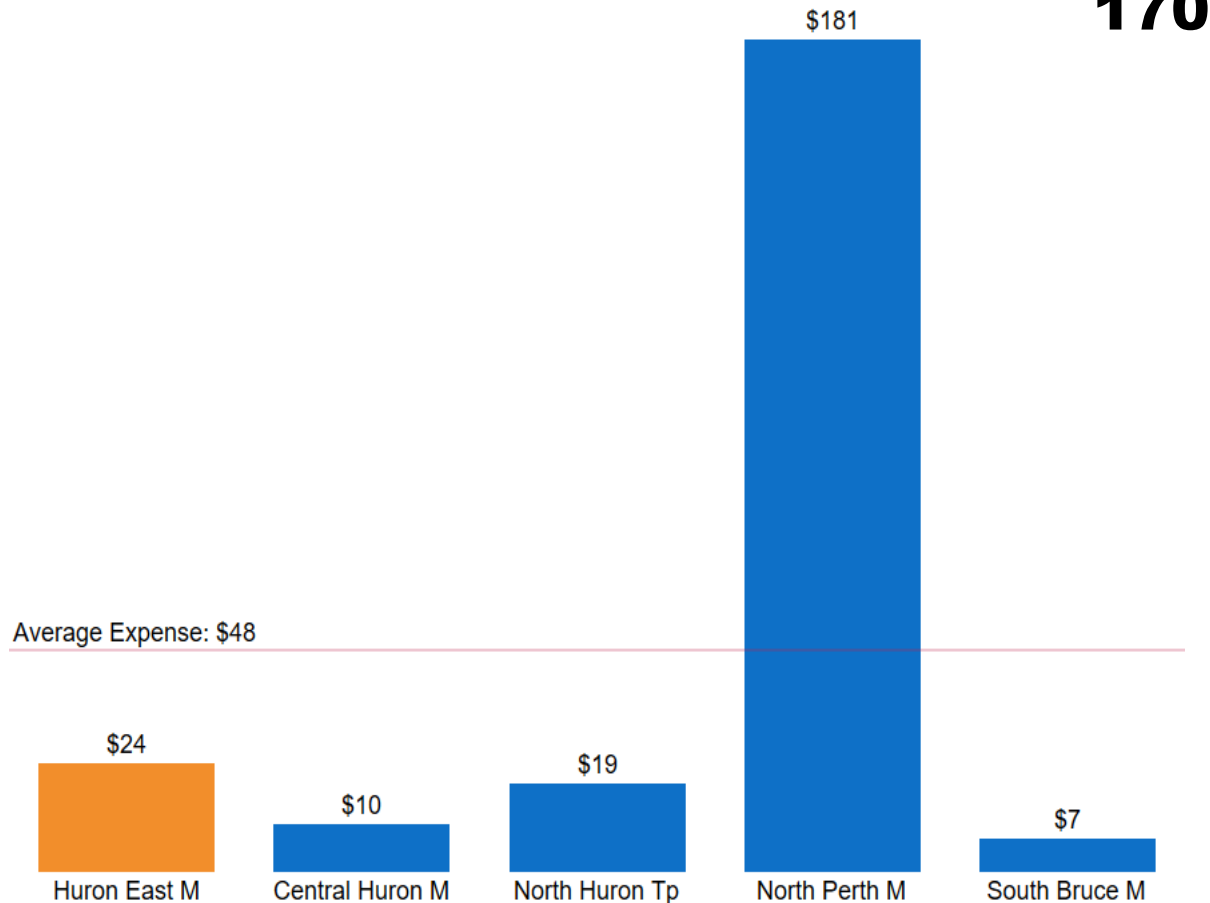
170 Benchmarking Perspectives

Protective Inspection and Control Expense per Household

Protective inspection and control expenses primarily consists of bylaw enforcement and other enforcement related expenses. Expenditures includes both in-house and contracted resources.

The service delivery approach (in-house vs. contracted resources) impacts the spending level. Huron East has a contract with North Huron to deliver bylaw enforcement services. The other municipalities may deliver enforcement services with a different organizational structure.

Note: North Perth may have inadvertently reported Building Permit and Inspection Services expenses in this line in Schedule 40 of the FIR.



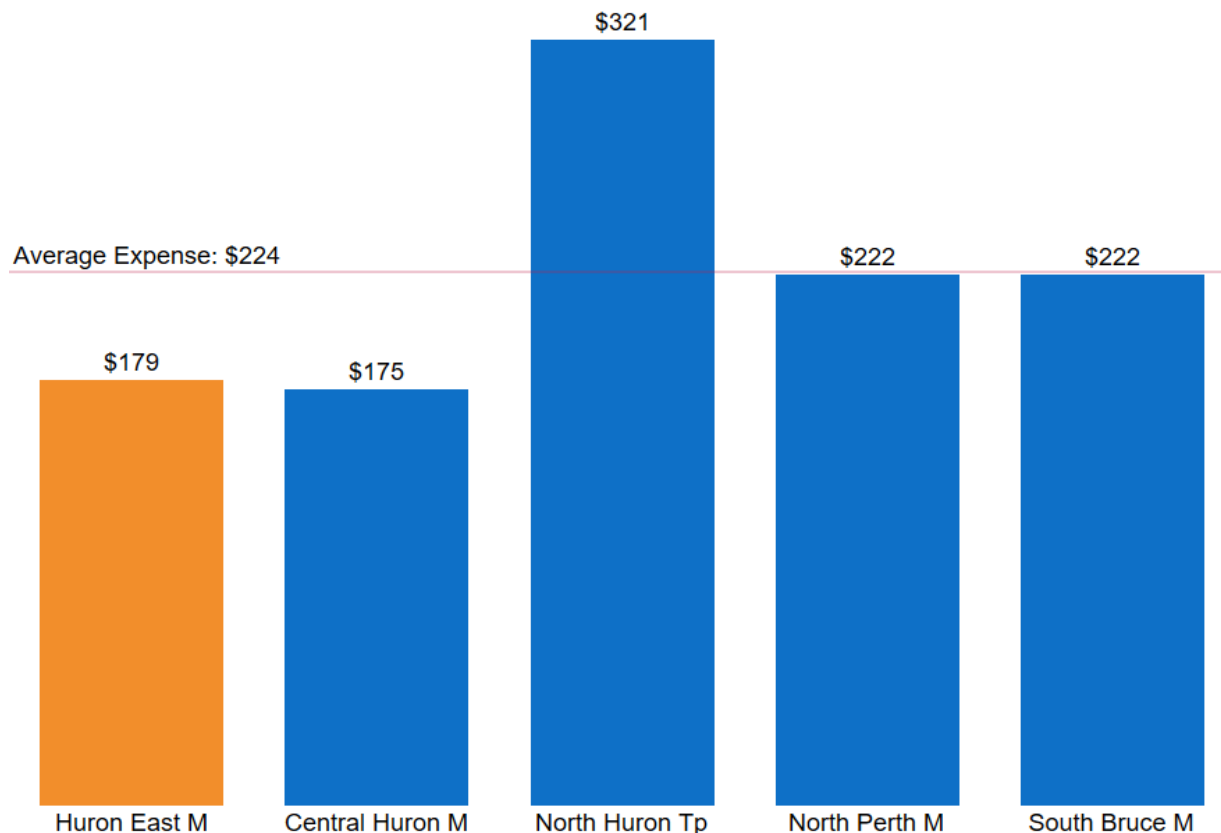
Source – KPMG analysis of annual Financial Information Returns, Schedule 02 & 40

171 Benchmarking Perspectives

Fire Expense per Household

Huron East's fire services expense per household is the 2nd lowest amongst the comparator group due to the use of volunteer firefighters. Huron East shares the Fire Chief with North Huron.

The comparator municipalities deploy a similar a firefighter model having a full time Fire Chief while all other personnel are serving as volunteers. North Perth employs other full time administrative positions.



Source – KPMG analysis of annual Financial Information Returns, Schedule 02 & 40

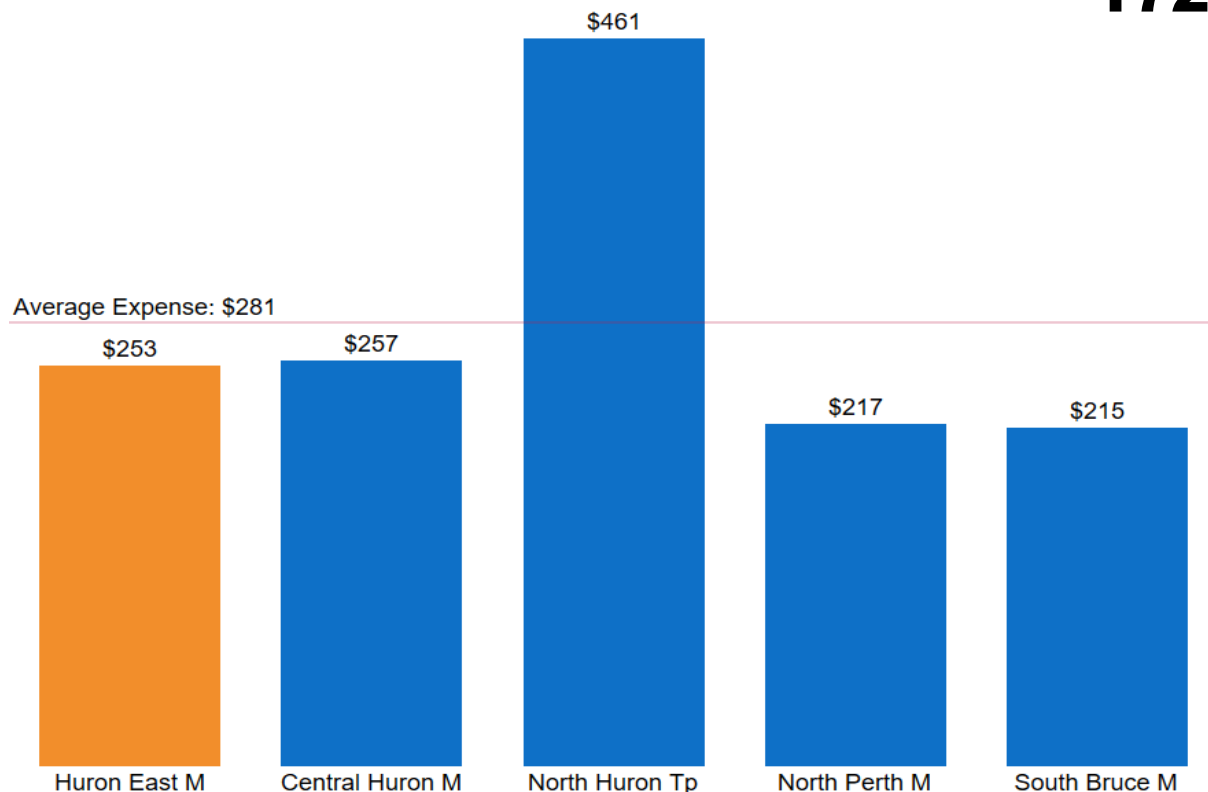
172 Benchmarking Perspectives

Water Treatment and Distribution Expense per Household

Huron East's total expense per household is around the average of the comparator group. The total expense per megalitre of drinking water treated is the lowest of the comparator group.

North Perth and Central Huron own and operate all components of Water and Wastewater services in-house.

Central Huron is in a shared service agreement to provide water for Huron East.



Source – KPMG analysis of annual Financial Information Returns, Schedule 02, 40, 51A - 51C

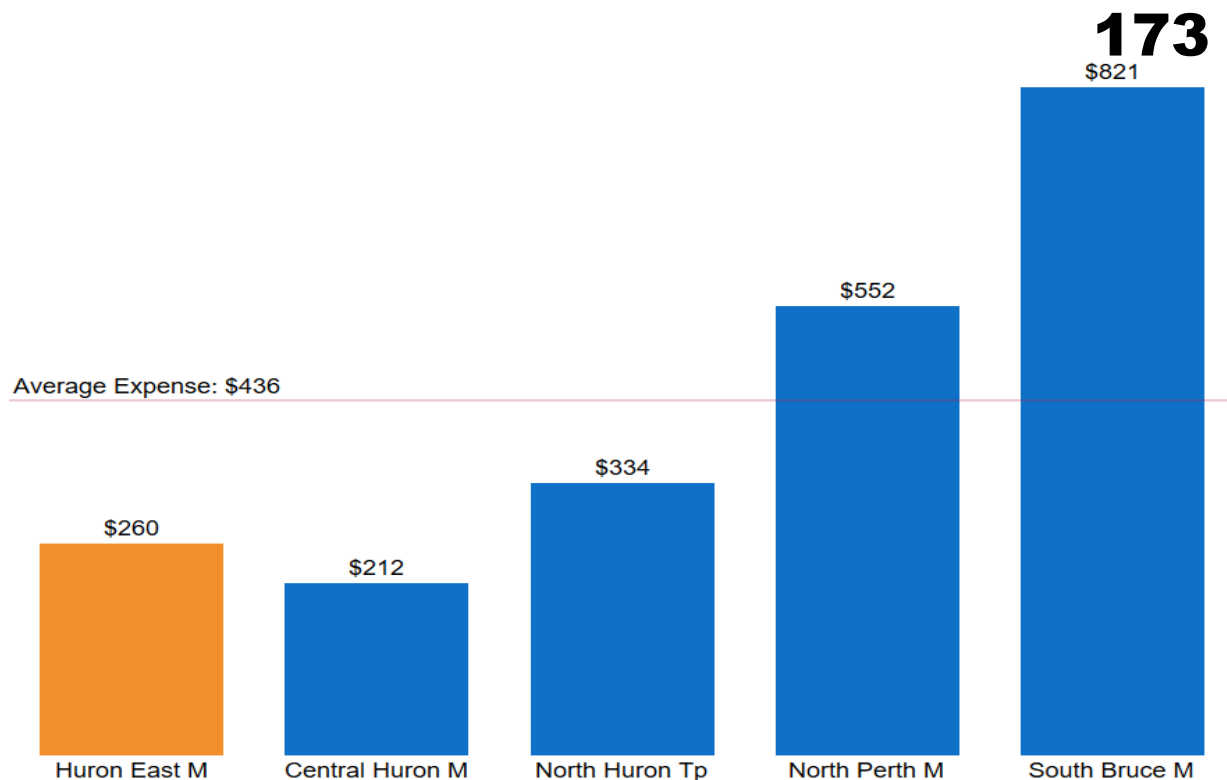
Municipality	Total Megalitres of Drinking Water Treated	Expense per Megalitre
Huron East	674	\$1,491
Central Huron	452	\$2,263
North Huron	573	\$1,844
South Bruce	339	\$1,573
North Perth	806	\$1,566

Source – KPMG analysis of annual Financial Information Returns, Schedule 80D, 40

173 Benchmarking Perspectives

Wastewater Collection and Treatment Expense per Household

The Municipality's total expense per household and expense per megalitre of wastewater treated is the 2nd lowest amongst the comparator group.



Source – KPMG analysis of annual Financial Information Returns, Schedule 02, 40 & 80D

Municipality	Total Megalitres of Wastewater Treated	Expense per Megalitre
Huron East	1,025	\$1,005
Central Huron	757	\$1,111
North Huron	835	\$917
South Bruce	452	\$4,513
North Perth	2,410	\$1,334

174 Benchmarking Perspectives

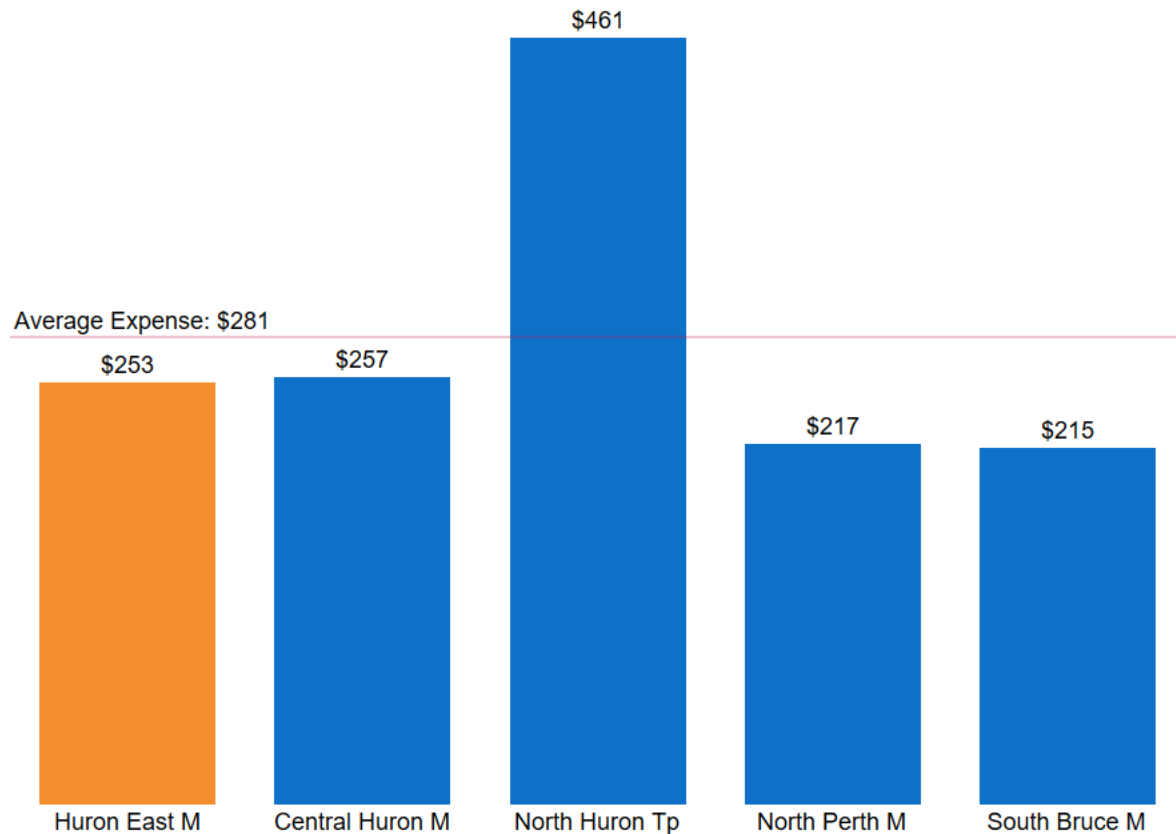
Solid Waste Services Expense per Household

The Municipality's operating expense per household for solid waste services is the 2nd lowest amongst the comparator group.

Expenses include solid waste collection and disposal, and waste diversion expenses.

All municipalities use contractors to perform solid waste collection and waste diversion services.

Huron East is moving towards a single contractor with consistent level of service across its towns.



Source – KPMG analysis of annual Financial Information Returns, Schedule 02 & 40

175 Benchmarking Perspectives

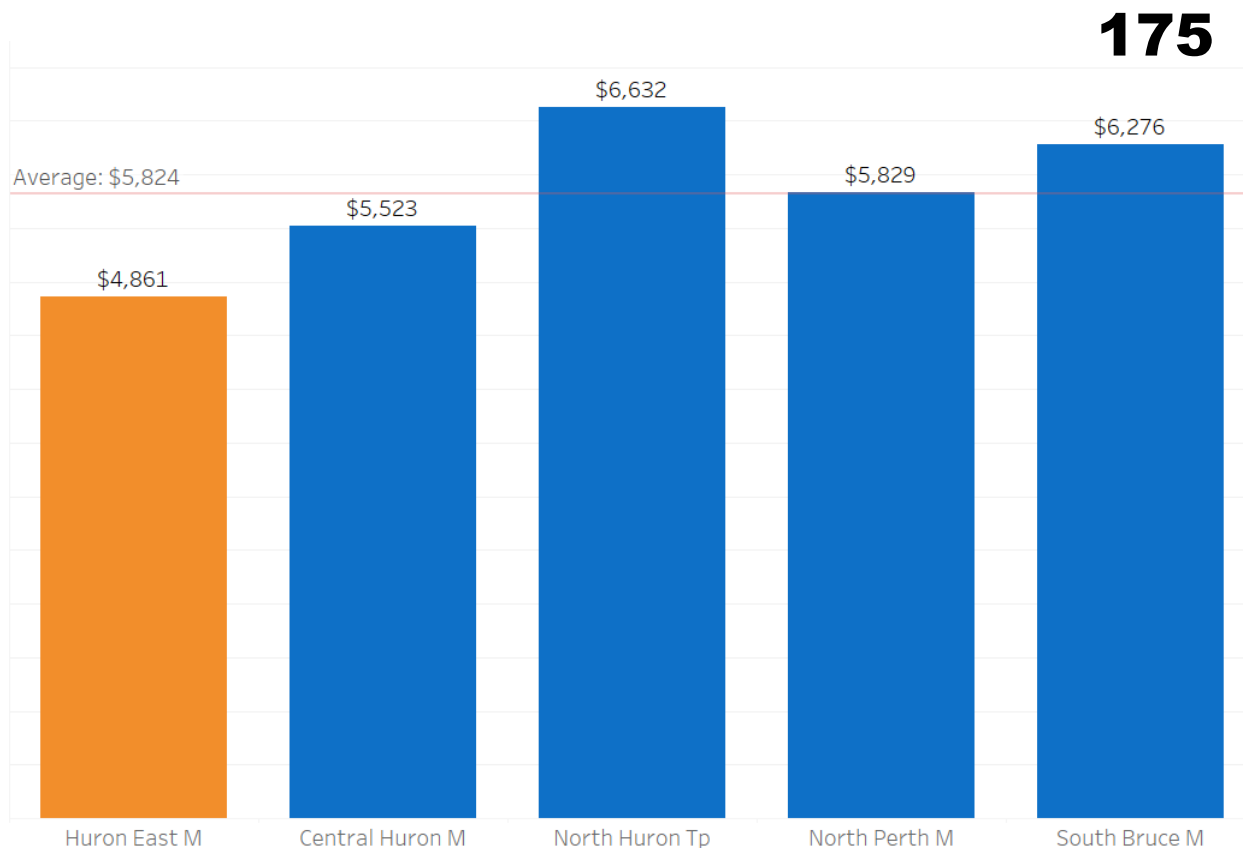
Total Road Maintenance per Lane Kilometre

A lane kilometer is calculated by multiplying the total number of kilometers in the municipal road network by the number of lanes.

Huron East has the highest number of lane kilometres amongst the comparator group and the lowest road maintenance expense per lane kilometer.

It was noted that the Municipality maintains its roads according to the minimum maintenance standards.

Central Huron's road expenses is highest because previously the budgeted expenses for facilities were used for road maintenance expenses.



Source – KPMG analysis of annual Financial Information Returns, Schedule 02, 40 & 80D

Municipality	Paved Lane Km	Unpaved Lane Km	Lane Km maintained in Winter
Huron East	444 KM	642 KM	998 KM
Central Huron	691 KM	330 KM	675 KM
North Huron	88 KM	220 KM	308 KM
North Perth	180 KM	549 KM	874 KM
South Bruce	477 KM	349 KM	703 KM

Note – Calculation is based on total road and winter maintenance expense over total lane km maintained in winter

Appendix D: Service Profiles

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Legend	
Service Type	Description
Mandatory	Service is mandated or required by legislation from a higher order of government. Deemed to be a required service.
Essential	Not legislatively required, but service is necessary for the Municipality in order to operate reasonably. Deemed to be a required service.
Traditional	The service is historically provided by all peer municipalities. Each service in this classification will be further examined to find out whether circumstances are changing in a way that would impact whether the service is still required or appropriate.
Other Discretionary	Service is offered by the Municipality to respond to particular community needs, based on a positive business case, or other specialized purposes. Each service will be further reviewed to determine if the business case is still valid and the service is still required.
*Some departments may deliver a combination of different service types. The main service type is captured in the summary.	
Service Level Assessment	
A qualitative assessment of service levels based on interviews and documentation review of documents provided by individual departments.	
Service profiles are organized by the Municipality's current organizational structure and service delivery approach.	

01

Council



Municipality of Huron East
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179 Elected Representatives

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Department	
Council	
Service Type	
Mandatory	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$149
Material, Operating and Other Cost	\$30
Transfers	-
Total Operating Costs	\$179
User Fees and Recoveries	-
Grants, Other Funding Sources	-
Total Operating Revenues	-
Net Levy	\$179
Capital Budget	-
Number of Councillors	11

Service Description	
<p>Council is an elected body that conducts regular meetings to address issues facing the Municipality; representing the public and considering the well-being and interests of the Municipality, including:</p> <ul style="list-style-type: none"> Strategic direction of operations and services provided by the Municipality; Developing and evaluating the policies and programs of the Municipality, and; Maintaining the financial integrity of the municipality. <p>The Municipality of Huron East is currently governed by the Mayor, Deputy Mayor and 9 elected officials representing 5 wards.</p>	
Sub-Services	Service Description
Governance and Civic Engagement	<p>Governance and civic engagement includes activities conducted by Council to support public interest and how staff deliver on those interests.</p> <p>Activities include understanding priorities and concerns, and establishing action plans to address public concerns.</p>
Council Meetings	<p>The Municipality of Huron East's Council typically meets bi-weekly on Tuesdays.</p> <p>Committee meetings are held once a month.</p>

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Governance and Civic Engagement			
	Council Meetings			
Service Level Rationale				
<ul style="list-style-type: none">Elected Representatives is a mandatory service required pursuant to Municipal Act and Municipal Elections Act.Council is operating at the target service level of providing leadership and governance and also serving as the voice of the community.Council size of 11 members has been a topic of debate and a motion was recently passed for the creation of an arm's-length committee to review the composition of council.				

02

Office of the CAO

Municipality of Huron East
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CAO Administration

Department	Service Description
Office of the CAO	Provides the overall leadership and direction for all the Municipality's departments and operational units. This includes strategic planning, execution of strategic initiatives and management of business processes.
Service Type	
Essential	
Overall Service Level Assessment	
At Target	The CAO directly oversees Clerks, Finance, Economic Development, Building, Public Works, Fire, Recreation, Child Care, Cemetery services, and Custodians for Library and Health Centre. In addition, the CAO directly manages Human Resources, Planning Services, and liaison with OPP for policing services.
2022 Budget (\$,000s)	The Municipality's management team includes the Clerk, the Treasurer, the Chief Building Official, the Fire Chief, the Economic Development Officer, the Public Works Manager, 3 Recreation Facilities Managers, and the Day Care Supervisor.
Compensation & Benefits	
Material, Operating and Other Cost	
Transfers	
Total Operating Costs	
User Fees and Recoveries	Not separately budgeted
Grants, Other Funding Sources	
Total Operating Revenues	
Net Levy	
Capital Budget	
FTEs	2
PTEs	-

Sub-Services	Service Description
Executive Leadership	Provides strategic and operational leadership to the Municipality's departments and operational units. Key activities include goal setting, strategic thinking and effective execution of strategic initiatives.
Legal and Risk Management	Oversees outside legal counsel services of risk management, insurance and claims management, realty services, litigation support (if any), and legal advice.
Corporate Performance Management	Monitoring service delivery and operational performance of the Municipality's departments and operational units.
Strategic Initiatives	Leading the research, planning, implementation and evaluation of strategic programs (e.g., Economic Development Strategic Plan, Green Energy and Climate Change).



		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Executive Leadership			
	Legal and Risk Management			
	Corporate Performance Management			
	Strategic Initiatives			

Service Level Rationale
<ul style="list-style-type: none"> CAO administration is an essential service that provides strategic direction and support to departments and operational units. The CAO has several operational roles, such as the Human Resource Manager and Planning Services Manager, due to the Municipality's traditional staffing model. The CAO has multiple direct reports potentially leading to operational challenges such as delayed decision making, high managerial workload etc. There is an opportunity to reassess the organizational structure and staffing model to address succession plans and to better align with service delivery needs.

Economic Development

Department		Service Description	
Office of the CAO		Economic Development serves the interests of local businesses by building relationships between businesses and the local government, and creating and developing partnership opportunities. The Municipality is in the process developing an Economic Development Strategic Plan.	
Service Type		Key activities include:	
Traditional		<ul style="list-style-type: none"> Engaging local businesses on specific subject matters. Managing CIP grant program applications and reviews. Obtaining upper governmental grants and programs on behalf of business owners and the Municipality. Implementing strategic economic development projects. 	
Overall Service Level Assessment		Currently the Economic Development Officer position is vacant. The CAO is servicing as acting Economic Development Officer.	
At Target			
2022 Budget (\$,000s)			
Compensation & Benefits	\$58		
Material, Operating and Other Cost	\$95		
Transfers	(\$31)		
Total Operating Costs	\$122		
User Fees and Recoveries	(\$7)		
Grants, Other Funding Sources	(\$28)		
Total Operating Revenues	(\$35)		
Net Levy	\$87		
Capital Budget	-		
FTEs	-		
PTEs	-		

Sub-Services	Service Description
Business Attraction, Retention and Expansion	<p>Promote Huron East as a location for new business investment and facilitate business investment projects.</p> <p>Develop and manage business, organizational and government relationships to foster growth of established businesses. Facilitate business expansion projects through municipal processes.</p>
Economic Partnerships	Create, develop and maintain partnerships with community businesses and other external stakeholders that benefit the Municipality.

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Business Attraction, Retention and Expansion			
	Economic Partnerships			

Service Level Rationale
<ul style="list-style-type: none"> Economic Development is a traditional service that serves as a liaison between local businesses and the municipal government. Services are delivered behind targeted service levels due to limited staff capacity to provide economic development services with the Economic Development Officer position being vacant.

Department	Service Description
Office of the CAO	Human Resources provides operational human resource management programs and services to support Huron East's workforce and enable the Municipality to meet its business objectives and regulatory requirements.
Service Type	
Essential	
Overall Service Level Assessment	
At Target	Currently there is no dedicated Human Resource professional to manage workforce needs. The CAO and the Executive Assistant serve as the HR functional team.
2022 Budget (\$,000s)	The following services are provided:
Compensation & Benefits	<ul style="list-style-type: none"> Payroll Talent acquisition, onboarding, and development Performance management Total rewards (compensation, benefits, and other rewards) Health and safety (incident reporting, disability management) Human resource strategy and workforce management
Material, Operating and Other Cost	
Transfers	
Total Operating Costs	
User Fees and Recoveries	Not separately budgeted
Grants, Other Funding Sources	
Total Operating Revenues	
Net Levy	
Capital Budget	
FTEs	-
PTEs	-

Sub-Services	Service Description
Workforce Planning and Recruiting	Strategic recruitment and workforce planning support and advice to the Municipality's departments. Also includes recruitment and onboarding activities.
Talent Management	Talent development, leadership development, and succession planning.
Total Rewards	Organizational compensation, job evaluation, benefit administration, and performance management.
Payroll	Manager payroll distribution and reporting.
Health and Safety	Occupational health and safety management. Facilitate processes for incident reporting and disability management.

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Workforce Planning and Recruiting			
	Talent Management			
	Total Rewards			
	Payroll			
	Health and Safety			

Service Level Rationale
<ul style="list-style-type: none"> Human Resources is an essential service to support the Municipality's workforce in terms of creating a healthy and productive workplace environment. Workforce planning, recruiting and talent management are behind target in terms of fulfilling staffing gaps in a timely manner and conducting consistent performance evaluations across the corporation. The Municipality is working on updating its HR policies. Processes are still highly manual; the Municipality is still using paper timesheets. Payroll is calculated via excel before inputting data into Great Plains. Employee records are maintained manually in paper files, local secure LAN drives, or in Great Plains. There is an opportunity to onboard an HR Manager to help manage workforce needs and to address succession concerns. There is also an opportunity to explore the business case for a HRIS solution to increase operational efficiency.

Recreation & Park Services

Department	
Office of the CAO	
Service Type	
Traditional	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$802
Material, Operating and Other Cost	\$690
Transfers	(\$182)
Total Operating Costs	\$1,310
User Fees and Recoveries	(\$488)
Grants, Other Funding Sources	(\$436)
Total Operating Revenues	(\$924)
Net Levy	\$386
Capital Budget	\$2,547 in Operating \$7,263 in Capital
FTEs	6
PTEs	17

Service Description	
<p>Responsible for the operation of community facilities, such as arenas and pools, and surrounding sports fields and parks. The Municipality has 3 recreation centres each managed by a Recreation Facilities Manager:</p> <ul style="list-style-type: none"> Brussels, Morris & Grey (BMG) Community Centre – the centre is under renovation Seaforth and District Community Centre Vanastra Recreation Centre <p>Recreation Services also coordinates and manages, in partnership with local recreation groups, the delivery of recreation programs to residents of Huron East.</p> <p>Other service responsibilities include event management, facility rentals and program registration.</p>	
Sub-Services	Service Description
Recreation Facilities Operations and Maintenance	Operation and maintenance of the Municipality's recreational facilities, including ice plants and pools systems.
Recreation Programming	Delivery of recreational programs for children, youth, adults, and seniors.
Facility Bookings and Program Registration	Provide customer service to manage bookings, rentals, and events across all recreational facilities.
Park Maintenance	Responsible for the maintenance of park areas.
Sport Fields and Recreation Surfaces	Responsible for the care, operation, and maintenance of these assets for long-term sustainable use for residents and stakeholders.

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Recreation Facilities Operations and Maintenance			
	Recreation Programming			
	Facility Bookings and Program Registration			
	Park Maintenance			
	Sport Fields & Recreation Surfaces			
Service Level Rationale				
<ul style="list-style-type: none">• Recreation and Park Services is a traditional service guided by Council direction, as well as industry maintenance and safety practices.• Financial sustainability of the community centres is a concern as the centres are mostly funded by the levy and donations. Communities are active in fundraising for specific initiatives or projects.• Stakeholders noted that the Municipality needs to update programming content to suit different age group needs. The Municipality would benefit from an online registration and payment tool. Communication of services to the public could be improved (e.g., enhancing the corporate website).• The is opportunity to look at the organization and staffing structure to address community feedback and streamline coordination between the recreation centres. Stakeholders suggested a dedicated program coordinator.				

Daycare Operations

Department	
Office of the CAO	
Service Type	
Discretionary	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$567
Material, Operating and Other Cost	\$80
Transfers	-
Total Operating Costs	\$647
User Fees and Recoveries	(\$141)
Grants, Other Funding Sources	(\$310)
Total Operating Revenues	(\$451)
Net Levy	\$196
Capital Budget	-
FTEs	5
PTEs	6

Service Description
Direct delivery of daycare services at the Vasantra Early Learning Centre. Other Child Care and Early Years Services are managed and delivered by Huron County.



Sub-Services	Service Description
Daycare Operations	Provides licensed child care for up to 62 children ages 18 months – 13 years. Also provides before and after school care to children and programs/services on March break and Professional Development Days.
Daycare Facility Maintenance	Maintenance of daycare facilities, including compliance with ministry requirements of health and safety measures.

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Daycare Operations			
	Daycare Facility Maintenance			
Service Level Rationale				
<ul style="list-style-type: none">Daycare operations is a discretionary service provided by the Municipality due to a lack of child care providers within the community.With population and development growth, there is an increasing need of child care services within Huron East. The Centre has a long waiting list.Balancing operating costs for long-term financial sustainability is a concern. Some stakeholders believe that non-residents are utilizing the service which limits the availability of space to Huron East residents.Users fees are primarily paid through e-transfer and there is a lag in receiving confirmation of payment. There is opportunity to streamline payment processes to ensure payment records are up-to-date.				

Corporate Building Maintenance

Department	
Office of the CAO	
Service Type	
Essential	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$130
Material, Operating and Other Cost	\$338
Transfers	(\$25)
Total Operating Costs	\$443
User Fees and Recoveries	(\$374)
Grants, Other Funding Sources	(\$27)
Total Operating Revenues	(\$401)
Net Levy	\$42
Capital Budget	-
FTEs	1
PTEs	1

Service Description	
<p>The team is responsible for the operation and maintenance of the Town Hall and other municipally owned buildings, such as fire halls, public works garages, day care centre, and libraries. The team facilitates building condition assessments of municipality facilities.</p> <p>Recreation facilities are maintained by the Recreation & Park Services team.</p>	
Sub-Services	Service Description
Preventive Maintenance	Regular or routine maintenance of corporate buildings.
Reactive Maintenance	Unplanned maintenance activities resulting from unexpected emergencies and downtime.

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Preventive Maintenance			
	Reactive Maintenance			
Service Level Rationale				
<ul style="list-style-type: none">Corporate Building Maintenance is an essential service to maintaining the building conditions of municipal facilities.Customer service is a priority; hence, reactive maintenance work often takes priority over preventive maintenance work. The team is proactive in conducting building condition assessments to plan short-term and long-term maintenance needs.There is an opportunity to expand the use of CityWide. The Municipality currently does not have a work order management system for facilities .The Municipality has a portfolio of approximately 25 buildings. There is an opportunity to assess the business case of repurposing or divesting under-utilized buildings.				

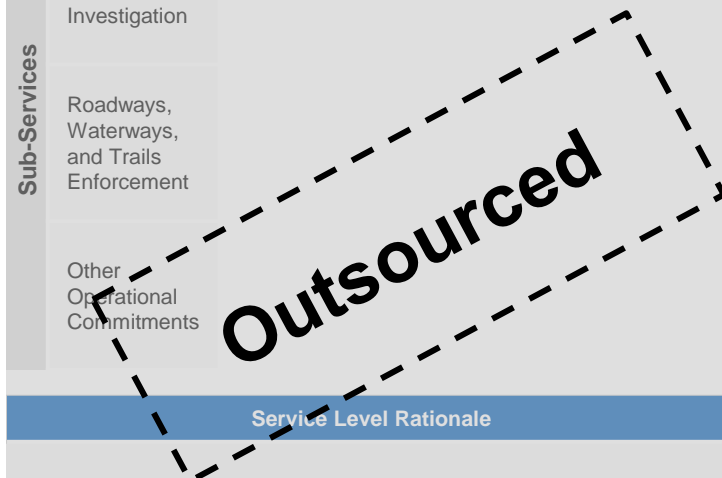
187 Service Profiles Police Services

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Department	
Office of the CAO	
Service Type	
Mandatory	
Overall Service Level Assessment	
Out-of-Scope	
2022 Budget (\$,000s)	
Compensation & Benefits	-
Material, Operating and Other Cost	\$1,692
Transfers	-
Total Operating Costs	\$1,692
User Fees and Recoveries	-
Grants, Other Funding Sources	(\$1,671)
Total Operating Revenues	(\$1,671)
Net Levy	\$21
Capital Budget	-
FTEs	-
PTEs	-

Service Description	
<p>The Ontario Provincial Police (OPP) Huron detachment is responsible for ensuring the safety and well-being of the community. The detachment services the municipalities of Huron County.</p> <p>Services are focused on crime prevention and investigation, roadways, waterways and trails enforcement, and addressing local issues. The contract with OPP is managed by the CAO.</p>	
Sub-Services	Service Description
Crime Prevention and Investigation	Primarily focused on driving down and preventing crimes through investigation, public education, and community collaboration.
Roadways, Waterways, and Trails Enforcement	Focused on reducing fatality, injury and property damage on roadways, waterways, and trails.
Other Operational Commitments	Focus on public communication and education to reduce 911 calls, false alarms, and non-police related service demands. Also focuses on working with communities on transfer of care protocols with healthcare facilities

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Crime Prevention and Investigation			
	Roadways, Waterways, and Trails Enforcement			
	Other Operational Commitments			
		Service Level Rationale		



03

Clerk's Department

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Legislative Services

Department	
Clerk	
Service Type	
Mandatory	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$800
Material, Operating and Other Cost	\$649
Transfers	(\$29)
Total Operating Costs	\$1420
User Fees and Recoveries	(\$136)
Grants, Other Funding Sources	(\$479)
Total Operating Revenues	(\$615)
Net Levy	\$805
Capital Budget	\$93 in Operating \$389 in Capital
FTEs	1
PTEs	-

Service Description	
<p>The Clerk's Office provides support to Council and Committees of Council. Key activities include:</p> <ul style="list-style-type: none"> Council administration and support (agendas, minutes, etc.) Elections Administration of Oaths Freedom of information (FOI) requests Licensing (lottery, marriage) Records management 	
Sub-Services	Service Description
Council Support Services	Provides administrative support for council and committees (e.g., agenda preparation, minutes).
Elections	Support municipal elections, including election results and election information. Elections are administered according to the Municipal Elections Act.
Administration of Oaths	Services include a formal signing or sworn statements/documents, such as affidavits.
Freedom of Information	Process FOI requests as per the Municipal Freedom of Information and Protection of Privacy Act.
Licensing	Issue lottery and marriage licenses.
Records Management	Controls the creation, receipt, maintenance, use and disposition of Municipality records, including claims, legal agreements, real estate transactions, and service activities.

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Council Support Services			
	Elections			
	Administration of Oaths			
	Freedom of Information			
	Licensing			
	Records Management			

Service Level Rationale	
<ul style="list-style-type: none"> Legislative Services is a mandatory service per the Municipal Act. Aspects of the Clerk's responsibilities are required to be provided by law, for example, the Clerk has authority to deliver municipal elections under the Municipal Elections Act, 1996. Services are delivered within legislative requirements; however, processes are still highly manual. There is an opportunity to digitize operational processes, such as records management and preparation of Council reporting packages. 	



190 Communications

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Department	
Clerk	
Service Type	
Essential	
Overall Service Level Assessment	
Behind Target	
2022 Budget (\$,000s)	
Compensation & Benefits	Not separately budgeted
Material, Operating and Other Cost	
Transfers	
Total Operating Costs	
User Fees and Recoveries	
Grants, Other Funding Sources	
Total Operating Revenues	
Net Levy	
Capital Budget	
FTEs	-
PTEs	-

Service Description
Corporate Communications supports the organization by providing strategic and tactical communications services that enable the Municipality to meet its business and service goals.
Corporate Communications works to inform the public and employees on Municipality matters.
The Municipality engages in various methods of communication, including the Municipality website, social media accounts, print media, corporate emails, and engagement platform (Huron East Asks Residents).
Communications focuses on the following: <ul style="list-style-type: none"> Enhance communication outside of the organization Support staff in managing and responding to issues effectively Encourage community engagement and participation in the public process of municipal policies and solutions

Sub-Services	Service Description
Strategic Communications	Provide strategic communication of engaging and informing the public, stakeholders, and employees about Municipal services and activities.
Media Channels	Maintain corporate website, social media accounts and engagement platform to ensure effective two-way communication that promotes open and transparent government and services.
	Manages physical and digital graphic design, print production, and corporate publications.

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Strategic Communications			
	Media Channels			



Service Level Rationale
<ul style="list-style-type: none"> Corporate Communications is an essential service to inform the public of Municipal activities. Service levels are set based on Council and management direction. Stakeholders believe that services are currently operating behind the targeted service level. The Municipality does not have dedicated communications personnel resulting in inconsistencies in how information is shared internally and with the public. There are opportunities to further enhance the Municipality's corporate website and the quality and frequency of communications via the various media channels.

Bylaw Enforcement

Department	
Clerk	
Service Type	
Mandatory	
Overall Service Level Assessment	
Behind Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$12
Material, Operating and Other Cost	\$7
Transfers	-
Total Operating Costs	\$19
User Fees and Recoveries	(\$36)
Grants, Other Funding Sources	-
Total Operating Revenues	(\$36)
Net Levy	(\$14)
Capital Budget	-
FTEs	1
PTEs	-

Service Description
<p>The Clerk's Office is responsible for the enforcement of Municipal bylaws. Enforcement of the bylaws is governed by the bylaws themselves, the Provincial Offences Act (POA), and the Municipal Act.</p> <p>The Municipality currently has a shared-service agreement with Central Huron for a part-time bylaw officer. The CBO enforces property standards and building-related enforcement issues.</p>

Sub-Services	Service Description
Bylaw Enforcement	Responsible for the enforcement of various municipal by-laws, such as animal control, noise, littering, property standards, etc.
Animal Control	Enforces the animal control bylaw to regulate the keeping, registration, licensing, control and welfare of certain classes of animals within the Municipality.


		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Bylaw Enforcement			
	Animal Control			

Service Level Rationale
<ul style="list-style-type: none"> The Municipality has the authority to enact a broad range of municipal bylaws pursuant to the Municipal Act and other applicable provincial legislation. Enforcement of bylaws is governed by the Provincial Offences Act, the Municipal Act and other applicable legislation. Stakeholders noted a need to better use technology to track complaints (intake and response) and to have better mobile working capabilities. Respondents to the surveys believe the Municipality should hire a Animal Control Officer.

Department	
Clerk	
Service Type	
Mandatory	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$34
Material, Operating and Other Cost	\$33
Transfers	(\$14)
Total Operating Costs	\$53
User Fees and Recoveries	(\$13)
Grants, Other Funding Sources	\$178
Total Operating Revenues	\$165
Net Levy	\$218
Capital Budget	-
FTEs	1
PTEs	-

Service Description
Cemetery Services provides the community with attractive properties that are protected and preserved for the respectful disposition of the deceased while meeting legislated requirements. The Municipality has three active cemeteries at Brussels, Cranbrook, and Mount Pleasant.
Cemetery services are run and managed by the cemetery boards, which is volunteer-based with the support of one full time caretaker.

Sub-Services	Service Description
Cemetery Services	Provides the community with attractive properties that are protected and preserved for the respectful disposition of the deceased while meeting legislated requirements.

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Cemetery Services			

Service Level Rationale
<ul style="list-style-type: none"> Services are delivered in accordance with the Cemetery Act. While the service levels are at target, there is opportunities to digitize cemetery records. Respondents also noted opportunities to realign the current reporting structure to clarify the accountability and management of cemeteries. The volunteer-based staffing model is suitable for current service demand; however, succession planning is needed with aging volunteers.

04

Building and Planning

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194 Building and Planning Services

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Department	
Building and Planning	
Service Type	
Mandatory	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$242
Material, Operating and Other Cost	\$110
Transfers	\$8
Total Operating Costs	\$360
User Fees and Recoveries	(\$377)
Grants, Other Funding Sources	(\$50)
Total Operating Revenues	(\$427)
Net Levy	(\$67)
Capital Budget	-
FTEs	2
PTEs	-

Service Description	
Building Services are responsible for the issuance and inspection of building permits, and ensuring the Township's buildings are compliant to the Ontario Building Code Act, Municipal Act and Planning Act.	
Building Services works with developers on permit processing and approval and educates the public about the Building Code. Services include:	
<ul style="list-style-type: none"> Accepting, processing and issuing building permit applications Inspecting construction worked proposed under building permits Inspecting unsafe buildings / construction without permits 	
The team also supports the CAO in providing Planning Support Services to the County where the County coordinates the overall planning review process.	

Sub-Services	Service Description
Building Inspections	Provides building and construction inspections and enforcement; and to exercise powers and perform duties under the Building Code Act in connection with reviewing plans, inspecting construction, conducting maintenance inspections, and issuing orders in accordance with the Building Code Act.
Building Permits	Administration, review and issuance of building permits for construction of residential, industrial, and commercial buildings. All review is performed in-house.
Planning Support and Development Review	Support the County in policy planning and review/comment on planning applications, such as zone changes, minor variances, subdivisions, site plan control, and official plan changes, including development agreements.

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Building Inspections			
	Building Permits			
	Planning Support and Development Review			

Service Level Rationale	
<ul style="list-style-type: none"> Building Services is a mandatory service guided by the Building Code Act and municipal bylaws. An Official Plan is mandated by the Planning Act and is required to be reviewed every 10 years. Development approvals is a mandatory service under the Planning Act. The Municipality is in process implementing a cloud-based land manager program to digitize the building permit application and approval process. Building Services is working on directing the public to use the corporate website for general planning and building services information. The Department currently has the CBO and a Building Inspector that is shared with Central Huron. The Department also shares an administrative staff with Public Works. 	

05

Finance

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Financial Management

Department	
Finance	
Service Type	
Mandatory	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	Not separately budgeted
Material, Operating and Other Cost	
Transfers	
Total Operating Costs	
User Fees and Recoveries	
Transfers, Grants, Other Funding Sources	-
Total Operating Revenues	
Net Levy	
Capital Budget	
FTEs	2
PTEs	-

Service Description	
Finance ensures that the Municipality's finances are managed in accordance with legislative and contractual requirements, and provides strategic fiscal advice to Council and municipal departments. The team is responsible for operating and capital budgeting and overall financial planning and development of business plans.	
Manages and coordinates the delivery of the Municipality's asset management program, including development of asset management plans, maintenance of asset data, preparation of capital forecasts and funding strategies, and assistance with capital projects.	
Sub-Services	Service Description
Financial Planning and Fiscal Policy Management	Develop and oversee corporate fiscal policies, internal controls, annual budget and long-term resourcing approaches to support strategic priorities.
Budgeting	Business support for budget and resource planning, strategic procurement support, and other corporate initiatives.
Accounting and Reporting	Financial accounting and reporting of the Municipality's financial activities.
Tax Billing, Collection and Assessment Base Management	Preparation, mailing and collection of property taxes (and other corporate revenues). Also includes proactive review of assessment related issues and relationship management with MPAC.
Asset Management	Delivers the corporate asset management program, including development of asset management plans, maintenance of asset management system and asset data, and preparation of capital forecasts and funding strategies.

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Financial Planning and Fiscal Policy Management			
	Budgeting			
	Accounting and Reporting			
	Tax Billing, Collection and Assessment Base Management			
	Asset Management			

Service Level Rationale	
<ul style="list-style-type: none"> Financial Management Services are classified as mandatory as they are required under provincial legislation: Municipal Act, Pension Benefits Act, Trustee Act, Excise Tax Act, Retail Sales Tax Act, Procurement, By-Law, Development Charges Act, O.Reg. 588/17, and Grant agreements. The Finance department has experienced turnover in key positions with recruiting challenges. Asset management is deliver by Public Works in the interim until the Municipality hires a new Treasurer. The use of special area-rated taxes creates additional operational efforts by the Department to manage the rates accurately. Current processes are highly manual (emails, excel spreadsheets, use of cheques and paper invoices, etc.) requiring data entries into Great Plains. There is a need to streamline payment systems used across the Municipality. The Municipality is behind on updating Great Plains and could benefit from implementing a newer version. With a newer financial software, there is opportunity to update financial policies and procedures. 	

Department	
Finance	
Service Type	
Essential	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	Not separately budgeted
Material, Operating and Other Cost	
Transfers	
Total Operating Costs	
User Fees and Recoveries	
Transfers, Grants, Other Funding Sources	
Total Operating Revenues	
Net Levy	
Capital Budget	
FTEs	-
PTEs	-

Service Description		
<p>The Municipality has a contract with a 3rd party service provider to provide IT services and infrastructure support:</p> <ul style="list-style-type: none"> Help desk and routine maintenance support Hardware and software support of devices, networks, servers, databases, applications, and telecommunications Security, back up and recovery services Technical infrastructure and project support 		
Sub-Services	Service Description	
Project Delivery	End-to-end project management and solution delivery for the Municipality's IT projects.	
IT Infrastructure	Manages and maintains the Huron East's existing IT Infrastructure.	
System Support	Maintain and manage enterprise and business applications, including implementation of innovative and efficient ways to leverage technology and applications.	
Service Management	Manage end-user devices, and monitoring and mitigation of issues with hardware, software or services.	
Data & Integration	Support data quality and system integration for analytics and decision-making.	
Cyber Security & Risk	Monitoring and assessment of technology usage, advise on technology risks, and provide cyber-security awareness training for all employees.	


		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Project Delivery			
	IT Infrastructure			
	System Support			
	Service Management			
	Data & Integration			
	Cyber Security & Risk			
Service Level Rationale				
<ul style="list-style-type: none">Information technology services are essential to supporting operations across the municipality.The Municipality currently does not have a Technology Strategic Plan that sets its approach to IT decision making and service priorities across the organization.In addition, the Municipality does not have a dedicated IT professional to manage the 3rd party service provider.The Municipality needs to invest more in digitizing and upgrading IT infrastructure to modernize service delivery.				

Customer Service

Department	
Finance	
Service Type	
Essential	
Overall Service Level Assessment	
Behind Target	
2022 Budget (\$,000s)	
Compensation & Benefits	Not separately budgeted
Material, Operating and Other Cost	
Transfers	
Total Operating Costs	
User Fees and Recoveries	
Transfers, Grants, Other Funding Sources	
Total Operating Revenues	
Net Levy	
Capital Budget	
FTEs	-
PTEs	-

Service Description
Customer Service provides citizen-facing customer services primarily at Town Hall and responds to citizen phone calls and emails.
Customer service representatives support citizens with general inquiries, making payments, apply for permits, program registration, obtain licenses, rentals and bookings, and request services/information. Individual departments also provide direct customer service for specific subject matters.

Sub-Services	Service Description
Customer Service	Provides front-desk support for citizen inquiries and service requests. Customer service is also offered over the phone. Township information is made available on the Township's website. Specific requests are usually transferred directly to departments for further resolution.

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Customer Service			
Service Level Rationale				
<ul style="list-style-type: none">Customer Service is an essential service to responding to inquiries and ensuring communication between the Municipality and its citizens and customers.Services is operating behind target for answering calls, emails, and front-desk service needs. It was noted that there have been instances where customers are unclear about who to contact for booking queries and are redirected to multiple staff for resolution.Currently the Finance department services multiple calls a day inquiring about tax balances. An online customer portal could direct traffic to the website.				

06

Public Works

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Department		Service Description	
Public Works		Transportation Services is responsible for maintaining and responding to issues related to the Municipality's road network, winter control program, sidewalks, bridges, culverts, traffic signals, signs, noxious weeds removal, etc.	
Service Type			
Mandatory			
Overall Service Level Assessment		Sub-Services	Service Description
At Target		Road Maintenance	Provides repair and maintenance of roads, bridges, and culverts. Roadways are maintained according to the Minimum Maintenance Standards (MMS) established by the province.
2022 Budget (\$,000s)		Traffic Control and Management	Responsible for traffic control and management of the Municipality's traffic signals, street signs and pavement markings.
Compensation & Benefits	\$1,107	Fleet & Equipment Maintenance	Conducts preventative and reactive maintenance of municipal vehicles and equipment.
Material, Operating and Other Cost	\$2,413	Engineering	Oversees vendor performance of engineering services and construction of municipal infrastructure. Key activities include capital project management, site servicing and utility coordination, and infrastructure planning
Transfers	(\$629)	Winter Control	Winter Control Services (ploughing, snow removal, pre-treating, sanding/salting, hand shoveling) along municipal roads.
Total Operating Costs	\$2,770	Drainage and Stormwater Management	Maintenance of the Municipality's stormwater and drainage system. Respond to and address flooding issues
User Fees and Recoveries	(\$99)	Crossing Guards	Provision of crossing guard locations along pedestrian routes to public schools to ensure safe student travel.
Grants, Other Funding Sources	(\$896)		
Total Operating Revenues	(\$907)		
Net Levy	\$1,853		
Capital Budget	\$2,778 in Operating \$2,390 in Capital		
FTEs	13		
PTEs	4		

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Road Maintenance			
	Traffic Control & Management			
	Fleet & Equipment Maintenance			
	Engineering			
	Winter Control			
	Drainage and Stormwater Management			
	Crossing Guards			

Service Level Rationale

- All maintenance activities are delivered in accordance with Minimum Maintenance Standards (MMS) and Council directions.
- Transportation Services is operating at target according to legislative requirements.


201 Waste & Recycling Services

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Department	
Public Works	
Service Type	
Mandatory	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$13
Material, Operating and Other Cost	\$773
Transfers	\$29
Total Operating Costs	\$815
User Fees and Recoveries	(\$235)
Grants, Other Funding Sources	(\$580)
Total Operating Revenues	(\$815)
Net Levy	\$0
Capital Budget	-
FTEs	-
PTEs	2

Service Description
<p>Waste & Recycling Services provide weekly curbside garbage and recycling collection. Services are delivered by two contracted vendors based on ward boundary. Grey / McKillop Wards - Bluewater Recycling Association provides both waste & recycling pickup</p> <ul style="list-style-type: none"> Seaforth / Egmondville / Harpurhey / Vanastra - Bluewater Recycling Association provides recycling pickup & Waste Management provides waste pickup Tuckersmith Ward - Rural Areas including Brucefield - Waste Management provides both waste & recycling pickup <p>The Municipality manages two landfill locations and one recycling centre.</p> <p>Huron County operates a hazardous waste depot. Yard waste can be composted on citizen properties or drop off at one of Huron East's compost sites. Curbside leaf pickup is delivered during Spring and Fall seasons.</p>

Sub-Services	Service Description
Solid Waste Collection, Management & Recycling	<p>The collection and management of solid waste and recyclable material. Collection is contracted to 3rd party vendors and the Department oversees contract performance.</p> <p>Household hazardous waste, electronic waste and yard waste drop-offs are available at designated locations.</p>

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Solid Waste Collection, Management & Recycling			
	Service Level Rationale			
		<ul style="list-style-type: none">• Different wards have different service levels and rates for waste and recycling services. Services are delivered at target in accordance with municipal bylaws, MECP legislation, ECAs and vendor agreements.• Citizens voiced in the community survey that better garbage collection services are needed and that an option for paying additional user fees could be considered for wheelie bins.		

Water & Wastewater Services

Department	
Public Works	
Service Type	
Mandatory	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$261
Material, Operating and Other Cost	\$1,750
Transfers	\$296
Total Operating Costs	\$2,307
User Fees and Recoveries	(\$2,683)
Grants, Other Funding Sources	(\$175)
Total Operating Revenues	(\$2,858)
Net Levy	(\$551)
Capital Budget	\$551
FTEs	2
PTEs	-

Service Description	
<p>Water & Wastewater Services is responsible for providing all residents and businesses with safe drinking water and the collection and treatment of sanitary wastewater from all connected properties within the Municipality to the sewage system.</p> <p>The supply, treatment and distribution of safe drinking water is a mandatory service provided by the Municipality. The Safe Drinking Water Act, the Ontario Water Resources Act, individual ECAs, and Municipal by-laws dictate the service level for water treatment and distribution.</p> <p>Wastewater services must comply with various ECAs, Federal and MECP legislation and municipal bylaws, and adhere to service level standards set by various legislations.</p>	
Sub-Services	Service Description
Water Supply, Treatment, and Distribution	The treatment and distribution of clean, safe drinking water to Huron East residents. In addition, the department works with neighbouring communities to protect and preserve water resources.
Wastewater Collection and Treatment	The collection and treatment of sanitary wastewater from all connected properties within the Municipality.
Engineering and Compliance	Oversees water and wastewater infrastructure. Responsible for ensuring water and wastewater services meet minimum compliance and quality standards set out in relevant legislation.

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Water Supply, Treatment, and Distribution			
	Wastewater Collection and Treatment			
	Engineering and Compliance			
Service Level Rationale				
<ul style="list-style-type: none">Water Services are delivered in accordance with the Safe Drinking Water Act, the Ontario Water Resources Act, individual ECAs, and municipal by-laws.Wastewater Services are delivered in accordance with various ECAs, Federal and MECP legislation and municipal by-laws.				





07

Protection Services

Municipality of Huron East
Service Delivery Review
Final Report

Department	
Protection Services	
Service Type	
Mandatory	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$339
Material, Operating and Other Cost	\$689
Transfers	(\$327)
Total Operating Costs	\$702
User Fees and Recoveries	(\$95)
Grants, Other Funding Sources	(\$1,094)
Total Operating Revenues	(\$1,189)
Net Levy	(\$487)
Capital Budget	\$984
FTEs	1
Volunteer Firefighters	67

Service Description	
<p>The three Fire Stations (Brussels, Seaforth and Grey District Station) are responsible for fire suppression, prevention, emergency medical services, investigation and public education. Fire services are delivered as per the Fire Prevention and Protection Act (FPPA) and municipal bylaws.</p> <p>Lead by the Fire Chief, each station is managed by a district chief. The Municipality deploys a volunteer firefighter model. The Fire Chief is under a shared services agreement to support North Huron along with reciprocal support for service coverage. The Municipality also shares a Fire Prevention Officer with Morish Turnbury and North Huron.</p>	
Sub-Services	Service Description
Suppression	Key activities include the response to calls for service of emergency and non-emergency events that include fires, rescue, medical emergencies, hazardous materials and other public inquiries. Dispatch is administered by Stratford City (in process switching dispatcher).
Prevention	Fire prevention includes fire investigations; fire inspections on a request or complaint basis; smoke alarm program; distribution of safety information; and a simplified risk assessment of the community fire profile.
Training and Safety	Activities include completing skills maintenance and competency based training and education programs, routine maintenance and equipment checks, public interaction and site/building pre-planning activities.
Emergency Management	Provides the community with action plans and information on how to prepare and react to unexpected emergencies. The Fire Chief serves as the CEMC.

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Suppression			
	Prevention			
	Training and Safety			
	Emergency Management			
Service Level Rationale				
<ul style="list-style-type: none">• Fire Services are delivered at the targeted service levels in accordance with FPPA and Municipal bylaws.• Recruiting and maintaining volunteer firefighters has become a challenge. It is also a challenge to coordinate training schedules.• There is opportunity to better use technology, such as Fire Pro, and a burn permit system to manage data.• There is a succession concern as the Fire Chief is close to retirement. The Municipality will need to reassess the Chief's job responsibilities in order to recruit a successor.				



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The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

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Document Classification: KPMG Public

Huron East Administration

To: Mayor MacLellan and Members of Council

From: Stacy Grenier, Director of Finance - Treasurer

Date: October 18, 2022

Subject: 3rd Quarter Variance Report – 2022 Budget

Recommendation:

That the Council of the Municipality of Huron East receive the report on the 3rd Quarter Variance Report – 2022 Budget for information;

Background:

The 3rd Quarter Variance Report is provided in Attachment 1 enclosed.

With three quarters of the year complete, generally speaking, twenty five percent of budgeted revenues and regular expenses would be remaining. All tax bills are out for the year. Payment in Lieu adjustments are still to be reviewed. Most Quarterly revenues and expenses for 3rd quarter will be recorded in October.

Reviewing the variance report the following observations (highlighted on Attachment 1) can be made:

- Overall revenues and expenditures are tracking well and in line with budget figures;
- Capital projects behind schedule – Princess St. Brussels; BMG Building renovations; Brussels Fire Building renovations;
- Seaforth and Brussels Water – User Fees – Connections revenue is tracking above the total budget for the year – this increased revenue is a result of the number of new service connections being made for new residential properties in Seaforth;
- Seaforth and Brussels Wastewater – User Fees – Connections revenue is significantly higher than budgeted and is a result of the number of new service connections being made for new residential properties in Seaforth;
- Seaforth Wastewater – User Fees - Service Recovery Fee looks significantly higher than budgeted but it currently represents funds received against the Egmondville Sewer Debenture receivable. This will be reallocated at year end.
- Brussels Wastewater Capital has a \$910,104 capital expenditure which is attributed to the Brussels Wastewater Treatment Building Renovation projects which was budgeted in 2021 and carried over into 2022;
- Waste Management – Rev – Bag Tags – Overall lower than anticipated as bag tag programs have been replaced with wheelie bins.
- Advertising – Day Care and Administration – over budget due to recruitment of vacated positions
- BMGCC General – Other Items – BMG-Brussels Recreation Building Fund – Transfer to Reserves – Amount represents the current paid fundraising contributions to the projects;

- Administration – Interest – Investment Interest - record in Q4 and accrue at year end;
- Operating – Insurance – Q4 to be allocated to other departments; final invoiced costs were greater than budgeted by \$5K;
- Administration – Capital – Land Acquisition – costs associated with the Brussels Subdivision engineering and planning;
- Protection to Persons & Property – Huron East Fire Chief – Other Municipality – the 3rd quarter invoices for various shared services will be issued in October;
- Fire – Various Districts – Volunteer fire services are paid out annually at the end of the year;
- Police – Operating – Contracted services – Bills for August and September not received.
- CBO – User Fees – Revenue – Building Permits – year to date permits fees are tracking well above the budget forecast estimates through the 3rd quarter – indications of the number/value of building permits in 2022 to date;
- Transportation Services – Maintenance Activities – Roads – Gravel and Dust control–report the tenders were higher than budgeted, Gravel account to be analyzed to see if there should be a reallocation to capital;
- Transportation Services - Fuel & Oils – as expected fuel costs are higher than budgeted fuel costs.
- Transportation Services – Winter Control – tracking at 90% of overall budget with 6-8 weeks of winter control remaining in 2022;
- Transportation Services - Capital – Bridges/Culverts – Tuckersmith – Repairs – carryover costs from the 2021 bridge capital construction project;
- Transportation Services - Capital – Combined – Connecting Link (Hwy 8) – Roads– carryover costs from the 2021 capital construction project;
- Water/Sanitary Sewer Administration – Operating – Supplies & Expenditure Recoverable – supplies and recoverable expenditures are tracking high – this will be reallocated to the various systems at the end of the year;
- Planning & Development – Planning and Zoning – Contracted Services – County invoices annually at the end of the fiscal year;
- Economic Development – Salaries and Benefits – Position vacant, to be filled by the end 2022.
- Economic Development – Operating – Consultant/Professional Services – Budget included the Economic Development Plan, IT Audit, and the Municipal Service Review of which are being funded in part or in whole by the Municipal Modernization Funding – expenses will be reallocated accordingly.
- Transfers to and from general reserves to be done at year end once figures are finalized

Others Consulted: Department Heads

Financial Impacts:

Staff continue to track and monitor their respective budgets. The 3rd Quarter Variance Report is tracking very much the same as the 2nd Quarter Variance report. During the 4th Quarter, finance will be working with Department Heads on reviewing the details to date and making any necessary corrections. In addition, Finance will be also working with Department Heads on the 2023 Budget and 2024-2027 forecasts.

Signatures:

Stacy Grenier, CPA, CGA, Treasurer

Brad McRoberts, MPA, P. Eng., CAO

Attachments:

1. [3nd Quarter Variance Detailed Report](#) – As of September 30, 2022

Municipality of Huron East						
2022 Revenue & Expenditures						
as of September 30, 2022						
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
STREET LIGHTING SYSTEMS						
MOLESWORTH						
St Lght - Molesworth - Rev-Special Rate Area Levy	(788)	(100)	(500)	(500)	0	0.0%
St Lght - Molesworth - Utilities	302	38	340	441	(101)	22.9%
St Lght - Molesworth - Transfer to Reserves	0	0	0	59	(59)	100.0%
Total - St Lghts Molesworth	(486)	(62)	(160)	0	(160)	0.0%
ETHEL						
St Lght - Ethel - Rev-Special Rate Area Levy	(2,000)	(500)	(1,500)	(1,500)	0	0.0%
St Lght - Ethel - Utilities	938	120	1,033	1,368	(335)	(24.5%)
St Lght - Ethel - Transfer to Reserves	0	0	0	132	(132)	(100.0%)
Total - St Lghts Ethel	(1,062)	(380)	(467)	0	(467)	0.0%
CRANBROOK						
St Lght - Cranbrook - Rev-Special Rate Area Levy	(1,500)	258	(563)	(500)	(63)	(12.6%)
St Lght - Cranbrook - Utilities	661	84	1,521	964	557	(57.8%)
St Lght - Cranbrook - Transfer from Reserves	0	0	0	(464)	464	100.0%
Total - St Lghts Cranbrook	(839)	342	958	0	958	0.0%
WALTON						
St Lght - Walton - Rev-Special Rate Area Levy	(1,010)	(22)	(557)	(500)	(57)	11.4%
St Lght - Walton - Utilities	435	58	489	633	(144)	(22.7%)
St Lght - Walton - Transfer from Reserves	0	0	0	(133)	133	(100.0%)
Total - St Lghts Walton	(575)	36	(68)	0	(68)	0.0%
BRUSSELS						
St Lght - Brussels - Rev-Special Rate Area Levy	(15,155)	(2,426)	(10,204)	(10,000)	(204)	2.0%
St Lght - Brussels - Rev - Other Municipality	(549)	0	(359)	(366)	7	(1.9%)
St Lght - Brussels - Utilities	7,149	806	6,993	10,725	(3,732)	(34.8%)
St Lght - Brussels - Inspections/Repairs/Upgrades	0	0	13,411	0	13,411	0.0%
St Lght - Brussels - Transfer from Reserves	0	0	0	(359)	359	(100.0%)
Total - St Lghts Brussels	(8,555)	(1,620)	9,841	0	9,841	0.0%
DUBLIN						
St Lght - Dublin - Rev-Special Rate Area Levy	(500)	0	(250)	(250)	0	0.0%
St Lght - Dublin - Utilities	0	0	0	336	(336)	(100.0%)
St Lght - Dublin - Transfer from Reserves	0	0	0	(86)	86	(100.0%)
Total - St Lghts Dublin	(500)	0	(250)	0	(250)	0.0%
ST COLUMBAN						
St Lght - St Columban - Rev-Special Rate Area Levy	(1,200)	0	(618)	(600)	(18)	3.0%
St Lght - St Columban - Utilities	0	0	1,026	616	410	66.6%
St Lght - St Columban - Transfer from Reserves	0	0	0	(16)	16	(100.0%)
Total - St Lghts St Columban	(1,200)	0	408	0	408	0.0%
SEAFORTH						
St Lght - Seaforth - Rev-Special Rate Area Levy	(106,305)	13,757	(40,018)	(40,000)	(18)	0.0%
St Lght - Seaforth - Utilities	18,296	1,523	17,475	27,665	(10,190)	(36.8%)
St Lght - Seaforth - Inspections/Repairs/Upgrades	1,628	0	2,413	0	2,413	0.0%
St Lght - Seaforth - Transfer to Reserves	0	0	0	335	(335)	(100.0%)
Capital - St Lght (Seaforth)	21,959	0	0	12,000	(12,000)	(100.0%)
Total - St Lghts Seaforth	(64,422)	15,280	(20,130)	0	(20,130)	0.0%
HARPURHEY						
St Lght - Harpurhey - Rev-Special Rate Area Levy	(1,473)	(263)	(1,000)	(1,000)	0	0.0%
St Lght - Harpurhey - Utilities	797	111	1,152	1,165	(13)	(1.1%)
St Lght - Harphurhey - Transfer from Reserves	0	0	0	(165)	165	(100.0%)
Total - St Lghts Harpurhey	(676)	(152)	152	0	152	0.0%
EGMONDVILLE						
St Lght - Egmondville - Rev-Special Rate Area Levy	(4,999)	19	(2,504)	(2,500)	(4)	0.2%
St Lght - Egmondville - Utilities	2,421	324	2,492	3,537	(1,045)	(29.5%)
St Lght - Egmondville - Transfer from Reserves	0	0	0	(1,037)	1,037	(100.0%)
Total - St Lghts Egmondville	(2,578)	343	(12)	0	(12)	0.0%
BRIDGES						
St Lght - Bridges - Special Area Levy	(5,000)	2	(2,500)	(2,500)	0	0.0%
St Lght - Bridges - Utilities	2,214	274	2,440	3,232	(792)	(24.5%)
St Lght - Bridges - Transfer from Reserves	0	0	0	(732)	732	(100.0%)
Total - St Lghts Bridges	(2,786)	276	(60)	0	(60)	0.0%
VANASTRA						
St Lght - Vanastra - Rev-Special Rate Area Levy	(5,019)	(14)	(2,547)	(2,500)	(47)	1.9%
St Lght - Vanastra - Utilities	2,746	382	4,969	4,013	956	23.8%
St Lght - Vanastra - Transfer from Reserves	0	0	0	(1,513)	1,513	(100.0%)
Total - St Lghts Vanastra	(2,273)	368	2,422	0	2,422	0.0%
BRUCEFIELD						
St Lght - Brucefield - Rev-Special Rate Area Levy	(1,001)	1	(503)	(500)	(3)	0.6%
St Lght - Brucefield - Utilities	439	57	473	640	(167)	(26.1%)
St Lght - Brucefield - Transfer from Reserves	0	0	0	(140)	140	(100.0%)
Total - St Lghts Brucefield	(562)	58	(30)	0	(30)	0.0%
KIPPEN						
St Lght - Kippen - Rev-Special Rate Area Levy	(500)	50	(200)	(200)	0	0.0%
St Lght - Kippen - Utilities	130	16	146	189	(43)	(22.8%)
St Lght - Kippen - Transfer to Reserves	0	0	0	11	(11)	(100.0%)
Total - St Lghts Kippen	(370)	66	(54)	0	(54)	0.0%
OTHER ITEMS						
St Lght - Inventory	312	0	1,720	5,000	(3,280)	(65.6%)
Total - St Lghts Other Items	312	0	1,720	5,000	(3,280)	(65.6%)
Total STREET LIGHTING SYSTEMS	(86,572)	14,555	(5,730)	5,000	(10,730)	(214.6%)

Municipality of Huron East						
2022 Revenue & Expenditures						
as of September 30,2022						
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
SOLAR GENERAL						
Solar - General - Transfer to Reserves	0	0	0	25,450	(25,450)	(100.0%)
Total - Solar General	0	0	0	25,450	(25,450)	(100.0%)
TRACKER - BRUSSELS STP						
REVENUES						
USER FEES						
Solar Brussels STP - Revenue	(10,673)	(1,466)	(9,208)	(13,350)	4,142	(31.0%)
Total Revenues	(10,673)	(1,466)	(9,208)	(13,350)	4,142	(31.0%)
EXPENDITURES						
OPERATING						
Solar Brussels STP - R & M - Equipment	(2,112)	0	0	1,000	(1,000)	(100.0%)
Solar Brussels STP - Rent	900	100	900	1,200	(300)	(25.0%)
Solar Brussels STP - Monitoring Costs	1,851	0	0	1,870	(1,870)	(100.0%)
Solar Brussels STP - Amortization	4,052	450	4,052	5,403	(1,351)	(25.0%)
Total Operating	4,691	550	4,952	9,473	(4,521)	(47.7%)
DEBT						
Solar Brussels STP - Debt Pymt-Interest	54	0	0	0	0	0.0%
Total Debt	54	0	0	0	0	0.0%
Total Expenditures	4,745	550	4,952	9,473	(4,521)	(47.7%)
Total - Solar Tracker - Brussels STP	(5,928)	(916)	(4,256)	(3,877)	(379)	9.8%
TRACKER (Single) - Seaforth WTP						
REVENUES						
USER FEES						
Solar Seaforth WTP (Single) - Revenue	(8,039)	(1,296)	(7,849)	(11,000)	3,151	(28.6%)
Total Revenues	(8,039)	(1,296)	(7,849)	(11,000)	3,151	(28.6%)
EXPENDITURES						
OPERATING						
Solar Seaforth WTP (Single) - Rent	900	100	900	1,200	(300)	(25.0%)
Solar Seaforth WTP (Single) - Monitoring Costs	1,213	0	0	1,225	(1,225)	(100.0%)
Solar Seaforth WTP (Single) - Amortization	2,732	304	2,732	3,643	(911)	(25.0%)
Total Operating	4,845	404	3,632	6,068	(2,436)	(40.1%)
DEBT						
Solar Seaforth WTP (Single) - Debt Pymt-Interest	40	0	0	0	0	0.0%
Total Debt	40	0	0	0	0	0.0%
Total Expenditures	4,885	404	3,632	6,068	(2,436)	(40.1%)
Total - Solar Tracker (Single) - Seaforth WTP	(3,154)	(892)	(4,217)	(4,932)	715	(14.5%)
TRACKER (Twin) - Seaforth WTP						
REVENUES						
USER FEES						
Solar Seaforth WTP (Twin) - Revenue	(11,564)	(959)	(10,570)	(15,500)	4,930	(31.8%)
Total Revenues	(11,564)	(959)	(10,570)	(15,500)	4,930	(31.8%)
EXPENDITURES						
OPERATING						
Solar Seaforth WTP (Twin)- R & M - Equipment	(2,112)	0	0	1,000	(1,000)	(100.0%)
Solar Seaforth WTP (Twin) - Rent	900	100	900	1,200	(300)	(25.0%)
Solar Seaforth WTP (Twin) - Monitoring Costs	1,388	0	0	1,410	(1,410)	(100.0%)
Solar Seaforth WTP (Twin) - Amortization	3,957	440	3,957	5,276	(1,319)	(25.0%)
Total Operating	4,133	540	4,857	8,886	(4,029)	(45.3%)
DEBT						
Solar Seaforth WTP (Twin) - Debt Pymt-Interest	53	0	0	0	0	0.0%
Total Debt	53	0	0	0	0	0.0%
Total Expenditures	4,186	540	4,857	8,886	(4,029)	(45.3%)
Total - Solar Tracker (Twin) - Seaforth WTP	(7,378)	(419)	(5,713)	(6,614)	901	(13.6%)
ROOFTOP						
REVENUES						
USER FEES						
Solar Rooftop - Rev - BBCC	(1,612)	(706)	(3,722)	(4,978)	1,256	(25.2%)
Solar Rooftop - Rev - Brussels PW	(4,018)	0	(138)	(5,500)	5,362	(97.5%)
Solar Rooftop - Rev - C4th Fire	(4,218)	(665)	(3,958)	(5,580)	1,622	(29.1%)
Solar Rooftop - Rev - VRC	(4,013)	(647)	(3,727)	(5,814)	2,087	(35.9%)
Solar Rooftop - Rev - Seaforth PW	(2,933)	(439)	(2,864)	(4,100)	1,236	(30.1%)
Total Revenues	(16,794)	(2,457)	(14,409)	(25,972)	11,563	(44.5%)
EXPENDITURES						
OPERATING						
Solar Rooftop - Utilities	952	0	1,028	1,493	(465)	(31.1%)
Solar Rooftop - R & M - Equipment	0	0	0	250	(250)	(100.0%)
Solar Rooftop - Rent	4,350	400	4,275	5,550	(1,275)	(23.0%)
Solar Rooftop - Program Exp	84	0	432	185	247	133.5%
Solar Rooftop - Amortization	6,350	706	6,350	8,467	(2,117)	(25.0%)
Total Operating	11,736	1,106	12,085	15,945	(3,860)	(24.2%)
DEBT						
Solar Rooftop - Debt Pymt - Interest	81	0	0	0	0	0.0%
Total Debt	81	0	0	0	0	0.0%
Total Expenditures	11,817	1,106	12,085	15,945	(3,860)	(24.2%)
Total - Solar Rooftop	(4,977)	(1,351)	(2,324)	(10,027)	7,703	(76.8%)
Total - SOLAR	(21,437)	(3,578)	(16,510)	0	(16,510)	0.0%

Municipality of Huron East						
2022 Revenue & Expenditures						
as of September 30,2022						
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
WATER SYSTEMS						
SEAFORTH WATER SYSTEM						
REVENUES						
WATER / SEWER RATES						
W - Seaforth/Egmond - Rev-Mthly Flat Rates	(432,841)	(154,944)	(460,532)	(610,560)	150,028	(24.6%)
W - Seaforth/Egmond - Rev-Metered Rates	(99,745)	(241)	(103,687)	(132,021)	28,334	(21.5%)
Total Water/Sewer Rates	(532,586)	(155,185)	(564,219)	(742,581)	178,362	(24.0%)
USER FEES						
W - Seaforth/Egmond - Rev-Service Recovery Fee	(6,213)	(357)	(4,685)	(7,532)	2,847	(37.8%)
W - Seaforth/Egmond - Rev-Connections	(35,000)	0	(67,500)	(42,500)	(25,000)	58.8%
W - Seaforth/Egmond - Rev-Rent	(16,305)	(781)	(22,503)	(18,649)	(3,854)	20.7%
Total User Fees	(57,518)	(1,138)	(94,688)	(68,681)	(26,007)	37.9%
OTHER REVENUE						
Total Other Revenue	0	0	0	0	0	0.0%
Total Revenues	(590,104)	(156,323)	(658,907)	(811,262)	152,355	(18.8%)
EXPENDITURES						
OPERATING						
W - Seaforth/Egmond - Operating Exp	6,621	3,684	6,903	5,000	1,903	38.1%
W - Seaforth/Egmond - Telecommunications	343	57	431	620	(189)	(30.5%)
W - Seaforth/Egmond - Utilities	41,659	3,921	35,914	58,438	(22,524)	(38.5%)
W - Seaforth/Egmond - R & M-Bldg	7,159	0	2,696	30,000	(27,304)	(91.0%)
W - Seaforth/Egmond - R & M-Equipment	19,785	193	29,945	28,000	1,945	6.9%
W - Seaforth/Egmond - Materials	0	0	0	2,500	(2,500)	(100.0%)
W - Seaforth/Egmond - Property Taxes	6,734	0	0	8,212	(8,212)	(100.0%)
W - Seaforth/Egmond - Consultant/Prof Srvc	3,675	0	3,675	4,250	(575)	(13.5%)
W - Seaforth/Egmond - Insurance	2,226	284	2,560	3,413	(853)	(25.0%)
W - Seaforth/Egmond - Contracted Services	175,489	41,385	230,353	241,105	(10,752)	(4.5%)
W - Seaforth/Egmond - Chrg from Administration	8,910	1,008	9,071	12,095	(3,024)	(25.0%)
W - Seaforth/Egmond - Chrg from W/WW Admin	0	0	0	98,913	(98,913)	(100.0%)
Total Operating	272,601	50,532	321,548	492,546	(170,998)	(34.7%)
CAPITAL						
Total Capital	0	0	0	0	0	0.0%
OTHER ITEMS						
W - Seaforth Water Reserve - Trans to Reserve	0	0	0	257,660	(257,660)	(100.0%)
W - Seaforth Sewer Reserves - Transfer to Reserves	45,444	15,420	46,092	61,056	(14,964)	(24.5%)
Total Other Items	45,444	15,420	46,092	318,716	(272,624)	(85.5%)
Total Expenditures	318,045	65,952	367,640	811,262	(443,622)	(54.7%)
Total - Seaforth Water System	(272,059)	(90,371)	(291,267)	0	(291,267)	0.0%
BRUSSELS WATER SYSTEM						
REVENUES						
OTHER MUNICIPALITIES						
W - Brussels - Rev-Other Municipality	(43,898)	0	(44,174)	(43,898)	(276)	0.6%
Total Other Municipalities	(43,898)	0	(44,174)	(43,898)	(276)	0.6%
WATER / SEWER RATES						
W - Brussels - Rev-Mthly Flat Rates	(221,696)	(73,422)	(222,510)	(284,832)	62,322	(21.9%)
W - Brussels - Rev-Metered Rates	(17,627)	(11)	(19,205)	(23,503)	4,298	(18.3%)
Total Water/Sewer Rates	(239,323)	(73,433)	(241,715)	(308,335)	66,620	(21.6%)
USER FEES						
W - Brussels - Rev-Service Recovery Fee	(375)	0	(996)	(225)	(771)	342.7%
W - Brussels - Rev-Connections	(7,500)	0	(10,000)	(7,500)	(2,500)	33.3%
W - Brussels - Rev-Rent	(5,231)	(581)	(5,231)	(6,975)	1,744	(25.0%)
Total User Fees	(13,106)	(581)	(16,227)	(14,700)	(1,527)	10.4%
Total Revenues	(296,327)	(74,014)	(302,116)	(366,933)	64,817	(17.7%)
EXPENDITURES						
OPERATING						
W - Brussels - Operating Exp	372	0	915	500	415	83.0%
W - Brussels - Telecommunications	231	38	291	415	(124)	(29.9%)
W - Brussels - Utilities	18,464	0	17,723	30,298	(12,575)	(41.5%)
W - Brussels - R & M - Bldg	2,370	0	317	1,300	(983)	(75.6%)
W - Brussels - R & M-Equipment	3,096	0	1,292	8,600	(7,308)	(85.0%)
W - Brussels - Materials	94	0	0	1,200	(1,200)	(100.0%)
W - Brussels - Property Taxes	1,021	0	0	1,123	(1,123)	(100.0%)
W - Brussels - Consultant/Professional Services	2,810	0	2,810	3,272	(462)	(14.1%)
W - Brussels - Insurance	1,341	171	1,542	2,056	(514)	(25.0%)
W - Brussels - Contracted Services	67,490	16,303	90,518	92,671	(2,153)	(2.3%)
W - Brussels - Chrg from Administration	3,407	397	3,574	4,765	(1,191)	(25.0%)
W - Brussels - Chrg from W/WW Admin	0	0	0	38,966	(38,966)	(100.0%)
Total Operating	100,696	16,909	118,982	185,166	(66,184)	(35.7%)
CAPITAL						
Capital - Combined Project - Princess St - W	0	0	0	287,400	(287,400)	(100.0%)
Total Capital	0	0	0	287,400	(287,400)	(100.0%)
OTHER ITEMS						
Total Other Items	0	0	0	0	0	0.0%
Total Expenditures	100,696	16,909	118,982	472,566	(353,584)	(74.8%)
Total - Brussels Water System	(195,631)	(57,105)	(183,134)	105,633	(288,767)	(273.4%)
BRUCEFIELD WATER SYSTEM						
REVENUES						
OTHER MUNICIPALITIES						
W - Brucefield - Rev-Other Municipality	(28,620)	(9,858)	(29,574)	(41,329)	11,755	(28.4%)
Total Other Municipalities	(28,620)	(9,858)	(29,574)	(41,329)	11,755	(28.4%)
WATER / SEWER RATES						

Municipality of Huron East						
2022 Revenue & Expenditures						
as of September 30,2022						
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
W - Brucefield - Rev-Mthly Flat Rates	(24,020)	(7,998)	(23,805)	(33,815)	10,010	(29.6%)
Total Water/Sewer Rates	(24,020)	(7,998)	(23,805)	(33,815)	10,010	(29.6%)
USER FEES						
Total User Fees	0	0	0	0	0	0.0%
Total Revenues	(52,640)	(17,856)	(53,379)	(75,144)	21,765	(29.0%)
EXPENDITURES						
OPERATING						
W - Brucefield - Operating Exp	34	0	34	100	(66)	(66.0%)
W - Brucefield - Telecommunications	112	18	141	210	(69)	(32.9%)
W - Brucefield - Utilities	5,493	600	5,817	7,447	(1,630)	(21.9%)
W - Brucefield - R & M - Bldg	0	0	72	1,000	(928)	(92.8%)
W - Brucefield - R & M - Equipment	0	142	2,104	2,000	104	5.2%
W - Brucefield - Materials	0	577	577	500	77	15.4%
W - Brucefield - Property Taxes	572	0	0	629	(629)	(100.0%)
W - Brucefield - Consultant/Professional Services	721	0	721	745	(24)	(3.2%)
W - Brucefield - Insurance	1,074	137	1,235	1,647	(412)	(25.0%)
W - Brucefield - Contracted Service	10,647	2,508	21,045	14,583	6,462	44.3%
W - Brucefield - Chrg from Administration	524	61	550	733	(183)	(25.0%)
W - Brucefield - Chrg from W/WW Admin	0	0	0	5,995	(5,995)	(100.0%)
Total Operating	19,177	4,043	32,296	35,589	(3,293)	(9.3%)
CAPITAL						
Capital - Brucefield W - Equipment	0	0	16,656	25,000	(8,344)	(33.4%)
Total Capital	0	0	16,656	25,000	(8,344)	(33.4%)
OTHER ITEMS						
W - Brucefield Water Reserve - Trans to Reserve	0	0	0	14,555	(14,555)	(100.0%)
Total Other Items	0	0	0	14,555	(14,555)	(100.0%)
Total Expenditures	19,177	4,043	48,952	75,144	(26,192)	(34.9%)
Total - Brucefield Water System	(33,463)	(13,813)	(4,427)	0	(4,427)	0.0%
VANASTRA WATER SYSTEM						
REVENUES						
FEDERAL						
Total Federal	0	0	0	0	0	0.0%
PROVINCIAL						
Total Provincial	0	0	0	0	0	0.0%
WATER / SEWER RATES						
W - Vanastra - Rev - Metered Rates	(195,927)	28	(181,791)	(266,554)	84,763	(31.8%)
Total Water/Sewer Rates	(195,927)	28	(181,791)	(266,554)	84,763	(31.8%)
USER FEES						
W - Vanastra - Rev - Service Recovery Fee	(50)	0	0	0	0	0.0%
W - Vanastra - Rev - Connections	0	(10,000)	(10,000)	0	(10,000)	0.0%
W - Vanastra - Rev - Rent	(5,231)	(581)	(5,439)	(9,600)	4,161	(43.3%)
Total User Fees	(5,281)	(10,581)	(15,439)	(9,600)	(5,839)	60.8%
OTHER REVENUE						
Total Other Revenue	0	0	0	0	0	0.0%
Total Revenues	(201,208)	(10,553)	(197,230)	(276,154)	78,924	(28.6%)
EXPENDITURES						
OPERATING						
W - Vanastra - Operating Exp	146	0	60	500	(440)	(88.0%)
W - Vanastra - Telecommunications	112	18	140	191	(51)	(26.7%)
W - Vanastra - Utilities	12,228	788	12,738	14,944	(2,206)	(14.8%)
W - Vanastra - R & M - Bldg	0	50	293	1,000	(707)	(70.7%)
W - Vanastra - R & M-Equipment	983	0	0	2,000	(2,000)	(100.0%)
W - Vanastra - Materials	71,821	7,423	61,824	101,043	(39,219)	(38.8%)
W - Vanastra - Property Taxes	4,477	0	0	2,732	(2,732)	(100.0%)
W - Vanastra - Insurance	630	81	725	966	(241)	(24.9%)
W - Vanastra - Contracted Services	31,772	7,525	41,778	43,541	(1,763)	(4.0%)
W - Vanastra - Chrg from Administration	1,572	183	1,649	2,199	(550)	(25.0%)
W - Vanastra - Chrg from W/WW Admin	0	0	0	17,984	(17,984)	(100.0%)
Total Operating	123,741	16,068	119,207	187,100	(67,893)	(36.3%)
CAPITAL						
Total Capital	0	0	0	0	0	0.0%
OTHER ITEMS						
W - Vanastra - Transfer to Reserves	0	0	0	89,054	(89,054)	(100.0%)
Total Other Items	0	0	0	89,054	(89,054)	(100.0%)
Total Expenditures	123,741	16,068	119,207	276,154	(156,947)	(56.8%)
Total - Vanastra Water System	(77,467)	5,515	(78,023)	0	(78,023)	0.0%
Total - WATER SYSTEMS	(578.620)	(155.774)	(556.851)	105.633	(662.484)	(627.2%)

Municipality of Huron East						
2022 Revenue & Expenditures						
as of September 30,2022						
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
Total Federal	0	0	0	0	0	0.0%
PROVINCIAL						
Total Provincial	0	0	0	0	0	0.0%
WATER / SEWER RATES						
WW - Vanastra - Rev - Mthly Flat Rates	(124,098)	(8,811)	(130,617)	(172,083)	41,466	(24.1%)
Total Water/Sewer Rates	(124,098)	(8,811)	(130,617)	(172,083)	41,466	(24.1%)
USER FEES						
WW - Vanastra - Rev-Connections	0	(12,000)	(12,000)	0	(12,000)	0.0%
Total User Fees	0	(12,000)	(12,000)	0	(12,000)	0.0%
OTHER REVENUE						
Total Other Revenue	0	0	0	0	0	0.0%
Total Revenues	(179,492)	(49,627)	(196,341)	(228,824)	32,483	(14.2%)
EXPENDITURES						
OPERATING						
WW - Vanastra - Telecommunications	366	51	443	510	(67)	(13.1%)
WW - Vanastra - Utilities	22,358	3,133	22,510	32,977	(10,467)	(31.7%)
WW - Vanastra - R & M - Bldg	429	327	327	1,000	(673)	(67.3%)
WW - Vanastra - R & M-Equipment	4,569	0	6,562	12,000	(5,438)	(45.3%)
WW - Vanastra - Property Taxes	1,625	0	1,476	3,471	(1,995)	(57.5%)
WW - Vanastra - Insurance	2,499	319	2,874	3,832	(958)	(25.0%)
WW - Vanastra - Contracted Services	31,772	7,525	42,999	43,541	(542)	(1.2%)
WW - Vanastra - Chrg from Administration	1,572	183	1,649	2,199	(550)	(25.0%)
WW - Vanastra - Chrg from W/WW Admin	0	0	0	17,984	(17,984)	(100.0%)
Total Operating	65,190	11,538	78,840	117,514	(38,674)	(32.9%)
CAPITAL						
Total Capital	0	0	0	0	0	0.0%
OTHER ITEMS						
WW - Vanastra - Transfer to Reserves	0	0	0	111,310	(111,310)	(100.0%)
Total Other Items	0	0	0	111,310	(111,310)	(100.0%)
Total Expenditures	65,190	11,538	78,840	228,824	(149,984)	(65.5%)
Total - Vanastra Sanitary Sewer System	(114,302)	(38,089)	(117,501)	0	(117,501)	0.0%
Total - SANITARY SEWER SYSTEMS	(236,475)	(225,192)	213,279	(238,200)	451,479	(189.5%)

Municipality of Huron East						
2022 Revenue & Expenditures						
as of September 30,2022						
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
WASTE MANAGEMENT						
SEAFORTH URBAN WASTE MANAGEMENT						
GENERAL						
REVENUES						
TAXATION						
WMgmt - Seaforth Urban - Rev - Special Rate Levy	(299,235)	(99,349)	(249,972)	(250,000)	28	(0.0%)
Total Revenues	(299,235)	(99,349)	(249,972)	(250,000)	28	(0.0%)
EXPENDITURES						
OPERATING						
Total Operating	0	0	0	0	0	0.0%
OTHER ITEMS						
WMgmt - Seaforth Urban - Transfer to Reserves	0	0	0	18,794	(18,794)	(100.0%)
Total Other Items	0	0	0	18,794	(18,794)	(100.0%)
Total Expenditures	0	0	0	18,794	(18,794)	(100.0%)
Total - General	(299,235)	(99,349)	(249,972)	(231,206)	(18,766)	8.1%
COLLECTION						
REVENUES						
OPERATING						
WMgmt - Seaforth Urban-Collection - Rev - Bag Tags	(75,200)	2,902	(41,766)	(101,500)	59,734	(58.9%)
Total Revenues	(75,200)	2,902	(41,766)	(101,500)	59,734	(58.9%)
EXPENDITURES						
OPERATING						
WMgmt - Seaforth Urban - Collection - Materials	0	0	0	1,000	(1,000)	(100.0%)
WMgmt -Seaforth Urban -Collection-Contracted Srvcs	147,414	17,599	158,793	202,732	(43,939)	(21.7%)
Total Expenditures	147,414	17,599	158,793	203,732	(44,939)	(22.1%)
Total - Collection	72,214	20,501	117,027	102,232	14,795	14.5%
DISPOSAL						
EXPENDITURES						
OPERATING						
WMgmt-Seaforth Urban-Disposal-Consult/Prof Srvces	11,782	0	7,344	12,000	(4,656)	(38.8%)
Total Expenditures	11,782	0	7,344	12,000	(4,656)	(38.8%)
Total - Disposal	11,782	0	7,344	12,000	(4,656)	(38.8%)
COMPOST						
EXPENDITURES						
OPERATING						
Total Expenditures	0	0	0	0	0	0.0%
Total - Compost	0	0	0	0	0	0.0%
RECYCLING						
REVENUES						
USER FEES						
Total Revenues	0	0	0	0	0	0.0%
EXPENDITURES						
OPERATING						
WMgmt -Seaforth Urban-Recycling - Contracted Srvcs	85,176	0	93,987	116,974	(22,987)	(19.7%)
Total Expenditures	85,176	0	93,987	116,974	(22,987)	(19.7%)
Total - Recycling	85,176	0	93,987	116,974	(22,987)	(19.7%)
Total - SEAFORTH URBAN WASTE MANAGEMENT	(130,063)	(78,848)	(31,614)	0	(31,614)	0.0%
BRUSSELS WASTE MANAGEMENT						
GENERAL						
PRIOR YEAR (SURPLUS) / DEFICIT						
Total Prior Year (Surplus) / Deficit	0	0	0	0	0	0.0%
TAXATION						
WMgmt - Brussels - Rev - Special Rate Area Levy	(70,675)	(34,877)	(71,186)	(70,000)	(1,186)	1.7%
Total Taxation	(70,675)	(34,877)	(71,186)	(70,000)	(1,186)	1.7%
OTHER ITEMS						
WMgmt - Brussels - Transfer from Reserves	0	0	0	1,969	(1,969)	(100.0%)
Total Other Items	0	0	0	1,969	(1,969)	(100.0%)
Total - General	(70,675)	(34,877)	(71,186)	(68,031)	(3,155)	4.6%
COLLECTION						
REVENUES						
USER FEES						
WMgmt - Brussels Collection - Rev-Bag Tags	(31,005)	1,500	(11,280)	(40,000)	28,720	(71.8%)
Total Revenues	(31,005)	1,500	(11,280)	(40,000)	28,720	(71.8%)
EXPENDITURES						
OPERATING						
WMgmt - Brussels - Collection - Materials	0	0	2,595	0	2,595	0.0%
WMgmt - Brussels Collection - Collection Services	24,979	2,803	25,635	34,351	(8,716)	(25.4%)
Total Expenditures	24,979	2,803	28,230	34,351	(6,121)	(17.8%)
Total - Collection	(6,026)	4,303	16,950	(5,649)	22,599	(400.1%)
DISPOSAL						
EXPENDITURES						
OPERATING						
WMgmt - Brussels Disposal - Landfill Tipping Fees	8,172	0	9,369	17,800	(8,431)	(47.4%)
WMgmt - Brussels Disposal - Consultant/Prof Srvces	0	0	0	22,000	(22,000)	(100.0%)
Total Expenditures	8,172	0	9,369	39,800	(30,431)	(76.5%)
Total - Disposal	8,172	0	9,369	39,800	(30,431)	(76.5%)
COMPOST						
Total Expenditures	0	0	0	0	0	0.0%

Municipality of Huron East						
2022 Revenue & Expenditures						
as of September 30,2022						
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
Total Compost	0	0	0	0	0	0.0%
RECYCLING						
REVENUES						
USER FEES						
WMgmt - Brussels Recycling - Revenue	(5,794)	(4,702)	(12,300)	(11,587)	(713)	6.2%
Total Revenues	(5,794)	(4,702)	(12,300)	(11,587)	(713)	6.2%
EXPENDITURES						
OPERATING						
WMgmt - Brussels Recycling - Contracted Services	32,826	2,885	26,179	45,467	(19,288)	(42.4%)
Total Expenditures	32,826	2,885	26,179	45,467	(19,288)	(42.4%)
Total - Recycling	27,032	(1,817)	13,879	33,880	(20,001)	(59.0%)
Total - BRUSSELS WASTE MANAGEMENT	(41,497)	(32,391)	(30,988)	0	(30,988)	0.0%
GREY / MCKILLOP WASTE MANAGEMENT						
GENERAL						
REVENUES						
PRIOR YEAR (SURPLUS) / DEFICIT						
Total Prior Year (Surplus) / Deficit	0	0	0	0	0	0.0%
TAXATION						
WMgmt - Grey/McKillop - Rev-Special Rate Area Levy	(159,428)	(95,322)	(180,629)	(165,000)	(15,629)	9.5%
Total Taxation	(159,428)	(95,322)	(180,629)	(165,000)	(15,629)	9.5%
Total Revenues	(159,428)	(95,322)	(180,629)	(165,000)	(15,629)	9.5%
EXPENDITURES						
OTHER ITEMS						
WMgmt - Grey/McKillop - Transfer to Reserves	0	0	0	1,876	(1,876)	(100.0%)
Total Expenditures	0	0	0	1,876	(1,876)	(100.0%)
Total - General	(159,428)	(95,322)	(180,629)	(163,124)	(17,505)	10.7%
COLLECTION						
REVENUES						
USER FEES						
WMgmt - Grey/McKillop Collection - Rev-Bag Tags	245	323	298	0	298	0.0%
Total Revenues	245	323	298	0	298	0.0%
EXPENDITURES						
OPERATING						
WMgmt - Grey/McKillop Collection -Collection Svcs	35,981	18,990	50,955	49,525	1,430	2.9%
Total Expenditures	35,981	18,990	50,955	49,525	1,430	2.9%
Total - Collection	36,226	19,313	51,253	49,525	1,728	3.5%
DISPOSAL						
REVENUES						
USER FEES						
WMgmt - Grey/McKillop Disposal - Tipping Fees	(15,422)	(330)	(19,820)	(40,000)	20,180	(50.5%)
Total Revenues	(15,422)	(330)	(19,820)	(40,000)	20,180	(50.5%)
EXPENDITURES						
SALARIES & BENEFITS						
WMgmt - Grey/McKillop Disposal - Salaries & Wages	5,373	701	5,807	11,771	(5,964)	(50.7%)
WMgmt - Grey/McKillop Disposal - Benefits	377	49	408	826	(418)	(50.6%)
Total Salaries & Benefits	5,750	750	6,215	12,597	(6,382)	(50.7%)
OPERATING						
WMgmt - Grey/McKillop Disposal - R & M-Bldg	0	0	3,344	1,000	2,344	234.4%
WMgmt - Grey/McKillop Disposal - R & M - Equip	0	353	4,557	1,000	3,557	355.7%
WMgmt - Grey/McKillop Disposal - Materials	0	0	837	500	337	67.4%
WMgmt - Grey/McKillop Disposal - Property Taxes	4,517	0	0	4,969	(4,969)	(100.0%)
WMgmt - Grey/McKillop Disposal-Consultant/Prof Srv	17,079	0	32,383	42,802	(10,419)	(24.3%)
WMgmt - Grey/McKillop Disposal - Insurance	1,278	163	1,470	1,960	(490)	(25.0%)
WMgmt - Grey/McKillop Disposal-Contracted Svcs	3,209	0	280	9,917	(9,637)	(97.2%)
Total Operating	26,083	516	42,871	62,148	(19,277)	(31.0%)
Total Expenditures	31,833	1,266	49,086	74,745	(25,659)	(34.3%)
Total - Disposal	16,411	936	29,266	34,745	(5,479)	(15.8%)
RECYCLING						
REVENUES						
USER FEES						
WMgmt - Grey/McKillop Recycling - Revenue	(1,376)	0	0	(1,000)	1,000	(100.0%)
Total Revenues	(1,376)	0	0	(1,000)	1,000	(100.0%)
EXPENDITURES						
OPERATING						
WMgmt - Grey/McKillop Recycling - Materials	740	0	0	400	(400)	(100.0%)
WMgmt - Grey/McKillop- Recycling -Contracted Svcs	57,855	0	53,136	79,454	(26,318)	(33.1%)
Total Expenditures	58,595	0	53,136	79,854	(26,718)	(33.5%)
Total - Recycling	57,219	0	53,136	78,854	(25,718)	(32.6%)
Total - GREY / MCKILLOP WASTE MANAGEMENT	(49,572)	(75,073)	(46,974)	0	(46,974)	0.0%
VANASTRA WASTE MANAGEMENT						
GENERAL						
REVENUES						
PRIOR YR (SURPLUS)/DEFICIT						
Total Prior Yr (Surplus)/Deficit	0	0	0	0	0	0.0%
TAXATION						
WMgmt - Vanastra - Special Area Rate Levy	(35,301)	(12,822)	(30,556)	(30,000)	(556)	1.9%
Total Taxation	(35,301)	(12,822)	(30,556)	(30,000)	(556)	1.9%
Total Revenues	(35,301)	(12,822)	(30,556)	(30,000)	(556)	1.9%
EXPENDITURES						
OTHER ITEMS						
WMgmt - Vanastra - Transfer to Reserves	0	0	0	3,922	(3,922)	(100.0%)

Municipality of Huron East						
2022 Revenue & Expenditures						
as of September 30,2022						
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
Total Expenditures	0	0	0	3,922	(3,922)	(100.0%)
Total - General	(35,301)	(12,822)	(30,556)	(26,078)	(4,478)	17.2%
COLLECTION						
REVENUES						
USER FEES						
WMgmt - Vanastra Collection - Rev - Bag Tags	(17,582)	50	(13,328)	(23,500)	10,172	(43.3%)
Total Revenues	(17,582)	50	(13,328)	(23,500)	10,172	(43.3%)
EXPENDITURES						
OPERATING						
WMgmt - Vanastra Collection - Materials	0	0	0	500	(500)	(100.0%)
WMgmt - Vanastra Collection - Contracted Services	18,001	2,207	20,662	24,800	(4,138)	(16.7%)
Total Expenditures	18,001	2,207	20,662	25,300	(4,638)	(18.3%)
Total - Collection	419	2,257	7,334	1,800	5,534	307.4%
DISPOSAL						
EXPENDITURES						
OPERATING						
Total Expenditures	0	0	0	0	0	0.0%
Total - Disposal	0	0	0	0	0	0.0%
RECYCLING						
EXPENDITURES						
OPERATING						
WMgmt - Vanastra Recycling - Contracted Services	17,678	0	16,236	24,278	(8,042)	(33.1%)
Total Recycling	17,678	0	16,236	24,278	(8,042)	(33.1%)
Total - VANASTRA WASTE MANAGEMENT	(17,204)	(10,565)	(6,986)	0	(6,986)	0.0%
TUCKERSMITH RURAL WASTE MANAGEMENT						
GENERAL						
REVENUES						
TAXATION						
WMgmt-Tuckersmith Rural-Rev-Special Rate Area Levy	(63,516)	(30,582)	(63,432)	(65,000)	1,568	(2.4%)
Total Revenues	(63,516)	(30,582)	(63,432)	(65,000)	1,568	(2.4%)
EXPENDITURES						
OTHER ITEMS						
WMgmt - Tuckersmith Rural - Transfer to Reserves	0	0	0	2,229	(2,229)	(100.0%)
Total Expenditures	0	0	0	2,229	(2,229)	(100.0%)
Total - General	(63,516)	(30,582)	(63,432)	(62,771)	(661)	1.1%
COLLECTION						
REVENUES						
USER FEES						
WMgmt-Tuckersmith Rural - Collection-Rev- Bag Tags	(2,780)	1,651	(2,109)	(4,000)	1,891	(47.3%)
Total Revenues	(2,780)	1,651	(2,109)	(4,000)	1,891	(47.3%)
EXPENDITURES						
OPERATING						
WMgmt-Tuckersmith Rural-Collection-CollectionSrvcs	24,139	2,935	27,506	33,215	(5,709)	(17.2%)
Total Expenditures	24,139	2,935	27,506	33,215	(5,709)	(17.2%)
Total - Collection	21,359	4,586	25,397	29,215	(3,818)	(13.1%)
DISPOSAL						
EXPENDITURES						
OPERATING						
WMgmt -Tuckersmith Rural-Disposal-Contracted Srvcs	11,782	0	3,147	12,000	(8,853)	(73.8%)
Total Expenditures	11,782	0	3,147	12,000	(8,853)	(73.8%)
Total - Disposal	11,782	0	3,147	12,000	(8,853)	(73.8%)
RECYCLING						
REVENUES						
USER FEES						
WMgmt - Tuckersmith Rural - Recycling - Revenue	(6,532)	(5,302)	(13,870)	(13,064)	(806)	6.2%
Total Revenues	(6,532)	(5,302)	(13,870)	(13,064)	(806)	6.2%
EXPENDITURES						
OPERATING						
WMgmt-Tuckersmith Rural-Recycling -Contracted Srvc	25,162	3,109	44,843	34,620	10,223	29.5%
Total Expenditures	25,162	3,109	44,843	34,620	10,223	29.5%
Total - Recycling	18,630	(2,193)	30,973	21,556	9,417	43.7%
Total - TUCKERSMITH RURAL WASTE MANAGEMENT	(11,745)	(28,189)	(3,915)	0	(3,915)	0.0%
SEAFORTH/TUCKERSMITH MIDHURON & SEAFORTH LANDFILL						
EXPENDITURES						
OPERATING						
Total Operating	0	0	0	0	0	0.0%
OTHER ITEMS						
Total Other Items	0	0	0	0	0	0.0%
Total Seaforth/Tuckersmith MidHuron & Seaforth Landfill	0	0	0	0	0	0.0%
Total - WASTE MANAGEMENT	(250.081)	(225.066)	(120.477)	0	(120.477)	0.0%

Municipality of Huron East						
2022 Revenue & Expenditures						
as of September 30,2022						
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
HEALTH SERVICES						
HURON EAST HEALTH CENTRE						
REVENUES						
PRIOR YEAR (SURPLUS) / DEFICIT						
Total Prior Year (Surplus) / Deficit	0	0	0	0	0	0.0%
PROVINCIAL						
Total Provincial	0	0	0	0	0	0.0%
USER FEES						
Huron East Health Care Cntr - Rev - Rent	(143,825)	0	(200,963)	(191,766)	(9,197)	4.8%
Huron East Health Care Cntr - Rev - Rent - Equip	(1,606)	0	(2,142)	0	(2,142)	0.0%
Huron East Health Care Cntr - Rev - Rent - Other	(13,522)	(2,748)	(15,680)	(18,029)	2,349	(13.0%)
Total User Fees	(158,953)	(2,748)	(218,785)	(209,795)	(8,990)	4.3%
Total Revenues	(158,953)	(2,748)	(218,785)	(209,795)	(8,990)	4.3%
EXPENDITURES						
SALARIES & BENEFITS						
Huron East Health Care Cntr - Salaries & Wages	18,061	4,232	27,298	39,239	(11,941)	(30.4%)
Huron East Health Care Cntr - Employee Benefits	1,280	349	2,227	4,699	(2,472)	(52.6%)
Total Salaries & Benefits	19,341	4,581	29,525	43,938	(14,413)	(32.8%)
OPERATING						
Huron East Health Care Cntr - Utilities	14,294	1,295	14,395	22,497	(8,102)	(36.0%)
Huron East Health Care Cntr - Janitorial Exp	3,835	374	5,326	8,500	(3,174)	(37.3%)
Huron East Health Care Cntr - R & M-Bldg	13,353	1,943	17,555	25,000	(7,445)	(29.8%)
Huron East Health Care Cntr - Tools/Equipment	0	0	0	500	(500)	(100.0%)
Huron East Health Care Cntr - Property Taxes	0	0	0	3,754	(3,754)	(100.0%)
Huron East Health Care Cntr - Insurance	2,251	288	2,589	3,452	(863)	(25.0%)
Huron East Health Care Cntr - Contracted Service	6,514	0	785	8,200	(7,415)	(90.4%)
Huron East Health Care Cntr - Amortization	22,181	2,420	21,781	29,042	(7,261)	(25.0%)
Total Operating	62,428	6,320	62,431	100,945	(38,514)	(38.2%)
DEBT						
Huron East Health Care Cntr - Debt Pymt-Principal	0	0	0	100,000	(100,000)	(100.0%)
Huron East Health Care Cntr - Debt Pymt-Interest	20,931	6,241	19,408	28,853	(9,445)	(32.7%)
Total Debt	20,931	6,241	19,408	128,853	(109,445)	(84.9%)
OTHER ITEMS						
HE Health Centre - Working Cap - Transfer from Res	0	0	0	(63,941)	63,941	(100.0%)
Total Other Items	0	0	0	(63,941)	63,941	(100.0%)
Total Expenditures	102,700	17,142	111,364	209,795	(98,431)	(46.9%)
Total - HURON EAST HEALTH CENTRE	(56,253)	14,394	(107,421)	0	(107,421)	0.0%
BRUSSELS MEDICAL DENTAL						
REVENUE						
PRIOR YEAR (SURPLUS) / DEFICIT						
Total Prior Year (Surplus) / Deficit	0	0	0	0	0	0.0%
FEDERAL						
Total Federal	0	0	0	0	0	0.0%
PROVINCIAL						
Total Provincial	0	0	0	0	0	0.0%
DONATIONS						
Total Donations	0	0	0	0	0	0.0%
USER FEES						
Brussels Med Dental - Rev - Rent	(34,236)	(3,310)	(30,071)	(44,292)	14,221	(32.1%)
Total User Fees	(34,236)	(3,310)	(30,071)	(44,292)	14,221	(32.1%)
INTEREST						
Brussels Med Dental - Rev - Interest	0	0	0	(500)	500	(100.0%)
Total Interest	0	0	0	(500)	500	(100.0%)
Total Revenues	(34,236)	(3,310)	(30,071)	(44,792)	14,721	(32.9%)
EXPENDITURES						
SALARIES & BENEFITS						
Brussels Med Dental - Honorarium	0	0	0	1,848	(1,848)	(100.0%)
Total Salaries & Benefits	0	0	0	1,848	(1,848)	(100.0%)
OPERATING						
Brussels Med Dental - Utilities	3,632	26	3,465	5,954	(2,489)	(41.8%)
Brussels Med Dental - Janitorial Exp	2,375	267	2,737	3,550	(813)	(22.9%)
Brussels Med Dental - R & M-Bldg	6,889	3,212	9,707	15,000	(5,293)	(35.3%)
Brussels Med Dental - Office/Meeting Supplies	0	0	0	100	(100)	(100.0%)
Brussels Med Dental - Property Taxes	2,152	0	0	2,367	(2,367)	(100.0%)
Brussels Med Dental - Insurance	401	51	461	615	(154)	(25.0%)
Brussels Med Dental - Contracted Services	1,896	0	2,594	1,953	641	32.8%
Total Operating	17,345	3,556	18,964	29,539	(10,575)	(35.8%)
CAPITAL						
Capital - Brussels Med Dental - Bldg Renovations	28,111	0	0	0	0	0.0%
Total Capital	28,111	0	0	0	0	0.0%
OTHER ITEMS						
Brussels Med Dental - Transfer to Reserves	0	0	0	13,405	(13,405)	(100.0%)
Total Other Items	0	0	0	13,405	(13,405)	(100.0%)
Total Expenditures	45,456	3,556	18,964	44,792	(25,828)	(57.7%)
Total BRUSSELS MEDICAL DENTAL	11,220	246	(11,107)	0	(11,107)	0.0%

Municipality of Huron East						
2022 Revenue & Expenditures						
as of September 30,2022						
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
BRUSSELS CEMETERY						
REVENUES						
PRIOR YEAR (SURPLUS) / DEFICIT						
Brussels Cemetery - Prior Year (Surplus)/Deficit	170,054	0	183,079	190,085	(7,006)	(3.7%)
Total Prior Year (Surplus) / Deficit	170,054	0	183,079	190,085	(7,006)	(3.7%)
OTHER MUNICIPALITIES						
Brussels Cemetery - Rev - Morris-Turnberry	0	0	(3,256)	(6,434)	3,178	(49.4%)
Total Other Municipalities	0	0	(3,256)	(6,434)	3,178	(49.4%)
DONATIONS						
Brussels Cemetery - Rev - Donations	(195)	0	(280)	0	(280)	0.0%
Total Donations	(195)	0	(280)	0	(280)	0.0%
USER FEES						
Brussels Cemetery - Rev - Sales	(2,500)	0	0	(3,800)	3,800	(100.0%)
Brussels Cemetery - Rev - Grave Openings	(3,100)	0	(3,500)	(4,500)	1,000	(22.2%)
Total User Fees	(5,600)	0	(3,500)	(8,300)	4,800	(57.8%)
INTEREST						
Brussels Cemetery - Rev - Interest	0	0	0	(110)	110	(100.0%)
Brussels Cemetery - Rev - Investment Interest	(3,303)	0	(3,767)	(4,500)	733	(16.3%)
Total Interest	(3,303)	0	(3,767)	(4,610)	843	(18.3%)
Total Revenues	160,956	0	172,276	170,741	1,535	0.9%
EXPENDITURES						
SALARIES & BENEFITS						
Brussels Cemetery - Salaries & Wages	18,096	5,023	21,900	28,814	(6,914)	(24.0%)
Brussels Cemetery - Honorarium	0	150	150	1,605	(1,455)	(90.7%)
Brussels Cemetery - Employee Benefits	2,174	1,607	7,830	3,400	4,430	130.3%
Total Salaries & Benefits	20,270	6,780	29,880	33,819	(3,939)	(11.6%)
OPERATING						
Brussels Cemetery - Operating Exp	1,836	301	4,697	5,000	(303)	(6.1%)
Brussels Cemetery - Utilities	282	38	325	413	(88)	(21.3%)
Brussels Cemetery - R & M-Bldg	35	13	59	5,000	(4,941)	(98.8%)
Brussels Cemetery - Tools/Equipment	2,566	0	12,143	14,000	(1,857)	(13.3%)
Brussels Cemetery - Fuel/Oil/Lubricants	753	363	1,353	850	503	59.2%
Total Operating	5,472	715	18,577	25,263	(6,686)	(26.5%)
Total Expenditures	25,742	7,495	48,457	59,082	(10,625)	(18.0%)
Total- BRUSSELS CEMETERY	186,698	7,495	220,733	229,823	(9,090)	(4.0%)
CRANBROOK CEMETERY						
REVENUES						
USER FEES						
Cranbrook Cemetery - Rev - Grave Openings	(1,250)	0	0	(500)	500	(100.0%)
Total User Fees	(1,250)	0	0	(500)	500	(100.0%)
INTEREST						
Cranbrook Cemetery - Rev - Investment Interest	(149)	0	(149)	(150)	1	(0.7%)
Total Interest	(149)	0	(149)	(150)	1	(0.7%)
Total Revenues	(1,399)	0	(149)	(650)	501	(77.1%)
EXPENDITURES						
OPERATING						
Cranbrook Cemetery - Contracted Services	690	0	2,767	3,000	(233)	(7.8%)
Total Expenditures	690	0	2,767	3,000	(233)	(7.8%)
Total - CRANBROOK CEMETERY	(709)	0	2,618	2,350	268	11.4%
MT PLEASANT (ETHEL) CEMETERY						
REVENUES						
DONATIONS						
Total Donations	0	0	0	0	0	0.0%
USER FEES						
Mt Pleasant Cemetery - Rev - Sales	(750)	0	(750)	(1,575)	825	(52.4%)
Mt Pleasant Cemetery - Rev - Grave Openings	(1,750)	0	(2,500)	(2,825)	325	(11.5%)
Total User Fees	(2,500)	0	(3,250)	(4,400)	1,150	(26.1%)
INTEREST						
Mt Pleasant Cemetery - Rev - Interest	(600)	0	0	(100)	100	(100.0%)
Mt Pleasant Cemetery - Rev - Investment Interest	(194)	0	(281)	(846)	565	(66.8%)
Total Interest	(794)	0	(281)	(946)	665	(70.3%)
Total Revenues	(3,294)	0	(3,531)	(5,346)	1,815	(34.0%)
EXPENDITURES						
OPERATING						
Mt Pleasant Cemetery - Operating Exp	0	0	0	2,500	(2,500)	(100.0%)
Mt Pleasant Cemetery - Contracted Services	0	0	0	2,600	(2,600)	(100.0%)
Total Expenditures	0	0	0	5,100	(5,100)	(100.0%)
Total - MT PLEASANT (ETHEL) CEMETERY	(3,294)	0	(3,531)	(246)	(3,285)	1,335.4%
Total HEALTH SERVICES	137,662	22,135	101,292	231,927	(130,635)	(56.3%)


Municipality of Huron East						
2022 Revenue & Expenditures						
as of September 30,2022						
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
VANASTRA EARLY CHILDHOOD LEARNING CENTRE						
REVENUES						
PROVINCIAL						
Day Care - Prov - Rev - Safe Restart	(34,075)	0	0	0	0	0.0%
Total Provincial	(34,075)	0	0	0	0	0.0%
OTHER MUNICIPALITIES						
Day Care - Rev - Cnty Subsidy	(85,377)	(8,720)	(90,217)	(140,825)	50,608	(35.9%)
Day Care - Rev - County-One Time Funding	(22,542)	0	(12,000)	(12,000)	0	0.0%
Day Care - Rev - County One Time	(1,231)	0	(1,669)	(25,000)	23,331	(93.3%)
Day Care - Rev - Cnty - Wage Enhancement	(29,811)	(9,581)	(36,952)	(29,811)	(7,141)	24.0%
Day Care - Rev - Cnty - Operating Grant	(70,854)	(16,025)	(85,429)	(94,012)	8,583	(9.1%)
Day Care - Rev - Cnty - Program Assistant	(8,135)	0	(4,774)	(8,500)	3,726	(43.8%)
Total Other Municipalities	(217,950)	(34,326)	(231,041)	(310,148)	79,107	(25.5%)
DONATIONS						
Day Care - Rev - Donations	(1,000)	0	0	0	0	0.0%
Total Donations	(1,000)	0	0	0	0	0.0%
USER FEES						
Day Care - Rev - Day Care Fees	(90,904)	(19,086)	(157,034)	(141,418)	(15,616)	11.0%
Total User Fees	(90,904)	(19,086)	(157,034)	(141,418)	(15,616)	11.0%
Total Revenues	(343,929)	(53,412)	(388,075)	(451,566)	63,491	(14.1%)
EXPENDITURES						
SALARIES & BENEFITS						
Day Care - Salaries & Wages	326,367	53,158	377,341	455,435	(78,094)	(17.1%)
Day Care - Employee Benefits	84,447	12,414	93,769	111,878	(18,109)	(16.2%)
Total Salaries & Benefits	410,814	65,572	471,110	567,313	(96,203)	(17.0%)
OPERATING						
Day Care - Special County Funding Expenses	3,321	0	9,465	12,000	(2,535)	(21.1%)
Day Care - Training/Seminars/Conferences	41	0	137	1,000	(863)	(86.3%)
Day Care - Telecommunications	746	38	1,038	1,015	23	2.3%
Day Care - Janitorial Exp	1,027	211	1,770	1,800	(30)	(1.7%)
Day Care - R & M-Bldg	327	0	9,054	1,500	7,554	503.6%
Day Care - R & M-Equipment	0	229	872	1,000	(128)	(12.8%)
Day Care - Advertising	0	0	2,528	250	2,278	911.2%
Day Care - Office/Meeting Supplies	540	329	1,083	1,500	(417)	(27.8%)
Day Care - Licenses	0	165	165	150	15	10.0%
Day Care - Special Events - COVID	1,254	0	0	0	0	0.0%
Day Care - Rent-Bldg	25,500	2,833	25,500	34,000	(8,500)	(25.0%)
Day Care - Program Exp	1,181	0	1,212	2,000	(788)	(39.4%)
Day Care - Grocery Exp	12,912	2,088	17,566	24,000	(6,434)	(26.8%)
Total Operating	46,849	5,893	70,390	80,215	(9,825)	(12.2%)
Total Expenditures	457,663	71,465	541,500	647,528	(106,028)	(16.4%)
Total - VANASTRA EARLY CHILDHOOD LEARNING CENTRE	113,734	18,053	153,425	195,962	(42,537)	(21.7%)

Municipality of Huron East						
2022 Revenue & Expenditures						
as of September 30,2022						
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
BMG COMMUNITY CENTRE GENERAL						
REVENUES						
PRIOR YEAR (SURPLUS) / DEFICIT						
BMG - Prior Yr (Surplus)/Deficit	109,489	0	44,725	222,369	(177,644)	(79.9%)
Total Prior Year (Surplus) / Deficit	109,489	0	44,725	222,369	(177,644)	(79.9%)
TAXATION						
BMG - Rev - Levy	(146,548)	(25,655)	(179,582)	(205,236)	25,654	(12.5%)
BMG - Rev - Special Levy--Levy - Special	(26,643)	(4,075)	(28,525)	(32,600)	4,075	(12.5%)
Total Taxation	(173,191)	(29,730)	(208,107)	(237,836)	29,729	(12.5%)
PROVINCIAL						
BMG - Prov - Rev - Safe Restart	(48,981)	0	0	0	0	0.0%
Total Provincial	(48,981)	0	0	0	0	0.0%
OTHER MUNICIPALITIES						
BMG - Rev - Other Municipality	(36,637)	(6,414)	(44,895)	(51,309)	6,414	(12.5%)
BMG - Rev - Other Municipality - Special Levy	(6,661)	0	0	(8,150)	8,150	(100.0%)
BMG - Rev - Other Municipal - Special Capital Levy	(12,245)	(1,019)	(7,131)	0	(7,131)	0.0%
Total Other Municipalities	(55,543)	(7,433)	(52,026)	(59,459)	7,433	(12.5%)
DONATIONS						
BMG - Rev - Donations	(3,600)	(81,555)	(568,415)	(2,000)	(566,415)	28,320.8%
Total Donations	(3,600)	(81,555)	(568,415)	(2,000)	(566,415)	28,320.8%
USER FEES						
BMG - Rev - Save On Energy Grant	0	0	(6,337)	0	(6,337)	0.0%
Total User Fees	0	0	(6,337)	0	(6,337)	0.0%
INTEREST						
Total Interest	0	0	0	0	0	0.0%
Total Revenues	(171,826)	(118,718)	(790,160)	(76,926)	(713,234)	927.2%
EXPENDITURES						
OPERATING						
BMG - Amortization	4,862	540	4,862	6,482	(1,620)	(25.0%)
Total Operating	4,862	540	4,862	6,482	(1,620)	(25.0%)
CAPITAL						
Capital - BMG - Equipment	0	22,600	22,600	0	22,600	0.0%
Capital - BMG - Bldg Renovations	105,860	38,421	136,440	2,421,060	(2,284,620)	(94.4%)
Total Capital	105,860	61,021	159,040	2,421,060	(2,262,020)	(93.4%)
OTHER ITEMS						
BMG - Transfer from Reserves	0	0	0	(365,000)	365,000	(100.0%)
BMG - BMG Rec Reserves - Trans from Reserves	(4,862)	(540)	(4,862)	(6,482)	1,620	(25.0%)
BMG-Brussels Rec Bldg Fund-Transfer to Reserves	2,600	81,355	557,965	2,000	555,965	27,798.3%
BMG-Brussels Rec Bldg Fund-Transfer from Reserves	0	0	0	(46,612)	46,612	(100.0%)
Total Other Items	(2,262)	80,815	553,103	(416,094)	969,197	(232.9%)
Total Expenditures	108,460	142,376	717,005	2,011,448	(1,294,443)	(64.4%)
Total - General	(63,366)	23,658	(73,155)	1,934,522	(2,007,677)	(103.8%)
ARENA						
REVENUES						
USER FEES						
BMG - Arena - Rev - Service Recovery Fee	(1,107)	0	(208)	(350)	142	(40.6%)
BMG - Arena - Rev - Sales - Liquor	(1,834)	0	(16,628)	(25,000)	8,372	(33.5%)
BMG - Arena - Rev - Admissions	0	0	0	(250)	250	(100.0%)
BMG - Arena - Rev - Vending Machines/Booth	0	0	(1,269)	(2,500)	1,231	(49.2%)
BMG - Arena - Rev - Sign Boards	150	0	0	(2,500)	2,500	(100.0%)
BMG - Arena - Rev - Rent - Ice/Floor	0	0	(764)	(2,500)	1,736	(69.4%)
BMG - Arena - Rev - Rent - Minor Hockey	(400)	0	(17,175)	(55,000)	37,825	(68.8%)
BMG - Arena - Rev - Rent - Ind/Old Timer	0	0	(1,698)	(5,000)	3,302	(66.0%)
BMG - Arena - Rev - Rent - Curling	0	0	(2,657)	(6,800)	4,143	(60.9%)
BMG - Arena - Rev - Rent - Figure Skating	0	0	(2,817)	(9,000)	6,183	(68.7%)
BMG - Arena - Rev - Rent - Broomball	0	0	(268)	0	(268)	0.0%
BMG - Arena - Rev - Rent - Tournaments/Lakers	0	0	0	(5,000)	5,000	(100.0%)
BMG - Arena - Rev - Rent - Auditorium	(1,716)	(1,889)	(7,526)	(4,000)	(3,526)	88.2%
BMG - Arena - Rev - Special Events	(12,636)	0	(2,064)	(15,000)	12,936	(86.2%)
Total Revenues	(17,543)	(1,889)	(53,074)	(132,900)	79,826	(60.1%)
EXPENDITURES						
SALARIES & BENEFITS						
BMG - Arena - Salaries & Wages	77,723	12,223	93,122	137,809	(44,687)	(32.4%)
BMG - Arena - Honorariums	0	615	1,903	8,400	(6,497)	(77.3%)
BMG - Arena - Employee Benefits	20,889	2,580	25,684	37,219	(11,535)	(31.0%)
Total Salaries & Benefits	98,612	15,418	120,709	183,428	(62,719)	(34.2%)
OPERATING						
BMG - Arena - Travel/Expenses/Mileage	211	158	712	400	312	78.0%
BMG - Arena - Training/Seminars/Conferences	0	0	1,628	2,500	(872)	(34.9%)
BMG - Arena - Telecommunications	1,049	104	1,088	1,400	(312)	(22.3%)
BMG - Arena - Utilities	56,156	5,783	48,789	88,000	(39,211)	(44.6%)
BMG - Arena - Janitorial Exp	257	678	2,418	2,000	418	20.9%
BMG - Arena - R & M-Bldg	18,678	1,337	13,767	32,000	(18,233)	(57.0%)
BMG - Arena - R & M-Equipment	21,113	181	18,303	20,000	(1,697)	(8.5%)
BMG - Arena - Advertising	110	0	278	200	78	39.0%
BMG - Arena - Office/Meeting Supplies	750	0	76	3,500	(3,424)	(97.8%)
BMG - Arena - Fuel/Oil/Lubricants	315	0	1,286	2,000	(714)	(35.7%)
BMG - Arena - Membership/Dues/Subscriptions	257	0	282	250	32	12.8%
BMG - Arena - Licenses	149	0	133	1,000	(867)	(86.7%)
BMG - Arena - Vending/Booth Supplies	0	0	792	1,000	(208)	(20.8%)
BMG - Arena - Hall Supplies	0	0	4,131	2,500	1,631	65.2%


Municipality of Huron East						
2022 Revenue & Expenditures						
as of September 30,2022						
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
BMG - Arena - Liquor Supplies	0	5,961	84,474	10,000	74,474	744.7%
BMG - Arena - Special Events	9,132	0	75	5,000	(4,925)	(98.5%)
BMG - COVID (Pandemic Expenses)	12,401	0	(470)	0	(470)	0.0%
BMG - Arena - Insurance	9,419	1,204	10,832	14,442	(3,610)	(25.0%)
BMG - Arena - Contracted Services	8,308	658	5,758	10,000	(4,242)	(42.4%)
BMG - Arena - Program Supplies	27	0	0	500	(500)	(100.0%)
BMG - Arena - Clothing Allowance	0	0	0	400	(400)	(100.0%)
BMG - Arena - Chrg from Administration	3,154	368	3,308	4,411	(1,103)	(25.0%)
Total Operating	141,486	16,432	197,660	201,503	(3,843)	(1.9%)
Total Expenditures	240,098	31,850	318,369	384,931	(66,562)	(17.3%)
Total - Arena	222,555	29,961	265,295	252,031	13,264	5.3%
POOL						
REVENUES						
DONATIONS						
BMG - Pool - Rev - Donations	(1,000)	0	0	(1,000)	1,000	(100.0%)
Total Donations	(1,000)	0	0	(1,000)	1,000	(100.0%)
USER FEES						
BMG - Pool - Rev - Admissions	(3,712)	(35)	(3,804)	(4,800)	996	(20.8%)
BMG - Pool - Rev - Swimming Lessons	(5,369)	(180)	(7,786)	(6,500)	(1,286)	19.8%
BMG - Pool - Rev - Rent - Pool	(377)	0	(426)	(350)	(76)	21.7%
Total User Fees	(9,458)	(215)	(12,016)	(11,650)	(366)	3.1%
Total Revenues	(10,458)	(215)	(12,016)	(12,650)	634	(5.0%)
EXPENDITURES						
SALARIES & BENEFITS						
BMG - Pool - Salaries & Wages	33,351	5,243	26,068	30,578	(4,510)	(14.7%)
BMG - Pool - Employee Benefits	5,284	628	3,428	4,942	(1,514)	(30.6%)
Total Salaries & Benefits	38,635	5,871	29,496	35,520	(6,024)	(17.0%)
OPERATING						
BMG - Pool - Telecommunications	151	41	41	200	(159)	(79.5%)
BMG - Pool - Utilities	59	96	1,239	2,000	(761)	(38.1%)
BMG - Pool - R & M-Bldg	2,643	704	8,142	3,500	4,642	132.6%
BMG - Pool - R & M-Equipment	506	0	125	1,000	(875)	(87.5%)
BMG - Pool - Advertising	126	0	0	500	(500)	(100.0%)
BMG - Pool - Safety Devices	0	0	31	0	31	0.0%
BMG - Pool - Supplies	760	99	155	800	(645)	(80.6%)
Total Operating	4,245	940	9,733	8,000	1,733	21.7%
Total Expenditures	42,880	6,811	39,229	43,520	(4,291)	(9.9%)
Total - Pool	32,422	6,596	27,213	30,870	(3,657)	(11.8%)
SPORTS FIELDS						
REVENUES						
USER FEES						
BMG - Sports Fields - Rev - Service Recovery Fee	0	0	(5,277)	(4,000)	(1,277)	31.9%
BMG - Sports Fields - Rev - Rent	(300)	(2,143)	(2,143)	(2,000)	(143)	7.2%
Total Revenues	(300)	(2,143)	(7,420)	(6,000)	(1,420)	23.7%
EXPENDITURES						
SALARIES & BENEFITS						
BMG - Sports Fields - Salaries & Wages	9,864	4,174	14,941	6,930	8,011	115.6%
BMG - Sports Fields - Employee Benefits	3,195	1,636	5,203	1,964	3,239	164.9%
Total Salaries & Benefits	13,059	5,810	20,144	8,894	11,250	126.5%
OPERATING						
BMG - Sports Fields - Utilities	0	0	362	1,000	(638)	(63.8%)
BMG - Sports Fields - R & M	4,650	2,091	19,283	10,500	8,783	83.6%
Total Operating	4,650	2,091	19,645	11,500	8,145	70.8%
Total Expenditures	17,709	7,901	39,789	20,394	19,395	95.1%
Total - Sports Fields	17,409	5,758	32,369	14,394	17,975	124.9%
Total - BMG COMMUNITY CENTRE	209,020	65,973	251,722	2,231,817	(1,980,095)	(88.7%)

Municipality of Huron East						
2022 Revenue & Expenditures						
as of September 30,2022						
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
SEAFORTH & DISTRICT COMMUNITY CENTRE						
REVENUES						
PRIOR YEAR (Surplus) / Deficit						
SDCC - Prior Yr (Surplus)/Deficit	170,773	0	75,775	117,960	(42,185)	(35.8%)
Total Prior Year (Surplus) / Deficit	170,773	0	75,775	117,960	(42,185)	(35.8%)
TAXATION						
SDCC - Rev - Levy	(157,410)	(44,691)	(268,148)	(268,148)	0	0.0%
SDCC - Rev - Deficit Reduction Levy - Special	(39,940)	(5,688)	(34,125)	(34,125)	0	0.0%
Total Taxation	(197,350)	(50,379)	(302,273)	(302,273)	0	0.0%
PROVINCIAL						
SDCC - Prov - Rev - Safe Restart	(78,796)	0	0	0	0	0.0%
Total Provincial	(78,796)	0	0	0	0	0.0%
OTHER MUNICIPALITIES						
SDCC - Rev - Other Municipality	(15,568)	(4,420)	(26,520)	(26,520)	0	0.0%
SDCC - Other Municipality - Levy Deficit Reduction	(3,950)	(563)	(3,375)	(3,375)	0	0.0%
SDCC - Rev - Other Municipal -Special Capital Levy	(7,793)	0	0	0	0	0.0%
Total Other Municipalities	(27,311)	(4,983)	(29,895)	(29,895)	0	0.0%
DONATIONS						
SDCC - Rev - Donations	(500)	0	(150)	0	(150)	0.0%
Total Donations	(500)	0	(150)	0	(150)	0.0%
USER FEES						
SDCC - Rev - Service Recovery Fee	0	0	506	0	506	0.0%
SDCC - Rev - Sales - Liquor	(809)	0	(50,927)	(45,000)	(5,927)	13.2%
SDCC - Rev - Admissions	0	0	0	(500)	500	(100.0%)
SDCC - Rev - Vending Machines	0	0	(1,817)	(1,500)	(317)	21.1%
SDCC - Rev - Sign Boards	0	0	0	(5,000)	5,000	(100.0%)
SDCC - Rev - Rent - Ice	(553)	0	(4,580)	(5,000)	420	(8.4%)
SDCC - Rev - Rent-Heat/Wave/Lakers/Other	(3,447)	0	(10,660)	(24,000)	13,340	(55.6%)
SDCC - Rev - Rent - Senior Team	(885)	0	(4,423)	(5,500)	1,077	(19.6%)
SDCC - Rev - Rent - Seaforth Minor Hockey	(2,744)	0	(23,184)	(50,000)	26,816	(53.6%)
SDCC - Rev - Rent - Ind/Old Timer	(885)	0	(7,598)	(18,500)	10,902	(58.9%)
SDCC - Rev - Rent - Ringette	0	0	(766)	(2,500)	1,734	(69.4%)
SDCC - Rev - Rent - Broomball	0	0	(3,886)	(10,000)	6,114	(61.1%)
SDCC - Rev - Rent - Tournaments	0	0	0	(2,500)	2,500	(100.0%)
SDCC - Rev - Rent - Flr/Tables	0	0	(1,931)	(250)	(1,681)	672.4%
SDCC - Rev - Rent - Auditorium	(3,521)	0	(6,550)	(6,000)	(550)	9.2%
SDCC - Rev - Special Events	0	(325)	(2,032)	(2,500)	468	(18.7%)
SDCC - Rev - Rent - Kitchen	(97)	0	(112)	(500)	388	(77.6%)
SDCC - Rev - Rent - Victim Services	(1,913)	(100)	(1,500)	(2,600)	1,100	(42.3%)
SDCC - Rev - Rent - Booth	0	0	0	(1,200)	1,200	(100.0%)
Total User Fees	(14,854)	(425)	(119,460)	(183,050)	63,590	(34.7%)
INTEREST						
Total Interest	0	0	0	0	0	0.0%
Total Revenues	(148,038)	(55,787)	(376,003)	(397,258)	21,255	(5.4%)
EXPENDITURES						
SALARIES & BENEFITS						
SDCC - Salaries & Wages	80,739	19,623	128,556	182,242	(53,686)	(29.5%)
SDCC - Honorariums	0	0	0	8,250	(8,250)	(100.0%)
SDCC - Employee Benefits	22,530	4,605	33,607	45,065	(11,458)	(25.4%)
Total Salaries & Benefits	103,269	24,228	162,163	235,557	(73,394)	(31.2%)
OPERATING						
SDCC - Travel/Expenses/Mileage	0	0	522	100	422	422.0%
SDCC - Training/Seminars/Conferences	125	0	1,391	1,000	391	39.1%
SDCC - Telecommunications	2,618	241	2,344	3,680	(1,336)	(36.3%)
SDCC - Utilities	47,387	4,313	67,939	110,000	(42,061)	(38.2%)
SDCC - Janitorial Exp	4,481	1,945	11,336	8,000	3,336	41.7%
SDCC - R & M-Bldg	20,714	3,046	22,039	40,500	(18,461)	(45.6%)
SDCC - R & M-Equipment	5,245	505	8,004	25,000	(16,996)	(68.0%)
SDCC - Office/Meeting Supplies	500	0	335	600	(265)	(44.2%)
SDCC - Fuel/Oil/Lubricants	(90)	0	7	100	(93)	(93.0%)
SDCC - Membership/Dues/Subscriptions	422	0	282	500	(218)	(43.6%)
SDCC - Licenses	0	0	600	1,000	(400)	(40.0%)
SDCC - Vending/Booth Supplies	0	0	1,358	0	1,358	0.0%
SDCC - Hall Supplies	0	254	1,732	1,500	232	15.5%
SDCC - Liquor Supplies	99	993	32,351	20,000	12,351	61.8%
SDCC - COVID (Pandemic Expenses)	1,377	0	(613)	0	(613)	0.0%
SDCC - Insurance	9,431	1,205	10,846	14,461	(3,615)	(25.0%)
SDCC - Contracted Services	2,207	322	5,921	10,000	(4,079)	(40.8%)
SDCC - Events Security	0	0	1,247	18,300	(17,053)	(93.2%)
SDCC - Clothing Allowance	195	0	138	600	(462)	(77.0%)
SDCC - Chrg from Administration	3,088	360	3,240	4,320	(1,080)	(25.0%)
SDCC - Amortization	44,344	4,927	44,344	59,125	(14,781)	(25.0%)
Total Operating	142,143	18,111	215,363	318,786	(103,423)	(32.4%)
CAPITAL						
Total Capital	0	0	0	0	0	0.0%
OTHER ITEMS						
SDCC - Seaforth Rec Reserves - Trans to Reserve	0	0	0	20,000	(20,000)	(100.0%)
SDCC - Seaforth Rec Reserves - Trans from Reserve	(44,344)	(4,927)	(44,344)	(59,125)	14,781	(25.0%)
Total Other Items	(44,344)	(4,927)	(44,344)	(39,125)	(5,219)	13.3%
Total Expenditures	201,068	37,412	333,182	515,218	(182,036)	(35.3%)
Total SEAFORTH & DISTRICT COMMUNITY CENTRE	53,030	(18,375)	(42,821)	117,960	(160,781)	(136.3%)

Municipality of Huron East						
2022 Revenue & Expenditures						
as of September 30,2022						
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
VANASTRA RECREATION CENTRE GENERAL						
REVENUES						
TAXATION						
VRC - Rev - Levy	(138,648)	(16,176)	(145,580)	(194,107)	48,527	(25.0%)
VRC - Rev - Special Levy	(15,156)	(1,684)	(15,156)	(20,208)	5,052	(25.0%)
Total Taxation	(153,804)	(17,860)	(160,736)	(214,315)	53,579	(25.0%)
FEDERAL						
VRC - Rev - Fed Employment Grant	0	0	0	(6,000)	6,000	(100.0%)
Total Federal	0	0	0	(6,000)	6,000	(100.0%)
PROVINCIAL						
VRC - Prov - Rev - Safe Restart	(51,111)	0	0	0	0	0.0%
Total Provincial	(51,111)	0	0	0	0	0.0%
OTHER MUNICIPALITIES						
VRC - Rev - Cnty	(500)	0	(500)	(500)	0	0.0%
Total Other Municipalities	(500)	0	(500)	(500)	0	0.0%
DONATIONS						
VRC - Rev - Donations	(3,779)	0	(3,204)	0	(3,204)	0.0%
Total Donations	(3,779)	0	(3,204)	0	(3,204)	0.0%
USER FEES						
VRC - Rev - Sales	(349)	0	72	(500)	572	(114.4%)
VRC - Rev - Admissions	(4,349)	(631)	(20,068)	(8,000)	(12,068)	150.9%
VRC - Rev - Vending Machines/Booth	0	(136)	(196)	0	(196)	0.0%
VRC - Rev - Swimming Lessons	(35,094)	(11,888)	(79,110)	(45,000)	(34,110)	75.8%
VRC - Rev - Memberships	(5,330)	(3,234)	(29,957)	(30,000)	43	(0.1%)
VRC - Rev - Rent - Pool	(3,759)	(488)	(9,058)	(10,000)	942	(9.4%)
VRC - Rev - Rent - Hall	0	(280)	(800)	0	(800)	0.0%
VRC - Rev - Special Events	(513)	0	55	(500)	555	(111.0%)
VRC - Rev - Rent - Day Care	(25,500)	(2,853)	(25,520)	(34,000)	8,480	(24.9%)
VRC - Rev - Day Camp	(22,543)	117	(23,307)	(25,000)	1,693	(6.8%)
VRC - Rev - Rent - Solar	(900)	(100)	(900)	(1,200)	300	(25.0%)
Total User Fees	(98,337)	(19,493)	(188,789)	(154,200)	(34,589)	22.4%
Total Revenues	(307,531)	(37,353)	(353,229)	(375,015)	21,786	(5.8%)
EXPENDITURES						
SALARIES & BENEFITS						
VRC - Salaries & Wages	142,804	29,672	195,420	266,894	(71,474)	(26.8%)
VRC - Honorariums	0	0	0	2,500	(2,500)	(100.0%)
VRC - Employee Benefits	30,124	5,448	37,416	61,030	(23,614)	(38.7%)
Total Salaries & Benefits	172,928	35,120	232,836	330,424	(97,588)	(29.5%)
OPERATING						
VRC - Travel/Expenses/Mileage	0	0	41	100	(59)	(59.0%)
VRC - Training/Seminars/Conferences	1,307	34	647	2,400	(1,753)	(73.0%)
VRC - Telecommunications	1,364	1	1,559	2,000	(441)	(22.1%)
VRC - Utilities	27,655	6,311	35,540	44,633	(9,093)	(20.4%)
VRC - Janitorial Exp	652	85	3,427	5,000	(1,573)	(31.5%)
VRC - R & M-Bldg	17,503	1,002	49,765	30,400	19,365	63.7%
VRC - R & M-Equipment	10	0	3,202	12,000	(8,798)	(73.3%)
VRC - Advertising	150	0	0	1,000	(1,000)	(100.0%)
VRC - Office/Meeting Supplies	1,173	0	2,675	1,500	1,175	78.3%
VRC - Membership/Dues/Subscriptions	257	99	381	335	46	13.7%
VRC - Safety Devices	342	0	0	450	(450)	(100.0%)
VRC - Special Events	0	0	912	0	912	0.0%
VRC - COVID (Pandemic Expenses)	4,376	0	125	3,000	(2,875)	(95.8%)
VRC - Consultant/Professional Services	54	406	1,410	600	810	135.0%
VRC - Insurance	4,549	581	5,231	6,975	(1,744)	(25.0%)
VRC - Contracted Services	240	0	240	1,500	(1,260)	(84.0%)
VRC - Program Exp	5,625	277	9,302	8,000	1,302	16.3%
VRC - Supplies	2,781	42	2,978	5,500	(2,522)	(45.9%)
VRC - Expenditure Recoverable	122	230	(9)	500	(509)	(101.8%)
VRC - Clothing Allowance	0	0	693	1,000	(307)	(30.7%)
Total Operating	68,160	9,068	118,119	126,893	(8,774)	(6.9%)
CAPITAL						
Capital - VRC - Bldg Renovations	79,485	0	44,269	63,000	(18,731)	(29.7%)
Total Capital	79,485	0	44,269	63,000	(18,731)	(29.7%)
OTHER ITEMS						
VRC - VRC Rec Reserves - Trans from Reserves	0	0	0	(142,414)	142,414	(100.0%)
Total Other Items	0	0	0	(142,414)	142,414	(100.0%)
Total Expenditures	320,573	44,188	395,224	377,903	17,321	4.6%
Total General	13,042	6,835	41,995	2,888	39,107	1,354.1%
VANASTRA PARK MAINTENANCE						
EXPENDITURES						
OPERATING						
VRC - Park Maint - Utilities	482	71	571	700	(129)	(18.4%)
VRC - Park Maint - R & M-Bldg	92	0	0	6,000	(6,000)	(100.0%)
Total Expenditures	574	71	571	6,700	(6,129)	(91.5%)
Total Vanastra Park Maintenance	574	71	571	6,700	(6,129)	(91.5%)
VANASTRA HARLEY FUNDRAISER						
Total Vanastra Harley Fundraiser	0	0	0	0	0	0.0%
VANASTRA FUNDRAISING						
VRC - Fundraising - Rev - Project Revenue	0	0	(599)	0	(599)	0.0%
Total Vanastra Fundraising	0	0	(599)	0	(599)	0.0%
Total VANASTRA RECREATION CENTRE	13.616	6.906	41.967	9.588	32.379	337.7%

	Municipality of Huron East					
	2022 Revenue & Expenditures					
	as of September 30,2022					
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance

Municipality of Huron East						
2022 Revenue & Expenditures						
as of September 30,2022						
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
GENERAL REVENUES						
REVENUES						
TAXATION						
HE - Levy/Taxation	(4,872,988)	(3,507,025)	(5,573,875)	(5,436,751)	(137,124)	2.5%
Supplementals	(62,683)	(54,274)	(99,233)	(58,572)	(40,661)	69.4%
Total Taxation	(4,935,671)	(3,561,299)	(5,673,108)	(5,495,323)	(177,785)	3.2%
FEDERAL						
Roads - Rev - Gas Tax	(568,419)	0	(144,907)	(289,813)	144,906	(50.0%)
Total Federal	(568,419)	0	(144,907)	(289,813)	144,906	(50.0%)
PROVINCIAL						
Admin - Rev - OMPF Funding	(799,050)	0	(811,050)	(1,081,400)	270,350	(25.0%)
Admin - Rev - Prov - Court Security Prisoner Trans	(1,528)	0	(1,177)	(6,345)	5,168	(81.4%)
Admin - Rev - Prov - Cannabis	(5,000)	0	0	0	0	0.0%
Admin - Prov - Modernization	0	0	(211,163)	0	(211,163)	0.0%
Admin - Prov - Rev - Safe Restart 2020	(84,120)	0	0	0	0	0.0%
Roads - Rev - Prov Aggregate Resources	(99,576)	(109,380)	(109,380)	(95,000)	(14,380)	15.1%
Total Provincial	(989,274)	(109,380)	(1,132,770)	(1,182,745)	49,975	(4.2%)
OTHER MUNICIPAL						
Total Other Municipal	0	0	0	0	0	0.0%
DONATIONS						
Total Donations	0	0	0	0	0	0.0%
USER FEES						
Admin - Rev - Bldg & Land Sales	(8,000)	0	0	0	0	0.0%
Total User Fees	(8,000)	0	0	0	0	0.0%
OTHER REVENUE						
Admin - Rev - Vibrancy Fund - Varna Wind	(49,000)	0	(49,000)	(49,000)	0	0.0%
Admin - Rev - Vibrancy Fund - Northland	(51,475)	0	(51,475)	(51,475)	0	0.0%
Admin - Rev - Vibrancy Fund - St Columban	(118,608)	0	(118,626)	(118,608)	(18)	0.0%
Total Other Revenue	(219,083)	0	(219,101)	(219,083)	(18)	0.0%
Total Revenues	(6,720,447)	(3,670,679)	(7,169,886)	(7,186,964)	17,078	(0.2%)
EXPENDITURES						
OPERATING						
Admin - Tax Write Offs	175,522	91,564	131,989	175,000	(43,011)	(24.6%)
Total Operating	175,522	91,564	131,989	175,000	(43,011)	(24.6%)
OTHER ITEMS						
Admin - Transfer to Reserve	219,083	0	0	335,240	(335,240)	(100.0%)
Roads - Bridge Reserves - Transfer to Reserves	568,419	144,907	144,907	289,813	(144,906)	(50.0%)
Roads - Bridges - Transfer to Reserves	99,576	0	0	95,000	(95,000)	(100.0%)
Total Other Items	887,078	144,907	144,907	720,053	(575,146)	(79.9%)
Total Expenditures	1,062,600	236,471	276,896	895,053	(618,157)	(69.1%)
Total - GENERAL REVENUES	(5,657,847)	(3,434,208)	(6,892,990)	(6,291,911)	(601,079)	9.6%

Municipality of Huron East						
	2022 Revenue & Expenditures					
	as of September 30,2022					
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
COUNCIL						
EXPENDITURES						
SALARIES & BENEFITS						
Council - Honorarium/Meetings	74,470	1,802	78,446	140,422	(61,976)	(44.1%)
Council - Employee Benefits	5,522	87	5,957	8,293	(2,336)	(28.2%)
Total Salaries & Benefits	79,992	1,889	84,403	148,715	(64,312)	(43.2%)
OPERATING						
Council - Travel, Expenses & Mileage	1,496	124	1,372	6,200	(4,828)	(77.9%)
Council - Training/Seminars/Conference	1,628	0	2,427	23,500	(21,073)	(89.7%)
Total Operating	3,124	124	3,799	29,700	(25,901)	(87.2%)
Total Expenditures	83,116	2,013	88,202	178,415	(90,213)	(50.6%)
Total - COUNCIL	83,116	2,013	88,202	178,415	(90,213)	(50.6%)

Municipality of Huron East						
2022 Revenue & Expenditures						
as of September 30,2022						
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
ADMINISTRATION						
REVENUES						
USER FEES						
Admin - Rev - Service Recovery Fee	(22,245)	(985)	(15,603)	(37,425)	21,822	(58.3%)
Admin - Rev - Rent	(42,060)	(5,014)	(41,818)	(58,390)	16,572	(28.4%)
Admin - Rev - Tax & Zoning Certificates	(23,180)	(2,585)	(27,555)	(30,906)	3,351	(10.8%)
Admin - Rev - Marriage Lic/Burial Reg	(1,950)	(690)	(3,125)	(3,850)	725	(18.8%)
Admin - Rev - Lottery License	(1,493)	1,386	(4,025)	(4,400)	375	(8.5%)
Admin - Rev - License/Permits	(1,139)	(5)	(769)	(680)	(89)	13.1%
WMgmt - Rev - Blue Boxes	(50)	0	(407)	(40)	(367)	917.5%
Total User Fees	(92,117)	(7,893)	(93,302)	(135,691)	42,389	(31.2%)
INTEREST						
Admin - Rev - A/R & Utilities Fines	(26,840)	(3,434)	(41,912)	(42,000)	88	(0.2%)
Admin - Rev - Bank & Investment Interest	(24,617)	(3,967)	(38,697)	(32,000)	(6,697)	20.9%
Admin - Rev - Investment Interest	0	0	0	(267,661)	267,661	(100.0%)
Admin - Rev - NSF Fee	(525)	0	(105)	(650)	545	(83.8%)
Admin - Rev - Tax Penalties	(104,600)	(7,319)	(89,894)	(137,000)	47,106	(34.4%)
Total Interest	(156,582)	(14,720)	(170,608)	(479,311)	308,703	(64.4%)
OTHER REVENUE						
Admin - Rev - FCM Grant	(50,000)	0	0	0	0	0.0%
Total Other Revenue	(50,000)	0	0	0	0	0.0%
Total Revenues	(298,699)	(22,613)	(263,910)	(615,002)	351,092	(57.1%)
EXPENDITURES						
SALARIES & BENEFITS						
Admin - Salaries & Wages	431,402	60,774	433,984	628,520	(194,536)	(31.0%)
Admin - Employee Benefits	103,732	14,652	123,630	170,981	(47,351)	(27.7%)
Total Salaries & Benefits	535,134	75,426	557,614	799,501	(241,887)	(30.3%)
OPERATING						
Admin - Travel, Expenses & Mileage	471	556	1,677	3,000	(1,323)	(44.1%)
Admin - Training/Seminars/Conferences	6,264	1,410	9,653	17,000	(7,347)	(43.2%)
Admin - Telecommunications	3,474	277	3,430	5,350	(1,920)	(35.9%)
Admin - Utilities	8,878	276	5,499	13,702	(8,203)	(59.9%)
Admin - Janitorial Exp	5,356	612	5,275	7,850	(2,575)	(32.8%)
Admin - R & M - Bldg	16,389	224	9,611	28,500	(18,889)	(66.3%)
Admin - Advertising	5,770	1,840	16,424	8,700	7,724	88.8%
Admin - Postage	21,452	(1)	16,982	23,000	(6,018)	(26.2%)
Admin - Computer Software/Support	57,833	8,792	85,961	80,947	5,014	6.2%
Admin - Printing & Photocopying	3,272	0	3,088	5,300	(2,212)	(41.7%)
Admin - Office/Meeting Supplies	11,049	946	19,770	21,600	(1,830)	(8.5%)
Admin - Bank Charges & Interest	3,362	0	1,714	2,500	(786)	(31.4%)
Admin - Memberships/Dues/Subscriptions	5,289	0	7,275	7,000	275	3.9%
Admin - Property Taxes	8,915	0	0	6,324	(6,324)	(100.0%)
Admin - Consultant/Professional Services	27,709	2,577	21,759	160,000	(138,241)	(86.4%)
Admin - Insurance	191,608	(16,505)	224,636	169,731	54,905	32.3%
Admin - Program Exp	16,297	173	357	26,000	(25,643)	(98.6%)
Admin - Grants	19,750	0	20,750	20,000	750	3.8%
Admin - Election Exp	1,603	268	3,015	37,103	(34,088)	(91.9%)
Admin - Marriage Services	1,500	1,740	1,740	5,000	(3,260)	(65.2%)
Total Operating	416,241	3,185	458,616	648,607	(189,991)	(29.3%)
CAPITAL						
Capital - Gen Govt - Computer/Software	0	0	95,085	62,147	32,938	53.0%
Capital - Gen Govt - Equipment	6,324	0	5,744	30,500	(24,756)	(81.2%)
Capital - Gen Govt - AMP Revision/Update	29,714	0	6,614	0	6,614	0.0%
Capital - Gen Govt - Land Acquisition	12,477	500,229	830,598	0	830,598	0.0%
Total Capital	48,515	500,229	938,041	92,647	845,394	912.5%
OTHER ITEMS						
Admin - Charge to Other Job	(35,368)	(4,122)	(37,101)	(49,468)	12,367	(25.0%)
Admin - Wrkg Capital - Transfer to Reserves	73,972	8,593	49,392	19,972	29,420	147.3%
Total Other Items	38,604	4,471	12,291	(29,496)	41,787	(141.7%)
Total Expenditures	1,038,494	583,311	1,966,562	1,511,259	455,303	30.1%
Total - ADMINISTRATION	739.795	560.698	1.702.652	896.257	806.395	90.0%

Municipality of Huron East						
2022 Revenue & Expenditures						
as of September 30,2022						
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
SEAFORTH FIRE AREA						
REVENUES						
PRIOR YEAR (SURPLUS) / DEFICIT						
Fire - Seaforth - Prior Yr (Surplus)/Deficit	0	0	(962)	0	(962)	0.0%
Total Prior Year (Surplus) / Deficit	0	0	(962)	0	(962)	0.0%
TAXATION						
Fire - Seaforth - Rev - Levy	(168,704)	(18,429)	(165,860)	(221,147)	55,287	(25.0%)
Total Taxation	(168,704)	(18,429)	(165,860)	(221,147)	55,287	(25.0%)
FEDERAL						
Total Federal	0	0	0	0	0	0.0%
OTHER MUNICIPALITIES						
Fire - Seaforth - Rev - Other Municipality	(15,895)	0	(15,627)	(15,627)	0	0.0%
Total Other Municipalities	(15,895)	0	(15,627)	(15,627)	0	0.0%
DONATIONS						
Fire - Seaforth - Rev - Donations	(500)	0	0	(2,000)	2,000	(100.0%)
Total Donations	(500)	0	0	(2,000)	2,000	(100.0%)
USER FEES						
Fire - Seaforth - Rev - Service Recovery Fee	(5,776)	0	(6,422)	(55,000)	48,578	(88.3%)
Fire - Seaforth - Rev - Rent - Solar	(900)	(100)	(900)	(1,200)	300	(25.0%)
Total User Fees	(6,676)	(100)	(7,322)	(56,200)	48,878	(87.0%)
Total Revenues	(191,775)	(18,529)	(189,771)	(294,974)	105,203	(35.7%)
EXPENDITURES						
SALARIES & BENEFITS						
Fire - Seaforth - Salaries & Wages	11,938	986	8,278	95,725	(87,447)	(91.4%)
Fire - Seaforth - Employee Benefits	2,920	293	7,756	8,615	(859)	(10.0%)
Total Salaries & Benefits	14,858	1,279	16,034	104,340	(88,306)	(84.6%)
OPERATING						
Fire - Seaforth - Travel, Expenses & Mileage	0	0	0	1,000	(1,000)	(100.0%)
Fire - Seaforth - Training/Seminars/Conferences	1,055	0	3,321	5,000	(1,679)	(33.6%)
Fire - Seaforth - Marketing & Promotion	0	0	572	1,000	(428)	(42.8%)
Fire - Seaforth - Telecommunications	1,546	174	1,704	2,200	(496)	(22.5%)
Fire - Seaforth - Utilities	5,266	300	5,261	6,300	(1,039)	(16.5%)
Fire - Seaforth - R & M - Bldg	5,270	2,159	3,494	26,000	(22,506)	(86.6%)
Fire - Seaforth - R & M - Equipment	8,163	0	6,612	10,000	(3,388)	(33.9%)
Fire - Seaforth - R & M - Vehicle	4,966	1,297	14,671	16,000	(1,329)	(8.3%)
Fire - Seaforth - Office/Meeting Supplies	47	272	357	500	(143)	(28.6%)
Fire - Seaforth - Tools/Equipment	13,748	110	17,124	42,000	(24,876)	(59.2%)
Fire - Seaforth - Fuel	1,821	99	4,170	3,000	1,170	39.0%
Fire - Seaforth - Memberships/Dues/Subscriptions	0	0	0	200	(200)	(100.0%)
Fire - Seaforth - Radio Licenses	618	0	664	700	(36)	(5.1%)
Fire - Seaforth - Insurance	15,509	1,041	16,151	12,497	3,654	29.2%
Fire - Seaforth - Rent-Equipment	5,231	581	5,231	6,975	(1,744)	(25.0%)
Fire - Seaforth - Program Exp	788	0	950	2,000	(1,050)	(52.5%)
Fire - Seaforth - Mutual Aid	1,326	0	1,222	1,375	(153)	(11.1%)
Fire - Seaforth - Dispatch Costs	6,752	0	5,420	7,000	(1,580)	(22.6%)
Fire - Seaforth - Uniform	323	0	0	1,000	(1,000)	(100.0%)
Fire - Seaforth - Charge from Admin	2,074	242	2,175	2,900	(725)	(25.0%)
Fire - Seaforth - Chrg from HE Fire Chief	31,291	3,582	32,240	42,987	(10,747)	(25.0%)
Fire - Seaforth - Amortization	5,520	613	5,520	7,360	(1,840)	(25.0%)
Total Operating	111,314	10,470	126,859	197,994	(71,135)	(35.9%)
CAPITAL						
Capital - Seaforth Fire - Vehicles	30,528	0	0	0	0	0.0%
Total Capital	30,528	0	0	0	0	0.0%
OTHER ITEMS						
Fire - Seaforth Fire Area - Trans from Reserves	(5,520)	(613)	(5,520)	(7,360)	1,840	(25.0%)
Total Other Items	(5,520)	(613)	(5,520)	(7,360)	1,840	(25.0%)
Total Expenditures	151,180	11,136	137,373	294,974	(157,601)	(53.4%)
Total - SEAFORTH FIRE AREA	(40.595)	(7.393)	(52.398)	0	(52,398)	0.0%


Municipality of Huron East						
2022 Revenue & Expenditures						
as of September 30,2022						
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
PROTECTION TO PERSONS & PROPERTY						
HURON EAST FIRE CHIEF						
REVENUES						
PROVINCIAL						
Huron East Fire Chief - Prov - Grants	(6,800)	0	0	0	0	0.0%
Total Provincial	(6,800)	0	0	0	0	0.0%
OTHER MUNICIPALITY						
Huron East Fire Chief - Rev - Other Municipality	(30,726)	0	(32,669)	(65,600)	32,931	(50.2%)
Total Other Municipality	(30,726)	0	(32,669)	(65,600)	32,931	(50.2%)
USER FEES						
Huron East Fire Chief - Rev - Service Recovery Fee	(310)	0	(363)	(400)	37	(9.3%)
Total User Fees	(310)	0	(363)	(400)	37	(9.3%)
Total Revenues	(37,836)	0	(33,032)	(66,000)	32,968	(50.0%)
EXPENDITURES						
SALARIES & BENEFITS						
Salaries & Benefits	90,267	13,320	98,736	121,418	(22,682)	(18.7%)
Total Salaries & Benefits	90,267	13,320	98,736	121,418	(22,682)	(18.7%)
OPERATING						
Huron East Fire Chief - Training/Seminars/Conf	204	0	0	1,000	(1,000)	(100.0%)
Huron East Fire Chief - Telecommunications	256	0	267	350	(83)	(23.7%)
Huron East Fire Chief - R & M - Equipment	453	0	0	750	(750)	(100.0%)
Huron East Fire Chief - R & M - Vehicle	1,206	0	190	2,000	(1,810)	(90.5%)
Huron East Fire Chief - Advertising	0	0	329	500	(171)	(34.2%)
Huron East Fire Chief - Office/Meeting Supplies	226	45	51	400	(349)	(87.3%)
Huron East Fire Chief - Fuel/Oil/Lubricants	1,297	102	1,912	2,000	(88)	(4.4%)
Huron East Fire Chief-Memberships/Dues/Subscriptio	359	0	348	500	(152)	(30.4%)
Huron East Fire Chief - Emergency Events	4,851	0	0	5,000	(5,000)	(100.0%)
Huron East Fire Chief - Bluewater/Hensall	48,231	0	36,222	100,000	(63,778)	(63.8%)
Huron East Fire Chief - Insurance	886	108	975	1,300	(325)	(25.0%)
Huron East Fire Chief - Seaforth / Brussels	0	0	0	80,000	(80,000)	(100.0%)
Huron East Fire Chief - Rent - Equipment	5,231	581	5,231	6,975	(1,744)	(25.0%)
Huron East Fire Chief - Program Exp	1,698	509	2,519	2,000	519	26.0%
Huron East Fire Chief - Program Exp-N Huron	14	0	742	250	492	196.8%
Huron East Fire Chief - Fire Prevention Officer NH	7,345	4,168	8,143	16,000	(7,857)	(49.1%)
Total Operating	72,257	5,513	56,929	219,025	(162,096)	(74.0%)
CAPITAL						
Total Capital	0	0	0	0	0	0.0%
OTHER ITEMS						
Huron East Fire Chief - Chrg to Other Job	(78,228)	(8,956)	(80,601)	(107,468)	26,867	(25.0%)
Huron East Fire Chief - Transfer to Reserves	0	0	0	20,000	(20,000)	(100.0%)
Total Other Items	(78,228)	(8,956)	(80,601)	(87,468)	6,867	(7.9%)
Total Expenditures	84,296	9,877	75,064	252,975	(177,911)	(70.3%)
Total - Huron East Fire Chief	46,460	9,877	42,032	186,975	(144,943)	(77.5%)
BRUSSELS FIRE DEPARTMENT						
REVENUES						
FEDERAL						
Total Federal	0	0	0	0	0	0.0%
OTHER MUNICIPALITIES						
Fire - Brussels - Rev-Other Municipality	(88,329)	(300)	(125,144)	(122,444)	(2,700)	2.2%
Total Other Municipalities	(88,329)	(300)	(125,144)	(122,444)	(2,700)	2.2%
DONATIONS						
Fire - Brussels - Rev-Donations	(8,830)	0	(1,530)	0	(1,530)	0.0%
Total Donations	(8,830)	0	(1,530)	0	(1,530)	0.0%
USER FEES						
Fire - Brussels - Rev-Service Recovery Fee	(5,110)	0	(9,303)	(35,000)	25,697	(73.4%)
Total User Fees	(5,110)	0	(9,303)	(35,000)	25,697	(73.4%)
Total Revenues	(102,269)	(300)	(135,977)	(157,444)	21,467	(13.6%)
EXPENDITURES						
SALARIES & BENEFITS						
Fire - Brussels - Salaries & Wages	0	0	0	62,550	(62,550)	(100.0%)
Fire - Brussels - Employee Benefits	0	0	5,225	2,897	2,328	80.4%
Total Salaries & Benefits	0	0	5,225	65,447	(60,222)	(92.0%)
OPERATING						
Fire - Brussels - Travel, Expenses & Mileage	0	0	0	500	(500)	(100.0%)
Fire - Brussels - Training/Seminars/Conferences	1,480	0	2,931	20,000	(17,069)	(85.3%)
Fire - Brussels - Telecommunications	1,757	205	1,654	2,500	(846)	(33.8%)
Fire - Brussels - Utilities	2,988	264	3,234	4,355	(1,121)	(25.7%)
Fire - Brussels - R & M - Bldg	4,780	180	1,822	4,000	(2,178)	(54.5%)
Fire - Brussels - R & M - Equipment	2,640	1	4,742	7,500	(2,758)	(36.8%)
Fire - Brussels - R & M - Vehicle	562	539	5,469	3,000	2,469	82.3%
Fire - Brussels - Advertising	0	0	114	250	(136)	(54.4%)
Fire - Brussels - Office/Meeting Supplies	0	0	0	250	(250)	(100.0%)
Fire - Brussels - Tools/Equipment Purchase	14,107	(7,026)	15,671	35,000	(19,329)	(55.2%)
Fire - Brussels - Fuel	530	197	1,543	1,500	43	2.9%
Fire - Brussels - Radio Licenses	618	0	664	650	14	2.2%
Fire - Brussels - Insurance	12,955	979	14,132	11,750	2,382	20.3%
Fire - Brussels - Rent - Equipment	5,231	581	5,231	6,975	(1,744)	(25.0%)
Fire - Brussels - Program Exp	1,381	462	1,013	1,500	(487)	(32.5%)
Fire - Brussels - Mutual Aid	557	0	531	600	(69)	(11.5%)
Fire - Brussels - Dispatch Costs	6,752	0	5,400	7,000	(1,600)	(22.9%)
Fire - Brussels - Uniform	0	0	2,142	3,600	(1,458)	(40.5%)
Fire - Brussels - Chrg from HE Fire Chief	31,291	3,582	32,240	42,987	(10,747)	(25.0%)

Municipality of Huron East						
2022 Revenue & Expenditures						
as of September 30,2022						
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
Total Operating	87,629	(36)	98,533	153,917	(55,384)	(36.0%)
CAPITAL						
Capital - Brussels Fire - Bldg Renovations	0	0	0	750,000	(750,000)	(100.0%)
Total Capital	0	0	0	750,000	(750,000)	(100.0%)
OTHER ITEMS						
Total Other Items	0	0	0	0	0	0.0%
Total Expenditures	87,629	(36)	103,758	969,364	(865,606)	(89.3%)
Total - Brussels Fire Department	(14,640)	(336)	(32,219)	811,920	(844,139)	(104.0%)
GREY FIRE DEPARTMENT						
REVENUES						
FEDERAL						
Total Federal	0	0	0	0	0	0.0%
DONATIONS						
Fire - Grey - Rev - Donations	(1,300)	0	0	0	0	0.0%
Total Donations	(1,300)	0	0	0	0	0.0%
USER FEES						
Fire - Grey - Rev - Service Recovery Fee	(2,930)	0	0	(1,500)	1,500	(100.0%)
Fire - Grey - Rev - Sale of Equipment	0	0	0	(2,000)	2,000	(100.0%)
Total User Fees	(2,930)	0	0	(3,500)	3,500	(100.0%)
Total Revenues	(4,230)	0	0	(3,500)	3,500	(100.0%)
EXPENDITURES						
SALARIES & BENEFITS						
Fire - Grey - Salaries & Wages	0	0	0	45,600	(45,600)	(100.0%)
Fire - Grey - Employee Benefits	0	0	6,061	2,553	3,508	137.4%
Total Salaries & Benefits	0	0	6,061	48,153	(42,092)	(87.4%)
OPERATING						
Fire - Grey - Travel, Expenses & Mileage	0	0	0	500	(500)	(100.0%)
Fire - Grey - Training/Seminars/Conferences	825	0	932	10,000	(9,068)	(90.7%)
Fire - Grey - Telecommunications	1,556	114	1,447	2,200	(753)	(34.2%)
Fire - Grey - Utilities	3,508	98	5,072	4,720	352	7.5%
Fire - Grey - R & M - Bldg	1,289	0	1,119	4,000	(2,881)	(72.0%)
Fire - Grey - R & M - Equipment	4,635	5,494	6,852	7,000	(148)	(2.1%)
Fire - Grey - R & M - Vehicle	3,217	310	3,251	5,000	(1,749)	(35.0%)
Fire - Grey - Advertising	0	0	62	200	(138)	(69.0%)
Fire - Grey - Office/Meeting Supplies	0	0	0	100	(100)	(100.0%)
Fire - Grey - Tools/Equipment	8,471	149	18,463	35,000	(16,537)	(47.2%)
Fire - Grey - Fuel	2,250	275	2,531	3,300	(769)	(23.3%)
Fire - Grey - Radio Licenses	618	0	664	650	14	2.2%
Fire - Grey - Insurance	12,653	1,050	13,914	12,595	1,319	10.5%
Fire - Grey - Program Exp	250	462	1,055	1,000	55	5.5%
Fire - Grey - Mutual Aid	728	0	685	750	(65)	(8.7%)
Fire - Grey - Dispatch Costs	6,627	0	5,361	7,000	(1,639)	(23.4%)
Fire - Grey - Uniform	0	0	114	3,000	(2,886)	(96.2%)
Fire - Grey - Chrg from HE Fire Chief	15,646	1,791	16,120	21,494	(5,374)	(25.0%)
Total Operating	62,273	9,743	77,642	118,509	(40,867)	(34.5%)
CAPITAL						
Capital - Grey Fire - Vehicle	0	0	265,884	234,116	31,768	13.6%
Total Capital	0	0	265,884	234,116	31,768	13.6%
OTHER ITEMS						
Fire - Grey - Transfer to Reserves	0	0	0	2,000	(2,000)	(100.0%)
Fire Grey - Transfer from Reserves	0	0	0	(234,116)	234,116	(100.0%)
Total Other Items	0	0	0	(232,116)	232,116	(100.0%)
Total Expenditures	62,273	9,743	349,587	168,662	180,925	107.3%
Total - Grey Fire Department	58,043	9,743	349,587	165,162	184,425	111.7%
POLICING						
REVENUES						
TAXATION						
Police - Levy/Taxation	(1,674,880)	(819,450)	(1,661,754)	(1,661,748)	(6)	0.0%
Total Taxation	(1,674,880)	(819,450)	(1,661,754)	(1,661,748)	(6)	0.0%
PROVINCIAL						
Police - Rev-Police Credits	(4,842)	(2,767)	(7,812)	(9,000)	1,188	(13.2%)
Total Provincial	(4,842)	(2,767)	(7,812)	(9,000)	1,188	(13.2%)
Total Revenues	(1,679,722)	(822,217)	(1,669,566)	(1,670,748)	1,182	(0.1%)
EXPENDITURES						
OPERATING						
Police - Telecommunications	2,130	246	2,195	2,925	(730)	(25.0%)
Police - Utilities	1,377	0	1,371	2,232	(861)	(38.6%)
Police - Tax Supp/Write Offs	22,605	5,174	4,244	15,000	(10,756)	(71.7%)
Police - Janitorial Exp	1,700	180	1,615	2,627	(1,012)	(38.5%)
Police - Property Taxes	775	0	0	853	(853)	(100.0%)
Police - Contracted Service	976,724	138,479	969,353	1,661,748	(692,395)	(41.7%)
Police - Rent-Bldg	6,132	0	0	6,206	(6,206)	(100.0%)
Total Expenditures	1,011,443	144,079	978,778	1,691,591	(712,813)	(42.1%)
Total Policing	(668,279)	(678,138)	(690,788)	20,843	(711,631)	(3,414.2%)
Total - PROTECTION TO PERSONS & PROPERTY	(578,416)	(658,854)	(331,388)	1,184,900	(1,516,288)	(128.0%)

Municipality of Huron East						
2022 Revenue & Expenditures						
as of September 30,2022						
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
PROTECTIVE INSPECTION & CONTROL CONSERVATION AUTHORITY						
REVENUES						
PROVINCIAL						
Total Revenues	0	0	0	0	0	0.0%
EXPENDITURES						
OPERATING						
Conservation Auth - ABC - Program Exp	31,374	0	32,126	64,253	(32,127)	(50.0%)
Conservation Auth - MVC - Program Exp	175,522	0	188,569	180,788	7,781	4.3%
Total Expenditures	206,896	0	220,695	245,041	(24,346)	(9.9%)
Total Conservation Authority	206,896	0	220,695	245,041	(24,346)	(9.9%)
CBO						
REVENUES						
USER FEES						
CBO - Rev - Parking Fines	(867)	0	(941)	(100)	(841)	841.0%
CBO - Rev-Building Permits	(232,631)	(19,868)	(270,752)	(250,000)	(20,752)	8.3%
CBO - Rev-Sign Permits	(70)	0	(105)	(70)	(35)	50.0%
CBO - Rev-Sidewalk Cafe Permits	0	0	(75)	0	(75)	0.0%
Total Revenues	(233,568)	(19,868)	(271,873)	(250,170)	(21,703)	8.7%
EXPENDITURES						
SALARIES & BENEFITS						
Salaries & Benefits	113,562	17,097	117,508	155,832	(38,324)	(24.6%)
Total Salaries & Benefits	113,562	17,097	117,508	155,832	(38,324)	(24.6%)
OPERATING						
CBO - Travel, Expenses & Mileage	12,102	1,301	11,493	16,000	(4,507)	(28.2%)
CBO - Training/Seminars/Conferences	2,563	0	1,321	7,000	(5,679)	(81.1%)
CBO - Telecommunications	465	0	313	640	(327)	(51.1%)
CBO - Computer Software/Support	2,552	0	3,719	5,650	(1,931)	(34.2%)
CBO - Office/Meeting Supplies	4,342	53	1,786	2,000	(214)	(10.7%)
CBO - Memberships/Dues/Subscriptions	401	0	521	1,200	(679)	(56.6%)
CBO - Insurance	2,044	261	2,351	3,135	(784)	(25.0%)
CBO - By Law Enforcement	19,038	0	14,554	30,000	(15,446)	(51.5%)
CBO - Clothing Allowance	457	0	0	450	(450)	(100.0%)
Total Operating	43,964	1,615	36,058	66,075	(30,017)	(45.4%)
CAPITAL						
Total Capital	0	0	0	0	0	0.0%
OTHER ITEMS						
Total Other Items	0	0	0	0	0	0.0%
Total Expenditures	157,526	18,712	153,566	221,907	(68,341)	(30.8%)
Total - CBO	(76,042)	(1,156)	(118,307)	(28,263)	(90,044)	318.6%
BUILDING INSPECTOR						
REVENUES						
OTHER MUNICIPALITIES						
Bldg Inspector - Rec - Other Municipality	(21,545)	0	(23,835)	(49,609)	25,774	(52.0%)
Total Other Municipalities	(21,545)	0	(23,835)	(49,609)	25,774	(52.0%)
USER FEES						
Bldg Inspector - Rev - Plumbing Insp fees	(44,045)	(4,095)	(38,071)	(55,000)	16,929	(30.8%)
Bldg Inspector - Rev - Septic Insp fees	(15,641)	(621)	(12,093)	(21,000)	8,907	(42.4%)
Bldg Inspector - Revenue - Planning App Comments	(2,117)	(268)	(804)	(2,823)	2,019	(71.5%)
Total User Fees	(61,803)	(4,984)	(50,968)	(78,823)	27,855	(35.3%)
Total Revenues	(83,348)	(4,984)	(74,803)	(128,432)	53,629	(41.8%)
EXPENDITURES						
SALARIES & BENEFITS						
Salaries & Benefits	61,089	9,480	64,108	86,024	(21,916)	(25.5%)
Total Salaries & Benefits	61,089	9,480	64,108	86,024	(21,916)	(25.5%)
OPERATING						
Bldg Inspector - Travel, Expenses & Mileage	2,890	0	3,293	4,800	(1,507)	(31.4%)
Bldg Inspector - Training/Seminars/Conferences	926	0	0	2,500	(2,500)	(100.0%)
Bldg Inspector - Telecommunication	468	0	395	643	(248)	(38.6%)
Bldg Inspector - Computer Software/Support	1,094	0	0	3,600	(3,600)	(100.0%)
Bldg Inspector - Office/Meeting Supplies	63	0	32	500	(468)	(93.6%)
Bldg Inspector - Memberships/Dues/Subscriptions	659	0	359	750	(391)	(52.1%)
Bldg Inspector - Clothing Allowance	0	0	0	400	(400)	(100.0%)
Total Operating	6,100	0	4,079	13,193	(9,114)	(69.1%)
Total Expenditures	67,189	9,480	68,187	99,217	(31,030)	(31.3%)
Total - BUILDING INSPECTOR	(16,159)	4,496	(6,616)	(29,215)	22,599	(77.4%)
BLDG & PROPERTY MAINTENANCE COORDINATOR						
REVENUES						
USER FEES						
Bldg & Prop Maint - Rev - Service Recovery Fees	(40,257)	0	(37,383)	(53,655)	16,272	(30.3%)
Total Revenues	(40,257)	0	(37,383)	(53,655)	16,272	(30.3%)
EXPENDITURES						
SALARIES & BENEFITS						
Salaries & Benefits	57,490	8,787	59,979	77,440	(17,461)	(22.5%)
Total Salaries & Benefits	57,490	8,787	59,979	77,440	(17,461)	(22.5%)
OPERATING						
Bldg & Prop Maint - Travel, Expenses & Mileage	5,680	723	5,635	7,700	(2,065)	(26.8%)
Bldg & Prop Maint - Telecommunication	176	0	156	241	(85)	(35.3%)
Bldg & Prop Maint - Tools/Equipment Purchase	968	54	475	2,000	(1,525)	(76.3%)
Bldg & Prop Maint - Fuel/Oil/Lubricants	0	0	0	150	(150)	(100.0%)
Bldg & Prop Maint - Clothing Allowance	0	0	275	400	(125)	(31.3%)

Municipality of Huron East						
2022 Revenue & Expenditures						
as of September 30,2022						
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
Total Operating	6,824	777	6,541	10,491	(3,950)	(37.7%)
Total Expenditures	64,314	9,564	66,520	87,931	(21,411)	(24.3%)
Total - BLDG & PROPERTY MAINTENANCE COORDINATOR	24,057	9,564	29,137	34,276	(5,139)	(15.0%)
ANIMAL CONTROL						
REVENUES						
USER FEES						
Animal Ctrl - Rev - Service Recovery Fee	(1,113)	0	(824)	(775)	(49)	6.3%
Animal Ctrl - Rev - Dog Licenses	(33,210)	(7,385)	(31,072)	(32,793)	1,721	(5.2%)
Total Revenues	(34,323)	(7,385)	(31,896)	(33,568)	1,672	(5.0%)
EXPENDITURES						
SALARIES & BENEFITS						
Salaries & Benefits	3,274	0	0	11,769	(11,769)	(100.0%)
Total Salaries & Benefits	3,274	0	0	11,769	(11,769)	(100.0%)
OPERATING						
Animal Ctrl - Travel, Expenses & Mileage	1,099	0	0	3,600	(3,600)	(100.0%)
Animal Ctrl - Consultant/Professional Services	0	5	1,008	500	508	101.6%
Animal Ctrl - Livestock Claims	0	80	80	2,000	(1,920)	(96.0%)
Animal Ctrl - Animal Boarding Fees	363	0	838	1,336	(498)	(37.3%)
Total Operating	1,462	85	1,926	7,436	(5,510)	(74.1%)
Total Expenditures	4,736	85	1,926	19,205	(17,279)	(90.0%)
Total Animal Control	(29,587)	(7,300)	(29,970)	(14,363)	(15,607)	108.7%
CROSSING GUARDS						
EXPENDITURES						
SALARIES & BENEFITS						
Crossing Guards - Seaforth - Salaries & Wages	5,848	1,481	12,622	21,141	(8,519)	(40.3%)
Crossing Guards - Seaforth - Employee Benefits	597	154	1,404	2,062	(658)	(31.9%)
Total Salaries & Benefits	6,445	1,635	14,026	23,203	(9,177)	(39.6%)
OPERATING						
Total Operating	0	0	0	0	0	0.0%
Total Expenditures	6,445	1,635	14,026	23,203	(9,177)	(39.6%)
Total Crossing Guards	6,445	1,635	14,026	23,203	(9,177)	(39.6%)
Total - PROTECTIVE INSPECTION & CONTROL	131,769	2,743	115,581	259,894	(144,313)	(55.5%)

Municipality of Huron East						
2022 Revenue & Expenditures						
as of September 30,2022						
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
TRANSPORTATION SERVICES						
REVENUES						
FEDERAL						
Roads - Rev - Fed Employment Grant	0	0	(1,575)	(3,900)	2,325	(59.6%)
Roads - Rev - Fed - Rural & Northern Communities	(83,723)	0	(590,870)	0	(590,870)	0.0%
Total Federal	(83,723)	0	(592,445)	(3,900)	(588,545)	15,090.9%
PROVINCIAL						
Roads - Rev - OCIF - Formula	(359,763)	(132,612)	(663,062)	(795,674)	132,612	(16.7%)
Total Provincial	(359,763)	(132,612)	(663,062)	(795,674)	132,612	(16.7%)
USER FEES						
Roads - Rev - Service Recovery Fee	(30,406)	(7,869)	(67,083)	(33,000)	(34,083)	103.3%
Roads - Rev - Sale of Equipment	0	0	0	(9,000)	9,000	(100.0%)
Roads - Rev - Rent - Solar	(1,800)	(200)	(1,800)	(2,400)	600	(25.0%)
Total User Fees	(32,206)	(8,069)	(68,883)	(44,400)	(24,483)	55.1%
OTHER REVENUE						
Total Other Revenue	0	0	0	0	0	0.0%
Total Revenues	(475,692)	(140,681)	(1,324,390)	(843,974)	(480,416)	56.9%
EXPENDITURES						
SALARIES & BENEFITS						
Roads - Salaries & Wages	613,197	83,085	638,090	835,709	(197,619)	(23.6%)
Roads - Employee Benefits	183,534	21,444	166,447	248,355	(81,908)	(33.0%)
Total Salaries & Benefits	796,731	104,529	804,537	1,084,064	(279,527)	(25.8%)
OPERATING						
Roads - Training/Seminars/Conferences	6,220	225	5,674	11,500	(5,826)	(50.7%)
Roads - Telecommunications	4,000	351	3,876	5,400	(1,524)	(28.2%)
Roads - Utilities	23,029	815	24,239	32,015	(7,776)	(24.3%)
Roads - Janitorial Exp	1,074	198	2,791	1,500	1,291	86.1%
Roads - R & M - Bldg	25,887	344	8,014	63,000	(54,986)	(87.3%)
Roads - Advertising	1,683	0	2,620	3,000	(380)	(12.7%)
Roads - Office/Meeting Supplies	5,225	1,887	6,575	7,500	(925)	(12.3%)
Roads - Tools/Equipment Purchase	5,158	838	4,541	19,000	(14,459)	(76.1%)
Roads - Memberships/Dues/Subscriptions	2,493	0	3,543	2,200	1,343	61.0%
Roads - Property Taxes	1,494	0	0	1,643	(1,643)	(100.0%)
Roads - Licenses	22,680	0	4,713	30,000	(25,287)	(84.3%)
Roads - Consultant/Professional Services	3,955	0	7,018	12,000	(4,982)	(41.5%)
Roads - Insurance	56,832	6,946	62,515	83,354	(20,839)	(25.0%)
Roads - Monitoring Costs	733	0	550	1,275	(725)	(56.9%)
Roads - Supplies	12,708	214	13,325	18,000	(4,675)	(26.0%)
Roads - Clothing Allowance	2,735	0	2,562	4,400	(1,838)	(41.8%)
Total Operating	175,906	11,818	152,556	295,787	(143,231)	(48.4%)
MAINTENANCE ACTIVITIES						
Roads - R & M - Bridge/Culvert	10,115	2,019	2,508	60,000	(57,492)	(95.8%)
Roads - Roadside Maintenance	28,670	0	27,984	85,000	(57,016)	(67.1%)
Roads - Tree Planting/Removal	44,254	15,417	28,649	55,000	(26,351)	(47.9%)
Roads - Catch Basins/Curb & Gutter	5,504	2,399	10,076	10,000	76	0.8%
Roads - Pavement Maintenance	14,124	8,506	11,248	40,000	(28,752)	(71.9%)
Roads - Gravel Resurfacing/Patching	707,905	0	678,448	596,600	81,848	13.7%
Roads - Dust Control	222,298	0	228,552	227,000	1,552	0.7%
Roads - Signs/Safety Devices	16,231	386	12,327	15,000	(2,673)	(17.8%)
Roads - Sidewalks	9,119	0	995	20,000	(19,005)	(95.0%)
Roads - Materials	467	151	151	2,500	(2,349)	(94.0%)
Roads - Municipal Drain Assessment	117	0	17,598	20,000	(2,402)	(12.0%)
Roads - Contracted Services	9,189	1,566	(8,224)	15,000	(23,224)	(154.8%)
Total Maintenance Activities	1,067,993	30,444	1,010,312	1,146,100	(135,788)	(11.8%)
MACHINERY & EQUIPMENT						
Grader Maintenance	32,386	123	32,905	72,000	(39,095)	(54.3%)
Heavy Equipment (Truck) Maintenance	27,764	3,241	30,311	59,200	(28,889)	(48.8%)
Pickup Truck Maintenance	12,624	3,032	16,682	15,000	1,682	11.2%
Miscellaneous Equipment Maintenance	20,311	740	20,296	26,750	(6,454)	(24.1%)
Total Machinery & Equipment	93,085	7,136	100,194	172,950	(72,756)	(42.1%)
FUEL & OILS						
Roads - Fuel/Oil/Lubricants	148,971	11,034	257,354	216,000	41,354	19.1%
Total Fuel & Oils	148,971	11,034	257,354	216,000	41,354	19.1%
WINTER CONTROL						
Winter Ctrl - Materials	15,776	0	20,241	22,000	(1,759)	(8.0%)
Winter Ctrl - Contracted Service	156,011	0	193,539	200,000	(6,461)	(3.2%)
Winter Ctrl - Rent - Equipment	15,909	0	15,875	30,000	(14,125)	(47.1%)
Winter Ctrl - Sand & Salt	15,182	0	36,982	47,000	(10,018)	(21.3%)
Total Winter Control	202,878	0	266,637	299,000	(32,363)	(10.8%)
CAPITAL						
Capital - Morrison Line - Paving	455,140	0	0	0	0	0.0%
Capital - Turnberry St(Brussels) - Pavement	0	494	2,519	20,000	(17,481)	(87.4%)
Capital - Elizabeth St (Brussels) - Pavement	0	0	789	0	789	0.0%
Capital - Bridges/Culverts - Tuckersmith - Repairs	1,103,888	0	97,636	15,000	82,636	550.9%
Capital - Bridge/Culverts - McKillop - Repairs	0	12,495	24,110	60,000	(35,890)	(59.8%)
Capital - Rds - Equipment - Misc	0	0	0	180,000	(180,000)	(100.0%)
Capital - Rds - Vehicles	0	0	0	60,000	(60,000)	(100.0%)
Capital-Combined-Egmondville Project (18051)-Pavem	0	0	1,202	0	1,202	0.0%
Capital-Combined-North & Thompson Project(18051A)	69,274	0	0	0	0	0.0%
Capital-Combined-Main St (Cnty Rd 12) - Roads	221,782	0	3,521	0	3,521	0.0%
Capital-Combined-Connecting Link(Hwy 8) - Rds	261,186	0	102,376	0	102,376	0.0%
Capital - Drains - Municipal Assessment	202,861	0	11,273	388,608	(377,335)	(97.1%)
Total Capital	2,314,131	12,989	243,426	723,608	(480,182)	(66.4%)

<div><div></div><div>Municipality of Huron East</div></div>						
2022 Revenue & Expenditures						
as of September 30,2022						
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
DEBT						
Roads - Debt Pymt - Principal	79,274	0	39,782	80,444	(40,662)	(50.5%)
Roads - Debt Pymt - Interest	12,168	0	5,939	10,998	(5,059)	(46.0%)
Total Debt	91,442	0	45,721	91,442	(45,721)	(50.0%)
OTHER ITEMS						
Roads - Bridge Reserves - Transfer from Reserves	0	0	0	(525,000)	525,000	(100.0%)
Roads - Equipment - Transfer from Reserves	0	0	0	(100,000)	100,000	(100.0%)
Total Other Items	0	0	0	(625,000)	625,000	(100.0%)
Total Expenditures	4,891,137	177,950	2,880,737	3,403,951	(523,214)	(15.4%)
Total - TRANSPORTATION SERVICES	4.415.445	37.269	1.556.347	2.559.977	(1.003.630)	(39.2%)

Municipality of Huron East						
2022 Revenue & Expenditures						
as of September 30,2022						
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
ENVIRONMENTAL SERVICES						
STORM SEWER SYSTEM						
EXPENDITURES						
OPERATING						
Storm Sewers - Materials	0	0	0	1,000	(1,000)	(100.0%)
Storm Sewers - Consultant/Professional Services	0	0	7,813	9,200	(1,387)	(15.1%)
Total Expenditures	0	0	7,813	10,200	(2,387)	(23.4%)
Total Storm Sewer System	0	0	7,813	10,200	(2,387)	(23.4%)
WATER / SANITARY SEWER ADMINISTRATION						
REVENUES						
USER FEES						
WWW Admin - Service Recovery Fees	(25,806)	0	(7,189)	(10,000)	2,811	(28.1%)
Total Revenues	(25,806)	0	(7,189)	(10,000)	2,811	(28.1%)
EXPENDITURES						
SALARIES & BENEFITS						
W/WW Admin - Salaries & Wages	140,948	23,121	159,261	206,905	(47,644)	(23.0%)
W/WW Admin - Employee Benefits	42,186	6,077	46,523	54,529	(8,006)	(14.7%)
Total Salaries & Benefits	183,134	29,198	205,784	261,434	(55,650)	(21.3%)
OPERATING						
W/WW Admin - Travel, Expenses & Mileage	0	0	0	200	(200)	(100.0%)
W/WW Admin - Training/Seminars/Conferences	475	0	513	2,000	(1,487)	(74.4%)
W/WW Admin - Telecommunications	403	0	317	553	(236)	(42.7%)
W/WW Admin - Utilities	2,817	200	4,738	3,915	823	21.0%
W/WW Admin - Janitorial Exp	0	72	300	100	200	200.0%
W/WW Admin - R & M - Bldg	34	406	679	200	479	239.5%
W/WW Admin - R & M-Vehicle	289	0	0	1,500	(1,500)	(100.0%)
W/WW Admin - Advertising	209	0	441	434	7	1.6%
W/WW Admin - Office/Meeting Supplies	604	25	1,025	500	525	105.0%
W/WW Admin - Tools/Equipment	1,460	86	3,705	4,400	(695)	(15.8%)
W/WW Admin - Fuel/Oil/Lubricants	5,250	625	5,783	8,000	(2,217)	(27.7%)
W/WW Admin - Memberships/Dues/Subscriptions	2,108	751	1,763	2,200	(437)	(19.9%)
W/WW Admin - Testing	20	0	150	500	(350)	(70.0%)
W/WW Admin - Consultant/Professional Services	451	0	2,913	4,000	(1,087)	(27.2%)
W/WW Admin - Supplies	1,876	2,241	10,139	4,000	6,139	153.5%
W/WW Admin - Expenditure Recoverable	15,949	1,250	25,564	15,000	10,564	70.4%
W/WW Admin - Clothing Allowance	0	0	92	800	(708)	(88.5%)
W/WW Admin - Chrg from Administration	26,205	3,054	27,489	36,652	(9,163)	(25.0%)
Total Operating	58,150	8,710	85,611	84,954	657	0.8%
CAPITAL						
Total Capital	0	0	0	0	0	0.0%
OTHER ITEMS						
W/WW Admin - Chrg to Other Job	(26,205)	(3,054)	(27,489)	(336,388)	308,899	(91.8%)
Total Other Items	(26,205)	(3,054)	(27,489)	(336,388)	308,899	(91.8%)
Total Expenditures	215,079	34,854	263,906	10,000	253,906	2,539.1%
Total Water / Sanitary Sewer Administration	189,273	34,854	256,717	0	256,717	0.0%
Total - ENVIRONMENTAL SERVICES	189.273	34.854	264.530	10.200	254.330	2.493.4%

Municipality of Huron East						
2022 Revenue & Expenditures						
as of September 30,2022						
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
RECREATION & CULTURAL SERVICES						
FACILITIES & RECREATION PROGRAMS						
REVENUES						
USER FEES						
Total Revenues	0	0	0	0	0	0.0%
EXPENDITURES						
SALARIES & BENEFITS						
Facilities & Rec Programs -Salaries & Wages	5,407	0	0	5,672	(5,672)	(100.0%)
Facilities & Rec Programs-Employee Benefits	1,977	0	0	2,074	(2,074)	(100.0%)
Total Salaries & Benefits	7,384	0	0	7,746	(7,746)	(100.0%)
OPERATING						
Facilities & Rec Programs - Materials	1,642	0	6,157	2,820	3,337	118.3%
Facilities & Rec Programs - Program Exp	1,069	73	2,519	6,000	(3,481)	(58.0%)
Facilities & Rec -Tennis Courts - Utilities	455	0	508	766	(258)	(33.7%)
Facilities & Rec - Victoria Park-R&M-Bldg Bandshel	34	0	0	200	(200)	(100.0%)
Total Operating	3,200	73	9,184	9,786	(602)	(6.2%)
OTHER ITEMS						
Total Other Items	0	0	0	0	0	0.0%
Total Expenditures	10,584	73	9,184	17,532	(8,348)	(47.6%)
Total Facilities & Recreation Programs	10,584	73	9,184	17,532	(8,348)	(47.6%)
LOCAL RECREATION BOARDS & COMMITTEES						
EXPENDITURES						
Grey Hall Boards	(299)	0	(3,050)	4,000	(7,050)	(176.3%)
McKillop Rec Boards	(8,833)	(1,216)	(874)	3,000	(3,874)	(129.1%)
Brussels Homecoming	0	(12,814)	(290)	0	(290)	0.0%
Total Local Recreation Boards & Committees	(9,132)	(14,030)	(4,214)	7,000	(11,214)	(160.2%)
Total - RECREATION & CULTURAL SERVICES	1,452	(13,957)	4,970	24,532	(19,562)	(79.7%)

Municipality of Huron East						
2022 Revenue & Expenditures						
as of September 30,2022						
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
LIBRARIES						
BRUSSELS LIBRARY						
REVENUES						
OTHER MUNICIPALITIES						
Brussels Library - Rev - County	(10,000)	(1,000)	(9,000)	(12,000)	3,000	(25.0%)
Total Other Municipalities	(10,000)	(1,000)	(9,000)	(12,000)	3,000	(25.0%)
DONATIONS						
Total Donations	0	0	0	0	0	0.0%
USER FEES						
Brussels Library - Rev - Rent	0	0	(80)	(300)	220	(73.3%)
Total User Fees	0	0	(80)	(300)	220	(73.3%)
Total Revenues	(10,000)	(1,000)	(9,080)	(12,300)	3,220	(26.2%)
EXPENDITURES						
SALARIES & BENEFITS						
Brussels Library - Salaries & Wages	3,440	661	3,950	4,913	(963)	(19.6%)
Brussels Library - Employee Benefits	302	67	369	433	(64)	(14.8%)
Total Salaries & Benefits	3,742	728	4,319	5,346	(1,027)	(19.2%)
OPERATING						
Brussels Library - Operating Exp	0	0	63	0	63	0.0%
Brussels Library - Utilities	3,361	304	3,719	4,906	(1,187)	(24.2%)
Brussels Library - Janitorial Exp	729	791	2,116	1,126	990	87.9%
Brussels Library - R & M-Bldg	1,338	508	1,652	2,100	(448)	(21.3%)
Brussels Library - Insurance	368	47	423	564	(141)	(25.0%)
Total Operating	5,796	1,650	7,973	8,696	(723)	(8.3%)
Total Expenditures	9,538	2,378	12,292	14,042	(1,750)	(12.5%)
Total Brussels Library	(462)	1,378	3,212	1,742	1,470	84.4%
SEAFORTH LIBRARY						
REVENUES						
OTHER MUNICIPALITIES						
Seaforth Library - Rev - County	(12,500)	(1,250)	(11,250)	(15,000)	3,750	(25.0%)
Total Revenues	(12,500)	(1,250)	(11,250)	(15,000)	3,750	(25.0%)
EXPENDITURES						
OPERATING						
Seaforth Library - Utilities	3,910	305	4,375	5,795	(1,420)	(24.5%)
Seaforth Library - Janitorial Exp	1,700	180	1,687	2,627	(940)	(35.8%)
Seaforth Library - R & M-Bldg	385	522	611	4,000	(3,389)	(84.7%)
Seaforth Library - Insurance	825	105	949	1,265	(316)	(25.0%)
Seaforth Library - Contracted Services	3,188	0	2,165	4,430	(2,265)	(51.1%)
Total Operating	10,008	1,112	9,787	18,117	(8,330)	(46.0%)
CAPITAL						
Total Capital	0	0	0	0	0	0.0%
Total Expenditures	10,008	1,112	9,787	18,117	(8,330)	(46.0%)
Total Seaforth Library	(2,492)	(138)	(1,463)	3,117	(4,580)	(146.9%)
Total - LIBRARIES	(2,954)	1,240	1,749	4,859	(3,110)	(64.0%)
MUSEUM & LACAC						
REVENUES						
DONATIONS						
Total Donations	0	0	0	0	0	0.0%
USER FEES						
Total User Fees	0	0	0	0	0	0.0%
Total Revenues	0	0	0	0	0	0.0%
EXPENDITURES						
SALARIES & BENEFITS						
Museum & LACAC - Honorariums	0	0	0	1,500	(1,500)	(100.0%)
Total Salaries & Benefits	0	0	0	1,500	(1,500)	(100.0%)
OPERATING						
Museum & LACAC - Training/Seminars/Conferences	0	0	0	100	(100)	(100.0%)
Museum & LACAC - Membership/Dues/Subscriptions	750	0	0	750	(750)	(100.0%)
Museum & LACAC - Program Exp	28	0	0	50	(50)	(100.0%)
Total Operating	778	0	0	900	(900)	(100.0%)
Total Expenditures	778	0	0	2,400	(2,400)	(100.0%)
Total - MUSEUM & LACAC	778	0	0	2,400	(2,400)	(100.0%)

Municipality of Huron East						
2022 Revenue & Expenditures						
as of September 30,2022						
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
PLANNING & DEVELOPMENT						
PLANNING & ZONING						
REVENUES						
USER FEES						
Plng & Zoning - Rev-Rezoning/Minor Variance Fee	(37,512)	(4,954)	(23,323)	(40,000)	16,677	(41.7%)
Plng & Zoning - Rev-Parkland & Development Charges	(6,750)	0	(5,252)	(8,000)	2,748	(34.4%)
Total Revenues	(44,262)	(4,954)	(28,575)	(48,000)	19,425	(40.5%)
EXPENDITURES						
OPERATING						
Plng & Zoning - Advertising	0	0	0	1,000	(1,000)	(100.0%)
Plng & Zoning - Contracted Services	11,934	0	(3,485)	30,000	(33,485)	(111.6%)
Total Operating	11,934	0	(3,485)	31,000	(34,485)	(111.2%)
OTHER ITEMS						
Plng & Zoning - Transfer to Reserves	0	0	0	8,000	(8,000)	(100.0%)
Total Other Items	0	0	0	8,000	(8,000)	(100.0%)
Total Expenditures	11,934	0	(3,485)	39,000	(42,485)	(108.9%)
Total Planning & Zoning	(32,328)	(4,954)	(32,060)	(9,000)	(23,060)	256.2%
ECONOMIC DEVELOPMENT						
REVENUES						
OTHER MUNICIPALITIES						
Total Other Municipalities	0	0	0	0	0	0.0%
DONATIONS						
Econo Dev - Rev - Donations	(12,500)	0	0	0	0	0.0%
Total Donations	(12,500)	0	0	0	0	0.0%
USER FEES						
Total User Fees	0	0	0	0	0	0.0%
Total Revenues	(12,500)	0	0	0	0	0.0%
EXPENDITURES						
SALARIES & BENEFITS						
Salaries & Benefits	37,553	0	0	57,740	(57,740)	(100.0%)
Total Salaries & Benefits	37,553	0	0	57,740	(57,740)	(100.0%)
OPERATING						
Econo Dev - Travel/Expenses/Mileage	34	0	0	1,200	(1,200)	(100.0%)
Econo Dev - Training/Seminars/Conferences	(754)	0	0	1,500	(1,500)	(100.0%)
Econo Dev - Marketing/Promotions	14,749	0	3,616	5,000	(1,384)	(27.7%)
Econo Dev - Telecommunications	198	0	155	400	(245)	(61.3%)
Econo Dev - Advertising	(2,467)	0	204	5,000	(4,796)	(95.9%)
Econo Dev - Office/Meeting Supplies	96	0	0	1,500	(1,500)	(100.0%)
Econo Dev - Tools/Equipment	295	0	0	1,200	(1,200)	(100.0%)
Econo Dev - Membership/Dues/Subscription	1,342	0	536	1,550	(1,014)	(65.4%)
Econo Dev - Consultant/Professional Services	0	0	130,715	25,000	105,715	422.9%
Econo Dev - Program Exp	0	0	455	10,000	(9,545)	(95.5%)
Econo Dev - Tourism Initiatives	0	0	1,277	2,000	(723)	(36.2%)
Total Operating	13,493	0	136,958	54,350	82,608	152.0%
Total Expenditures	51,046	0	136,958	112,090	24,868	22.2%
Total Economic Development	38,546	0	136,958	112,090	24,868	22.2%
WIN THIS SPACE						
Total Win This Space	0	0	0	0	0	0.0%
DIGITAL SERVICE SQUAD						
Total Digital Service Squad	0	0	0	0	0	0.0%
INTERNATIONAL PLOWING MATCH						
Total International Plowing Match	0	0	0	0	0	0.0%
BRUSSELS BUILD						
Total Brussels Build	0	0	0	0	0	0.0%
BRUSSELS BUSINESS & CULTURAL CENTRE						
REVENUES						
PRIOR YEAR (SURPLUS) / DEFICIT						
Total Prior Year (Surplus) / Deficit	0	0	0	0	0	0.0%
USER FEES						
Total User Fees	0	0	0	0	0	0.0%
Total Revenues	0	0	0	0	0	0.0%
EXPENDITURES						
SALARIES & BENEFITS						
Total Salaries & Benefits	0	0	0	0	0	0.0%
OPERATING						
Total Operating	0	0	0	0	0	0.0%
DEBT						
Total Debt	0	0	0	0	0	0.0%
Total Expenditures	0	0	0	0	0	0.0%
Total Brussels Business & Cultural Centre	0	0	0	0	0	0.0%
Total - PLANNING & DEVELOPMENT	6,218	(4,954)	104,898	103,090	1,808	1.8%

Municipality of Huron East						
2022 Revenue & Expenditures						
as of September 30,2022						
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
SEAFORTH BIA						
REVENUES						
PRIOR YEAR (SURPLUS) / DEFICIT						
Total Prior Year (Surplus) / Deficit	0	0	0	0	0	0.0%
TAXATION						
BIA - Rev - Levy/Taxation	(23,000)	(11,496)	(23,000)	(23,000)	0	0.0%
Total Taxation	(23,000)	(11,496)	(23,000)	(23,000)	0	0.0%
DONATIONS						
BIA - Rev - Donations	(11,000)	0	(1,000)	0	(1,000)	0.0%
Total Donations	(11,000)	0	(1,000)	0	(1,000)	0.0%
USER FEES						
BIA - Rev - Memberships	(1,560)	0	(1,680)	(1,560)	(120)	7.7%
BIA - Rev - Gift Certificates	(3,325)	(325)	(620)	(5,000)	4,380	(87.6%)
BIA - Rev - Special Events/Projects	0	0	(5,000)	0	(5,000)	0.0%
Total User Fees	(4,885)	(325)	(7,300)	(6,560)	(740)	11.3%
INTEREST						
BIA - Rev - Interest	0	0	0	(25)	25	(100.0%)
Total Interest	0	0	0	(25)	25	(100.0%)
OTHER REVENUE						
BIA - Rev - Proceeds from Debenture	(3,000)	0	0	0	0	0.0%
Total Other Revenue	(3,000)	0	0	0	0	0.0%
Total Revenues	(41,885)	(11,821)	(31,300)	(29,585)	(1,715)	5.8%
EXPENDITURES						
OPERATING						
BIA - Training/Seminars/Conferences	0	0	2,214	2,000	214	10.7%
BIA - Marketing/Promotions	31	0	1,531	4,500	(2,969)	(66.0%)
BIA - Information Booth/Tourism	980	0	214	2,000	(1,786)	(89.3%)
BIA - Advertising	1,282	977	2,343	3,000	(657)	(21.9%)
BIA - Computer Software/Support	733	0	659	1,000	(341)	(34.1%)
BIA - Office/Meeting Supplies	0	0	0	250	(250)	(100.0%)
BIA - TD Mural/Plaques/Sound System	0	76	829	0	829	0.0%
BIA - Property Taxes (Info Booth)	878	884	884	960	(76)	(7.9%)
BIA - Other Events	200	0	1,107	500	607	121.4%
BIA - Program Supplies	0	0	376	0	376	0.0%
BIA - Gift Certificate Redemption Account	6,195	570	3,797	5,000	(1,203)	(24.1%)
BIA - Summer Event	0	(3,500)	3,142	2,500	642	25.7%
BIA - Christmas Event	0	0	0	6,000	(6,000)	(100.0%)
BIA - Garbage Recepticals/Furnishings/Decorations	17,878	360	8,035	12,000	(3,965)	(33.0%)
BIA - Chrg from Administration	847	99	889	1,185	(296)	(25.0%)
Total Operating	29,024	(534)	26,020	40,895	(14,875)	(36.4%)
OTHER ITEMS						
BIA - Seaforth BIA Reserve - Trans from Reserves	0	0	0	(6,310)	6,310	(100.0%)
Total Other Items	0	0	0	(6,310)	6,310	(100.0%)
Total Expenditures	29,024	(534)	26,020	34,585	(8,565)	(24.8%)
Total - SEAFORTH BIA	(12,861)	(12,355)	(5,280)	5,000	(10,280)	(205.6%)

Municipality of Huron East						
2022 Revenue & Expenditures						
as of September 30,2022						
	2021	2022 YTD	2022	2022		
	YTD	September	YTD	Budget	\$ Variance	% Variance
AGRICULTURE & REFORESTATION GENERAL						
REVENUES						
PROVINCIAL						
Drains - Rev - Prov - Drainage Grants	0	0	41	0	41	0.0%
Total Provincial	0	0	41	0	41	0.0%
USER FEES						
Drains - Rev - Service Recovery Fee	(75)	0	0	0	0	0.0%
Drains - Rev - Drains Recovered	(16,407)	(23,943)	(43,287)	(55,000)	11,713	(21.3%)
Total User Fees	(16,482)	(23,943)	(43,287)	(55,000)	11,713	(21.3%)
Total Revenues	(16,482)	(23,943)	(43,246)	(55,000)	11,754	(21.4%)
EXPENDITURES						
OPERATING						
Drains - Municipal Maintenance	8,409	200	11,194	55,000	(43,806)	(79.6%)
Total Expenditures	8,409	200	11,194	55,000	(43,806)	(79.6%)
Total General	(8,073)	(23,743)	(32,052)	0	(32,052)	0.0%
DRAINAGE SUPERINTENDENT						
REVENUES						
PROVINCIAL						
Drains Superintendent - Rev-Superintendent Grant	0	0	5,679	(32,500)	38,179	(117.5%)
Total Revenues	0	0	5,679	(32,500)	38,179	(117.5%)
EXPENDITURES						
SALARIES & BENEFITS						
Drain Superintendent - Salaries & Wages	0	8,640	25,785	0	25,785	0.0%
Drain Superintendent - Employee Benefits	0	2,426	5,661	0	5,661	0.0%
Total Salaries & Benefits	0	11,066	31,446	0	31,446	0.0%
OPERATING						
Drain Superintendent - Materials	0	0	0	400	(400)	(100.0%)
Drain Superintendent - Contracted Services	34,246	0	20,388	65,000	(44,612)	(68.6%)
Total Operating	34,246	0	20,388	65,400	(45,012)	(68.8%)
Total Expenditures	34,246	11,066	51,834	65,400	(13,566)	(20.7%)
Total Drainage Superintendent	34,246	11,066	57,513	32,900	24,613	74.8%
CAPITAL DRAINS						
Capital - Drains - Rev - Drains Recovered	(1,141,385)	(120)	(241,008)	(500,000)	258,992	(51.8%)
Capital - Drains - Expenses	1,196,230	12,771	250,775	500,000	(249,225)	(49.8%)
Total Capital Drains	54,845	12,651	9,767	0	9,767	0.0%
TDL						
REVENUES						
USER FEES						
TDL - Rev - Service Recovery Fees	(870)	0	0	(870)	870	(100.0%)
Total Revenues	(870)	0	0	(870)	870	(100.0%)
EXPENDITURES						
OPERATING						
TDL - Debt Pymt - Principal	774	0	820	820	0	0.0%
TDL - Debt Pymt - Interest	96	0	49	50	(1)	(2.0%)
Total Expenditures	870	0	869	870	(1)	(0.1%)
Total TDL	0	0	869	0	869	0.0%
Total - AGRICULTURE & REFORESTATION	81.018	(26)	36.097	32.900	3.197	9.7%
Total Municipality of Huron East	#####	#####	#####	#####	(4,995,335)	(312.0%)

Huron East Administration

To: Mayor MacLellan and Members of Council

From: Jessica Rudy, Clerk

Date: October 18, 2022

Subject: Part Lot Control Exemption – Briarhill Road – Residential Development–
Baker Planning Group (Pol Quality Homes)

Recommendation:

That the Council of the Municipality of Huron East consider the By-law to provide exemption from Part Lot Control for Briarhill Road Residential Development in Seaforth, Municipality of Huron East, County of Huron.

Background:

The Municipality of Huron East received an application for exemption from Part Lot Control for the subject property on Briarhill Road in Seaforth, Municipality of Huron East, County of Huron. The applicant is in the process of constructing six (6) street townhouses with frontage on Briarhill Road. Details of the request for Exemption from Part Lot Control is included in the Applicants letter, attached to this report for context and reference.

The Draft Plan of Subdivision and Site Plan sets out that a rear yard easement is required to provide for rear yard access. The rear yard access will ensure that the interior units can access their backyard with lawn care equipment. The easements along the rear yard reflect the existing easement for storm drainage.

There are no outstanding concerns from staff.


Others Consulted: Chief Building Official and Huron County Planning Department.

Financial Impacts: The application fee of \$2250 has been received and paid.


Attachments:

[Attachment 1](#) –Reference Plans

Signatures:



Jessica Rudy, AMP, Clerk



Brad McRoberts, MPA, P. Eng., CAO

NOTES:

BEARINGS ARE UTM GRID, DERIVED FROM GPS OBSERVATIONS USING THE SMARTNET NETWORK AND ARE REFERRED TO UTM ZONE 17, NAD83 (CSRS v6) EPOCH 2010.00.

DISTANCES ON THIS PLAN ARE GROUND DISTANCES AND CAN BE CONVERTED TO GRID DISTANCES BY MULTIPLYING BY THE COMBINED SCALE FACTOR OF 0.999554210.

ALL COORDINATES ARE DERIVED FROM GPS OBSERVATIONS USING THE SMARTNET NETWORK AND ARE REFERRED TO UTM ZONE 17, NAD83 (CSRS v6) EPOCH 2010.00 TO AN URBAN ACCURACY IN ACCORDANCE WITH SEC. 14 (2) OF O. REG. 216/10

POINT ID	NORTHING	EASTING
RTCM # 3722	4812772.227	484142.235
ORP A	4822960.781	488861.794
ORP B	4822856.744	489030.650

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

APPROVED UNDER SECTION 51 OF THE PLANNING ACT,
R.S.O. 1990, THIS 9 DAY OF
March, 2022.

Glen McNeil
WARDEN - GLEN MCNEIL

Susan Cronin
COUNTY CLERK - SUSAN CRONIN

WE HAVE THE AUTHORITY TO BIND THE CORPORATION

PLAN 22M-22

I CERTIFY THAT THIS PLAN IS REGISTERED IN THE LAND
REGISTRY OFFICE FOR THE LAND TITLES DIVISION OF
HURON (No. 22) AT 15:08 O'CLOCK ON THE
15 TH DAY OF March, 2022 AND
ENTERED IN THE REGISTER(S) FOR P.I.N. 41295-0304 (LT)
AND THE REQUIRED CONSENTS ARE REGISTERED AS PLAN
DOCUMENT No. HC 1165292

REPRESENTATIVE FOR LAND REGISTRAR FOR THE
LAND TITLES DIVISION OF HURON (No. 22)

THIS PLAN COMPRISES ALL OF P.I.N. 41295-0304 (LT)

LOTS 1 TO 9 (BOTH INCLUSIVE) ARE SUBJECT TO AN EASEMENT AS SET OUT
IN INSTRUMENT NO. MCA13364.
LOT 1 IS SUBJECT TO AN EASEMENT AS SET OUT IN
INSTRUMENT NO. HC151526.
LOT 10 IS SUBJECT TO AN EASEMENT AS SET OUT IN INSTRUMENT NO.
HC151572.

**PLAN OF SUBDIVISION
OF
PART OF LOT 25
CONCESSION 1**
(GEOGRAPHIC TOWNSHIP OF MCKILLOP)
NOW IN THE
**MUNICIPALITY OF HURON EAST
COUNTY OF HURON**

SCALE 1:500
0 2 4 6 8 10 20 30 METRES

MTE OLS LTD.
ONTARIO LAND SURVEYORS

METRIC:

DISTANCES AND CO-ORDINATES SHOWN ON THIS PLAN ARE IN METRES AND
CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048.

LEGEND:

- DENOTES PLANTED MONUMENT
- DENOTES FOUND MONUMENT
- DENOTES STANDARD IRON BAR
- SSIB DENOTES SHORT STANDARD IRON BAR
- IB DENOTES IRON BAR
- OU DENOTES ORIGIN UNKNOWN
- WIT DENOTES WITNESS
- MEAS DENOTES MEASURED
- NTS DENOTES NOT TO SCALE
- 1322 DENOTES C.R. KIAR, O.L.S.'S
- MTE DENOTES MTE OLS LTD.
- P1 DENOTES REGISTERED PLAN 22M-16
- P2 DENOTES PLAN 22R-6817
- P3 DENOTES PLAN 22R-6928
- HP DENOTES HYDRO POLE

NOTES:

ALL PLANTED BARS ARE IRON BARS UNLESS OTHERWISE NOTED.

OWNER'S CERTIFICATE:

THIS IS TO CERTIFY THAT:

- LOTS 1 TO 15 BOTH INCLUSIVE, BLOCKS 16 TO 18 BOTH INCLUSIVE,
THE STREETS, NAMELY BRIARHILL ROAD AND LINDA DRIVE, AND
RESERVES, NAMELY BLOCKS 19 AND 20, HAVE BEEN LAID OUT IN
ACCORDANCE WITH MY INSTRUCTIONS.
- THE STREETS ARE DEDICATED AS PUBLIC HIGHWAYS TO THE
MUNICIPALITY OF HURON EAST.

DATED THE 3 DAY OF March, 2022.

POL QUALITY HOMES INC.

I HAVE THE AUTHORITY TO
BIND THE CORPORATION

Daryl James Pol
DARYL JAMES POL
PRESIDENT

SURVEYOR'S CERTIFICATE:

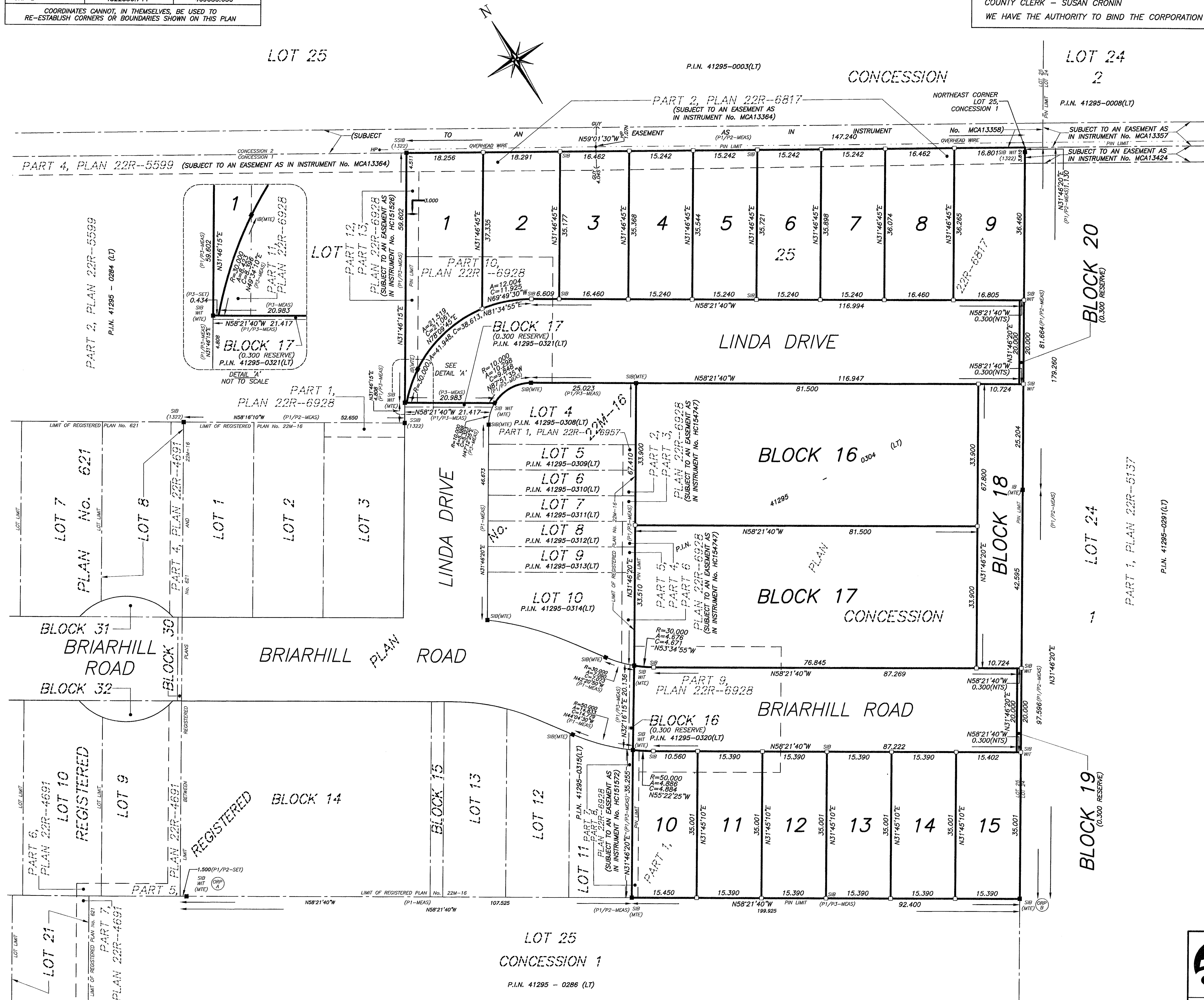
- I CERTIFY THAT:
- THIS SURVEY AND PLAN ARE CORRECT AND IN ACCORDANCE WITH THE
SURVEYS ACT, THE SURVEYORS ACT AND THE LAND TITLES ACT AND
THE REGULATIONS MADE UNDER THEM.
 - THE SURVEY WAS COMPLETED ON THE 7TH DAY OF JULY, 2021.

March 3, 2022
DATE

Trevor D.A. McNeil
TREVOR D.A. MCNEIL
ONTARIO LAND SURVEYOR

MTE MTE ONTARIO LAND SURVEYORS LTD.
365 HOME STREET
STRATFORD, ONTARIO, N5A 2A5
TEL: 519-271-7952

Cad File: P:\43986\104\43986-104-SB2.DWG COGO: 43986-104-UTMGROUND.ASC
Drawn By: D. DINIZ Checked By: P. MORETON, OLS File No: 43986-104-SB2(L)



Huron East Administration

To: Mayor MacLellan and Members of Council
From: Jessica Rudy, Clerk
Date: October 18, 2022
Subject: Animal Control By-law – Kennel Licensing

Recommendation:

That the Council of the Municipality of Huron East consider the Animal Control By-law for approval.

Background:

The Animal Control By-law was revised and originally presented in September 2022. After some comments from citizens and Council discussion it was recommended that staff review the kennel licensing section and consider areas for improvement.

Staff did a review of By-laws which recently updated their kennel requirements. As a result staff included a requirement for a maximum number of dogs in a kennel, being thirty five (35). There was a grandfather clause added which allows current kennel operators to come into compliance over a period of five (5) years.

It is noted that, although there are many updates that could've been included, the Municipality does not have the resources or capacity to have an overly restrictive by-law as it could not be easily enforced.

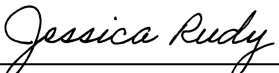
Others Consulted:

The CAO and By-law Enforcement Officer were consulted during the By-law review process.

Financial Impacts:

Nil.

Signatures:



Jessica Rudy, AMP, Clerk



Brad McRoberts, MPA, P. Eng., CAO

Huron East Public Works

To: Mayor MacLellan and Members of Council
From: Barry Mills
Date: October 18, 2022
Subject: Brussels Subdivision – Bryans Street & Anderson Drive
Project No. 319009-H GM BluePlan – Hydro Tender

Recommendation:

It is recommended that the Council of the Municipality of Huron East accept the tender of Kurtis Smith Excavating Inc. in the amount of \$274,364.00 including all provisional items, contingency allowance and 13% HST, for Hydro Servicing and Street Light installation on Bryans Street and Anderson Drive in Brussels.

Background:

Huron East, through GM BluePlan, issued a tender for the hydro servicing of Bryans Street and Anderson Drive in Brussels through Bids & Tenders Bidding System. The project includes excavation and installation of hydro services and street light installation. As part of the project with supply chains issue the municipality pre-ordered the conduit, street lights and poles to keep the project moving. The tender had to be submitted by contractors approved by Festival Hydro.

One tender was received for Contract No. 319009-H prior to the deadline on October 12, 2022 at 2:30pm. The tender was opened through Bids & Tenders at GM BluePlan

Comments:

The tender from Kurtis Smith Excavating Inc. in the amount of \$274,364.00 met the specifications of the Municipality of Huron East and was the only bid. GM BluePlan reviewed the tender documents and recommends Kurtis Smith Excavating Inc. be awarded the tender (report attached). Kurtis Smith is an approved contractor by Festival Hydro.

Others Consulted:

Brad McRoberts, CAO

Financial Impacts:

The Engineer's Estimate for the Hydro Installation on Bryans Street and Anderson Drive is \$197,815.60 net HST. The tender amount is \$247,080.07 HST. Excess cost to be recovered from sale of lots.

Signatures

Barry Mills, Public Works Manager



Brad McRoberts, CAO

Attachment:

1. [Tender recommendation letter](#) – GM BluePlan dated October 12, 2022



PEOPLE | ENGINEERING | ENVIRONMENTS

October 12, 2022
Our File: 319009

Municipality of Huron East
72 Main Street South
Seaforth, ON N0K 1W0

Attention: Mr. Barry Mills, Public Works Manager

Re: Bryans & Anderson Drive Subdivision
Project No. 319009-H
Hydro Tender Recommendation Letter

Dear Mr. Mills:

The sole Tender from Kurtis Smith Excavating Inc. for the above noted project was received electronically by email on Tuesday, October 12, 2022 by 2:30pm. Elligsen Electric Limited and Kelly's Utility Services did not submit a Tender. Kurtis Smith Excavating Incorporated's tender included properly signed tender document and bid bond in the amount of \$10,000.

Kurtis Smith Excavating Inc. indicated on the tender document that Stage 1 works can be completed by December 23, 2022 and Stage 2 works by May 31, 2023, both completion dates are pending the delivery of the Municipality supplied materials.

Results of the tender submission is summarized as follows:

Order No.	Contractor	Tendered Price	Corrected Price	Difference
1	Kurtis Smith Excavating Inc.	\$274,364.00	---	---

The above tendered price includes all provisional items, contingency allowance and 13% HST.

We recommend that the contract for this work be awarded to the low bidder, Kurtis Smith Excavating Inc.

We trust you will find the above to be in order. Should you have any questions or concerns, please do not hesitate to contact us.

Yours truly,

GM BLUEPLAN ENGINEERING LIMITED

Per:

A handwritten signature in black ink that reads 'Brian Fritz'.

Brian J. Fritz, P.Eng.

Huron East Public Works

To: Mayor MacLellan and Members of Council
From: Barry Mills, Public Works Manager
Date: October 18, 2022
Subject: 2007 Volvo G960 Replacement

Recommendation:

It is recommended that the Council of the Municipality of Huron East authorize the Public Works Manager to trade the Municipality's 2007 Volvo Grader to Jade Equipment Company LTD for a 2016 Deere 770G E005576 with a difference in value of 198,300 plus Huron East portion of the HST Being \$3,490.47.

And that the funds be taken from unrestricted reserves being the Equipment reserves \$100,000 and the Vibrancy funding reserve \$101,491 be used for the purchase.

Background:

The Municipality's 2007 Volvo G960 motor grader has had a history of ongoing issues and repairs; mainly engine and several transmission failures. Attached to this report is the major repair history over the past 12 years with a summary cost for repairs over the past five years of \$152,593 not including staff time and down time dealing with the ongoing issues. Other municipalities have experienced the same issues with the 2007 G960 Volvos.

Staff approached Jade Equipment about options on how we can deal with the ongoing issues as Jade is also incurring costs by sending mechanics to the site, providing a loaner and floating the grader back and forth.

Ric Ross, the Vice President of Jade proposed a fair trade-in option to eliminate the ongoing issues between Jade and the municipality. He offered to trade in our 2007 Volvo that has 9325 Hours for a 2016 Deere 770G with 3330 Hours.

The proposed asking price for the 770G Deere is \$258,300 and allowing \$60,000 for our G960 Volvo leaving a net price of \$198,300 with a one year parts and labor warrantee. New graders are now approximately \$575,000 with a lead time of approximately 10 months.

Comments:

Both Foremen agree that the two graders are comparable and that the G960 Volvo is going to continue giving additional maintenance issues outside of regular maintenance.

We also note we have two older graders than the 2007 being a 1995 Champion and a 2005 Volvo; they are both more reliable with less maintenance costs than the 2007

We compared the maintenance cost per hour of the three pieces of equipment over the past 6 years, and have concluded that the G-107 (2007 Volvo Grader) is about two times more costly to maintain than older graders.

**Maintenance Cost Comparison per Year
G-107 Grader v. Two Older Graders still in use.**

Year	2007 Volvo G1-07	2005 Volvo G2-05	1995 - Champion G3-95
2017	\$ 22,542.17	\$ 12,174.74	\$ 34,559.17
2018	\$ 18,381.39	\$ 26,193.41	\$ 11,165.96
2019	\$ 52,238.80	\$ 20,191.06	\$ 6,219.51
2020	\$ 48,963.57	\$ 12,085.78	\$ 5,535.30
2021	\$ 10,469.38	\$ 2,789.13	\$ 27,590.44
2022 to date	\$ 9,208.43	\$ 226.92	\$ 1,564.19
Total	\$ 161,803.74	\$ 73,661.04	\$ 86,634.57
Average usage hours per year	639	684	606
Average Maintenance cost per hour	\$ 42.18	\$ 17.95	\$ 23.82

Staff are more confident in moving the Volvo out of the fleet before the 1995 Champion, for reliability and cost reasons, therefore eliminating more down time.

Others Consulted: North and South Foremen, CAO, and Treasurer.

Financial Impacts:

Utilizing unrestricted Reserves:

- Vibrancy Fund Balance \$219,522
- Equipment Reserve Balance \$120,525

Anticipated cost savings of \$ 64,000 per year in maintenance, contract grader and standby, and labor.

Signatures

Barry Mills, Public Works Manager

Brad McRoberts, CAO

Stacy Grenier, Director of Finance

MUNICIPALITY OF MORRIS-TURNBERRY

P.O. Box 310, 41342 Morris Road, Brussels, Ontario N0G 1H0

Tel: 519-887-6137 Fax: 519-887-6424 Email: mail@morristurnberry.ca

October 11th 2022

Paula Puddy
Federal Electoral Boundaries Commission for Ontario
PO Box 37018 Southdale
London, Ontario N6E 3T3
ON@redcoupage-federal-redistribution.ca

Dear Ms. Puddy,

The Council of the Municipality of Morris-Turnberry has reviewed the proposed plan for the redistribution of federal electoral districts in Ontario. Council expressed concerns regarding the proposed boundary for South Huron shores, and has passed motion 223-2022, as follows:

Motion 223-2022

*Moved by Kevin Freiburger
Seconded by Jamie McCallum*

WHEREAS The Federal Electoral District Redistribution Commission for Ontario has released proposed boundaries for an amended electoral district to be known as South Huron Shores;

AND WHEREAS The proposed boundary of South Huron Shores excludes certain areas of current the Huron-Bruce electoral district, including the Township of Howick;

AND WHEREAS the Township of Howick is an integral partner municipality within the County of Huron, sharing services, economic, and cultural interests with Morris-Turnberry, other municipalities within Huron County, and Huron County itself;

AND WHEREAS the Township of Howick has benefitted from shared Federal and Provincial representation and advocacy in relation to those shared interests;

AND WHEREAS the Ontario Commission has discretion to consider social and geographic factors in its decisions, including respect for communities of interest or identity and historical patterns of previous electoral boundaries;

NOW THEREFORE The Council of the Municipality of Morris-Turnberry hereby requests that the Ontario Commission consider adjusting the proposed boundary for South Huron Shores to include the Township of Howick;

AND THAT notice of this request be sent to the Ontario Commission, MP Ben Lobb, MPP Lisa Thompson, the Township of Howick, the County of Huron, all Huron County Municipalities, and the Federation of Canadian Municipalities.

Carried.

Thank you for your consideration in this matter.

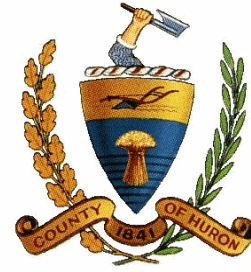
Sincerely,

A handwritten signature in black ink, appearing to read 'Trevor Hallam', written in a cursive style.

Trevor Hallam
CAO/Clerk
Municipality of Morris-Turnberry

OFFICE OF THE WARDEN

Corporation of the County of Huron
1 Courthouse Square
Goderich, Ontario N7A 1M2
www.HuronCounty.ca
Phone: 519.524.8394
Toll Free: 1.888.524.8394



October, 5, 2022

To: Cannabis Act Legislative Review Secretariat
Health Canada
Address locator 0302I
Ottawa, Ontario
K1A 0K9

On October 5, 2022, Huron County Council passed the following motion:

THAT:

The Council of the County of Huron send correspondence to Health Canada requesting consultation when implementing legislation on cannabis regulation as there is a direct impact on municipal operations and sometimes non compliancy to municipal by-laws;

AND FURTHER THAT:

The Council of the County of Huron recommends the inclusion of a system of Minimum Distance Separation to protect residential areas;

AND FURTHER THAT:

This correspondence be circulated to Huron County local municipalities for support.

Thank you for requesting feedback on the Cannabis Act and the current legislative framework for cannabis in Canada. As a municipal government for one of Canada's most agriculturally productive regions, and a popular tourism destination, we have been in the position to observe areas for improvement during the last several years of legal cannabis production under the Cannabis Act as managed by Health Canada.

Under the current legislative and regulatory framework, we have observed, and continue to observe, serious odour impacts on local communities and residents from cannabis production facilities; including concerns from local medical practitioners about these impacts. Most often, these odour impacts arise from properties used for 'The Production of Cannabis for Own Medical Purposes by a Designated Person'.

In our local municipal experience, these facilities are often established without complying with local municipal zoning and nuisance by-laws, often contain hundreds of cannabis plants for each of the four assigned individuals, and usually do not include

adequate odour controls to manage impacts on surrounding homes, public facilities, and the community at large.

To help manage public impacts of cannabis production facilities, we request that all production facilities, including facilities used by a designated person to produce cannabis for an individual's medical purposes, require confirmation from the local municipality that the facility/site selected complies with all local municipal by-laws and regulations prior to an application being approved by Health Canada. We also request that Health Canada implement a system of minimum setbacks between cannabis production facilities and sensitive odour receptors, including homes and public facilities.

As an agricultural community we have had extensive experience with the Ontario Ministry of Agriculture, Food and Rural Affairs Minimum Distance Separation (MDS) Formula, an approach which has been used to successfully manage land use conflicts resulting from odour between livestock facilities and sensitive receptors for almost fifty years. We believe a system based on MDS would be appropriate to manage the impacts of Health Canada's approved cannabis facilities, including both licensed commercial producers and designated growers for individuals.

In conclusion, we strongly recommend enhanced consultation with municipal governments and request further notice and consultation with the County of Huron when drafting and implementing legislation and regulations dealing with matters related to cannabis production, as there is a direct impact on local municipal operations, local residents, and in some cases serious issues of non-compliance with local municipal by-laws.

Sincerely,



Glen McNeil
Warden, Huron County
On behalf of Huron County Council

**Seaforth Lions Club
PO Box 292
Seaforth, ON N0K 1W0**

Municipality of Huron East
72 Main Street South
Seaforth, ON
N0K 1W0

October 14, 2022

To the members of Huron East Council:

The Seaforth Lions Club is once again undertaking the organization of the Seaforth Santa Claus parade on Friday November 25, 2022 @ 7 pm. This will be the 40 th consecutive year of our illuminated night parade.

Last year, we had an overwhelming response to our “in person” parade, after the Covid restrictions which necessitated a “drive by” parade in 2020.

We are requesting the closure of Main Street, Seaforth on Friday November 25, 2022 from 6:30 – 8:30 pm. The parade route begins at the Seaforth Curling Club on Duke Street and end at the Legion on Main Street South.

I am available to answer any questions that might arise.

Thank you for your consideration of our request. The Seaforth Lions Club is happy to be able to organize this parade for the residents of Seaforth and area.

Sincerely,

Cathy Elliott
Chair, Seaforth Lions Club Santa Claus Parade Committee

September 2022 Council Expenses

Date	Meetings	Raymond Chartrand	Brenda Dalton	Dianne Diehl	Bob Fisher	Bernie MacLellan	Larry McGrath	Alvin McLellan	Justin Morrison	Zoey Onn	Joe Steffler	Gloria Wilbee	Total
Sept 6	Council - Virtual	171.93	171.93	171.93	171.93	171.93	171.93	171.93	171.93	171.93	171.93	171.93	1,891.23
Sept 7	CHIP - Virtual											82.95	82.95
Sept 13	Brussels Fall Fair Greetings					39.04							39.04
Sept 14	Mid-Huron Landfill/Recycling					82.95							82.95
Sept 14	SDCC Meeting										82.95		82.95
Sept 20	Council	171.93	171.93 18.91	171.93 42.70	171.93		171.93	171.93 42.70	171.93 30.38	171.93 30.50	171.93	171.93 23.18	1,907.67
Sept 29	Brussels Trust								82.95	82.95			165.90
	BIA Meeting				82.95								82.95
	Correction - Error in August		\$ (88.98)										-88.98
													0.00
													0.00
													0.00
													0.00
													0.00
													0.00
													0.00
Total		343.86	273.79	386.56	426.81	293.92	343.86	386.56	457.19	457.31	426.81	449.99	4,246.66

**Ministry of
Municipal Affairs
and Housing**

Office of the Minister

777 Bay Street, 17th Floor
Toronto ON M7A 2J3
Tel.: 416 585-7000

**Ministère des
Affaires municipales
et du Logement**

Bureau du ministre

777, rue Bay, 17^e étage
Toronto ON M7A 2J3
Tél. : 416 585-7000



234-2022-3909

October 3, 2022

Dear Municipal Partner:

I would like to personally thank you for the contributions your organization has made and the support you have offered to the Ministry of Municipal Affairs and Housing during our first four years under the leadership of Premier Ford.

Our government was re-elected to a second mandate that will rely on strong collaboration with all stakeholders to be successful.

That is why I am asking you for your continued collaboration throughout this new 43rd Parliament to make it the most successful one yet. We will continue to work closely with you and our other key stakeholders to further build on the progress we made during our first mandate.

If you would like to continue the conversation, please reach out to Stephanie DiNucci, my Senior Manager for Stakeholder Relations at Stephanie.DiNucci@ontario.ca.

Thank you in advance for your contributions.

Sincerely,

A handwritten signature in blue ink that reads "Steve Clark".

Steve Clark
Minister

**Minutes of the
Seaforth & District Community Centre
Management Committee Meeting
Seaforth & District Community Centre
Tuesday October 11, 2022**

Members Present:

Huron East: Chair Lisa Campbell, Barry Young, Joe Steffler, Georgina Reynolds and Gloria Wilbee

West Perth: Cheri Bell

Staff Absent: Alvin Dow

Staff Present: Facility Manager David Meriam, and CAO Brad McRoberts

1. Call to Order & Adopt Agenda

The meeting was called to order at 6:30 pm.

Moved by Gloria Wilbee and Seconded by Georgina Reynolds:

That the agenda for the regular meeting dated October 11, 2022 be adopted as presented.

Carried

2. Declaration of Pecuniary Interest

None Declared.

3. Deputations

4. Minutes of the Previous Meeting

Moved by Joe Steffler and Seconded by Barry Young:

That the minutes of the September 14, 2022 meeting be approved as amended.

Carried

5. Business Arising From the Minutes

6. Correspondence

7. Financial

7.1 Financial Statements to end of August 2022

CAO McRoberts provided an overview of the financial statements ending September 30, 2022 noting that both revenues and expenses are tracking well as of the 3rd quarter of 2022.

Moved by Georgina Reynolds and Seconded by Cheri Bell:

Seaforth & District Community Centre Management Committee – October 11, 2022

That Seaforth & District Community Centre Management Committee accept the September 30, 2022 financial statements as presented.

Carried

8. Manager's Report

Facility Manager Dave Meriam presented his manager's report for the period September 8th - October 6th, 2022 and noted:

Building Operations and Construction Issues:

- Replaced front door accessibility button as it was damaged
- Contract ice season has started. All groups have returned to normal ice seasons
- Ice Hours for the season 53-56 hours weekly. Noted that this is about 2 hours per week below pre-pandemic usage
- Flower watering was completed September 21st for the season
- Grass cutting continues weather related completed October 14th

Planned Preventative Maintenance:

- Updating staff schedules to find better usage of time
- Looking at options for grass and building maintenance schedules for spring and summer months

Capital Projects – Progress Report:

- Steps to upstairs hall have been delayed hoping to have completed this season if not we will add to the 2023 budget
- Door openers for Olympia room are to be completed before the end of October

Staffing Issues:

- Full time job interviews Friday October 7th
- Facility remains short staffed. October 17th- October 22nd facility hours will be condensed to allow for staff coverage

Recreation Programs:

- All fall programming continues:
 - Pickle Ball: Monday and Tuesday 1:00-3:00, Wednesday and Thursday 7:00-9:00 and Thursday 10:00-12:00;
 - Shuffle Board Wednesday 1:00-3:30

Seaforth & District Community Centre Management Committee – October 11, 2022

Other Business:

- Nothing new to report

Moved by Georgina Reynolds and Seconded by Cheri Bell:

That the Facility Manager's Report be accepted as presented.

Carried

9. Unfinished Business

10. New Business

10.1 Capital Needs

Capital Projects Identified:

- Capital items identified for 5 year capital plan:
 - Arena ice surface roof and beams,
 - Facility roof
 - HVAC units
 - Facility exterior painting
 - Parking lot gravel areas resurfacing
 - Replacement of dehumidifier in arena
 - Replacement of Arena floor and board systems
 - replacement of chiller and compressors
 - replacement of current lawn mower.

11. Adjournment

Moved by Georgina Reynolds:

That the time now being 7:13 p.m. that the meeting do now adjourn.

Carried

Chair, Lisa Campbell

Secretary, Brad McRoberts

**Huron East Water & Sewer Committee
Meeting Minutes
Council Chambers
Town Hall, 72 Main Street South, Seaforth
Tuesday, October 11, 2022**

Members Present:

Mayor Bernie MacLellan; Councillors Ray Chartrand, Larry McGrath, and Joe Steffler

Members Absent:

Councillor Zoey Onn

Staff Present:

Public Works Manager Barry Mills and Clerk Jessica Rudy

Others Present:

Jacobs Project Manager Lucas Egli

1. Call to Order

Mayor MacLellan called the meeting to order at 5:03 p.m.

2. Disclosure of Pecuniary Interest

None declared.

3. Delegations

4. Meeting Minutes

Moved by Councillor Chartrand and Seconded by Councillor Steffler:

That the Water and Sewer Committee for the Municipality of Huron East approve the May 30, 2022 Water and Sewer Committee minutes as circulated.

Carried

5. Correspondence

6. Safety Issues

7. Water & Sewage Systems

- i. Jacobs – Monthly Operating Report – May, June, July, 2022

Jacobs Project Manager Lucas Egli presented the monthly operations reports to the Committee with the following being highlighted:

May:

- Maintenance has been completed on all water and wastewater systems.
- SCADA performed over the months of April, May and June.

June:

- 40 Welsh Street Well pump had seized bearings which resulted in the replacement of the Well pump, motor and 60 feet of pipe.
- Seaforth sewage treatment plant had a non-compliance occurrence, which was an exceedance in Total Phosphorus in the final effluent. The total phosphorus should not exceed 0.80 mg/L on a monthly average and lab results indicated the monthly average was at 0.98 mg/L. Huron East and the Ministry of Environment, Conservation and Parks (MECP) were notified of the exceedance.
- There is not a known cause for the higher phosphorus levels, but several treatment options have been performed.

July:

- MECP completed the inspection on the Vanastra Drinking Water System in June with the final inspection report received in July with a 100% inspection rating.
- B. Mills noted that the report is available at Town Hall.

L. Egli noted that the drinking water flows were normal for all three months and that the water flows are at an average of 1764 for the Seaforth plant, leaving room for the 2400 capacity.

L. Egli reported that the chemical budget line will come in over budget as there has been an overall increase in market pricing for chlorine. It was noted that a price comparator was performed however it was felt that the current supplier was the best option.

Moved by Councillor McGrath and Seconded by Councillor Chartrand:

That the Water and Sewer Committee of the Municipality of Huron East accept the May, June, and July 2022 operational reports from Jacobs Engineering as presented.

Carried

ii. Huron East System Report

Public Works Manager Barry Mills presented the Huron East System Report with the following being highlighted:

- One galvanized service break occurred in Seaforth with the work completed within three hours.
- No sanitary sewer by-passes.
- Vanastra received 100% compliance rating for their drinking water system inspection.

-
- Draft approvals have been circulated from MECP to the municipality for review and comment in regards to the consolidated linear infrastructure approval process for sanitary and storm sewer construction projects.
 - In consultation with BluMetric Inc. the municipality has been successful in renewing the permit to take water for the Brucefield drinking water system, with an expiry of ten years.
 - Minor deficiencies are still occurring and being addressed for the Brussels Filter/UV Building but overall everything is going well.
 - A public meeting was held for the Princess Street reconstruction.
 - Anderson Drive/Bryans Drive in Brussels has seen a 99% completion for water and sanitary utilities with storm sewer at 75% completion.
 - There is a delay for electrical for the Anderson/Bryans Drive, the conduit has been ordered with a 2-3 month wait time.
 - Trailblazers Development on Market/Robert Street in Seaforth has had significant work completed with both Streets completed around the same time in October or early November.
 - Municipal owned agricultural land for Non-Agricultural Source Material (NASM) application has been certified.
 - The bi-annual hydrant flushing and valve maintenance is underway.
 - The Vanastra water system showed water loss was at 6.4% for the 3rd quarter which is down from the 2nd quarter loss of 11.6% the provincial average is 15%.
 - Water loss fluctuations are mostly due to faulty water meters needing replacement and the estimate used for watermain breaks, fire protection and maintenance work.
 - 398 utility locate requests were completed for ON1Call.

In response to the Committee, B. Mills reported that it takes significant time to complete the On1Call requests, which may result in a request for additional staff in 2023 and that the GIS system is not used, as it is not as accurate as the manual process.

Councillor McGrath confirmed that the municipality is responsible for the faulty water meter at the Seaforth Veterinary Clinic. He also requested that staff consider the reimbursement of utilities for a one-year period, for the property on North Main Street, which remained vacant for two (2) years. He also requested that a solution for the Spittal property be reviewed as currently the pond goes into the culvert, which is plugged.

In response and after Committee discussion regarding the requests from Councillor McGrath, B. Mills noted that staff would review the request for repayment, however, he noted staff received a letter of request from the property owner, dated six weeks ago, and more validation of vacancy would be required. In regards to the Stippal property, it was noted that staff will review drainage and possible solutions.

Councillor Chartrand stated that concerns were raised at the Candidate Information Session in regards to salt levels in the Vanastra water and inquired if testing is done between the five-

year period. B. Mills stated that the Ministry sets the protocol and testing is done per those protocols, as directed.

Councillor Chartrand requested that, going forward, all information pieces received from the Health Unit be shared with the residents, in order to provide more clarity and requested that better naming consistency be maintained on the website to help improve communication. It was noted that the residents of Vanastra only received one page out of the three-pages and that the website was hard to navigate, as it was listed as a Clinton notice.

B. Mills confirmed that staff are aware of the inconsistent wording on the website and are working on improvements. It was noted that wording will also be inserted to future utility bills.

Moved by Councillor Chartrand and Seconded by Councillor Steffler

That the Huron East Systems Report from the Public Works Manager be accepted as presented.

Carried

9. Other Business

10. Adjournment

Moved by Councillor Chartrand and Seconded by Councillor Steffler:

That the time now being 6:08 p.m. that the meeting does now adjourn.

Carried

Bernie MacLellan, Mayor

Jessica Rudy, Secretary

The Corporation
of the
Municipality of Huron East
By-law No. 077 of 2022

Being a By-law to Regulate Animal Care and
Control within the Municipality of Huron East and to
Repeal By-law 44-2015

Whereas Section 9 of the Municipal Act, 2001, S.O. 2001 c. 25 provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

And Whereas Section 11(1) of the Municipal Act, authorizes a lower-tier municipality to provide any service or thing that the municipality considers necessary or desirable for the public, subject to the rules set out in Subsection (4) of the Act;

And Whereas Section 11(3) of the Municipal Act, authorizes a lower-tier municipality to pass by-laws respecting animals;

And Whereas Section 103(1) of the Municipal Act, provides that municipalities may pass a by-law regulating or prohibiting with respect to the being at large or trespassing of animals and may provide for the seizure, impounding and sale of such animals being at large or trespassing contrary to the by-law;

And Whereas Section 151 of the Municipal Act, authorizes a municipality to provide for a system of licenses with respect to a business;

And Whereas Section 391 of the Municipal Act, 2001, S.O. 2001 c. 25 authorizes a municipality to impose fees or charges on persons for services or activities provided or done by or behalf of it;

And Whereas The Corporation of the Municipality of Huron East deems it desirable to pass a by-law with respect to the control of canines;

Now Therefore the Council of the Corporation of the Municipality of Huron East enacts as follows:

- 1. **Short Title**
 - 1.1 This By-law may be cited as the “Animal Control By-law”.
- 2. **Definitions In this by-law:**
 - 2.1 **"Act"** means the *Municipal Act, 2001*, R.S.O. 2001, Chapter 25, as amended from time to time.
 - 2.2 **"Attack"** means aggressive physical contact.
 - 2.3 **"Bite"** piercing or puncturing of the skin as a result of contact with a dog’s tooth or teeth.
 - 2.4 **"Clerk"** means the Clerk appointed by the Council of the Corporation of the Municipality of Huron East pursuant to the Act.
 - 2.5 **"Council"** means the Council of the Corporation of the Municipality of Huron East.
 - 2.6 **"Dog"** or **"Canine"** means a male or female dog over the age of twelve (12) weeks and may be neutered or spayed.
 - 2.7 **"Dog Catcher"** means a Dog Catcher appointed by by-law of the Municipality, whose duty is to catch canines running at large.

- 2.8 **"Dog Tag"** means an identification tag bearing a serial number which is issued by the Clerk, or his/her designate.
- 2.9 **"Dwelling Unit"** means a room or suite of two or more rooms, designed or intended for use by any person or persons, in which sanitary conveniences are provided and in which facilities are provided for cooking or installation of cooking equipment and the land on which it is located.
- 2.10 **"Harbour"** does not include the provision of shelter to a dog for a period of time of less than seven days provided that the dog is owned by someone other than the household group normally a resident in the dwelling unit in which the dog is harboured and can provide proof of a permanent address.
- 2.11 **"Kennel"** shall mean a licensed establishment where more than three (3) dogs are kept for the purpose of show, training, keeping, breeding, and raising for profit or gain, but shall not apply to the keeping of animals in a veterinary establishment for the purpose of observation and/or recovery to veterinary treatment.
- 2.12 **"License"** means the receipt issued by the Municipality upon payment of the required fee or charge.
- 2.13 **"Livestock"** means any domestic fowl (including chickens, geese, ducks, turkeys, guinea fowl, etc.), horse, donkey, mule, bull, ox, cow or other cattle, goat, swine, sheep, llama, mink, fox, emu, ostrich but not limited to the aforementioned or the young thereof.
- 2.14 **"Microchip"** means an approved 'Canadian Standard' encoded identification device implanted into an animal, which contains a unique code that permits or facilitates access to owner information, including the name and address of the owner, which is stored in a central data base.
- 2.15 **"Municipal Law Enforcement Officer"** shall mean a By-law Enforcement Officer, interim or full time, as appointed by Council for the Corporation of the Municipality of Huron East.
- 2.16 **"Municipality"** means the Corporation of the Municipality of Huron East.
- 2.17 **"Muzzle"** means a humane fastening or covering device of adequate strength placed over the mouth of an animal to prevent it from biting and the word "muzzled" and or "muzzling" have a similar meaning.
- 2.18 **"Owner of a Dog"** means any person who owns, possesses, harbours or has custody of an animal and, where the owner is a minor, the person responsible for the custody of the minor. This shall also include a person who is temporarily the keeper of the animal.
- 2.19 **"OSPCA"** means the Ontario Society for the Prevention of Cruelty to Animals.
- 2.20 **"Pound"** means the place which is used for the temporary housing and care of animals that have been impounded pursuant to this By-law and so designated by Council.
- 2.25 **"Pound Keeper"** means the person or agency designated for the Municipality to oversee and operate the pound.
- 2.27 **"Prohibited Animal"** means an animal of which the keeping of is prohibited within the Municipality of Huron East as described in Schedule "A" of this By-law.
- 2.28 **"Redemption Period"** means the period of time which the owner of a dog that has been impounded pursuant to this by-law has the right to redeem it.
- 2.29 **"Rural Area"** is as described in the Municipality's Zoning By-law as amended from time to time.

- 2.30 **"Service Animal"** means a guide dog or a service animal as those terms are used in Ontario Regulation 429/07 under the Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, C. 11, as amended or replaced from time to time.
- 2.31 **"Urban"** is as described in the Municipality's Zoning By-law as amended from time to time.
- 2.32 **"Vicious Dog"** means a dog which has, without provocation, attacked or bitten a person or another animal or communicated by its actions or intention, habit, tendency or has demonstrated a propensity to do so.
- 2.31 **"Without provocation"** means in the absence of teasing, tormenting, abusing or assaulting actions upon the dog, or its owner, either in the past or the present, by the person or domestic animal, who sustained the bite or attack.

3. Responsibility to Care for Animals

- 3.1 Every person who keeps an animal within the Municipality shall ensure that such animal is provided with,
- (a) a clean and sanitary environment free from an accumulation of fecal matter, odor, insect infestations or rodent attractants that disturb or are likely to disturb the enjoyment, comfort, convenience of a person or may endanger the health of any person or animal, and
 - (b) adequate and appropriate care, food, water, shelter, and opportunity for physical activity.

4. Limit of Dogs in a Dwelling Unit

- 4.1 No person shall keep more than a total number of five (5) cats and dogs within urban areas within the Municipality, with a maximum number of two (2) dogs harboured at one time per dwelling unit. No more than three (3) dogs shall be harboured, at any time, in a dwelling unit located within the rural areas of the Municipality.
- 4.2 No person shall keep more than a total of five (5) rabbits, rats or mice per dwelling unit for the purpose of a pet, and shall not be bred for commercial purposes.
- 4.3 Any dogs over the maximum allowed in Section 4.1, not licensed at the time of passing of this By-law, shall be licensed within forty five (45) days or shall be deemed in violation of this By-law.
- 4.4 A person may harbour more than three (3) dogs at a premise without a kennel license, provided all the following conditions are met:
- (a) the person is keeping livestock upon the same premises;
 - (b) the premises is on land that is zoned agricultural;
 - (c) the dogs are licensed annually in accordance with this By-law; and
 - (d) the dogs are livestock guardian dogs and/or herding dogs.

5. Licencing of Dogs

- 5.1 (a) Every dog owner shall, on or before the 28th day of February in each and every year, or upon becoming the owner of a dog after the 28th day of February, register such dog or dogs with the Clerk or their designate within fifteen (15) days of possession and pay the prescribed fees as set out in the Municipality's Fees and Charges By-law.
- (b) The dog owner shall also procure a metal dog tag for each dog owned, up to the allowable maximum of dogs as set out in Section 4.1. Every dog tag purchased after February 28th shall have a penalty imposed as set out in the

Municipality's Fees and Charges By-law. This penalty shall not apply to a dog that comes into possession of an owner after such date.

- 5.2 Notwithstanding Section 5.1 hereof, the fees to licence and register a dog that is required to assist a disabled person shall be waived with appropriate documentation.
- 5.3 Upon application for a licence, the owner shall sign the dog licence application that a certificate has been signed by a practicing veterinarian that the dog has been inoculated with an up to date Anti-Rabies Vaccine prior to the date of application for the licence.
- 5.4 Upon application for a licence for a spayed female dog or neutered male dog the applicant shall produce, if requested to the Municipality or its authorized agent at the time of application, a certificate from a veterinary surgeon that such female dog has been spayed or such male dog has been neutered.
- 5.5 A record of the dog tags issued shall be kept by the Clerk or other officer designated by the Municipality for that purpose, showing the name, address and contact information of the owner and the serial number of the dog tag.
- 5.7 No person shall use a tag for a dog other than the one for which it was issued.

6. Vicious Dogs

- 6.1 Every owner of a vicious dog shall obtain a license for the dog. A vicious dog shall have a special licence fee as set out in the Municipality's Fees and Charges By-law.
- 6.2 An owner of a vicious dog shall obtain and maintain a policy of public liability insurance by an insurer licensed by the Province of Ontario providing third party liability coverage in the amount of Five Hundred Thousand (500,000) dollars for any damage or injury caused by said dog. Proof of insurance shall be provided to the Municipality.
- 6.3 An owner of a vicious dog shall implant an electronic identification microchip in the dog.
- 6.4 An owner of a vicious dog shall provide the information contained on the microchip to the Clerk.
- 6.5 An owner of a vicious dog shall post "Beware of Dog Signs" on the perimeter of the property upon which the dog is harboured.
- 6.6 An owner of a vicious dog shall keep such dog confined within the premises, or keep such dog confined in an enclosed pen of sufficient dimension and construction to provide humane shelter for the dog while preventing the dog from escape and preventing entry from unsupervised children.
- 6.7 An owner of a vicious dog shall ensure that the enclosure or other structure is locked.
- 6.8 An owner of a vicious dog shall notify the Dog Catcher if the animal is running at large.
- 6.9 No owner of a vicious dog shall permit it to be walked by a person under eighteen (18) years of age and shall ensure that the vicious dog is muzzled and leashed.
- 6.10 All requirements for a vicious dog shall be required until the dog is destroyed or the Clerk, or designate appointed for the purpose of enforcing the Municipality's By-law exempts the owner from the vicious dog requirements.

7. Kennel Licencing

- 7.1 No person shall operate a kennel without, before the 28th day of February in each and every year, or upon the commencement of the operation of a kennel after the 28th of February in a given year, first applying for and obtaining from the Clerk a kennel licence and paying the prescribed fee as set out in Municipality's Fees and Charges By-law.
- 7.2 The kennel licence shall be continuously displayed in a conspicuous place in the interior of the premises for which the licence is obtained.
- 7.3 Kennel licenses are non-transferrable to another operator or kennel. If the property on which the kennel is located in being sold, the purchaser of the property shall apply for, and obtain, a new kennel licence prior to operation. No kennel shall be transferred that does not comply with all other requirements of this By-law.
- 7.4 A kennel may only contain a maximum of thirty-five (35) dogs at any one time.
- (a) Puppies will be counted towards the total number of dogs permitted to be kept at a kennel upon reaching the four (4) months of age.
- 7.5 Notwithstanding any other provision of this By-law, a kennel that existed and was licenced by the Municipality prior to this By-law coming into force or effect shall:
- (a) Within five (5) years of the passing of this By-law, reduce the number of dogs exceeding the permitted maximum 35 to the maximum number allowable in the current By-law (Section 7.4) through sale, retirement, adoption or rehoming.
- (b) Be permitted to continue operating at its existing location.
- (c) Comply with all other applicable requirements set out in this By-law within twenty-four (24) months of this By-law coming into force and effect.
- (i) If alterations to the kennel are required to meet the standards set out in this By-law, that a building permit be obtained for such alterations within twelve (12) months of this By-law coming into force and effect.
- 7.6 Every person who holds a kennel licence shall comply with the following requirements:
- (a) The kennel shall be in separate building from a dwelling unit.
- (b) The kennel building and its location must conform to the Municipality's Zoning By-law and the Ontario Building Code as amended from time to time.
- (c) The kennel building shall have a floor of concrete or other impermeable material and shall have a drain opening constructed as a plumbing fixture and such floor shall be thoroughly cleaned daily, or more often if necessary.
- (d) The kennel building shall have adequate lighting, windows that may be opened for proper ventilation, a heating system sufficient to adequately heat the building, running water and a food preparation area.
- (e) The kennel shall be adequately shaded to ensure the dog's comfort.
- 7.7 Inside dog runs minimum standards:
- (a) At least 2.5 feet (0.75 metres) wide, 6 feet (1.8 metres) high and 15 square feet (1.35 metres) in area.
- (b) Has a floor of solid, readily sanitized and fluid-impervious material.
- (c) Enclosed by walls of solid, readily sanitized and fluid impervious material or surrounded by partitions which are solid, readily sanitized and fluid - impervious materials extending from the floor for at least 4 feet (1.2 metres) above the solid material, or other material that will prevent an animal

confined in the run from escaping which extends to 6 feet (1.8 metres) above the floor.

- (d) Constructed so that liquid cannot escape or pass to another run except through a drain, or drainage channel leading directly to a drain, which is inaccessible to an animal in the run.
 - (e) Has a door which does not open into another run.
 - (f) Well constructed and secure.
 - (g) Well ventilated.
 - (h) Properly drained.
 - (i) Regularly cleaned and sanitized.
- 7.8 If dogs are being housed outside, the breed of dog must be properly acclimatized to seasonal and regional temperatures. Aged, young, or infirmed dogs shall be housed indoors. Shelter and protection from cold and heat must be provided including protection from direct sunlight, rain, sleet, and snow, which includes an enclosed area with dry bedding.
- 7.9 Where a clipping and grooming service is performed, such clipping and grooming shall be carried out in the kennel building only.
- 7.10 At all times the kennel operator shall maintain the premises in a sanitary, well ventilated, clean condition, and free from offensive odors.
- 7.11 The operator shall keep the dogs in sanitary, well bedded, well ventilated, naturally lighted, clean quarters at a healthy temperature at all times.
- 7.12 The operator shall feed and give water to the dogs periodically each day and keep same in a clean, healthy condition, free from vermin and disease.
- 7.13 The Municipal Law Enforcement Officer and any other person authorized by the Municipality may, at any reasonable time, inspect any place where dogs are kept, pursuant to this By-law.
- 7.14 If the kennel is found not to conform, under the requirements set out herein, the Municipal Law Enforcement Officer may contact the OSPCA or any other agency with the dog's best interests and wellbeing in mind. The Clerk, and/or their designate, or the Municipal Law Enforcement Officer may revoke the licence issued for the kennel if the owner is in contravention of this By-law.

8. Expiration of Licence

- 8.1 A licence issued pursuant to Section 5.1 or 7.1 of this By-law shall expire on the 31st day of December in the year for which it was issued.

9. Harboursing a Dog Without a Tag or Licence

- 9.1 Except as provided herein, no person shall harbour a dog or dogs within the boundaries of the Municipality unless such dog has affixed to it a current dog tag issued under this By-law.
- 9.2 Except as provided herein, no person shall operate a kennel within the boundaries of the Municipality unless a kennel license is displayed as issued under this By-law.

10. Improper Use of a Dog Tag

- 10.1 No person shall use a dog tag other than for the dog the tag was issued, as stated in the dog licence application.

11. Dogs Running at Large

- 11.1 No person shall permit a dog to run at large within the boundaries of the Municipality.
- 11.2 For purposes of this Section, a dog shall be deemed to be running at large if found not to be under the control of a competent and responsible person at any place within the boundaries of the Municipality, other than the premises of the owner of the dog.
- 11.3 A dog shall be deemed to be running at large if found on Municipal property and not on a leash, unless at a designated leash free park.
- 11.4 A dog shall not be deemed running at large if, while off the premises of its owner, the dog is within an enclosed area from which it does not appear to be able to escape, with the consent of the owner of such enclosed area.
- 11.5 A dog shall be deemed to be under control of a competent and responsible person if it is on a leash attached to a collar or harness, and which leash is a maximum length of 6 feet (1.8 metres), in the hands of an individual who appears to be able to restrain the dog and/or maintain control over the dog.
- 11.6 Female dogs in heat must be confined to a building isolated from other dogs and remain there until such time as the heat has ended.
- 11.7 If a dog is tied it shall not be within 3 feet (0.9 metres) of a property line.

12. Causing a Disturbance

- 12.1 No person, being the owner of a dog or the operator of a kennel shall permit a dog or dogs to persistently howl, bark or whine as to cause noise, which disturbs, or is likely to disturb the inhabitants of the Municipality.

13. Removal of Dog Excrement

- 13.1 Every person who owns, controls or harbours a dog shall remove forthwith any excrement left by such dog on public or private lands within the boundaries of the Municipality.
- 13.2 In any prosecution pursuant to a violation of Section 13.1 of this By-law, proof that the defendant is a blind person shall constitute a defense to such prosecution.

14. Seizure and Impounding

- 14.1 A Municipal Law Enforcement Officer, Dog Catcher and/or Pound Keeper appointed by the Municipality may seize and impound any dog found running at large. The dog will be impounded under the direction of the Pound Keeper appointed by the Municipality.
- 14.2 If a dog found running at large has been injured and should, at the discretion of the Dog Catcher, Municipal Law Enforcement Officer or Pound Keeper, be destroyed without delay for humanitarian reasons, the Dog Catcher, Municipal Law Enforcement Officer or Pound Keeper may destroy the animal in a humane manner after the seizure as he/she thinks fit and no damages or compensation shall be recoverable by the owner of the dog on account of such destruction.
- 14.3 The Dog Catcher or Municipal Law Enforcement Officer may destroy any dog found running at large if the dog cannot be seized within a reasonable time and which the dog threatens the safety of the Dog Catcher or Municipal Law Enforcement Officer or other persons, and no damages or compensation shall be recoverable by the owner of the dog on account of such destruction.
- 14.4 Where a dog has been impounded and has not been destroyed, the Pound Keeper shall release possession of the animal to its owner when:

- (a) the owner claims possession of the dog within three (3) days, excluding the day which the dog was impounded, statutory holidays, Saturdays and Sundays;
- (b) the owner provides proof that the dog is permitted by this By-law and any required licence or registration has been obtained from the Municipality;
- (c) any emergency veterinary fees deemed to be necessary during the time of impound have been paid; and
- (d) the owner pays to the Municipality/Pound Keeper any seizure/pound fee and boarding fee per day for each day the dog has been in the pound, commencing the day the dog is seized and including the day the dog is removed from the pound and a Municipal administration fee as described in the Municipality's Fees and Charges By-law.

15. Liability for Fees

- 15.1 Where a dog is impounded, the owner of the dog shall be liable for all fees prescribed herein, including all expenses and damages incurred, including the fees for destruction of the dog where the dog has been destroyed, whether or not the dog is claimed by the owner. All such fees shall be payable on written demand to the owner from the Clerk.
- 15.2 If the owner has not paid the fees demanded within thirty (30) days of the written demand for payment, such fees may be collected by action or in the same manner as Municipal taxes.

16. Redemption Period for Dogs

- 16.1 Where a dog has been seized while found running at large and impounded and the owner has not claimed the dog within three (3) days, excluding the day on which the dog was seized, statutory holidays, Saturdays and Sundays, or having attended at the pound to claim the dog has not paid the prescribed fees, the Clerk, Dog Catcher or Pound Keeper may sell the dog for such price as he/she deems fit, destroy the animal in a humane manner, or otherwise dispose of the animal at his/her discretion, and no damages or compensation shall be recoverable by the owner as a result of any such action.

17. Prohibited Animals

- 17.1 No person shall keep in the Municipality either on a temporary or permanent basis, any prohibited animal, as set out in Schedule "A".
- 17.2 Despite Section 17.1, a person shall be permitted to keep such prohibited animals if acquired prior to the passing of this By-law, and such person shall comply with the following conditions:
 - (a) the animal is kept in an environment which is appropriate for the species; and
 - (b) the owner has filed an application for an exemption from Section 17.1 of this By-law and has received approval in writing from the Clerk;
- 17.3 The burden of proof for an exemption from Section 17.1 rests with the person making the request for exemption to the Clerk. Written approval from the Clerk shall be deemed as an exemption from Section 17.1 of this By-law.
- 17.4 The Clerk shall maintain a list of all prohibited animals and owners from which an exemption has been granted, in accordance with Section 17.2.
- 17.5 Section 17 shall not apply to:
 - (a) any of the Municipality's animal care and control centre's, as applicable;

- (b) the premises of the OSPCA;
- (c) the premises of an accredited veterinary facility under the supervision of a veterinarian licenced pursuant to the *Veterinarians Act*, R.S.O. 1990, Chapter V.3, as amended;
- (d) the premises of any licensed zoo or exhibit, permanently located in the Municipality;
- (e) premises or facilities accredited by the Canadian Association of Zoos and Aquaria (CAZA);
- (f) the areas of the Municipality in which professionally produced films are made using such animals, provided that there is supervision by inspectors or agents of the OSPCA or one of its affiliates or branches;
- (g) the areas of the Municipality in which educational programs are being conducted with animals, provided that the animals are owned by institutions accredited by CAZA or the American Zoo and Aquarium Association and only while the educational programs are actually conducted, provided that such programs are limited to two (2) days at any one location;
- (h) premises registered as research facilities pursuant to the *Animals for Research Act*, R.S.O. 1990, c. A.22, as amended;
- (i) premises where wildlife rehabilitation is being undertaken in accordance with the *Fish and Wildlife Conservation Act*, 1997, S.O. 1997, Chapter 41, as amended and associated regulations under the jurisdiction of the Ontario Ministry of Natural Resources.

18. Enforcement

- 18.1 This By-law shall be enforced by a Municipal Law Enforcement Officer, duly appointed for the purpose of enforcing the Municipality’s By-law.
- 18.2 The Municipal Law Enforcement Officer may at any time request the assistance of the Ontario Provincial Police to enforce any provision of this By-law.

19. Penalty of Offence

- 19.1 Every person who contravenes any of the provision of this By-law is guilty of an offence and, on conviction, is liable to a fine pursuant to the Provincial Offences Act, R.S. O. 1990, CP. 33, as amended.

20. Effect

- 20.1 That By-law 44-2015, being a By-law to Regulate Animal Care and Control within the Municipality of Huron East is hereby repealed.
- 20.2 This By-law shall come into force and take effect upon the final passage thereof.

Read a first and second time this 18th day of October 2022

Read the third time and finally passed this 18th day of October 2022

The Corporation
of the
Municipality of Huron East
Schedule “A” of By-law No. 077-2022: Animal Control
Prohibited Animals

Being a list of animals the keeping of which is prohibited within the Municipality of Huron East.

- 1) All marsupials (such as kangaroos and opossums)
- 2) All non – human primates (such as gorillas and monkeys)
- 3) All felis, except the domestic cat
- 4) All canis, except the domestic dog
- 5) All viverrids (such as mongooses, civets and genets)
- 6) All mustelids (such as skunks, weasels, otters, badgers), except domestic ferrets and minks
- 7) All ursidae (bears)
- 8) All artidoactylus ungulates, except domestic goats, sheep, pigs and cattle, deer, elk, bison, llama, and alpaca
- 9) All procyonide (such as raccoons, coatis and cacomistiles)
- 10) All hyaenas
- 11) All perissodactylus ungulates, except domestic horses and donkeys
- 12) All elephants
- 13) All pinnipeds (such as seals, fur seals and walruses)
- 14) All snakes of the families Pythonidae and Boidae
- 15) All venomous reptiles
- 16) All ratite birds, except domestic ostriches, emu, and rheas
- 17) All diurnal and nocturnal raptors (such as eagles, hawks and owls)
- 18) All exarthrans (such as armadillos, sloths and anteaters)
- 19) All bats
- 20) All crocodilians (such as alligators and crocodiles)
- 21) All venomous arachnids (such as scorpions and tarantulas)
- 22) All insectivorous mammals (Insectivora), including aardvark (Tubulidentata), anteater, shrew, otter shrew, and mole
- 23) All cetaceans (such as whales, dolphins and porpoises)

Examples of animals of a particular prohibited group are given parentheses. They are examples only and shall not be construed as limiting the generality of the group.

The Corporation
of the
Municipality of Huron East

Schedule “B” of By-law No. 077- 2022: Animal Control
Set Fine Schedule - Part 1 Provincial Offences

Item	Short Form Wording	Provisions creating or defining offence	Set Fine
1.	Keep more animals than permitted	4.1	\$125.00
2.	Keep more rabbits, rats or mice than permitted	4.2	\$125.00
3.	Fail to license dog for current year	5.1	\$125.00
4.	Fail to use tag for dog it was issued to	5.7	\$125.00
5.	Fail to license vicious dog	6.1	\$125.00
6.	Fail to obtain and maintain insurance policy for vicious dog	6.2	\$125.00
7.	Fail to provide microchip information	6.4	\$125.00
8.	Fail to post beware of dog signs	6.5	\$125.00
9.	Fail to enclose vicious dog	6.6	\$125.00
10.	Fail to lock vicious dog enclosure	6.7	\$125.00
11.	Fail to notify vicious dog at large	6.8	\$125.00
12.	Fail to leash vicious dog	6.9	\$125.00
13.	Fail to muzzle vicious dog	6.9	\$125.00
14.	Permit person under 18 to walk vicious dog	6.9	\$125.00
15.	Fail to license kennel for current year	7.1	\$125.00
16.	Keeping more dogs than permitted in a kennel	7.4	\$125.00
17.	Fail to affix dog tag	9.1	\$125.00
18.	Allow dog to run at large	11.1	\$125.00
19.	Allow dog to howl, whine or bark causing noise, which may cause a disturbance	12.1	\$125.00
20.	Fail to remove dog excrement from private or public land	13.1	\$125.00
21.	Keeping a Prohibited Animal	17.1	\$125.00
22.	Keeping a Prohibited Animal - fail to comply with conditions	17.2	\$125.00

Note: The penalty provisions for the offences indicated above is Section 19 of By-law XX-2022, a certified true copy of which has been filed.

The Corporation
of the
Municipality of Huron East
By-law No. 086 for 2022

Being a By - law to Exempt Certain Lands from Part Lot Control, being a Portion of Block 17, Registered Plan 22M-22, in the Former Town of Seaforth, in the Municipality of Huron East, in the County of Huron

Whereas pursuant to subsection 50(7) of the Planning Act and pursuant to the written request from Pol Quality Homes it is deemed expedient to exempt from Part Lot Control the lands described as a portion of Block 17, Registered Plan 22M-22, being Parts 1 to 12, Plan 22R-7147 in the former Town of Seaforth, in the Municipality of Huron East, in the County of Huron.

Now Therefore, Council of the Corporation of the Municipality of Huron East **Enacts as Follows:**

- 1. That a portion of Block 17 in Registered Plan 22M-22, being Parts 1 to 12, Plan 22R-7147 in the former Town of Seaforth, in the Municipality of Huron East, in the County of Huron, is hereby exempted from Part Lot Control pursuant to Subsection 50(7) of the Planning Act to create the following parcels:
 - a. Part 1 to 12, Plan 22R-7147, subject to an easement HC166082
- 2. That this By-law comes into force and effect when it is approved by the County of Huron and will remain in effect until January 18, 2023 upon which date the By-law is hereby repealed.

Read a first and second time the 18th day of October, 2022

Read a third time and finally passed this 18th day of October, 2022

Bernie MacLellan, Mayor

Jessica Rudy, Clerk

Pursuant to the County of Huron By-law 30- 2022, this By-law, having met the criteria for Part Lot Control exemption, is hereby **Approved** under Section 50(7) of the Planning Act, R.S.O. 1990, c. P. 13,as amended.

Dated this day of , 2022.

Sandra Weber, Director of Planning
County of Huron

The Corporation
of the
Municipality of Huron East
By-law No. 087 of 2022

Being a By-law to Amend the Zoning on the
Lands Legally Known as Concession 1, Part
Lots 69 and 70, Grey Ward. Roll No.
404042000109300 and to Amend By-law 52-
2006

Whereas the Council of the Corporation of the Municipality of Huron East considers it advisable to amend Zoning By-law 52-2006 of the Municipality of Huron East.

Now Therefore, the Council of the Corporation of the Municipality of Huron East **Enacts** as follows:

- 1. This By-law shall apply to the lands legally known as Concession 1, Part Lots 69 and 70, Grey Ward in the Municipality of Huron East and is compromised of the attached schedules.
- 2. By-law 52-2006 is hereby amended by changing the zone symbol on the attached Schedule A from AG1-41 (General Agriculture – Special Provisions) to AG3-11 (Agricultural Commercial/Industrial – Special Provision).
- 3. Section 4.11 Special Zones is hereby amended by the replacement of the existing AG1-41 zone provisions with the following:

AG1-41

Notwithstanding the provisions to the contrary, on the lands zoned AG1-41, the lot area resulting from Consent File C60-2021 shall be deemed to comply with the lot area provisions of the AG1 zone. All other applicable provisions shall apply.

All other provisions of By-law 52-2006 shall continue to apply.

- 4. This By-law affects Zone Map 4 of By-law 52-2006, attached as Schedule A.
- 5. This By-law shall come into force upon final passing, pursuant to Section 34(21) of the Planning Act, RSO 1990, as amended.

Read a first and second time this 18th day of October 2022.

Read a third time and finally passed this 18th day of October 2022.

Bernie MacLellan, Mayor

Jessica Rudy, Clerk

Schedule 2
Corporation
of the
Municipality of Huron East
By-law No. 087 of 2022

Roll No. 4040 420 001 09300

By-law No. 087– 2022 has the following purpose and effect:

1. This proposed Zoning By-law Amendment affects the lands legally known as Concession 1, Part Lots 69 and 70, Grey Ward, Municipality of Huron East. This application proposes to amend the zoning on the property from AG1-41 (General Agriculture – Special Provisions) to AG3-11 (Agricultural Commercial/Industrial – Special Provisions) to allow for the future expansion of Marcrest Holdings Inc.; and amends the text of the AG1-41 (General Agriculture – Special Provisions) zone provisions to recognize the deficient lot size. This application is a condition of Consent Application C60-2021 approved by Huron County Council in September 2021.

The subject property is designated Agriculture on Schedule B of the Huron East Official Plan.
2. The map showing the location of the lands to which this By-law applies is shown on the following page and is entitled Location Map, Schedule A.
3. A Conceptual draft plan prepared by the Applicant is also attached to this notice.

Schedule A

Location Map

Corporation of The
Municipality of Huron East
By-law No. 087 of 2022



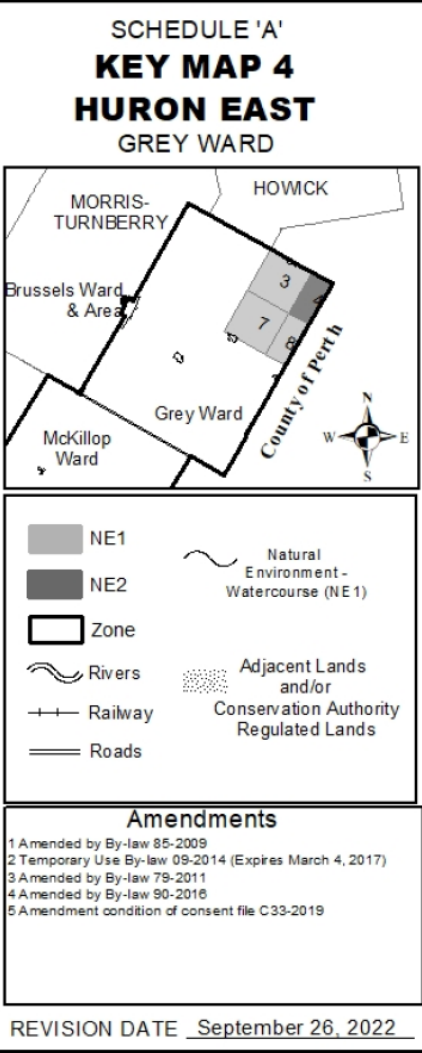
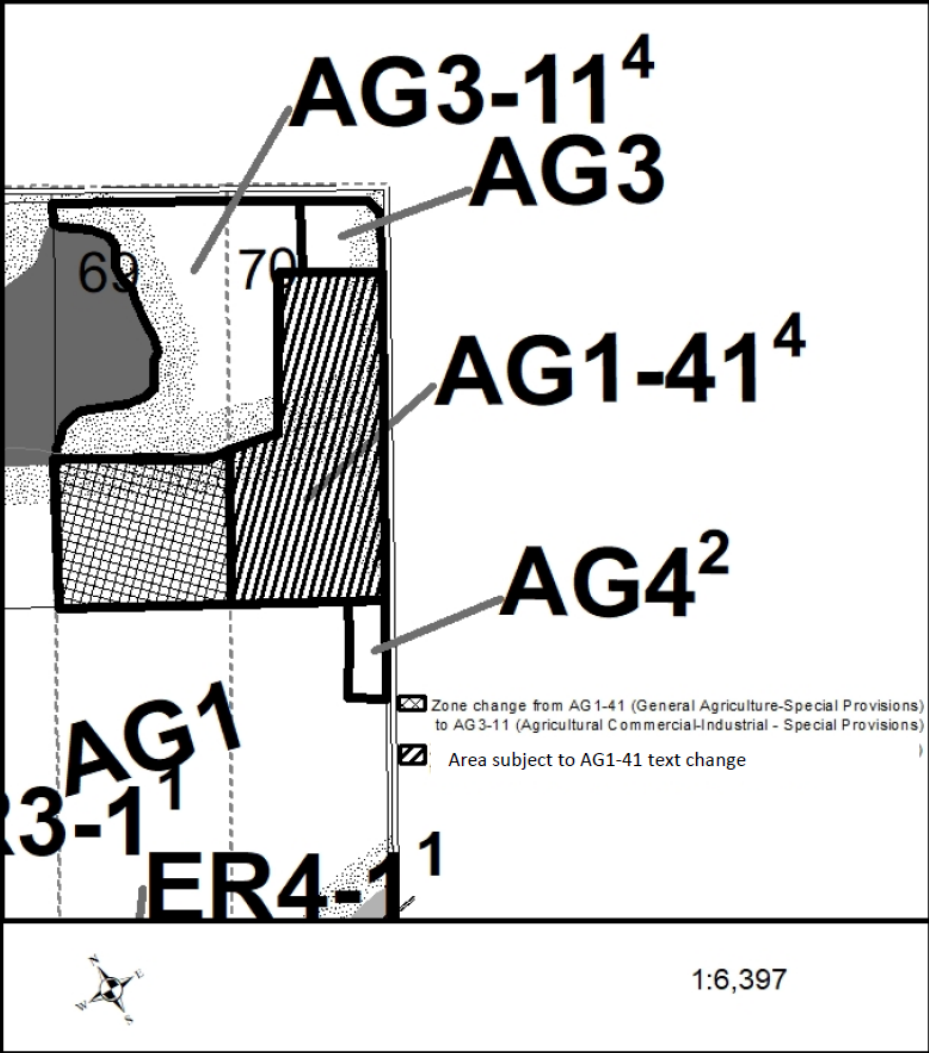
Schedule A

Location Map

Corporation of The

Municipality of Huron East

By-law No. 087 of 2022



Appendix: Severance Sketch for Consent Application C60-2021

By-law 087-2022

(Blue severed to merge the lands to the north and proposed to be rezone AG3-11; green retained lands to be zoned to recognize the deficient agricultural lot size).



The Corporation
of the
Municipality of Huron East
By-law No. 088 for 2022

Being a By-law to Temporarily Close Main Street (County Road 12), within the Seaforth Ward, Municipality of Huron East

Whereas the Municipal Act, S.O. 2001, c.25, s.42, as amended, authorizes a municipality to delegate to a committee of council or to an employee of the municipality, subject to any conditions which the municipality may impose, the power to close a highway temporarily for any purpose specified in the by-law;

And Whereas the Council of the Corporation of the Municipality of Huron East is desirous of closing specific roads in the Seaforth Ward of the Municipality of Huron East to accommodate the Seaforth Santa Claus parade being held November 25, 2022;

Now Therefore the Council of the Corporation of the Municipality of Huron **East enacts as follows:**

- 1. Main Street (County Road 12) will be closed in accordance with the requirements of the County of Huron as follows:
 - a) Friday, November 25, 2022 from 6:30 p.m. to 8:00 p.m. between Duke Street and Crombie Street, Seaforth
- 2. This by-law shall come into force and take effect on the date of final reading thereof.

Read a first and second time this 18th day of October 2022.

Read a third time and finally passed this 18th day of October 2022.

Bernie MacLellan, Mayor

Jessica Rudy, Clerk

The Corporation
of the
Municipality of Huron East
By-law No. 089 for 2022

Being a By-law to Confirm the Proceedings of the Council of
the Corporation of the Municipality of Huron East

Whereas, the Municipal Act, S. O. 2001, c. 25, as amended, s. 5 (3) provides municipal power, including a municipality’s capacity, rights, powers and privileges under section 8, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

And Whereas, the Municipal Act, S. O. 2001, c.25, as amended, s. 8 provides a municipality the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

And Whereas it is deemed expedient that the proceedings of the Council of the Corporation of the Municipality of Huron East at this meeting be confirmed and adopted by By-law;

Now Therefore the Council of the Corporation of the Municipality of Huron East **Enacts as Follows:**

- 1. The action of the Council of the Corporation of the Municipality of Huron East, at its meeting held on the 18th day of October, 2022 in respect to each recommendation contained in the Reports of the Committees and each motion and resolution passed and other action taken by the Council of the Corporation of the Municipality of Huron East at these meetings, is hereby adopted and confirmed as if all such proceedings were expressly embodied in this by-law.
- 2. The Mayor and the proper officials of the Corporation of the Municipality of Huron East are hereby authorized and directed to do all things necessary to give effect to the action of the Council of the Corporation of the Municipality of Huron East referred to in the proceeding section hereof.
- 3. The Mayor and the Clerk are authorized and directed to execute all documents necessary in that behalf and to affix thereto the Seal of the Corporation of the Municipality of Huron East.

Read a first and second time this 18th day of October, 2022.

Read a third time and finally passed this 18th day of October, 2022.

Bernie MacLellan, Mayor

Jessica Rudy, Clerk