



City of Hamilton

GENERAL ISSUES COMMITTEE ADDENDUM

Meeting #: 18-002
Date: January 18, 2019
Time: 9:30 a.m.
Location: Council Chambers, Hamilton City Hall
71 Main Street West

Stephanie Paparella, Legislative Coordinator (905) 546-2424 ext. 3993

	Pages
5. DELEGATION REQUESTS	
*5.1 Sergio Manchia, UrbanSolutions Planning and Land Development Consultants Inc., respecting Item 8.1 - 2019 Proposed Tariff Fees for Planning and Engineering Development Applications (PED19015)	2
*5.2 Suzanne Mammel, Hamilton-Halton Home Builders' Association, respecting Item 8.1- 2019 Proposed Tariff Fees for Planning and Engineering Development Applications (PED19015)	3
8. STAFF PRESENTATIONS	
8.1 2019 Proposed Tariff Fees for Planning and Engineering Development Applications (PED19015) (City Wide)	
*8.1.a City of Hamilton Planning and Growth Management Application Fee Review, Presented by BMA Management Consulting Inc.	4
8.2 Healthy and Safe Communities Department Budget Presentation (To be distributed)	
*8.2.a Presentation respecting Healthy and Safe Communities Department Budget	21

Form: Request to Speak to Committee of Council

Submitted on Friday, January 11, 2019 - 12:54 pm

==Committee Requested==

Committee: General Issues Committee

==Requestor Information==

Name of Individual: Sergio Manchia, MCIP, RPP

Name of Organization: UrbanSolutions Planning & Land Development Consultants Inc.

Contact Number: 9055461087

Email Address: smanchia@urbansolutions.info

Mailing Address: 105 Main Street East, Suite 501

Reason(s) for delegation request: Attend the January 18, 2019 General Issues Committee to speak to Item 8.1 on the agenda re: 2019 Proposed Tariff Fees for Planning and Engineering Development Applications (PED19015).

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? No

Form: Request to Speak to Committee of Council

Submitted on Monday, January 14, 2019 - 9:59 am

==Committee Requested==

Committee: General Issues Committee

==Requestor Information==

Name of Individual: Suzanne Mammel

Name of Organization: Hamilton-Halton Home Builders' Association

Contact Number: 905-575-3344

Email Address: smammel@hhhba.ca

Mailing Address: 1112 Rymal Road East, Hamilton Ontario

Reason(s) for delegation request:

GIC Meeting, Friday January 18th, 2019 - 9:30AM
Item 8.1 - 2019 Proposed Tariff Fees for Planning and Engineering Development Applications.

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? No

*City of Hamilton
Planning and Growth
Management
Application Fee Review*

January 18, 2019

Presented by BMA Management Consulting Inc.

Goals

Compliance with Legislation

Fair and Equitable

Proportional to the Actual Cost of Service

Introduction

- Last review was undertaken in 2012
- Since last review:
 - Increased public expectations requiring more information
 - More complex applications requiring specialized studies and specific reviews – cost for which are now being captured
 - Multi-divisional costing including Building, Planning, Growth Management, Transportation and Parking, Public Works, Hamilton Water, Legal, Clerks
 - Number of submissions and re-submissions has increased
 - Quality of the submissions, in some cases, has declined resulting in additional work
 - Additional staff attendance at open house meetings and subsequent follow up with public and applicants

Planning and Growth Management Fee Review Process

Review Process

- Identify full cost of service
- Process mapping of tasks within the permit processes
- Identify staff positions involved
- Staff estimated times based on average application types.
- Average “productive time” per staff person was determined (i.e. deducted vacation time, training time, etc.)
- Developed activity based costing model
- Validate Findings – revenue recovery projections, hours
- Underwent iteration reviews and revisions until City staff and BMA were confident of the results
- Compare fees to other municipalities

Full Cost Accounting

Identification of Full Cost of Programs and Services

Direct Departmental
Costs

Indirect
Departmental

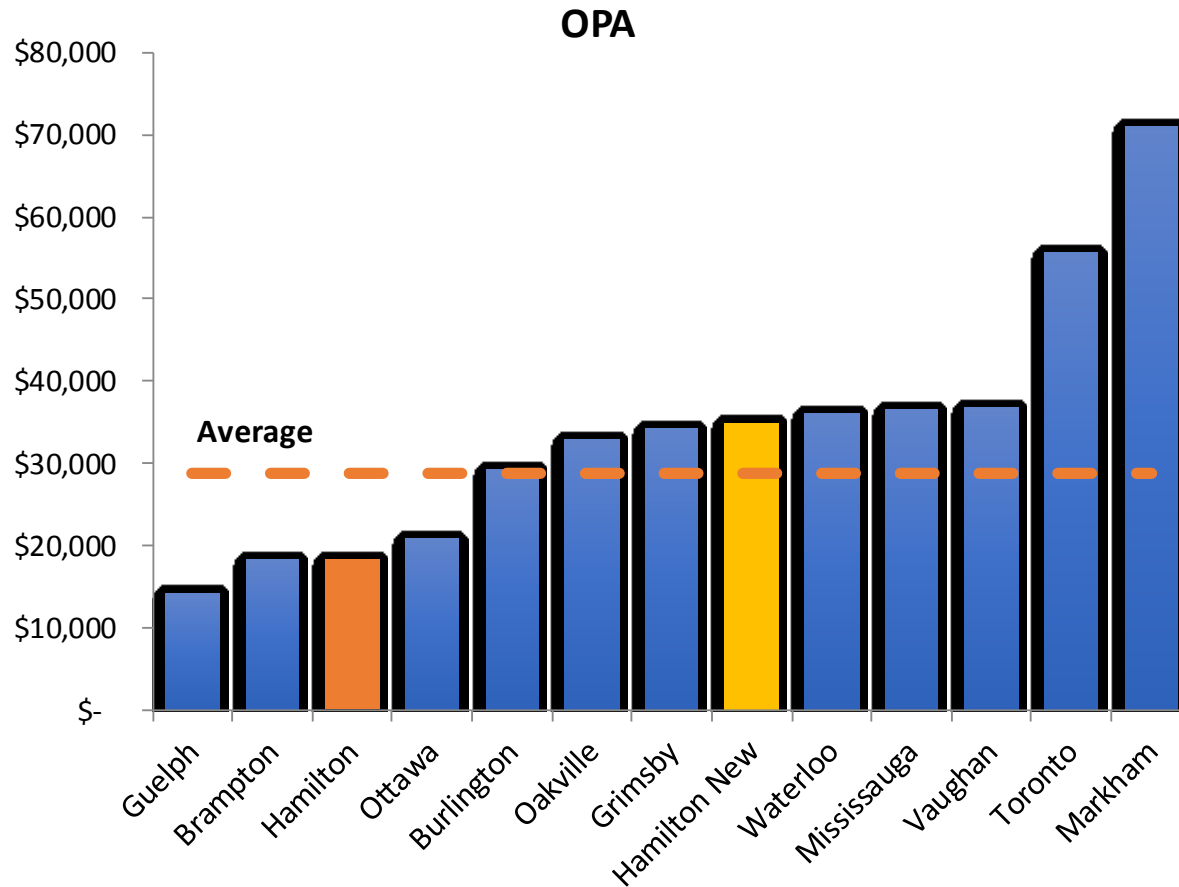
Corporate Cost
Allocations

Peer Municipal Comparisons

Peer Comparison

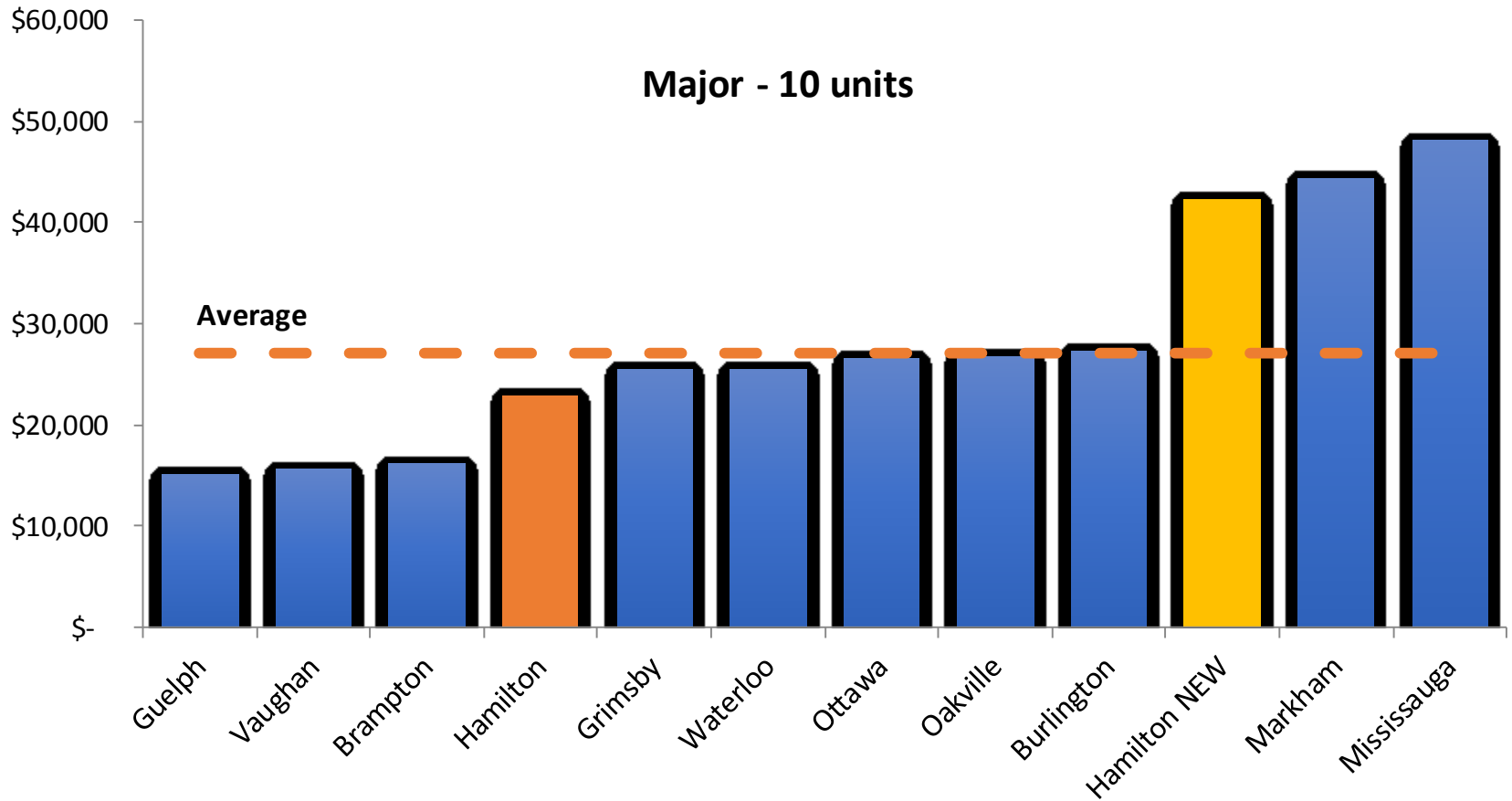
- The purpose of a comparison is to provide a sense of where Hamilton's fees fall in relation to other municipalities and is used for information purposes only
- There are many factors that impact the fees in each jurisdiction including but not limited to:
 - Governance structure (single versus two tier municipalities)
 - Processes – review processes, commenting agencies etc.
 - Cost recovery goals/objectives
 - Performance standards – turnaround times
 - Resources utilized
 - Complexity and definitions/classifications of fees
- Comparative fee surveys do not provide information about the cost recovery policies or procedures inherent in each municipality
- Overall, Hamilton's fees tend to be in the middle range for most fees and municipalities surveyed

Official Plan Amendment

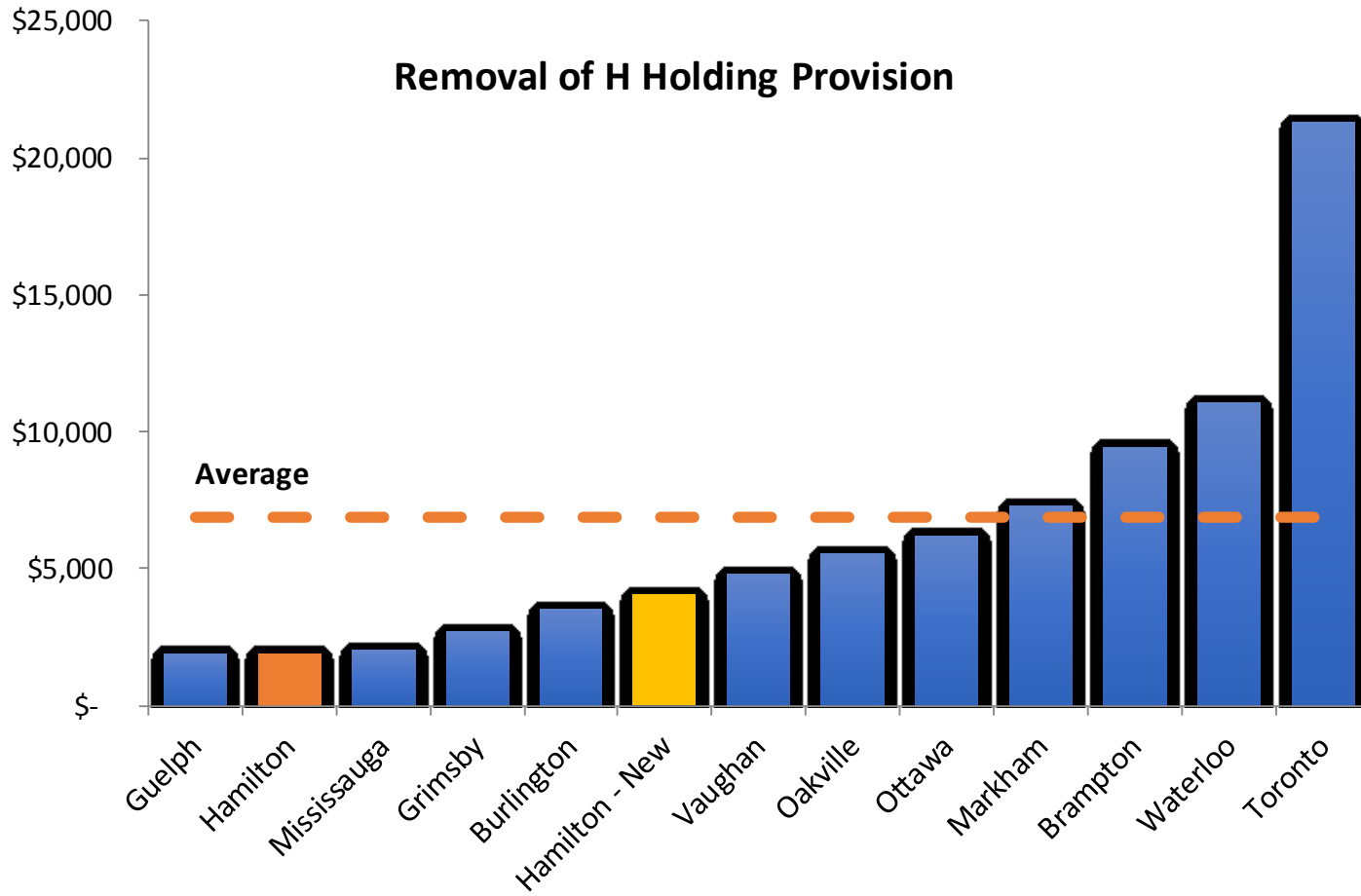


- Calculated fee takes into consideration duplication of effort in processing a zoning application

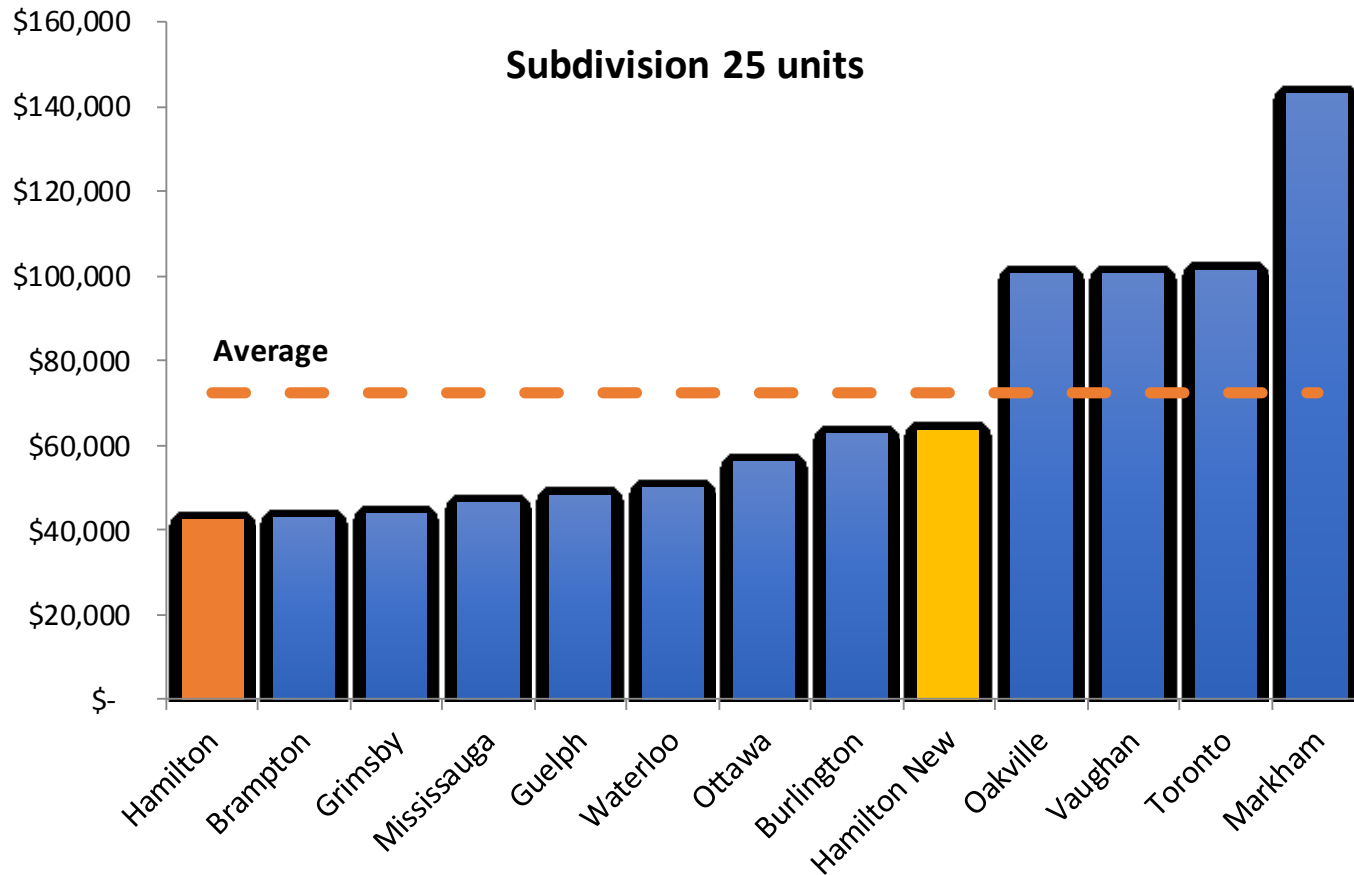
Major Zoning Amendment



Removal of H Holding Provision

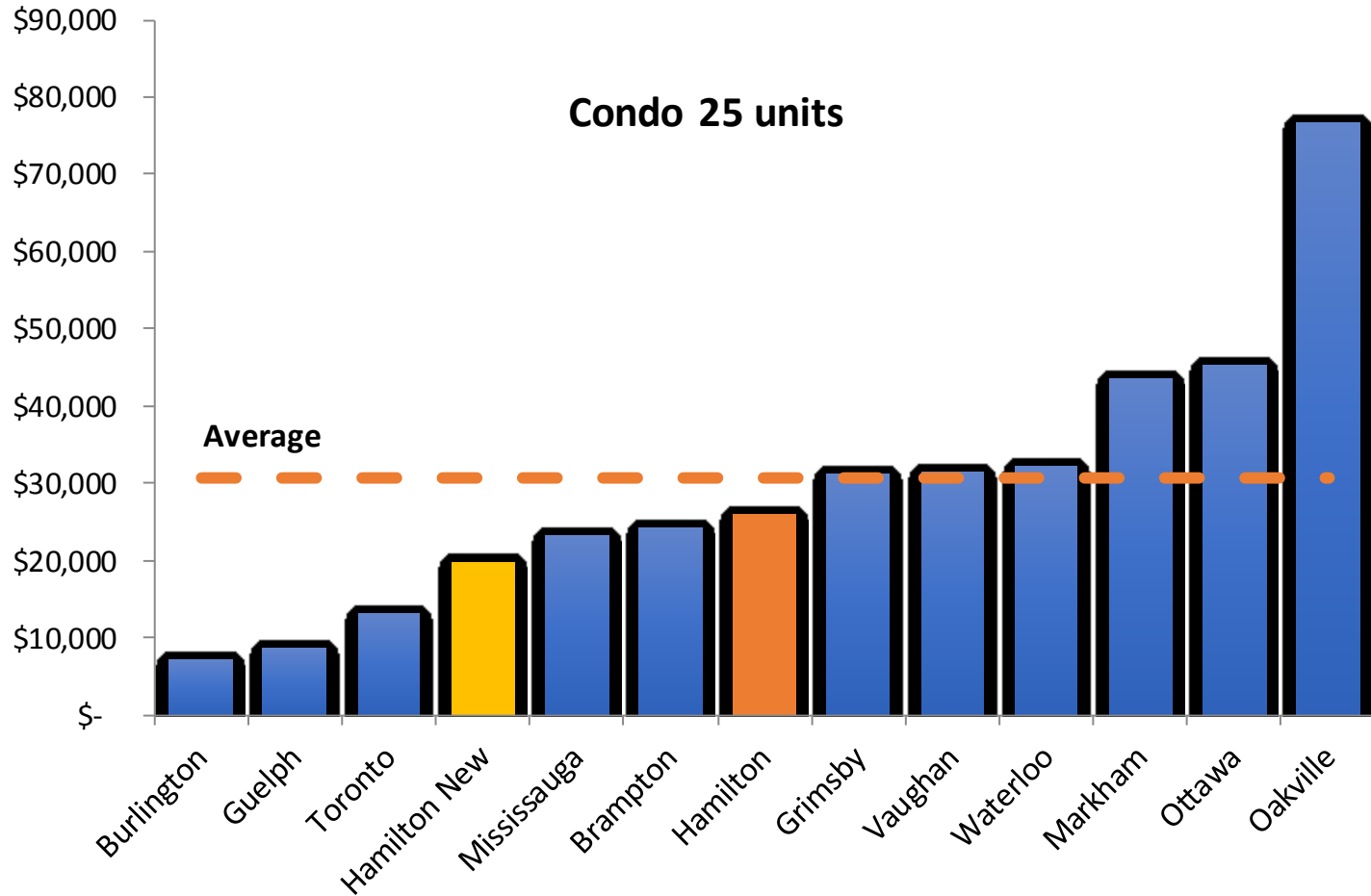


Subdivision



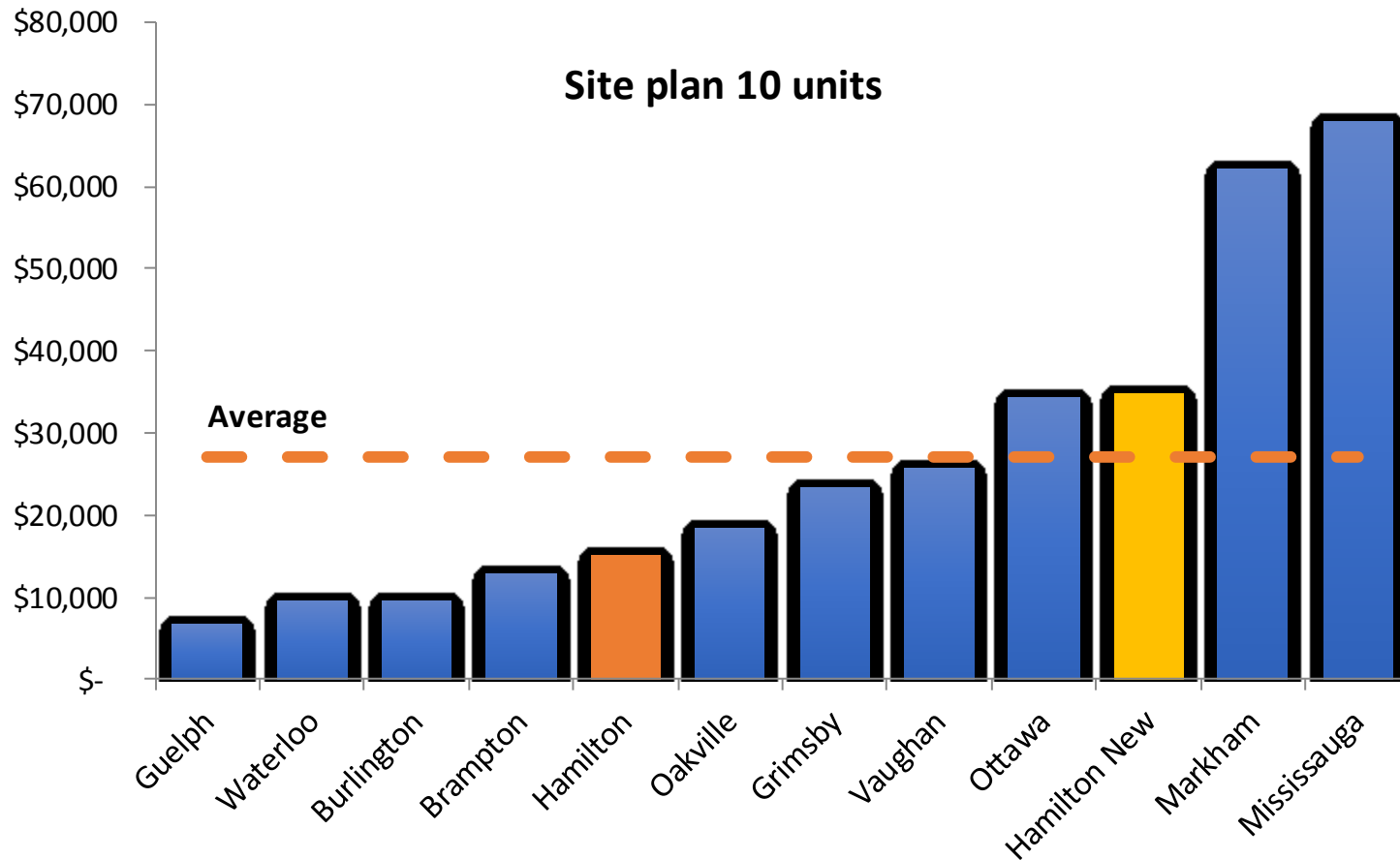
- Recommended fee introduces a tiered step-down rate to recognize economies of scale for large projects

Condominium



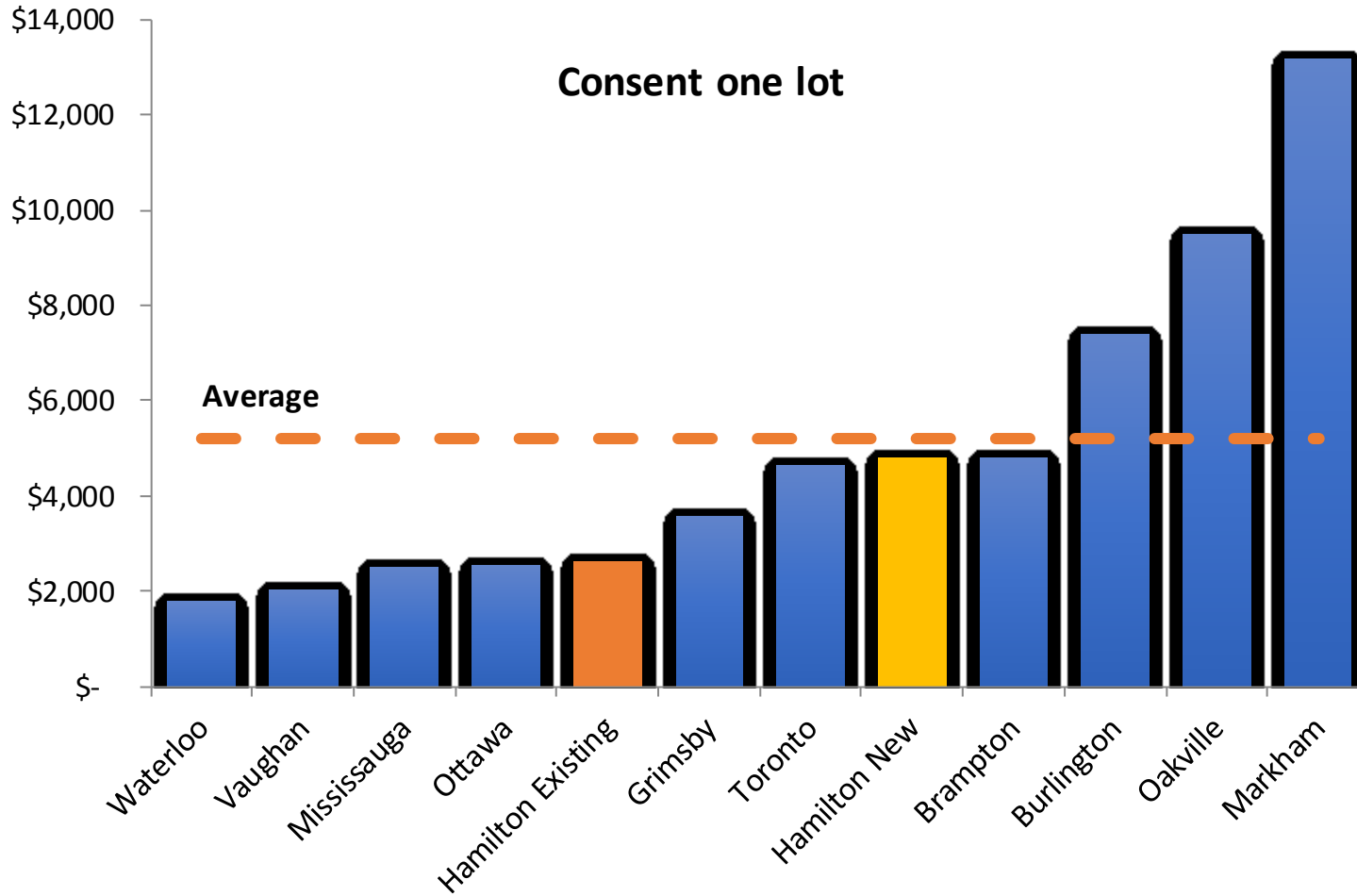
- Efficiencies have been achieved resulting in a reduction of proposed fee

Site Plan

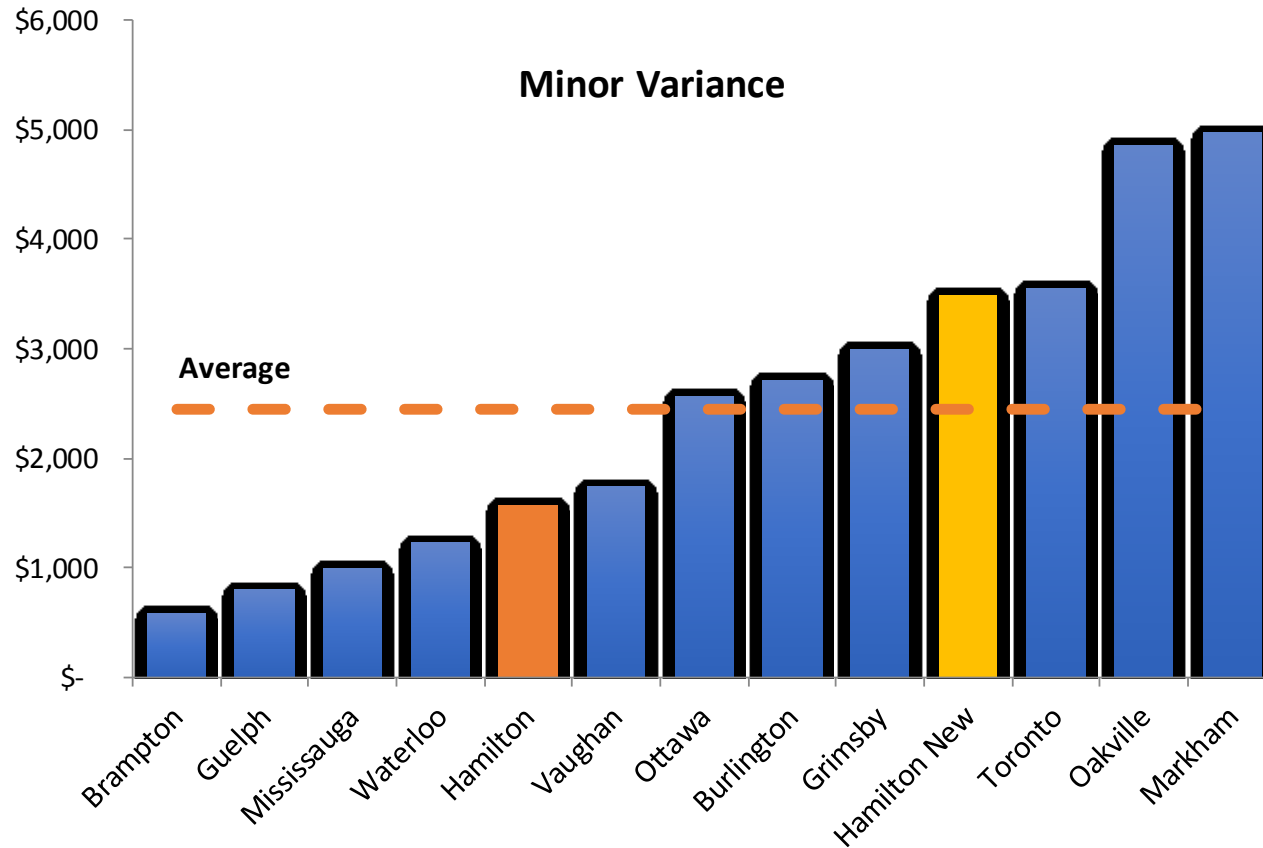


- Recommended fee caps vertical development at \$35,000. Application fee takes into consideration size of the development by including a base fee and a per unit fee

Consent One Lot



Minor Variance



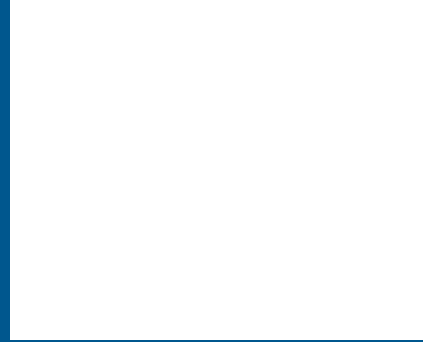
- Minor variance can vary in complexity – the above reflects a minor variance. There is also a lower fee for routine minor variance

Conclusions

- User fees help ensure optimal and efficient use of scarce resources and reduce pressure on property taxes
- Existing fees generally low in comparison to peer municipalities
- Existing fees not recovering the full cost of service

Questions & Answers

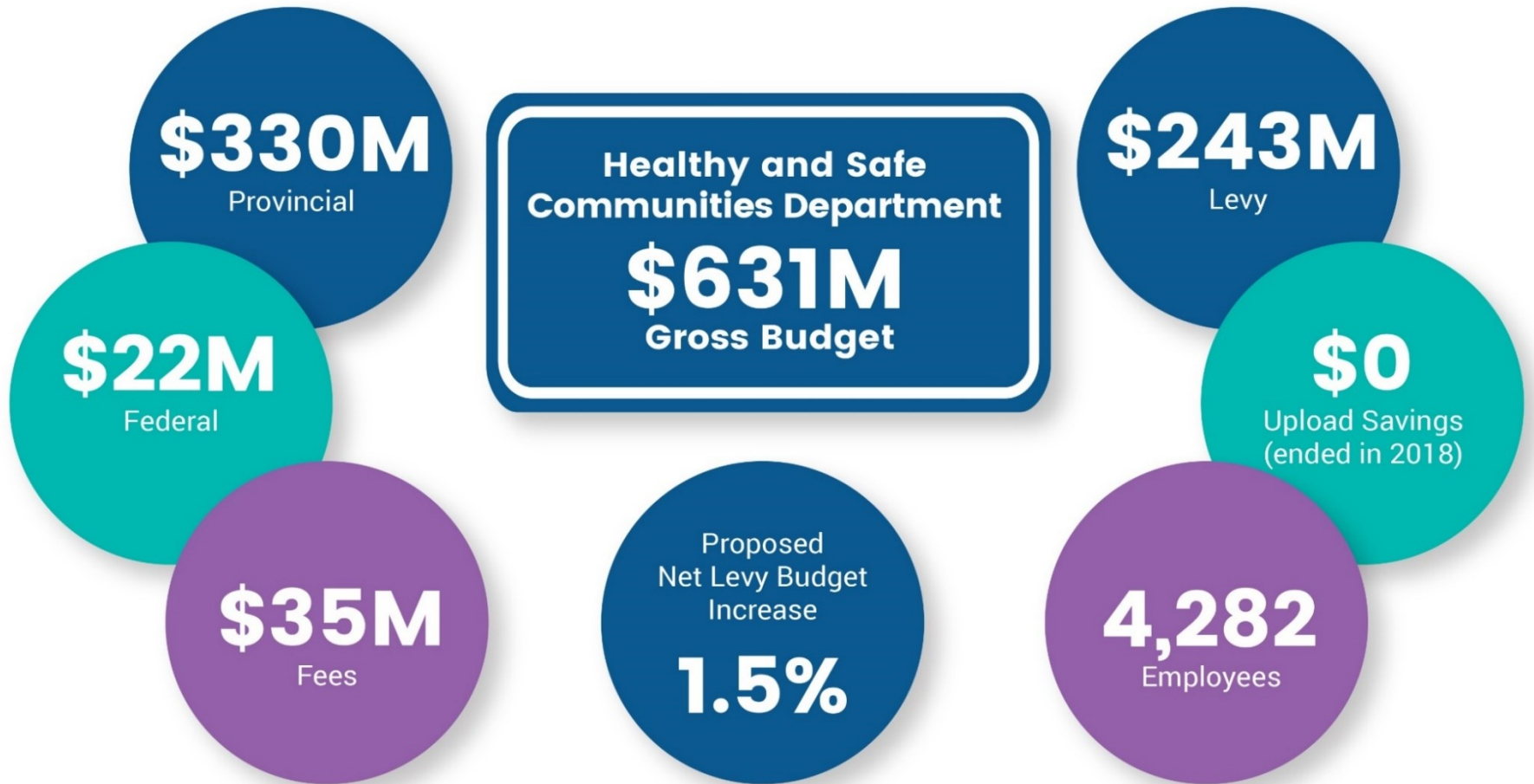
Questions
Answers
Questions & Answers
Questions & Answers
Answers



HEALTHY AND SAFE COMMUNITIES 2019 TAX SUPPORTED OPERATING BUDGET

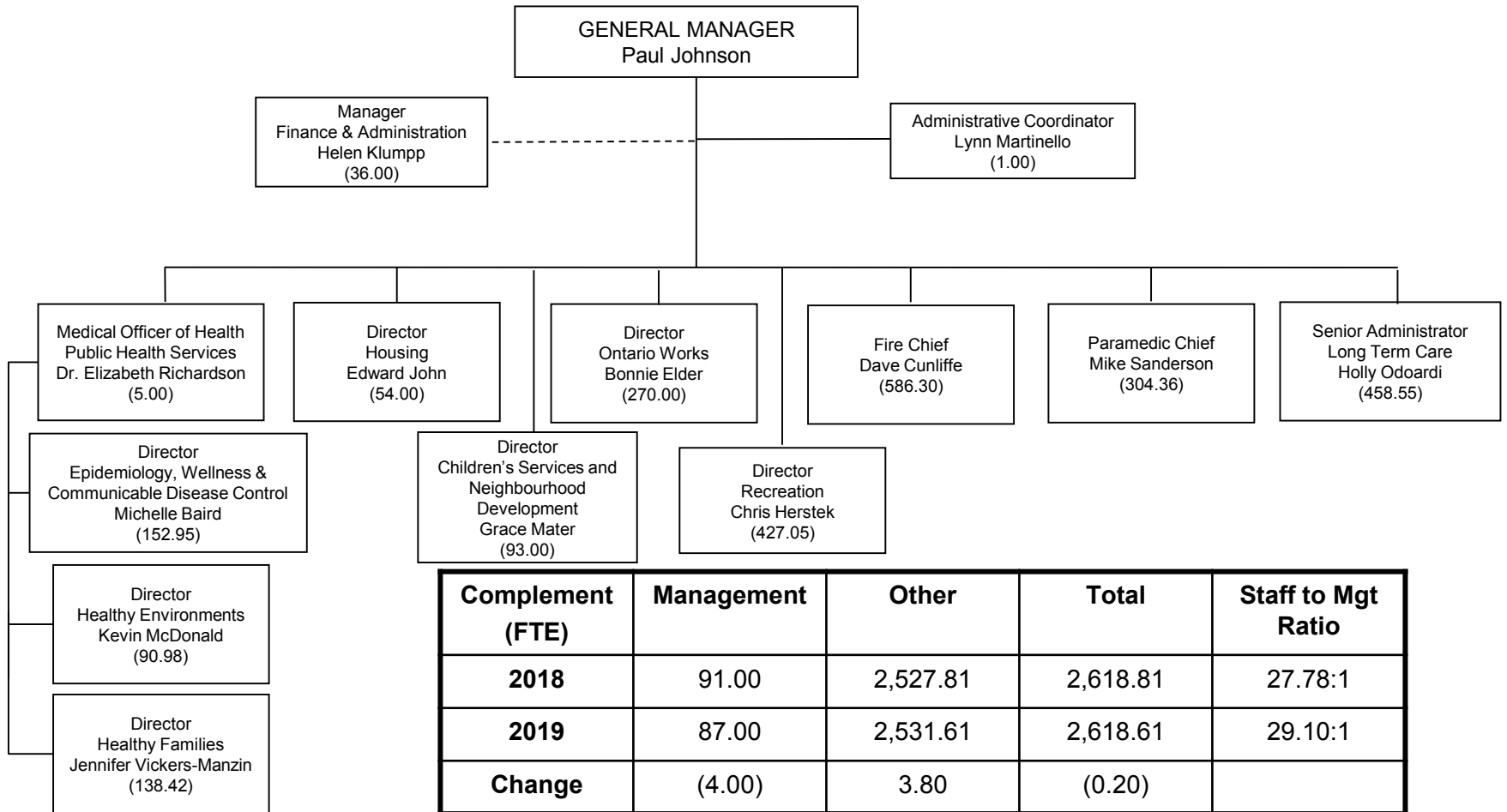
January 18, 2019

OVERVIEW – BY THE NUMBERS



ORGANIZATIONAL CHART

OVERVIEW



2019 OPERATING BUDGET BY DIVISION

Healthy and Safe Communities

	2018 Restated Net	2019 Preliminary Gross	2019 Preliminary Net	-2019 vs 2018 Net Change-	
				\$	%
HSC Administration	2,568,720	2,970,640	2,630,930	62,210	2.4%
Children's Services and Neighbourhood Dev.	8,441,390	93,556,110	8,571,730	130,340	1.5%
Ontario Works	11,823,090	153,162,030	11,957,630	134,540	1.1%
Housing Services	45,318,550	90,983,920	45,080,420	(238,130)	(0.5%)
Long Term Care	13,338,090	46,331,560	13,484,300	146,210	1.1%
Recreation	32,186,090	50,148,910	33,292,610	1,106,520	3.4%
Hamilton Fire Department	91,105,420	92,937,340	92,509,590	1,404,170	1.5%
Hamilton Paramedic Service	22,361,980	49,081,060	23,244,480	882,500	3.9%
Public Health Services	12,488,880	51,641,030	12,473,320	(15,560)	(0.1%)
Total Healthy and Safe Communities	239,632,210	630,812,600	243,245,010	3,612,800	1.5%

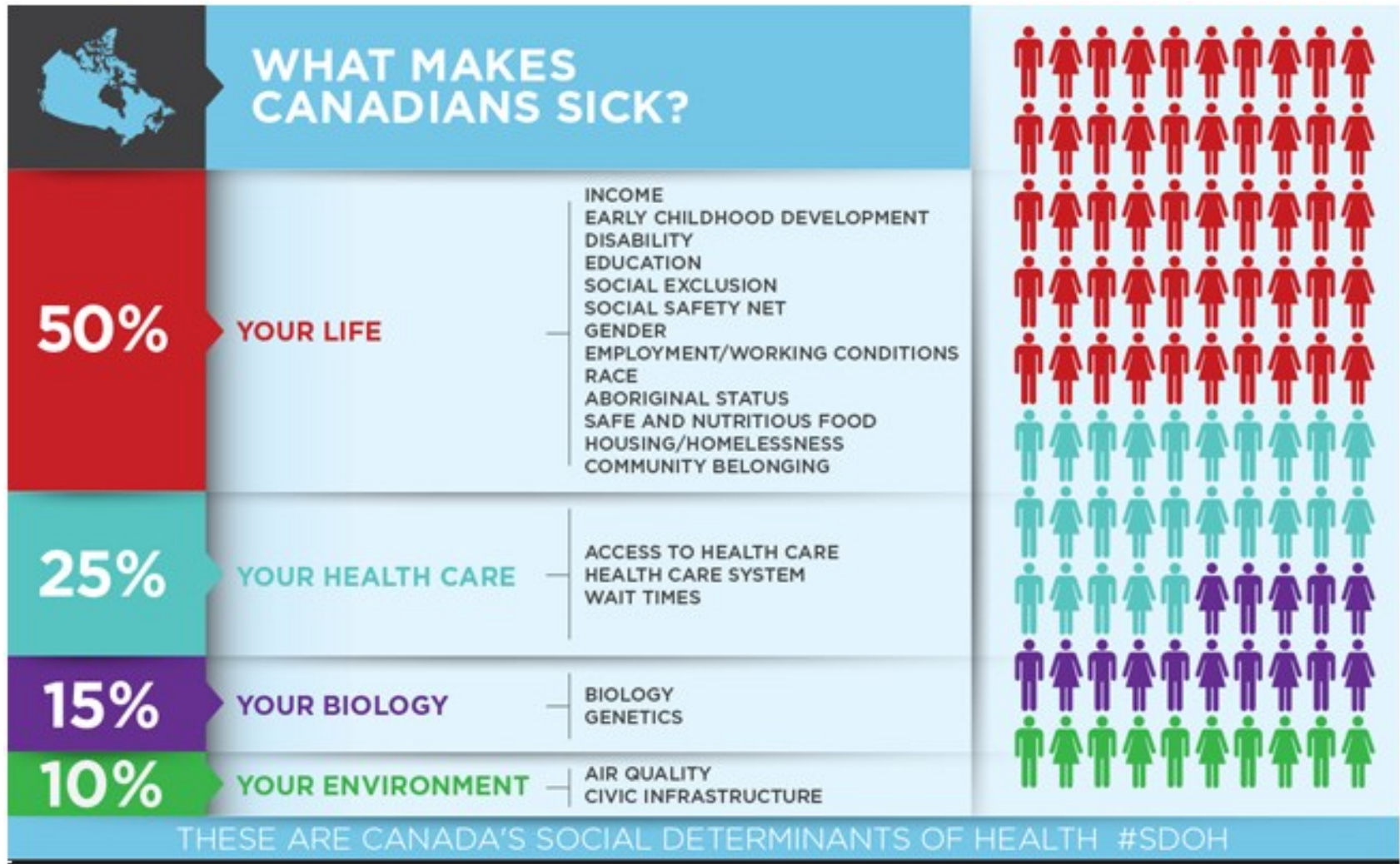
2019 BUDGET DRIVERS

Item	Cost (\$)
Employee Related Costs	4,390,470
Social Housing	(422,090)
Provincial Subsidies – Long Term Care, Public Health, Paramedic	(2,068,460)
Fire, Paramedic - Transfers to Vehicle/Equipment Reserves	555,250
Fire - Line of Duty Death Benefit (LODDB)	325,000
Recreation - User Fee revenues	(379,370)
Recreation - Operating expenditures	500,960

OVERVIEW – OUR PURPOSE

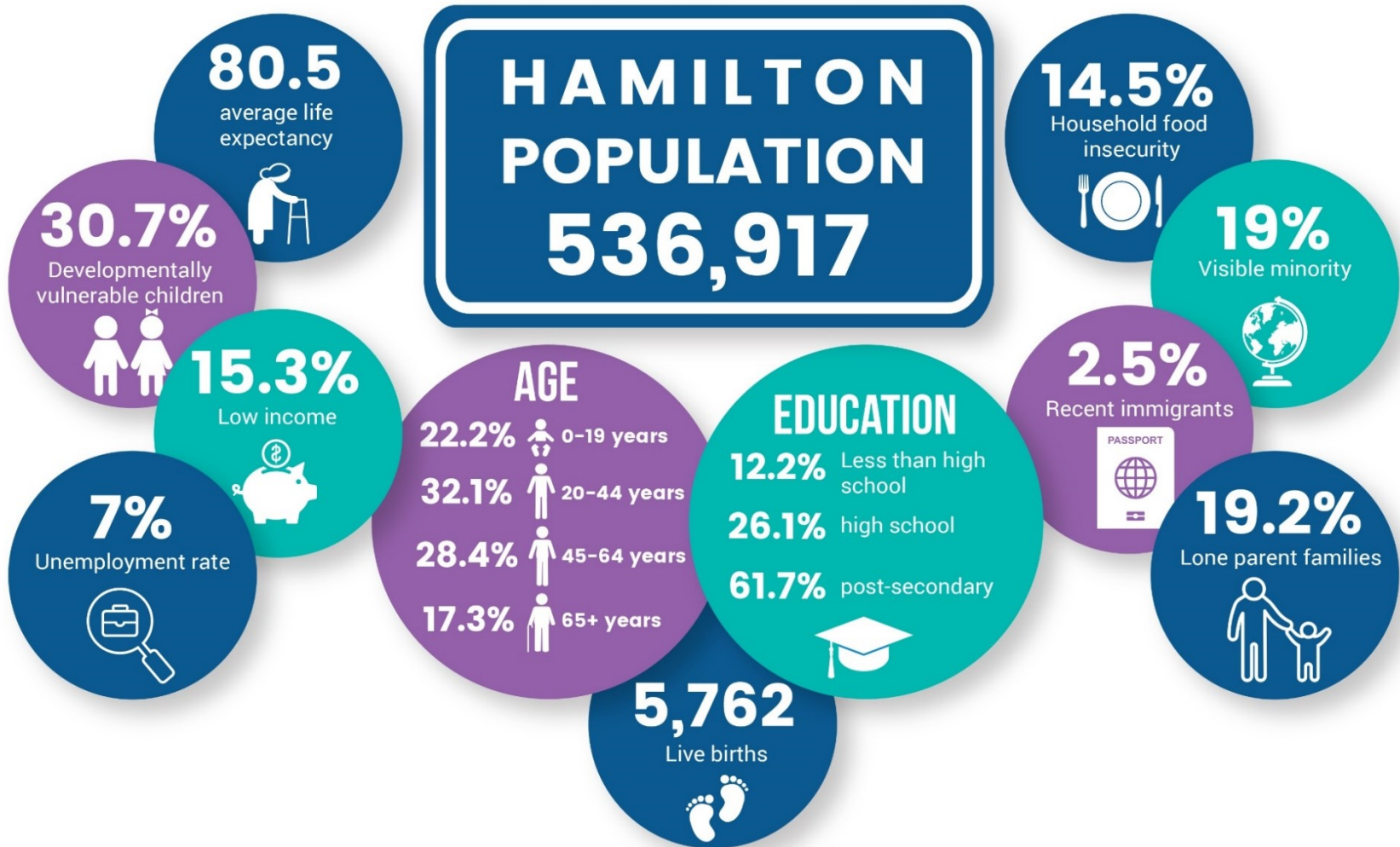
To provide services that
ensure Hamilton is a healthy
and safe community

What Impacts Our Health?

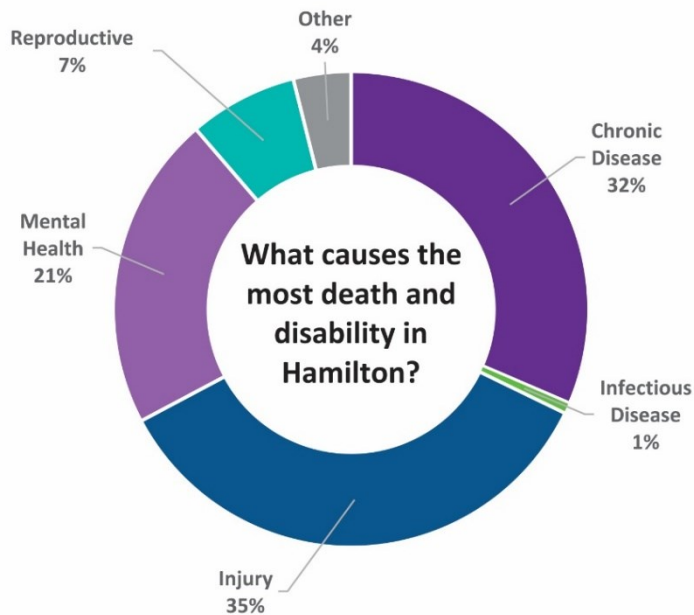


The Canadian Medical Association (<https://cma.ca/>)

Hamilton's Population



Hamilton's Health



*Estimates are approximate and do not account for seasonality.

Services Across the Lifespan - Young Children

“It doesn't happen often that middle class residents receive assistance and I wanted to let you know that this will make a big difference in our household!”

94,839
total child visits to Child and Family Centres



27%
of first time pregnant youth who accessed the Nurse Family Partnership Program



CHILD CARE AND EARLY LEARNING

NURSE-FAMILY PARTNERSHIP

HOME VISITING

PRENATAL CARE

CHILD CARE AFFORDABILITY GRANT

13,400
child care spaces in the community



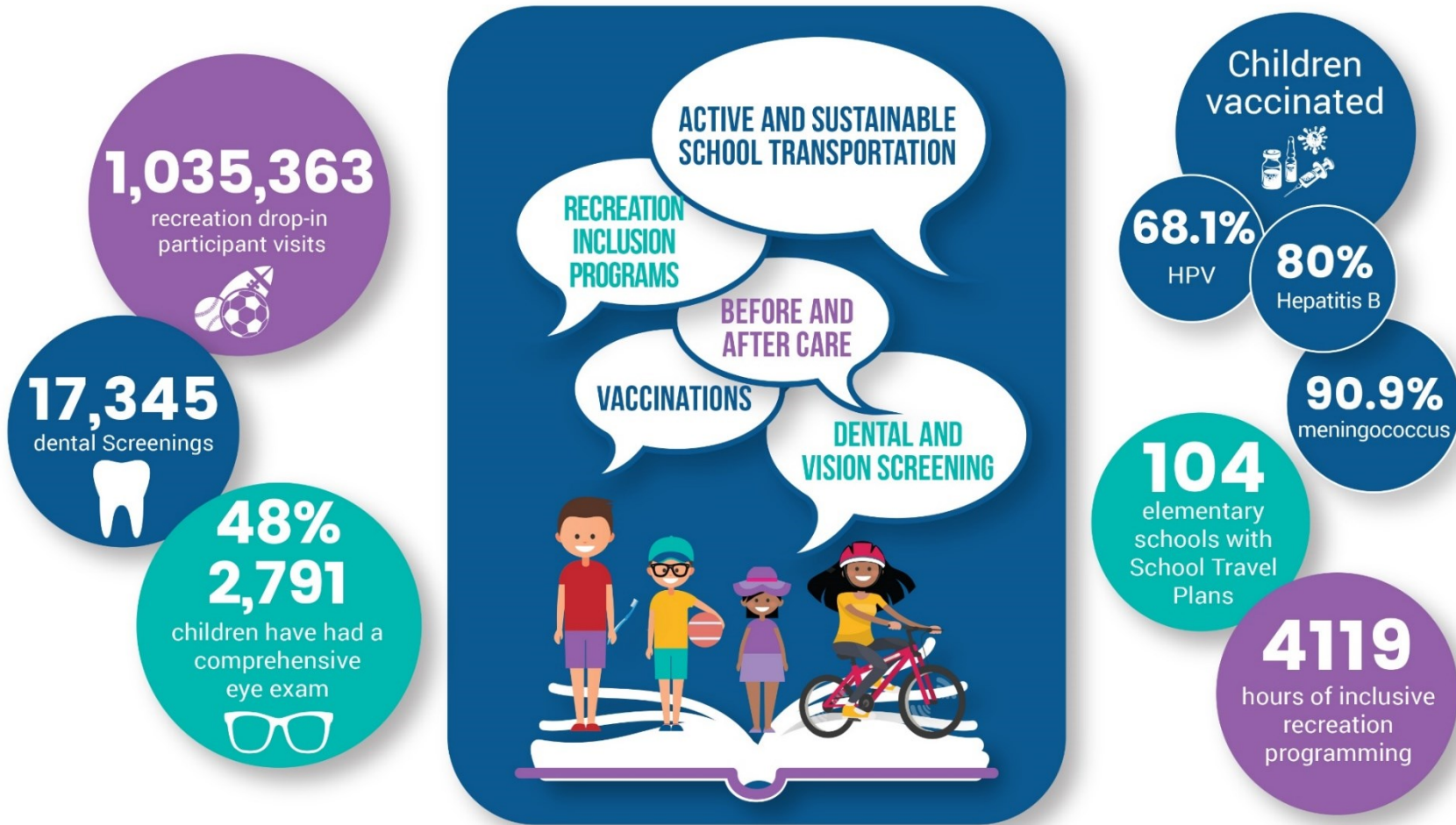
0
children on child care waitlist



\$31.5M
investment in child care subsidies



Service Across the Lifespan - School-Aged Children



Service Across the Lifespan - Teens



XPERIENCE ANNEX

SMOKING CESSATION

YOUTH IN CONSTRUCTION

RECREATION SERVICES

(Illustration: Two teens standing on an open book with a soccer ball)







Service Across the Lifespan - Adults and Families



Our Housing Waitlist – Or More Accurately, Waitlists

17%
of active applications are households in RGI unit waiting for transfer

4%
of applications are a special priority for victims of abuse. Another **4%** of applications represent local priorities

5%
of active applications are receiving a Housing Allowance

Over **90%**
of applications are handled through a chronological process

6,705
households on Access to Housing Waitlist

Wait time for special priority applications was just over **11 months**. For other applications it was just over **4 years**

508
households moved into RGI Housing

HOUSING FUNDING 2014-2018

<i>(In 000's)</i>	Total	Federal	Provincial	Levy
Homelessness	148,172	24,470	101,496	22,206
Social Housing – Operating	303,351	98,193	-	205,158
Social Housing – Capital	3,000	-	-	3,000
Affordable Housing	33,673	2,332	9,605	21,736
Investment in Affordable Housing	30,519	15,259	15,259	-
Social Infrastructure Fund	15,050	7,525	7,525	-
Social Housing Improv. Prog.	11,596	5,799	5,798	-
Social Housing Apart. Retrofit Prog.	7,171	-	7,171	-
Social Housing Apart. Improv. Prog.	14,121	-	14,121	-
Council Poverty Reduction	11,000	-	-	11,000
Other	4,773	-	1,200	3,573
Total	582,426	153,578	162,175	266,673

Service Across the Lifespan - Older Adults



430

long term care beds



8,250

adult day program visits



73%

of residents with cognitive impairment



27%

of residents requiring total assistance with activities of daily living



8,454

community meals



Bernie Morelli Recreation Centre



3,735

members in our Seniors Centres



4,134

participants in 55+ programming at Recreation Centres



2,200

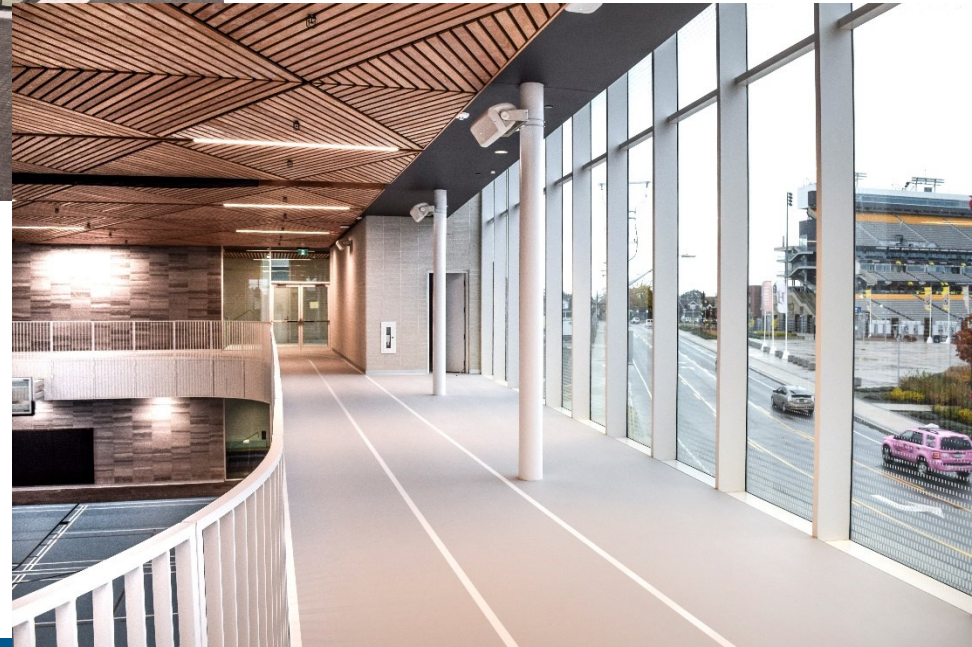
visits by seniors to Community Paramedicine Program



Bernie Morelli Recreation Centre



Bernie Morelli Recreation Centre



Keeping Us Safe



MAJOR INITIATIVES 2020 to 2022

What's Ahead?

- Service Integration
- Housing and Homelessness Action Plan Update
- 10-Year Fire Service Delivery Plan
- 10-Year Hamilton Paramedic Service Master Plan
- Urban Indigenous Strategy
- Government Relations
 - Overall Provincial and Federal Direction
 - Resource support for infrastructure



QUESTIONS?

2019 PRELIMINARY TAX OPERATING BUDGET Divisional Breakdown

2019 PRELIMINARY TAX OPERATING BUDGET

HSC Administration

2019 OPERATING BUDGET BY DIVISION

HSC Administration

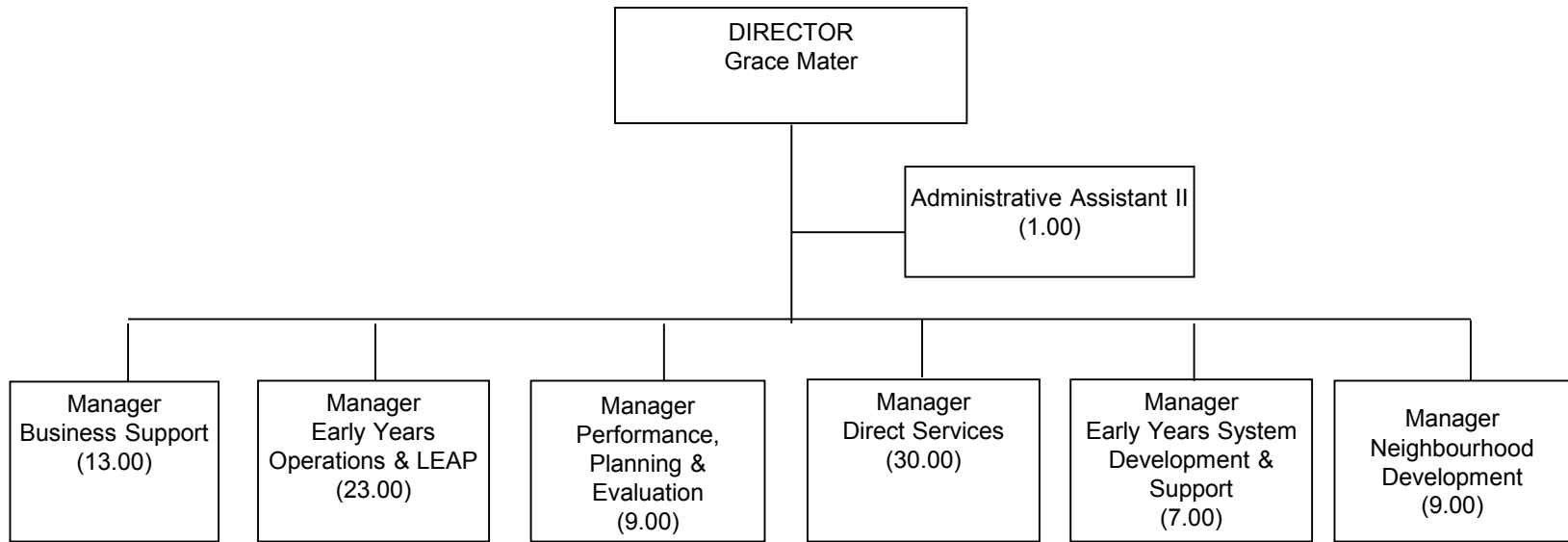
	2018 Restated Net	2019 Preliminary Gross	2019 Preliminary Net	-2019 vs 2018 Net Change-	
				\$	%
HSC - Finance & Administration	2,006,340	2,344,720	2,041,060	34,720	1.7%
General Manager's Office	562,380	625,920	589,870	27,490	4.9%
Total HSC Administration	2,568,720	2,970,640	2,630,930	62,210	2.4%

2019 PRELIMINARY TAX OPERATING BUDGET

Children's Services and Neighbourhood Development

27

ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2018	7.00	87.00	94.00	12.43:1
2019	7.00	86.00	93.00	12.29:1
Change	0.00	(1.00)	(1.00)	

2019 OPERATING BUDGET BY DIVISION

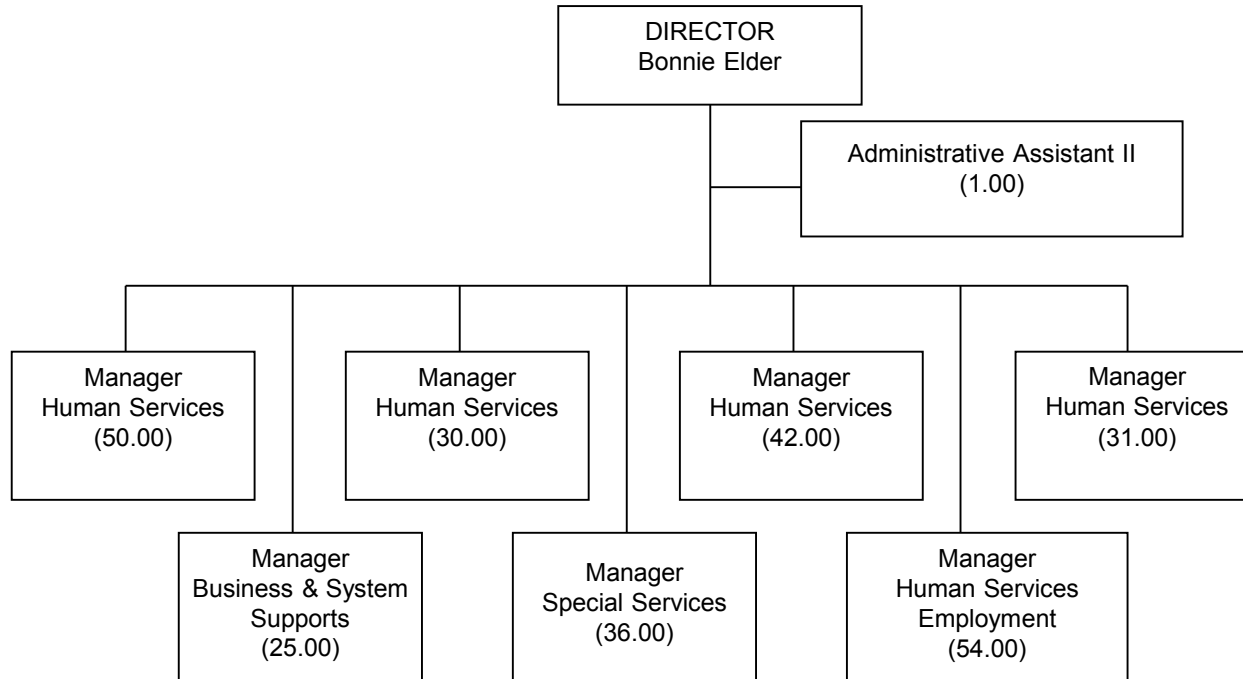
Children's Services and Neighbourhood Dev.

	2018 Restated Net	2019 Preliminary Gross	2019 Preliminary Net	-2019 vs 2018 Net Change-	
				\$	%
Neighbourhoods & Community	1,562,300	1,659,520	1,618,820	56,520	3.6%
CSND Administration	(17,300)	412,340	(15,090)	2,210	(12.8%)
Early Years & Child Care	6,691,710	89,637,430	6,721,800	30,090	0.4%
Home Management	204,680	1,846,820	246,200	41,520	20.3%
Total Children's Services and Neighbourhood Dev.	8,441,390	93,556,110	8,571,730	130,340	1.5%

2019 PRELIMINARY TAX OPERATING BUDGET

Ontario Works

ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2018	8.00	262.00	270.00	32:75:1
2019	8.00	262.00	270.00	32:75:1
Change	0.00	0.00	0.00	

2019 OPERATING BUDGET BY DIVISION

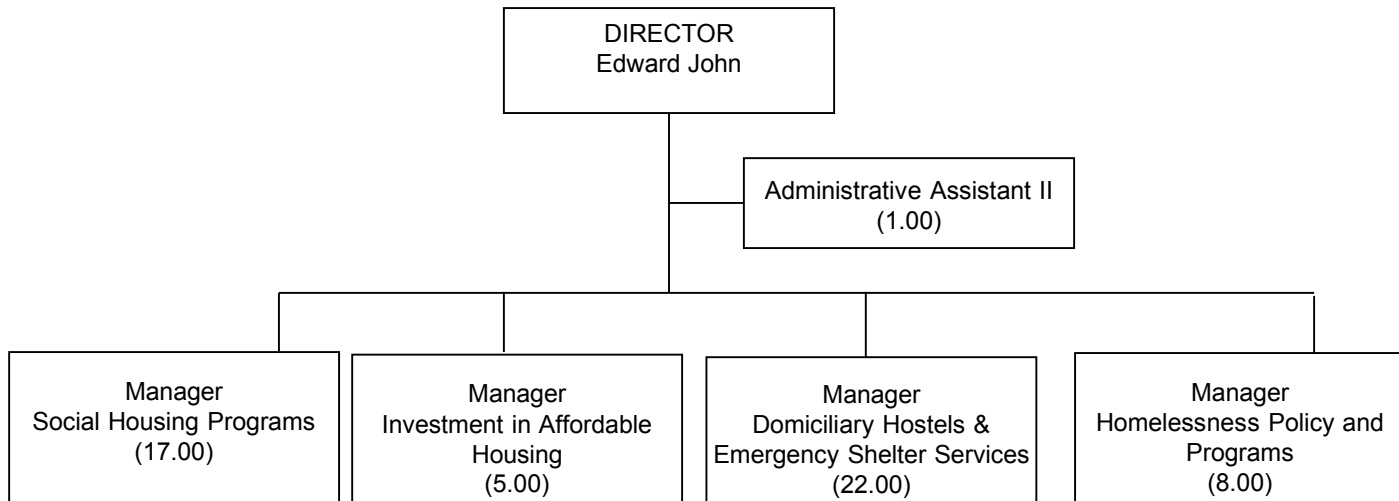
Ontario Works

	2018 Restated Net	2019 Preliminary Gross	2019 Preliminary Net	-2019 vs 2018 Net Change	
				\$	%
Client Benefits/Spec Supports	1,036,700	121,499,880	1,065,230	28,530	2.8%
OW Admin	10,786,390	31,662,150	10,892,400	106,010	1.0%
Total Ontario Works	11,823,090	153,162,030	11,957,630	134,540	1.1%

2019 PRELIMINARY TAX OPERATING BUDGET

Housing Services

ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2018	5.00	49.00	54.00	9.80:1
2019	5.00	49.00	54.00	9.80:1
Change	0.00	0.00	0.00	

2019 OPERATING BUDGET BY DIVISION

Housing Services

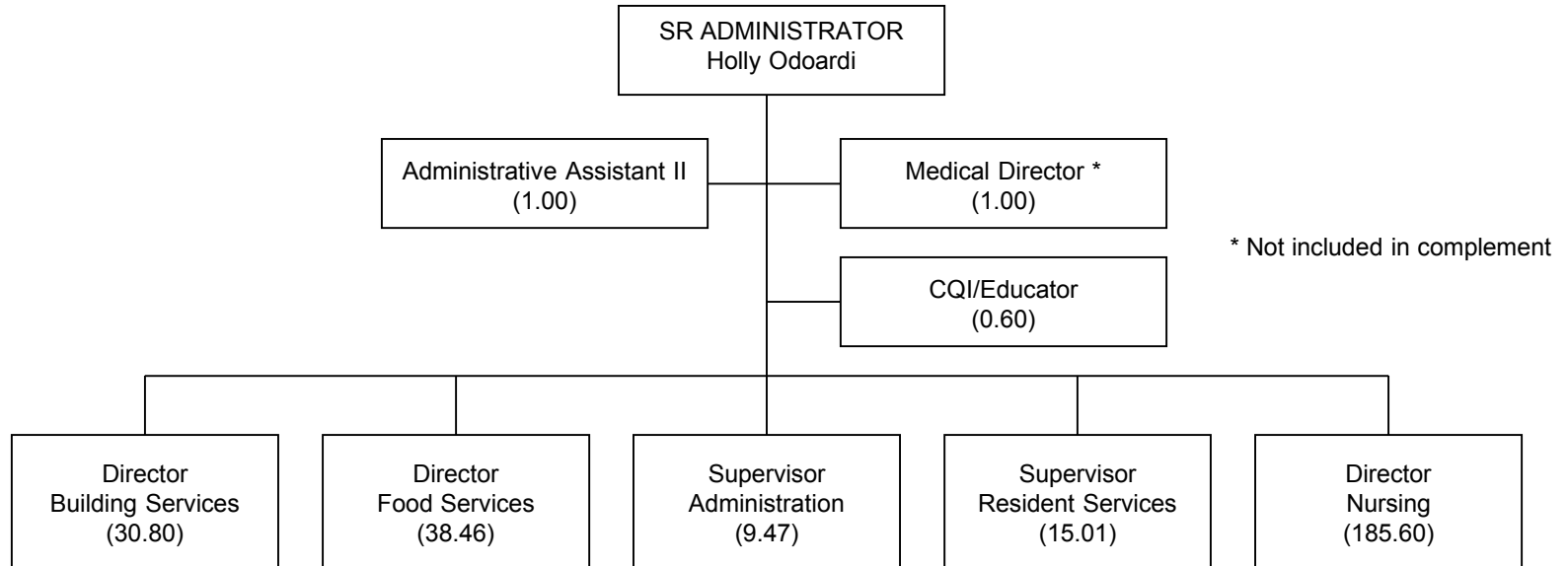
	2018 Restated Net	2019 Preliminary Gross	2019 Preliminary Net	-2019 vs 2018 Net Change-	
				\$	%
Housing Services Administration	603,910	734,230	607,470	3,560	0.6%
Affordable Housing	4,661,470	7,696,920	4,727,130	65,660	1.4%
Homelessness	4,551,210	31,763,460	4,688,920	137,710	3.0%
Social Housing	35,501,960	50,789,310	35,056,900	(445,060)	(1.3%)
Total Housing Services	45,318,550	90,983,920	45,080,420	(238,130)	(0.5%)

2019 PRELIMINARY TAX OPERATING BUDGET

Long Term Care

ORGANIZATIONAL CHART

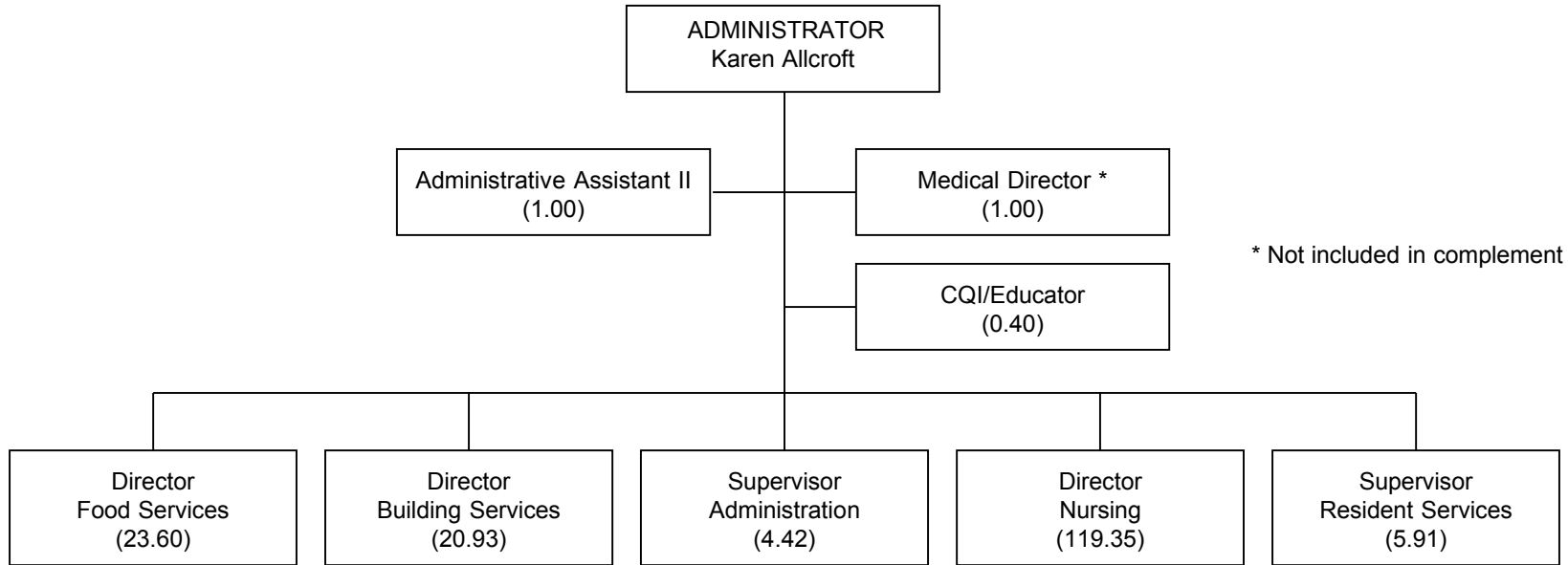
MACASSA LODGE



Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2018	8.00	273.94	281.94	34.24:1
2019	8.00	273.94	281.94	34.24:1
Change	0.00	0.00	0.00	

ORGANIZATIONAL CHART

WENTWORTH LODGE



Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2018	6.00	170.61	176.61	28.44:1
2019	6.00	170.61	176.61	28.44:1
Change	0.00	0.00	0.00	

2019 OPERATING BUDGET BY DIVISION

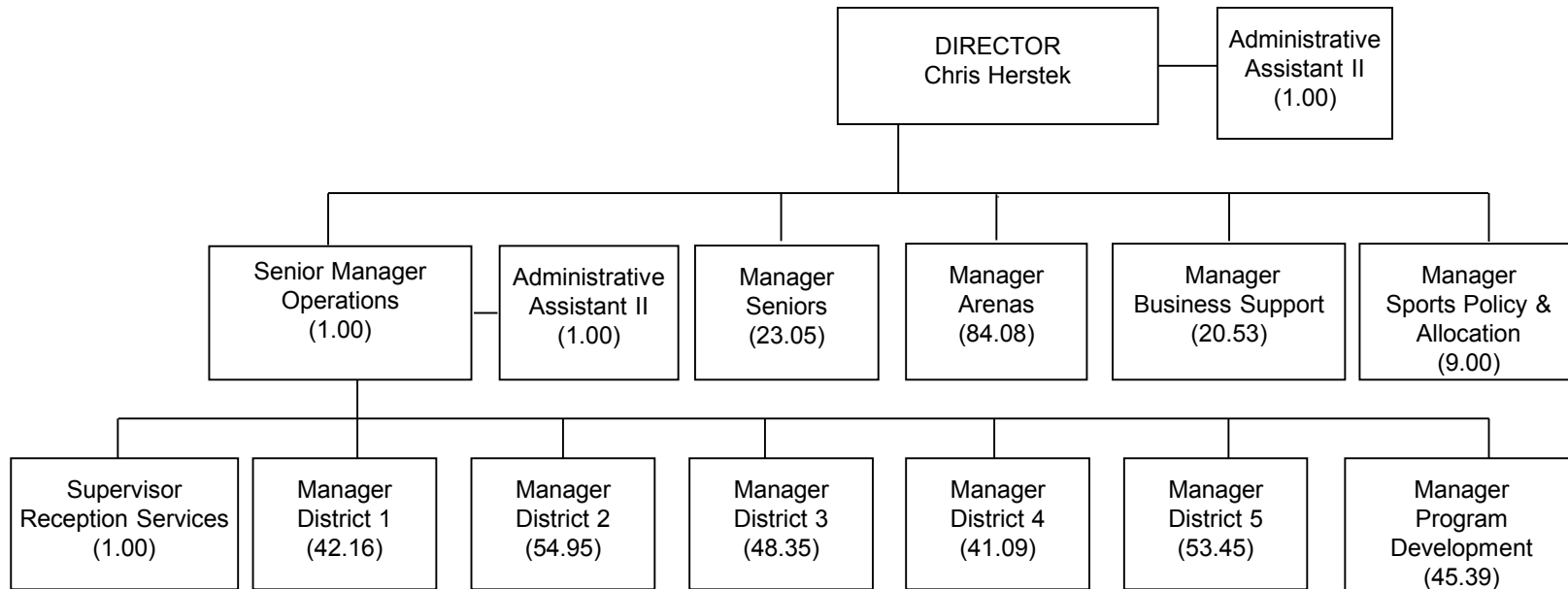
Long Term Care

	2018 Restated Net	2019 Preliminary Gross	2019 Preliminary Net	-2019 vs 2018 Net Change-	
				\$	%
Macassa Lodge	7,819,610	28,815,410	7,948,800	129,190	1.7%
Wentworth Lodge	5,518,480	17,516,140	5,535,500	17,020	0.3%
Total Long Term Care	13,338,090	46,331,550	13,484,300	146,210	1.1%

2019 PRELIMINARY TAX OPERATING BUDGET

Recreation

ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2018	12.00	415.05	427.05	34.49:1
2019	12.00	415.05	427.05	34.59:1
Change	0.00	0.00	0.00	

2019 OPERATING BUDGET BY DIVISION

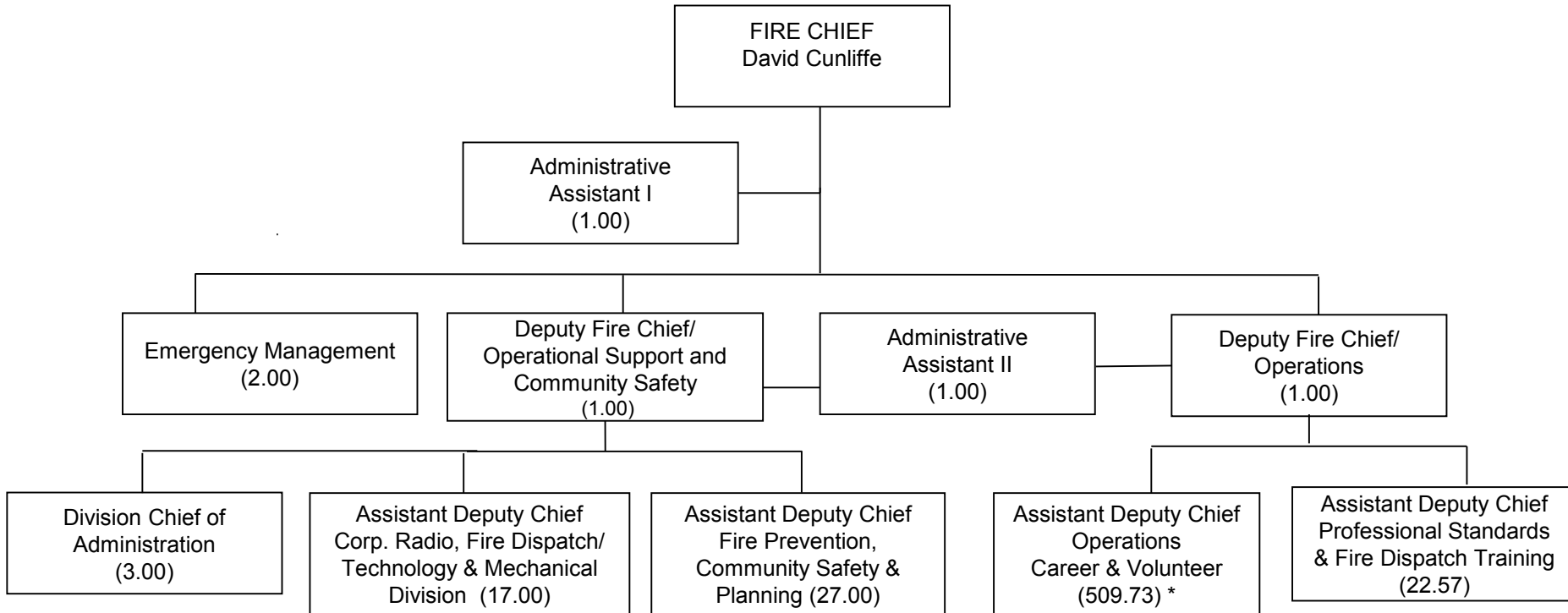
Recreation

	-2019 vs 2018 Net Change-				
	2018 Restated Net	2019 Preliminary Gross	2019 Preliminary Net	\$	%
City Wide Services & Programs	4,811,080	10,001,270	4,962,250	151,170	3.1%
Recreation Administration	44,010	56,550	46,550	2,540	5.8%
Recreation Operations	27,331,000	40,091,090	28,283,810	952,810	3.5%
Total Recreation	32,186,090	50,148,910	33,292,610	1,106,520	3.4%

2019 PRELIMINARY TAX OPERATING BUDGET

Hamilton Fire Department

ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2018	9.00	577.30	586.30	64.14:1
2019	9.00	577.30	586.30	64.14:1
Change	0.00	0.00	0.00	

* Volunteer Firefighter HC of 270 not included

2019 OPERATING BUDGET BY DIVISION

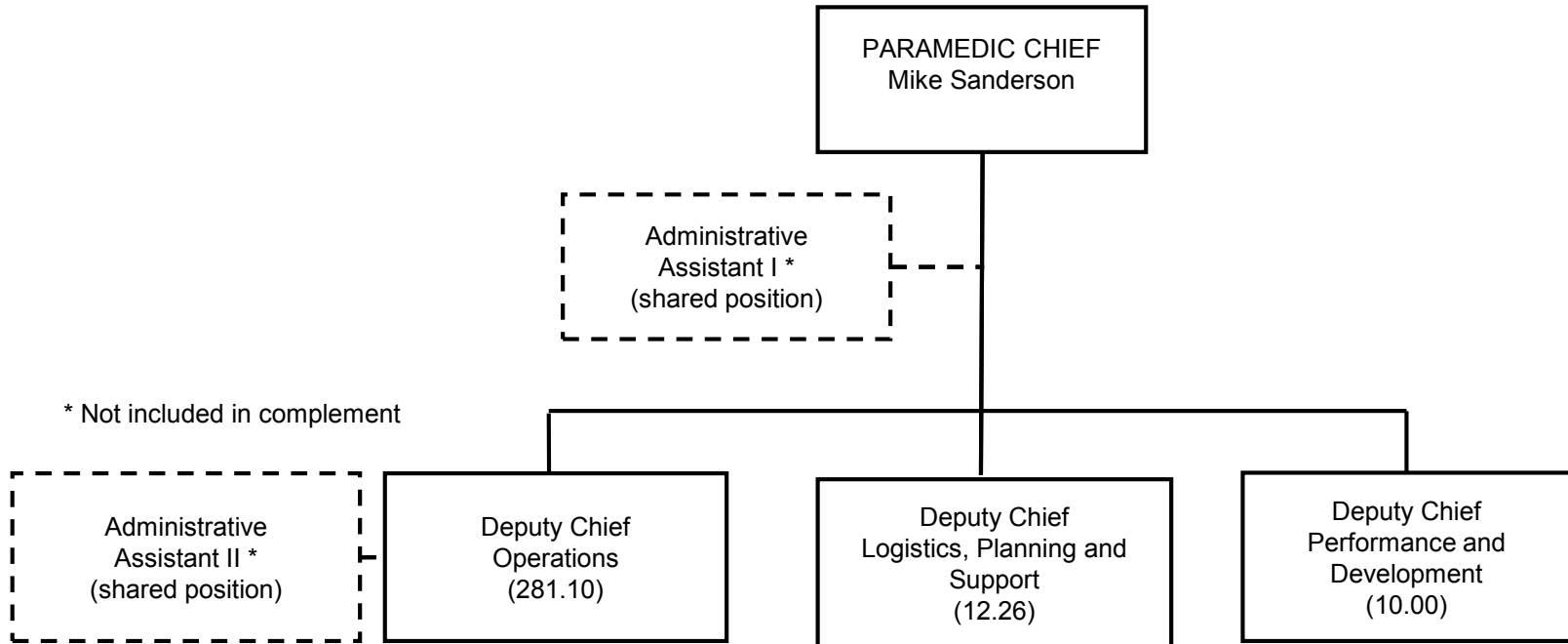
Hamilton Fire Department

	2018 Restated Net	2019 Preliminary Gross	2019 Preliminary Net	-2019 vs 2018 Net Change-	
				\$	%
Corporate Radio System	705,920	703,620	703,620	(2,300)	(0.3%)
Emergency Management	367,170	372,580	372,580	5,410	1.5%
Fire Administration	2,024,130	2,074,200	2,074,200	50,070	2.5%
Fire Operations	88,008,200	89,786,940	89,359,190	1,350,990	1.5%
Total Hamilton Fire Department	91,105,420	92,937,340	92,509,590	1,404,170	1.5%

2019 PRELIMINARY TAX OPERATING BUDGET

Hamilton Paramedic Service

ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2018	7.00	294.86	301.86	42.12:1
2019	7.00	297.36	304.36	42.48:1
Change	0.00	2.50	2.50	

2019 OPERATING BUDGET BY DIVISION

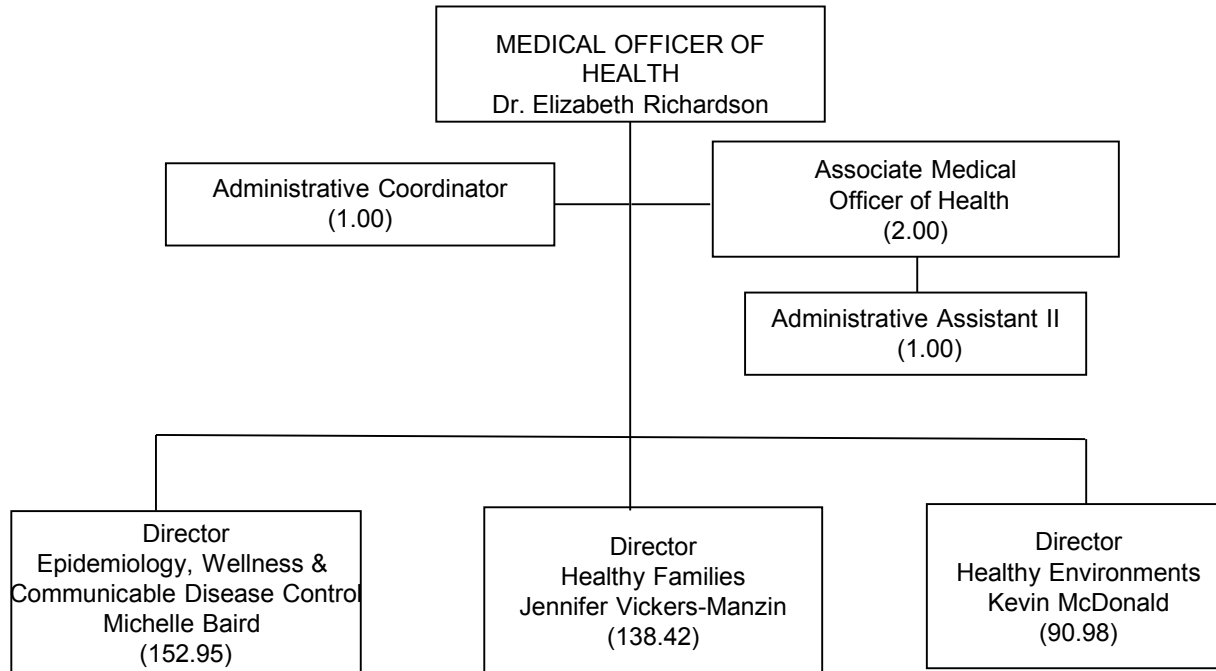
Hamilton Paramedic Service

	2018 Restated Net	2019 Preliminary Gross	2019 Preliminary Net	-2019 vs 2018 Net Change-	
				\$	%
Paramedic Service Admin	2,815,190	2,912,620	2,912,620	97,430	3.5%
Paramedic Service Operations	42,782,950	46,168,440	44,510,000	1,727,050	4.0%
Paramedic Service Provincial Funding	(23,236,160)	-	(24,178,140)	(941,980)	4.1%
Total Hamilton Paramedic Service	22,361,980	49,081,060	23,244,480	882,500	3.9%

2019 PRELIMINARY TAX OPERATING BUDGET

Public Health Services

ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2018	27.50	368.05	395.55	13.38:1
2019	23.50	370.35	393.85	15.76:1
Change	(4.00)	2.30	(1.70)	

2019 OPERATING BUDGET BY DIVISION

Public Health Services

	-2019 vs 2018 Net Change-				
	2018 Restated Net	2019 Preliminary Gross	2019 Preliminary Net	\$	%
Medical Officer of Health & Provincial Subsidy	(16,309,670)	6,606,810	(16,894,000)	(584,330)	3.6%
Epidemiology, Wellness and Communicable Disease Control	12,090,380	17,181,690	12,314,220	223,840	1.9%
Healthy Environments	8,149,920	11,318,670	8,319,760	169,840	2.1%
Healthy Families	8,558,250	16,533,860	8,733,340	175,090	2.0%
Total Public Health Services	12,488,880	51,641,030	12,473,320	(15,560)	(0.1%)

MULTI-YEAR OUTLOOK

2020-2022

MULTI-YEAR OUTLOOK BY DIVISION

Preliminary	Multi-Year Outlook						
	2019	2020		2021		2022	
Budget \$	Budget \$	% Change from 2019	Budget \$	% Change from 2020	Budget \$	% Change from 2021	
Healthy and Safe Communities							
HSC Administration	2,630,930	2,718,690	3.3%	2,800,800	3.0%	2,871,610	2.5%
Children's Services and Neighbourhood Dev.	8,571,730	8,689,120	1.4%	8,790,390	1.2%	8,891,220	1.1%
Ontario Works	11,957,630	12,267,320	2.6%	12,581,290	2.6%	12,899,400	2.5%
Housing Services	45,080,420	45,700,370	1.4%	46,514,260	1.8%	47,868,510	2.9%
Long Term Care	13,484,300	14,073,990	4.4%	14,749,240	4.8%	15,329,750	3.9%
Recreation	33,292,610	34,055,690	2.3%	34,852,200	2.3%	35,678,670	2.4%
Hamilton Fire Department	92,509,590	95,728,520	3.5%	98,559,540	3.0%	100,304,530	1.8%
Hamilton Paramedic Service	23,244,480	23,525,970	1.2%	24,056,330	2.3%	24,267,260	0.9%
Public Health Services	12,473,320	13,318,130	6.8%	14,235,580	6.9%	15,054,160	5.8%
Total Department	243,245,010	250,077,800	2.8%	257,139,630	2.8%	263,165,110	2.3%

SERVICES AND SUB-SERVICES

Service	Sub-service	
Early Years System Management	<ul style="list-style-type: none"> Community Provider Funding Research and Evaluation System Planning and Development 	
Child Care System Management	<ul style="list-style-type: none"> Funding Planning and Development 	<ul style="list-style-type: none"> Subsidy Eligibility and Placement
Directly Operated Child Care Program- Red Hill Family Centre	<ul style="list-style-type: none"> Childcare and Family Supports Specialized Supports for Children with Special Needs 	
Life Skills and Case Management		
Community Engagement	<ul style="list-style-type: none"> Age-Friendly Hamilton Neighbourhood Development Urban Indigenous Strategy 	<ul style="list-style-type: none"> Snow Angels Strategic Youth Initiatives Xperience Annex
Long Term Care	<ul style="list-style-type: none"> Adult Day Program 	<ul style="list-style-type: none"> Meals on Wheels
Hamilton Paramedic Service		

SERVICES AND SUB-SERVICES

Service	Sub-service	
Ontario Works	<ul style="list-style-type: none"> • Employment Counselling • Human Service Case Management • Job Development and Placement • Training and Skills Development 	
Special Supports – Low Income Program		
Housing Service System Management	<ul style="list-style-type: none"> • Affordable Housing Program • Emergency Shelter Services • Homelessness Services 	<ul style="list-style-type: none"> • Policy and Development • Residential Care Facilities • Social Housing Administration
Housing Supports	<ul style="list-style-type: none"> • Homeownership and Loans program • Rent Supplement/Housing Allowance Program • Residential Care Facilities/Homelessness Services 	
Recreation Facilities, Products and Services	<ul style="list-style-type: none"> • Child Care Services • Drop-In Programs • Facility Maintenance and Operation • Facility Rentals 	<ul style="list-style-type: none"> • Food Services • Inclusive Recreation Services • Registered Programs

SERVICES AND SUB-SERVICES

Service	Sub-service
Hamilton Fire Department	<ul style="list-style-type: none"> • Activation of the Emergency Operations Centre • Business Continuity • Corporate Emergency Plans and Procedures • Emergency Exercises • Emergency Management Training for Internal and External Partners • Emergency Mitigation • Emergency Response – Fire/Medical/Rescue/Hazmat/Alarm/Flooding/Odour • Fire Dispatch • Fire Fleet/Equipment Mechanical Services • Fire Prevention/Code Enforcement • Hazard Identification and Risk Analysis/Critical Infrastructure Identification • Investigation/Electrical Issues • Public Education/Community Safety/Awareness • Training of Hamilton Fire Department Personnel
Corporate Trunked Radio System	<ul style="list-style-type: none"> • Fire Department Paging Network • Radio/Communications Network (Fire, Police, Public Works, and Airport) • Radio System Equipment Installation and Repair • Radio System Troubleshooting and Maintenance

SERVICES AND SUB-SERVICES

Service	Sub-service	
Public Health Foundational Standards	<ul style="list-style-type: none"> • Effective Public Health Practice • Emergency Preparedness, Response, and Recovery 	<ul style="list-style-type: none"> • Health Equity • Organizational Requirements • Population Health Assessment
Healthy Environments	<ul style="list-style-type: none"> • Food Safety • Healthy Environments 	<ul style="list-style-type: none"> • Residential Care Facility Inspection • Safe Water
Healthy Families	<ul style="list-style-type: none"> • Child and Adolescent Services • Healthy Growth & Development 	<ul style="list-style-type: none"> • School Health
Chronic Disease and Injury Prevention	<ul style="list-style-type: none"> • Adult Dental Treatment • Alcohol Drugs and Gambling Services • Chronic Disease Prevention 	<ul style="list-style-type: none"> • Injury Prevention • Mental Health Promotion • Substance Misuse
Infectious Disease	<ul style="list-style-type: none"> • Immunization • Infectious and Communicable Diseases Prevention and Control • Vector Borne Disease Prevention and Control 	



THANK YOU