

## COMMITTEE OF THE WHOLE AGENDA

**COW-09/2019 Immediately Following Council**  
**Monday, December 16, 2019**  
**Town of Pelham Municipal Office - Council Chambers**  
**20 Pelham Town Square, Fonthill**

If you require any accommodations for a disability in order to attend and participate in meetings or events, please contact the Office of the Clerk at 905 892-2607, ext. 315 or 320. Taping and/or recording of meetings shall only be permitted in accordance with the Procedure By-law. Rules of Decorum apply to observers.

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<b>1. Call to Order and Declaration of Quorum</b>	
<b>2. Adoption of Agenda</b>	
<b>3. Disclosure of Pecuniary Interest and General Nature Thereof</b>	
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## **5. Unfinished Business**

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## **7. Adjournment**

## COMMUNITY PLANNING & DEVELOPMENT MONTHLY REPORT

SEPTEMBER, OCTOBER, NOVEMBER, 2019

### DEPARTMENT OVERVIEW & STATISTICS

#### Planning:

The Planning Department continues to work on the following development applications: five (5) Subdivision Applications, two (2) Official Plan Amendment applications, nine (9) Zoning By-Law Amendments, eight (8) applications for Site Plan Approvals, one (1) Encroachment Agreement, five (5) consent applications, and eight (8) minor variance applications. In addition, planning staff are also working with the consultants on the East Fenwick secondary plan and the new comprehensive zoning by-law. In addition, 6 LPAT appeals have been filed; 3 relating to Saffron Meadows Official Plan, Zoning By-law Amendment and Draft Plan of Subdivision approval; 2 relating to 1440 Pelham Street Zoning By-law Amendment and Site Plan Control applications; and one relating to Development Charges By-law Amendment.

Two public meetings were held relating to two different topics that are considered to be significant issues in the Town; cannabis (September 10, 2019) and short term rentals (October 22, 2019).

#### Building:

The Building Department continues to receive incoming permit applications consistent with seasonal trends and remains occupied with inspections, conducting a total of 450 inspections since the August report.

#### Building Activity Statistics from September 1 – November 30, 2019 & Comparison to 2018/2019 results:

Month	All Building Permits	Inspections	Demolition Permits	Commercial Building Permits		Estimated Total Value of Construction	New Dwelling Units
					Sq.Ft.		
<i>2019</i>							
Sep 1 – 30	15	164	1	1	520	\$ 6,310,150	6
Oct 1 – 31	15	169	2	2	2,780	\$ 2,213,560	3
Nov 1 – 30	<u>30</u>	<u>117</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>\$ 8,596,512</u>	<u>20</u>
Total	<b>60</b>	<b>450</b>	<b>3</b>	<b>3</b>	<b>3,300</b>	<b>\$17,120,222</b>	<b>29</b>
<i>2018 Comparison</i>							
Sep 1 – 30	59	167	1	1	2,928	\$28,126,711	40
Oct 1 – 31	29	160	5	1	2,153	\$ 2,792,646	3
Nov 1 – 30	<u>20</u>	<u>154</u>	<u>1</u>	<u>1</u>	<u>571</u>	<u>\$ 4,553,000</u>	<u>9</u>
Total	<b>108</b>	<b>481</b>	<b>7</b>	<b>3</b>	<b>5,652</b>	<b>\$35,472,357</b>	<b>52</b>



Community Planning  
& Development

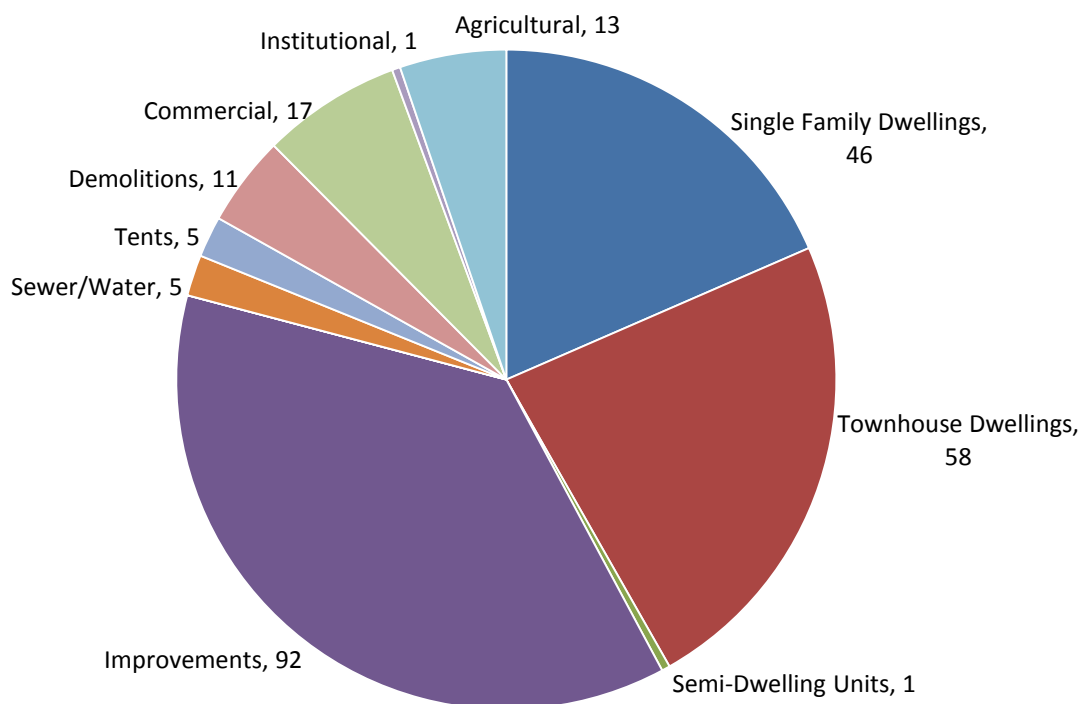
### Building Permit Time Frames from September 1 – November 30, 2019:

Category of Building Type & Required No. of Days to issue or stop process	No. of Permits Issued	Average No. of Days to Issue Permit
House: 10 days	58	7
Small Building: 15 days	1	4
Large Building: 20 days	-	-
Complex Building: 30 days	1	9
<b>Total:</b>	<b>60</b>	

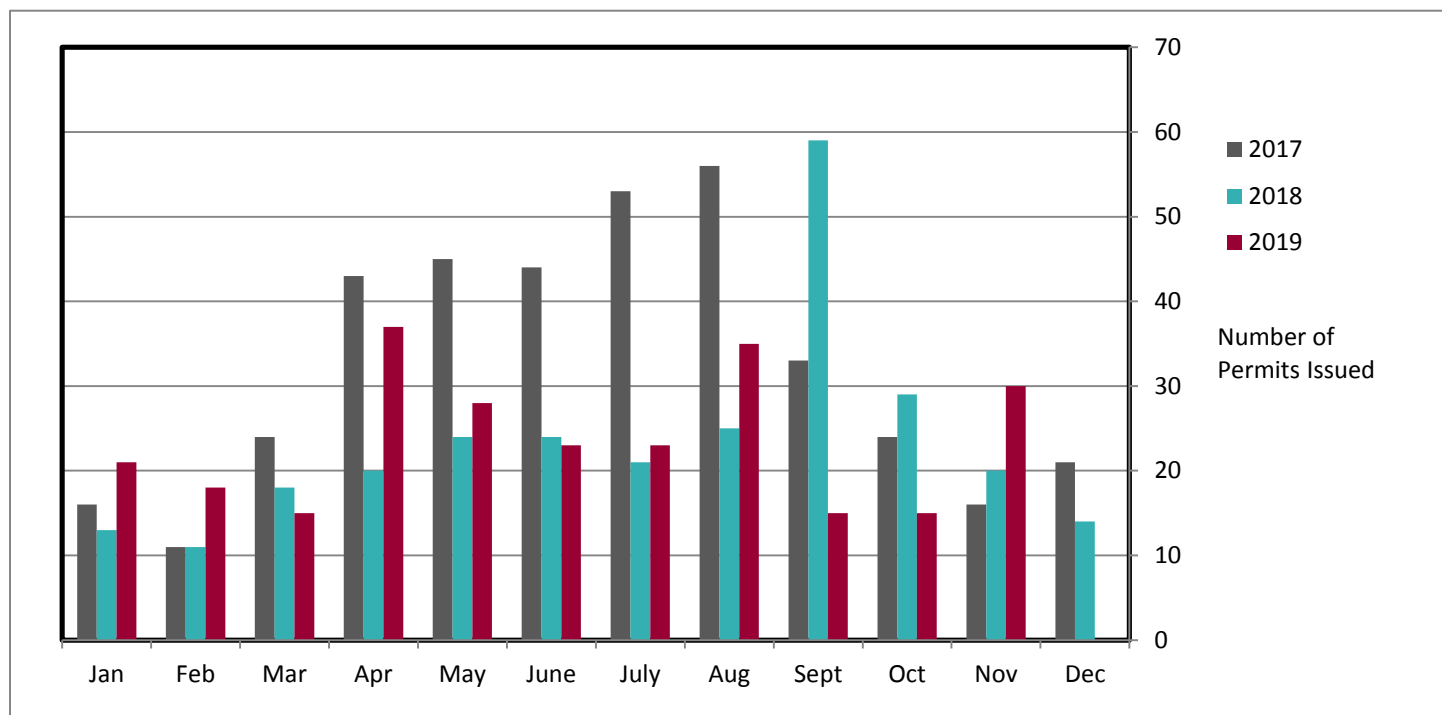
### Major Building Projects Over \$250,000 (excluding single family dwelling units):

- 3337 square foot barn, \$350,000

### Building Permit Breakdown (Year to Date):



## Comparative Building Activity Statistics from 2017 to 2019



## PROJECTS

### Proposed Changes to the Provincial Legislation

Certain changes to the *Planning Act* took effect on September 3, 2019 as a result of the *More Homes, More Choice Act*, that was introduced by the Province in June. The changes to the *Planning Act* coincided with the release of new regulations. The changes relate to the reduction in timelines for Councils to make decisions on certain applications once an application is considered to be complete, i.e. the new timelines for decisions on official plan amendments is 120 days, for zoning by-law amendments it is 90 days (except where there is a concurrent official plan amendment) and for plans of subdivisions it is 120 days. Changes were also made that relate to the removal of appeal rights for certain participants on draft plan of subdivision approvals and draft plan conditions and the removal of appeals by key participants for non-decisions on official plans and official plan amendments. Also changes were made to provide for expanded grounds for appeal of official plan and zoning by-law amendments and allowing the Local Planning Appeal Tribunal (LPAT) to make a decision.

### Big Creek Drain Culvert Replacement Poth Street

Culvert replacement work on the Big Creek Drain was completed and the Poth Street was officially opened to traffic on October 11, 2019.

## East Fenwick Secondary Plan

Work continues on the East Fenwick Secondary Plan. The Developer's group have taken on the initiative to complete the Environmental Impact Study (EIS) on their lands which will help inform the final policy direction and land use plan of the Secondary Plan. The Environmental Impact Study will likely be completed over the winter months with a goal of having the East Fenwick Secondary Plan finalized in 2020.

## CONSTITUENT CONCERNS & ISSUES ARISING

Staff continue to deal with public concerns relating to 42 Emmett Street.

## PERSONNEL

A new Senior Building Inspector was hired to fill a vacancy and commenced employment with the Town on November 18, 2019.

The following staff has received training to update skills and development in their related fields:

- ♦ The Director attended Niagara Region's Incentive Program Workshop, and MPAC Webinar on How MPAC Assesses and Classifies Cannabis Facilities.
- ♦ The Chief Building Official attended Ontario Builders Association of Ontario Annual Meeting and Training Sessions.
- ♦ The Senior Planner attended Niagara Region's Incentive Program Workshop, Niagara Region's affordable housing seminar 'National Housing Day', MPAC Webinar on How MPAC Assesses and Classifies Cannabis Facilities, and Carolinian Canada's 'In the Zone' Community Planning & Leaders Workshop.
- ♦ The Planner attended Niagara Region's affordable housing seminar 'National Housing Day'.
- ♦ The Building Intake and Plans Review Technician attended the Building Services Transformation Webinar 'Transforming and Modernizing the Delivery of Ontario's Building Code Services'.
- ♦ The Administrative Assistant completed Joint Health and Safety Refresher Training by Public Services Health and Safety Association, attended Scribe Training by Ontario Association of Emergency Managers, completed Emergency Management Ontario IMS 100, and an eScribe review webinar.
- ♦ Department staff also attended a staff learning session 'Defusing Hostile Customers' in addition to a staff excel training.

## GRANTS, CONTRACTS, RFPs & AGREEMENTS

Modernization Grant Submission

## MEETINGS

### On-going meetings:

- Development Coordinating Meeting
- Bi-Weekly Cannabis Control Committee Meetings
- Pre-Consultation Meetings
- SLT Meetings
- Joint Health & Safety Committee Meetings

In addition to the various conversations with property owners and consultants regarding potential development applications, Staff have been involved in meetings regarding the following substantive matters:

- All Staff meeting
- CIP Coordinators Meeting
- Area Planners Meetings
- Wellspring Niagara Grand Opening
- Short Term Rentals Roundtable
- Emergency Training Mock Event
- Regional Niagara New Official Plan Open House
- East Fenwick Steering Committee meeting
- Capital and Operating Budget Meetings
- Chief Building Official of Niagara Meetings
- Mayor's Update Breakfast Meeting
- Regional Archaeological Master Plan Steering Committee
- Inter-municipal Cooperation Opportunities

**Subject:** 2020 User Fees and Charges**Recommendation:**

**THAT Committee receive Report #2019-0155- Corporate Services and recommend to Council to adopt the 2020 User Fees and Charges and THAT the necessary By-law be prepared for consideration at the next regular meeting.**

**Background:**

Each year, every department reviews applicable user fees and charges to ensure those fees charged by the Town assist in covering some or all of the costs associated with providing a service, program, room or process within the Town, outside of the core functions of the municipality. Many are fees that have been established for new services, i.e. the community centre related fees.

**Analysis:**

It is recommended that the departmental increases to various services and programs be effective for 2020. By establishing an up to date 2020 fee schedule, staff can appropriately charge at 2020 rates.

**Financial Considerations:**

None.

**Alternatives Reviewed:**

N/A

**Strategic Plan Relationship: Financial Sustainability**

Adopting increases to the various departmental fees is required to assist in covering some or all of the costs associated with providing a service or program.

**Consultation:**

The User Fees and Charges have been reviewed by all members of SLT.

**Other Pertinent Reports/Attachments:**

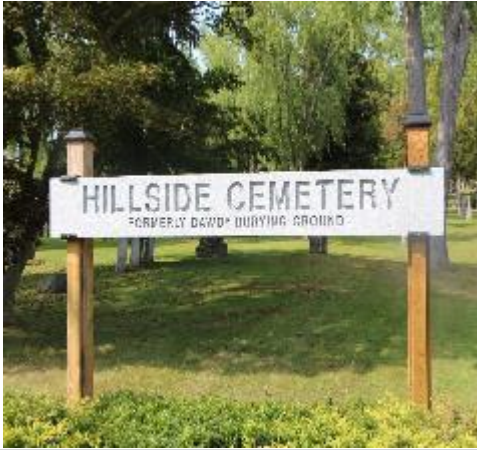
Appendix 1 – 2020 User Fees and Charges

**Prepared and Recommended by:**

Teresa Quinlin, MBA, CPA, CA  
Director of Corporate Services/Treasurer

**Prepared and Submitted by:**

David Cribbs, BA, MA, JD, MPA  
Chief Administrative Officer



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# Overview

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An experience at a summer camp or swim program,  
a requirement to obtain duplicate billing information or  
a new beginning obtaining a house permit,  
all of these experiences and more are realized within this guide.

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User fees and charges are established to ensure that services specific to individuals are not subsidized by all ratepayers within the Town of Pelham

The Town of Pelham is proud to offer the experiences outlined in this guide at a minimal cost to the community members that require them.

The user fees and charges outlined in this document are regulated by By-law 3728(2016).

## **Disclaimer**

Where it is found that a fee in this schedule is different than an approved bylaw or policy, the latter shall prevail.

All fees and charges do not include applicable taxes. Where fees and charges are subject to taxes, they will be added at point of sale.

## **Contact**

For more information about content found within this guide, please contact:

Teresa Quinlin,  
Treasurer and Director of Corporate Services, MBA, CPA, CA  
905-892-2607 ext. 327



# Index



Clerk’s Department



Corporate Services



Fire & By-Law Services



Planning & Development Services



Recreation & Cultural Services



Public Works



## Clerk's Department

	2020
<b>Business Licensing</b>	
Itinerant Seller, Hawker, Peddler, Door to Door Seller	\$200.00
Refreshment Vehicle & Food Vending Vehicle	\$250.00
<b>Affidavits/Commissioner of Oath</b>	
Signature for municipal documents	No fee
Completion of Pension Forms	No fee
Signature for all other documents – first document	\$10.00
Signature for all other documents – each additional document	\$5.00
Registrar statement/Travel letter – first letter	\$20.00
Registrar statement/Travel letter – each additional letter	\$5.00
Burial Permits/Death Registrations	\$10.00
Burial Permits/Death Registrations – After hours	\$100.00
Photocopies per page	\$0.25
Retrieval of Archived Records from Off-Site Storage	\$11.00
<b>Lottery Licensing</b>	
Bingo License % of prizes not exceeding \$5,500.00	3%
Raffle Lotteries % of prizes not exceeding \$50,000.00	3%
Bazaar Lotteries % of prizes not exceeding \$500.00	3%
Bazaar Lotteries – per wheel	\$10.00
Break Open Ticket (Nevada) Lottery % of prizes each occasion	3%
Break Open Ticket (Nevada) Lottery Home Base % of total prizes	2.25%
<b>Line Fences Administrative Fee</b>	<b>\$250.00</b>



## Clerk's Department

	2020
<b>Marriage Licensing</b>	
License Fee	\$130.00
Ceremony Fee – On Site	\$200.00
Ceremony Fee – Off Site (Plus Expenses)	\$300.00
Rehearsal Fee	\$75.00
Witness Fee – Municipal Staff – Normal <b>Business</b> Hours – Each	\$25.00
Cleaning Fees	\$100.00
*Use of Peace Park Pavilion must be reserved	
<b>Municipal Property Damage</b>	Full Cost Recovery
<b>Freedom of Information</b>	
Application Fee	\$5.00
Photocopies – per page	\$0.20
Manual search, each 15 minutes	\$7.50
Preparation of record for disclosure – each 15 minutes	\$7.50
Retrieval of Archived Records in Off-Site Storage	\$11.00



## Corporate Services

	2020
<b>General Tax Services Fees</b>	
Statement of Tax Account	\$7.00
Reprint of Tax Bill	\$7.00
Tax Certificate – Mailed	\$45.00
Tax Certificate – Verbal	\$25.00
Interest on Accounts Receivable	1.25%
Interest on Tax arrears	1.25%
NSF Charge	\$30
<b>Tax Registration Fees</b>	
Tax Sale Administration Fee	\$525.00
POA add to taxes	\$50.00



## Corporate Services

	2020
<b>Water Rates</b>	
Metered Rates	
Bi-Monthly Base Charge (up to 19mm Meter)	\$26.53
Bi-Monthly Base Charge (25mm Meter)	\$53.04
Bi-Monthly Base Charge (37mm Meter)	\$74.27
Bi-Monthly Base Charge (50mm Meter)	\$106.08
Bi-Monthly Base Charge (75mm Meter)	\$265.22
Bi-Monthly Base Charge (100mm Meter)	\$442.18
Bi-Monthly Base Charge (150mm Meter)	\$884.12
Bi-Monthly Base Charge (200mm Meter)	\$1,414.96
Rate per cubic meter	\$1.534
<b>Wastewater Rates</b>	
Metered Rates	
Bi-Monthly Base Charge (up to 19mm Meter)	\$32.53
Bi-Monthly Base Charge (25mm Meter)	\$65.05
Bi-Monthly Base Charge (37mm Meter)	\$91.08
Bi-Monthly Base Charge (50mm Meter)	\$130.09
Bi-Monthly Base Charge (75mm Meter)	\$325.25
Bi-Monthly Base Charge (100mm Meter)	\$542.27
Bi-Monthly Base Charge (150mm Meter)	\$1,084.23
Bi-Monthly Base Charge (200mm Meter)	\$1,735.22
Rate per cubic meter	\$1.094
Bi-Monthly Base Charge	\$32.53
Flat rate per annum	\$670.86



## Corporate Services

	2020
<b>Water Loading Station Rates</b>	
Per cubic meter	\$1.7688
<b>Water for Construction Rates</b>	
Residential Flat Rate (up to 3 months)	\$125.00
***After 3 Months the account is set up for billing	
Commercial Flat Rate (up to 3 months)	\$200
<b>General Water Services Fees</b>	
Administration Charge (account set up fee)	\$15.00
Interest on water arrears	1.25%
Water Certificate – mailed	\$45.00
Water Certificate – verbal	\$25.00
NSF Charges	\$30.00
Statement of Water Account	\$7.00



## Corporate Services

	2020
<b>Water Meters</b>	
<b>On and Off Charges</b>	
Monday to Friday – 7:00am to 3:30pm flat rate (excluding holidays)	\$70.00
Monday to Friday – 3:30pm to 7:00am flat rate (excluding holidays)	Full Cost Recovery
Saturdays, Sundays & Holidays – 12:01am to midnight	Full Cost Recovery
<b>Meter Testing</b>	
5/8" meter at owners expense	\$90.00
<b>Water Meter and Remote</b>	
Tapping Fees	\$200.00
<b>Water Meter Equipment</b>	Full Cost Recovery
<b>Municipal Property Damage</b>	Full Cost Recovery



## Fire & By-Law Services

	2020
<b>Prevention, Protection and Inspection Fees</b>	
File Search	\$75.00
Request for Reports/Copies	\$75.00
Photographs	\$10.00
<b>Fireworks Permits</b>	
Sales	\$100.00
Storage	\$100.00
Display	\$100.00
<b>Fire Route Application</b>	
Administration Fee	\$100.00
<b>Residential Requests</b>	
Mortgage Clearance	\$100.00
Change of Ownership	\$100.00
Multi residential after two units (each)	\$25.00
Burn Permit (annual)	\$20.00
Burn Permit (new requiring an inspection)	\$50.00
<b>Commercial &amp; Industrial Requests</b>	
First 2000 square meters	\$200.00
Each additional 100 square meters (each)	\$50.00
Tenant Space Individual (each)	\$50.00



## Fire & By-Law Services

	2020
<b>Prevention, Protection and Inspection Fees (continued)</b>	
<b>L.L.B.O. Licenses Requests</b>	
Premises	\$100.00
Patio (each)	\$50.00
Special Occasions (each)	\$50.00
<b>Hotels-Motels Requests</b>	
1-10 units	\$200.00
Over 10 units (per unit)	\$10.00
<b>Day Care Requests</b>	
Day Nurseries/Home Day Care Licenses	\$150.00
<b>Fire Safety Plans</b>	
Approvals	\$50.00
<b>Inspection for Trade Shows</b>	
Home Shows/Special Functions	\$150.00
Installation of Rural 911 Sign	\$100.00
<b>Issuance of Occupant</b>	
Loads sign – 60 persons or less	\$50.00
	\$100.00



## Fire & By-Law Services

		2020
<b>Prevention, Protection and Inspection Fees (continued)</b>		
Accreditation Inspections		
Nursing Homes		\$100.00
Rest Homes		\$100.00
Seniors Apartments		\$100.00
Care Facilities		\$100.00
<b>Fire Drills</b>		
Fire drill observation by (an) inspector(s) assigned by the chief fire official of any subsequent fire drill within the same calendar year		\$500.00
<b>Municipal Property Damage</b>		Full Cost Recovery
Discretionary Fees		
Equipment, Labour and/or Materials used at an incident		Full Cost Recovery
False Alarm Response		
Per hour per Fire Department Vehicle		\$510.00
Per additional ½ hour per Fire Department Vehicle		\$255.00
<i>Note: False Alarm Fees will only be implemented when it is determined by the Fire Chief that the false alarm was preventable or the fire alarm system was improperly installed, maintained or resulted from a malicious act by an individual. See By-Law 3085(2010) for details.</i>		
Response to an unauthorized Open Air Burn		
Per hour per Fire Department Vehicle		\$510.00
Per additional ½ hour per Fire Department Vehicle		\$255.00



## Fire & By-Law Services

	2020
<b>Municipal Property Damage (continued)</b>	
Motor Vehicle Fires and Collisions – Non Resident	
Per hour per Fire Department Vehicle	\$510.00
Per additional ½ hour per Fire Department Vehicle	\$255.00
Fail to Comply with an Ontario Regulation causing an Emergency Response OR 210/01	
Per hour per Fire Department Vehicle	\$510.00
Per additional ½ hour per Fire Department Vehicle	\$255.00
<i>Note: Motor Vehicle fires and Collisions – Non Resident MAY be charged where the Pelham Fire Department has responded to an emergency situation, including motor vehicle accidents and fire, in which a non-resident person is involved.</i>	
<b>Sign Fees</b>	
Ground Signs up to 50 square feet	\$100.00
Ground Signs over 50 square feet	\$150.00
Portable Ground Signs (1-60 days)	\$100.00
Pole Signs	\$150.00
Roof Signs	\$150.00
Wall Signs	\$100.00
Temporary Special Event Signs	\$100.00
Projecting Signs	\$150.00
<b>Applications and Permits for Signs requiring Council Approval</b>	
Applications to Council for variance	\$250.00



## Fire & By-Law Services

	2020
<b>Property Standards &amp; Clean Yard (default not remedied)</b>	
Administrative Fee	\$175.00
Initial Inspection Fee	\$95.00
Re-Inspection Fee	\$95.00
Mailing Fee	\$25.00
<b>Fencing</b>	
Application to Council for Fencing Variance	\$150.00
Kennel License	\$100.00



## Planning & Development Services

	2020
<b>Planning Fees</b>	
Draft Plan of Subdivision	\$8,981.00
Resubmission of Draft Plan Prior to Approval	\$1,061.00
Modification to Draft Plan of Subdivision	\$5,613
Extension to Approval of a Draft Plan of Subdivision	\$899.00
Final Approval of a Draft Plan of Subdivision	\$1,685.00
Subdivision Agreement	*
Amendment to a Subdivision Agreement	\$843.00
Draft Plan of Condominium	\$4,492.00
Resubmission of Draft Plan of Condominium Prior to Approval	\$1,061.00
Modification to Approval of a Draft Plan of Condominium	\$2,247.00
Extension to Approval of a Draft Plan of Condominium	\$899.00
Town Consultant Review Fee	Full Cost Recovery
Condominium Agreement	*
Amendment to Condominium Agreement	\$843.00
Development Agreement Application	*or**
Town Consultant Review	Full Cost Recovery
Amendment to Development Agreement	\$843.00
Release of Development Agreement	\$1,012.00
Site Plan Approval Application **Note: There is a separate fee for the agreement	\$3,929.00
Resubmission of Site Plan Prior to Approval	\$796.00
Site Plan Approval for Minor Development, ie farm help house, triplex, building addition <100m <sup>2</sup> etc.	\$750.00
Town Consultant Review Fee	Full Cost Recovery
Site Plan Amendment **Note: There is a separate fee for the agreement	\$2,809.00
Release of Site Plan Agreement	\$1,012.00
*Subdivision Agreements, Site Plan Agreements and Development Agreements requiring the extension of municipal services (see pg. 16)	



## Planning & Development Services

	2020
<b>Planning Fees (continued)</b>	
Garden Suite Agreement	\$1,623.00
Encroachment Agreement	\$312.00
Zoning By-Law Amendment	\$4,492.00
APO Zoning By-Law Amendment	\$2,809.00
Official Plan Amendment	\$5,613.00
Combined Zoning By-Law & Official Plan Amendment	\$8,981.00
Extension of a Temporary Use By-Law	\$2,809.00
Removal of Holding Symbol	\$561.00
Town Consultant Review Fee	Full Cost Recovery
Repeal of Interim Control By-Law	\$1,122.00
Deeming By-Law	\$561.00
Lifting of Inhibiting Order	\$561.00
Lifting of One Foot Reserve	\$561.00
Removal of Part Lot Control	\$1,122.00
Communication Towers and Renewable Energy Application	\$1,122.00
Property Standards Appeal	\$561.00
Aggregate Application Fees	Full Cost Recovery
Real Estate Compliance Letters	\$137.00
* Subdivision Agreements, Site Plan Agreements and Development Agreements requiring the extension of municipal services	
\$10,790.00 where the cost of construction of all Work is less than \$100,000.00;	
\$10,790.00 plus 4.0% of the costs between \$100,000.00 and \$400,000.00;	
\$23,438.00 plus three and one-half percent (3.5%) of the costs exceeding four hundred thousand dollars (\$400,000.00);	



## Planning & Development Services

	2020
<b>Planning Fees (continued)</b>	
** Site Plan Agreements; and, Development Agreements where municipal services are not required to be extended \$2,700.00	
*** Shall be paid in addition to the Official Plan Amendment, Zoning By-Law Amendment and other planning application fees	
Agreements for temporary Second Dwelling Units	
Zoning Compliance Letter	\$102.00
Consent	\$1,500.00
Request for Change in Conditions	\$550.00
Rescheduling Fee	\$250.00
Final Certification	\$395.00
Recirculation Due to Change in Application	\$250.00
Special Hearing Fee (In Addition to Application Fee)	\$550.00
Minor Variance	\$1,100.00
Rescheduling Fee	\$250.00
Recirculation Due to Change in Application	\$250.00
Special Hearing Fee (In Addition to Application Fee)	\$550.00
<b>Building Permit Fees</b>	
Minimum Permit Fee unless otherwise stated	\$255.00
<b>Class A New Construction &amp; Additions</b>	
<b>Assembly Occupancies – Group A – per square meter</b>	
School, church, restaurant, theatre, educational or recreational facility and similar occupancies	\$18.85
Preparation of record for disclosure – each 15 minutes	\$7.50



## Planning & Development Services

	2020
<b>Class A New Construction &amp; Additions (continued)</b>	
<b>Institutional Occupancies – Group B – per square meter</b>	
Hospital, nursing home, reformatory, prison and similar occupancies	\$19.00
<b>Residential Occupancies – Group C – per square metre</b>	
Single Family Dwelling, Semi-detached dwelling & duplex dwelling	\$16.00
Multiple unit dwelling, apartment dwelling, townhouse dwelling, hotels, motels, other residential buildings or parts thereof	\$16.00
Residential additions other than accessory building & structures	\$14.00
<b>Business/Personal Services Occupancies – Group D – per square metre</b>	
Office, bank, medical office/clinic and similar occupancies	\$19.00
<b>Mercantile Occupancies – Group E – per square metre</b>	
Store, Shopping mall/plaza, shop, market, retail outlet and similar	\$19.00
<b>Industrial Occupancies – Group F - per square metre</b>	
Industrial mall, plaza, garage, plant, factory, warehouse, manufacturing building and similar occupancies	\$18.00
<b>Special Occupancies/Categories per square metre</b>	
<b>Farm Buildings</b>	
New Farm Buildings	\$5.21
Additions or alterations for farm buildings	\$2.89
Tents – per tent	\$260.00



## Planning & Development Services

	2020
<b>Special Occupancies/Categories per square metre (continued)</b>	
Park model trailer, mobile home, air supported structure and similar buildings	
Per Unit	\$260.00
<b>Accessory Buildings/Structures</b>	
Garage/carport, deck/porch/patio, sunroom/solarium, shed or other accessory building per square metre	\$260.00 plus \$9.26 > 27.8m <sup>2</sup>
<b>Private Swimming Pool – per pool</b>	
Private Swimming Pool – per pool	\$260.00
Public Swimming Pool – per pool	\$780.00
<b>Designated Buildings/Structures</b>	
Communication tower, retaining wall, pedestrian bridge, wind turbine, crane runway and similar buildings/structures – based on estimated value of construction	\$520.00
<b>Class B Alterations &amp; Repairs</b>	
<b>Interior Alterations/Repairs/Tenant Improvements</b>	
Assembly occupancies per square metre gross floor area	\$4.44
Institutional, Business/Personal Service and Mercantile occupancies per square metre	\$4.44
Residential occupancies per square metre gross floor area	\$3.36
Industrial occupancies per square metre gross floor area	\$4.44
Alter/replace roof structure per square metre	\$4.44
Fireplace, woodstove, insert, chimney and similar construction	\$260.00



## Planning & Development Services

	2020
<b>Class C Demolition</b>	
Buildings/structures Part 9	\$260.00
Other	\$780.00
<b>Class D Miscellaneous</b>	
Permit for partial occupancy of a building prior to being fully completed per	\$260.00
Permit for the change of use of a building or part thereof	\$260.00
Transfer of a permit to a new owner	\$260.00
Request for deferral of permit revocation	\$260.00
Permit to move a building/structure	\$260.00
Conditional Permit	\$624.00
Conditional Permit Agreement	\$260.00
Permit Renewal Per Year	\$114.00
Photocopying & printing per page	\$0.26
Clearance Letter	\$78.00
Building Code Order Compliance Letter	\$156.00
Hourly Rate	\$67.00
Re-inspection Feel Flat Rate	\$78.00
Alternate solution application fee PLUS any additional fees incurred in the evaluation process such as third party testing/independent consulting review	
<b>Class E Partial Permit/Staged Construction</b>	
Building Foundation – complete to grade level (plus plumbing)	15%
Building Shell	75%
Building Completion	10%



## Planning & Development Services

		2020
<b>Class F Plumbing</b>		
For plumbing work not included in any of the above classes of permit		
First 6 fixtures		\$260.00
Each additional		\$10.40
<b>Class G Refund of Permit Fees</b>		
Where only administrative functions have been completed (application received and cost analysis complete)		90%
Where only administrative and zoning functions have been completed		80%
Where administrative, zoning and plans examination functions have been		60%
Where the permits has been issued and no field inspections have been performed subsequent to permit issuance		50%
Deduction for each field inspection performed subsequent to permit issuance		5%
No fees shall be refunded after twelve (12) months from the date of permit issuance		
<b>Class H Construction Prior to Permit Issuance</b>		
Where construction has commenced prior to the issuance of a permit for any class of permit described herein. All applicable fees shall be doubled and the minimum permit fee.		\$520.00
<b>Municipal Property Damage</b>		
		Full Cost Recovery



## Recreation & Cultural Services

2020	
<b>Arena Rentals</b>	
Ice Time – per hour (50min)	
Prime Time - Weekdays 4pm – midnight & weekends	\$207.00
Prime Time - Youth (PMHA & PFSC)	\$148.00
Non-Prime Time – Weekdays prior to 4pm	Youth \$87.00- Adult \$114.00
Prime Time Last Minute Ice (less than 24hrs)	\$114.00
Summer Ice (April 15 – August 15) – Non Prime Time \$112.00   Prime Time - Youth \$148.00- Adult \$179.00	
<b>Corporate Sponsor Free Skate Rates</b>	
Prime Time Friday Skate Sponsorship per occurrence	\$266.00
Prime Time Sunday Skate Sponsorship per occurrence	\$306.00
Non-Prime Public Skate Sponsorship per occurrence	\$148.00
<b>Public Skating</b>	
Adults	\$3.54
Students/Seniors	\$3.10
Child	\$3.10
Family (up to 5 members)	\$10.62
Preschool Skate	\$3.10
Non Profit Organized Group Rate	\$26.55
Children's Birthday Party (Under 14 yrs, Max 15 children)	\$113.00
- 2 hour hall + public skate or 1 hour gym	\$113.00
- + theme party (decorations)	\$136.00
- +specialty party (staff led options – tea party/craft/gym activities)	\$217.00
- Photo booth with props (no camera)	\$18.00



## Recreation & Cultural Services

<b>Arena Rentals (continued)</b>		<b>2020</b>
Special Skating		
Shinny Hockey Drop-In		\$5.31
Women's Hockey – Learn To Play Drop-In		\$5.31
Women's Hockey – Learn To Play Program + Shinny Combo (12 weeks)		\$88.50
Adult Learn To Skate (10 classes)		\$61.95
Ticket Ice		\$5.31
<b>Summer Floor Rates – hourly</b>		
Hourly - Adult		\$54.00
Hourly – Youth		\$35.00
Daily Event		\$527.00
Daily - Youth		\$343.00
Event Electrical System Includes ESA inspection		\$1000.00
<b>Old Pelham Town Hall</b>		
Monday – Thursday (Daily Rental)		\$133.00
Monday – Thursday (Hourly Rental)		\$33.00
Friday – Sunday & Holidays (Daily Rental)		\$237.00
Friday – Sunday & Holidays (Hourly Rental)		\$49.00
Youth/Multiple Use Rate (5+) (Daily Rental Monday to Thursday)		\$106.00
West Lounge		\$35.00
Stage Rental		\$200 per set up
Refundable Security Deposit (taxes not applicable)		\$100.00
SOCAN fee – without dancing per event		Full Cost Recovery
SOCAN fee – with dancing per event		Full Cost Recovery



## Recreation & Cultural Services

<b>Meridian Community Centre Gymnasiums</b>		<b>2020</b>
Full size gymnasium rental (hourly) Licensed Users-Youth Rate		\$21.00
½ gymnasium rental (hourly) Licensed Users-Youth Rate		\$11.00
Full size gymnasium rental (hourly)		\$42.00
½ gymnasium rental (hourly)		\$21.00
Custodial Charge (hourly)		\$36.00
Team Chairs (per event)		\$100.00
Set up & Use of Nets & Standards (Volleyball, Badminton, Pickleball)		\$10.00 per court rental
Equipment Rental (Volleyball; Badminton Racquet w shuttle; Pickleball Racket w ball)		\$2.00/per
<b>Meridian Community Centre – Kinsmen Community Room</b>		
<b>FULL ROOM</b>		
Daily – Monday to Thursday		\$133.00
Hourly – Monday to Thursday		\$33.00
Daily – Friday to Sunday & Holidays		\$237.00
Hourly – Friday to Sunday & Holidays		\$49.00
<b>HALF ROOM</b>		
Daily – Monday to Thursday		\$66.00
Hourly – Monday to Thursday		\$17.00
Daily – Friday to Sunday & Holidays		\$119.00
Hourly – Friday to Sunday & Holidays		\$25.00
<b>Meridian Community Centre – Dr. Gary &amp; Mall Accursi</b>		
<b>Multipurpose Community Room</b>		
<b>FULL ROOM</b>		
Daily – Monday to Thursday		\$198.00
Hourly – Monday to Thursday		\$50.00



## Recreation & Cultural Services

Meridian Community Centre – Dr. Gary & Mall Accursi (continued)	2020
<b>Multipurpose Community Room- FULL ROOM</b>	
Daily – Friday to Sunday & Holidays	\$356.00
Hourly – Friday to Sunday & Holidays	\$73.00
<b>HALF ROOM</b>	
Daily – Monday to Thursday	\$132.00
Hourly – Monday to Thursday	\$33.00
Daily – Friday to Sunday & Holidays	\$237.00
Hourly – Friday to Sunday & Holidays	\$49.00
<b>Special Functions Area</b>	
Hourly	\$21.00
Daily	\$83.00
Daily (with rental of Dr. Gary & Mall Accursi Multipurpose Community Room)	\$52.00
<b>Community room – Kitchen</b>	
Daily (with rental of Dr. Gary & Mall Accursi Multipurpose Community Room)	\$52.00
<b>Atrium</b>	
Town of Pelham Facility User Groups – 8' space 1 table + 2 chairs per day per booth	\$25.00
<b>MCC – Small Meeting Room</b>	
Monday to Thursday (Daily)	\$50.00
Friday to Sunday & Holidays (Daily)	\$80.00
Monday to Thursday (Hourly)	\$10.00
Friday to Sunday & Holidays (Hourly)	\$16.00
<b>Miscellaneous</b>	
Refundable Security Deposit (taxes not applicable)	\$100.00
SOCAN fee-without dancing per event	Full Cost Recovery



## Recreation & Cultural Services

	2020
SOCAN fee – with dancing per event	Full Cost Recovery
Stage Rental per set up	\$100.00
Portable Bar per rental	\$100.00
Serving Fee per event	\$100.00
Linen Rental Fees	\$10.00/per item
<b>Summer Field Rate Schedule</b>	
<b>Ball Diamonds</b>	
Level “A” groomed and lined	\$25.00
Level “A” youth	\$18.00
Level “C” no service	\$15.00
Level “C” youth	\$11.00
Diamond Lights (per hour)	\$13.00
<b>Tournaments &amp; Special Events</b>	
Level “A” groomed and lined	\$198.00
Level “A” youth	\$141.00
Level “C” no service	\$119.00
Level “C” youth	\$85.00
<i>Note: Fees do not include use of lights – apply per hour light fee if required</i>	
<b>Soccer Fields per hour</b>	
Adult	\$24.00
Minor	\$19.00
Soccer Lights (per hour)	\$30.00
<b>Soccer Tournament and Special Events</b>	
Adult	\$189.00
Minor	\$147.00



## Recreation & Cultural Services

	2020
<b>Park Pavilions: Centennial Park &amp; Harold Black Park</b>	
Park Pavilion	\$35.00
<b>Passive Areas: Centennial Park, Harold Black Park</b>	
Permit Fee	\$29.00
<b>Peace Park including Bandshell</b>	
Pavilion Rate + Passive Area Rate (under 100 people)	\$67.00
Pavilion Rate + Passive Area Rate (over 100 people)	\$135.00
Per Hour Rate	\$14.00
SOCAN fee	Full Cost Recovery
Town Staff fee (per hour)	\$37.00
<b>Tennis Courts</b>	
Tennis lights per season	Full Cost Recovery
<b>Storage Space Per Year</b>	
Youth Organization Storage	\$500.00
Centennial/ H.B. Park	\$50.00
<b>Supply Rentals (Daily Fee with Facility Rental)</b>	
Picnic Table/Folding Table	\$20.00
Folding Cruiser Table	\$10.00
10 x 10 Tents with Weights	\$25.00
Kids Folding Table	\$10.00
Refundable Equipment Deposit (taxes not applicable)	\$100.00



## Recreation & Cultural Services

	2020
<b>Aquatic Rates</b>	
Swimming Lessons	
Parent & Tot 1, 2, 3	\$69.00
Preschool A-E	\$80.00
Swimmer 1, 2	\$80.00
Swimmer 3, 4, 5, 6	\$86.00
Patrol (Rookie, Ranger, Star)	\$89.00
Private Lessons (10)	\$169.00
Semi Private Lessons (10)	\$142.00
Stroke Builder Lessons (10)	\$86.00
Bronze Star	\$82.00
Bronze Medallion/Emergency First Aid CPR (material extra)	\$145.00
Bronze Cross	\$123.00
Bronze Cross Recertification	\$56.00
Swim Team	\$115.00
<b>Facility Charges</b>	
Pool Rental per hour	\$62.00
Lifeguard fee per hour	\$26.00
<b>Public Swim Rates</b>	
Adult	\$3.98
Child/Senior	\$3.54
Family	\$11.95
Swim Pass – Single	\$55.75
Swim Pass - Family	\$101.77



## Recreation & Cultural Services

	2020
<b>Camp Rates</b>	
<b>March Break Camp</b>	
Single Week	\$185.00
Single Day Registration	\$65.00
Family Weekly Registration Discount Each Child after 2 <sup>nd</sup> Child	(\$45.00)
Extended Care per week	\$38.00
Extended Care per day	\$8.50
Lunch per week	\$31.00
Lunch per day	\$6.50
Leaders in Training Program	\$110.00
Refund Administration Fee	\$10.00
<b>Summer Camp</b>	
Single Day Registration	\$65.00
Single TRIP Day Registration	\$65.00
Single Week Registration	\$180.00
Multiple Week Registration discount each week after 2 weeks	(\$10.00)
Family Day Registration (max 3)	N/A
Family TRIP Day Registration (max 3)	N/A
Family Weekly Registration Discount Each Child after 2 <sup>nd</sup> Child	25%
Extended Care per week	\$38.00
Extended Care per day	\$8.50
Extended Care Multiple weeks (3 weeks or more)	\$33.00



## Recreation & Cultural Services

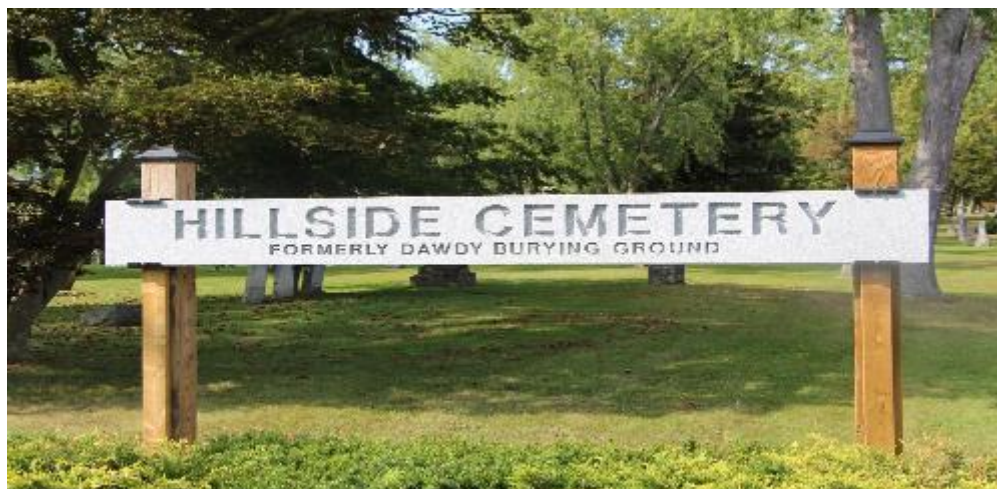
Specialty Programs/Camps	2020
Single Week Registration	\$195.00
Family Weekly Registration Discount Each Child after 2 <sup>nd</sup> Child	25%
Extended Care per week	\$38.00
Extended Care per day	\$8.50
Extended Care Multiple weeks (3 weeks or more)	\$33.00
Ballroom Dance Lessons (10 Classes)	\$71.00
Ballroom Social Tickets	\$9.00
Improv Classes (10 Classes)	\$9.00
Triathlon Club Monthly	\$65.00
Triathlon Club with Swim Team membership Summer	\$225.00
Activity Drop in Fee Adult	\$5.31
Activity Punch Pass (20) Adult	\$70.80
Activity Drop in Fee Youth	\$3.10
Activity Punch Pass (25) Youth	\$70.80
Seniors Social Membership Fee - Annual	\$36.00
P.D Camp Registration (includes lunch)	\$45.00
Holiday Workshop Registration (includes dinner)	\$25.00
<b>Municipal Property Damage</b>	Full Cost Recovery
<b>Pelham Transit</b>	
Standard Bus Fare	\$3.00
Bus Ticket Pack (11 Tickets)	\$30.00
Bus Pass Monthly	\$80.00



## Public Works

	2020
<b>Culvert Fees</b>	
250 mm – 9 Metre Culvert	\$1,700.00
300 mm – 9 Metre Culvert	\$1,800.00
375 mm – 9 Metre Culvert	\$1,910.00
450 mm – 9 Metre Culvert	\$2,050.00
525 mm – 9 Metre Culvert	\$2,240.00
600 mm – 9 Metre Culvert	\$2,400.00
*** larger or off sizes will be charged as per occurrence	
<b>Cemeteries*</b>	
<b>Resident Rates</b>	
Land Acquisition per grave lot	
Adult Grave	\$1,025.00
<b>Columbarium niche*</b>	\$2,346.00
<b>Perpetual Care for niche (15%)*</b>	\$414.00
<b>Non-Resident Rates*</b>	
Land Acquisition per grave lot	
Adult Grave	\$1,625.00
<b>Columbarium niche*</b>	\$2,932.50
<b>Perpetual Care for niche (15%)*</b>	\$517.50

\*Report to council in January 2020 will provide recommendation for cemetery fee increases.



## Public Works

	2020
<b>Interment Fees*</b>	
Standard Burial	
Adult	
Opening and Closing Weekdays (**additional Administration Fee will be added)	\$620.00
Opening and Closing Saturday morning (**additional-Administration Fee will be added)	\$891.00
Opening and Closing Saturday afternoon (**additional Administration Fee will be added)	\$935.50
***Administration Fee	\$12.00
Infant	
Weekdays (**additional Administration Fee will be added)	\$291.50
Saturday (**additional Administration Fee will be added)	\$594.00
***Administration Fee	\$12.00
<b>Cremated Remains*</b>	
Weekdays	\$230.00
Saturday	\$451.00
Columbarium Weekday	\$275.00
Columbarium Saturday	\$460.00
***Administration Fee	\$12.00
<b>Mausoleum*</b>	
Weekdays	\$307.00
Saturday	\$460.00

\*Report to council in January 2020 will provide recommendation for cemetery fee increases.



## Public Works

	2020
<b>Interment Fees (continued)*</b>	
<b>Disinterment Charges</b>	
Adult/Child disinterment only	\$940.00
Adult/Child disinterment & re-interment	\$1,570.00
Infant/Stillborn disinterment only	\$312.00
Infant/Stillborn disinterment & re-interment	\$522.00
Cremains disinterment only	\$680.00
Cremains disinterment & re-interment	\$1,050.00
Columbarium	\$275.00
<b>Foundation Charges*</b>	
Foundation charge per cubic foot	\$39.40
Markers	\$89.30
Cornerstones	\$94.56
<b>Administration Fees</b>	
Interment Rights Transfer	\$52.53
Interment Rights Exchange	\$52.53
Interment Rights Replacement/Duplicate	\$31.52
Cemetery Records Search – per hour	\$26.27
<b>Marker Perpetual Care and Maintenance</b>	
Upright marker four feet or less in height and four feet or less in length	\$100.00
Upright marker more than four feet or less in height and four feet or less in length	\$200.00
Flat Marker over 172 square inches	\$50.00
*Report to council in January 2020 will provide recommendation for cemetery fee increases.	



## Public Works

	2020
<b>Foundation Charges (continued)*</b>	
<b>Other Fees</b>	
Columbarium Plate Engraving to Town specifications for font/size/style (at time of need). Actual cost of engraving plus \$75 administration fee to cover internal costs and shipping.	\$75.00 + Actual Cost of Engraving
Overtime Rate per hour	\$270.00
Archaeological Dig – per hour	\$85.00
<b>Permit Fees</b>	
Special Event Permits (includes administration, site inspection and traffic plan review)	\$150.00
Driveway Entrance Permit and Inspection Fee (includes one Inspection)	\$150.00
<b>Road Closure/Open Fees</b>	
Closure/Open (4 hours max)	\$230.00
Overtime – Closure/Open (4 hours max)	\$285.00
Double Time Sunday and Holidays – Closure/Open (4 hours max)	\$350.00
<b>Barricade/Cone/Barrel Deposit – refundable</b>	
Under 10 Units	\$100.00
10 – 20 Units	\$200.00
Over 20 Units	\$500.00
<b>Municipal Property Damage</b>	Full Cost Recovery
<b>Development Inspection per diem</b>	Full Cost Recovery
<b>Unopened Road Allowance Application Fee</b>	\$1,200.00
<b>Closed Road Allowance Disposal Charges</b>	Full Cost Recovery

\*Report to council in January 2020 will provide recommendation for cemetery fee increases.



**Community Planning  
& Development**



**Fire & By-Law  
Services**



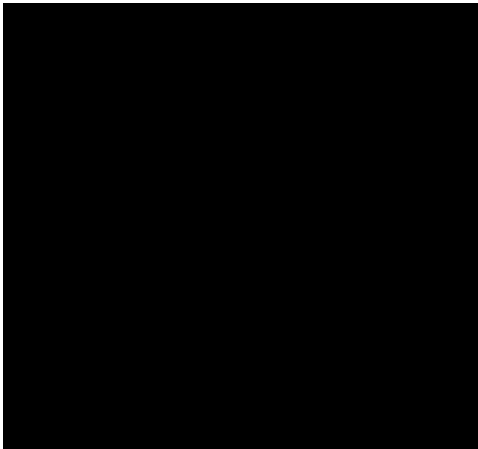
**Public Works**



**Recreation, Culture  
& Wellness**



**Corporate Services**



**Administration  
Services**

## CORPORATE SERVICES MONTHLY REPORT

### SEPTEMBER, OCTOBER AND NOVEMBER, 2019

#### DEPARTMENT OVERVIEW & STATISTICS

##### Overview

From September to November, the Corporate Services Department was busy preparing and presenting the 2020 capital, operating, and water and wastewater budgets to Council. All of the budgets are now approved which will allow for more proactive planning and preparation for the 2020 fiscal year. This was a great accomplishment by all involved.

Grant submissions were made for the ICIP: Community, Cultural and Recreation Stream Grant.

##### Financial Reports

As at October 31, 2019, approximately 83% of time had lapsed. Total revenues were at approximately 85% of budget and appear to be on track. However, water and wastewater revenues are lower than budget due to reduced consumption in summer. This consumption is impacted by weather patterns and is unpredictable. Total expenses were at approximately 77% of budget and appear to be on track. The Town has savings related to hydro at the MCC due to the work of the Utility Sustainability Committee.

MCC revenues are exceeding budget because the Town received the New Horizons for Seniors Program Grant subsequent to budget approval, and because the majority of camp revenue has been received for the year. MCC expenses are below budget due to hydro savings as a result of the work of the Utility Sustainability Committee. Transit revenues and expenses are below budget because the second bus started operation in September.

1. Appendix 1- Monthly Revenue and Expenditure Report at October 31, 2019
2. Appendix 2- Meridian Community Centre Report at October 31, 2019
3. Appendix 3- Transit Report at October 31, 2019

##### Taxes

The final four sets of supplemental tax bills were mailed between September and November totaling \$353,523.84, the Town's share of which was \$138,239.51. This brings the Town's share of the supplemental tax revenues for 2019 to \$344,916.17, up \$187,561.41 from 2018. Notable collections on 6 properties totaled \$118,642.86 from September to November.

##### Accounts Payable

In preparation for year end, a mass email was sent out to vendors requesting any current statements for 2019. Accounts Payable and Procurement members also met during November to discuss the

results of the lean review process and the next steps for implementation.

### **Purchasing**

This time of year all open PO's status are reviewed to ensure they are up-to-date for the year end process. Meetings are being planned with directors to review the 2020 Capital and Operating to create a dashboard / schedule for procurement for 2020. Purchasing Policy is under review in an effort to present it to council early in the new year. In addition, work is occurring with Finance leads to review and progress in updating the PO / Invoice process through the lean review.

### **PROJECTS**

#### **IT Projects**

- Cofense "Phishme" security awareness training completed on Tuesday November 12. Testing and creating user accounts still in progress. First round of training/simulations will be sent to staff in December.

### **CONSTITUENT CONCERNS & ISSUES ARISING**

The department collected payment on many bills for Gypsy Moth spraying and any unpaid bills have been added to the property tax account in accordance with Council approval. During the month of September, mixed feedback was received on the billing, with some residents complaining, and others thanking the Town for spraying their property.

### **PERSONNEL**

The following staff have received training to update skills and development in their related fields:

- Internal Excel training: Water Clerk, Cashiers, Accounts Payable members attended over two sessions hosted in October.
- Internal training "Dealing with difficult customers": Water Clerk, Accounts Payable and cashiers attended.
- Ergonomics Session hosted by HR Intern: attended by ¾ of members from Corporate Services.
- Purchasing Coordinator: attended two Niagara Public Purchasing Committee meetings and hosted one at the MCC on November 27<sup>th</sup>, 2019
- Purchasing Coordinator: attended Annual Ontario Public Buyers Association (OPBA) Conference on September 26 and 27<sup>th</sup>, 2019.
- Purchasing Coordinator: attended Annual Bids and Tenders FEST through eSolutions
- Manager of Information Technology: attended a webinar "Securing your security by Innovating Today" on November 20<sup>th</sup>.
- Corporate Services Admin: attended the Ontario Association of Emergency Managers Scribe Training Program- Emergency Operations Centre on November 18<sup>th</sup>, 2019.

- Treasurer and Deputy Treasurer: attended the MFOA conference in Muskoka from September 17 to September 20<sup>th</sup>, 2019.
- The Treasurer presented to 450 delegates at the MFOA conference on “Navigating Through Uncertainty”.
- Tricia Annunziata completed her contract with the Town and Halee Braun returned from her maternity leave.
- Jonathan Witzke started his position as Staff Accountant and Payroll Clerk on October 15.
- The Corporate Services department held internal training sessions on Microsoft Excel for any Town staff who felt they would benefit.
- Fixed Asset Accountant: attended the MFOA conference virtually on September 19<sup>th</sup> and September 20<sup>th</sup>, 2019.
- Tax Clerk: completed and passed first PREP module exam in Intermediate Financial Reporting.

## GRANTS, CONTRACTS, RFPs & AGREEMENTS

### Grants

- **Investing in Canada Infrastructure Program: (ICP) Green Stream:** a federal infrastructure program designed to create long-term economic growth, build inclusive, sustainable and resilient communities and support a low-carbon economy.

The Town's cost-sharing portion of this grant is 26.67%, the federal government's cost-sharing portion of the grant is 40% and the Provincial government's cost-sharing portion is 33.33%. The maximum total eligible cost per project (including contingency funding) for a single applicant of \$3 million. These projects have been identified to address the wastewater upgrading that is required to support the development in Fenwick relating to Baxter Hall, Oak Haven, East Fenwick and Fire Station 2. The Town's cost-sharing is 26.67% is \$800,100 from the \$3 million maximum. The WST 06-20 Foss Sanitary Upgrade is included in the 2020 Capital budget for \$800,000.

The projects identified as follows:

WST 06-20 Foss Sanitary Upgrade	\$ 800,000
Church St Upgrade Sanitary Sewers	1,600,000
Welland Rd to Canboro to E Balfour, Watermain replacement	400,000
Church St upgrade Watermain	700,000
Design, Engineering and Project management	<u>300,000</u>
<b>Total</b>	<b>\$3,800,000</b>

- **Investing in Canada Infrastructure Program (ICP) Community, Culture and Recreation**



**Stream:** a federal program designed to create long-term economic growth, build inclusive, sustainable and resilient communities and support a low-carbon economy.

The federal government is providing \$1.8 billion dollars in federal infrastructure funding to cost-share projects under four streams including Community, culture and recreation. The Town's share of the cost will be 26.67%. This is an opportunity to address the cultural and recreational needs of the Town until 2028.

Application #1: Recreation Improvements:

Centennial Park	\$1,550,000
Harold Black Park	\$391,500
Parks/Playgrounds	\$1,411,500
MCC	\$1,010,000
Construction of public restrooms, event facility Town Hall/Peace Park	\$650,000
<b>Total</b>	<b>\$5,013,000</b>

Application #2: New Library at the Meridian Community Centre for **\$8,000,000**

**Application # 3:** Renovations to Marlene Stewart Streit Pool and splash pad **is \$2,555,000**

**Current Bids and Tenders**

Invitation to Bid# 2019-PW-14 – Culvert Replacement Program	
<u>Bidders</u>	<u>Amount</u>
Anthony's Excavating Central Inc.	\$59, 670
Award is to Anthony's Excavating Central Inc. with a contract value of \$59,670	
Invitation to Bid# 2019-PW-16 Engineering Services for Town-Wide Stormwater Facility Maintenance	
<u>Bidders</u>	<u>Amount</u>
Greenland International Consulting Ltd.	\$28,955
KSGS Engineering Corp.	\$30,204
Tulloch Engineering Inc.	\$11,344
Wood Canada Limited	\$24,961
Award is to Tulloch Engineering Inc. with a contract value of \$11,344	
Invitation to Bid#2019-PW-18 Road Base and Surface Repair Program	
<u>Bidders</u>	<u>Amount</u>
Circle P Paving Inc.	\$189, 240

Award is to Circle P Paving Inc. with a contract value of \$148, 200 (No Provisionals)	
Invitation to Bid# 2019-PW-17 - Sanitary Lateral Replacement Program	
Duffin Contracting Inc.	\$84,322.00 ( Revised Scope Total \$50,797.00)
Peter's Excavating INc	\$96,828.00 ( Revised Scope Total \$72,865.00)
Award is to Duffin Contracting Inc. with a contract value of \$50,797.00 ( Revised Scope Total Award)	
Invitation to Bid# 2019-PW-2020 Tree Planting Program	
<u>Bidders</u>	<u>Amount</u>
4054237 Canada Inc. o/a Sol-Mar Landscaping Contracting	\$40, 260
Niagara North Inc.	\$22,800
ON POINT LANDSCAPING INC	\$23,068
Award is to Niagara North Inc. with a contract value of \$17,200.00 (No Provisionals)	
Invitation to Bid#2019-PW-19 - Gypsy Moth Services	
<u>Bidders</u>	<u>Amount</u>
Lallemand Inc./BioForest	Evaluation 81/100
Natural Resource Solutions Inc.	Evaluation 71/100
Award is to Lallemand Inc./BioForest	

## MEETINGS

- SLT monthly meetings
- SLT Retreat
- Construction Act Meeting
- Area Treasurers Meeting
- Lean Review Process meetings
- Emergency Exercise
- Area Treasurers Meeting
- Lean Review Process meetings
- Emergency Exercise
- Investing in Canada Infrastructure Program (ICP) Green Stream meeting
- Investing in Canada Infrastructure Program (ICP) Community, Culture and Recreation Stream meeting

- Watson & Associates
- Regional Municipality of Niagara
- Questica
- Ontario Ministry of Transportation
- MPAC
- Area Treasurers
- SLT

## Monthly Revenue Report at October 31, 2019 (83% of time lapsed)

	2019				2018	
	Budget	Actual at Oct 31	Actual as a % of Budget	Notes	Budget	Actual at Dec 31
<b>Taxation</b>						
General Tax Levy	\$ 13,674,386	\$ 11,395,322	83 %		\$ 12,530,619	\$ 12,530,627
Payments in Lieu	300,471	250,393	83 %		300,471	299,576
<b>Total Taxation</b>	13,974,857	11,645,715	83 %	(1)	12,831,090	12,830,203
<b>Finance Department</b>						
Penalties and Interest	270,000	214,803	80 %		340,000	268,465
Supplemental Taxation Revenues	200,000	257,929	129 %	(2)	300,000	172,853
Transfer from Building Department	77,938	64,948	83 %		77,938	77,938
Ontario Unconditional Grants	39,800	40,500	102 %	(3)	39,800	39,800
Miscellaneous	15,000	18,178	121 %		10,000	80,029
Investment Income	10,000	128,201	1,282 %	(4)	5,000	52,756
<b>Total Finance Department</b>	612,738	724,559	118 %		772,738	691,841
<b>Clerk's Department</b>						
Committee of Adjustment	50,000	33,758	68 %		50,000	37,829
Miscellaneous	16,750	11,198	67 %		16,750	15,141
<b>Total Clerk's Department</b>	66,750	44,956	67 %	(5)	66,750	52,970
<b>Fire and By-law Services</b>						
Fire Department Revenues	35,450	38,780	109 %	(6)	34,700	37,086
By-law and Parking Enforcement	14,300	21,926	153 %	(7)	14,300	22,809
Provincial Offences Act Revenue	10,000	20,865	209 %	(8)	10,000	43,474
<b>Total Fire and By-law Services</b>	59,750	81,571	137 %		59,000	103,369
<b>Public Works</b>						
Facilities and Beautification	676,219	568,897	84 %		530,506	499,763
Aggregate Resource Grant	25,000	52,831	211 %	(9)	25,000	23,147
Transfer from Reserve	425,500	354,583	83 %		-	78,836
Miscellaneous	80,500	50,818	63 %	(10)	18,000	26,902
Fonthill/Hillside Cemeteries	78,500	64,370	82 %	(5)	71,600	95,850
<b>Total Public Works</b>	1,285,719	1,091,499	85 %		645,106	724,498
<b>Recreation, Culture and Wellness</b>						
Recreation and Wellness	347,450	378,680	109 %	(11)	225,423	256,881
Special Events and Festivals	150,150	148,214	99 %	(11)	150,250	197,521
Culture and Community Enhancement	78,500	65,546	83 %	(11)	66,000	78,824
Public Transit	211,953	75,206	35 %	(12)	165,000	80,576
<b>Total Recreation, Culture and Wellness</b>	788,053	667,646	85 %		606,673	613,802
<b>Community Planning and Development</b>						
Building Department Revenues	500,500	608,979	122 %		500,500	655,957
Planning Fees	65,340	133,064	204 %		65,340	196,913
Municipal Drainage	-	-	- %		12,000	-
<b>Total Community Planning and Development</b>	565,840	742,043	131 %	(13)	577,840	852,870
<b>Water and Wastewater</b>						
Water Revenues	2,761,884	2,164,427	78 %		2,477,727	2,512,226
Wastewater Revenues	2,014,104	1,603,458	80 %		1,708,694	1,796,919
<b>Total Water and Wastewater</b>	4,775,988	3,767,885	79 %	(14)	4,186,421	4,309,145
<b>GRAND TOTAL</b>	\$ 22,129,695	\$ 18,765,874	85 %		\$ 19,745,618	\$ 20,178,698



## Monthly Revenue Report at October 31, 2019 (83% of time lapsed)

### Explanatory Notes:

- (1) Taxation revenue based on budget; final tax bills were sent out in June.
- (2) Supplemental revenue is collected June through November, and has exceeded budget for 2019.  
 Supplementary/omitted taxes result from an addition, renovation, construction or class change that occurred on a property that was not previously recorded on the assessment roll. When supplementary/omitted assessment is added to the roll, additional property taxes can be collected for the current year, and if applicable, for any part of all of the two previous years as described in Section 34 of the *Assessment Act*.
- (3) Budget of \$39,800 pertained to Ontario Municipal Partnership Fund (OMPF). OMPF payments for Q1-Q3 have been received, and new Municipal Modernization grant of \$725,000 has been deferred until it can be applied to expenditures approved by Council. Approximately \$520k has been approved to be applied to capital projects in order to allocate Federal Gas Tax to the Pelham St. project. These grants are considered unconditional because they are not dependent upon a specific project being completed.
- (4) Interest will be allocated to non-discretionary and obligatory reserves at year-end.
- (5) Uncertain timing of certain revenue streams.
- (6) \$5,000 Grant received from Enbridge for fire equipment which has been purchased.
- (7) Increased fees for permits and parking fines.
- (8) Q3 POA received in October, and year-to-date received is tracking higher than budget.
- (9) Aggregate resource grant received in September, and is significantly higher than prior years.
- (10) Payments expected for federal grant related to climate change and innovation. The first payment was received in October for approximately the first seven months of the year.
- (11) Most recreation camp and special event activity occurs in Q2 and Q3. New horizons for Seniors grant funding of \$25,000 received subsequent to budget approval and will have related increased expenditures.
- (12) Awaiting first portion of grant related to second bus as well as Region contribution to the link.
- (13) Increased revenue due to growth within the Town. At year-end, any Building Department surplus is transferred to its reserve.
- (14) Water and wastewater have been billed for January to October. Consumption tends to be higher in the summer, therefore revenue appears to be slightly lower than budget due to lower consumption than anticipated.

## Monthly Expenditure Report at October 31, 2019 (83% of time lapsed)

	2019				2018	
	Budget	Actual at Oct 31	Actual as a % of Budget	Notes	Budget	Actual at Dec 31
<b>Administration Services</b>						
Members of Council	\$ 217,409	\$ 182,061	84 %		\$ 184,643	\$ 189,270
CAO's Office	257,512	126,484	49 %	(1)	269,326	251,004
Human Resources	86,145	79,582	92 %	(2)	201,180	178,811
<b>Total Administration Services</b>	561,066	388,127	69 %		655,149	619,085
<b>Clerk's Department</b>						
Clerk's Department	357,814	308,028	86 %	(3)	413,943	414,959
Marketing and Communication	125,975	90,570	72 %		107,761	102,750
Committee of Adjustment	6,650	694	10 %	(4)	6,650	3,167
<b>Total Clerk's Department</b>	490,439	399,292	81 %		528,354	520,876
<b>Corporate Services</b>						
Finance Department	809,394	689,621	85 %		844,232	823,910
Shared Administrative Overhead	835,015	780,563	93 %	(5)	620,250	933,824
Shared Information Technology	448,848	387,836	86 %	(6)	455,702	431,258
<b>Total Corporate Services</b>	2,093,257	1,858,020	89 %		1,920,184	2,188,992
<b>Fire and By-law Services</b>						
Fire Services	1,329,511	819,414	62 %	(7)	1,297,766	1,303,643
By-law and Parking Enforcement	126,146	99,160	79 %		114,791	124,848
Health and Safety	7,955	7,898	99 %	(8)	88,434	26,459
Crossing Guards	42,563	33,640	79 %		41,508	44,482
Animal Control	36,000	27,300	76 %	(9)	39,868	39,868
<b>Total Fire and By-law Services</b>	1,542,175	987,412	64 %		1,582,367	1,539,300
<b>Public Works</b>						
General Administration	1,183,229	925,147	78 %	(10)	940,037	898,545
Roadway Maintenance	3,810,707	3,169,185	83 %		3,474,595	3,492,779
Facilities and Beautification	3,703,562	2,441,259	66 %	(11)	2,921,217	2,911,042
Street Lighting	224,789	147,504	66 %	(12)	224,789	175,896
Fonthill and Hillside Cemeteries	128,322	95,820	75 %		127,396	116,583
Niagara Central Airport	20,844	20,844	100 %	(13)	46,566	42,816
<b>Total Public Works</b>	9,071,453	6,799,759	75 %		7,734,600	7,637,661
<b>Recreation, Culture and Wellness</b>						
General Administration	357,669	309,485	87 %	(14)	413,502	356,848
Recreation and Wellness	379,270	356,029	94 %	(15)	275,835	306,276
Special Events and Festivals	270,601	237,387	88 %	(15)	257,976	339,723
Culture and Community Enhancement	158,046	129,730	82 %	(15)	167,064	147,714
Public Transit	442,390	341,153	77 %	(16)	218,850	259,054
Libraries	814,218	678,515	83 %		814,218	814,218
<b>Total Recreation, Culture and Wellness</b>	2,422,194	2,052,299	85 %		2,147,445	2,223,833
<b>Community Planning and Development</b>						
Building Department	500,500	363,031	73 %	(17)	500,500	655,956
Planning and Zoning	633,487	512,900	81 %		475,573	469,295
Municipal Drainage	39,136	26,562	68 %		15,025	14,556
<b>Total Community Planning and Development</b>	1,173,123	902,493	77 %		991,098	1,139,807
<b>Water and Wastewater</b>						
Water	2,761,884	2,046,457	74 %	(18)	2,477,727	2,512,226
Wastewater	2,014,104	1,652,211	82 %		1,708,694	1,796,918
<b>Total Water and Wastewater</b>	4,775,988	3,698,668	77 %		4,186,421	4,309,144
<b>GRAND TOTAL</b>	\$ 22,129,695	\$ 17,086,070	77 %		\$ 19,745,618	\$ 20,178,698



## Monthly Expenditure Report at October 31, 2019 (83% of time lapsed)

### Explanatory Notes:

- (1) Budget variance due to organizational changes.
- (2) Increased contracted services required.
- (3) Some fees have been paid in full for the year, such as Joint Access Advisory Committee.
- (4) Honorariums are paid at the end of the year.
- (5) WSIB expense is higher than budget and some will be allocated to water, wastewater, and building. Postage fees are higher than budget due to mailout of Haist arena survey. Insurance premiums have been paid in full for the year.
- (6) Some software licenses and support fees have been paid in full for the year.
- (7) Volunteer firefighter stipends are paid in Q4.
- (8) Health and safety interdepartmental transfers will be recorded at year-end to allocate to departments.
- (9) Animal control payments have been made for Q1 to Q3.
- (10) Half year of debenture payments on \$4M issued this year are slightly lower than budget.
- (11) Hydro savings at the MCC due to work of Utility Sustainability Committee; half of the debenture principal and interest payments for facilities will be made in December.
- (12) Hydro savings on streetlights from increased use of LED lighting.
- (13) Operating contribution to Niagara Central Dorothy Rungeling Airport Commission has been paid.
- (14) Slight increase in expenditures offset by New Horizons for Seniors grant funding.
- (15) Most recreation camp and special event activity occurs in Q2 and Q3.
- (16) Addition of second bus occurred in September.
- (17) WSIB and insurance expenses still to be allocated.
- (18) WSIB and interdepartmental transfers to be recorded at year-end. Reduced costs for meter flushing due to development.

Meridian Community Centre  
Actual Results to Budget  
as at October 31, 2019 (83% of time lapsed)

		Budget 2019	Actual 2019 YTD Total	Actual as a % of Budget	Notes	Actual January 2019	Actual February 2019	Actual March 2019	Actual April 2019	Actual May 2019	Actual June 2019	Actual July 2019	Actual August 2019	Actual September 2019	Actual October 2019	Total YTD
Revenues																
Arena Revenues		\$ 539,219	\$ 448,741	83%		\$ 88,354	\$ 78,269	\$ 38,411	\$ 30,032	\$ 15,590	\$ 17,618	\$ 20,679	\$ 33,715	\$ 51,576	\$ 74,497	\$ 448,741
Multi-Purpose Space Revenues		63,000	61,248	97%	(1)	7,271	5,128	6,629	7,283	7,651	4,912	4,264	3,518	7,634	6,957	\$ 61,248
Gymnasium		61,000	52,375	86%		1,175	6,628	7,400	5,788	6,687	3,932	5,956	5,102	4,529	5,179	\$ 52,375
Programming Revenues		114,800	132,757	116%	(2)	1,921		12,861	(71)			62,079	55,585		382	\$ 132,757
Grants		42,700	73,449	172%	(3)	3,558	3,558	3,559	3,558	28,308	8,558	3,558	3,558	4,558	10,675	\$ 73,449
Other Revenues - Miscellaneous		55,550	53,124	96%	(4)	11,404	6,758	3,081	6,190	4,352	2,686	4,168	2,154	5,265	7,066	\$ 53,124
Advertising		30,000	22,987	77%	(4)				7,500					15,487		\$ 22,987
Total Revenues	(a)	\$ 906,269	\$ 844,681	93%		\$ 113,683	\$ 100,341	\$ 71,941	\$ 60,280	\$ 62,588	\$ 37,706	\$ 100,705	\$ 103,632	\$ 89,049	\$ 104,756	\$ 844,681
Expenditures																
Salaries and Benefits		\$ 1,068,127	\$ 855,823	80%	(5)	\$ 99,114	\$ 74,407	\$ 75,126	\$ 51,819	\$ 64,537	\$ 68,789	\$ 84,759	\$ 160,572	\$ 84,905	\$ 91,793	\$ 855,823
Professional Development		10,900	7,164	66%		6,752		102				310				7,164
Associations/Memberships		7,000	3,799	54%		3,013	305					50		430		3,799
Travel		4,500	2,401	53%						2,401						2,401
Hydro		542,140	259,446	48%	(6)	37,634	36,695	(26,028)	18,015	22,329	22,919	32,468	29,280	38,543	47,593	259,446
Natural Gas		95,072	43,828	46%	(7)	6,462	7,282	5,699	4,121	2,261	1,868	2,196	3,313	5,425	5,201	43,828
Water		45,212	29,600	65%	(8)		6,237		5,305		4,451		7,336		6,271	29,600
Telephone		4,200	10,162	242%	(9)	618	618	1,193	1,160	1,189	1,161	881	1,207	871	1,264	10,162
Office Supplies		6,150	4,313	70%		89	316	187	167	160	635	677	588	1,255	239	4,313
Material and Supplies		48,000	86,933	181%	(10)	8,067	8,207	7,285	1,836	1,869	6,337	11,600	6,565	20,439	14,729	86,933
Furniture & Equipment		1,000	18,712	1871%	(10)		81		9,111	7,305				2,215		18,712
Material and Supplies-Janitorial		34,488	15,935	46%		1,415	1,117	1,177	400	3,186	757	1,710	2,438	1,658	2,078	15,935
Fuel		4,850	3,577	74%		622	529	431	153	290	138	24	487	460	444	3,577
Internet		12,000	8,242	69%		824	824	825	824	824	824	824	824	824	824	8,242
Insurance		30,000	43,716	146%	(11)		3,597		15,303				24,816			43,716
Contract Services-Janitorial		135,968	60,249	44%	(12)	15,205	17,036	15,205	15,500		(2,697)					60,249
Contract Services-Other		118,950	105,683	89%	(10)	7,014	5,733	7,296	7,081	15,113	3,982	26,315	15,472	4,192	13,485	105,683
Repairs and Maintenance		11,500	6,855	60%			34	2,410	80	246	1,297	504	595		1,688	6,855
Total Expenditures before Debt and Other Items	(b)	\$ 2,180,057	\$ 1,566,438	72%		\$ 186,829	\$ 163,018	\$ 90,907	\$ 130,875	\$ 121,708	\$ 110,460	\$ 162,319	\$ 253,493	\$ 161,218.8	\$ 185,609	\$ 1,566,438
Net Surplus (Deficit) before Debt and Other Items	(c) = (a) - (b)	\$ (1,273,788)	\$ (721,757)	57%		\$ (73,146)	\$ (62,677)	\$ (18,966)	\$ (70,595)	\$ (59,120)	\$ (72,754)	\$ (61,614)	\$ (149,861)	\$ (72,170)	\$ (80,853)	\$ (721,757)
Debt Activity																
Tax Levy Debenture Interest		\$ (288,500)	\$ (144,779)	50%	(13)						\$ (144,779)					\$ (144,779)
Tax Levy Debenture Principal		(191,768)	(95,090)	50%	(13)						(95,090)					(95,090)
Development Charge Revenue		630,310	630,310	100%		317,023						313,287				630,310
Development Charge Debenture Interest		(377,212)	(377,212)	100%	(14)	(191,485)						(185,727)				(377,212)
Development Charge Debenture Principal		(253,098)	(253,098)	100%	(14)	(125,538)						(127,560)				(253,098)
		-														
Pre-MCC RCW and Facility Net Costs		893,531	744,610	83%		74,461	74,461	74,461	74,461	74,461	74,461	74,461	74,461	74,461	74,461	744,610
One-time Transfer from MCC Reserve		425,500	354,580	83%		35,458	35,458	35,458	35,458	35,458	35,458	35,458	35,458	35,458	35,458	354,580
Net Debt and Other Items	(d)	\$ 838,763	\$ 859,321	102%		\$ 109,919	\$ 109,919	\$ 109,919	\$ 109,919	\$ 109,919	\$ (129,950)	\$ 109,919	\$ 109,919	\$ 109,919	\$ 109,919	\$ 859,321
NET SURPLUS (DEFICIT)	(e) = (c) + (d)	\$ (435,025)	\$ 137,564	-32%		\$ 36,773	\$ 47,242	\$ 90,953	\$ 39,324	\$ 50,799	\$ (202,704)	\$ 48,305	\$ (39,942)	\$ 37,749	\$ 29,066	\$ 137,563

Explanatory Notes:

- (1) Fall and winter programming has increased for drop in basketball, drop in badminton, and chair yoga. Cheerleading program has returned for the fall and a PD kids camp was held in October. Rental Space tables are a new revenue category beginning in September 2019.
- (2) Due to popularity and high demand for camp programs, additional spaces were added resulting in additional revenue. October the addition of 55+ Membership has been added.
- (3) New Horizons for Seniors Program Grant monies received for approximately \$25,000 subsequent to budget approval.
- (4) Advertising payment will be received in December. Miscellaneous revenue includes cost recoveries, equipment rentals, event revenue, donations, concession sales, and other items that are individually too small to classify separately.
- (5) There were three pay periods in August, and more camp staff are employed in the summer. MCC Part-Time hours for July were 2,416 and August part-time hours were 6,684.
- (6) A credit of \$66,858 was received for the period of Nov 22, 2017 to March 25, 2019. A lower rate is now being charged. There should be a minimum of \$150,000 savings on this budget line for 2019.
- (7) Natural gas usage will be higher in the fall and winter months.
- (8) Water is billed bi-monthly.
- (9) Telephone costs for the MCC are coming in above budget and are now estimated at \$15,000 for the year, due to dedicated analog lines required for the elevators as well as handheld devices for staff which were budgeted in facilities - general. Budget savings are expected in general facilities expense to offset.
- (10) Costs incurred for puck boards, equipment hooks and cable covers. Purchase of floor equipment, including floor scrubbers. Savings in Contract-Services-Janitorial expected to offset the cost. Increased cost of materials in September due to supplies purchased with New Horizons for Seniors grant funding, which was received subsequent to 2019 budget approval and offset by revenues, as well as pads and netting for the goals.
- (11) Insurance exceeding budget based on rates renewed in July 2019. 2020 budget will be adjusted to reflect higher premiums.
- (12) Expenses for Contracted Services - Janitorial ended on April 30, 2019. Staff have taken on the janitorial duties.
- (13) Tax levy debenture payments for the MCC occur in June and December.
- (14) Development charge debenture payments for the MCC occur in January and July.

**Meridian Community Centre  
Revenue by Major Customer & Activity  
for the month ended October 31, 2019**

**Appendix 2 (3 of 6)**

	Hours	Amount
<b>Arena Revenues</b>		
Pelham Minor Hockey Association (PMHA)	217	\$ 31,363
Niagara Centre Skating Club (NCSC)	78	11,273
Pelham Junior Hockey Club	37	5,513
Southern Tier Admirals AAA Hockey	53	7,660
Pelham Raiders Minor Lacrosse Association		-
Public Ice	82	14,823
School Ice	8	799
Recreation & Wellness Programming	88	3,065
<b>Arena Revenues Subtotal</b>	<b>563</b>	<b>\$ 74,497</b>
<b>Multi-Purpose Space Revenues</b>		
Room Rentals	137	\$ 2,903
Recreation Programming	167	4,054
Rental Space Tables		
<b>Multi-Purpose Space Revenues Subtotal</b>	<b>304</b>	<b>\$ 6,957</b>
<b>Gymnasium Revenues</b>		
Pelham Panthers Basketball	236	\$ 4,447
Other	21	731
<b>Gymnasium Revenues Subtotal</b>	<b>257</b>	<b>\$ 5,179</b>
<b>Camp, 55 + Membership and Multi-Space Program Revenue</b>		<b>\$ 382</b>
<b>Grants</b>		<b>\$ 10,675</b>
<b>Other Revenues</b>		
Advertising Revenues		
Miscellaneous Revenues		7,066
<b>Other Revenues Subtotal</b>	<b>-</b>	<b>\$ 7,066</b>
<b>TOTAL REVENUES</b>	<b>1,124.0</b>	<b>\$ 104,756</b>

**Town of Pelham****Meridian Community Centre Facility Usage Statistics Internal Activities**

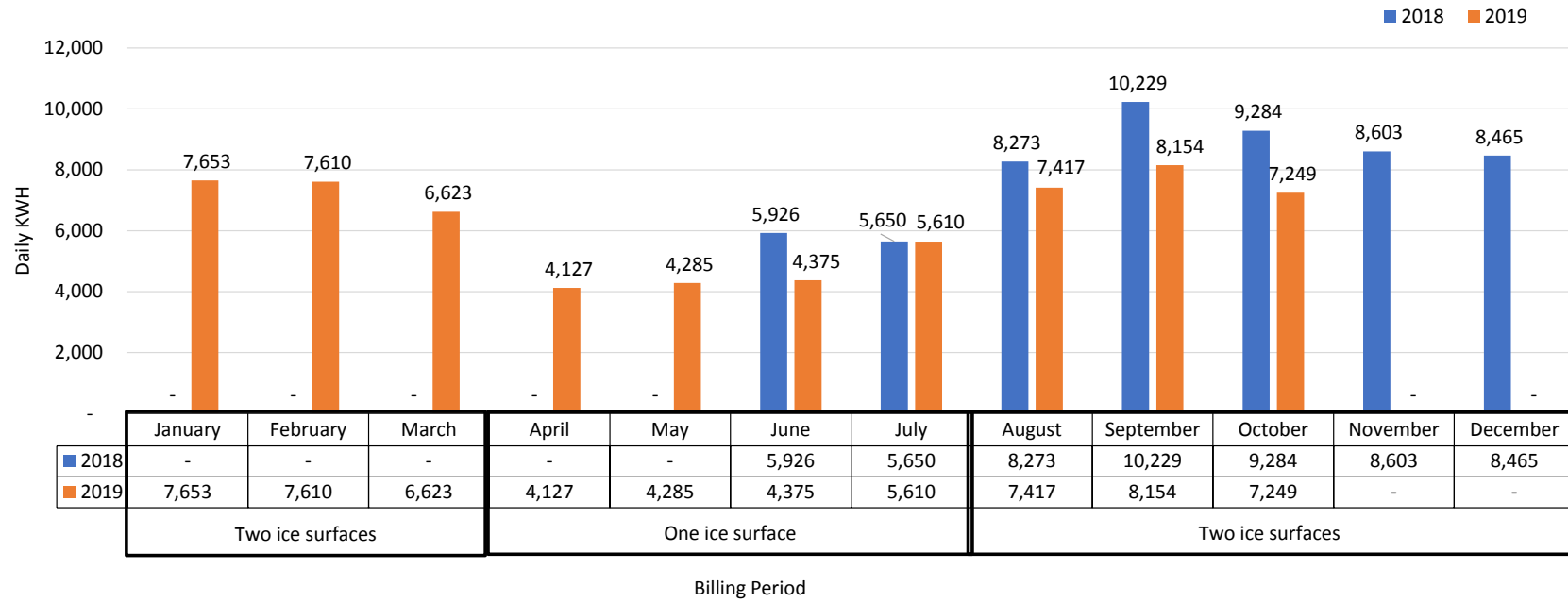
For the month ended October 31, 2019

<b>Facility Name</b>	<b>Description</b>	<b>Days Reserved</b>	<b>Hours Reserved</b>
195- Main Level Meeting Room	Meeting Room	3	6
211 and 212-Kinsmen Community Room	Full Room	11	23
211-Kinsmen Community Room	1/2Room	3	7
212-Kinsmen Community Room	1/2 Room	2	4
228 and 229-Dr Gary & Mall Accursi Rm.	Full Room	3	22
228-Dr Gary & Mall Accursi Community RmA	1/2 Room	13	50
229-Dr Gary & Mall Accursi Community RmB	1/2 Room	18	53
230-Dr & Mrs Accursi Special Function Rm	Special function room (add on)	1	4
Duliban Insurance Arena	Arena	19	48
Accipiter Arena	Arena	16	37
MCC Lucchetta Gymnasium 1 - No. 1	1/4 Gym	1	1
MCC Lucchetta Gymnasium 1 - Full Gym	Full Gym	16	38
MCC Lucchetta Gymnasium 1 - No.1A	1/4 Gym	25	99
MCC Lucchetta Gymnasium 2 - No.2A	1/4 Gym	1	1
<b>Total</b>		<b>132</b>	<b>390</b>

\*Internal Activities revenue comes from programming.

<b>Town of Pelham</b> <b>Meridian Community Centre Facility Usage Statistics External Activities</b> For the month ended October 31, 2019			
<b>Facility Name</b>	<b>Description</b>	<b>Days Reserved</b>	<b>Hours Reserved</b>
195- Main Level Meeting Room	Meeting Room	6	12
211 and 212-Kinsmen Community Room	Full Room	8	29
211-Kinsmen Community Room	1/2 Room	6	10
212-Kinsmen Community Room	1/2 Room	6	18
218-Dr Gary & Mall Accursi Rm Kitchen	Kitchen (add on)	1	10
228 and 229-Dr Gary & Mall Accursi Rm.	Full Room	4	21
228-Dr Gary & Mall Accursi Community RmA	1/2Room	2	16
229-Dr Gary & Mall Accursi Community RmB	1/2 Room	2	22
Accipiter Arena	Arena	29	250
Accipiter Arena - Pad (no ice surface)	Arena		
Duliban Insurance Arena	Arena	29	226
MCC Lucchetta Gymnasium 1 - No. 1	1/4 Gym	3	4
MCC Lucchetta Gymnasium 1 - Full Gym	Full Gym	25	116
MCC Lucchetta Gymnasium 1 - No.1A	1/4 Gym	19	37
MCC Lucchetta Gymnasium 2 - Full Gym	Full Gym	21	93
<b>Total</b>		<b>161</b>	<b>862</b>
*External Activities revenue comes from room and gym.			

## Meridian Community Centre Hydro Usage



Town of Pelham - Transit  
Actual Results to Budget  
as at October 31, 2019 (83% of time lapsed)

Appendix 3

	Budget 2019	Actual 2019 YTD Total	Actual as a % of Budget	Notes	Actual January 2019	Actual February 2019	Actual March 2019	Actual April 2019	Actual May 2019	Actual June 2019	Actual July 2019	Actual August 2019	Actual September 2019	Actual October 2019	Total YTD
Revenues															
Grants - Provincial	\$ 121,953	\$ 51,334	42%	(1)	\$ 38,501				\$ 12,833						51,334.00
Grants - Other	62,500	-	0%	(2)											-
Other Revenues	20,000	14,872	74%	(3)	7,866	342	638	1,086	810	655	1,040	1,111	755	569	14,872.35
Sponsorships	7,500	9,000	120%	(4)	5,250	3,000	250	-			250		250		9,000
															-
Total Revenues	\$ 211,953	\$ 75,206	35%		\$ 51,617	\$ 3,342	\$ 888	\$ 1,086	\$ 13,643	\$ 655	\$ 1,290	\$ 1,111	\$ 1,005	\$ 569	\$ 75,206
Expenditures															
Salaries and Benefits	\$ 107,196	\$ 89,923	84%		\$ 3,628	\$ 9,149	\$ 8,391	\$ 12,355	\$ 8,932	\$ 9,197	\$ 8,657	\$ 12,362	\$ 8,604	\$ 8,648	\$ 89,923
Material and Supplies	5,570	2,300	41%	(5)	570		30		93	36		1,158	413		2,300
Contract Services-Bus	325,124	248,930	77%	(5)	21,397	21,600	20,162	21,238	21,011	19,828	22,401	22,570	37,233	41,490	248,930
Interdepartmental Transfers	4,500	-	0%	(6)											-
Total Expenditures	\$ 442,390	\$ 341,153	77%		\$ 25,595	\$ 30,749	\$ 28,583	\$ 33,593	\$ 30,036	\$ 29,061	\$ 31,058	\$ 36,090	\$ 46,250	\$ 50,138	\$ 341,153
NET SURPLUS (DEFICIT)	\$ (230,437)	\$ (265,947)	115%		\$ 26,022	\$ (27,407)	\$ (27,695)	\$ (32,507)	\$ (16,393)	\$ (28,406)	\$ (29,768)	\$ (34,979)	\$ (45,245)	\$ (49,569)	\$ (265,947)

Ridership 2019		453	464	594	786	559	783	671	797	609	834	6,550
Ridership 2018		437	420	574	544	511	527	538	467	380	600	4,998

Explanatory Notes:

- (1) The Town has been notified that our most recent provincial gas tax allocation is \$51,334. The remaining approximate \$70,000 relates to the Ministry of Transportation Grant of \$500,000 over 5 years, and is for start-up and operating costs related to the second bus.
- (2) Invoice issued to the Region for \$58,587 to be paid December 31, 2019
- (3) Niagara College and Brock uPass paid in advance for the first half of the year; invoice for \$7,500 issued to Region for U-Pass to be paid December 31, 2019; Ticket revenues not dispersed evenly through the year because they are sometimes purchased in a blocks of tickets.
- (4) Sponsorships are often paid in advance for the full year of advertising.
- (5) Expenses below budget because the second bus is not yet in operation. The budget was based on the first bus operating for a full year and the second bus operating from approximately September to December.
- (6) Interdepartmental transfers are allocations of costs from other department, such as facilities. These are recorded at year-end based on actual results.

**Subject:** Policies for Reserves and Reserve Funds,  
Capital Financing and Debt

**Recommendation:**

**THAT Committee receive Report #2019-0151-Corporate Services and recommend:**

**THAT Council approve the Reserve and Reserve Fund Policy and the Capital Financing and Debt Management Policy; and**

**THAT Council approve the wind-up of the Future Subdivision Projects Reserve, and transfer of its balance to the Roads Reserve, effective December 31, 2019.**

**Background:**

As part of the Town of Pelham Strategic Plan 2019-2022, the Town committed to the following as part of the strategic priority to “Ensure Financial Sustainability”:

Update Reserves Policy (2019)  
Develop Debt Policy (2019)  
Develop Cash Management Policy (2019)

**Analysis:**

Appendix 1 to this report includes the draft Reserve and Reserve Fund Policy, while Appendix 4 to this report includes the draft Capital Financing and Debt Policy. The Cash Management Policy has been incorporated into the Reserve and Reserve Fund Policy under subsection 4.2c) through 4.2e). In 2020, the Investment Policy will be updated to include a section on Cash Management as well.

**Financial Considerations:**

## **Reserve and Reserve Fund Policy**

The Town of Pelham administers several reserves and reserve funds. Most of the reserves and reserve funds were established to meet statutory requirements, to fund capital expenditures, or to finance specific initiatives.

The audited balances of reserves and reserve funds are included in the Town's Consolidated Financial Statements and also in the reserve and reserve fund report that is presented to Council annually. In addition, forecasted balances for the reserves and reserve funds are included as part of the annual capital budget.

This reserve and reserve fund policy seeks to establish targets toward which the Town will strive in order to ensure financial sustainability in addressing the Town's operating and capital needs. These targets will be updated when the capital asset management plan is completed, but until such time, targets have been set based on amortization (multiplied by an inflation factor) and some other adjustments as outlined in the Appendix B to the policy.

The total tax levy supported reserve/discretionary reserve fund balances at December 31, 2018 is negative (\$269,421). The projected balance at December 31, 2019 is negative (\$1,611,519). The target minimum that these reserve/discretionary reserve fund balances should be is \$5,456,350. The targeted balance for these reserves is \$11,410,700 in order to reduce the need for debt, respond to unanticipated events, and to meet the needs of the capital asset management plan. The increase required to meet the minimum target is \$7,574,985 which would be equivalent to 50% tax levy increase which is not financially sustainable to the taxpayer.

The existing capital plan was created demonstrating the need to increase tax levy supported transfers by approximately \$600,000 to \$1,00,000 per year from 2021 to 2023. This plan would maintain the tax-supported reserve and reserve fund levels as they exist today.

However, the policy lays out a plan to reach the minimum reserve balances by 2039, by creating phased-in minimum targets every 5 years.

To reach the 2020-2024 phased-in target would require a further increase of \$288,627 (2% tax levy increase) each year above the \$600,000 to \$1,000,000 increase already planned.

The total non-tax supported reserves/discretionary reserve fund balances (building, water and wastewater) at December 31, 2018 is \$3,207,875. The projected balance at December 31, 2019 is \$2,312,656. The minimum target that these reserve/discretionary reserve fund balances should be is \$2,144,976. The targeted balance for these reserves should be \$2,744,976 in order to be able to meet the

needs of the capital asset management plan. The Town is following the recommendation from BMA and it will be re-evaluated as part of the Capital Asset Management Plan in 2020.

The graph in Appendix 2 shows the bar graph with the minimum and maximum reserve target balance. The red line shows the target balance for the reserve. The purple line shows the 2019 projected reserve and reserve fund balance (including commitments). The biggest gap is in the Roads Reserve which is currently in a deficit (negative balance) and the minimum reserve target balance is \$2.9 million.

The graph in Appendix 3 shows the 2019 Projected reserve and reserve fund balance in purple, the phase-in target reserve balance to 2024 in orange; and the green line shows the reserve target balance. At current rates of increase planned in the 2020 capital forecasts, plus the phased-in increases, it will take 20 years to 2039 in order to reach the minimum target reserve balance.

It is recommended that the Future Subdivision Projects Reserve of \$362,613 be wound-up and the balance be transferred to the Roads Reserve, as at December 31, 2019. These funds have been set aside for sidewalks and road work for new subdivisions and the balance has been unchanged since 2011. This will decrease the negative balance in the Roads Reserve.

### **Capital Financing and Debt Management Policy**

The Capital Financing and Debt Management Policy introduces a debt management strategy to ensure that the Town is able to meet any future financing needs, and it can adapt and respond to unanticipated capital or operating requirements should they arise.

It is recommended that the internal debt limit be lower than the Annual Repayment Limit (ARL) in order to ensure long-term financial sustainability and flexibility. This is important to protect and preserve capital while maintaining solvency and liquidity to meet ongoing financial requirements.

The internal limit will be phased in as follows:

- (a) From 2020 to 2024: Annual Debt Financing Charges shall not exceed 20% of Own-Source Revenues.
- (b) From 2025-2029: Annual Debt Financing Charges shall not exceed 15% of Own-Source Revenues.
- (c) From 2030 onward: Annual Debt Financing Charges shall not exceed 10% of Own-Source Revenues.

(d) The Town will strive toward the target that a maximum of 50% of the anticipated obligatory Reserve Fund collections will be spent on Debt in order to maintain a minimum cash balance in the Reserve Fund.

(e) Annual Debt Financing Charges for non-tax supported Debentures, such as water and wastewater rate supported Debt, shall not exceed 15% of own-source rate-supported revenues.

Appendix A to the Policy shows the maximum financing term of an asset. Appendix B to the Policy lists the Debt-related financial indicators which are important to assess risk.

Appendix 5 to this report shows the Town's Debt related Financial Indicators at December 31, 2018. It also includes the calculations for other Niagara municipalities based on their 2018 FIR (or 2017 where 2018 is not yet available).

1. Debt Servicing Cost as a % of Own-Source Revenues: The Town is rated as a high risk since the debt servicing is consuming a higher portion of the operating budget and may constrain the funding that is available for other service delivery.
2. Debt Service Coverage Ratio: The Town is rated as a moderate risk since the Town's operating income is constrained in covering debt serving costs. The Town's operating cash flows are just sufficient to cover debt servicing, with a ratio of 1.01. If it moved below 1, it would be a high risk. This ratio is measuring the Town's ability to service debt with recurrent operating cash flows.
3. Debt to Reserve Ratio: The Town has a ratio of 10.23 to 1 which means that the debt outstanding exceeds reserves available tenfold. This ratio measures the amount of debt taken out that will need to be funded in the future, versus the amount that has been put away into reserves to provide for future expenditures.
4. Debt per Capita: The Town has the highest debt per capita in the Niagara Region. This ratio measures how much debt is outstanding per citizen of the Town. This can give an indication of the amount of future tax revenues that need to be recovered to pay for existing infrastructure.
5. Net Financial Assets (Net Debt) as a % of Own-Source Revenues: This ratio measures the amount that Own-Source Revenue is servicing debt. An increasing negative number may indicate challenges for long-

term sustainability because an increasing amount of future revenues will be required to pay for the existing debt. The Town is rated at a high risk.

6. Total Reserves and Reserve Funds as a % of Operating Expenditures: This ratio measures the amount of funds that have been set aside for future needs and contingencies. The Town has a lower percentage with a moderate risk and close is to a high risk. This means that the Town is relying more heavily on in-year tax levy and rates to pay for expenditures.
7. Asset Consumption Ratio: A measure of the amount of the Town's capital assets' life expectancy which has been consumed. A lower ratio may indicate that there is not a significant aging of the Town's capital assets. The Town has a low risk in this category which is a result of having the new Meridian Community Centre asset added to the capital assets with a high dollar amount of \$36 million. The Capital Asset Management Plan will verify the condition of the Town's Assets. The calculation without the Meridian Community Centre would put the ratio at moderate risk.

#### **Alternatives Reviewed:**

N/A

#### **Strategic Plan Relationship: Financial Sustainability**

It is critical for the Town to work towards building up the reserves and reserve funds to at least a minimum target balance in order to support the future long-term capital asset requirements. The Town needs to work towards decreasing the current internal debt limit in the recommended phased-in period. This will help to improve the financial risk indicators.

#### **Consultation:**

The draft policies for Reserves and Reserve Funds and Capital Financing and Debt have been reviewed by the Audit Committee and recommended to Council for approval.

#### **Other Pertinent Reports/Attachments:**

Appendix 1- Reserve and Reserve Fund Policy

Appendix 2-Reserve Funds-Graph of Reserve Balances vs. Reserve Policy

Appendix 3-Reserve Funds-Graph of Reserve Balances vs. Reserve Policy

Appendix 4-Debt Policy

Appendix 5-Debt Related Financial Indicators

**Prepared and Recommended by:**

Teresa Quinlin, MBA, CPA, CA  
Director of Corporate Services/Treasurer

**Prepared and Submitted by:**

David Cribbs, BA, MA, JD, MPA  
Chief Administrative Officer



<b>Policy Name: Reserve and Reserve Fund Policy</b>	<b>Policy No: S400-XX</b>
Committee approval date:	-
Council approval date:	-
Revision date(s):	-
Department/Division:	Corporate Services

### 1. Purpose

The purpose of this policy is to establish guiding principles, primary objectives, key management and administrative responsibilities, and standards of care for Reserves and Reserve Funds managed by the Town.

### 2. Policy Statement

A policy governing the management and administration of Reserves and Reserve Funds.

### 3. Definitions

**Budget:** An estimated financial plan of revenue and expenditure for a set period of time.

**Capital Asset Renewal and Replacement:** A category of Reserves and Reserve Funds established to provide funding for the repair and maintenance of existing Town assets to ensure Town-owned assets do not deteriorate over time.

**Capital Asset Growth:** A category of Reserves and Reserve Funds established to provide funding to new capital initiatives while allowing the Town to stabilize the cost of purchasing major capital assets by spreading the cost over multiple years.

**Contingencies/Stabilization & Risk Management:** A category of Reserves and Reserve Funds designed to fund future obligations which are based on calculated



estimates and risk assessments to mitigate unforeseen events or one-time unanticipated revenue losses and expenses.

**Council:** The Council of the Town of Pelham.

**Debt:** Any obligation for the payment of money. For Ontario municipalities, debt would normally consist of debentures as well as either notes or cash from financial institutions.

**Development Charges (DC) Background Study:** The background study undertaken by the Town for its current Development Charges By-law.

**Development Charges (DC):** Fees collected from developers at time of building permit issuance to help pay for the cost of infrastructure required to provide municipal services to new development, such as roads, fire protection, water and sewer infrastructure, and recreation facilities.

**Discretionary Reserves and Reserve Funds:** A Reserve or Reserve Fund created by Council to set aside revenue to finance a future expenditure for which Council has the authority to spend money.

**GFOA:** The Government Finance Officers Association of the United States and Canada, a professional association of state, provincial and local finance officers dedicated to the sound management of financial resources.

**Liquidity:** A measure of an asset's convertibility to cash.

**MFOA:** Municipal Finance Officers Association of Ontario, a professional association which promotes the interests of its members in carrying out their statutory and financial responsibilities by initiating studies and sponsoring seminars to review, discuss and develop positions on important policy and financial management issues.



**Obligatory Reserve Fund:** A Reserve Fund created when senior government statute or agreement requires that revenue received for special purposes be segregated from the general revenues of the municipality. Obligatory Reserve Funds are to be used solely for the purpose prescribed for them by statute or agreement.

**PSAB:** The Public Sector Accounting Board, an independent board with the authority to set accounting standards for the public sector.

**Reserve:** An appropriation from net revenue and/or cost savings at the discretion of Council, after the provision for all known expenditures. It has no reference to any specific asset and does not require the physical segregation of money or assets as in the case of a Reserve Fund. Municipal Councils may set up Reserves for any purpose for which they have the authority to spend money, as outlined in section 290(4) of The Act. Reserves are either “discretionary” or “non-discretionary”. Discretionary Reserves are funded by the tax levy or other funding sources, and drawdowns or transfers from the Reserve can be approved for any purpose at Council’s discretion. Non-discretionary Reserves are “non-tax supported”, and receive revenues and incur expenses on their own without support from the general tax levy; drawdowns from non-discretionary Reserves must be for expenditures related to their revenue source as approved by Council. Non-discretionary Reserves include the Water and Wastewater Reserves.

**Reserve Fund:** Funds that have been set aside either by a by-law of the municipality or by a requirement of senior government statute or agreement to meet a future event. As a result, Reserve Funds are either “discretionary” being those set up by Council, or “obligatory” being those set up by virtue of a requirement of senior government statute or agreement. Municipal councils may set up Reserve Funds for any purpose for which they have the authority to spend money, as outlined in section 290(4) of The Act. Discretionary Reserve Funds can be funded from the general tax levy or they can be “non-tax supported”, and receive revenues and incur expenses on their own without support from the general tax levy; drawdowns from non-tax supported Reserve Funds must be for



expenditures related to their revenue source as approved by Council. Non-tax supported Reserve Funds include the Building Department Reserve Fund.

**Revolving Reserves and Reserve Funds:** Reserves and Reserve Funds used wholly or partially to fund normal course operating requirements or cash flow deficiencies that do not require Council approval provided they conform to intent of originating resolution or by-law and this policy.

**Specific Projects & New Initiatives:** A category of Reserves and Reserve Funds established for planned savings within the Budget to fund projects or expenses either identified at the time the Reserve or Reserve Fund is set-up or after, which allows the Town to save for planned or unanticipated projects or expenses that may arise and do not have another funding source.

**The Act:** The *Municipal Act*, 2001, S.O. 2001, c.25, as amended.

**Town:** The Corporation of the Town of Pelham.

**Treasurer:** The individual appointed by the municipality as Treasurer, in accordance with section 286 of The Act.

## 4. General Provisions

### 4.1 Principles and Objectives

Reserves and Reserve Funds are important long-term financial planning tools for municipalities, and are used to set aside funds for a future purpose.

The guiding principles for the Reserves and Reserve Funds shall be:

**a) Adherence to statutory requirements**

- i) The Town will establish and maintain segregated Reserve Funds that meet all statutory obligations.



- ii) Reserves and Reserve Funds shall be managed in accordance with The Act, which includes:
  - Section 290(2) the Budget shall set out the estimated revenues and expenditures of Reserves and Reserve Funds contained within a municipality's budget;
  - Section 418(3) as allowed by the Corporation, shall combine money held in any fund (including Reserves and Reserve Funds) for investment purposes; and
  - Section 418(4) that earnings from combined investments shall be credited to each segregated fund in proportion to the amount invested in it.
- iii) Reserves shall be established by Council resolution, which governs the purpose, funding sources, and drawdowns of the Reserve.
- iv) Reserve Funds shall be established by Council by-law, which governs the purpose, funding sources, drawdowns, and investment of the fund.
- v) Obligatory Reserve Funds shall be established and managed in accordance with the legislation and/or agreement pertaining to those funds, for example:
  - *The Development Charges Act, 1997*
  - *The Planning Act, Section 42*
  - *Municipal Funding Agreement for the Transfer of Federal Gas Tax Funds*
  - *The More Homes, More Choice Act, 2019*

**b) Promotion of financial stability and flexibility**

- i) Reserves and Reserve Funds shall form an integral component of



the Town's Budget and strategic financial plan. The Town recognizes that unstable and unpredictable tax levies can adversely affect residents and businesses in Pelham. The Town will strive to maintain sufficient Reserves and Reserve Funds to buffer the impact of unusual or unplanned cost increases or revenue reductions over multiple Budget cycles. Furthermore, the Town shall prioritize capital Reserves in order to minimize the debt levels of the Town and allow for greater financial flexibility.

- ii) It shall be the Town's practice to maintain adequate Reserves and Reserve Funds within the following categories to achieve long-term financial stability and flexibility (see definitions for detailed description of categories):
  - Obligatory;
  - Capital Asset Renewal and Replacement;
  - Capital Asset Growth;
  - Specific Projects and New Initiatives; and
  - Contingencies/Stabilization and Risk Management.
- iii) The Town shall strive to maintain Reserve and Reserve Fund levels in line with best practices of public service associations such as MFOA, GFOA, etc., and other municipalities otherwise comparable to the Town in population, geographic location, or other relevant characteristics.

**c) Provision for major capital expenditures**

It shall be the Town's goal to maintain adequate Reserves and Reserve Funds to replace and rehabilitate major capital assets, as required, and to provide for new capital assets that have been identified in the long-term capital plan. To achieve this goal, the following Budget practices will be applied where applicable:

- i) Target transfers to Reserve in the operating Budget will be sufficient to fund the full cost of replacement or rehabilitation of major assets at a rate that reflects the consumption of that asset by current



ratepayers. Contributions to these Reserves will commence in the fiscal year subsequent to the year the asset is acquired or put into service and will be based on an estimate of the useful life of that asset. For practical purposes, the Town will strive to transfer to the capital Reserves at minimum the amount of amortization for that class of assets as recorded in the financial statements, or a greater amount as indicated in the Town's Capital Asset Management Plan. This shall be reduced by the amortization of assets that the Town does not intend to replace or by any other sources of funding that are known at the time of Budget preparation.

- ii) Transfers to Reserve in the operating Budget will be further increased to provide funding for Capital Asset Growth as identified in the Town's long-term capital plan.
- iii) Obligatory Reserve Funds will be maintained for growth, parkland, gas tax and other grant-related capital projects. The growth-related obligatory Reserve Funds will be fully funded from developer contributions. Components of the growth related projects which benefit the existing ratepayers or for which a discount has been given, shall be funded from tax/rate funding sources in the year the project is built. Notwithstanding, Council may be issued for growth projects when required in accordance with the *Development Charges Act, 1997*, as amended, and other pertinent Town policies.

**d) Liquidity**

Reserves and Reserve Funds shall be kept at an adequate level to ensure the Town has sufficient cash flow to meet its financial obligations; including but not limited to:

- i) Replacing and rehabilitating capital infrastructure assets as required;
- ii) Supplying funds for new capital assets identified in the Town's long-term plans, or that arise from time-to-time;
- iii) Funding long-term contingencies and potential liabilities; and
- iv) Providing a buffer for significant unanticipated expenditures, or loss of revenues beyond the control of the Town.



## **4.2 Reserve and Reserve Fund Management**

### **a) Establishment and Modification of Reserves and Reserve Funds**

- i) Reserves and Discretionary Reserve Funds shall only be established or modified if they are supported by a financial plan identifying the funding needs, targets, contribution sources, projected drawdowns and investment of funds. Obligatory Reserve Funds are automatically established when Council passes a by-law for the collection of Obligatory Reserve Funds or approves an agreement specifying that funds be held in an Obligatory Reserve Fund.
- ii) Target funding levels shall be established for every Reserve and Reserve Fund. Methods for calculating Reserve and Reserve Fund targets shall be determined on a case-by-case basis considering the following:
  - Purpose of fund;
  - Certainty of end needs;
  - Best practices/standards regarding the identification of need and target balance levels (MFOA, GFOA, etc.); and
  - Economic factors.
- iii) The recommended minimum and maximum balances in Appendix B are guidelines toward which the Town will strive.
  - Where a Reserve or Reserve Fund is below the recommended minimum balance, the long-term capital plan will seek to restore the minimum balance as quickly as possible and the allocation of Reserve transfers to other Discretionary Reserves will be re-evaluated to determine if a reallocation is required.

The long-term strategy to achieve the target minimum balance for Reserves and Reserve Funds will be phased in as follows:

From 2020 to 2024: The lesser of the target balance and the projected 2019 balance plus 25% of the increase required to



reach the target minimum.

From 2025 to 2029: The lesser of the target balance and the projected 2019 balance plus 50% of the increase required to reach the target minimum.

From 2030 to 2034: The lesser of the target balance and the projected 2019 balance plus 75% of the increase required to reach the target minimum.

From 2035 to 2039: The lesser of the target balance and the projected 2019 balance plus 100% of the increase required to reach the target minimum.

- Where the Reserve or Reserve Fund is below the target balance, the long-term capital plan will be examined to determine whether increased Reserve transfers are required, projects can be deferred, or other funding must be considered as an alternative to Reserve Funding.
- Where the Reserve or Reserve Fund is above the maximum balance, it may be an indication that sufficient funds have been invested and the minimum annual contribution will be reviewed to determine whether operating Reserve transfers can be allocated to an alternate Discretionary Reserve.

- iv) Reserve and Reserve Fund balances and associated targets shall be reviewed periodically to ensure adequate Reserve and Reserve Fund levels are maintained for a ten-year period.

**b) Contributions To/Drawdowns From Reserves and Reserve Funds**

- i) Contributions to/drawdowns from Reserves and Reserve Funds shall be made in accordance with the Council-approved resolution or by-law, and this policy.
- ii) Contributions to/drawdowns from Reserves and Reserve Funds shall be approved by Council as part of the annual Budget process, or



specifically by resolution with the following exceptions:

- Direct contribution to Obligatory Reserve Funds such as development charges and federal gas tax funding;
  - Transfers that are the direct result of Council approved policies, by-laws or resolutions;
  - Interest allocation to Reserves and Reserve Funds in accordance with this policy;
  - Recurring contributions to/drawdowns from Reserves specified in this policy, including the appendices, or approved by Council at the time of establishment of the Reserve or Reserve Fund;
  - Where long-term grant agreements are in place such as Federal Gas Tax funding, alternative eligible capital projects may be selected for the application of grant funding, at the discretion of the Treasurer; and
  - Use of “revolving” Reserves and Reserve Funds for the purpose approved by Council.
- iii) Council approved contributions to/drawdowns from Reserves and Reserve Funds not realized shall be reported to Council as part of the annual Reserve and Reserve Fund report of the Treasurer.
- iv) Interest shall be allocated to Reserves and Reserve Funds as follows:
- Interest will be allocated to Obligatory Reserve Funds in accordance with applicable legislation, the agreement, or in the absence of such guidance, at the Town’s average rate of interest for the year as determined by the Treasurer;
  - Interest will be allocated to Discretionary Reserve Funds and non-discretionary Reserves at the Town’s average rate of interest



for the year as determined by the Treasurer;

- Interest will generally not be allocated to Discretionary Reserves unless specified by Council in the originating resolution establishing the Reserve; and
  - Interest will be allocated annually based on the interest rate multiplied by the previous year-end balance of the Reserve or Reserve Fund.
- v) Funding of projects from Reserves will be recorded at year-end based on the expenditures incurred during that fiscal year, at the proportionate percentage of Reserve funding in the approved Budget for that project.
- vi) If there is an operating deficit at year-end, it will be withdrawn from the Working Funds Reserve. If there is an operating surplus at year-end, it will be allocated as follows:
- The first \$147,000 will be transferred to the Land Acquisition Reserve until such time that the balance is returned to \$nil;
  - Any remaining surplus will be transferred to the Working Funds Reserve.

**c) Cash Management of Reserves and Reserve Funds**

- i) Reserve funds require the physical segregation of money or other liquid assets, as approved in the Town's Investment Policy.
- ii) Reserves do not require the physical segregation of money or specific assets, however to follow this policy's guiding principle of Liquidity, the Town will strive to maintain cash and liquid assets equal to the Reserves and Reserve Funds.
- iii) Multiple Reserve Funds may be consolidated together in an investment portfolio, but they must be segregated from other Town assets.



- iv) Given the funding of projects from Reserves and Reserve Funds at year-end, the investment and/or bank balance for Reserve Funds will be adjusted to agree to the prior year-end balance in the audited financial statements by June 30 each year.
- v) The Treasurer will report on the cash position of the Reserves and Reserve Funds annually (see Reporting Requirements below).

**d) Investment of Reserves and Reserve Funds**

- i) Reserves and Reserve Funds shall be invested for a term that will not exceed its expected date of need;
- ii) Reserves and Reserve Funds shall be invested in accordance with the Council-approved Investment Policy;
- iii) Interest earned on Reserves shall be recognized as revenue in the operating Budget; and
- iv) Interest earned on Reserve Funds shall be allocated to each specific Reserve Fund according to its proportionate share of the investment portfolio.

**e) Lending/Temporary Borrowing of Reserves and Reserve Funds**

- i) Intra-fund lending within a specific Reserve Fund shall be permitted if allowed by the related legislation or agreement to temporarily finance capital and/or operating cash flow deficiencies and avoid external borrowing costs, provided that all loans/transfers bear interest at the rate applicable to the Reserve Fund. For example, under the *Development Charges Act, 1997*, as amended, intra-fund borrowing between DC Reserve Funds is permitted, and the amounts borrowed must be repaid at the minimum prescribed interest rate.
- ii) Inter-fund lending between Reserves and Discretionary Reserve Funds (one Reserve is in a deficit and another Reserve is in a



surplus) shall be permitted to temporarily finance capital and/or operating cash flow deficiencies and avoid external borrowing costs, provided that there is a strategic financial plan in place to replenish the deficit and that interest continues to be allocated to the Reserves and Reserve Funds in accordance with this policy.

- iii) All inter-fund lending/temporary borrowing shall be provided from Reserves and Discretionary Reserve Fund balances and the loaning of obligatory Reserve Funds is prohibited.

**f) Termination of Reserves and Reserve Funds**

- i) A discretionary Reserve or Reserve Fund shall be terminated (wound down and closed) when the program or project it supports meets any of the following criteria:
  - It is no longer in the scope of the Town's strategic plans;
  - Program commitments have been completed and no future commitments are expected; and
  - The Treasurer is confident that balances in other areas can mitigate the need to hold any remaining Reserve or Reserve Fund balance.
- ii) Reserves or Reserve Funds identified for termination shall be reported to Council for review and approval. Reports to Council shall include recommendations regarding the timing of wind down, closure and the allocation of fund balances.

**4.3 Standard of Care**

**a) Responsibilities**

- i) Council shall:



- Establish Reserves and Reserve Funds in accordance with this policy;
  - In accordance with The Act, develop and evaluate policies to ensure that administrative policies, practices, and procedures are in place to maintain the financial integrity of the Town's Reserves and Reserve Funds;
  - Approve transactions to and from Reserves and Reserve Funds through the Budget process, specific resolution, and this policy; and
  - Ensure that any expenditure approval outside of the Budget process includes the source of funding from Reserves, Reserve Funds, or other sources as appropriate.
- ii) The Chief Administrative Officer shall:
- Support the Treasurer in ensuring the principles and requirements contained in this policy are applied consistently across all Town departments.
- iii) The Treasurer shall:
- Ensure that Reserves and Reserve Funds are established, maintained, and dissolved in compliance with this policy;
  - Update this policy as necessary and recommend changes to Council for approval;
  - Ensure that the principles and requirements contained in this policy are applied consistently across all departments;
  - Perform transfers to and from Reserves and Reserve Funds as authorized by Council;



- Recommend strategies for the adequacy of Reserve and Reserve Fund levels; and
- Report the Reserve and Reserve Fund balances and forecasts to Council (see Reporting Requirements below).

iv) Department Directors shall:

- Provide the Treasurer with the most current capital asset information to be used in evaluating the adequacy of Capital Asset Renewal and Replacement Reserves and Reserve Funds;
- Consult with the Treasurer when Reserves or Reserve Funds should be established;
- Consult with the Treasurer when the use of Reserves or Reserve Funds is required; and
- Inform the Treasurer when Reserve transfers are required as per resolution of Council and provide supporting documentation.

**b) Delegation of Authority**

- i) Once Council approves Reserves by resolution and Reserve Funds by by-law, the Treasurer shall have overall authority for the Reserves and Reserve Funds managed by the Town.
- ii) The Treasurer has the responsibility for setting Reserve and Reserve Fund targets. Targets will be periodically reported to Council through Reserve and Reserve Fund reports (see Reporting Requirements below).
- iii) The Treasurer shall have overall responsibility for this policy, and the authority to implement a program for Reserves and Reserve Funds and establish procedures consistent with the content of this policy.



Administrative responsibilities shall include, but are not limited to, the following:

- Determine need for Reserves and Reserve Funds for operating and capital Budgets;
- Set targets for Reserves and Reserve Funds in line with directives contained in this policy and other pertinent policies;
- As part of the reporting to Council, review and report on the adequacy and continuing need for Reserves and Reserve Funds managed by the Town;
- Prepare and present reports and/or by-laws associated with the establishment, monitoring, or termination of Reserves and Reserve Funds;
- Develop appropriate practices, procedures and processes for the investment of Reserves and Reserve Funds in line with legislative requirements, the Town's Investment Policy and other pertinent policies;
- Monitor and reconcile all receipts to and disbursements from Reserve and Reserve Fund accounts to ensure compliance with provincial regulations, PSAB and this policy;
- Approve updates to the appendices in accordance with this policy, by-laws or statutes as amended;
- Prepare the Town's long-term strategic financial plan with consideration of appropriate Reserves and Reserve Funds to effectively meet the Town's operating and capital Budget financing needs; and



- Ensure Reserves and Reserve Funds managed by the Town are in line with senior government statutes, agreements and other pertinent policies.

**c) Reporting Requirements:**

The Treasurer shall prepare the following reports regarding Reserves and Reserve Funds managed by the Town:

- i) Annual Audited Financial Statements
- ii) Reserve and Reserve Fund Report – An annual summary of the Reserves and Reserve Funds including opening balance, additions and reductions, and closing balance for the previous fiscal year, tying in the report to the audited financial statements. Included in this report will be an analysis of the Town cash position in the audited financial statements in comparison to the total balance of Reserves and Reserve Funds, as well as discussion regarding the investment of Reserves and Reserve Funds during that fiscal year.
- iii) DC Reserve Funds Report – An annual report detailing pertinent information regarding DC Reserve Funds shall be presented to Council as required by the *Development Charges Act, 1997*, as amended.
- iv) Parkland Dedication Reserve Fund Report – An annual report detailing pertinent information regarding Parkland Dedication Reserve Funds shall be presented to Council as required by the *Planning Act*, Section 42.
- v) Capital Asset Management Plan Update – A financial plan forecasting Reserve and Reserve Fund balances and a comparison to target objectives shall be prepared periodically based on the most current information available; this report may include



recommendations for the establishment of new, modification of existing and termination of existing Reserves and Reserve Funds.

- vi) Budget Reports – Reserve and Reserve Fund balances, projected contributions and planned drawdowns for a ten-year period shall be presented in each capital Budget.
- vii) Other reports in line with this policy shall be brought forward to Council as needed.

**d) Policy Review:**

This policy shall be presented to Council for review (and update if required) every four years, in the first year of each newly elected Council, or more frequently as deemed necessary by Council, the Chief Administrative Officer, or the Treasurer.

**5. Attachments**

Appendix A Summary of Types of Reserves and Reserve Funds

Appendix B Summary of Reserves and Reserve Funds at December 31, 2018

**Policy S400-XX Appendix A**  
**Town of Pelham: Corporate Services**  
**Summary of Types of Reserves and Reserve Funds**

Type	Physical Segregation of Money or Liquid Assets Required?	Method of Establishment	Lending/Temporary Borrowing	Council Discretion to Transfer from the Reserve or Reserve Fund to another Reserve or Reserve Fund	Interest	Examples
Obligatory Reserve Fund	Yes	Council passes a by-law for the collection of obligatory reserve funds or approves an agreement specifying that funds be held in an obligatory reserve fund	<ul style="list-style-type: none"> <li>• Intra-fund lending permitted if allowed by the related legislation or agreement</li> <li>• Inter-fund lending prohibited</li> </ul>	No	Allocated in accordance with applicable legislation or the agreement	<ul style="list-style-type: none"> <li>• Development Charge Reserve Fund</li> <li>• Parkland Dedication Reserve Fund</li> <li>• Federal Gas Tax Reserve Fund</li> </ul>
Discretionary Reserve Fund	Yes	Council by-law which governs the purpose, funding sources, drawdowns, and investment of the fund	<ul style="list-style-type: none"> <li>• Inter-fund lending permitted provided that there is a strategic financial plan in place to replenish the deficit and interest continues to be allocated to the reserve fund</li> </ul>	General Tax Levy Supported - Yes Non-Tax Supported - No	Allocated at the Town's average rate of interest for the year as determined by the Treasurer	<ul style="list-style-type: none"> <li>• Building Department Reserve Fund</li> <li>• Facilities Reserve Fund</li> <li>• Fire Reserve Fund</li> <li>• Fleet Reserve Fund</li> </ul>
Non-discretionary Reserve	No	Council resolution which governs the purpose, funding sources, drawdowns, and investment of the fund	<ul style="list-style-type: none"> <li>• Inter-fund lending permitted provided that there is a strategic financial plan in place to replenish the deficit and interest continues to be allocated to the reserve</li> </ul>	No	Allocated at the Town's average rate of interest for the year as determined by the Treasurer	<ul style="list-style-type: none"> <li>• Water Reserve</li> <li>• Wastewater Reserve</li> </ul>
Discretionary Reserve	No	Council resolution which governs the purpose, funding sources, drawdowns, and investment of the fund	<ul style="list-style-type: none"> <li>• Inter-fund lending permitted provided that there is a strategic financial plan in place to replenish the deficit and interest continues to be allocated to the reserve if applicable under this policy</li> </ul>	Yes	Not allocated unless specified in originating Council resolution	<ul style="list-style-type: none"> <li>• Working Funds Reserve</li> <li>• Municipal Drainage Reserve</li> <li>• Roads Reserve</li> </ul>

Policy S400-XX Appendix B  
Town of Pelham: Corporate Services  
Summary of Reserves and Reserve Funds at December 31, 2018

Obligatory Reserve Funds

Name	Category	By-law, Legislation or Agreement	Purpose	Source of Funding	Target Annual Contribution	Basis for Target Reserve Balance	Recommended Minimum Balance	Target Balance	Recommended Maximum Balance
Development Charges Reserve Fund	• Obligatory • Capital Asset Growth	<i>Development Charges Act, 1997, as amended</i>	To pay for the cost of infrastructure required for new development as outlined in the DC Background Study	Developer Contributions	N/A - Contributions are dependent on development activity	The amount that is planned to be spent from the reserve fund in the next fiscal year	\$1,600,000	\$2,281,000	N/A
Federal Gas Tax Reserve Fund	• Obligatory • Capital Asset Growth	Municipal Funding Agreement for the Transfer of Federal Gas Tax Funds	To hold Federal Gas Tax grant funds until spent on an eligible project	Government of Canada grant	N/A - Contributions are dependent on grant funding awarded	N/A	N/A	N/A	Balance cannot exceed five prior years' funding received
Ontario Community Infrastructure Fund (OCIF) Reserve Fund	• Obligatory • Capital Asset Renewal and Replacement • Capital Asset Growth	Ontario Community Infrastructure Fund Formula-Based Component Agreement	To hold OCIF grant funds until spent on an eligible project	Government of Ontario grant	N/A - Contributions are dependent on grant funding awarded	N/A	N/A	N/A	Balance cannot exceed five prior years' funding received
Other Grants and Obligatory Funds Held	• Obligatory • Capital Asset Renewal and Replacement • Capital Asset Growth • Specific Projects and New Initiatives	Various grant agreements and trust documents	A general combination of grants (other than Federal Gas Tax and OCIF), Cemetery Perpetual Care Trust funds to be transferred, and other obligatory funds received which may change from year to year but must be kept in a separate reserve fund	Grants and other obligatory funds	N/A - Contributions are dependent on grant funding awarded	N/A	N/A	N/A	N/A
Parkland Dedication Reserve Fund	• Obligatory • Capital Asset Renewal and Replacement • Capital Asset Growth	<i>Planning Act</i> , Section 42	Parkland, capital machinery and equipment used in parks, and recreation	Developer Contributions in lieu of land for parkland purposes	N/A - Contributions are dependent on development activity	The amount that is planned to be spent from the reserve fund in the next three fiscal years	\$500,000	\$1,255,700	N/A

Discretionary Reserve Funds

Name	Category	By-law, Legislation or Agreement	Purpose	Source of Funding	Target Annual Contribution (Note 1)	Basis for Target Reserve Balance	Recommended Minimum Balance	Target Balance	Recommended Maximum Balance	Revolving Transactions not Requiring Separate Approval
Building Department Reserve Fund	• Contingencies/Stabilization and Risk Management • Revolving Reserve	<i>Building Code Act</i>	To offset the cost of administration and enforcement of the Building code when fee revenues are less than costs of delivering building services	Year-end building department surplus transferred to the reserve	N/A	Two years of projected Building Department operating expenditures, given the risk and unpredictable timing of development	\$600,000	\$1,200,000	\$1,800,000	• Year-end Building Department surplus or deficit transferred to/from reserve • Annual transfer to Town operating for administration • Transfer to other reserves for Building Department expenditures incurred (e.g. Fleet, IT)
Facilities Reserve Fund	• Capital Asset Renewal and Replacement • Capital Asset Growth	By-law 647 (1980)	To provide a source of funding for the purchase, replacement and expansion of capital items related to Municipal Facilities	Operating transfer to Facilities Reserve	\$1,490,400	Note 2	\$692,000	\$1,384,000	\$3,000,000	N/A
Fire Reserve Fund	• Capital Asset Renewal and Replacement • Capital Asset Growth	By-law 647 (1980)	To provide a source of funding for the purchase, replacement and expansion of capital items related to Fire operations including equipment and vehicles	Operating transfer to Fire Reserve	\$432,600	Note 2	\$540,750	\$1,081,500	\$2,000,000	N/A
Fleet Reserve Fund	• Capital Asset Renewal and Replacement • Capital Asset Growth	By-law 1195 (1988)	To provide a source of funding for the purchase, replacement and expansion of capital items related to the vehicle fleet, not funded by other reserves and reserve funds (such as Fire, Building Department, or Water and Wastewater vehicles)	Operating transfer to Fleet Reserve and transfers from other rate-supported reserves such as building department, water and wastewater	\$534,900	Note 2	\$668,600	\$1,337,200	\$2,500,000	N/A
Library Reserve Fund	• Capital Asset Renewal and Replacement • Capital Asset Growth • Contingencies/Stabilization and Risk Management • Revolving Reserve	By-law 1066 (1986)	To provide a source of funding for the purchase, replacement and expansion of capital items related to the Pelham Public Library, and to provide a buffer for significant unanticipated expenditures or loss of revenues related to the Library	Transfer to Library Reserve in Pelham Public Library budget	\$8,500 Equal to average annual spending in 5-year capital forecast	Note 2	\$10,650	\$21,300	\$50,000	• Year-end Library surplus or deficit transferred to/from reserve
Parks and Recreation Reserve Fund	• Capital Asset Renewal and Replacement • Capital Asset Growth	By-law 647 (1980)	To provide a source of funding for the purchase, replacement and expansion of capital items related to Parks	Operating transfer to Parks Reserve	\$296,500	Note 2	\$293,600	\$587,200	\$1,500,000	N/A

Policy S400-XX Appendix B  
Town of Pelham: Corporate Services  
Summary of Reserves and Reserve Funds at December 31, 2018

Non-Discretionary Reserves

Name	Category	By-law, Legislation or Agreement	Purpose	Source of Funding	Target Annual Contribution (Note 1)	Basis for Target Reserve Balance	Recommended Minimum Balance	Target Balance	Recommended Maximum Balance	Revolving Transactions not Requiring Separate Approval
Wastewater Reserve	• Capital Asset Renewal and Replacement • Capital Asset Growth • Contingencies/Stabilization and Risk Management • Revolving Reserve	Financial Plans Regulations O. Reg. 453/07	To fund major maintenance and replacement of sewer infrastructure, to fund wastewater capital asset growth, and to provide wastewater rate stabilization from year to year	Year-end wastewater surplus is transferred to the reserve	Target changes annually based on most recent Water and Wastewater Financial Plan	Most recent Water and Wastewater Financial Plan approved by Council in compliance with O. Reg. 453/07	N/A	Target changes annually based on most recent Water and Wastewater Financial Plan	N/A	• Year-end Wastewater surplus or deficit transferred to/from reserve • Transfer to other reserves for Wastewater expenditures incurred (e.g. Fleet, IT)
Water Reserve	• Capital Asset Renewal and Replacement • Capital Asset Growth • Contingencies/Stabilization and Risk Management • Revolving Reserve	Financial Plans Regulations O. Reg. 453/07	To fund major maintenance and replacement of water infrastructure, to fund water capital asset growth, and to provide water rate stabilization from year to year	Year-end water surplus is transferred to the reserve	Target changes annually based on most recent Water and Wastewater Financial Plan	Most recent Water and Wastewater Financial Plan approved by Council in compliance with O. Reg. 453/07	N/A	Target changes annually based on most recent Water and Wastewater Financial Plan	N/A	• Year-end Water surplus or deficit transferred to/from reserve • Transfer to other reserves for Water expenditures incurred (e.g. Fleet, IT)

Discretionary Reserves

Name	Category	Authorization	Purpose	Source of Funding	Target Annual Contribution (Note 1)	Basis for Target Reserve Balance	Recommended Minimum Balance	Target Balance	Recommended Maximum Balance	Revolving Transactions not Requiring Separate Approval
Cemetery Reserve	• Capital Asset Renewal and Replacement • Capital Asset Growth	Authorized through Council resolution at time of prior budget approval	To provide a source of funding for the purchase, replacement and expansion of capital items related to Cemetery operations	Operating transfer to Cemetery Reserve	\$60,900	Note 2	\$54,150	\$108,300	\$250,000	N/A
Community Improvement Plan (CIP) Reserve	• Specific Projects and New Initiatives • Revolving Reserve	Authorized through Council resolution at time of prior budget approval	To provide a source of funding for Community Improvement Plan funding agreements	Operating transfer to Cemetery Reserve	Reserve drawdowns are dependent on number of agreements and timing of development completion therefore contributions fluctuate annually based on target balance	Equal to average of reserve expenditures over subsequent 5 years	\$60,400	\$120,800	N/A	• Funding of CIP agreements previously approved by Council
Elections Reserve	• Specific Projects and New Initiatives • Revolving Reserve	Authorized through Council resolution at time of prior budget approval	To provide a source of funding for the cost of running municipal elections	Operating transfer to Elections Reserve	\$15,000 Equal to 25% of the anticipated cost of running a municipal election	N/A	\$0	N/A	\$60,000	• Funding of election expenditures
Future Subdivision Projects Reserve	• Specific Projects and New Initiatives	Authorized through Council resolution at time of prior budget approval	To provide a source of funding for the cost of infrastructure related to new subdivisions	Specific transfers as approved by Council	N/A	N/A	N/A	N/A	N/A	N/A
Information Technology Reserve	• Capital Asset Renewal and Replacement • Capital Asset Growth	Authorized through Council resolution at time of prior budget approval	To provide a source of funding for the purchase, replacement and expansion of capital items related to Information Technology	Operating transfer to Information Technology Reserve	\$131,800	Note 2	\$134,650	\$269,300	\$550,000	N/A
Land Acquisition Reserve	• Specific Projects and New Initiatives • Revolving Reserve	Authorized through Council resolution at time of prior budget approval	To provide a source of funding for the acquisition of land other than parkland	Specific transfers as approved by Council and allocation of year-end surplus in accordance with this policy	N/A	Sufficient funds to replenish the deficit position of the reserve	\$0	N/A	N/A	• See allocation of year-end surplus/deficit in this policy section 4.2 b) vi)
Meridian Community Centre (MCC) Reserve	• Specific Projects and New Initiatives • Revolving Reserve	Authorized through Council resolution at time of prior budget approval	To pay for short-term borrowing costs related to capital construction of the Meridian Community Centre	Specific transfers as approved by Council	N/A	N/A	N/A	N/A	N/A	• For the duration of the debenture related to pledges, pledged donations received will be deposited to the MCC Reserve, and the debenture payments will be funded from the MCC reserve to facilitate timing differences between donations and debenture payment due dates

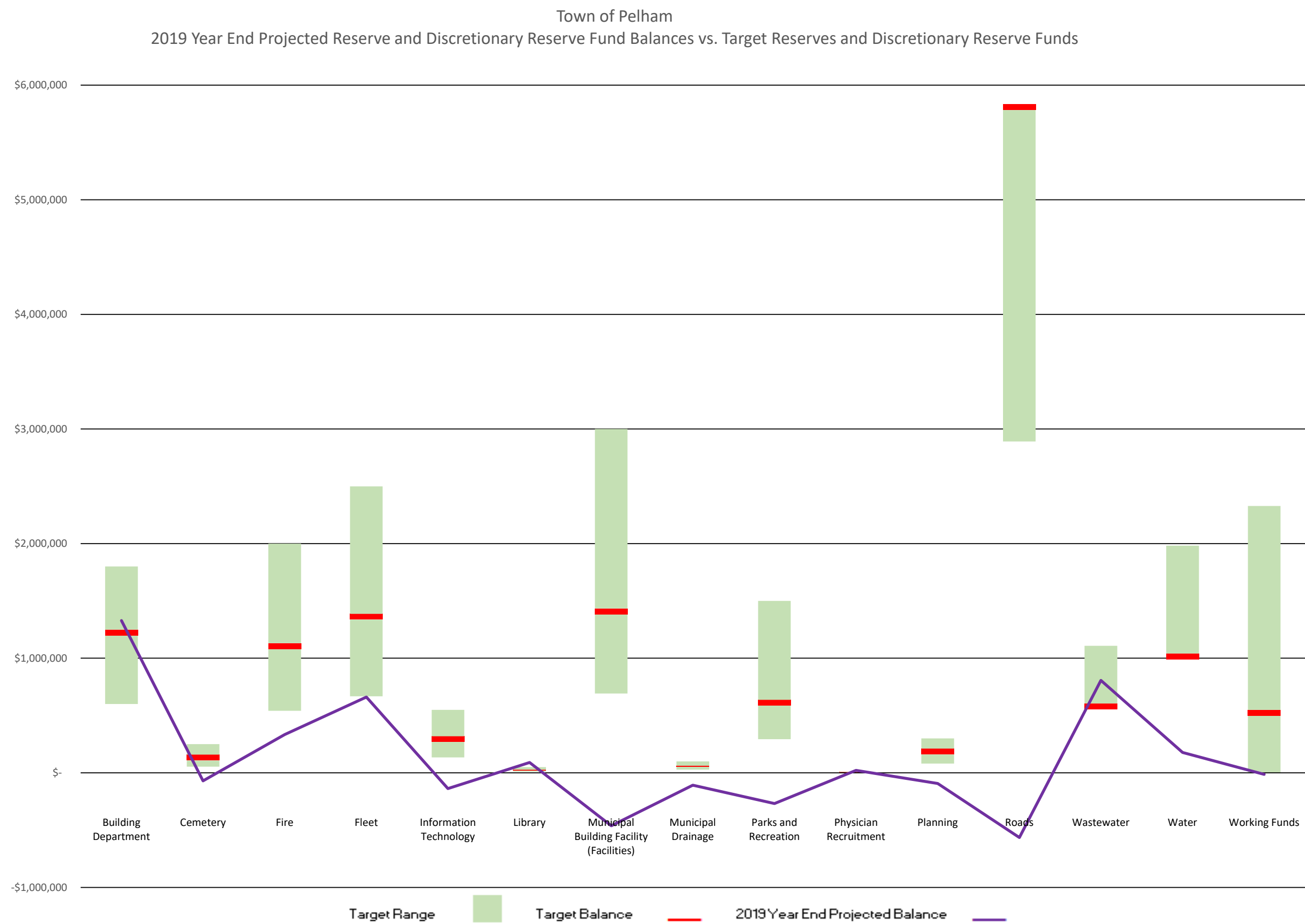
Policy S400-XX Appendix B  
Town of Pelham: Corporate Services  
Summary of Reserves and Reserve Funds at December 31, 2018

Discretionary Reserves, Continued

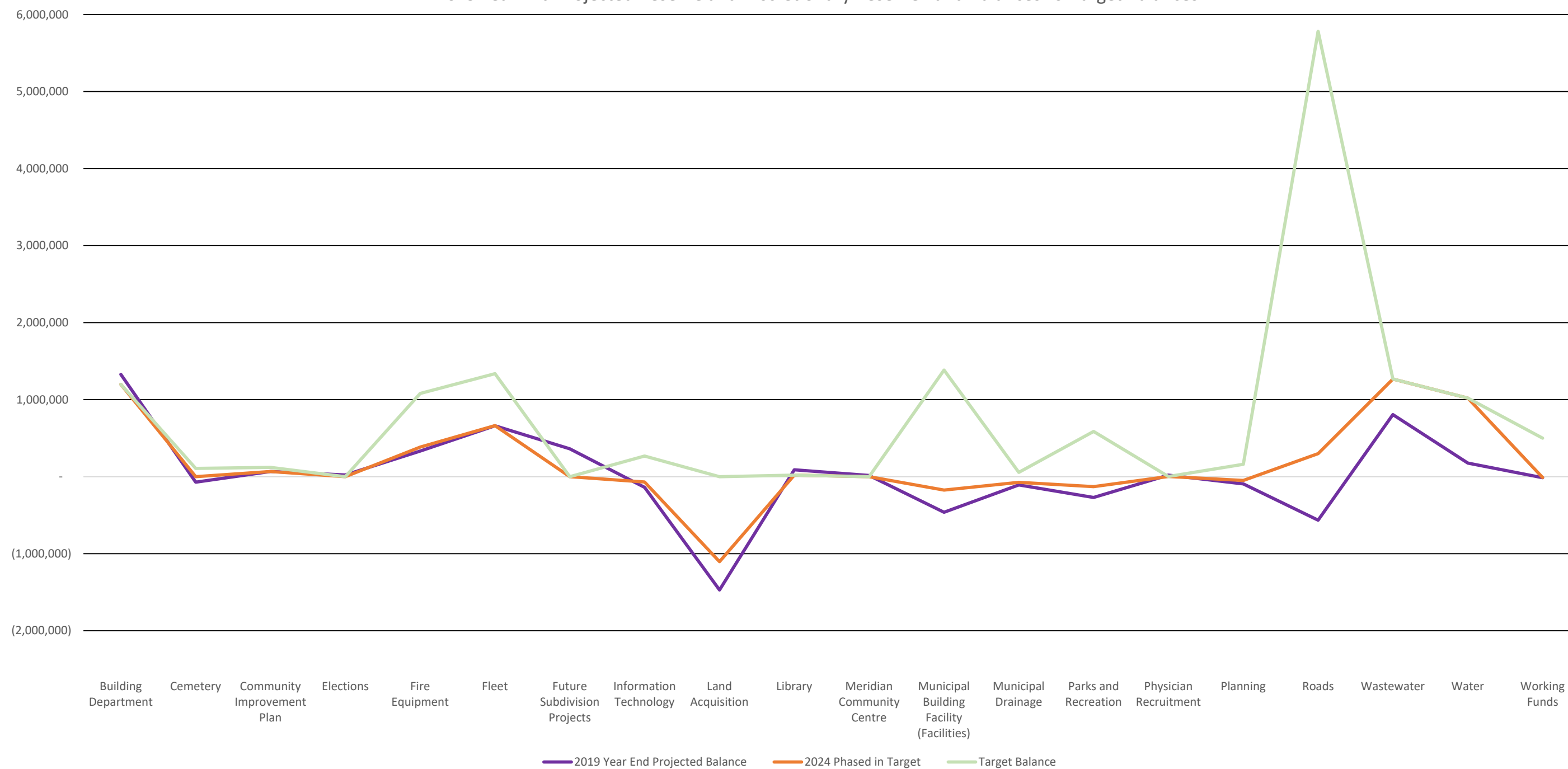
Name	Category	Authorization	Purpose	Source of Funding	Target Annual Contribution (Note 1)	Basis for Target Reserve Balance	Recommended Minimum Balance	Target Balance	Recommended Maximum Balance	Revolving Transactions not Requiring Separate Approval
Municipal Drainage Reserve	<ul style="list-style-type: none"><li>• Capital Asset Renewal and Replacement</li><li>• Capital Asset Growth</li><li>• Revolving Reserve</li></ul>	Authorized through Council resolution at time of prior budget approval	To provide a source of funding for the maintenance, replacement and addition of municipal drains, beyond the amount recoverable from benefitting property owners	Operating transfer to Municipal Drainage Reserve	\$48,000	Note 2	\$28,150	\$56,300	\$100,000	<ul style="list-style-type: none"><li>• Due to the Town's obligation to maintain the drains, any unanticipated expenditures related to municipal drains will be funded from the reserve</li></ul>
Physician Recruitment Reserve	<ul style="list-style-type: none"><li>• Specific Projects and New Initiatives</li><li>• Revolving Reserve</li></ul>	Authorized through Council resolution at time of prior budget approval	To provide a source of funding for the cost of physician recruitment	Operating transfer to Physician Recruitment Reserve	N/A	One year of reserve contributions based on historical transfers	\$2,000	\$2,000	\$10,000	<ul style="list-style-type: none"><li>• Funding of physician recruitment expenditures approved by the Chief Administrative Officer. Expenditures will not draw the reserve below the minimum balance</li></ul>
Planning Reserve	<ul style="list-style-type: none"><li>• Capital Asset Renewal and Replacement</li><li>• Capital Asset Growth</li></ul>	Authorized through Council resolution at time of prior budget approval	To provide a source of funding for studies, plans, and capital items related to Planning	Operating transfer to Planning Reserve	\$86,800	Note 2	\$80,400	\$160,800	\$300,000	N/A
Roads Reserve	<ul style="list-style-type: none"><li>• Capital Asset Renewal and Replacement</li><li>• Capital Asset Growth</li><li>• Contingencies/Stabilization and Risk Management</li><li>• Revolving Reserve</li></ul>	Authorized through Council resolution at time of prior budget approval	To provide a source of funding for the purchase, replacement and expansion of capital items related to Roads, and to provide a buffer for significant unanticipated expenditures related to Winter Control	Operating transfer to Roads Reserve	\$3,466,100 Equal to the amount in Note 1, plus 10% of the winter control budget for the previous year	Note 2	\$2,891,000	\$5,782,000	\$12,000,000	<ul style="list-style-type: none"><li>• To mitigate the risk of unpredictable weather events, any year-end surplus in Winter Control will be transferred to the reserve and any year-end deficit in Winter Control will be transferred from the reserve</li></ul>
Working Funds Reserve	<ul style="list-style-type: none"><li>• Contingencies/Stabilization and Risk Management</li><li>• Revolving Reserve</li></ul>	Authorized through Council resolution at time of prior budget approval	To provide a buffer for significant unanticipated expenditures or loss of revenues of the Town, to provide a source of funding for future obligations based on calculated estimates and risk assessments, and to ensure the Town meets cash flow requirements	Niagara Peninsula Energy Inc (NPEI) dividends, allocation of operating surplus, specific transfers as approved by Council	N/A	The short-term target will be based on risk assessments and history of unanticipated expenditures in recent years such as legal claim settlements, gypsy moth infestation, etc. When the short-term target is reached, the long-term target will be 2 months' taxation revenues to provide cash flows prior to first tax instalment due date without borrowing against line of credit	\$0	\$500,000	\$2,329,000	<ul style="list-style-type: none"><li>• NPEI dividends transferred to working funds reserve annually</li><li>• See allocation of year-end surplus/deficit in this policy section 4.2 b) vi)</li></ul>

**Note 1:** Unless otherwise specified, the Target Annual Contribution will be the greater of:  
a) One year amortization of assets related to the specific reserve, multiplied by inflation factor; and  
b) 1/5 budgeted capital spending over the next five years,  
Plus 1/5 of the current reserve deficit balance, if applicable.

**Note 2:** Sufficient funds to complete the projects in the Capital Asset Management Plan; in the absence of such guidance the target shall be the greater of:  
a) one year amortization of assets for this category multiplied by inflation factor, plus 50% of the cost of new assets to be funded in the 5-year forecast; and  
b) 50% of the total reserve spending in the 5-year forecast.



Town of Pelham  
2019 Year End Projected Reserve and Discretionary Reserve Fund Balances vs. Target Balances





<b>Policy Name: Capital Financing and Debt Management Policy</b>	<b>Policy No: S400-XX</b>
Committee approval date:	-
Council approval date:	-
Revision date(s):	-
Department/Division:	Corporate Services

## 1. Purpose

The purpose of this policy is to establish guiding principles, primary objectives, key management and administrative responsibilities, and standards of care for the prudent financing of the Town's operating and capital needs.

## 2. Policy Statement

A policy governing the management and administration of capital financing and debt.

## 3. Definitions

**Amortizing Debenture:** A Debenture for which the total annual payment (principal and interest) is approximately even throughout the life of the Debenture issue.

**Annual Debt Financing Charges:** The total mandatory payments of principal and interest in respect of outstanding Long-Term Debt.

**Annual Repayment Limit (ARL):** For the purpose of this Policy, it has the same meaning as the Debt and Financial Obligation Limit, in accordance with The Act, O. Reg. 403/02. Generally, municipalities in Ontario may incur Long-Term Debt for infrastructure as long as annual Debt payments do not exceed 25% of "own source" revenues without prior approval of the Local Planning Appeal Tribunal (LPAT). The ARL is the maximum amount that a municipality can pay in principal



and interest payments in the year for new Long-Term Debt without first obtaining approval from LPAT. The ARL is provided annually to the municipality by the Ministry of Municipal Affairs and Housing, and must be updated by the Treasurer prior to Council authorizing an increase in Debt financing for capital expenditures.

**Bank Loan:** A loan between the Town and a bank listed in Schedule I, II, or III of the *Bank Act (Canada)*, a loan corporation registered under the *Loan and Trust Corporations Act*, or a credit union to which the *Credit Unions and Caisses Populaires Act, 1994* applies.

**Budget:** An estimated financial plan of revenue and expenditure for a set period of time.

**Capital Financing:** A generic term for the financing of capital assets. This can be achieved through a variety of sources such as the tax levy, grants, Reserve Funds, Debt, or financing leases.

**Construction Financing:** A form of Debt financing in which the issuer does not pay any principal or interest for a period of up to 5 years during the construction or rehabilitation of the facility from which a revenue stream is expected to be generated. Construction Financing must be obtained in accordance with section 408(4)(d) of The Act, and O. Reg. 278/02, amended to O. Reg. 76/16.

**Council:** The Council of the Town of Pelham.

**Debenture:** A formal written obligation to repay specific sums on certain dates. In the case of a municipality debentures are typically unsecured, that is, backed by general credit rather than by specified assets. The Town assumes responsibility for debentures issued on its behalf by the Regional Municipality of Niagara, the upper-tier municipality, under section 401 of The Act. Under subsection 401(3.1), those debentures constitute joint and several obligations of the Regional Municipality of Niagara and the Town.



**Debt:** Any obligation for the payment of money. For Ontario municipalities, debt would normally consist of Debentures as well as either notes or cash from financial institutions. Financial Guarantees and/or Letters of Credit provided by the Town will be considered as Debt and will be governed by this Policy.

**Financial Guarantee:** An agreement whereby the Town will take responsibility for the payment of Debt in the event that the primary liable fails to perform.

**Development Charges (DC):** Fees collected from developers at time of building permit issuance to help pay for the cost of infrastructure required to provide municipal services to new development, such as roads, fire protection, water and sewer infrastructure, and recreation facilities. Development Charges are imposed under the Town's Development Charges By-law.

**Infrastructure Ontario, or Successor Organization:** Any entity established by the Province of Ontario to provide Ontario municipalities, universities and hospitals with access to alternative financing service for longer-term fixed rate loans for the building and renewal of public infrastructure.

**Installment (Serial) Debenture:** A Debenture of which a portion of the principal matures each year throughout the life of the Debenture issue.

**Internal Debt Limit:** The internal limit, approved by Council, regarding Debt payments as a percentage of "own source" revenues. This limit is not referring to limits imposed by The Act or regulations thereunder, but may not exceed the ARL.

**Lease Financing Agreement:** A lease allowing for the provision of Municipal Capital Facilities, where the lease may or will require payment by the Town beyond the current term of Council. For example, a vehicle lease.

**Letter of Credit:** A binding document from a bank guaranteeing that an "applicant's" payment to a "beneficiary" will be received on time and for the correct amount. In the event that the applicant is unable to make payment, the bank will be required to cover the full or remaining amount of the purchase (Debt).



**Lifecycle Renewal Projects:** Projects that maintain the infrastructure that is in place today, for example resurfacing roads or replacing roofs.

**Long-term Bank Loan:** Long-term Debt provided by a bank, or syndicate of banks.

**Long-term Debt:** Any Debt for which the repayment of any portion of the principal is due beyond one year.

**Municipal Capital Facilities:** Tangible capital assets that include land, as defined in the *Assessment Act*, works, equipment, machinery and related systems and infrastructures.

**Own-Source Revenue:** Determined by the Ministry of Municipal Affairs and Housing, it is revenue for the fiscal year excluding certain items such as grants, proceeds from the sale of real property, contributions or net transfers from a Reserve or Reserve Fund, donated tangible capital assets, equity earnings in government business enterprises, and revenue from other municipalities.

**Present Value of Minimum Lease Payments:** Minimum lease payments include all amounts that the lessee is expected to pay over the term of the lease, any mandatory renewal term, and any required purchase at termination of the lease. The present value measures the future payments in today's dollars because the value of money decreases over time due to inflation.

**Reserve:** An appropriation from net revenue and/or cost savings at the discretion of Council, after the provision for all known expenditures. It has no reference to any specific asset and does not require the physical segregation of money or assets as in the case of a Reserve Fund. Municipal Councils may set up Reserves for any purpose for which they have the authority to spend money, as outlined in section 290(4) of The Act. Reserves are either "discretionary" or "non-discretionary". Discretionary Reserves are funded by the tax levy or other funding sources, and drawdowns or transfers from the Reserve can be approved for any



purpose at Council's discretion. Non-discretionary Reserves are "non-tax supported", and receive revenues and incur expenses on their own without support from the general tax levy; drawdowns from non-discretionary Reserves must be for expenditures related to their revenue source as approved by Council. Non-discretionary Reserves include the Water and Wastewater Reserves.

**Reserve Fund:** Funds that have been set aside either by a by-law of the municipality or by a requirement of senior government statute or agreement to meet a future event. As a result, Reserve Funds are either "discretionary" being those set up by Council, or "obligatory" being those set up by virtue of a requirement of senior government statute or agreement. Municipal councils may set up Reserve Funds for any purpose for which they have the authority to spend money, as outlined in section 290(4) of The Act. Discretionary Reserve Funds can be funded from the general tax levy or they can be "non-tax supported", and receive revenues and incur expenses on their own without support from the general tax levy; drawdowns from non-tax supported Reserve Funds must be for expenditures related to their revenue source as approved by Council. Non-tax supported Reserve Funds include the Building Department Reserve Fund.

**Rolling-Stock:** Equipment that moves on wheels used for transportation and/or transit purposes. Examples include trucks and buses.

**Short-Term Debt:** Any Debt for which repayment of the entire principal is due within one year.

**The Act:** The *Municipal Act*, 2001, S.O. 2001, c.25, as amended.

**Town:** The Corporation of the Town of Pelham.

**Treasurer:** The individual appointed by the municipality as Treasurer, in accordance with section 286 of The Act.



## 4. General Provisions

### 4.1 Principles and Objectives

Council may, where it is deemed to be in the best interest of its taxpayers, approve the issuance of Debt for its own purposes. Capital financing and Debenture practices will be responsive and fair to the needs of both current and future taxpayers and will be reflective of the underlying life cycle and nature of the expenditure.

The guiding principles for the Town's Capital Financing and Debt program shall be:

#### a) Adherence to statutory requirements

Capital financing may be undertaken if and when it is in compliance with the relevant sections of The Act, the *Development Charges Act*, and their related regulations. These requirements include, but are not limited, to:

- i) The term of temporary or Short-Term Debt for operating purposes will not exceed the current fiscal year, and will be borrowed in accordance with section 407 of The Act, and with the Town by-law in that regard.
- ii) The term of Capital Financing will not exceed the lesser of 40 years or the useful life of the underlying asset, in accordance with section 408(3) of The Act. The maximum term over which an asset may be financed is set out in Appendix A.
- iii) Long-term Debt will only be issued for capital projects in accordance with section 408(2.1) of The Act.
- iv) The total annual financing charges cannot exceed the Annual Repayment Limit, as applicable, unless approved by the Local



Planning Appeal Tribunal (LPAT), in accordance with O. Reg. 403/02 amended to O. Reg 45/18.

- v) Prior to entering into a Lease Financing Agreement, an analysis will be prepared that assesses the costs as well as the financial and other risks associated with the proposed lease with other methods of financing, in accordance with section 401(8) of The Act.
- vi) Prior to passing a Debenture by-law which provides for installments of principal, interest, or both, and said installments are not payable during the period of construction of an undertaking, Council will consider all financial and other risks related to the proposed Construction Financing.

**b) Long-term financial sustainability and flexibility**

The Town of Pelham's Debt management strategy will seek to ensure that it is able to meet any future financing needs (sustainability), and that it can adapt and respond to unanticipated capital or operating requirements should they arise (flexibility).

- i) The Capital Financing program will be managed in a manner consistent with other long-term planning, financial and management objectives.
- ii) Prior to the issuance of any new Capital Financing, consideration will be given to its impact on future ratepayers in order to achieve an appropriate balance between Capital Financing and other forms of funding.
- iii) To the extent practicable, replacement assets as well as regular or ongoing capital expenditures (for example annual replacement of firefighter protective gear) will be recovered on a "pay as you go" basis through rates, taxy levy, user fees or Reserves and Reserve Funds.



- iv) It is recognized that Reserves must be developed and maintained, as outlined in the Town's Reserve and Reserve Fund Policy, for all capital assets owned by the Town to ensure long-term financial flexibility.

**c) Limitation of financial risk exposure**

- i) The Capital Financing program will be managed in a manner to limit, where practicable, financial risk exposure. The Town will generally only issue Debt with interest rates that will be fixed over its term. Notwithstanding, if a borrowing structure is presented for which there is a material financial advantage and/or it is deemed prudent for the Town to issue Debt that is subject to interest rate fluctuations, the Town may, at the discretion of the Treasurer, consider entering into this type of arrangement. Variable interest rate structures must be in accordance with O. Reg. 247/01.
- ii) The Town shall not issue long-term financing on projects/capital works until they are substantially complete or a discernable phase is complete, in order to minimize borrowing costs and ensure that principal amounts required are known with certainty.
- iii) Financing leases have different financial and non-financial risks than traditional Debt. These risks may include contingent payment obligations, lease termination provisions, equipment loss, equipment replacement options, guarantees and indemnities. These risks will be identified prior to entering into any material financing lease.

**d) Minimizing long-term cost of financing**

The timing, type and term of financing for each capital asset will be determined with a view to minimize both its and the Town's overall long-term cost of financing. Factors to be considered include:

- i) Current versus future interest rates;



- ii) Shape of the interest rate curve and recent economic forecasts;
- iii) Availability of related Reserve or Reserve Fund monies;
- iv) Pattern of anticipated revenues or cost savings attributable to the project; and
- v) Providing a buffer for significant unanticipated expenditures, or loss of revenues beyond the control of the Town.

## **4.2 Suitable and Authorized Financing Instruments**

### **a) Short-term (Under One Year)**

Financing of operational needs for a period of less than one year pending the receipt of taxes and other revenues, or interim financing for capital assets pending long-term Capital Financing, may be from the following sources:

- i) Reserves and Reserve Funds (this may be used as the primary source of short-term financing provided that interest is paid in accordance with the Town's Reserve and Reserve Fund Policy);
- ii) Bank line of credit;
- iii) Short-term promissory notes issued to approved financial institutions; and
- iv) Infrastructure Ontario (or successor organization) short-term advances pending issuance of long-term Debentures.

Short-term borrowing for operational needs borrowed under section 407 of The Act, shall not exceed the amount specified in the Town by-law 4122(2019), or a successor by-law.



**b) Long-Term (Greater than One Year)**

Financing of capital assets for a period greater than one year may be from any of the following sources:

- i) Debentures issued by the Regional Municipality of Niagara, which, dependent on their policy and financial practice, may be in the form or a combination of installment, term, amortizing, or variable interest rate.
- ii) Reserves and discretionary Reserve Funds may be used for both interim and medium-term, for a period of no greater than five years if deemed cost effective or otherwise necessary. Any borrowing must be in accordance with the Town's established Reserve and Reserve Fund Policy.
- iii) Long-term Bank Loans may be either a fixed or variable interest rate as determined by the Treasurer. Fixed rates will be preferred, in order to reduce interest rate risk.
- iv) Construction Financing may be used for a period up to five years during construction or rehabilitation of certain facilities from which a revenue stream is expected to be generated upon its completion.
- v) Lease Financing Agreements (capital financing leases) may be used when it provides material and measurable benefits compared to other forms of financing.

**4.3 Financing Risk Identification and Mitigation Strategies**

The following financing risks have been identified and linked with mitigation strategies. It is recognized that there may be additional risks associated with certain types of financing. Any additional risk must be identified and considered prior to their use, and only if it meets the criteria in this Policy.



**a) Debt Capacity for Future Priority Projects**

The Town could face the risk in any fiscal year of having insufficient Debt capacity to fully execute its priority capital projects based on the ARL.

Risk mitigation:

- The capital plan will show the amount of Debt financing that will be required for each project over a minimum of ten years;
- Each project will be prioritized by staff on the basis of criteria such as health and safety impact, impact on the Town's growth plan, and/or any strategic plan adopted by Council, to ensure priority projects can be completed;
- Debt financing shall be avoided as a source of funding for Lifecycle Renewal Projects; and
- The Town will develop an Internal Debt Limit that is lower than the provincial limit, to allow for future additional Debt funding if necessary.

**b) Liquidity Risk**

The Town could face the risk that it would be unable to respond to an unanticipated emergency or infrastructure need if a significant portion of operating revenue is committed to paying for existing Long-Term Debt.

Risk mitigation:

- Debt financing shall be avoided as a source of funding for lifecycle renewal projects;



- The Town will develop an Internal Debt Limit that is lower than the provincial limit, to allow for future additional Debt funding if necessary; and
- The Town will strive to meet the minimum recommended and target balances as outlined in the Town's Reserve and Reserve Fund Policy.

**c) Construction Financing Risk**

Construction Financing may be used to fund Debt needed for a capital project that will eventually generate a revenue stream which could be used to make principal and interest payments (e.g. recreation centre).

**Risks:**

- Interest rates may increase from the time the rate for the construction loan is established and the completion of the construction;
- The final cost of construction could be materially more or less than initially forecasted and financed; and
- The construction project may not be able to proceed or may not be completed for technical and/or other reasons.

**Risk mitigation:**

- Prior to Council approval of a project requiring a Construction Financing loan, the Treasurer will prepare a report outlining recent economic forecasts regarding interest rates, along with a sensitivity analysis outlining the impact that changing interest rates could have on loan payments, as well as the potential impact on the Debt Limit.



- Long-Term Debt will not be issued until all critical construction contracts have been awarded and the project is substantially completed, or a discernable phase is complete.

**d) Financing Lease Agreement Risk**

Leases may be used to finance equipment, vehicles, buildings, land or other assets that the Town does not own, cannot acquire, or for which the benefits of leasing outweigh the benefits of purchasing.

Risks:

- Uncertainty of leasing costs if the contract needs to be extended or renewed;
- The potential for seizure or removal of leased equipment if the leasing company goes into default on its obligations to its creditors;
- The lease may include contingent payment obligations; and
- The Town may not have the ability to terminate the lease immediately if the asset is no longer required.

Risk mitigation:

- The Town will enter into Lease Financing Agreements with payments that are fixed over the lease term and any additional lease payments are known with certainty;
- Lease Financing Agreements will only be entered into with vendors in accordance with the Town's Procurement Policy; and
- Prior to entering into a Lease Financing Agreement, the Treasurer will prepare a report for Council outlining the costs and financial and other risks inherent in the agreement.

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**e) Interest Rate Risk**

Where the Town enters into short-term or long-term borrowing at variable interest rates, there is a risk that volatility in the financial market would result in increasing Debt payment costs.

Risk mitigation:

- Fixed rate borrowing will be preferred; and
- Where variable-rate borrowing is used, a maximum of 10% of total outstanding Town Debt may be variable, and must comply with O. Reg. 247/01. This will exclude Construction Financing, which is temporary until a Debenture is issued.

**4.4 Internal Debt Limit**

The Town recognizes the importance of protecting and preserving capital while maintaining solvency and liquidity to meet ongoing financial requirements. In order to ensure long-term financial sustainability and flexibility, the Town will strive to implement an Internal Debt Limit which is lower than the ARL. This internal limit will be phased in as follows:

- a) From 2020 to 2024: Annual Debt Financing Charges shall not exceed 20% of Own-Source Revenues.
- b) From 2025 to 2029: Annual Debt Financing Charges shall not exceed 15% of Own-Source Revenues.
- c) From 2030 onward: Annual Debt Financing Charges shall not exceed 10% of Own-Source Revenues.
- d) The Town will strive toward the target that a maximum of 50% of the anticipated obligatory Reserve Fund collections will be spent on Debt in order to maintain a minimum cash balance in the Reserve Fund.



- e) Annual Debt Financing Charges for non-tax supported Debentures, such as water and wastewater rate supported Debt, shall not exceed 15% of own-source rate-supported revenues.

#### **4.5 Thresholds for Debt Issuance**

In recognition of the cost of issuing Debt as well as the annual interest cost, the Town will not issue Debt for a capital project or group of projects where the Town's share of the project (including water and wastewater) is less than \$100,000.

#### **4.6 Rolling-Stock**

The Town will not issue Long-Term Debt for Rolling-Stock. Purchases of Rolling-Stock are to be funded through the use of Reserves, or lease funding where the overall cost to the taxpayer will be lower than if the vehicle was purchased.

#### **4.7 Non-Tax Supported Projects**

The Town has areas which have been identified as being "Non-Tax Supported", that is to say that the activity receives revenues and incurs expenses on its own without support from the general tax levy. These Non-Tax Supported activities include, but are not limited to, the water system and the wastewater system.

- a) Where a project includes tax-supported and non-tax supported activities (for example road reconstruction where water and sanitary sewers are also replaced), the financing will be shared between the general tax levy and the non-tax supported activity.
- b) The cost of the project will be split proportionately between the tax-supported and non-tax supported activities based on the estimated cost provided by the engineer.
- c) Funds received from senior levels of government will be attributed, where allowed under the terms of the agreement, to the tax-supported portion first.



Any remaining funding after the allocation to the tax-supported costs, is then attributed to the non-tax supported portion in the same ratio as the costs are attributed.

- d) Debt, and related interest, taken on by the Town for the use of a non-tax supported activity will be repaid by the revenues of that activity.

#### **4.8 Lease Financing Agreements**

The discussion of financial and other risks to the Town of using Lease Financing Agreements is included in section 4.3 d) of this Policy.

The Lease Financing Agreement must include a schedule of all fixed payments, if any, required by the agreement and that may be required by any extension or renewal of the agreement, in accordance with O. Reg. 604/06, s. 2.

##### **a) Immaterial Lease Financing Agreements**

- i) Lease Financing Agreements which will be considered immaterial for the Town will be defined as those which, individually for one asset result in payments less than or equal to \$15,000 per year, and for which the Present Value of Minimum Lease Payments is less than or equal to \$75,000. In aggregate, immaterial leases shall not exceed payments of \$50,000 per year, and the total Present Value of Minimum Lease Payments shall not exceed \$150,000.
- ii) Prior to entering into an immaterial Lease Financing Agreement, it must be the opinion of the Treasurer and Council that the proposed agreement is within this category and that its costs and risks, in combination with all the others of this category entered into or proposed to be entered into in that year by the Town, would not result in a material impact for the community.
- iii) The Treasurer will report to Council annually regarding Lease Financing Agreements (see Reporting Requirements below).

**b) Material Lease Financing Agreements**

- i) Any Lease Financing Agreements not classified under 4.8 a) i) will be considered material.
- ii) Prior to entering into any material lease financing agreement, Council shall meet all of the requirements of section 401(10) of The Act, including but not limited to requiring a report of the Treasurer, obtaining legal and financial advice, notifying the Regional Municipality of Niagara, and performing an assessment of the report prepared by the Treasurer.
- iii) At any time after the Treasurer prepares a report under section 401(10)(1) of The Act, if the Treasurer becomes of the opinion that a changed circumstance may result in a material impact for the Town, the Treasurer will update the report and present it to Council as soon as reasonably possible.
- iv) The Treasurer will report to Council annually regarding Lease Financing Agreements (see Reporting Requirements below).

**4.9 Standard of Care****a) Ethics and Conflicts of Interest**

Officers and employees involved in the Capital Financing process are expected to abide by the Town's Code of Ethics. In particular, they shall:

- i) Refrain from personal business activity that could conflict with the proper execution and management of the Capital Financing program, or that could impair their ability to make impartial decision;
- ii) Disclose any material interests in financial institutions with which they conduct business;



- iii) Disclose any personal financial/investment institutions with which they conduct business;
- iv) Disclose any personal financial/investment positions that could be related to the performance of their Capital Financing duties; and
- v) Not undertake personal financial transactions with the same individual with whom business is conducted on behalf of the Town.

**b) Responsibilities**

- i) Council:
  - Shall approve Capital Financing in accordance with this policy;
  - Shall develop and evaluate policies to ensure that administrative practices and procedures are in place to maintain the long-term financial flexibility of the Town and limit financial risk exposure; and
  - The Mayor may execute and sign documents on behalf of the Town with respect to the issuance of Debt approved by Council.
- ii) The Town Clerk:
  - May certify and sign documents on behalf of the Town with respect to the issuance of Debt approved by Council.
- iii) The Treasurer shall:
  - Review and recommend the type and term of financing for capital projects and operating requirements;
  - Calculate the Financial Obligation Limit for the Town as prescribed by The Act;



- Approve the timing and structure of Debt issues;
- Co-ordinate the preparation of Debt issue by-laws for Council;
- Execute and sign documents on behalf of the Town and perform all other related acts with respect to the issuance of Debt as approved by Council;
- Review and recommend to Council the financial and business aspects of any material lease agreements and transactions; and
- Ensure all reporting requirements identified in this Policy are met.

**c) Delegation of Authority**

- i) The Treasurer will have the overall responsibility for the Capital Financing program of the Town.
- ii) No person shall be permitted to engage in a Capital Financing activity except as provided within this Policy.
- iii) The Treasurer shall establish a system of controls to regulate the activities of the Corporate Services department and exercise control over all Capital Financing activity.

**d) Requirement for External Advice**

Town staff is expected to have sufficient knowledge to prudently evaluate standard financing transactions. However, should in their opinion the appropriate level of knowledge not exist for unusual or non-standard transactions, or as otherwise directed by Council, outside financial and/or legal advice will be obtained.

**e) Reporting Requirements**

The Treasurer shall prepare the following reports for submission to Council:



- i) Annual Audited Financial Statements.
- ii) A request for authority for temporary borrowing up to a stipulated amount to meet the day-to-day expenditures, pending receipt of tax levies, user fees and revenues anticipated during the year.
- iii) As part of the annual Budget:
  - A Debenture schedule for the year, including opening balance, principal and interest payments anticipated, new proposed Debt to be issued, and expected closing balance;
  - The Treasurer's Adjustment of the ARL, beginning with the most recently submitted Financial Information Return, and adding in additional approved Debt, as well as showing the impact of proposed Debt in the capital plan;
  - A report on financial indicators, including, but not limited to, those listed in Appendix B. The report will include an analysis of those indicators, a comparison to other similar municipalities, where available, and a discussion of the impact that is anticipated from the long-term capital plan. If new Debt is recommended in the capital Budget, the report will include the expected impact of the new Debt on the financial indicators. If new Debt is recommended outside of the Budget process, this report must be prepared prior to Council approval;
  - A list of any outstanding leases which are immaterial and require payment beyond the current year;
  - If there are any outstanding Lease Financing Agreements, an estimate of the proportion of financing leases to the Town's total Long-Term Debt, a description of any changes since the previous year's report, if any, and a statement that in his or her opinion all financing leases were made in accordance with this Policy; and
  - A statement indicating that the capital plan is compliant with this Policy.



- iv) Prior to entering into a finance lease, which is other than immaterial, a report meeting all of the requirements of section 401(10) of the Act, including, but not limited, to:
- A comparison between the fixed and estimated costs and the risks associated with the proposed lease and those associated with other methods of financing;
  - A statement summarizing, as may be applicable, the effective rate or rates of financing for the lease, the ability for lease payment amounts to vary and the methods or calculations, including possible financing rate changes, that may be used to establish that variance under the lease;
  - A statement summarizing any contingent payment obligations under the lease that could result in a material impact for the Town;
  - A summary of assumptions applicable to any possible variations in the agreement payment and contingent payment obligations; and
  - Any other matters the Treasurer or Council considers advisable.
- v) Prior to the Town passing a by-law providing for Construction Financing, a report meeting the requirements of O. Reg. 278/02, amended to O. Reg. 76/16, including, but not limited to:
- The fixed and estimated costs to the Town;
  - Whether the costs of the proposed financing for construction of the undertaking are lower than other methods of financing available;
  - A detailed estimate with respect to the terms of the Town's expectation of revenue generation from the undertaking, once constructed;



- The risks to the Town if the undertaking is not constructed or completed within the period of construction as estimated by Council; and
  - The financial and other risks for the Town.
- vi) Other reports in line with this policy shall be brought forward to Council as needed.

**c) Policy Review:**

This policy shall be presented to Council for review (and update if required) every four years, in the first year of each newly elected Council, or more frequently as deemed necessary by Council, the Chief Administrative Officer, or the Treasurer.

**5. Attachments**

- Appendix A Maximum Financing Term of an Asset  
Appendix B Debt-Related Financial Indicators

**Policy S400-XX Appendix A**  
**Town of Pelham: Corporate Services**  
**Maximum Financing Term of an Asset**

Maximum Financing Term	Type of Asset
3 Years	Computer Software Desktop/Laptop Computer, Monitor
5 years	Audio, Video, and Security Equipment Computer Server and Network Equipment Office Equipment Office Furniture
10 years	General Purpose Vehicle Park Facility, Trail Parking Lot Public Works Facility Sidewalk Specialized Equipment Specialized Vehicle (e.g. Snow Plow, Fire Truck) Street Lighting, Traffic Signal Underground Wiring Unlicensed Mobile (e.g. Tractor, Ice Resurfacer) Water Meter
20 years	Bridge, Culvert Fire Station Library Office Building Road Sanitary sewer, Storm Sewer Watermain, Hydrant
30 years	Recreational Facility with Useful Life > 30 years

Policy S400-XX Appendix B  
Town of Pelham: Corporate Services  
Debt-Related Financial Indicators

Indicator	Category	Definition	Importance	Benchmarks	Agency/Source	Calculation
Debt Servicing Cost as a % of Own-Source Revenues	Flexibility	Percentage of revenues that are used to pay for principal and interest on debt (Revenue excludes items which are not guaranteed or non-recurring, such as grants, development charges, and gains on disposal of tangible capital assets. See Definitions in this Policy. Debt excludes non-recurring items such as lump-sum or balloon payments.).	A measure of the Town's ability to service debt payments. A higher number indicates that debt servicing is consuming a higher portion of the operating budget and may constrain the funding that is available for other service delivery.	<ul style="list-style-type: none"><li>Provincial limit is 25%.</li><li>The MMAH monitors a similar indicator, Debt Servicing as a % of Total Revenues (Less Donated TCA). Less than 5% is low risk, 5 to 10% is moderate risk, and above 10% is high risk.</li></ul>	MMAH, modified	<u>Debt Servicing Cost for the Year (SLC 81 9920 01)</u> Own-Source Revenues (SLC 81 2610 01)
Debt Service Coverage Ratio	Flexibility	Cash flow that is available to pay for principal and interest on debt.	A measure of the Town's ability to service debt with recurrent operating cash flows. If this ratio is 1, the Town has just enough cash flow to pay for debt servicing. If it is less than one, the Town operating income is constrained in covering debt servicing costs.	<ul style="list-style-type: none"><li>Less than 1 is constrained, 1 is just sufficient to cover debt servicing, 1.5 or higher would indicate more flexibility to meet operating demands.</li></ul>	Infrastructure Ontario, modified	<u>Adjusted Operating Surplus*</u> Debt Servicing Cost for the Year (SLC 81 9920 01)  *Adjusted Operating Surplus = Own-Source Revenues (SLC 81 2610 01) - Operating Expenses (SLC 40 9910 07) + Amortization (SLC 40 9910 16) + Interest on Long-term Debt (SLC 40 9910 02)
Debt to Reserve Ratio	Flexibility	Total debt outstanding as a ratio of total reserves (excluding obligatory reserve funds).	A measure of the amount of debt taken out that will need to be funded in the future, versus the amount that has been put away into reserves to provide for future expenditures. A ratio of greater than 1 means that debt outstanding exceeds reserves available. A ratio of less than 1 means that debt outstanding is lower than reserves available.	<ul style="list-style-type: none"><li>Less than 1 is low risk, 1 to 1.25 is moderate risk, and above 1.25 is high risk.</li></ul>	BMA Study	<u>Total Long-term Liabilities (SLC 70 2699 01)</u> Total Reserves and Discretionary Reserve Funds (SLC 60 2099 03 + SLC 60 2099 02)
Debt per Capita	Flexibility	The amount of debt that is outstanding per Town citizen.	A measure of how much debt is outstanding per citizen of the Town. This can give an indication of the amount of future tax revenues that need to be recovered to pay for existing infrastructure, and a high level of debt relative to other similar municipalities may mean that the Town would have less flexibility to respond to an unanticipated event or expenditure.	<ul style="list-style-type: none"><li>We do not have a specific benchmark, but the Town ratio can be compared to other similar municipalities to provide a point of reference.</li></ul>	BMA Study	<u>Total Long-term Liabilities (SLC 70 2699 01)</u> Population (SLC 01 0041 01)
Net Financial Assets (Net Debt) as a % of Own-Source Revenues	Sustainability	Net financial assets (or net debt) as a percentage of Own-Source Revenues. (Revenue excludes items which are not guaranteed or non-recurring, such as grants, development charges, and gains on disposal of tangible capital assets. See Definitions in this Policy.).	A measure of the amount that Own-Source Revenue is servicing debt. A ratio less than zero indicates that the Town is in a Net Debt position (liabilities exceed financial assets). An increasing negative number may indicate challenges for long-term sustainability because an increasing amount of future revenues will be required to pay for the existing debt.	<ul style="list-style-type: none"><li>The MMAH indicates greater than -50% is low risk, -50% to -100% is moderate risk, and less than -100% is high risk.</li><li>Trend should be viewed over a minimum 3-year period.</li></ul>	MMAH, modified	<u>Net Financial Assets (Net Debt) (SLC 70 9945 01)</u> Own-Source Revenues (SLC 81 2610 01)
Total Reserves and Reserve Funds as a % of Operating Expenditures	Sustainability	Total reserves and discretionary reserve funds as a percentage of operating expenditures.	A measure of the amount of funds that have been set aside for future needs and contingencies. A higher percentage means that the Town may be relying less on debt or putting funds away for future expenditures. A lower percentage may mean that the Town is relying more heavily on in-year tax levy and rates to pay for expenditures.	<ul style="list-style-type: none"><li>The MMAH indicates greater than 20% is low risk, 10% to 20% is moderate risk, and less than 10% is high risk.</li><li>The Town will consider greater than 40% is low risk, 20% to 40% is moderate risk, and less than 20% is high risk.</li></ul>	MMAH	Total Reserves and Discretionary Reserve Funds <u>(SLC 60 2099 03 + SLC 60 2099 02)</u> Total Expenses - Revenue Received from Other Municipalities for Operations - Revenue Received from Other Municipalities for Tangible Capital Assets (SLC 40 9910 11 - SLC 12 9910 03 - SLC 12 9910 07)
Asset Consumption Ratio	Sustainability	Accumulated amortization of tangible capital assets as a percentage of historical cost of tangible capital assets	A measure of the amount of the Town capital assets' life expectancy which has been consumed. A higher ratio may indicate that there are significant replacement needs, and a lower ratio may indicate that there is not significant aging of the Town's capital assets.	<ul style="list-style-type: none"><li>The MMAH indicates less than 50% is low risk, 50% to 75% is moderate risk, and greater than 75% is high risk.</li></ul>	MMAH	Closing Accumulated Amortization Balance of Tangible Capital Assets <u>(SLC 51 9910 10)</u> Closing Cost Balance of Tangible Capital Assets (SLC 51 9910 06)

Note: "SLC" refers to the Financial Information Return (FIR) schedule, line, column.

	Debt Servicing Cost as a % of Own-Source Revenues		Debt Service Coverage Ratio		Debt to Reserve Ratio	Debt per Capita	Net Financial Assets (Net Debt) as a % of Own-Source Revenues		Total Reserves and Reserve Funds as a % of Operating Expenditures		Asset Consumption Ratio	
Importance	A measure of the Town's ability to service debt payments. A higher number indicates that debt servicing is consuming a higher portion of the operating budget and may constrain the funding that is available for other service delivery.		A measure of the Town's ability to service debt with recurrent operating cash flows. If this ratio is 1, the Town has just enough cash flow to pay for debt servicing. If it is less than one, the Town operating income is constrained in covering debt servicing costs.		A measure of the amount of debt taken out that will need to be funded in the future, versus the amount that has been put away into reserves to provide for future expenditures. A ratio of greater than 1 means that debt outstanding exceeds reserves available. A ratio of less than 1 means that debt outstanding is lower than reserves available.	A measure of how much debt is outstanding per citizen of the Town. This can give an indication of the amount of future tax revenues that need to be recovered to pay for existing infrastructure, and a high level of debt relative to other similar municipalities may mean that the Town would have less flexibility to respond to an unanticipated event or expenditure.	A measure of the amount that Own-Source Revenue is servicing debt. A ratio less than zero indicates that the Town is in a Net Debt position (liabilities exceed financial assets). An increasing negative number may indicate challenges for long-term sustainability because an increasing amount of future revenues will be required to pay for the existing debt.		A measure of the amount of funds that have been set aside for future needs and contingencies. A higher percentage means that the Town may be relying less on debt or putting funds away for future expenditures. A lower percentage may mean that the Town is relying more heavily on in-year tax levy and rates to pay for expenditures.		A measure of the amount of the Town capital assets' life expectancy which has been consumed. A higher ratio may indicate that there are significant replacement needs, and a lower ratio may indicate that there is not significant aging of the Town's capital assets.	
Low Risk	Less than 5%	L	1.5 or higher	L			Greater than -50%	L	Greater than 20%	L	Less than 0.5	L
Moderate Risk	5% to 10%	M	1 to 1.49	M			-50% to -100%	M	10% to 20%	M	0.5 to 0.75	M
High Risk	Greater than 10%	H	Less than 1	H			Less than -100%	H	Less than 10%	H	Greater than 0.75	H

Pelham	13%	H	1.01	M	10.23	\$	1,759	-203%	H	12%	M	0.37	L
Fort Erie	3%	L	8.20	L	0.29	\$	240	60%	L	54%	L	0.43	L
Grimsby *	0%	L	53.22	L	0.21	\$	142	132%	L	69%	L	0.27	L
Niagara Falls *	3%	L	8.65	L	0.55	\$	588	58%	L	56%	L	0.38	L
N-O-T-L	2%	L	7.90	L	0.18	\$	158	79%	L	42%	L	0.30	L
Port Colborne *	7%	M	0.80	H	1.37	\$	1,335	-90%	M	53%	L	0.38	L
St. Catharines	7%	M	1.24	M	2.11	\$	965	1%	L	29%	L	0.40	L
Thorold	1%	L	33.19	L	0.03	\$	57	85%	L	154%	L	0.41	L
Wainfleet *	1%	L	20.62	L	0.04	\$	28	31%	L	57%	L	0.45	L
Welland	8%	M	2.00	L	1.33	\$	961	29%	L	44%	L	0.41	L
West Lincoln	5%	M	4.21	L	1.18	\$	1,051	25%	L	95%	L	0.35	L

\* Used FIR from 2017

Note: For details behind all calculations please refer to Appendix B in the "Capital Financing and Debt Management Policy"

**FIRE & BY-LAW SERVICES MONTHLY REPORT****DECEMBER, 2019****DEPARTMENT OVERVIEW & STATISTICS****Suppression:**

The Department has finished up the fiscal year (November 1 to October 31) responding to a total of 661 incidents. Although there were a number of loss or damage to property incidents, there were no reported fire related serious injuries or fatalities. The department's fire prevention efforts are a clear reflection of the progress and success of the smoke and CO alarm program. Fire prevention and suppression staff will continue to work closely with target groups to continue to educate and promote fire safety.

In late September Niagara EMS started a pilot project which focuses on "life critical" incidents. The project is geared towards specialized units and increased resources for critical incidents, the program also focuses on reducing the volume of non-emergency calls and the reduction of off-load wait times in our hospitals. This new program will result in reduced calls for service for all fire departments across Niagara.

**Bylaw:**

Year to date By-law complaints continue to surpass the previous year's total. By-law has received 198 complaints compared to 133 complaints received for the entire year of 2018. One Police report was filed in November relating to a *Highway Traffic Act* Violation involving a School Crossing Guard.

The By-law Department continues to work closely with Public Health Tobacco Enforcement Officers to enforce the Regional Smoking By-law in regard to Marlene Stewart Streit Park (skate park), the MCC and all public properties in Pelham.

Winter Parking enforcement will now be a top priority in an effort to keep the streets clear of vehicles to assist operations in plowing and sanding during winter events.

By-law and operations have installed new no alcohol signs in all parking areas of the Town, there have been a few minor incidents involving the public drinking out of the back of vehicles. By-law is working closely with the NRP to police these areas.

## Fire Prevention:

Over the past few months fire prevention has been very eventful.

The week of October 5 – 13 was fire prevention week. Town of Pelham firefighters participated in many activities throughout the Town to promote fire safety of residents. Following fire prevention week there have been many calls to the Pelham Fire Department for information about fire safety related items.

The Town of Pelham has been awarded Project Zero from Enbridge Gas. Project Zero is a public education campaign that works to improve home safety and bring fire & carbon monoxide related deaths to zero. Enbridge Gas has awarded Pelham Fire Department with 126 Kidde 10 year, worry free combination smoke and carbon monoxide alarms to be distributed to residents in the Town. The alarms have a retail value of approximately \$7558.00. The fire department is working hard to have the alarms distributed by the January 15, 2020 deadline set out by Enbridge. Pelham fire department would like to thank Enbridge Gas for this very generous donation towards the safety of residents.

In November the Town of Pelham Fire Department was renewed for tanker shuttle accreditation from Fire underwriters insurance company for Superior Tanker Shuttle service. This accreditation is good for 5 years and helps residents with their house insurance rates, if they live in a non- fire hydrant area. Certification can be found on Town of Pelham website, (search under “tanker”).

## PROJECTS

The Town’s winter control program is now in effect. Information to residents was on the web site, town info screens and warnings were handed out during the first snow fall. Bylaw officers will be serving citations for any violations during future winter events.

## CONSTITUENT CONCERNS & ISSUES ARISING

None identified

## PERSONNEL

The department recognized 3 fire fighters for long service, Wutske and Racz from station two and Beckett from station three received a 25 year medal from the province. George Popko from station two recently retired from active duty serving more than thirty years with the Pelham fire department.

Human resources has posted the new position of full time by-law officer, the current part time officer is scheduled for 20 hours per week, with the recent approval by council the part time officer position will be moving to full time which schedules 35 hours per week.

## GRANTS, CONTRACTS, RFPs & AGREEMENTS

The department received 126 combination smoke and CO alarms from Enbridge gas, Pelham was one of a number of fire departments who received alarms as part of Enbridge's project zero program. These alarms will be distributed throughout the town to target areas.

## MEETINGS

SLT  
Mayor  
Region of Niagara medical committee  
Regional fire coordinators  
Regional Chiefs  
Region of Niagara emergency management group  
NRP

**FIRE & BY-LAW ADMINISTRATION**
**FIRE RESPONSES**

	Total	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
STRUCTURE/VEHICLE FIRE	8	1	1	2	1	1	2		
MUTUAL AID OTHER DEPT	5	2	2	0	0	1			
MVC	35	9	3	4	6	6	7		
UNKNOWN 9-1-1	0	0	0	0	0	0			
REMOTE ALARMS	27	7	4	5	4	6	1		
MEDICAL ASSIST	149	23	27	24	25	27	23		
EMERG. & NON EMERG ASSIST	26	13	7	3	2	1			
PUBLIC ASSISTANCE	31	3	10	8	1	4	5		
GRASS/BRUSH FIRE/COMPLAINT	9	0	1	1	6	0	1		
RESCUES	0	0	0	0	0	0			
ODOUR INVESTIGATION	4	0	0	1	0	1	2		
CO INVESTIGATIONS	12	3	2	3	2	2			
<b>Monthly Totals</b>		61	57	51	47	49	41	0	0
<b>Annual Total</b>	306								
							till june 24		
<b>Total Responses for 2018</b>	598								

**FIRE PREVENTION 2019**
**INSPECTIONS**

	Total	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Inspections	0	2	3	5	7	10	12		
Town Monthly Building Inspect.	0	12	12	12	12	12	12		
Plan reviews	0	4	2	3	4	5	4		
Tapp-C	0	0	0	0	0	0	0		
Fireworks Permit	0	0	0	0	0	2	2		
Open Air Burning Permit	0	10	6	44	58	35	25		
Observed fire drill	0	0	0	0	0	0	0		
Court appearance	0	0	0	0	0	0	0		
<b>Monthly Totals</b>		28	23	64	81	64	55	0	0
<b>Annual Total</b>	0								

**MONTHLY COMMITTEE/ASSOCIATION MEETINGS**

	Total	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
OMFPOA	6	1	1	0	1	1	2		
Arson Committee	1	0	0	0	0	1	0		
TAPP-C	2	0	0	0	1	0	1		
HMW Green Team	0	0	0	0	0	0	0		
Development Coordinator Meeting	4	1	1	1	0	1	0		
Town staff meeting	2	1	0	0	0	0	1		
Meetings, various (n.o.s.)	128	0	2	0	5	8	113		
<b>Monthly Totals</b>		3	4	1	7	11	117	0	0
<b>Annual Total</b>	143								

**FIRE INVESTIGATIONS**

	Total	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Monthly Total		0	0	1	0				
<b>Annual Total</b>	1								

**PUBLIC EDUCATION**

	Total	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Station Visit School	0	0	0	0	0	0	0		
Fire Prevention Education Event	7	0	0	1	0	2	4		
Child / Children Visit Station	4	0	0	1	1	2	0		
Public Education Presentation	3	0	0	0	1	2	0		
General inquiries	95	10	9	11	18	22	25		
Facebook Public Education Posts	36	4	5	9	9	9			

Other Public Education Activities	4	0	2	0	0	2			
Monthly Totals		14	16	22	29	39	29	0	0
Annual Total	149								
<b>OTHER ACTIVITIES</b>									
	Total	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Report Writing	0	0	0	0	0	0	0		
Compliance Letter	8	1	1	3	1	1	1		
Fire safety plan/fire drill scenario reviews	1	0	0	1	0	0	0		
Training for firefighters	0	0	0	0	0	0	0		
Training Course	6	2	1	0	0	1	2		
Monthly Totals		3	2	4	1	2	3	0	0
Annual Total	15								

<b>BY-LAW SERVICES REPORT 2019</b>									
<b>BY-LAW COMPLAINTS RECEIVED</b>									
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
New Complaints	Total	3	5	9	20	17	19		
Y-T-D Totals	73								
Annual Total									
2018 Total	133								
<b>PARKING INFRACTIONS ISSUED</b>									
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Tickets Issued	Total	40	1	0	0	5	0		
Y-T-D Totals	46								
Annual Total									
2018 Total	120								
<b>PARKING WARNINGS ISSUED</b>									
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Warnings issued	Total	0	0	1	0	0	0		
Y-T-D Totals	1								
Annual Total									
<b>ENVIRONMENTAL BY-LAW FILL APPLICATIONS RECEIVED</b>									
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Received	Total	1	0	0	3	3	2		
Authorized	6	1			1	2	2		
Properties Exempt	0								
Denied	1				1				
Monthly Totals Y-T-D	9								
Annual Total									
2018 Total	8								
<b>POLICE REPORTS FILED</b>									
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Incidents Reported	Total	0	0	0	0	0	0		
Mischief									
Vandalism									
Trespassing									
Graffiti									
Other									
Monthly Totals Y-T-D									
Annual Total									
<b>CANNABIS ODOUR COMPLAINTS RECEIVED</b>									
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
NEW Complaints	2	1	4	7	6	2			
REPEAT Complaint	0	7	3	2	2	7			
From PELHAM	0			7	8	9			

From WELLAND	0			0		0			
Monthly Totals	2	8	7	9	8	9	0	0	0
YTD GRAND TOTAL	43								
<b>CANNABIS OPERATIONS LIGHT POLLUTION COMPLAINTS RECEIVED</b>									
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT
NEW Complaints	2	0	0	0	0	0			
REPEAT Complaints	0								
From PELHAM	0								
From WELLAND	0								
Monthly Totals	2	0	0	0	0	0	0	0	0
YTD GRAND TOTAL	2								
<b>NOISE COMPLAINTS</b>									
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT
NEW Complaints				1	2	0			
REPEAT Complaints									
Y-T-D TOTALS	3								

**FIRE & BY-LAW ADMINISTRATION**

<b>FIRE RESPONSES</b>							
	<b>Total</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>
STRUCTURE/VEHICLE FIRE	8	1	1	2	1	1	2
MUTUAL AID OTHER DEPT	6	2	2	0	0	1	0
MVC	43	9	3	4	6	6	8
UNKNOWN 9-1-1	1	0	0	0	0	0	0
REMOTE ALARMS	29	7	4	5	4	6	1
MEDICAL ASSIST	173	23	27	24	25	27	31
EMERG. & NON EMERG ASSIST	26	13	7	3	2	1	0
PUBLIC ASSISTANCE	34	3	10	8	1	4	7
GRASS/BRUSH FIRE/COMPLAINT	9	0	1	1	6	0	1
RESCUES	0	0	0	0	0	0	0
ODOUR INVESTIGATION	5	0	0	1	0	1	2
CO INVESTIGATIONS	16	3	2	3	2	2	2
<b>Monthly Totals</b>		61	57	51	47	49	54
<b>Annual Total</b>	350						
<b>Total Responses for 2018</b>	598						

**FIRE PREVENTION 2019**

<b>INSPECTIONS</b>							
	<b>Total</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>
Inspections	0	2	3	5	7	10	12
Town Monthly Building Inspect.	0	12	12	12	12	12	12
Plan reviews	0	4	2	3	4	5	4
Tapp-C	0	0	0	0	0	0	0
Fireworks Permit	0	0	0	0	0	2	2
Open Air Burning Permit	0	10	6	44	58	35	36
Observed fire drill	0	0	0	0	0	0	0
Court appearance	0	0	0	0	0	0	0
<b>Monthly Totals</b>		28	23	64	81	64	66
<b>Annual Total</b>	0						

**HLY COMMITTEE/ASSOCIATION MEETINGS**

	<b>Total</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>
OMFPOA	6	1	1	0	1	1	2
Arson Committee	1	0	0	0	0	1	0
TAPP-C	2	0	0	0	1	0	1
HMW Green Team	0	0	0	0	0	0	0
Development Coordinator Meeting	4	1	1	1	0	1	0
Town staff meeting	4	1	0	0	0	0	1
Meetings, various (n.o.s.)	133	0	2	0	5	8	113
<b>Monthly Totals</b>		3	4	1	7	11	117
<b>Annual Total</b>	150						

**FIRE INVESTIGATIONS**

	<b>Total</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>
<b>Monthly Total</b>		0	0	1	0		
<b>Annual Total</b>	1						

**PUBLIC EDUCATION**

	<b>Total</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>
Station Visit School	0	0	0	0	0	0	0
Fire Prevention Education Event	12	0	0	1	0	2	4

Child / Children Visit Station	4	0	0	1	1	2	0
Public Education Presentation	9	0	0	0	1	2	0
General inquiries	115	10	9	11	18	22	25
Facebook Public Education Posts	59	4	5	9	9	9	11
Other Public Education Activities	13	0	2	0	0	2	3
Monthly Totals		14	16	22	29	39	43
Annual Total	212						
<b>OTHER ACTIVITIES</b>							
	Total	JAN	FEB	MAR	APR	MAY	JUN
Report Writing	0	0	0	0	0	0	0
Compliance Letter	9	1	1	3	1	1	1
Fire safety plan/fire drill scenario review	2	0	0	1	0	0	0
Training for firefighters	0	0	0	0	0	0	0
Training Course	7	2	1	0	0	1	2
Monthly Totals		3	2	4	1	2	3
Annual Total	18						

BY-LAW SERVICES REPORT 2019							
<b>BY-LAW COMPLAINTS RECEIVED</b>							
		JAN	FEB	MAR	APR	MAY	JUN
New Complaints	Total	3	5	9	20	17	19
Y-T-D Totals	81						
Annual Total							
2018 Total	133						
<b>PARKING INFRACTIONS ISSUED</b>							
		JAN	FEB	MAR	APR	MAY	JUN
Tickets Issued	Total	40	1	0	0	5	0
Y-T-D Totals	68						
Annual Total							
2018 Total	120						
<b>PARKING WARNINGS ISSUED</b>							
		JAN	FEB	MAR	APR	MAY	JUN
Warnings issued	Total	0	0	1	0	0	0
Y-T-D Totals	1						
Annual Total							
<b>ENVIRONMENTAL BY-LAW FILL APPLICATIONS RECEIVED</b>							
		JAN	FEB	MAR	APR	MAY	JUN
Received	Total	1	0	0	3	3	2
Authorized	7	1			1	2	2
Properties Exempt	0						
Denied	1				1		
Monthly Totals Y-T-D	10						
Annual Total							
2018 Total	8						
<b>POLICE REPORTS FILED</b>							
		JAN	FEB	MAR	APR	MAY	JUN
Incidents Reported	Total	0	0	0	0	0	0
Mischief							
Vandalism							
Trespassing							
Graffiti							
Other							

Monthly Totals Y-T-D							
Annual Total							
<b>CANNABIS ODOUR COMPLAINTS RECEIVED</b>							
	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>	<b>JUL</b>
NEW Complaints	2	1	4	7	6	2	0
REPEAT Complaint	0	7	3	2	2	7	4
From PELHAM	0			7	8	9	4
From WELLAND	0			0		0	
Monthly Totals	2	8	7	9	8	9	4
YTD GRAND TOTAL	47						
<b>CANNABIS OPERATIONS LIGHT POLLUTION COMPLAINTS RECEIVED</b>							
	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>	<b>JUL</b>
NEW Complaints	2	0	0	0	0	0	0
REPEAT Complaints	0						
From PELHAM	0						
From WELLAND	0						
Monthly Totals	2	0	0	0	0	0	0
YTD GRAND TOTAL	2						
<b>NOISE COMPLAINTS</b>							
	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>	<b>JUL</b>
NEW Complaints				1	2	0	0
REPEAT Complaints							
Y-T-D TOTALS	3						

JUL
1
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31
TIL 28

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22
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JUL
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1
JUL
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AUG
0

AUG
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AUG

**FIRE & BY-LAW ADMINISTRATION**
**FIRE RESPONSES**

	Total	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
STRUCTURE/VEHICLE FIRE	10	1	1	2	1	1	2	0	2
MUTUAL AID OTHER DEPT	7	2	2	0	0	1	0	1	1
MVC	46	9	3	4	6	6	8	8	2
UNKNOWN 9-1-1	1	0	0	0	0	0	0	1	
REMOTE ALARMS	35	7	4	5	4	6	1	2	6
MEDICAL ASSIST	213	23	27	24	25	27	36	20	31
EMERG. & NON EMERG ASSIST	28	13	7	3	2	1	2	0	
PUBLIC ASSISTANCE	33	3	10	8	1	4	5	2	
GRASS/BRUSH FIRE/COMPLAINT	16	0	1	1	6	0	2	3	3
RESCUES	2	0	0	0	0	0	0	0	2
ODOUR INVESTIGATION	5	0	0	1	0	1	2	1	
CO INVESTIGATIONS	20	3	2	3	2	2	2	2	4
<b>Monthly Totals</b>		61	57	51	47	49	60	40	51
<b>Annual Total</b>	416								
<b>Total Responses for 2018</b>	598								

**FIRE PREVENTION 2019**
**INSPECTIONS**

	Total	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Inspections	0	2	3	5	7	10	12	15	19
Town Monthly Building Inspect.	0	12	12	12	12	12	12	12	12
Plan reviews	0	4	2	3	4	5	4	2	6
Tapp-C	0	0	0	0	0	0	0	0	0
Fireworks Permit	0	0	0	0	0	2	2	1	0
Open Air Burning Permit	0	10	6	44	58	35	36	17	9
Observed fire drill	0	0	0	0	0	0	0	0	0
Court appearance	0	0	0	0	0	0	0	0	0
<b>Monthly Totals</b>		28	23	64	81	64	66	47	46
<b>Annual Total</b>	0								

**MONTHLY COMMITTEE/ASSOCIATION MEETINGS**

	Total	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
OMFPOA	6	1	1	0	1	1	2	0	0
Arson Committee	1	0	0	0	0	1	0	0	0
TAPP-C	2	0	0	0	1	0	1	0	0
HMW Green Team	1	0	0	0	0	0	0	0	1
Development Coordinator Meeting	4	1	1	1	0	1	0	0	0
Town staff meeting	4	1	0	0	0	0	1	2	0
Meetings, various (n.o.s.)	143	0	2	0	5	8	113	5	10
<b>Monthly Totals</b>		3	4	1	7	11	117	7	11
<b>Annual Total</b>	161								

**FIRE INVESTIGATIONS**

	Total	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Monthly Total		0	0	1	0				1
<b>Annual Total</b>	2								

**PUBLIC EDUCATION**

	Total	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Station Visit School	0	0	0	0	0	0	0	0	0
Fire Prevention Education Event	14	0	0	1	0	2	4	5	2
Child / Children Visit Station	4	0	0	1	1	2	0	0	0
Public Education Presentation	9	0	0	0	1	2	0	6	0
General inquiries	143	10	9	11	18	22	25	20	28
Facebook Public Education Posts	76	4	5	9	9	9	11	12	17

Other Public Education Activities	20	0	2	0	0	2	3	6	7
Monthly Totals		14	16	22	29	39	43	49	54
Annual Total	266								
<b>OTHER ACTIVITIES</b>									
	Total	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Report Writing	0	0	0	0	0	0	0	0	0
Compliance Letter	9	1	1	3	1	1	1	1	0
Fire safety plan/fire drill scenario reviews	4	0	0	1	0	0	0	1	2
Training for firefighters	0	0	0	0	0	0	0	0	0
Training Course	7	2	1	0	0	1	2	1	0
Monthly Totals		3	2	4	1	2	3	3	2
Annual Total	20								

BY-LAW SERVICES REPORT 2019									
BY-LAW COMPLAINTS RECEIVED									
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
New Complaints	Total	5	13	16	22	20	25	13	20
Y-T-D Totals	134								
Annual Total									
2018 Total	133								
PARKING INFRACTIONS ISSUED									
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Tickets Issued	Total	40	1	0	0	5	0	22	14
Y-T-D Totals	82								
Annual Total									
2018 Total	120								
PARKING WARNINGS ISSUED									
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Warnings issued	Total	0	0	1	0	0	0	0	0
Y-T-D Totals	1								
Annual Total									
ENVIRONMENTAL BY-LAW FILL APPLICATIONS RECEIVED									
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Received	Total	1	0	0	3	3	2	1	0
Authorized	7	1			1	2	2	1	
Properties Exempt	0								
Denied	1				1				
Monthly Totals Y-T-D	10								
Annual Total									
2018 Total	8								
POLICE REPORTS FILED									
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Incidents Reported	Total	0	0	0	0	0	0	0	0
Mischief									
Vandalism									
Trespassing									
Graffiti									
Other									
Monthly Totals Y-T-D									
Annual Total									
CANNABIS ODOUR COMPLAINTS RECEIVED									
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT
NEW Complaints	2	1	4	7	6	2	0	0	
REPEAT Complaint	0	7	3	2	2	7	4	6	
From PELHAM	0			7	8	9	4		

From WELLAND	0			0		0			
Monthly Totals	2	8	7	9	8	9	4	6	0
YTD GRAND TOTAL	53								
<b>CANNABIS OPERATIONS LIGHT POLLUTION COMPLAINTS RECEIVED</b>									
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT
NEW Complaints	2	0	0	0	0	0	0	0	
REPEAT Complaints	0								
From PELHAM	0								
From WELLAND	0								
Monthly Totals	2	0	0	0	0	0	0	0	0
YTD GRAND TOTAL	2								
<b>NOISE COMPLAINTS</b>									
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT
NEW Complaints				1	2	0	0	2	
REPEAT Complaints									
Y-T-D TOTALS	5								

**FIRE & BY-LAW ADMINISTRATION**

FIRE RESPONSES						
	Total	JAN	FEB	MAR	APR	MAY
STRUCTURE/VEHICLE FIRE	14	1	1	2	1	1
MUTUAL AID OTHER DEPT	8	2	2	0	0	1
MVC	66	9	3	4	6	6
UNKNOWN 9-1-1	2	0	0	0	0	0
REMOTE ALARMS	41	7	4	5	4	6
MEDICAL ASSIST	257	23	27	24	25	27
EMERG. & NON EMERG ASSIST	36	13	7	3	2	1
PUBLIC ASSISTANCE	35	3	10	8	1	4
GRASS/BRUSH FIRE/COMPLAINT	23	0	1	1	6	0
RESCUES	4	0	0	0	0	0
ODOUR INVESTIGATION	6	0	0	1	0	1
CO INVESTIGATIONS	29	3	2	3	2	2
Monthly Totals		61	57	51	47	49
Annual Total	521					
Total Responses for 2018	598					

FIRE PREVENTION 2019						
INSPECTIONS						
	Total	JAN	FEB	MAR	APR	MAY
Inspections	0	2	3	5	7	10
Town Monthly Building Inspect.	0	12	12	12	12	12
Plan reviews	0	4	2	3	4	5
Tapp-C	0	0	0	0	0	0
Fireworks Permit	0	0	0	0	0	2
Open Air Burning Permit	0	10	6	44	58	35
Observed fire drill	0	0	0	0	0	0
Court appearance	0	0	0	0	0	0
Monthly Totals		28	23	64	81	64
Annual Total	0					

MONTHLY COMMITTEE/ASSOCIATION MEETINGS						
	Total	JAN	FEB	MAR	APR	MAY
OMFPOA	8	1	1	0	1	1
Arson Committee	1	0	0	0	0	1
TAPP-C	2	0	0	0	1	0
HMW Green Team	1	0	0	0	0	0
Development Coordinator Meeting	5	1	1	1	0	1

Town staff meeting	5	1	0	0	0	0
Meetings, various (n.o.s.)	60	0	2	0	5	8
Monthly Totals		3	4	1	7	11
Annual Total	82					
FIRE INVESTIGATIONS						
	Total	JAN	FEB	MAR	APR	MAY
Monthly Total		0	0	1	0	
Annual Total	2					
PUBLIC EDUCATION						
	Total	JAN	FEB	MAR	APR	MAY
Station Visit School	1	0	0	0	0	0
Fire Prevention Education Event	25	0	0	1	0	2
Child / Children Visit Station	8	0	0	1	1	2
Public Education Presentation	14	0	0	0	1	2
General inquiries	191	10	9	11	18	22
Facebook Public Education Posts	139	4	5	9	9	9
Other Public Education Activities	43	0	2	0	0	2
Monthly Totals		14	16	22	29	39
Annual Total	421					
OTHER ACTIVITIES						
	Total	JAN	FEB	MAR	APR	MAY
Report Writing	0	0	0	0	0	0
Compliance Letter	12	1	1	3	1	1
Fire safety plan/fire drill scenario reviews	7	0	0	1	0	0
Training for firefighters	0	0	0	0	0	0
Training Course	11	2	1	0	0	1
Monthly Totals		3	2	4	1	2
Annual Total	30					
BY-LAW SERVICES REPORT 201						
BY-LAW COMPLAINTS RECEIVED						
		JAN	FEB	MAR	APR	MAY
New Complaints	Total	5	13	16	22	20
Y-T-D Totals	198					
Annual Total						
2018 Total	133					
PARKING INFRACTIONS ISSUED						
		JAN	FEB	MAR	APR	MAY
Tickets Issued	Total	40	1	0	0	5
Y-T-D Totals	91					
Annual Total						
2018 Total	120					

PARKING WARNINGS ISSUED						
		JAN	FEB	MAR	APR	MAY
Warnings issued	Total	0	0	1	0	0
Y-T-D Totals	13					
Annual Total						
ENVIRONMENTAL BY-LAW FILL APPLICATION						
		JAN	FEB	MAR	APR	MAY
Received	Total	1	0	0	3	3
Authorized	8	1			1	2
Properties Exempt	0					
Denied	3				1	
Monthly Total	13					
Annual Total Y-T-D						
2018 Total	8					
POLICE REPORTS FILED						
		JAN	FEB	MAR	APR	MAY
Incidents Reported	Total	0	0	0	0	0
Mischief						
Vandalism						
Trespassing						
Graffiti						
Other						
Y-T-D Totals	1					
Annual Total						

CANNABIS ODOUR COMPLAINTS RECEIVED						
	JAN	FEB	MAR	APR	MAY	JUN
NEW Complaints	2	1	4	7	6	2
REPEAT Complaint	0	7	3	2	2	7
From PELHAM	0			7	8	9
From WELLAND	0			0		0
Monthly Totals	2	8	7	9	8	9
YTD GRAND TOTAL	86					
CANNABIS OPERATIONS LIGHT POLLUTION COMPLAINT						
	JAN	FEB	MAR	APR	MAY	JUN
NEW Complaints	2	0	0	0	0	0
REPEAT Complaints	0					
From PELHAM	0					
From WELLAND	0					
Monthly Totals	2	0	0	0	0	0

YTD GRAND TOTAL	9					
	NOISE COMPLAINTS					
	JAN	FEB	MAR	APR	MAY	JUN
NEW Complaints				1	2	0
REPEAT Complaints						
Y-T-D TOTALS	10					

JUN	JUL	AUG	SEP	OCT	NOV	DEC
2	0	1	2	3		
0	1	2	0	0		
8	8	2	6	10	4	
0	1	0	1	0		
1	2	6	1	3	2	
36	20	35	22	12	6	
2	0	0	2	2	4	
5	2	0	1	1	0	
2	3	4	3	2	1	
0	0	3	0	1		
2	1	0	0	1		
2	2	5	4	3	1	
60	40	58	42	38	18	0

JUN	JUL	AUG	SEPT	OCT	NOV	DEC
12	15	19	18	15	13	
12	12	12	12	12	12	
4	2	6	1	0	0	
0	0	0	0	0	0	
2	1	0	1	0	0	
36	17	9	3	2	0	
0	0	0	1	5	0	
0	0	0	0	0	0	
66	47	46	36	34	25	0

JUN	JUL	AUG	SEPT	OCT	NOV	DEC
2	0	0	1	1	0	
0	0	0	0	0	0	
1	0	0	0	0	0	
0	0	1	0	0	0	
0	0	0	0	0	1	

1	2	0	1	0	0	
11	5	10	6	8	5	
15	7	11	8	9	6	0
JUN	JUL	AUG	SEPT	OCT	NOV	DEC
		1				
JUN	JUL	AUG	SEPT	OCT	NOV	DEC
0	0	0	0	1	0	
4	5	2	3	7	1	
0	0	0	1	3	0	
0	6	0	1	3	1	
25	20	28	20	16	12	
11	12	17	19	22	22	
3	6	7	7	11	5	
43	49	54	51	63	41	0
JUN	JUL	AUG	SEP	OCT	NOV	DEC
0	0	0	0	0	0	
1	1	0	1	1	1	
0	1	2	1	0	2	
0	0	0	0	0	0	
2	1	0	1	1	2	
3	3	2	3	2	5	0
9						
ED						
JUN	JUL	AUG	SEPT	OCT	NOV	DEC
25	13	20	33	17	14	
D						
JUN	JUL	AUG	SEPT	OCT	NOV	DEC
0	22	14	6	3	0	

JUN	JUL	AUG	SEPT	OCT	NOV	DEC
0	0	0	0	2	10	
ONS RECEIVED						
JUN	JUL	AUG	SEPT	OCT	NOV	DEC
2	1	0	1	1	1	
2	1				1	
			1	1		
JUN	JUL	AUG	SEPT	OCT	NOV	DEC
0	0	0	0	0	1	
					1	

JUL	AUG	SEPT	OCT	NOV	DEC
0	0	6	3	1	
4	6	15	5	3	
4			8	3	
				1	
4	6	21	8	4	0

S RECEIVED					
JUL	AUG	SEPT	OCT	NOV	DEC
0	0		1	1	
		1	4		
		1		1	
0	0	1	5	1	0

--	--	--	--	--	--

JUL	AUG	SEPT	OCT	NOV	DEC
0	2	2	1	1	
				1	

**Subject:** Public Realm Investment Program (PRIP) Grant  
Rice Road and Port Robinson Road**Recommendation:**

**THAT COMMITTEE receive Report #2019-0147; and recommend that Council endorse the proposed landscaping improvements and allow staff to proceed with finalizing the landscaping plan to complete the works in 2020.**

**Background:**

Established in 2016, the Public Realm Investment Program (PRIP) is a value-added program that allows the Region to partner with local municipalities on capital projects that provide public realm enhancements on over 250 kms of Regional Roads in urban and core areas. Public realm enhancements attract investment and help to create vibrant and enlivened public realms that sustain businesses, improve all modes of transportation, and celebrate community. People seek out and enjoy well-designed places that are inclusive and accessible, where they enjoy personal comfort, safety, happiness and well-being. These attractive and vibrant places offer a higher quality of life to residents and visitors. To encourage investment in great public places for people, the Region is offering this incentive program to all of its local municipalities. Investing in with local municipal partners to complete our streets with enhanced boulevards, sidewalks, and spaces in the public realm across Niagara helps our region attract new residents, promote tourism, grow the economy, beautify our communities, and is key to building strong and resilient communities in Niagara.

The purpose of the program is to encourage investment in the urban and core area public realms along Regional roads by providing matching funding to local municipal partners for upgrades to existing capital projects.

The Public Realm Investment Program provides matching funding to eligible local municipal projects that are initiated and constructed by either the local municipality or Niagara Region in consultation or collaboration with the local municipality. The maximum Regional funding contribution is limited to an amount of \$100,000.

This program is available to all of Niagara's local municipalities and the Niagara Peninsula Conservation Authority (NPCA). Projects must be within or directly adjacent to a Regional Road right-of-way. Projects must be completed by the end of the year following the award. Maintenance agreements are required.

### **Analysis:**

In 2017, Town staff applied for funding from the PRIP grant to make improvements around the Rice Road and Hwy 20 Storm Water Management (SWM) pond. The original request included a complete landscaped vision for improvements surrounding the SWM pond with a total estimated project cost of \$830,000. The original funding request of \$100,000 was not approved by the Region; however, there was funding set aside in the amount of \$12,000 to place benches overlooking the pond. This project would enhance the seating area located in front of the SWM pond near the intersection of Hwy 20 (RR20) and Rice Road (RR54).

The funds for this project have been reserved for the Town of Pelham for implementation in 2020. Based on the 50/50 cost sharing split the Town of Pelham would be responsible for \$12,000 with a total estimated project cost of \$24,000. This project is identified in the 2020 Capital Budget under project RD 17-20.

In 2018, the Region began the reconstruction of Rice Road (RR54) from Hwy 20 (RR20) to Merritt Road. Included in this project was the reconstruction and signalization of the intersection at Rice Road and Port Robinson Road.

As part of this project it was the vision of the previous Council and Town staff that the intersection act as a gateway feature to East Fonthill from the south limit.

Region staff worked with Town staff to develop a gateway/landscaping feature on the north-west corner of the intersection at Rice Road and Port Robinson Road. This project will enhance the streetscaping for the local community. In addition, it will promote a higher usage of the Regional Road (Rice Road) by active transportation users by providing a crucial rest area along the multi-use pathway that connects East Fonthill to the Meridian Community Centre and urban core.

The proposed project includes a seating area and parkette adjacent to the SWM pond for the River Estates subdivision. The feature will provide a space for rest and reflection and views of the SWM pond as an amenity. This project also capitalizes on the Region investment on Rice Road and provides for a finishing touch to make it a memorable street and pleasing entrance to East Fonthill.

The estimated project cost for this street and landscaping feature is approximately \$24,120. The Town's contribution will be 50 percent or \$12,060. (Appendix A provides the concept developed by the Region for consideration).

### **Financial Considerations:**

The total approved 2020 capital budget for the landscaping improvements at the Rice Rd SWM pond and the gateway feature at the intersection of Rice Road and Thorold Stone Road is \$48,120.

Funding in the amount of 50 percent (\$24,060) is being made available through the Public Realm Investment Program (PRIP) grant offered through Niagara Region.

The Town's contribution to the project is 50 percent or \$24,060 and will be funded through the Roads Reserve as part of the 2020 Capital Budget.

### **Alternatives Reviewed:**

The alternative to consider is to not proceed with the planned landscaping initiatives at the Rice Road SWM pond and /or the intersection at Rice Road and Thorold Stone Road. If council chooses to not proceed with the project(s) then the Town will not be able to receive the \$24,060 in grant funding from the Region under the PRIP Grant.

### **Strategic Plan Relationship: Build Strong Communities and Cultural Assets**

This project relates to Council's strategic priority of building strong communities and cultural assets by providing users of active transportation and pedestrians with an aesthetically pleasing area surrounding the storm water management ponds in the East Fonthill area. In addition, the landscaping features would provide a gateway feature to visitors entering the Town from Thorold and Welland.

### **Consultation:**

Consultation was provided through the Pelham Beautification Committee who have endorsed this project.

### **Other Pertinent Reports/Attachments:**

Appendix A – Rice Road and Port Robinson Road Landscaping Feature

Appendix B – Public Realm Investment Program 2019 Application Guide

**Prepared and Recommended by:**

Jason Marr, P. Eng.  
Director of Public Works

**Prepared and Submitted by:**

David Cribbs, BA, MA, JD, MPA  
Chief Administrative Officer





# Public Realm Investment Program 2019 Application Guide



Urban Design and Landscape Architecture  
Planning and Development Services

Niagara  Region

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# PUBLIC REALM INVESTMENT PROGRAM

## PROGRAM OVERVIEW

Established in 2016, the Public Realm Investment Program (PRIP) is a value-added program that allows the Region to partner with local municipalities on capital projects that provide public realm enhancements on over 250 kms of Regional Roads in urban and core areas.

Public realm enhancements attract investment and help to create vibrant and enlivened public realms that sustain businesses, improve all modes of transportation, and celebrate community. People seek out and enjoy well-designed places that are inclusive and accessible, where they enjoy personal comfort, safety, happiness and well-being. These attractive and vibrant places offer a higher quality of life to residents and visitors.

To encourage investment in great public places for people, the Region is offering this incentive program to all of our local municipalities. Investing in with local municipal partners to complete our streets with enhanced boulevards, sidewalks, and spaces in the public realm across Niagara helps our region attract new residents, promote tourism, grow the economy, beautify our communities, and is key to building strong and resilient communities in Niagara.



## PART A PROGRAM OVERVIEW

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“The street is the river of life of the city, the place where we come together, the pathway to the center.”

- WILLIAM H. WHYTE

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222 Hennepin St, Minneapolis  
Downtown Improvement District  
Award Winner – Best Street Tree  
Canopy, 2013

(Image courtesy [www.mplsddid.com](http://www.mplsddid.com))

# PUBLIC REALM INVESTMENT PROGRAM

## PROGRAM PURPOSE

The purpose of the program is to encourage investment in the urban and core area public realms along Regional roads by providing matching funding to local municipal partners for upgrades to existing capital projects.

This contributes to attractive public realms that enrich and enliven Niagara's communities by:

- Creating a sense of place by integrating architectural features, public art, street furniture, enhanced paving, and generous planting design through the inclusion of enhanced elements in their projects, beyond the standard products and treatments;
- Leveraging regional and municipal capital funding to achieve design excellence and provide a funding option that promotes community pride and contributes to community identity projects;
- Responding to the unique challenges within our local municipalities with innovative and unique design solutions that will address the diverse needs and character of the Region's built environments;
- Supporting treatments and measures along Regional roads that include design for optimal tree health, sustainable storm water management strategies, and resilient and beautiful landscapes; and,
- Prioritizing universal accessibility with a focus on pedestrian comfort and safety by clearly defining sidewalks, crosswalks, bicycle lanes and roadways to effectively support walking, cycling, and alternative means of transportation.

“Cities have the capability for providing something for everybody, only because, and only when, they are created by everybody.”

- JANE JACOBS

Mural by Barcelona-based artist Jupiterfab located across from the St Catharines Performing Arts Centre, on Garden Park.



# PUBLIC REALM INVESTMENT PROGRAM

## PROGRAM FUNDING

The Public Realm Investment Program provides *matching* funding to *eligible* local municipal projects that are initiated and constructed by either the local municipality or Niagara Region in consultation or collaboration with the local municipality. The maximum Regional funding contribution is limited to an amount of **\$100,000**.

Partnerships with local associations and community groups are encouraged, however the Region will only match the contribution made by the municipality.

Through the PRIP, municipalities may apply for funding that may be applied to a wide variety of streetscape enhancements and upgrades to project standards or typical installations, including (but not limited to):

- **HARDSCAPING:** Sidewalks, decorative boulevard treatments, street furniture (benches, bike racks, litter receptacles), decorative lighting, etc.
- **LANDSCAPING:** Native trees, planting beds, pollinator gardens, rain gardens or bioswales, roundabouts, etc.
- **COMMUNITY IDENTITY:** Gateway features, public art (sculpture, publicly accessible murals, etc), seasonal decoration, as well as basket arms and wayfinding.



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“Great cities know streets are places to linger & enjoy, not just move through.”

- BRENT TODERIAN

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Forest Hill Village North Gateway,  
Toronto, ON

(Image courtesy PLANT Architect)

# PUBLIC REALM INVESTMENT PROGRAM

## ELIGIBILITY

This program is available to all of Niagara's local municipalities and the Niagara Peninsula Conservation Authority (NPCA).

- Projects must be within or directly adjacent to a Regional Road right-of-way.
- Projects must be completed by the end of the year following the award. For example, projects receiving funding in 2019 must be completed prior to the end of 2020.
- Maintenance agreements are required.

Applications for funding will be reviewed by Regional staff using the eligibility criteria listed as (Part C) of this package.

Municipalities are encouraged to submit projects that deliver the greatest value for their communities (i.e. social, economic, and environmental). The Region specifically encourages the submission of projects located: within downtowns, employment areas or community gateways; close to public buildings or public parks; along the Regional bicycle network, transit routes, tourist areas, the wine route, and multi-use paths.

Municipalities must provide at minimum, a matching funding amount equal to the requested Regional contribution. Municipalities are invited to apply by completing the Application Submission Form provided as (Appendix 1) of this package.



Street side rain gardens offer beauty and increased ecological functions.

(Image courtesy Rain Dog Designs, Puget Sound, WA)

# PUBLIC REALM INVESTMENT PROGRAM

## APPLICATION PROCESS

Applications to the Program will be processed in the following manner:

**Step 1 Submission (Deadline: March 29, 2019)**

Applications are received by the Region and checked for completeness (additional information may be requested)

**Step 2 Submission Evaluation Region Staff (by April 18, 2019)**

Complete Applications are evaluated by the Region's Program Selection Team and prioritized.

**Step 3 Meetings with Local Municipalities (Week of April 23, 2019)**

Meetings with municipalities to formalize scope, scheduling, and funding.

**Step 4 Award (May 1, 2019)**

Funding awarded to prioritized projects (date is subject to complexity and quantity of applications)

**Step 5 Implementation (2019/2020)**

Region or local municipality constructs approved works.

**Step 6 Completion (Prior to end of 2020)**

Project Completion Report submitted with invoice.



## PART B APPLICATION OVERVIEW

**SUBMISSION  
DEADLINE:**



# PUBLIC REALM INVESTMENT PROGRAM

## SUBMISSION REQUIREMENTS

Project submissions must demonstrate the public benefits of the investment for the local municipality and to the Region. Submissions must include a completed application form (Appendix 1), and the following supporting information:

1. Digital photographs showing the current condition of the project site;
2. Detailed itemized costs of the work;
3. Technical drawings of the project such as plans, and details;
4. Key project milestones; and,
5. Maintenance commitment (included on application form).

Municipalities wishing to submit more than one project must make separate submissions. Project submissions will be reviewed to ensure compliance with program requirements and alignment with Regional objectives.

### Submit applications to:

Program Coordinator: Vanessa Aykroyd, OALA, CSLA  
Email: [vanessa.aykroyd@niagararegion.ca](mailto:vanessa.aykroyd@niagararegion.ca)  
Mail: Public Realm Investment Program  
c/o Vanessa Aykroyd, Landscape Architect  
Urban Design and Landscape Architecture Section  
Planning and Development Services Department  
Niagara Regional Headquarters, Campbell West  
1815 Sir Isaac Brock Way, PO Box 1042  
Thorold, Ontario L2V 4TZ

## WITHDRAWAL OF APPLICATION

If a municipality must withdraw from an approved PRIP funding commitment, a letter to that effect must be submitted to Region's PRIP Coordinator as soon as possible via email or regular mail.

Depending on the amount of the forfeited funding commitment, and if a withdrawal occurs before October 1st of the same PRIP year, the funding may be reassigned to another municipality through a new call for PRIP applications. At such time, municipalities, will be informed of the available funding and will be encouraged to submit a PRIP application. Applications will be evaluated and available funding assigned through a process that is similar to that of the initial (PART C) process.

# PUBLIC REALM INVESTMENT PROGRAM

## EVALUATING THE APPLICATION

All applications will be reviewed and evaluated by the Region to ensure the proposed works align with the objectives of the program.

The evaluation process is divided into 3 steps:

**Step 1** Review of the application and supporting documentation for completeness

**Step 2** Evaluate the application against the Evaluation Criteria (Pg. 9)

**Step 3** Determine Regional funding contribution

### APPLICATION and SUPPORTING DOCUMENT CHECKLIST

\*ensure this information is included either on the application or is attached

Yes

#### 1.0 Application

Completed PRIP Application (Appendix 1)

Required plans, drawings and images provided for review

Current Condition Photos (.jpg or .tif)

Other required supporting studies/documentation

Functional, operational, safety requirements have been addressed by the local municipality (provide supporting documentation from a P. Eng or other qualified professional where required)

#### 2.0 Aligns and Supports Niagara Region's Policies and Practices

Regional Official Plan

Model Urban Design Guidelines

Complete Streets Model Policies

Relates to an Environmental Assessment (if yes then specify)

Relates to the 10 Year Regional Capital Forecast (if yes, then which project and year)

#### 3.0 Support of Local Area Councils

Local Council Resolution to submit application (If applicable)

Demonstrated compliance with local planning documents or master plans (if applicable)

*When all have been addressed, proceed to Step 2:*

## PART C EVALUATION PROCESS

### STEP 1: APPLICATION AND SUPPORTING DOCUMENTATION CHECKLIST

The complete application requirements listed below are for information purposes and should be consulted when preparing an application. Niagara Region will use this chart to determine the eligibility and completeness of the application.

# PUBLIC REALM INVESTMENT PROGRAM

## STEP 2: EVALUATION CRITERIA

The Evaluation Criteria below is used by the Region to evaluate the merits of the project and prioritize projects requiring a funding contribution by the Region. Projects must score above 80 points to receive funding priority. Criteria are worth multiple points and should be addressed to ensure the benefit of projects is well-presented.

\* Points of interest include, but are not limited to tourist destinations, employment areas, transit hubs and stops, public buildings, schools, colleges, universities, parks, other publicly accessible spaces and locations that are culturally and/or naturally significant.

### APPLICATION EVALUATION CRITERIA

<b>1.0 Timing</b>	
Construction to commence within current program year (projects may extend into the next program year for completion)	5
<b>2.0 Location</b>	
Within 500m of an urban core area	4
Within 500m of 5 <i>points of interest</i> *	4
Within a Community Improvement Area / Business Improvement Area / Secondary or District Plan Area	4
Along or adjacent to a public transit route	3
Along a bicycle route, multi-use path, or the wine route	3
Within 1km walking distance to a tourism point of interest	3
Within visual proximity to a landmark (gateway, heritage site, public building)	3
<b>3.0 Community Benefit</b>	
Promotes higher use of the Regional Road and connectivity with other networks	5
Incorporates Heritage and Artistic Elements (e.g. Public Art)	5
Promotes Transit and/or Active Transportation	5
Promotes an inclusive streetscape (i.e. all ages and abilities)	3
Attracts people and promotes opportunities for social interaction	3
<b>4.0 Design Goals</b>	
Addresses a prevalent negative condition or issue	5
Recognizes and leverages local character	4
Contributes to planned improvements/developments in the vicinity	4
Durability and attractiveness of the materials/elements	3
<b>5.0 Environmental Resiliency</b>	
Grows the Urban Forest (Tree planting at least at a 3:1 planted:removed ratio)	5
Includes 60% or greater native plant species (no invasive species permitted)	5
Includes Low Impact Development stormwater management infrastructure	5
Includes other innovative materials, products, or practices	4
Includes recycled or sustainable products (e.g. Recycled plastic or FSC Certified wood products)	3
<b>6.0 Community Partnerships</b>	
Partnership with a Local BIA or local community group or organization	5
Partnership with post-secondary institutions for skills training or innovation development	4
Uses finished products manufactured or created in Niagara	3
<b>Greater than 80 Receives Funding Priority</b>	<b>Total 100</b>

# PUBLIC REALM INVESTMENT

# PROGRAM

## REGIONAL CONTRIBUTION FUNDING LIMITS

### 1.0 Hardscape Materials and Treatments

Strategic sidewalk connections or sidewalk widening (to a minimum 2.0m)	\$30,000
Decorative concrete paving, banding, and unit paving	
Decorative crosswalks (also refer to Section 3.0)	
Decorative on-road pavement (non-asphalt)	
Off-road trail connection areas connecting to Regional Road or Bikeway	
Off-road multi-use trails and associated treatments	

### 2.0 Complete Streets Infrastructure

Cycling facilities (funding possible in collaboration with Bicycle Facilities Grants for Regional Bikeways)	\$25,000
Traffic Calming Measures (including curb extensions, bump outs, and medians not associated with pedestrian crossings)*	
Line painting associated with traffic calming and pedestrian crossing facilities	
Burial of overhead utilities ( <i>The Regional contribution by this program will be determined on a case-by-case basis with cost estimates prepared by the public utilities.</i> )	

### 3.0 Road Crossing Facilities

Sidewalk extensions or bump-outs at intersections	\$15,000
Decorative concrete crosswalks	\$20,000
Decorative painted pedestrian crosswalks	\$8,000
Parklets (Reusable sidewalk extensions where on-street parking is located)	\$10,000

### 4.0 Site Furniture

Benches	\$12,000
Bicycle parking (rings, racks, shelters)	\$10,000
Decorative Bollards	\$5,000
Low seat walls and planters	\$12,000
Pedestrian shade structures	\$10,000
Litter and Recycling Receptacles (funding limit increased for streams that include organics, accompanied by a plan for collection)	\$5,000 - \$10,000
Drinking fountains/Bottle fillers/Pet watering stations	\$5,000
Transit Shelters	\$10,000

### 5.0 Landscaping

Tree Planting (including irrigation bags)	\$25,000
Innovative planting technologies (e.g. structural soil cells)	\$30,000
Hanging baskets and/or planters (installed cost)	\$15,000
Planting beds	\$10,000
Rain gardens/bioswales* (funding limit increased if features address 5 year storm)	\$20,000 - \$30,000
Plants - Native, drought and salt tolerant species	\$5,000

...continued on Page 12

## STEP 3: REGIONAL FUNDING CONTRIBUTION LIMITS

\*Traffic calming measures on Regional Roads or installations that affect Regional Infrastructure require coordination and approval by the Regional Commissioner of Public Works.

\* LID bioswales and rain gardens must capture and infiltrate the 25ml design storm to qualify for specific funding.

# PUBLIC REALM INVESTMENT PROGRAM

## STEP 3: REGIONAL FUNDING CONTRIBUTION LIMITS ...continued

### 6.0 Community Identity Features

Banner arms	\$5,000
Basket arms	\$5,000
Gateway features	\$50,000
Seasonal decorations	\$8,000
Decorative street name blades	\$6,000
Information kiosks	\$15,000
Public art	\$25,000
Interpretive panels/signs	\$7,000
School related Active Transportation initiatives	\$4,000
Wayfinding initiatives	\$10,000
Anti-graffiti wraps and coatings	\$5,000



# PUBLIC REALM INVESTMENT PROGRAM

## REGIONAL COORDINATION/APPROVALS

After the project has received an initial funding approval, Municipal and Regional staff will work together to determine construction and installation details as they pertain to Regional infrastructure.

To ensure clarity and continuity for the project and involved staff, the point of contact at the Region for the project will be the PRIP Program Coordinator. The PRIP Program Coordinator will provide collective comments, and approvals from the required Regional staff, and ensure consistency throughout the project.

## DESIGN COLLABORATION

Regional staff are pleased to provide assistance and guidance at various stages of the project. The local municipality may not have staff resources that could influence the success of the project. The services of the Regional Landscape Architect and Urban Designer are available as needed.

## PROJECT CONSTRUCTION

Once construction and installation details affecting Regional infrastructure are confirmed, a final sign-off from key stakeholders will be communicated through the PRIP Program Coordinator. As construction begins, brief project updates should be shared with the PRIP Program Coordinator at project milestones, or as deemed necessary.

## PROJECT COMPLETION

Once the construction and/or installation of the works defined in the submission has been completed, payment can be requested. Municipalities must inform the PRIP Program Coordinator and provide the following:

- Project Completion Report (See Appendix 2)
- Digital photographs of the built condition; and
- Other supporting documents as required

The Project Completion Report requires the municipality to summarize the project, provide important details, and review project successes. The PRIP Program Coordinator will review the Project Completion documents, and advise that an invoice from the municipality can be issued to the Region. A PO# will be provided and the invoice will be paid Net 30.

## PART D PROJECT IMPLEMENTATION

## PART E

### GLOSSARY OF STREETSCAPE ELEMENTS

### HARDSCAPES

## GLOSSARY OF STREETSCAPE ELEMENTS

### Standard Surface Treatments

Surfacing can include brushed concrete sidewalks, or asphalt pathway paving.



### Upgraded Surface Treatments

Upgraded surfacing can include materials such as stone, concrete unit pavers, coloured concrete, impressed concrete, and exposed aggregate concrete, etc.



# PUBLIC REALM INVESTMENT PROGRAM

# PROGRAM

## Decorative Surface Treatments

Decorative surfacing can include concrete etching, grinding, sandblasting, acid staining, metallic tinting, decorative stamping, decorative unit paving. .



## HARDSCAPES

# PUBLIC REALM INVESTMENT PROGRAM

## Cycling Facilities

Cycling facilities and surface treatments may be funded in collaboration with the Bicycle Facilities Grants for Regional Bikeways.



## Traffic Calming Measures

Curb extensions, bump outs, and medians provide visual cues to slow traffic.



COMPLETE  
STREETS

# PUBLIC REALM INVESTMENT PROGRAM

## Sidewalk Extensions and Bump Outs

Used to reduce the pedestrian crossing distances of roads, bump-outs can provide additional room for street enhancements, such as, seating or public art.



## Decorative Crosswalks

Limited to high tonal contrast and pavers, decorative crosswalks can be used to visually indicate a crossing to motorists and pedestrians alike.



## COMPLETE STREETS

# PUBLIC REALM INVESTMENT PROGRAM

## Pedestrian Crossing Islands

Pedestrian crossing islands provide refuge from traffic in wide crossing situations.



## COMPLETE STREETS

## Parklets/Pop-Up Patios

These are temporary commercial patios or landscape/park installations located in on-street parking spaces, and range from practical to whimsical.



# PUBLIC REALM INVESTMENT PROGRAM

## Trees and Installation Infrastructure

Grow the urban forest in a sustainable way by providing opportunities for proper soil volumes, drainage, and irrigation as necessary, using traditional or innovative measures, such as structural soil cells.



## LANDSCAPES

# PUBLIC REALM INVESTMENT PROGRAM

## LANDSCAPES

### Hanging Baskets and Planters

Add seasonal colour to the streetscape using hanging baskets and planters.



### Planting Beds

Both flush and raised planting beds can add colour and curb appeal to the street.



# PUBLIC REALM INVESTMENT PROGRAM

# PROGRAM

## Bioswales and Rain Gardens

Bioswales and rain gardens serve dual purposes - they enhance the aesthetic of the streetscape, while treating quantity and quality of stormwater. This increases the resiliency of the streetscape and relieves pressure on grey infrastructure.



## LANDSCAPES

# PUBLIC REALM INVESTMENT PROGRAM

## Seating Options

The style and design of seating should positively contribute to the aesthetic value of the streetscape, and respond appropriately to the installation location and expected user of the seating.



## Seating and Retaining Walls

Retaining walls provide valuable functions, but can also serve dual purpose along pedestrian walkways.



## SITE FURNITURE

# PUBLIC REALM INVESTMENT PROGRAM

## Litter and Recycling Receptacles

Refuse containers for handling single and multiple streams can include automated systems such as Big Belly Solar Compactors or similar. Three stream (waste, plastic, organics) receptacles are encouraged where possible.



## Bicycle Parking

Encouraging active transportation via bicycle requires space to park. Bike racks can be open or covered, and range from purely functional to public art.



## SITE FURNITURE

# PUBLIC REALM INVESTMENT PROGRAM

## SITE FURNITURE

### Bollards

Bollards provide protection for pedestrians and can be purely functional, or serve a dual purpose as public art.



### Bus Shelters

Encouraging multi-modal transportation entails protecting riders from the elements.



# PUBLIC REALM INVESTMENT PROGRAM

## Decorative Fencing

When fencing is required, an upgrade to the standard can create a statement.



## Drinking Fountains/Bottle Fillers

Classic or whimsical, making clean water readily to pedestrians and their pets available helps to reduce plastic waste from landfills and oceans.



## SITE FURNITURE

# PUBLIC REALM INVESTMENT PROGRAM

## COMMUNITY IDENTITY

### Banner Arms

Banner arms are a safe and easy way to create a 'Main Street' identity, and can be tailored year after year to meet the community needs.



### Gateway or Prominent Place Features

These features can help to create community identity, and establish a sense of arrival at a community or landmark.



### Seasonal or Festive Decorations

This includes pole mounted wreaths, lights, bows, etc., as well as string lights, accent lighting, or audio and visual projection.



# PUBLIC REALM INVESTMENT PROGRAM

## Decorative Street Name Blade and Plates

Create community or neighbourhood identity with decorative blades and plates.



## Information Kiosks, Wayfinding, and Interpretive Signs

Connect your community with kiosks that allow citizens to stay up to date with activities and events, or share history or information with interpretive signs



## COMMUNITY IDENTITY

# PUBLIC REALM INVESTMENT PROGRAM

## School Active Transportation Initiatives

This includes walking audits, walking promotion, wayfinding, and the addressing of immediate barriers to walking or cycling to and from school.



## Anti-Graffiti Wraps and Coatings

Encourage less 'tagging' on municipal infrastructure. Wraps may be used on infrastructure, and coatings can be used to protect surfaces or permitted artwork..



## COMMUNITY IDENTITY

# PUBLIC REALM INVESTMENT PROGRAM

## Public Art

Create community or neighbourhood identity with decorative blades and plates.



COMMUNITY  
IDENTITY



# 2019 PUBLIC REALM INVESTMENT PROGRAM APPLICATION

Municipality:		Project Location or Address:	
Project Name:			Submission Date:
Estimated Total Project Value:	Requested Regional Contribution Amount*:	Estimated Construction Start Date:	Estimated Construction Completion Date:

## Project Description

*Describe the project, and how it contributes to the enhancement of the public realm.  
See Part C - Evaluation Criteria (Step2) to aid in demonstrating the value of this project.*

## Application Check List

*Attach additional documentation to the application form separately*

<input type="checkbox"/> Itemized Cost Breakdown	<input type="checkbox"/> Project Dates and/or Milestones	<input type="checkbox"/> Detailed/Tender Ready Drawings	<input type="checkbox"/> Current Condition Photos (.jpg or .tif)
<input type="checkbox"/> We acknowledge that if this application is approved, the municipality will be responsible for ongoing maintenance of the works under the application.			
<input type="checkbox"/> We acknowledge that if this application is approved, the Regional Funding Contribution commitment expires at the end of the year following the approval.			
<input type="checkbox"/> We commit to provide a <u>Project Completion Report</u> which is to include a final project cost, project date of completion, copies of invoices paid with funding of this program, digital photographs of completed work.			

## Municipal Project Lead

## Municipal Head of Public Works

Name:	Name:
Signature:	Signature:

*\*Regional Funding Contribution is limited to matching contributions made by the municipality, up to the approved funding amount. Excludes other funding sources or amounts.*



## 2019 PRIP PROJECT COMPLETION REPORT

Municipality:	Project Location or Address:	
Project Name:		Date Submitted:
Original Project Cost:	Actual Project Cost:	
Regional Funding Contribution*:	Municipal Funding Contribution:	
Identify other Funding Sources and Amounts:		
Project Construction Start Date:	Substantial Completion Date:	

### Project Performance:

*Describe the final project and items included (refer to Part C - Regional Contribution Funding (Step 3) to aid in completing this section).*

Hardscape Materials and Treatments; Facilities that Promote Complete Streets; Road Crossing Facilities; Street Furniture; Landscaping; Community Identity, etc.

### Supporting Documentation:

*Attach additional documentation to the Project Completion form separately*

<input type="checkbox"/> Itemized Cost Breakdown	<input type="checkbox"/> Project Dates and/or Milestones	<input type="checkbox"/> Tender/As Built Drawings	<input type="checkbox"/> Post-Construction Photos (.jpg or .tif)
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### Qualitative Feedback from Project Stakeholders (property owners, businesses, visitors, tourists, patrons):

<b>Municipal Project Lead:</b>		<b>Municipal Head of Public Works:</b>	
Name:		Name:	
Signature:		Signature:	

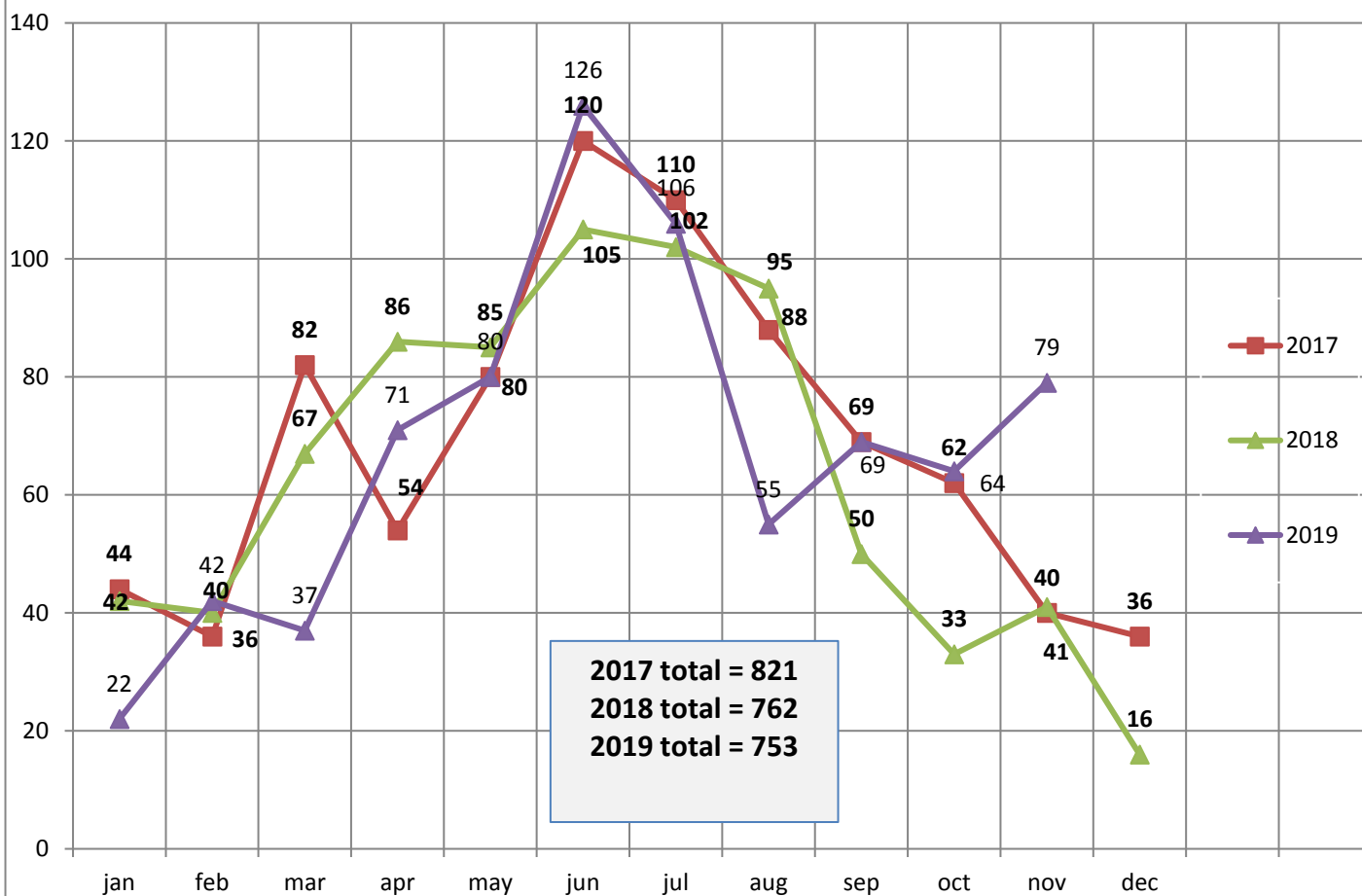
\*Regional Funding Contribution is limited to matching contributions made by the municipality, up to the approved funding amount. Excludes other funding sources or amounts.

## PUBLIC WORKS MONTHLY REPORT

DECEMBER, 2019

### DEPARTMENT OVERVIEW & STATISTICS

#### PW -Service Requests from the Public



## DIVISIONAL UPDATE

### ROADS

Roads staff continue to perform maintenance activities identified during routine road patrols as per the *Ontario Regulation 239/02; Minimum Maintenance Standards for Municipal Highways, of the Municipal Act, 2001*. Typical activities resulting from the road patrols include: pothole patching, sign replacement, tree and brush trimming, catch-basin and sewer cover repairs, cross culvert replacement and small drainage improvements.

The fall season is an important time for staff to prepare for the coming Winter Operations Season. In Pelham the Winter Operations Policy and Plan states that the Winter Operations Season commences November 1st and ends March 31st. Staff began preparing for winter operations in October starting with fleet, which includes setting up and testing the snow clearing equipment and calibrating the sand & salt spreader controls. The routes were reworked to accommodate newly constructed streets in East Fonthill and changes were communicated to staff. Snow fence set up began in rural areas along higher volume roadways prone to drifting. Snow-fence has yet to be set up in a few locations as wet weather made access to some properties difficult. Marking routes with wooden stakes helps operators determine the location of the road edges on urban streets without curbs. Staff did not have the opportunity to complete route marking before the first snow fall. Staff will repair boulevard sod damage when the weather allows and resources are available.

Between the afternoon of November 11<sup>th</sup> and morning of November 12<sup>th</sup> the Town of Pelham received approximately 25cm of snow. Town staff worked throughout the 11<sup>th</sup> to keep the main urban and rural roads clear utilizing the entire fleet of six (6) combination snowplow/spreader units. All roads including residential and urban streets were cleared of snow by the afternoon of November 12<sup>th</sup> utilizing six (6) trucks and three (3) tractors fitted with snow plows. The roads were treated with approximately 250 tonnes of pickled sand, which is a mix of Sand and Salt at a ratio of 5:1.

### BEAUTIFICATION

Beautification staff also began to prepare for the winter season while continuing to perform regular maintenance works including the inspection and repair of playground equipment and structures. Summer annuals and hanging baskets were removed and spring bulbs planted for 2020, while field preparation and line painting continued into late September for both baseball and soccer. Staff removed goal netting, patched up the turf and winterized sports field irrigation systems once the summer sports wrapped up for the season.

A wind storm swept through the Town of Pelham on November 1st. Wind gusts reaching 95km/h resulting in twelve (12) tree falls. Staff were prepared and responded promptly to each location.

Staff installed benches at the newly constructed parks on both Abbott Place and Marlene Stewart Drive in the Chestnut Ridge development. After inspection and approval from beautification staff, both parks were opened to the public. Memorial benches were also installed at Woodstream Park and Hillside Cemetery. Other notable works completed by the Beautification Department were the relocation of the gate at Centennial Park to help reduce the field damage caused by vehicle vandalism, installation of veteran street pole banners, and the installation of Christmas decorations.

Tenders were issued for Gypsy Moth Egg Mass Surveys and Survey Plot Development in accordance with the Town's Procurement Policy. Two (2) submissions were received and evaluated before awarding the assignment to Lallemand Inc./Bio Forest. Work will begin in December developing survey plots and collecting egg mass data. A full report of findings as well as management recommendations will be prepared and delivered to staff in early 2020.

## **WATER/WASTEWATER**

Water/Wastewater operators completed the 2019 valve and hydrant maintenance programs as well as the fall dead-end watermain flushing program. A total of thirty nine (39) hydrants and valves were repaired during maintenance programs. Sampling for Lead, THM's and HAA's was completed in September as required. All results were below the Drinking Water Standard(s).

Staff repaired one (1) watermain break in Fenwick and assisted in the repair of three (3) watermain breaks damaged by contractors during large road reconstruction and water replacement projects.

An internal audit was completed on the Town of Pelham's DWQMS system to ensure it remains in compliance to Ontario Drinking Water Regulations. Results from the audit had not been received at the time of this report.

## **FLEET**

The Fleet Technician continued to complete annual inspections, routine repairs and preventative maintenance to municipally owned vehicles. Throughout September and October all of the Towns Combination Snow Plow/Spreader units were inspected and several repairs were made to the spreader systems. Within hours of responding to the first snow fall of the season three (3) trucks had experienced mechanical failures. One (1) truck experienced engine malfunction and two (2) units had blown hydraulic lines. Within three hours all units were back on the road. These break downs are a direct result of the age of the equipment. Loss of fleet availability due to mechanical failure severely impacts the ability to respond to winter events in an efficient and timely manner.

## FACILITIES

Facilities staff continue to complete routine repairs and perform preventative maintenance on all equipment within all municipally owned buildings including the winterizing of seasonal facilities at Harold Black, Centennial, and Marlene Stewart Streit Park. Other notable work included; cleaning of eaves troughs at all buildings, HVAC systems repairs at Station 1 and Maple Acres Library, emergency lighting systems and Bay lighting repairs at Station 1, a hot water tank replacement at Maple Acres Library, repair and upgrade of electrical cable under Pelham Town Square, door closing mechanism repair at Town Hall, installation of the art wall hanging system and Pelham Arena Heritage wall at the MCC, and floor and grease trap maintenance at all Fire Halls.

The repairs to the flat roof systems at Fire Station No. 1 and Pelham Town Hall were completed as per the contract, however, staff continues to work with the paint contractor to rectify masonry issues at Pelham Town Hall.

## ENGINEERING

The following is a summary of the activities that have occurred in the Engineering Department since September 2019:-

**Sulphur Springs Rehabilitation** – This project has been included in the 2020 Capital Budget for Roads. Staff are preparing the terms of reference for an Environmental Assessment study to look into the option of permanently closing Sulphur Springs Road to vehicular traffic.

**Pelham Street North** – Project was tendered and awarded to The Charlton Group, Kick-off meeting held and construction commenced October 2019. Storm sewers on Shorthill Place are complete and watermain installation on Pelham Street is underway. Staff is currently working with the contractor and the consultant to determine a timeline and end point for the winter shut-down. Staff has requested that all road surfaces are restored to an asphalt surface prior to winter shut-down.



Pelham Street North Reconstruction project

**Pelham Street South** – The Town has received Federal and Provincial funding towards completing a total reconstruction of Pelham Street to the Town Boundary south of Welland Road. The works include new storm and sanitary sewer, new watermain, and updates to existing water mains, as well as, new curb, asphalt, and sidewalks. Design for this work was originally completed in 2013. Staff is currently preparing an RFP for an engineering consultant to confirm the existing design and update it in accordance with current standards. The project is going to be broken into 4 phases. Phase 1 consists of reconstructing Pelham Street between College Street and Port Robinson Road, and construction is to be completed in 2020. Phase 2 includes reconstruction between Port Robinson Road and John Street, and is anticipated to go to construction in 2021.

**Haist Street Watermain Replacement** – This project was tendered in August and awarded to Peter's Excavating. Work commenced in October, and included the replacement of roughly 300 meters of cast iron watermain with new PVC pipe. Work was completed throughout the month of November, and paving of Welland Road and Haist Street is expected to take place during the week of December 9<sup>th</sup>.

**Road Rehabilitation & Base Repair Program** - Project was tendered and partial award to Norjohn, the Kick-off meeting was held and the program was completed in the fall.

**Culvert Replacement Program** – this project was tendered and the Town received no bids. Staff requested quotations from three local contractors in accordance with the Town's purchasing policy and the work has been awarded to Antony's Excavating from Wellandport. The project was completed in early November.

**Tree Planting Program** – The 2019 Tree Planting Program was completed by Niagara North, and included

planting 43 trees across various locations throughout the Town. All trees have been planted and are now in their 1 year maintenance period.

**Concrete Repair and Replacement Program** – Project awarded to Gauboc Construction. Various sidewalk and curb patching throughout Town as well as a number of pads for various uses. Work was completed mid-November.

**Poth Street Culvert Replacement** – Project was tendered and awarded to Duffin Contracting. The project was successfully completed within the approved 2019 budget in October of this year.



Poth Street Culvert Replacement Project

**2020 Capital Project Tenders are being prepared for tendering.**

Engineering staff continue to thoroughly review all Planning and Committee of Adjustment applications. Reviews entail a site visit and detailed analysis of drawings and reports, to ensure Town standards are adhered to. For more complex applications, this process sometimes involves several re-submissions and repeated reviews by staff. Engineering staff also continue to manage requests for assumption of subdivisions, and for reduction of securities at various stages of the development process. In addition, Engineering Staff complete reviews on lot grading plans for building permits received through the Planning Department.

In addition, Engineering Staff continue to support the Pelham Active Transportation Committee (PATC), generating reports for other departments to be sent back to the federal government, and coordinating other Town departments for assistance.

**CORPORATE CLIMATE CHANGE ADAPTATION PLAN**

The following is an update on the development of the Town's Corporate Climate Change Adaptation Plan:

- In September, a report was brought forth to Council regarding the latest update on the development of the Town's Corporate Climate Change Adaptation Plan. Council had endorsed the development of the plan, along with the creation of an internal Adaptation Steering Committee and external Stakeholder Advisory Committee. The internal committee met for the first time in mid-September, where they worked closely with the Climate Change Coordinator to identify existing impacts posed by climate change within each of their respective departments. The Town also participated in the third Niagara Adapts workshop, called "Climate change vulnerability assessment". The workshop began with a lecture by Dr. Ryan Plummer, which was designed to provide an overview of the concepts of climate change vulnerability. Following the lecture, all municipalities ranked their vulnerability indicators based on their unique geographical location. This type of participatory approach was important for creating a context-specific vulnerability assessment.

- In October, Niagara Adapts launched a survey on behalf of the corresponding municipalities involved with the partnership to assess their vulnerability to climate change (i.e. Pelham, Niagara-on-the-Lake, Grimsby, Town of Lincoln, Welland, City of St. Catharines, and Niagara Falls). The results from the survey will be used to define the risks posed by climate change as well as identify measures on how the Town can adapt to particular impacts. The Climate Change Coordinator connected with local newspaper agencies, online networking platforms, to encourage participation in the survey. Town staff also created a particular webpage on the Town's website, recognized as "Climate and Sustainability", which provides further information on the development of the Town's adaptation plan.

- In November, the Town participated in the official launch of the Niagara Adapts partnership. The event consisted of a documentary screening of *Resilience – a Climate Change Documentary of Hope*, followed by a panel discussion at the First Ontario Performing Arts Centre (PAC) and a community reception. The event heightened public awareness along with public participation in climate change initiatives.

## STAFFING

In November we celebrated the retirement of Mark Hollingshead from the Water Department after 38 years with the Town of Pelham and Glen Wurfel from the Beautification Department after 19 years. We wish them a very happy retirement

## GRANTS, CONTRACTS, RFPs & AGREEMENTS

Contracts, tenders and RFP awards as reported by Corporate Services.

Development and subdivision agreements reviewed and comments provided, as reported through Planning.

Engineering staff are reviewing the second phase of Ontario Municipal Commuter Cycling funding program.

## MEETINGS

As we are a group of considerable size and a wide variety of job functions, staff attends many regular internal meetings, and meetings about development, capital projects and agencies. Only special noteworthy meetings are listed below:

- Public Works Officials Meeting
- Public Works Operations Safety Meeting (Hardhats)
- Niagara Contract Review Meeting
- Niagara Public Works and Utilities Meeting
- South Central Water Works Association By-Annual Meeting

## RECREATION, CULTURE & WELLNESS MONTHLY REPORT

FALL 2019

### DEPARTMENT OVERVIEW & STATISTICS

### PROJECTS

#### 1) Meridian Community Centre – Fall 2019

Highlights from the MCC:

- Beginning September 8<sup>th</sup>, Staff began tracking the attendance at the MCC through sensors located at the main doors. 13,504 persons entered the MCC between September 8<sup>th</sup> and 30<sup>th</sup>. October saw 21,959 and November, 34,689, which is a total of 70,152 persons over a 3 month period.
- Operator and Attendant training has been held on a continuous basis this Fall to enhance staff's knowledge and skills.
- Niagara College Recreation Therapy class came for a tour of the facility focusing on the accessibility aspects of the architectural design and recreational programs. The tour went very well with positive comments from both students and instructors. Also this fall, a staff member visited a kindergarten class at Glynn A. Green public school to discuss ice making, hockey and arena operators. The teacher and class enjoyed their time learning about these topics.

#### 1) Recreation Programs:

##### Programs

All programs are continuing to run with good success and the walking track is getting very good use. Morning basketball and badminton drop ins have been added by request.

A Halloween themed dance social was held on October 26<sup>th</sup>. Approximately 40 people were in attendance.

##### On the cold side:

The MCC hosted the GOJHL Showcase at the beginning of September and the first of 3 Silver sticks at the end of November. Unfortunately, due to a power outage the finals will have to be rescheduled to a later date. It is tentatively scheduled for Friday, December 13<sup>th</sup>.



**Recreation, Culture  
& Wellness**

### **All things Senior:**

The Pelham Seniors Advisory Committee hosted it's second Seniors Fair on October 1<sup>st</sup>. A keynote speaker, William Thomas, was a nice addition this year. Staff estimated that 275 people attended.

The Alzheimer's Society attended on October 22<sup>nd</sup> and presented a session on "Healthy Brains". Lots of very good information was passed along.

The Seniors Active Living Lounge now has over 30 members. The first men's breakfast and ladies socials were held in November. These are just a couple of the monthly activities planned.

### **Youth Programs**

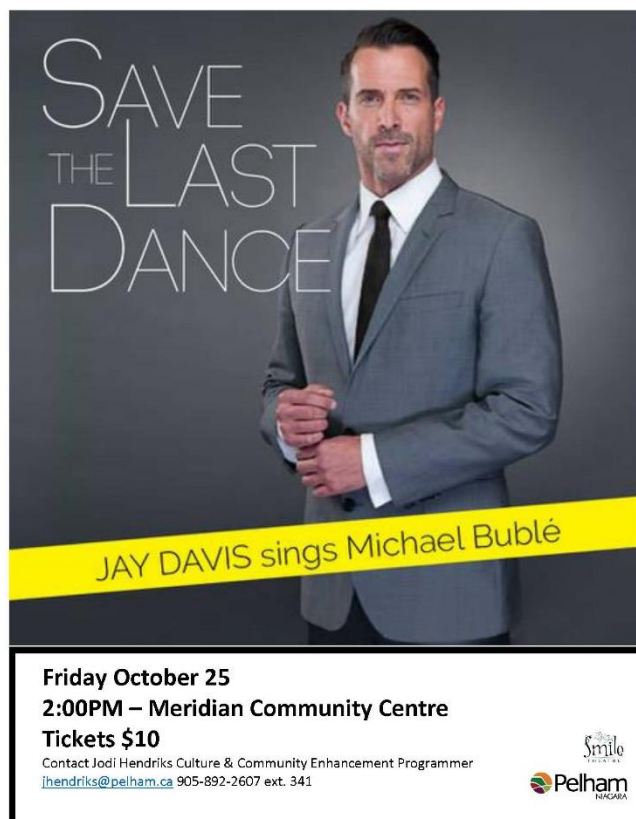
The Town of Pelham has partnered with Tiger Athletics to offer an Introduction to Cheerleading program this fall. This 10-week program available on Saturday mornings offers children to the opportunity to learn the basics of cheer from a credentialed and certified teacher in a positive learning environment. This has been a success with 8 children registered hearing great feedback from parents. This program has successfully run once in the past, with hopes to continue this partnership in the future, after this session concludes December 14, 2019.

This year the Town ran their first P.D. Day camp and had 9 campers registered. Campers enjoyed their day at the MCC and kept busy skating, doing crafts, playing in the gym and decorating cupcakes. As word about The Town of Pelham offering P.D. Day camps gets out, an increase in participation is expected. The Town is lucky to have camp staff from the previous summer who are in High School and able to work these P.D. Day camps while the Elementary schools are off school. The Active Living Programmer is currently in the process of planning 2020 PD Day camps as well as March Break Camp. Winter break camp registration is open, and will run between over the holiday break while the children are out of school. This camp is currently being promoted, and registration continues to grow. Similar to last year, Santa's Workshop is being offered again. This is an evening where parents can drop their kids off at the Meridian Community Centre for an evening so they can do some holiday shopping. With the talk of a possible strike happening within the School Board, the Active Living Programmer is prepared to run a camp in the event that children are out of school and parents are looking for last minute care.



## 2) Theatre Series

*Smile Theatre: Save the Last Dance: Jay Davis Show – Friday October 25 at 2pm*



The Save The Last Dance performance took place on Friday, October 25 from 2:00pm to 3:30pm. The event had over 30 people in attendance. The performance had great reviews, and we would like to have the Jay Davis Show return for an evening event in the future.

## 3) Niagara Community Foundation Grant – SAY IT! On Stage



**Recreation, Culture  
& Wellness**

The SAY IT! On Stage intergenerational project is coming to its final stages with rehearsing scenes, assembling costumes, lighting and sound preparation, as well as set design and construction. Tickets are now on sale and available for purchase on Eventbrite.com and at the MCC customer service desk. The performance dates are December 13<sup>th</sup> and December 14<sup>th</sup> at 7:00pm.  
<https://www.sayitonstage.com/>

SAY IT! ON STAGE PRESENTS:

## "Over to You"

AN ORIGINAL STAGE PLAY



**FRI, DEC 13TH & SAT, DEC 14TH**

Doors open at 6:30pm

Show starts at 7:00pm

MERIDIAN COMMUNITY CENTRE,  
100 Meridian Way

**TICKETS: \$10 / \$5 with Membership 55+ / 7&under FREE**

Tickets can be purchased at the Meridian Community Centre,  
and on Eventbrite.

**For more information, please visit: [sayitonstage.com](https://www.sayitonstage.com)**

The Town of Pelham gratefully acknowledges the financial support of the Niagara Community Foundation, which is a public foundation serving the people of Niagara. The Foundation builds permanently endowed charitable funds for the changing need and opportunities of the community and provides grants to eligible charitable organizations in culture, health, education, environment, recreation and social service sectors.



**FREE PELHAM TRANSIT IS AVAILABLE!**  
FOR MORE INFORMATION CALL 905-892-2607 EXT. 347



#### 4) Meridian Community Centre – Art Walls

The Art Wall Exhibit is now in full swing, with the installation of the hanging apparatus complete, and the first artist displaying her art for the month of November. Niagara This Week featured a story on the current artist, Wendy Palermo, and the display of her art in the new MCC Art Exhibit. The

display has had wonderful feedback from the community. The Committee looks forward to upcoming displays by local artists.

## 5) **Comedy Night**

The Pelham Comedy Night took place on Saturday November 23, 2019 at 8:00pm. The event was a huge success with over 200 people in attendance and a sold out show. The event was hosted by David Green, and comedy acts performed by Mark Andrews, Taylor Grant, and Glen Griffith. A date has been set for the next Pelham Comedy Night to take place February 29, 2019.

## 6) **My Painted House Workshop**

The My Painted House Workshop took place on Thursday, November 28<sup>th</sup> at 6:30pm. Tickets were available for purchase on Eventbrite.com. The workshop was lead by Janine Costello from My Painted House. Participants had the opportunity to create their very own piece of festive home décor. The event was a great success with 26 participants, and received great reviews by both the instructor and registrants. The Town of Pelham would like to have Janine back in the new year for another workshop.

## 7) **Liam Kearney**

Staff brought in the Liam Kearney Show to the Meridian Community Centre on Saturday September 7. Tickets were available on Eventbrite and at the MCC front desk. There were over 45 people in attendance from all age groups. All attendees enjoyed the performance and we hope to have Liam Kearney back in the new year.

## 8) **Canada Day**

The Canada Day planning group met on September 11, 2019 to review the event and make recommendations for next year. The final report was presented to Council on October 21, 2019. Application to Heritage Canada for the Celebrate Canada Grant for 2020 has been submitted. Staff are working on logistical bookings for 2020. The planning group will meet again in the new year.

## 9) **Summerfest**

The Summerfest Committee met on September 25, October 30 and November 27, 2019. The 2019 Summerfest Final report was presented to Council on November 18<sup>th</sup>, at which time Bill Gibson, Chair of the Committee, also made a presentation to Council to summarize the years' event. In September, electronic Thank You cards were sent to the Summerfest sponsors. The post-event survey concluded and the winner of the getaway prize package, donated by Niagara Casinos, was drawn. In October, the Committee started looking at the 2020 goals and objectives, and Committee roles and responsibilities. Staff are working on logistics. In November, the Committee began discussions surrounding a revamped layout for the festival on Friday & Saturday including relocation of the main stage and vendors. This discussion is ongoing. Vendor fees and Terms & Conditions were approved and staff will have vendor applications available on the website in December. The application to Festivals & Events Ontario to have Summerfest recognized at a Top 100 Festival or Event in Ontario was submitted in November. The awarding of this honour will be made at the FEO Conference in February of 2020.



**10) Christmas in Pelham**

In September, the callout to local organizations, churches and charities went out for the Christmas in Pelham event listing for the upcoming holiday season. Almost 40 events are listed on the Town's website, starting in early November and running right through to the new year.

The Beautification Committee has taken over the role of "Decorating Elves", putting up the greenery and bows in the downtown areas of Fonthill, Fenwick, Ridgeville & North Pelham. Staff sourced and obtained the greenery and provided the bows. The Committee held a work night on November 27<sup>th</sup> to assemble the boughs and decoration took place from November 28 to 30.

Vendor applications for the Outdoor Christmas Market were available in early October. Live entertainment, an ice carving demonstration, carriage rides, face painting, and visits with Santa are all booked for residents to enjoy, as well as retail and food vendors. RCW staff have met with By-law Services, Finance and Public Works to coordinate the setup, delivery and tear down of the event. This event will take place on Friday, December 6<sup>th</sup> and another wonderful evening is anticipated.

**11) Street Pole Banners/Honour our Veterans Banner Program**

RCW staff have been working with the Royal Canadian Legion Br. 613 to facilitate the Honour our Veterans Banner Program since February of 2019. The program was a resounding success and, on October 21<sup>st</sup>, the 13 commemorative banners were installed, honouring 26 local veterans. The comments have been extremely positive and many residents have inquired as to how they can participate. Staff will be working with the Legion to see if expansion of the program can be accomplished for 2020.

RCW staff have also been working with the Communications & Public Relations Specialist, Marc MacDonald, to develop new seasonal fall and winter street pole banners. Following the theme of "Discover Pelham" 13 images of local events, landscapes and landmarks have been incorporated into the new banners which were installed as the Veterans banners came down on November 26<sup>th</sup>. New spring/summers banners will be designed for installation next spring.

**12) Volunteer Enhancement Campaign – Fall 2019**

Staff continue to promote volunteer opportunities with the Town of Pelham through the Town's website, social media channels and monthly emails to the volunteers in the corporate database.

Staff attended the 'Get Involved' Day at Niagara College- Welland Campus where they engaged Niagara College students and discussed current volunteer opportunities at the Town of Pelham. This was a great day to connect, with not only students, but also other community organizations. Over the fall, Staff interviewed a couple new residents who were added to the Volunteer database.

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Staff attended an OTEC (Ontario Tourism Education Corporation) Training course focusing on customer service skills to be able to train new volunteers in the role of Senior VIP (Volunteers in Pelham). The Senior VIP program is designed to provide opportunities for seniors to participate, gain experience and assist with providing excellent customer service at the Meridian Community Centre. Their role will include greeting attendees at the MCC, directing them to their desired location, and answering questions about the MCC or the community as a whole. Staff held an OTEC customer service training session for the first group of seniors participating in this program in late October. Staff held a volunteer orientation for their specific role as Senior VIP in November and the Senior VIPs will start in their role in the new year. Staff will be providing training to a new set of Seniors VIPs in January 2020.

Three volunteers were trained for their roles for the Outdoor Christmas Market. These volunteers will be assisting as event attendants by helping to monitor lineups at the Christmas Market.

Staff assisted the CAO's office in preparing and organizing the volunteer appreciation event in November. This event was a great success with many positive comments mentioned by volunteers after the event.

[www.pelham.ca/volunteer](http://www.pelham.ca/volunteer)

### 13) MYAC Updates

This term of MYAC is off to a great start! The council this year is very attentive and eager to get involved! MYAC hosted a Halloween Public Skate, which was the first event of the year a great success! Over 120 people attended the skate, and many of them came in costume. MYAC had the idea of holding a costume contest to help promote the event and get attendees in the Halloween spirit. This was a great success and helped to increase the number of attendees wearing costumes. 3 prizes for the costume contest were awarded (pictured below), which included candy, a gift card and passes to public skating. MYAC also held a logo contest at the beginning of the term, as they wanted to be identified within the community as more "youth friendly". This contest was won by Olivia from St. Ann school, with her colourful logo displaying unity and togetherness. One of the main focuses of MYAC currently is building its social media following. With this they are hoping a greater audience will be seeing their posts and promotions, which will lead to a larger attendance at events. MYAC is excited to be involved in the upcoming Fenwick Santa Claus parade, dressing up as characters from Frozen and volunteering at the Santa's Workshop. A sub-committee to host a youth forum this year has been created, as this event would offer them the chance to gain greater insight from other youth within the community.



#### 14) Pelham Transit Update – Fall 2019

To date, as indicated below, we have had a total of 7,314 riders since January 2019.

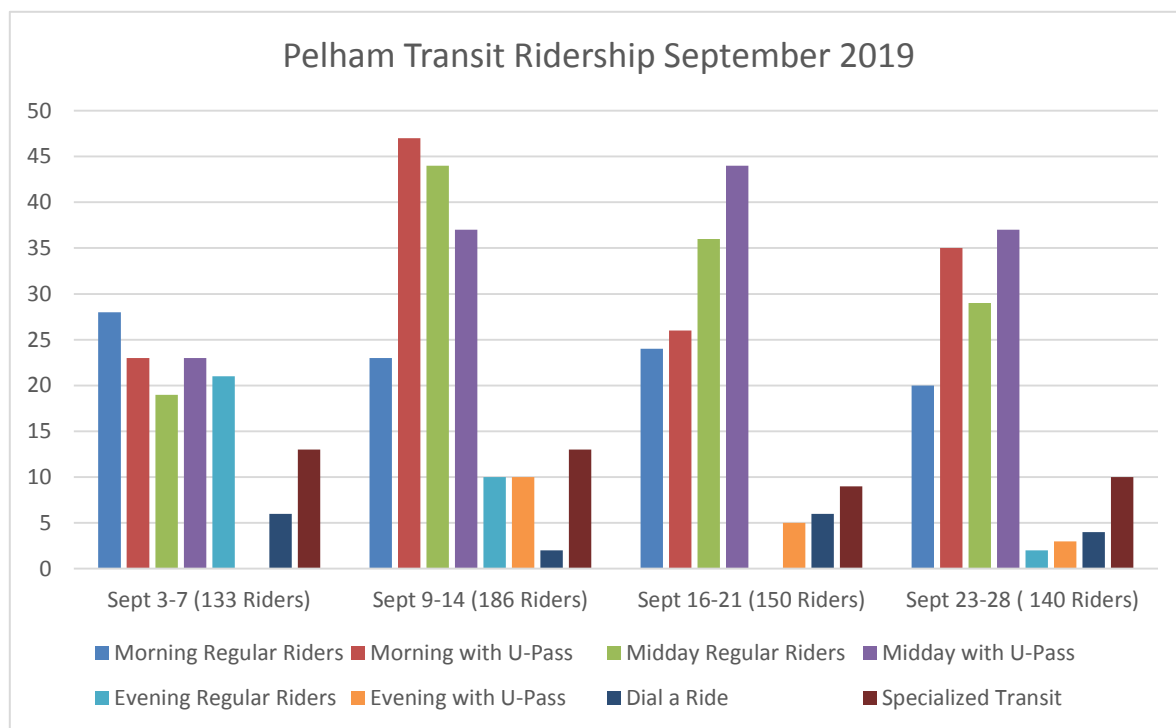
The Fall Transit Schedule commenced on September 3<sup>rd</sup>, 2019. There were significant changes from previous transit schedules as Pelham Transit is now operating two buses and Niagara Region Transit has a route connecting Welland and Pelham between the hours of 7am-9am and 3pm-5:25pm. A few concerns arose after the initial commencement of this schedule and the bus was regularly running behind schedule. As well, between the hours of 5:25pm and 10pm, there was neither a Regional nor Pelham Transit route between the City of Welland and Town of Pelham. By September 16<sup>th</sup>, Staff created a revised schedule in which the North Pelham stop was removed and the Dial-a-Ride service was extended to North Pelham residents any time during the operation of the conventional route (7am-7pm). As well, the Dial-a-Ride program hours were extended from 7pm-10pm to 5:30pm-10pm. These two adjustments allow Pelham Transit to arrive on schedule and riders to book rides between Welland and Pelham between 5:30pm and 10pm Monday through Saturday.

The Dial-a-Ride and Specialized Transit programs have seen a significant increase in ridership with reoccurring rides booked Monday through Saturday each week. Most of these riders are utilizing Pelham Transit to get to or from Niagara College, adult day programs at Woodlands of Sunset and to Pelham Cares.

Even with the significant changes to the transit schedule, ridership numbers are increasing. There have been some significant shifts in Pelham Transit ridership. The morning and evening ridership decreased in October and November from previous years. This may be contributed to the new Niagara Region route bringing riders to and from the Meridian Community Centre to Welland (Seaway Mall and Niagara College) between 7am-9am and 3pm-5:25pm. Also in mid-fall, Staff adjusted the hours contained in Morning and Mid-day ridership to reflect the impact of Regional bus routes on Pelham Transit ridership numbers. Morning ridership is now categorized between 7am-9am, and Mid-day is 9am-3pm. Previously, morning ridership was

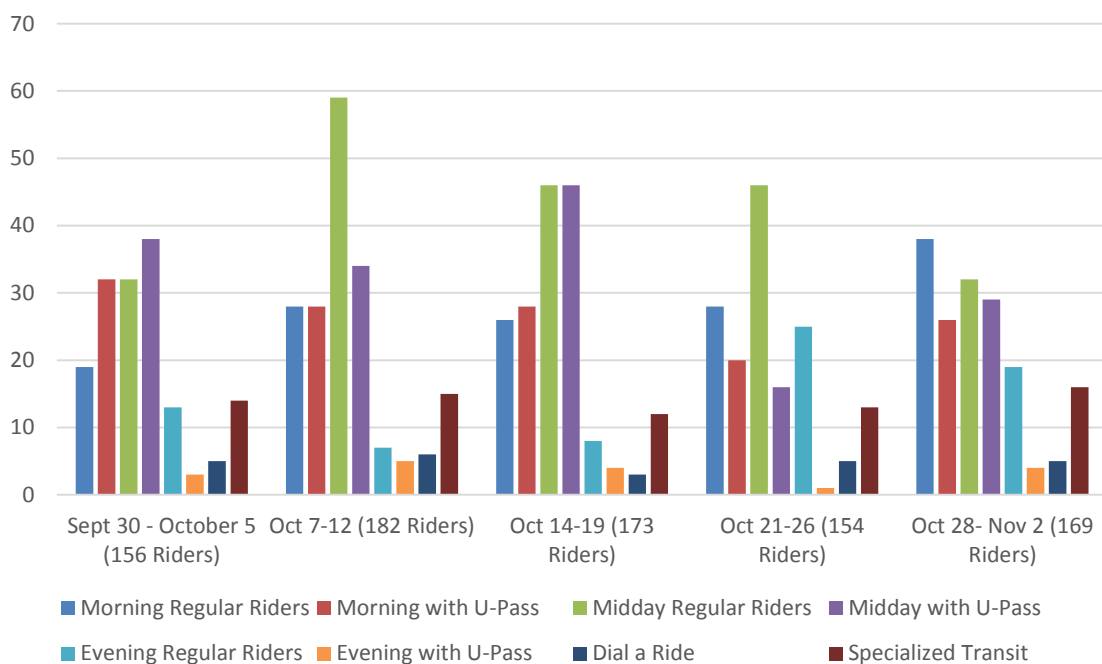
categorized from 7am-11am. However, overall ridership has remained between 130-195 riders per week during Fall 2019 (shown in the ridership graphs below).

See below for transit ridership during the months of September to November 2019:

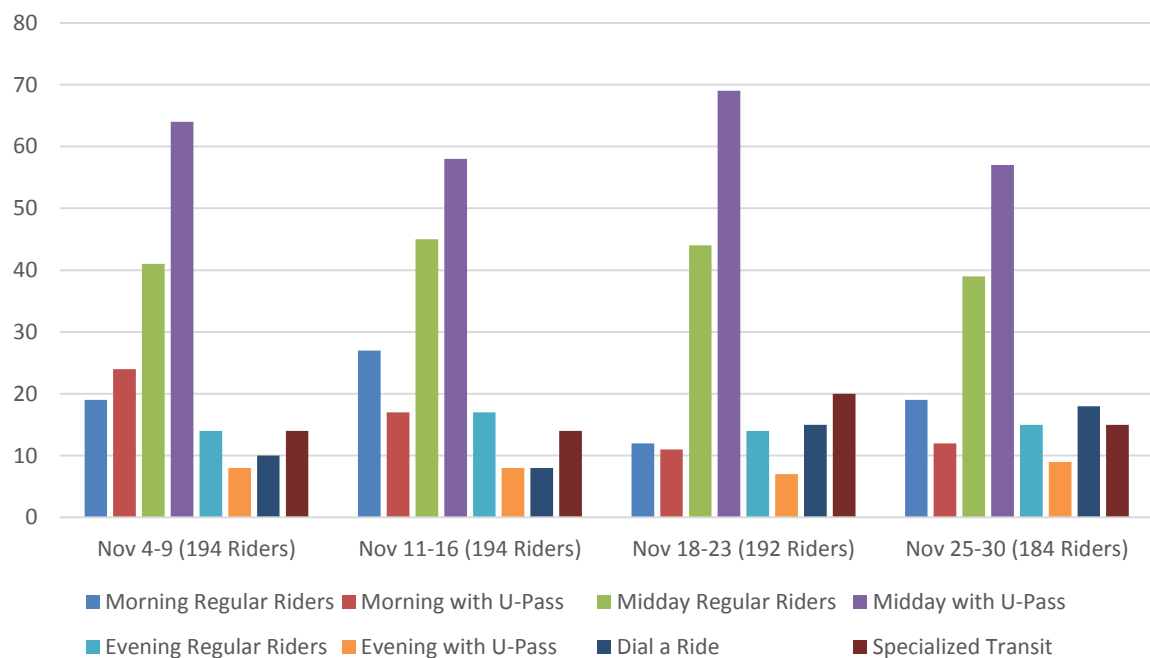


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## Pelham Transit Ridership October 2019

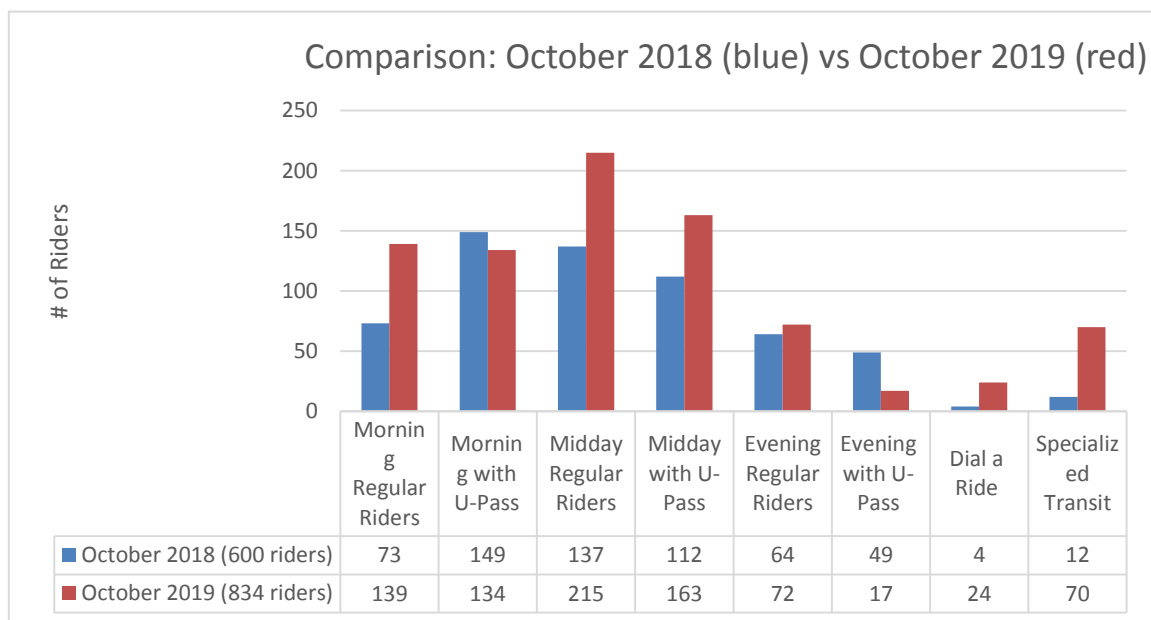
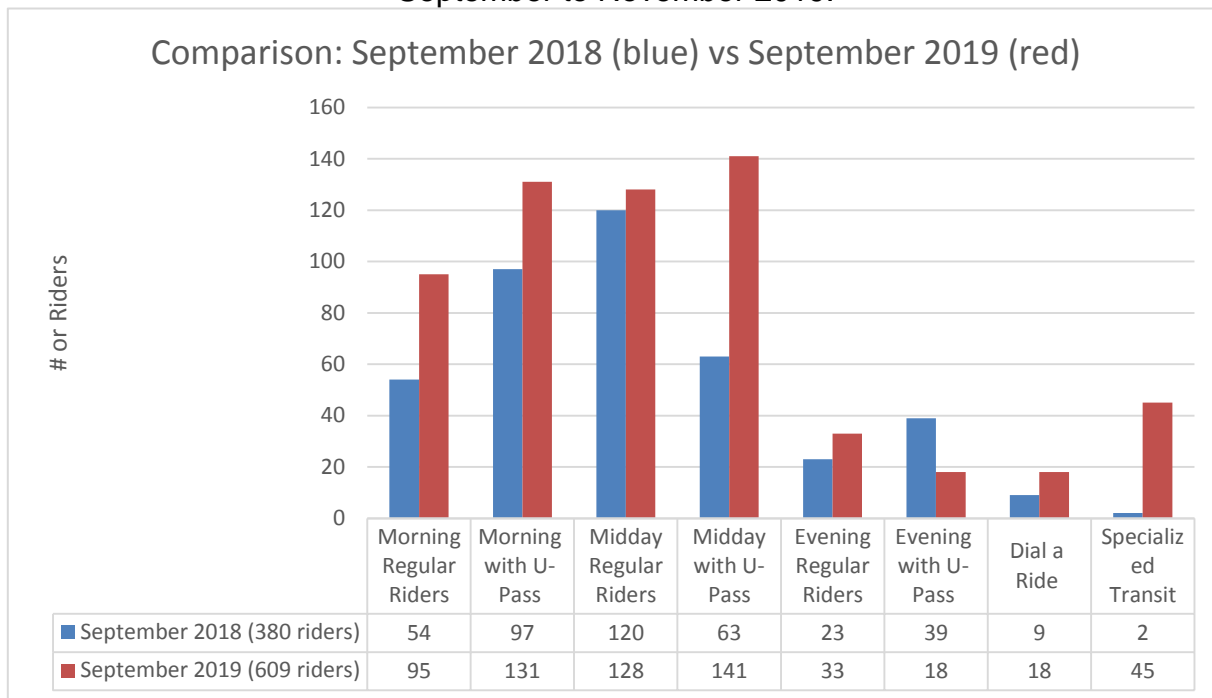


## Pelham Transit Ridership November 2019

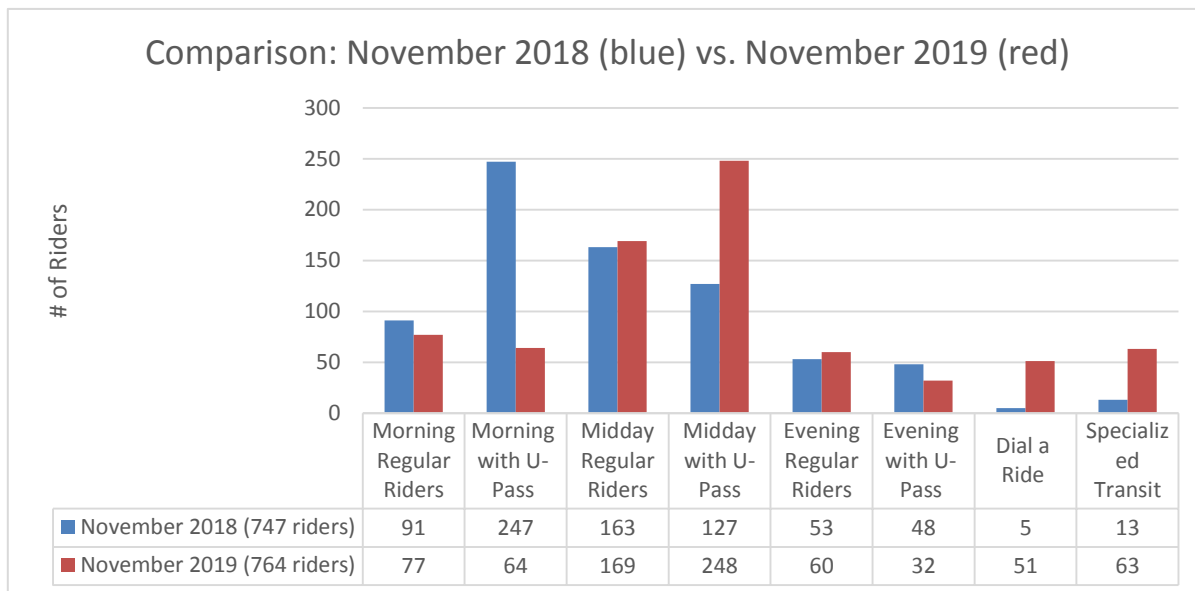


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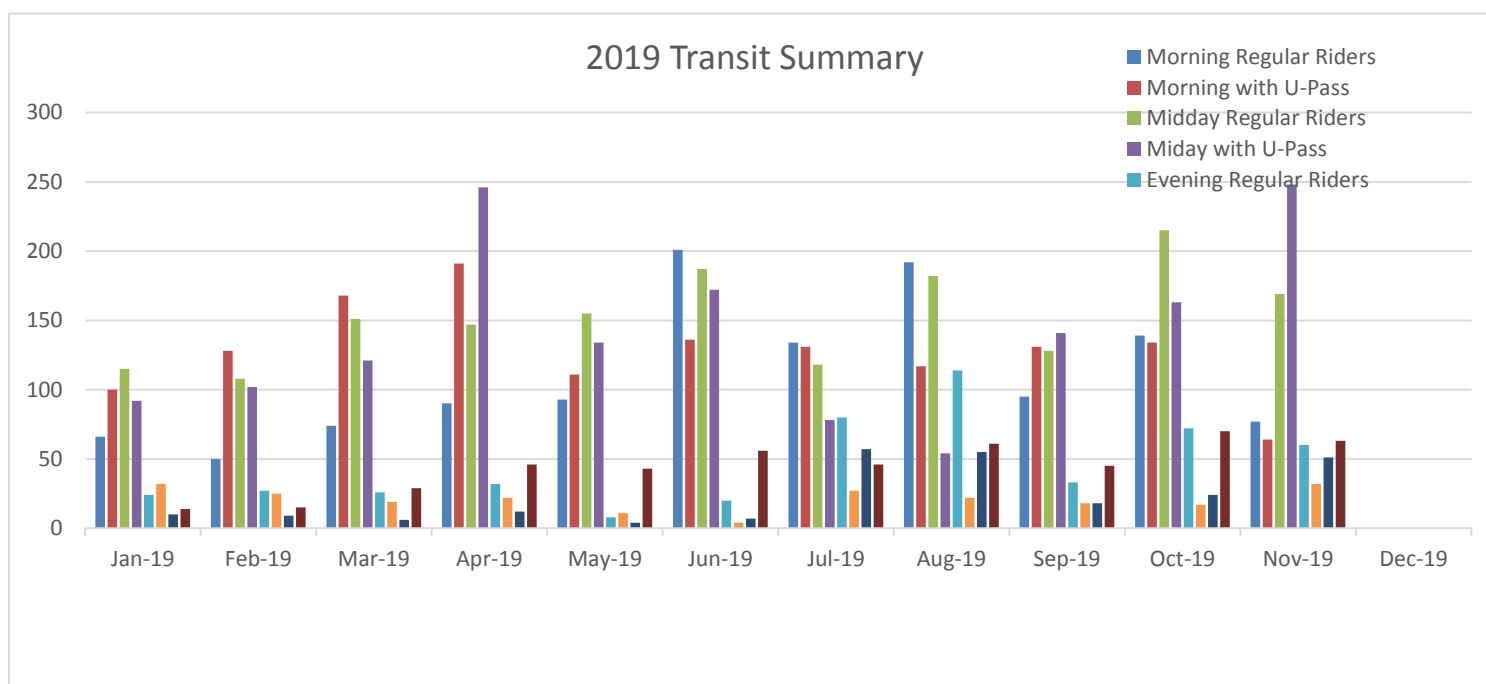
See below for comparisons between ridership during the months of September -November 2018 to September to November 2019:



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& Wellness**



See below for the Transit Ridership summary for January 2019 – Present:



**Total Ridership January 2019-Present: 7,314**



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& Wellness**

Transit Customer Satisfaction Surveys were distributed in November on the Town's social media outlets and the website. As well, physical copies were distributed at Town Hall, the Meridian Community Centre and both Pelham Libraries. The Fall 2019 survey had the highest response rate of customer satisfaction surveys in past two years. The results were overall positive and Pelham Transit riders are satisfied with the transit service. A few riders are still looking for Pelham Transit conventional routes further into the evening.

Currently, Staff are developing the Winter 2020 schedule, which is set to commence on January 7<sup>th</sup>, 2020.

[www.pelham.ca/transit](http://www.pelham.ca/transit)

## 15) Bench Dedication Program

The Bench Dedication program has now officially commenced. There are brochures currently at the Meridian Community Centre and Town Hall. This program is also included on the Parks, Playgrounds and Trails webpage on the website ([www.pelham.ca/parks](http://www.pelham.ca/parks)). There have been two benches dedicated to date. Both of these benches have been installed and their plaques created. The plaques will be installed before the new year. In the new year, staff will post this program on the Town's social media outlets.

## CONSTITUENT CONCERNS & ISSUES ARISING

## PERSONNEL

Karen and Brittany attend OTEC (Ontario Tourism Education Corporation)  
Brittany McLean attended Parks & Recreation Youth Symposium

## GRANTS, CONTRACTS, RFPs & AGREEMENTS

## MEETINGS

Summerfest Committee  
Pelham Arts Advisory Committee  
MCC User Group Round Table Committee  
MCC Hospitality Committee  
Utility Sustainability Committee



**Recreation, Culture  
& Wellness**

Ball Construction  
East Fenwick Steering Committee  
Pioneers Tournament  
IMT Working Group meeting  
Brock Univ. Fitness Centre  
Regional Recreation meeting  
Pelham Tennis Club meeting  
West Niagara Transit meeting  
Utility Sustainability Advisory Committee  
Senior Leadership Team  
Pelham Art Festival  
Canada Summer Games



**Recreation, Culture  
& Wellness**

**Subject:** Thursday Night Experience

**Recommendation:**

**THAT COMMITTEE receive Report #2019-0153 and recommend to Council:**

**THAT Council receive the update on the Thursday Night Experience; AND THAT Council designate Pelham Supper Market, to be held on Thursdays June – September 2020 in Peace Park, as a Municipally Significant Event on the following dates:**

**June 4, 2020 – 4:00pm-11:00pm  
June 11, 2020 – 4:00pm-11:00pm  
June 18, 2020 – 4:00pm-11:00pm  
June 25, 2020 – 4:00pm-11:00pm  
July 2, 2020 – 4:00pm-11:00pm  
July 9, 2020 – 4:00pm-11:00pm  
July 23, 2020 – 4:00pm-11:00pm  
August 6, 2020 – 4:00pm-11:00pm  
August 13, 2020 – 4:00pm-11:00pm  
August 20, 2020 – 4:00pm-11:00pm  
August 27, 2020 – 4:00pm-11:00pm  
Sept 3, 2020 – 4:00pm-11:00pm  
Sept 10, 2020 – 4:00pm-11:00pm**

**AND THAT the Clerk be authorized to make an application for a Special Occasion Permit for Pelham Supper Market;**

**AND THAT Council approve road closures Thursday nights from June – September from 5pm – 9pm between 39 Pelham Town Square and 31 Pelham Town Square.**

**Background:**

The Thursday Night Experience brings together three different volunteer groups: Farmers Market Committee, Fonthill Bandshell Concert Committee and Pelham restaurant owners representing Supper Market. With these three groups operating together, Pelham has become the place to be on Thursday Nights, for vendors, professional and amateur musicians and residents of Niagara. The Farmers' Market has been running since 2003 and was started as farmers wanted a community space to sell their produce. As a result, a volunteer executive was established by Council and Recreation staff have sat on their executive ever since. The executive have 4 meetings a year, once in January to approve the vendor application form, once in March to approve the vendors, once again in April to host a vendor information session and then once in November for their Annual General Meeting where voting for the executive happens.

The Executive for the 2020 Season is as follows:

- Chair: Stacey Duncan
- Vice Chair: Raymond Haymes
- Secretary: Eileen Ottier
- Treasurer: Bev Yungblut
- Directors at Large: Anne Durst, Brandon Barends, Richard Weiland
- Market Clerk: Fred Arbour

The Fonthill Band shell concerts started in 2006, as a celebration of Fonthill's 150th Anniversary and the completion of constructing the band shell in Peace Park. The band shell volunteer committee was established and, in the beginning, offered concerts on Thursday nights and Sunday afternoons. It was decided after a season to only run concerts on Thursdays to support the Farmers' Market. The band shell is still the largest draw on Thursday Nights, with some evenings seeing attendance of over 5,000. With the growth of the Fonthill Band Shell Concerts and the Farmers' Market, parking downtown became a challenge and local restaurants went to Council and requested a solution to the issue. The Town of Pelham hosted several problem solving sessions with all stakeholders which led to the creation of the Supper Market. The Supper Market has been in operation since 2014 and is an area where local wineries, breweries, cideries, Service Clubs and local Chefs have an opportunity to bring their expertise to serve the many residents that are thirsty, hungry and awaiting the open air concerts to start. After the first season of the Supper Market, Council encouraged all three groups to meet at the beginning and end of each season to discuss operations and logistics. Typically, 1-2 representatives attend the meeting from each group.

## **How the Town of Pelham Supports the Thursday Night Experience:**

The Town assisted in the creation of the Farmers' Market Executive and continues to provide administrative support to the executive. The Town supports the Fonthill Band Shell Concerts by providing a Municipal Grant to access the band shell in Peace Park at a minimal cost, provide labour assistance, and hanging of the street banner. The Town of Pelham oversees the Supper Market and holds the Special Occasion Permit in support of the local restaurants, wineries & craft breweries. The Town also supplies all logistics including necessary staffing to make the weekly event a reality – security, parking plan, shuttles, washroom facilities, along with parking attendants to monitor the Town Hall accessible parking and Fonthill Plaza. These costs are paid for from the revenues raised in the Supper Market.

## **2019 Thursday Night Experience Season:**

The three elements of the Thursday Night Experience operated on the following dates in 2019:

Farmers' Market: May 2 – October 10

Supper Market: June 6 – September 12

Fonthill Band shell Concerts: June 20 – September 12

All groups met at the end of the 2018 season and again before the beginning of the 2019 season. During these meetings operations and logistics of the event are discussed. The following points were agreed upon and executed for the 2019 season:

- To have an onsite meeting with Staff to discuss opportunities for improvements regarding lighting & electrical
- Layout of the park fencing & road closure (see attached map for 2020 layout)
- Will work with local businesses to provide a parking plan with additional accessible parking

Below is a chart summary of the attendees, bike valet, and the ridership on the shuttle service. We are able to monitor attendees through the security guards at the entrances of the Supper Market area.

Date		# of attendee's 2019	# of attendee's 2018	# of attendee's 2017	# of attendee's 2016	Bike Valet #'s 2019	Bike Valet #'s 2018	Bike Valet #'s 2017	Bike Valet #'s 2016	Shuttle Bus Trips 2019	Shuttle Bus Trips 2018	Shuttle Bus Trips 2017	Shuttle Bus Trips 2016
Week 1	06-Jun	632	1,471	743	600	-	-	-	-	-	-	-	-
week 2	13-Jun	0	1,329	972	947	-	-	-	-	-	-	-	-
week 3	20-Jun	1987	3,603	532	2695	0	15	-	14	12	19	-	3
week 4	27-Jun	2329	2,944	3259	3330	17	20	29	28	12	13	6	5
week 5	04-Jul	1838	2592	2809	3000	9	0			20	17	0	0
week 6	11-Jul	1837	3,115	3810	2496	8	10			7	24	0	0
week 7	18-Jul	5083	5,611	6289	4523	16	40	16	18	11	42	24	9
week 8	25-Jul	1671	1,711	2759	3211	10	4	8	14	15	16	13	6
week 9	01-Aug	2393	1,832	2271	4118	9	15	5	11	9	27	6	12
week 10	08-Aug	2650	4,342	4406	2183	15	6	15	15	14	24	12	5
week 11	15-Aug	2286	2,005	4400	2107	6	10	15	10	8	19	44	4
week 12	22-Aug	2596	2,599	610	2649	2	2	1	9	14	18	0	10
week 13	29-Aug	2147	2,427	3761	871	3	4	8	0	9	14	7	2
week 14	05-Sep	3546	2056	3988	3229	15	3	-		19	5		
week 15	12-Sep	-	703	2261	1756	-	-	-					
week 16		-	-	520	317	-	-	-					
Totals		30,995	38,340	43,390	38,032	110	129	97	119	150	238	112	56

#### Explanations for the Chart Numbers:

- Shaded boxes under attendance means no Bandshell concert on those evenings
- Fluctuations in the attendance numbers over the years can be attributed to a few factors such as weather, type of band, and other town events happening
- Bike Valet: Bike valet continues to be a well-used part of the Thursday Night Parking Plan. This season we faced many evenings of heavy rain, or a forecast of inclement weather, but the bike valet still proved to be well used.
- Shuttle Bus: An additional shuttle bus pick up location at the Meridian Community Centre was implemented for 2019

#### Analysis:

The three committees met on Thursday, November 21, 2019 at the Meridian Community Centre to discuss operations for the 2020 season. The seasons are slotted to run:

Farmers Market: May 7, 2020 – October 8, 2020

Fonthill Bandshell Concerts: June 18, 2020 – Sept 10, 2020

Supper Market: June 4, 2020 – September 10, 2020

During this meeting we also discussed all logistics pertaining to washrooms, financials, parking plan, electrical, lighting, grading etc. Recommendations from the meeting were:

- Need to increase awareness of the shuttle bus and dial-a-ride services that the Town provides. Direct conversation and distribution of a printed handout at the beginning of the season is likely to be the most effective way to educate attendees. The goal is to encourage use and alleviate the supply and demand issue of accessible parking.
- The Bandshell Committee would like recycling services extended in the concert area.

### **Financial Considerations:**

The unaudited financial statement for the 2019 Thursday Night Experience has been reviewed and indicate revenues of approximately \$55,397.88 and expenses of approximately \$57,813.67.

Financial Comparison of Supper Market:					
	2019	2018	2017	2016	2015
Revenues	\$55,397.88	\$68,476.97	\$36,061.30	\$36,270.06	\$24,109.50
Expenses	\$57,813.67	\$60,691.17	\$28,940.82	\$33,583.34	\$13,580.90
Surplus	<b>-\$2,415.79</b>	\$7,785.80	\$7,120.48	\$2,686.72	\$10,528.60

The Supper Market had a good season although revenues were down somewhat. Expenses were higher as some logistical items, such as the washroom rentals, were previously charged to other budgets but are now fully absorbed in the Supper Market budget.

### **Alternatives Reviewed:**

N/A

### **Strategic Plan Relationship: Build Strong Communities and Cultural Assets**

The Thursday Night Experience aims to create a family friendly atmosphere with great community spirit, great music, food and local shopping.

### **Consultation:**

Thursday Night Experience Committee

### **Other Pertinent Reports/Attachments:**

## Peace Park Map – Road Closures

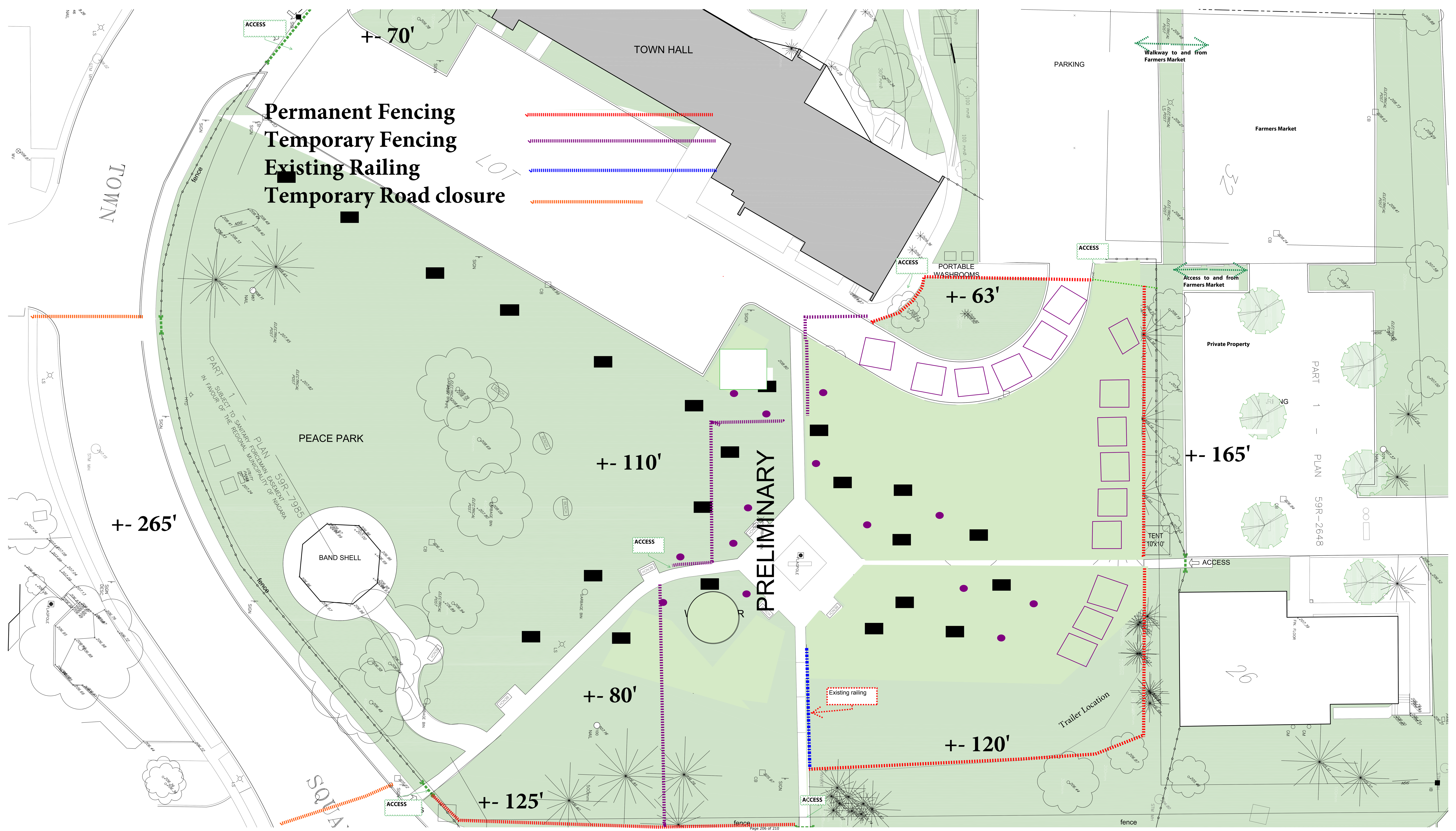
### **Prepared and Recommended by:**

Stephanie Yole & Jodi Hendriks, Culture and Community Enhancement Programmer

Vickie vanRavenswaay, RRFA  
Director of Recreation, Culture and Wellness

### **Prepared and Submitted by:**

David Cribbs, BA, MA, JD, MPA  
Chief Administrative Officer



## CLERK'S DEPARTMENT MONTHLY REPORT

[Click here to enter a date.](#)

This report covers the period of September, October, November

### DEPARTMENT OVERVIEW & STATISTICS

<u>Area of Responsibility</u>	<u>2018 Year End</u>	<u>2019 Year To Date</u>
Insurance or Small Claims Processed (incl.potential)	24	27
Pelham Deaths Registered	101	65
Deaths Outside of Pelham Registered	106	89
Lottery Licenses Issued	30	32
Council Meetings Attended/Minuted	20	20
Special Council Meetings Attended/Minuted	24	39
COW Meetings Attended/Minuted	7	16
Public Meetings Attended/Minuted	6	6
P & P Meetings Attended/Minuted	7	8
Pelham Audit Committee Meetings Attended/ Minuted -		5
Affidavits Sworn	111	118
FOI Requests Received/Processed	19	5
FOI Appeal or Complaint		0
Closed Meeting Investigation	0	0
Committee of Adjustment – Variances	25	27
Committee of Adjustment – Consents	6	8
Committee of Adjustment – Hearings	11	11
Ontario Municipal Board Appeals C of A	0	0
Property Standards Appeals	0	0
Fence Viewing Meetings	1	0
By-laws	105	113
Itinerant Seller/Vehicle Licenses Issued	1	1
Wet/Dry Status to AGCO	1	1
Sidewalk Patio/Sidewalk Sale Permits	2	2
Special Event Permit – Private	0	1
Livestock Valuer Claims	0	2
Drainage Petitions Received	0	0
AMP Review Hearings	20	19
AMP Review Decision Appeals	0	0
Marriage Licenses Issued	45	30
Civil Marriage Ceremonies Officiated	9/13	13
Proclamations	8	8
Press Releases	37	27
News Briefs	62	66
Muzzle Order Appeal Hearing	0	1

## PR/COMMUNICATIONS

### Webpage Analytics for September, October, November 2019:

Page Views	Unique Page Views	Average Time on Page
135, 032	84, 018	1:02 minutes

Page Views: Total number of page views; pages viewed multiple times are counted

Unique Page Views: Number of times a page was viewed at least once

**Top 5 Visited Pages: MCC, Careers, Skating and Arena Programming, Christmas , Adult and 55+ Programs**

### Twitter Analytics for September, October, November 2019:

Tweets	Impressions	New Followers
167	143k	8

Impressions: Number of times users saw the Tweet

### Facebook Analytics for September, October, November 2019:

Engagements	Page Views	Total Reach
11, 181	1, 626	61, 262

Reach: Number of people who have seen any content associated with Page

Engagements: Number of people who engaged with Page; engagement includes any click or story created.

### Projects

- Website launched September 30, 2019.
- Community guide RFP finalized and to be sent out for 2020 and options on 2021-2022

### Print Advertising/Promotion

- Sept – Nov newsletter
- 19 print ads
- 3 social media event promotions

### Awards

The Town of Pelham's redesigned website, launched September 30, 2019, has been named a MarCom Awards Gold winner in the digital media, government website category for 2019.

The international creative competition recognizes and honours outstanding achievement by marketing and communication professionals, recognizing their creativity, hard work, and generosity.

The Gold award is presented to entries judged to be among the most outstanding in the competition.

On this success, the Town has also submitted the website for nomination of an AVA Digital Award.

AVA Digital Awards is an international competition that recognizes excellence by creative professional responsible for the planning, concept, design, and production of digital communication.

Work ranges from digital campaigns, to website development, to social media engagement and more.

## PROJECTS

### 2020 Council Meeting Schedule

The 2020 Council meeting schedule was approved on October 21, 2019. Pursuant to changes made to the Procedural By-law, Council will be held on the first Monday and third Monday of each month. Policy and Priorities will be held following Council on the first Monday of the month. Committee of the Whole will be held following Council on the third Monday of the month. To accommodate a statutory holiday, Council and Committee will be convened on the Tuesday.

### Construction Act

The Construction Act working group presented their proposed internal process for in taking and managing construction liens to SLT. Significant changes to the Construction Act become effective October 1<sup>st</sup>. Input from SLT will be incorporated into the proposed process.

### Website

The new Pelham website launched on September 30, 2019. Positive feedback has been received from residents and staff.

### Take Your Kids to Work Day – November 6<sup>th</sup>, 2019

The Deputy Clerk welcomed the grade 9 students into Council Chambers and made a formal presentation to them highlighting some of the Clerk's Department's roles and responsibilities. The Clerk also stopped by and made an important appearance and welcomed the students. The process of running a municipal election was highlighted. After the presentation a 'mock' election was conducted. A student won the race for 'Mayor for a Day'.

## CONSTITUENT CONCERNS & ISSUES ARISING

None identified.

## PERSONNEL

### Scribe Training

The Deputy Clerk, along with other staff members, participated in an Emergency Management Scribe Training workshop. The training focused on the responsibilities of a scribe during an emergency situation when a municipality has activated the Emergency Operation Centre "EOC". This training complimented the emergency training exercise the Fire Chief runs.

**GRANTS, CONTRACTS, RFPs & AGREEMENTS**

None identified.

**MEETINGS**Town Clerk

## SLT

Committee of Adjustment Hearing  
Council/Committee Agenda Review  
Weekly working meetings with Deputy Clerk  
(4) eScribe New Interface Webinar  
eScribe staff training

Marketing/ PR Specialist

## SLT X4

RCW Marcom X3  
2021 Summer Games  
Devron Ltd.

Deputy Clerk

## Pre-consultations

Committee of Adjustment Applications  
Committee of Adjustment Hearing  
Development Opportunities with the Clerk  
Pre-wedding consultation  
(4) eScribe New Interface Webinar  
eScribe staff training

Administrative Assistant

Construction Act Working Group  
(4) eScribe New Interface Webinar  
Excel training  
eScribe staff training

**Administration  
Services**