

REGULAR COUNCIL AGENDA

C-02/2022 - Regular Council

Monday, January 24, 2022

5:30 PM

Town of Pelham Municipal Office - Council Chambers

20 Pelham Town Square, Fonthill

During the ongoing global pandemic, Novel Coronavirus COVID-19, the Town of Pelham Council will continue to convene meetings in compliance with Provincial directives. Attendance by most Members of Council will be electronic. Public access to meetings will be provided via Livestream

www.youtube.com/townofpelham/live and subsequent publication to the Town's website at www.pelham.ca.

Pages

1. Call to Order and Declaration of Quorum

1.1. Land Recognition Statement

We begin this meeting by acknowledging the land on which we gather is the traditional territory of the Haudenosaunee and Anishinaabe peoples, many of whom continue to live and work here today. This territory is covered by the Upper Canada Treaties and is within the land protected by the Dish With One Spoon Wampum agreement. Today this gathering place is home to many First Nations, Metis, and Inuit peoples and acknowledging reminds us that our great standard of living is directly related to the resources and friendship of Indigenous people.

2. Approval of Agenda

3. Disclosure of Pecuniary Interests and General Nature Thereof
4. Hearing of Presentation, Delegations, Regional Report
 - 4.1. Presentations
 - 4.1.1. COVID-19 Pandemic Update – CEMC
B. Lymburner, Community Emergency Management Co-Ordinator
 - 4.1.2. COVID-19 Pandemic Update – CAO
D. Cribbs, Chief Administrative Officer
 - 4.2. Delegations
 - 4.3. Report of Regional Councillor
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 - 8.2.1. SCOW-03/2021 - Special Committee of the Whole - Operating, Water and Wastewater Budget - December 14, 2021 24 - 29
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11. Unfinished Business

12. New Business

13. Presentation and Consideration of By-Laws 289 - 304

1. By-law 4417(2022) - Being a by-law to exempt Blocks 45, 46 on Plan 59M-471, municipally known as 42, 44, 46, 48, 50, 52, 54, 56 Summersides Boulevard, from part lot control. River Estates Phase 2 Subdivision. (River Realty Development (1976) Inc.) File No. PLC 06-2021

2. By-law 4418(2022) - Being a by-law to adopt an Amendment to the Official Plan for the Town of Pelham Planning Area. Amendment No. 13. Park Place North. File no. OP-AM-03-21

3. By-law 4419(2022) - Being a by-law to amend Zoning By-law 1136 (1987), as amended, for lands located on the north side of Meridian Way, east of Station Street, legally described as Part of Lot 3 and 4, Registered Plan 717 and Part of Thorold Township Lot 167, Geographic Township of Thorold, now in the Town of Pelham from the Agricultural (A) zone to a site specific Residential Multiple 2 (RM2-312) zone and the East Fonthill Environmental Protection (EF-EP) zone. Mountainview Homes (Niagara) Ltd. File No. AM-08-20

14. Motions and Notices of Motion

14.1. Notice of Motion - Councillor Olson

Creation of Municipal Drain - Farr Estates

14.2. Notice of Motion - Councillor Stewart

Pelham Senior Advisory Committee Input on Proposed Developments

15. Matters for Committee of the Whole or Policy and Priorities Committee

16. Matters Arising Out of Committee of the Whole or Policy and Priorities Committee

17. Resolution to Move in Camera

BE IT RESOLVED THAT the next portion of the meeting be closed to the public in order to consider a matter under Section 239 (2) of the Municipal Act, as follows:

(b) - personal matters about an identifiable individual, including municipal employees and (d) - labour relations or employee negotiations (1 item – non unionized staff)

(c) - proposed or pending disposition of land by the municipality - (2 items - File L07-2019-02-S -(Property Located in Ward 1) and File L07-2021-05-S (Property Located in Ward 1)

(b) - personal matters about an identifiable individual, including municipal employees and (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose (2 items - File IC-04-2021 (Integrity Commissioner Decision) and File IC-05-2021 (Integrity Commissioner Decision)

18. Rise From In Camera

19. Confirming By-Law

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20. Adjournment

REGULAR COUNCIL MINUTES

Meeting #: C-01/2022 - Regular Council
Date: Monday, January 10, 2022
Time: 5:30 PM
Location: Town of Pelham Municipal Office - Council
Chambers
20 Pelham Town Square, Fonthill

Members Present: Mayor Marvin Junkin
Councillor Lisa Haun
Councillor Bob Hildebrandt
Councillor Ron Kore
Councillor Wayne Olson
Councillor Marianne Stewart
Councillor John Wink

Staff Present: David Cribbs
Bob Lymburner
Jason Marr
Teresa Quinlin-Murphy
Vickie vanRavenswaay
Barbara Wiens
Holly Willford
Sarah Leach

1. Call to Order and Declaration of Quorum

Noting that a quorum was present, the Mayor called the meeting to order at approximately 5:30pm.

1.1 Land Recognition Statement

Councillor Olson read the Land Recognition Statement into the record.

2. Approval of Agenda

Moved By Councillor Bob Hildebrandt

Seconded By Councillor John Wink

BE IT RESOLVED THAT the agenda for the January 10, 2022 Regular meeting of Council be adopted.

Amendment: Moved By Councillor Bob Hildebrandt

Seconded By Councillor John Wink

THAT the agenda be amended to:

- **Move item 10.2.1 Vision Zero Road Safety Program Staff Report after item 4.2.1 Niagara Region Delegation**

	For	Against
Mayor Marvin Junkin	X	
Councillor Lisa Haun	X	
Councillor Bob Hildebrandt	X	
Councillor Ron Kore	X	
Councillor Wayne Olson	X	
Councillor Marianne Stewart	X	
Councillor John Wink	X	
Results	7	0
Carried (7 to 0)		

Motion as Amended: Moved By Councillor Bob Hildebrandt

Seconded By Councillor John Wink

BE IT RESOLVED THAT the agenda for the January 10th, 2022 Regular meeting of Council be adopted, as amended.

	For	Against
Mayor Marvin Junkin	X	
Councillor Lisa Haun	X	
Councillor Bob Hildebrandt	X	
Councillor Ron Kore	X	
Councillor Wayne Olson	X	
Councillor Marianne Stewart	X	
Councillor John Wink	X	
Results	7	0
Carried (7 to 0)		

3. Disclosure of Pecuniary Interests and General Nature Thereof

Councillor Kore declared a conflict of interest with respect to item 8.3.2.

3.1 Councillor Ron Kore - Recommendation Report for Applications for Subdivision, Official Plan and Zoning By-law Amendment - Park Place North , 2022-0006-Planning

His business is adjacent the subject property.

4. Hearing of Presentation, Delegations, Regional Report

4.1 Presentations

4.1.1 COVID-19 Pandemic Update – CEMC

Fire Chief and Community Emergency Management Co-Ordinator presented updated information as it relates to the ongoing worldwide pandemic, COVID-19.

Moved By Councillor Marianne Stewart

Seconded By Councillor Ron Kore

BE IT RESOLVED THAT Council receive the COVID-19 update presentation from B. Lymburner, Fire Chief and Community Emergency Management Co-Ordinator, for information.

	For	Against
Mayor Marvin Junkin	X	
Councillor Lisa Haun	X	
Councillor Bob Hildebrandt	X	
Councillor Ron Kore	X	
Councillor Wayne Olson	X	
Councillor Marianne Stewart	X	
Councillor John Wink	X	
Results	7	0
Carried (7 to 0)		

4.1.2 COVID-19 Pandemic Update – CAO

Mr. Cribbs, CAO, provided Council an up-date with respect to COVID-19 updates affecting the Town of Pelham. He stated Town Hall is open by appointment only and indicated the Meridian Community Center is closed.

Moved By Councillor Lisa Haun

Seconded By Councillor Wayne Olson

BE IT RESOLVED THAT Council receive the COVID-19 update presentation from D. Cribbs, Chief Administrative Officer, for information.

	For	Against
Mayor Marvin Junkin	X	
Councillor Lisa Haun	X	
Councillor Bob Hildebrandt	X	
Councillor Ron Kore	X	
Councillor Wayne Olson	X	

Councillor Marianne Stewart	X	
Councillor John Wink	X	
Results	7	0
		Carried (7 to 0)

4.2 Delegations

4.2.1 Niagara Region - Vision Zero Intermunicipal Agreement

The Niagara Region provide Council a presentation with respect to the Vision Zero Program and the Intermunicipal Agreement. A copy of the presentation is on record with the Clerk.

The presenters answered various questions asked by Council.

Moved By Councillor Ron Kore
Seconded By Councillor John Wink

BE IT RESOLVED THAT Council receive the delegation from the Niagara Region regarding the Vision Zero Intermunicipal Agreement, for information.

	For	Against
Mayor Marvin Junkin	X	
Councillor Lisa Haun	X	
Councillor Bob Hildebrandt	X	
Councillor Ron Kore	X	
Councillor Wayne Olson	X	
Councillor Marianne Stewart	X	
Councillor John Wink	X	
Results	7	0
		Carried (7 to 0)

4.3 Vision Zero Road Safety Program , 2022-0004-Public Works

Moved By Councillor Bob Hildebrandt
Seconded By Councillor Wayne Olson

BE IT RESOLVED THAT Council receive Report # 2022-0004 – Vision Zero Road Safety Program, for information;

AND THAT Council direct the Amending Agreement to the Niagara Region Courts Inter-Municipal Agreement as attached as Appendix (A) BE APPROVED for purposes of advancing the Vision Zero Program;

AND THAT Council authorize and direct the Mayor and Clerk to execute the Amending Agreement to the Niagara Region Courts Inter-Municipal Agreement.

	For	Against
Mayor Marvin Junkin	X	
Councillor Lisa Haun	X	
Councillor Bob Hildebrandt	X	
Councillor Ron Kore	X	
Councillor Wayne Olson	X	
Councillor Marianne Stewart	X	
Councillor John Wink	X	
Results	7	0
		Carried (7 to 0)

4.4 Report of Regional Councillor

5. Adoption of Minutes

Moved By Councillor Wayne Olson
Seconded By Councillor Bob Hildebrandt

BE IT RESOLVED THAT the following minutes be adopted as printed, circulated and read:

1. RC-21.2021 - Regular Council - December 20, 2021

	For	Against
Mayor Marvin Junkin	X	
Councillor Lisa Haun	X	
Councillor Bob Hildebrandt	X	
Councillor Ron Kore	X	
Councillor Wayne Olson	X	
Councillor Marianne Stewart	X	
Councillor John Wink	X	
Results	7	0
		Carried (7 to 0)

6. Business Arising from Council Minutes

7. Request(s) to Lift Consent Agenda Item(s) for Separate Consideration

Councillor Wink requested items 8.3.2 and 8.5.2 be lifted.

8. Consent Agenda Items to be Considered in Block

Moved By Councillor Marianne Stewart

Seconded By Councillor John Wink

BE IT RESOLVED THAT the Consent Agenda items as listed on the January 10, 2022 Council Agenda be received and the recommendations contained therein be approved, save and except items 8.5.3 and 8.3.2:

8. Consent Agenda Items to be Considered in Block

8.1. Presentation of Recommendations Arising from COW or P&P, for Council Approval

BE IT RESOLVED THAT Council hereby approves the Recommendations Resulting from the following:

1. PCOW-07/2021 - December 13, 2021 - Public Meeting Under the Planning Act

8.2. Minutes Approval - Committee

BE IT RESOLVED THAT the following minutes be adopted as printed, circulated and read:

1. PCOW-07/2021 - December 13, 2021 - Public Meeting Under the Planning Act

8.3. Staff Reports of a Routine Nature for Information or Action

8.3.1. 2022 Municipal and School Board Election - Update , 2022-0003-Clerks

BE IT RESOLVED THAT Council receive Report #2022-0003 – 2022 Municipal and School Board Election Update, for information.

~~8.3.2. Recommendation Report for Applications for Subdivision, Official Plan and Zoning By-law Amendment – Park Place North , 2022-0006-Planning~~

~~BE IT RESOLVED THAT Council receives Report #2022-05 for information as it pertains to File Nos. 26T19-03-2020, OP-AM-03-21 & AM-12-20 relating to Park Place North;~~

~~AND THAT Council directs Planning staff to prepare the by-laws for approval of the Official Plan and Zoning By-law amendments for Council's consideration.~~

~~AND THAT Council approves the Draft Plan of Subdivision, attached as Appendix A, subject to the conditions in Appendix B.(lifted)~~

8.4. Action Correspondence of a Routine Nature

8.5. Information Correspondence Items

8.5.1. NPCA Board of Directors Meeting Highlights, November 19, 2021

BE IT RESOLVED THAT Council receive Board of Directors Meeting Highlights, November 19, 2021, from Niagara Peninsula Conservation Authority, for information.

8.5.2. Niagara Region - Approval of 2022 Interim Levy Dates and Amounts

BE IT RESOLVED THAT Council receive correspondence from the Niagara Region regarding Approval of 2022 Interim Levy Dates and Amounts, for information.

~~8.5.3 Pelham Active Transportation Committee – Steve Bauer Trail Nomenclature~~

~~BE IT RESOLVED That Council receive correspondence dated January 3, 2022, from the Pelham Active Transportation Committee regarding Steve Bauer Trail Nomenclature, for information. (Lifted)~~

	For	Against
Mayor Marvin Junkin	X	
Councillor Lisa Haun	X	
Councillor Bob Hildebrandt	X	
Councillor Ron Kore	X	
Councillor Wayne Olson	X	
Councillor Marianne Stewart	X	
Councillor John Wink	X	
Results	7	0
		Carried (7 to 0)

9. Items for Separate Consideration, if Any

9.1 Recommendation Report for Applications for Subdivision, Official Plan and Zoning By-law Amendment - Park Place North, 2022-0006-Planning

Councillor Ron Kore declared a conflict on this item. (His business is adjacent the subject property.)

Councillor Kore left the virtual meeting.

Moved By Councillor Marianne Stewart

Seconded By Councillor John Wink

BE IT RESOLVED THAT Council receives Report #2022-05 for information as it pertains to File Nos. 26T19-03-2020, OP-AM-03-21 & AM-12-20 relating to Park Place North;

AND THAT Council directs Planning staff to prepare the by-laws for approval of the Official Plan and Zoning By-law amendments for Council’s consideration.

AND THAT Council approves the Draft Plan of Subdivision, attached as Appendix A, subject to the conditions in Appendix B.

	For	Against
Mayor Marvin Junkin	X	
Councillor Lisa Haun	X	
Councillor Bob Hildebrandt	X	
Councillor Wayne Olson	X	
Councillor Marianne Stewart	X	
Councillor John Wink	X	
Results	6	0
		Carried (6 to 0)

9.2 Pelham Active Transportation Committee - Steve Bauer Trail Nomenclature

Councillor Kore returned to the virtual meeting.

Moved By Councillor Marianne Stewart
Seconded By Councillor John Wink

BE IT RESOLVED That Council receive correspondence dated January 3, 2022, from the Pelham Active Transportation Committee regarding Steve Bauer Trail Nomenclature, for information.

Amendment: Moved By Councillor John Wink
Seconded By Councillor Ron Kore

THAT the motion be amended to include:

AND THAT Council direct staff to identify methods of additional identification for safety and descriptive purposes for the Steve Bauer Trail system;

AND THAT staff report back with options for Council's consideration by March 7th, 2022.

	For	Against
Mayor Marvin Junkin	X	
Councillor Lisa Haun	X	
Councillor Bob Hildebrandt	X	

Councillor Ron Kore	X
Councillor Wayne Olson	X
Councillor Marianne Stewart	X
Councillor John Wink	X

Results **7** **0**

Carried (7 to 0)

Motion as Amended: Moved By Councillor John Wink

Seconded By Councillor Ron Kore

BE IT RESOLVED That Council receive correspondence dated January 3, 2022, from the Pelham Active Transportation Committee regarding Steve Bauer Trail Nomenclature, for information;

AND THAT Council direct staff to identify methods of additional identification for safety and descriptive purposes for the Steve Bauer Trail system;

AND THAT staff report back with options for Council's consideration by March 7th, 2022.

	For	Against
Mayor Marvin Junkin	X	
Councillor Lisa Haun	X	
Councillor Bob Hildebrandt	X	
Councillor Ron Kore	X	
Councillor Wayne Olson	X	
Councillor Marianne Stewart	X	
Councillor John Wink	X	
Results	7	0

Carried (7 to 0)

10. Presentation & Consideration of Reports

10.1 Reports from Members of Council:

10.2 Staff Reports Requiring Action

10.2.1 2022 User Fees and Charges, 2022-0002-Corporate Services

Moved By Councillor Lisa Haun

Seconded By Councillor Ron Kore

BE IT RESOLVED THAT Council receive Report #2022-0002-Corporate Services – 2022 User Fees and Charges Report, for information;
AND THAT Council approve and adopt the 2022 User Fees and Charges.

Amendment: Moved By Councillor Lisa Haun
Seconded By Councillor Marianne Stewart

THAT the motion be amended to include “ save and except the Water and Wastewater Charges”

	For	Against
Mayor Marvin Junkin	X	
Councillor Lisa Haun	X	
Councillor Bob Hildebrandt	X	
Councillor Ron Kore	X	
Councillor Wayne Olson	X	
Councillor Marianne Stewart	X	
Councillor John Wink	X	
Results	7	0
		Carried (7 to 0)

Motion as Amended: Moved By Councillor Lisa Haun
Seconded By Councillor Marianne Stewart

BE IT RESOLVED THAT Council receive Report #2022-0002-Corporate Services – 2022 User Fees and Charges Report, for information;

AND THAT Council approve and adopt the 2022 User Fees and Charges save and except the Water and Wastewater Charges.

	For	Against
Mayor Marvin Junkin	X	
Councillor Lisa Haun	X	
Councillor Bob Hildebrandt	X	
Councillor Ron Kore	X	
Councillor Wayne Olson	X	
Councillor Marianne Stewart	X	
Councillor John Wink	X	
Results	7	0

Carried (7 to 0)

10.2.2 Niagara 2022 Canada Summer Games - Venue Use Agreement, Torch Relay and 13 for 13 Festival, 2021-0213-Recreation

Moved By Councillor Wayne Olson
Seconded By Councillor Marianne Stewart

BE IT RESOLVED THAT Council receive Report #2021-0213 Recreation – Niagara 2022 Canada Summer Games Venue Use Agreement; Torch Relay and 13 for 13 Festival Event for information.

AND THAT Council approve entering into the Venue Use Agreement with Niagara 2022 Canada Summer, along with their respective by-laws, for the Mayor and Clerk’s signature.

	For	Against
Mayor Marvin Junkin	X	
Councillor Lisa Haun	X	
Councillor Bob Hildebrandt	X	
Councillor Ron Kore	X	
Councillor Wayne Olson	X	
Councillor Marianne Stewart	X	
Councillor John Wink	X	
Results	7	0

Carried (7 to 0)

- 11. Unfinished Business**
- 12. New Business**
- 13. Presentation and Consideration of By-Laws**

Councillor Kore requested item 3 being By-Law No. 4411(2022) be considered separately.

Moved By Councillor Lisa Haun
Seconded By Councillor Bob Hildebrandt

BE IT RESOLVED THAT the Council of the Town of Pelham, having given due consideration to the following By-laws do now read a first, second and third time and do pass same, and

THAT the Mayor and Clerk be and are hereby authorized to sign and seal the by-laws:

1. By-law 4352(2022) - Being a by-law to Repeal and Replace By-law #4221 (2020) as amended being a By-law to establish an Administrative Monetary Penalty System for Non-Parking Related Offences and to amend By-Law's in section 24 through 38 inclusive
2. By-law 4353(2022) - Being a by-law to Repeal and Replace By-law #4319(2021) as amended being a By-law to establish an Administrative Municipal Penalty System (AMPS) in respect to the enforcement of traffic, parking, standing or stopping of vehicles.
3. By-law 4411(2022) - Being a by-law to amend By-law No. 3728(2016) to establish 2022 Fees and Charges to be collected by the Corporation of the Town of Pelham, and to Repeal By-law No. 4299(2020), as amended.
4. By-law 4412(2022) - Being a by-law to provide for an interim tax levy for the year 2022.
5. By-law 4413(2022) - Being a By-Law to Authorize the Mayor and Clerk to enter into an Intermunicipal Amending Agreement with the Regional Municipality of Niagara and Local Area Municipalities with respect to the Vision Zero Program.
6. By-law 4414(2022) - Being a by-law to authorize the Mayor and Clerk to enter into a Venue Use Agreement with the 2021 Canada Games Host Society INC with respect to the 2022 Canada Games; And to authorize the use of such roadways and lands as a Venue for the 2022 Canada Games.

Moved By Councillor Lisa Haun

Seconded By Councillor Bob Hildebrandt

BE IT RESOLVED THAT the Council of the Town of Pelham, having given due consideration to the following By-laws do now read a first, second and third time and do pass same, and THAT the Mayor and Clerk be and are hereby authorized to sign and seal the by-laws:

1. By-law 4352(2022) - Being a by-law to Repeal and Replace By-law #4221 (2020) as amended being a By-law to establish an Administrative Monetary Penalty System for Non-Parking Related Offences and to amend By-Law's in section 24 through 38 inclusive

2. By-law 4353(2022) - Being a by-law to Repeal and Replace By-law #4319(2021) as amended being a By-law to establish an Administrative Municipal Penalty System (AMPS) in respect to the enforcement of traffic, parking, standing or stopping of vehicles.

4. By-law 4412(2022) - Being a by-law to provide for an interim tax levy for the year 2022.

5. By-law 4413(2022) - Being a By-Law to Authorize the Mayor and Clerk to enter into an Intermunicipal Amending Agreement with the Regional Municipality of Niagara and Local Area Municipalities with respect to the Vision Zero Program.

6. By-law 4414(2022) - Being a by-law to authorize the Mayor and Clerk to enter into a Venue Use Agreement with the 2021 Canada Games Host Society INC with respect to the 2022 Canada Games; And to authorize the use of such roadways and lands as a Venue for the 2022 Canada Games.

	For	Against
Mayor Marvin Junkin	X	
Councillor Lisa Haun	X	
Councillor Bob Hildebrandt	X	
Councillor Ron Kore	X	
Councillor Wayne Olson	X	
Councillor Marianne Stewart	X	
Councillor John Wink	X	
Results	7	0
		Carried (7 to 0)

Moved By Councillor Lisa Haun

Seconded By Councillor Marianne Stewart

BE IT RESOLVED THAT the Council of the Town of Pelham, having given due consideration to the following By-laws do now read a first, second and third time and do pass same, and

THAT the Mayor and Clerk be and are hereby authorized to sign and seal the by-laws:

3. By-law 4411(2022) - Being a by-law to amend By-law No. 3728(2016) to establish 2022 Fees and Charges to be collected by the Corporation of the Town of Pelham, and to Repeal By-law No. 4299(2020), as amended.

Amendment: Moved By Councillor Lisa Haun

Seconded By Councillor Marianne Stewart

THAT the motion be amended to include "save and except the water and wastewater charges".

	For	Against
Mayor Marvin Junkin	X	
Councillor Lisa Haun	X	
Councillor Bob Hildebrandt	X	
Councillor Ron Kore	X	
Councillor Wayne Olson	X	
Councillor Marianne Stewart	X	
Councillor John Wink	X	
Results	7	0
		Carried (7 to 0)

Motion as Amended: Moved By Councillor Lisa Haun
Seconded By Councillor Marianne Stewart

BE IT RESOLVED THAT the Council of the Town of Pelham, having given due consideration to the following By-laws do now read a first, second and third time and do pass same, and THAT the Mayor and Clerk be and are hereby authorized to sign and seal the by-laws:

3. By-law 4411(2022) - Being a by-law to amend By-law No. 3728(2016) to establish 2022 Fees and Charges, save and except water and wastewater charges, to be collected by the Corporation of the Town of Pelham, and to Repeal By-law No. 4299(2020), as amended.

	For	Against
Mayor Marvin Junkin	X	
Councillor Lisa Haun	X	
Councillor Bob Hildebrandt	X	
Councillor Ron Kore	X	
Councillor Wayne Olson	X	
Councillor Marianne Stewart	X	
Councillor John Wink	X	
Results	7	0
		Carried (7 to 0)

14. Motions and Notices of Motion

- 15. **Matters for Committee of the Whole or Policy and Priorities Committee**
- 16. **Matters Arising Out of Committee of the Whole or Policy and Priorities Committee**
- 17. **Resolution to Move in Camera**
- 18. **Rise From In Camera**
- 19. **Confirming By-Law**

Moved By Councillor John Wink
Seconded By Councillor Lisa Haun

BE IT RESOLVED THAT the following By-law be read a first, second and third time and passed:

Being a By-law No. 4415(2022) to Adopt, Ratify and Confirm the proceedings of Council of the Town of Pelham at its Regular Meeting held on the 10th day of January, 2022.

	For	Against
Mayor Marvin Junkin	X	
Councillor Lisa Haun	X	
Councillor Bob Hildebrandt	X	
Councillor Ron Kore	X	
Councillor Wayne Olson	X	
Councillor Marianne Stewart	X	
Councillor John Wink	X	
Results	7	0
		Carried (7 to 0)

20. **Adjournment**

The meeting was adjourned at 6:57pm.

Moved By Councillor Marianne Stewart
Seconded By Councillor Ron Kore

BE IT RESOLVED THAT this Regular Meeting of Council be adjourned until the next regular meeting scheduled for January 24, 2022 at 5:30 pm.

	For	Against
Mayor Marvin Junkin	X	
Councillor Lisa Haun	X	
Councillor Bob Hildebrandt	X	

Councillor Ron Kore	X		
Councillor Wayne Olson	X		
Councillor Marianne Stewart	X		
Councillor John Wink	X		
Results	7	0	
			Carried (7 to 0)

Mayor: Marvin Junkin

Town Clerk: Holly Willford

Recommendations of the SCOW-03/2021 Special Meeting of Committee of the Whole, Operating Budget Presentation held December 14, 2021

BE IT RESOLVED THAT COUNCIL HEREBY approves the following Recommendations Resulting from the SCOW-03/2021 Special Meeting of Committee of the Whole, Operating Budget Presentation held December 14, 2021:

1. THAT the agenda for December 14, 2021 special meeting of Committee be adopted, as circulated.

Amendment

THAT the agenda be amended to include the addendum, being item 4.2 inclusive.

Motion as Amended

THAT the agenda for December 14, 2021 special meeting of Committee be adopted, as amended.

2. **THAT Committee recommend Council reduce the Effingham Street project by \$250,000, and apply additional OCIF funding of \$269,586 to eligible projects, freeing up \$519,586, which can be used to fund additional capital projects from the Roads Reserve, to a maximum of \$500,000 (option b).**
3. THAT Committee recommend Council approve a project for an engineering design for an MCC parking lot, in the amount of \$75,000, be added to the 2022 Capital Budget. (Defeated)
4. **THAT Committee recommend Council approve a project for Erosion mitigation construction at Highway 20 outlet from the Storm Pond in East Fonthill, in the amount of \$250,000, be added to the 2022 Capital Budget;**

AND THAT this expense be red circled unless 100% of the project can be funded by grants or third party funding.
5. **THAT Committee recommend Council approve a project for LED Streetlight Replacements, year one, in the amount of \$250,000, be added to the 2022 Capital Budget.**
6. **THAT Committee recommend Council approve a project for a drainage study for Webber Road and Farr Road, in the amount of \$50,000, be added to the 2022 Capital Budget.**
7. THAT Committee recommend Council approve a project for parking for the Shoppes of Ridgeville, in the amount of \$50,000, be added to the

2022 Capital Budget. (Defeated)

- 8. THAT Committee recommend Council remove \$27,500 from the budget designated for Advisory Committee Budgets and that the operating budget transfer to the Roads Reserve be reduced by \$115,000 due to the additional OCIF funding, to reduce the tax levy, being a 0.91% reduction;**

AND THAT Committee recommend that the balance of funds freed up due to OCIF funding, being \$104,586, be retained within the working funds reserve, increasing the projected 2022 year-end balance.

- 9. THAT Committee recommend Council adjust the operating budget to increase the tax levy and add the expenditure of a Gardening project in the amount of \$20,000. (Defeated)**

- 10. THAT Committee receive the 2022 Operating Budget - Discretionary Items for Council Consideration presentation for information.**

- 11. THAT Committee receive the LED Streetlight Conversion presentation by Direct of Public Works, Mr. Jason Marr, for information;**

- 12. THAT Committee receive the 2022 Operating Budget and the 2022 Water and Wastewater Budget presentation by the Treasurer and Deputy Treasurer, for information;**

AND THAT Committee recommend to Council to approve the 2022 Operating Budget, as amended, at their meeting scheduled for January 24th, 2022;

AND THAT Committee recommend to Council to approve the 2022 Water and Wastewater Budget, including an increase in the Water rate of 7.5% and the Wastewater rate by 9.5% at their meeting scheduled for January 24th, 2022.

- 13. THAT this Special Meeting of Committee be adjourned.**

COMMITTEE OF THE WHOLE

MINUTES

Meeting #: SCOW-03/2021 - Operating and Water and
Date: Wastewater Budgets Special Meeting
Location: Tuesday, December 14, 2021
Town of Pelham Municipal Office - Council
Chambers
20 Pelham Town Square, Fonthill

Members Present: Mayor Marvin Junkin
Councillor Lisa Haun
Councillor Bob Hildebrandt
Councillor Ron Kore
Councillor Wayne Olson
Councillor Marianne Stewart
Councillor John Wink

Staff Present: David Cribbs
Jason Marr
Teresa Quinlin-Murphy
Vickie vanRavenswaay
Barbara Wiens
Holly Willford
Charlotte Tunikaitis
Sarah Leach
Ryan Cook
Amy Guilmette (Representing Pelham Library)
Nicole Nolan (Representing Pelham Library)

1. Call to Order and Declaration of Quorum

Noting that a quorum was present, the Mayor called the meeting to order at approximately 5:30pm.

1.1 Land Recognition Statement

The Mayor read the Land Recognition Statement into the record.

2. Adoption of Agenda

Moved By Councillor John Wink

THAT the agenda for December 14, 2021 special meeting of Committee be adopted, as circulated.

Amendment: Moved By Councillor John Wink

THAT the agenda be amended to include the addendum, being item 4.2 inclusive.

For (7): Mayor Marvin Junkin, Councillor Lisa Haun, Councillor Bob Hildebrandt, Councillor Ron Kore, Councillor Wayne Olson, Councillor Marianne Stewart, and Councillor John Wink

Carried (7 to 0)

Motion as Amended: Moved By Councillor John Wink

THAT the agenda for December 14, 2021 special meeting of Committee be adopted, as amended.

For (7): Mayor Marvin Junkin, Councillor Lisa Haun, Councillor Bob Hildebrandt, Councillor Ron Kore, Councillor Wayne Olson, Councillor Marianne Stewart, and Councillor John Wink

Carried (7 to 0)

3. Disclosure of Pecuniary Interest and General Nature Thereof

There were no pecuniary interests disclosed by any of the members present.

4. Department Reports

4.1 Corporate Services

Treasurer Quinlin-Murphy and Deputy Treasurer Tunikaitis presented information regarding the 2022 Operating, Water and Wastewater Budgets for the Town of Pelham.

4.2 Discretionary Items for Council Consideration

4.2.1 2022 Operating Budget - Discretionary Items for Council Consideration

Treasurer Quinlin-Murphy and Deputy Treasurer Tunikaitis presented information regarding the 2022 Operating Budget Discretionary Items for Council's consideration.

4.2.2 LED Streetlight Conversion Presentation

Director of Public Works, Jason Marr, presented information regarding the proposed LED Streetlight Conversion Presentation Items for Council's consideration.

4.2.3 Options Regarding the Implementation of an LED Streetlight Conversion Program in the Town of Pelham, 2021-0206-Public Works

The Clerk advised this Report would be considered at the December 20th, 2022 Council Meeting.

5. Committee Input

Committee discussed various budget items and recommended various budget amendments.

Moved By Councillor Ron Kore

THAT Committee recommend Council reduce the Effingham Street project by \$250,000 and apply additional OCIF funding of \$269,586 to eligible projects, freeing up \$519,586, which can be used to fund additional capital projects from the Roads Reserve, to a maximum of \$500,000 (option b).

For (7): Mayor Marvin Junkin, Councillor Lisa Haun, Councillor Bob Hildebrandt, Councillor Ron Kore, Councillor Wayne Olson, Councillor Marianne Stewart, and Councillor John Wink

Carried (7 to 0)

Moved By Councillor Marianne Stewart

THAT Committee recommend Council approve a project for an engineering design for an MCC parking lot, in the amount of \$75,000, be added to the 2022 Capital Budget.

For (3): Councillor Lisa Haun, Councillor Ron Kore, and Councillor Marianne Stewart

Against (4): Mayor Marvin Junkin, Councillor Bob Hildebrandt, Councillor Wayne Olson, and Councillor John Wink

Defeated (3 to 4)

Moved By Councillor John Wink

THAT Committee recommend Council approve a project for Erosion mitigation construction at Highway 20 outlet from the Storm Pond in East Fonthill, in the amount of \$250,000, be added to the 2022 Capital Budget;

AND THAT this expense be red circled unless 100% of the project can be funded by grants or third party funding.

For (6): Mayor Marvin Junkin, Councillor Lisa Haun, Councillor Bob Hildebrandt, Councillor Wayne Olson, Councillor Marianne Stewart, and Councillor John Wink

Against (1): Councillor Ron Kore

Carried (6 to 1)

Moved By Councillor Wayne Olson

THAT Committee recommend Council approve a project for LED Streetlight Replacements, year one, in the amount of \$250,000, be added to the 2022 Capital Budget.

For (7): Mayor Marvin Junkin, Councillor Lisa Haun, Councillor Bob Hildebrandt, Councillor Ron Kore, Councillor Wayne Olson, Councillor Marianne Stewart, and Councillor John Wink

Carried (7 to 0)

Moved By Councillor Marianne Stewart

THAT Committee recommend Council approve a project for a drainage study for Webber Road and Farr Road, in the amount of \$50,000, be added to the 2022 Capital Budget.

For (6): Mayor Marvin Junkin, Councillor Bob Hildebrandt, Councillor Ron Kore, Councillor Wayne Olson, Councillor Marianne Stewart, and Councillor John Wink

Against (1): Councillor Lisa Haun

Carried (6 to 1)

Moved By Councillor Wayne Olson

THAT Committee recommend Council approve a project for parking for the Shoppes of Ridgeville, in the amount of \$50,000, be added to the 2022 Capital Budget.

For (3): Mayor Marvin Junkin, Councillor Wayne Olson, and Councillor John Wink

Against (4): Councillor Lisa Haun, Councillor Bob Hildebrandt, Councillor Ron Kore, and Councillor Marianne Stewart

Defeated (3 to 4)

Moved By Councillor Lisa Haun

THAT Committee recommend Council remove \$27,500 from the budget designated for Advisory Committee Budgets and that the operating budget transfer to the Roads Reserve be reduced by \$115,000 due to the additional OCIF funding, to reduce the tax levy, being a 0.91% reduction;

AND THAT Committee recommend that the balance of funds freed up due to OCIF funding, being \$104,586, be retained within the working funds reserve, increasing the projected 2022 year-end balance.

For (7): Mayor Marvin Junkin, Councillor Lisa Haun, Councillor Bob Hildebrandt, Councillor Ron Kore, Councillor Wayne Olson, Councillor Marianne Stewart, and Councillor John Wink

Carried (7 to 0)

Moved By Councillor Wayne Olson

THAT Committee recommend Council adjust the operating budget to increase the tax levy and add the expenditure of a Gardening project in the amount of \$20,000.

For (3): Mayor Marvin Junkin, Councillor Wayne Olson, and Councillor Marianne Stewart

Against (4): Councillor Lisa Haun, Councillor Bob Hildebrandt, Councillor Ron Kore, and Councillor John Wink

Defeated (3 to 4)

Moved By Councillor Marianne Stewart

THAT Committee receive the 2022 Operating Budget - Discretionary Items for Council Consideration presentation for information.

For (7): Mayor Marvin Junkin, Councillor Lisa Haun, Councillor Bob Hildebrandt, Councillor Ron Kore, Councillor Wayne Olson, Councillor Marianne Stewart, and Councillor John Wink

Carried (7 to 0)

Moved By Councillor Bob Hildebrandt

THAT Committee receive the LED Streetlight Conversion presentation by Direct of Public Works, Mr. Jason Marr, for information;

For (7): Mayor Marvin Junkin, Councillor Lisa Haun, Councillor Bob Hildebrandt, Councillor Ron Kore, Councillor Wayne Olson, Councillor Marianne Stewart, and Councillor John Wink

Carried (7 to 0)

Moved By Councillor Wayne Olson

THAT Committee receive the 2022 Operating Budget and the 2022 Water and Wastewater Budget presentation by the Treasurer and Deputy Treasurer, for information;

AND THAT Committee recommend to Council to approve the 2022 Operating Budget, as amended, at their meeting scheduled for January 24th, 2022;

AND THAT Committee recommend to Council to approve the 2022 Water and Wastewater Budget, including an increase in the Water rate of 7.5% and the Wastewater rate by 9.5% at their meeting scheduled for January 24th, 2022.

For (6): Mayor Marvin Junkin, Councillor Bob Hildebrandt, Councillor Ron Kore, Councillor Wayne Olson, Councillor Marianne Stewart, and Councillor John Wink

Against (1): Councillor Lisa Haun

Carried (6 to 1)

6. Adjournment

The meeting adjourned at 8:53pm.

Moved By Councillor Lisa Haun

THAT this Special Meeting of Committee be adjourned.

For (7): Mayor Marvin Junkin, Councillor Lisa Haun, Councillor Bob Hildebrandt, Councillor Ron Kore, Councillor Wayne Olson, Councillor Marianne Stewart, and Councillor John Wink

Carried (7 to 0)

Mayor: Marvin Junkin

Town Clerk: Holly Willford

Subject: 2022 Draft Operating Budget Update**Recommendation:**

BE IT RESOLVED THAT Council receive Report # 2022-0026 Corporate Services – 2022 Draft Operating Budget Update, for information;

AND FURTHER THAT Council approve the amendment in this report to the draft 2022 Operating Budget;

AND THAT Council pass the 2022 Operating Budget as amended.

Background:

The draft 2022 Operating Budget was presented to Committee of the Whole (COW) on December 14, 2021. The proposed tax levy increase was 4.77% after an estimated 1.75% assessment growth.

New information regarding an additional \$509,000 in Ontario Community Infrastructure Fund (OCIF) grant funding was received on November 15, 2021, subsequent to the budget publication, and presented at the December 14, 2021 COW meeting due to the impact of capital funding on the reserve transfers required in the Operating Budget.

At the meeting, Committee considered a number of discretionary items and recommended that Council make the following amendments to the 2022 Operating Budget:

1. Remove \$27,500 from the budget designated for Advisory Committee Budgets.
2. Reduce the transfer to the Roads Reserve by \$115,000 because of additional OCIF funding received.

These two amendments were estimated at a 0.91% reduction, reducing the proposed 2022 Operating budget tax levy increase. The final growth number from MPAC is 1.75% which is unchanged from the estimate at time of budget publication.

At the December 20, 2021 meeting of Council, the recommendations from the December 14, 2021 COW were approved, which removed \$27,500 from the budget

designated for Advisory Committee Budgets and reduced the transfer to the Roads Reserve by \$115,000 due to the additional OCIF funding, to reduce the tax levy by approximately 0.91%. The balance of funds freed up due to amendments to the capital budget and OCIF funding, being \$104,586 would be retained within the working funds reserve, increasing the projected 2022 year-end balance.

Analysis:

Table 1 summarizes the budget adjustments approved by Council and the revised draft 2022 Operating Budget totals. Budgets for advisory committees of Council which were previously added were removed, leaving the Pelham Active Transportation Committee with a \$2,500 budget, the Public Arts Advisory Committee with a \$5,000 budget, the Pelham Seniors Advisory Committee with a \$5,000 budget, and the remaining advisory committees without budgets for 2022.

Table 2 presents the 2022 Operating Budget Net Increase after the adjustments have been made. The final tax levy increase for 2022 is 3.88% after 1.75% assessment growth (slight difference from estimate due to rounding). For the average residential property with an assessed value of \$373,000, this would be an increase of approximately \$77.

Table 3 summarizes the increases as presented in the operating budget, after removing the incremental increases for advisory committees and reducing the transfer to the roads reserve.

Financial Considerations:

Additional OCIF funding enabled an increased investment in capital projects while keeping the transfer to the Roads Reserve constant when compared to the 2021 transfer. Maintaining the present contribution level ensures funding is adequate for planned capital expenditures and demonstrates the Town's commitment to the maintenance of core infrastructure assets while refraining from additional debt.

The amendments to the draft 2022 Operating Budget reduced the tax levy increase by 0.89% from 4.77% to 3.88%.

Alternatives Reviewed:

N/A

Strategic Plan Relationship: Financial Sustainability

The recommendations made by Council have reduced the anticipated tax burden on the residents of Pelham while continuing to invest in infrastructure.

Consultation:

None.

Other Pertinent Reports/Attachments:

Table 1 – 2022 Budget Adjustments

Table 2 – 2022 Operating Budget Net Increase

Table 3 – Summary of 2022 Increases as Presented in the Budget

Prepared and Recommended by:

Charlotte Tunikaitis, CPA, CA
Manager Financial Services and Deputy Treasurer

Teresa Quinlin-Murphy, FCPA, FCA, MBA
Director of Corporate Services & Treasurer

Prepared and Submitted by:

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

Table 1

2022 Budget Adjustments

Description	Budget Area	
Revenues		
Total Revenues per Draft 2022 Budget Presented to Council December 14, 2021		\$ 20,517,379
Decreased property tax revenues		<u>(142,500)</u>
Total Revenues per Draft 2022 Budget presented to Council January 24, 2022		<u><u>\$ 20,374,879</u></u>
Expenditures		
Total Expenditures per Draft 2022 Budget Presented to Council December 14, 2021		\$ 20,517,379
Transfer to Roads Reserve Reduced	Roadway Maintenance - Transfer to Reserve	(115,000)
Pelham Active Transportation Committee budget reduced to \$2,500	Public Works Operations - Materials and Supplies	(2,500)
Community Beautification Committee budget removed	Beautification - Materials and Supplies	(5,000)
Finance and Audit Committee budget removed	Finance Services - Materials and Supplies	(5,000)
Cannabis Control Committee budget removed	Planning and Development - Materials and Supplies	(5,000)
Municipal Heritage Advisory Committee budget removed	Planning and Development - Materials and Supplies	(5,000)
Utility Sustainability Committee budget removed	Facilities - Materials and Supplies	<u>(5,000)</u>
Total Expenditures per Draft 2022 Budget presented to Council January 24, 2022		<u><u>\$ 20,374,879</u></u>



Table 2

2022 Operating Budget Net Increase

	2021 Budget	2022 Budget	Budget Change	
			Dollar	Percent
Expenditures	\$ 19,376,524	\$ 20,374,879	\$ 998,355	5.15%
Non-Tax Revenues	3,397,183	3,495,770	\$ 98,587	2.90%
	15,979,341	16,879,109	899,768	5.63%
Assessment Growth - Estimated			279,638	1.75%
Net 2022 Operating Budget Increase			\$ 620,130	3.88%

Table 3
Summary of 2022 Increases as Presented in Budget

Increase in reserve transfers and capital expenditure funding	\$	445,000
New complements and position changes approved in 2021, grid movement, 1.75% cost of living adjustment (COLA) for staff, one summer student, increased hours for HR assistant, Asset Management & GIS Analyst position from contract to permanent, net of reduction for climate change coordinator contract and volunteer firefighter points		172,000
Increased cost of benefits		165,000
Increased costs in Beautification, Roads, Winter Control, and Fleet due to growth, inflation, increased service level requests, and aging capital assets, net of savings and revenue increases		103,000
Continued impact of COVID-19 no longer covered by Federal and Provincial funding, net of transfer from general Working Funds Reserve		94,000
Increased cost of insurance		31,000
Increase in IT costs such as internet bandwidth and software support		30,000
Decreased legal costs related to cannabis and reduced contract services for external odour monitoring		(105,000)
Reduced operating reserve transfers		(52,000)
Other increased costs net of savings and increased revenues		16,768
Total 2022 Proposed Increase	\$	899,768
Less:		
Estimated Increase in Growth		(279,638)
Net 2022 Operating Budget Increase	\$	620,130

Subject: Meridian Centre Backup Power Generator Options and Potential for Solar Power System Installation

Recommendation:

BE IT RESOLVED THAT Council receive Report #2022-0016 Meridian Centre Back Up Power Generator Options and Potential for Solar Power System Installation for information.

Background:

In 2021, Council directed staff to investigate the potential for installing solar power generators at the Meridian Community Centre (MCC) and other municipal structures, and prepare a report with respect to providing backup power generation at the MCC. This report serves to inform Council of the options and costs associated with providing backup power and the possibility of installing solar panels at the MCC.

Analysis:

Solar Power Generation for the MCC

Staff contacted Petroff Partnership Architects to provide technical information and guidance regarding capability of the roof structure to handle the additional weight load of solar panels at the MCC. It was confirmed that on the existing building structural scope, the roof was not designed to support additional roof mounted items or equipment including solar panels.

Staff have been in contact with industrial solar system providers to determine what other Municipal facilities may be suited for solar installations, however this information was not yet available at the time of this report. Once the information has been compiled, Staff will bring a report to Council outlining the potential sites, upfront costs, investment pay-back timelines, solar panel lifespan, grant availability, as well as system maintenance and replacement requirements for consideration during future capital budget preparation.

Emergency Backup Generator for MCC

Public Works and Recreation Culture & Wellness Facility Staff worked together with a local electrical consultant to determine a number of options for providing

emergency backup power to the MCC during power failures. The Backup Emergency Generator Consultant Report is attached as Appendix A. The options are as follows:

Option #1

Based on the original Community Centre design plans, the electrical system was built to support a 600A (623kW) emergency backup power system, intended to support the warm areas of the MCC. The warm areas can be defined as everything west of the atrium main stairway. This includes the atrium, the gymnasiums, the Accursi Room, the RCW offices and the main floor concession. To allow for the future installation of a generator, a 600a breaker and transfer switch was installed into the building's electrical system at the time of construction. The estimated costs of supplying and installing a generator capable of providing the required output ranges from \$780,000 to \$1,000,000 (plus HST). This option does not include providing power or lighting to dressing rooms, arenas, and other cold side areas. The Main Single Line Diagram and electrical panel circuit break down is attached as Appendix B.

Option #2

A second option would be to provide power to the entire building with the exception of the ice making plant. This requires a larger generator, new transfer switch and electrical equipment. The estimated cost of supply and installation of a 1500kW generator ranges from \$1,500,000 to \$1,650,000 (plus HST).

Option #3

In the Corporate Climate Change Adaptation Plan, the Town identified 45 adaptation action items. Item 7.3 reads "Invest in new power support systems (e.g. generator for MCC) for Town's built infrastructure to support seamless services during extreme events".

It is entirely possible to procure a generator and electrical switching equipment that will provide uninterrupted power during extended outages that would support seamless service delivery at the MCC including ice making. The estimated costs of supplying and installing this system ranges from \$3,680,500 to \$4,000,000 (plus HST).

The generators specified in all three options are natural gas burning and are supplied with insulated silencers to meet sound pressure levels of 65db (A) at 10m. The annual maintenance costs are not included in the estimates above but can be predicted to range from 3% to 5% of the original equipment cost. Natural Gas powered generators have a live span between 20 and 25 years.

The installation of a generator at the MCC will require the removal of parking spaces to accommodate their size. Depending on the size of the generator and location required for installation, it is possible to lose up to 7 or more parking spaces, given their footprint.

Winter ice can be maintained without power for approximately 3 days. In the summer this is reduced to 1.5 days, however while the ice making plant is inoperable, the ice cannot be used. The ice making plant must be running during ice maintenance and flooding operations.

Both Option #1 and #2 are similar in that the ice surface could not be used during a power outage resulting in the potential lost rental revenue of \$4500 per day of power disruption during a typical ice season. Power outages over 3 days would result in the loss of the ice surface and would require the complete removal and reinstatement of the ice at a cost of \$15,500 as has been previously reported. The ice can be reinstated over the course of 7 days resulting in an additional \$31,500 in lost rental revenue. Ice cannot be reinstated until the power is returned. For example, a four day loss of power would result in \$49,500 loss of rental revenue plus the \$15,500 of ice reinstatement for a total cost of \$65,000.

Option #1 provides enough power to maintain offices for staff administrative functions and provides space in the gymnasium and Accursi room for emergency shelter as well as washrooms, shower facilities, and food preparation areas if necessary. Staff are investigating the potential for renting a mobile 500kW to 623kW generator that could be available in emergency situations.

Option #2 provides power and lighting to the entire facility, with the exception of the ice making plant and increases the space that may be utilized during prolonged power outages but does not allow for the use of the ice rentals.

Option #3 provides seamless service during extreme weather events but is also the most expensive. Extreme weather or long term system wide power outages may cause the cancelling of services at the MCC for safety reasons regardless if the power is available to continue providing recreational or cultural programs. The annual operating costs of a generator the size required for this option exceeds the lost revenue and expenditure required for ice reinstatement for a month long power outage.

Financial Considerations:

The installation of a backup generator at the MCC is identified in the 20 year Capital Facilities Budget in 2025. The budget has been identified at \$750,000 and is based on Option 1. Council could instruct staff to increase the budget to provide an increased level of service and facility use during power outages and emergency events. (See Table 1 – Summary of Estimated Capital and Operating Costs). In any event, the Capital Facilities Budget will have to be amended to reflect an increased cost for this item.

Table 1 – Summary of Estimated Capital and Operating Costs

Option	Est. Supply and Installation Cost	Est. Annual Maintenance Cost (4%)
Option 1	\$780,000 to \$1,000,000	\$31,200 to \$40,000
Option 2	\$1,500,000 to \$1,650,000	\$60,000 to \$66,000
Option 3	\$3,680,500 to \$4,000,000	\$147,220 to \$160,000

Alternatives Reviewed:

The alternatives have been provided in the Analysis section of this report.

Strategic Plan Relationship: Strong Organization

Providing emergency backup power generation to the MCC will increase the Town's capacity to adapt and respond to events related to extreme weather and climate change. It will contribute to becoming a more resilient and sustainable community while ensuring that public service facilities meet the present and future needs of the community.

Consultation:

Petroff Partnership Architects, Power Tech Consultants, the Supervisor of Recreation Programs and Facilities, the Recreational Facilities Coordinator, the Facilities Tradesperson, the Manager of Public Works, the Director of Public Works, the Director of Recreation Culture and Wellness, the Director Corporate Services/Treasurer, and the Fire Chief all contributed to the drafting of this report.

Other Pertinent Reports/Attachments:

Appendix A - Backup Emergency Generator Consultant Report

Appendix B - Main Single Line Diagram and electrical panel circuit break down

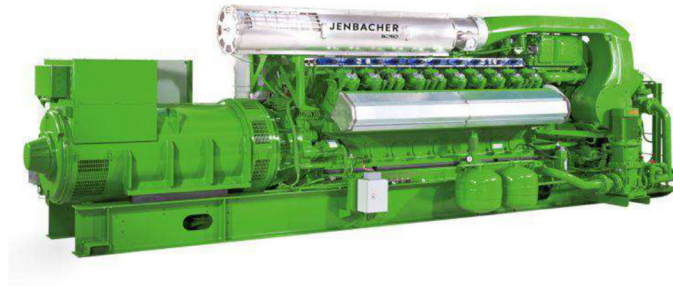
Prepared and Recommended by:

Ryan Cook, CRS, Dippl MM
Manager of Public Works

Jason Marr, P. Eng.
Director of Public Works

Prepared and Submitted by:

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



Backup Emergency Generator for Meridian Community Centre Pelham

PROPOSAL

623 kW Backup Emergency Generator

Based on the original building plans, the electrical system was designed to be supported by a 600A (623kW) emergency backup system which will support the warm areas of the Meridian Community Centre and the 600A Breaker and Transfer switch has already been installed into the building Switchgear, so there would be a smaller cost associated with the installation of the actual backup generator. It would, however, require a hook up for the natural gas and a concrete pad to place the generator. This would be an additional cost of approximately, 50% the cost of the actual backup generator. (\$175,000.00)

I have received a couple of class D quotes for this size of generator

- 1) Toromont (Cat) a 500kW genset(G3412) and a 75dba enclosure at 7m would be **\$350,000.00**. this does not include the labor and materials to install the generator.
- 2) Enerflex/Jenbacher 623kW Backup Generator (JGC312): **\$999,563.00** this includes supply delivery, assembly and commissioning.

1500 kW Backup Emergency Generator

Based on the original building plans, the electrical system was designed to be supported by a 600A emergency backup system, but with the 2 arenas, elevator and change rooms add to the Meridian Community Centre back up, you would have to also change the transfer switch, and the breaker to 1500amp rating and also change the hook up on the outside of the building create a pad for it to be placed on and a natural gas hook up. This would be an additional approximately, 50% the cost of the actual backup generator. (\$550,000.00)

I have received a couple of class D quotes for this size of generator

- 3) Toromont (Cat) a 1250kW genset(G3512) and a 75dba enclosure at 7m would be **\$1,100,000.00**. This does not include the labor and materials to install the generator.
- 4) Enerflex/Jenbacher 1500kW Backup Generator (JGC420): **\$1,486,437.00** this includes supply delivery, assembly and commissioning. This does not include the labor and 1500 kW Backup Emergency Generator

Based on the original building plans, the electrical system was designed to be supported by a 600A emergency backup system but change it to support the entire Meridian Community Centre back up, you would have to also change the transfer switch, and the breaker to 2000amp rating and also change the hook up on the outside of the building, also create a pad for the generator to be placed on and, a natural gas hook up. This would be an additional approximately, 50% the cost of the actual backup Generator (1,000,000.00)

I have received a couple of class D quotes for this size of generator

- 5) Toromont (Cat) a 2000kW (2mW) genset (G3520) and a 75dba enclosure at 7m would be **\$2,00,000.00**. This does not include the delivery, assembly, commissioning, labor and materials to install the generator.
- 6) Enerflex/Jenbacher 2000kW(2mW) Backup Generator (JGC612): **\$2,680,520.00** this includes supply delivery, assembly and commissioning. This does not include the labor and materials to install the generator.

Please see attached for quotations from Enerflex, and Toromont



ELECTRIC LIMITED
47 WRIGHT STREET, ST. CATHARINES, ONTARIO, L2P 3J5
T: (905) 984-8544 F: (905) 984-8526

Project: Town of Pelham Community Center

Panel: Panel AA

Location: Gym Storage Electrical 1099

DESCRIPTION	A	CCT	PHASE	CCT	A	DESCRIPTION
North Gymnasium Receptacles	15	1	A	2	20	Northwest Convenience Outlets
South Gymnasium Receptacles	15	3	B	4	20	Southwest Convenience Outlets
Gym Timeclocks	15	5	C	6	15	Womens Washroom / Shower GFI [174] [175]
Drinking Fountains	15	7	A	8	20	Womens Washroom / Shower H.D. [174] [175]
Gym Dryer	30	9	B	10	15	Gym Storage Receptacles
		11	C	12	15	Gym Washing Machine
Gymnasium Office Receptacles	15	13	A	14	20	Mens Washroom H.D.
Gen Manager Office Receptacle	15	15	B	16	15	Public Washroom GFCI [177] [178]
Mens Washroom and Shower GFI [182] [183]	15	17	C	18	20	Public WR HD 177
Elevator Machine Room Receptacle	20	19	A	20	20	Public WR HD 178
Sprinkler / Garbage Room Receptacles	20	21	B	22	15	North Atrium Lobby Receptacles
EAC-1	20	23	C	24	15	South Atrium Lobby Receptacles
		25	A	26	20	Air Curtain West
Spare	20	27	B	28		
		29	C	30	20	Sprinkler Rm Roll Up Door
North Vestibule Fan Forced Heater 2 (3kw)	20	31	A	32		
		33	B	34	15	North Vestibule Door Operator
Info Center Receptacles	15	35	C	36	15	North Atrium Lobby Door Operator
North Outdoor Receptacles	15	37	A	38	15	South Vestibule Door Operator
South Outdoor Receptacles	15	39	B	40	15	South Atrium Lobby Door Operator
Universal Washroom H.D.	20	41	C	42	15	TVs Atrium West Wall
Womens WR Shower Lights	15	43	A	44	15	Southwest Lighting
North Exit Lights, Central Fixtures	15	45	B	46	15	Central Lighting
Mens WR Change Lights	15	47	C	48	15	Concession NW Lights
Gym Fans 49	15	49	A	50	15	Gym Control Centre North
		51	B	52	15	Saver Nodes Gym
Gym Fans 51	15	53	C	54	15	BU-2
FFH South Stairwell	15	55	A	56	15	Vending Machine North
		57	B	58	15	Atrium Destratification Fans 9 & 10
Spare	15	59	C	60	15	Atrium Destratification Fans 11 & 12
Service Elevator Lights	15	61	A	62	15	South Gym Control Center
Gym Dividing Curtians	30	63	B	64	15	South Gym Control Center
		65	C	66	15	Womens Shower HD
WR HD	30	67	A	68	15	WR Flush Valve
WR HD	30	69	B	70	15	Mens HD
Womens Showers HD	20	71	C	72	15	BU-1 Battery Pack
Mens WR HD	20	73	A	74	20	East Air Curtain
South Vending Machine	15	75	B	76		
GYM Door OPS	15	77	C	78	15	Spare
Garbage Unit Heater	15	79	A	80	15	FA Panel
Sprinkler Rm Compressor	20	81	B	82	15	Exit Signs
		83	C	84	15	BAS

AMPS 225A
PHASE 3
SPACES 84

120/208 VOLTS
4 WIRE



ELECTRIC LIMITED

47 WRIGHT STREET, ST.CATHARINES, ONTARIO, L2P 3J5
T: (905) 984-8544 F: (905) 984-8526

Project: Town of Pelham Community Center

Panel: Panel A

Location: Storage Room 224

DESCRIPTION	A	CCT	PHASE	CCT	A	DESCRIPTION
Corridor Receptacle	20	1	A	2	30	EF-12 0.75hp
Multipurpose Room Receptacle	15	3	B	4	15	EF-18 0.25hp
Multipurpose Room Receptacle	15	5	C	6	15	EF-16 0.25hp 13?
General Receptacle	15	7	A	8	15	Meeting Room and Office Receptacle
Microwave	20	9	B	10	15	Admin Office Receptacle
Kitchen GFCI Receptacle	20	11	C	12	15	Admin Office Receptacle
Heated Cabinet	15	13	A	14	20	Admin Office Coffee
Kitchen Fridge	15	15	B	16	15	Roof Maintenance Receptacle
Kitchen Stove	40	17	C	18	100	Panel 'CP'
		19	A	20		
Oven Hood	20	21	B	22		
Spare	15	23	C	24		
EM Heads	15	25	A	26		
Multipurpose Room Lighting	15	27	B	28	15	Kitchen / Corridor Lights
Multipurpose Room Lighting	15	29	C	30	15	Washroom Lights
Multipurpose Room Lighting	15	31	A	32	15	Multi Purpose Drops
Multipurpose Room Lighting	15	33	B	34	15	Flush Valves
Utility Rec	15	35	C	36	20	221 HD
Upright Freezer	20	37	A	38	20	222 HD
Reach In Cooler	15	39	B	40	30	Coffee Maker
Utility Rec	15	41	C	42		
Tele Seating	15	43	A	44	15	WR Flush Valve
Tele Seating	15	45	B	46		
Door OPS	20	47	C	48		
BAS	20	49	A	50		
DATA Cabinet	20	51	B	52	15	Gym Score Board North
Atrium Fans	15	53	C	54	15	Gym Score Board South
R/T A/C Elevator Machine Rm	20	55	A	56	15	Multi Purpose AV
		57	B	58	20	Multi Purpose AV
222 HD	20	59	C	60	15	Multi Purpose Ceiling Rec
221 HD	20	61	A	62	15	Multi Purpose Ceiling Rec
Multi Purpose Cutains North	15	63	B	64	15	Multi Purpose Ceiling Rec
Multi Purpose Cutains East	15	65	C	66	15	Multi Purpose Ceiling Rec
		67	A	68		
		69	B	70		
		71	C	72		

AMPS 100
PHASE 3
SPACES 72

120/208 VOLTS
4 WIRE



ELECTRIC LIMITED

47 WRIGHT STREET, ST. CATHARINES, ONTARIO, L2P 3J5
T: (905) 984-8544 F: (905) 984-8526

Project: Town of Pelham Community Center

Panel: Panel B

Location: Rink A Electrical Room 1011

DESCRIPTION	A	CCT	PHASE	CCT	A	DESCRIPTION
Storage / Corridor Receptacle	15	1	A	2	15	Junior B Area Receptacles
Storage / Corridor Receptacle	15	3	B	4	30	Junior B Dryer
Coaching office / Stick storage receptacle	15	5	C	6		
Ref Washroom Hand Dryer	20	7	A	8	15	Junior B Washer
Heaters	15	9	B	10	20	Junior B and Ref Washroom HD
EF-11	15	11	C	12	20	Ref. WR HD
Storage Rec	15	13	A	14	15	Rm 129 Rec
Spare		15	B	16	15	Score Keeper
Exterior Lights	15	17	C	18	15	Score Keeper
Storage / Stair / Ref / Janitor lights	20	19	A	20	15	Storage Receptacles
Coach Ofc / Corridor / Stick Stge lights	15	21	B	22	15	2nd Floor Running Track
Junior B / Vestibule 199 Lights	15	23	C	24	15	2nd Floor Running Track
North East Exit and EM Lights	15	25	A	26	15	EF-9 and 10
Jr. B AV Equip	15	27	B	28	15	RHM-1, 3, 5, 6
EF Electrical RM	15	29	C	30		
ERV-1	20	31	A	32	15	Walk In Cooler
ERV-2	40	33	B	34	20	Walk In Cooler
AC Unit	30	35	C	36	20	Walk In Cooler
NE Wall	30	37	A	38	20	Rm 19 Rec
Storage Lights	20	39	B	40		
Storage Heater	20	41	C	42	15	Panel Plug
<div> <div>AMPS</div> <div>100A</div> </div> <div> <div>PHASE</div> <div>3</div> </div> <div> <div>SPACES</div> <div>42</div> </div> <div> <div>120/208</div> <div>4</div> </div> <div> <div>VOLTS</div> <div>WIRE</div> </div>						



ELECTRIC LIMITED
47 WRIGHT STREET, ST.CATHARINES, ONTARIO, L2P 3J5
T: (905) 984-8544 F: (905) 984-8526

Project: Town of Pelham Community Center

Panel: Panel C

Location: Main Electrical Room 153

DESCRIPTION	A	CCT	PHASE	CCT	A	DESCRIPTION
Arena B Receptacle	15	1	A	2	15	Arena B Ref HD
Arena B Ref 1&2 Receptacle	15	3	B	4	15	Arena B Receptacle
Spare	15	5	C	6	15	Exterior Receptacle
Team Room GFCI Receptacle	15	7	A	8	15	Change Room Receptacle
Change Room B 1&2 H.D.	20	9	B	10	15	Change Room Receptacle
Change Room B 3&4 H.D.	20	11	C	12	15	Change Room GFCI Receptacle
Change Room B 5&6 H.D.	20	13	A	14	15	Arena B Score Keeper
Arena B Timeclock	15	15	B	16	15	Arena B Score Keeper
Arena A Storage + Canopy Lights	15	17	C	18	15	Ref and Svc Corridor Lights
Team Room Lights	15	19	A	20	15	Arena A Running Track Lights
Team Room Lights	15	21	B	22	15	Arena A Running Track Lights
Team Room Lights	15	23	C	24	15	Arena North Sitting Lights
Arena B Node 1 Type D Fxt	15	25	A	26	15	Arena South Sitting Lights
Overhead Door Arena A	15	27	B	28	15	Shop Maint. & Ice Receptacle
		29	C	30		Ice Resurfacer Unit Heater
Spare	15	31	A	32		
Ice Resurfacer Overhead Door	15	33	B	34	15	Refridgeration Receptacles
		35	C	36	15	Arena A Receptacles
Ice Resurfacer Overhead Door	15	37	A	38	15	Exhaust Fan EF-6
		39	B	40	20	Exhaust Fan EF-17
Exhaust Fan EF-8	15	41	C	42	15	Exhaust Fan EF-10
Fire Alarm Panel	15	43	A	44	15	Exit Signs
Exhaust Fan EF-18	15	45	B	46	15	Exterior Receptacle
Spare	15	47	C	48	15	Exit Signs
Overhead Door A/B Link North "A" Side	15	49	A	50	15	Cimco Gas Detector
		51	B	52	15	Doc Control Panel
Overhead Door A/B Link South "B" Side	15	53	C	54	15	Chemical Water Treatment System
		55	A	56	15	Refridgeration Room Unit Heater
Team Rm Rec	15	57	B	58		
ERV 3	15	59	C	60	15	RHM 13/15
Team Rm Rec	15	61	A	62	15	Triple A Office BB Heater
Spare	15	63	B	64	15	Team Rm's Flush Valve
Panel Plug	15	65	C	66	15	Unit Heaters
Rink B Saver Node	15	67	A	68	100	Panel M
Outside Light Contactor	15	69	B	70		
Overhead Door Arena B	15	71	C	72		
		73	A	74	15	Data Board Plug
Auto Door Arena B West	20	75	B	76	20	Cimco Control Panel
Shot Clock Aren B West	20	77	C	78		
Zamboni 220V Rec	20	79	A	80		
		81	B	82		
FA Callout Panel	20	83	C	84		
<div> <div>AMPS</div> <div>125A</div> </div> <div> <div>PHASE</div> <div>3</div> </div> <div> <div>SPACES</div> <div>84</div> </div> <div> <div>120/208</div> <div>4</div> </div> <div> <div>VOLTS</div> <div>WIRE</div> </div>						



ELECTRIC LIMITED

47 WRIGHT STREET, ST. CATHARINES, ONTARIO, L2P 3J5
T: (905) 984-8544 F: (905) 984-8526

Project: Town of Pelham Community Center

Panel: Panel D

Location: Corridor Electrical Closet 1010

DESCRIPTION	A	CCT	PHASE	CCT	A	DESCRIPTION												
Staff Room Corridor Receptacle	15	1	A	2	15	Storage Corridor / Change Room Receptacles												
Arena A Storage Receptacle	15	3	B	4	15	Storage Corridor / Change Room Receptacles												
Arena A Storage Receptacle	15	5	C	6	15	Drinking Fountian												
Elevator Machine Room and Pit Receptacle	15	7	A	8	15	Storage Corridor / Change Room Receptacles												
Change Rooms GFCI Receptacle	15	9	B	10	15	Storage Corridor / Change Room Receptacles												
Change Rooms GFCI Receptacle	15	11	C	12	20	Change Room A 1&2 H.D.												
Drinking Fountains	15	13	A	14	20	Change Room A 3&4 H.D.												
Change Rooms GFCI Receptacle	15	15	B	16	20	Change Room A 5&6 H.D.												
Change Rooms GFCI Receptacle	15	17	C	18	20	Dressing Room "A" H.D.												
Lobby TV Monitors	15	19	A	20	20	Dressing Room "B" H.D.												
Change Rooms Receptacles	15	21	B	22	15	Minor Hockey and Storage Lights												
Skate Sharpening Receptacle	15	23	C	24	20	Corridor and Storage Lights												
Figure Skating Receptacle	15	25	A	26	15	Team Room / Office / Corridor Lights												
Multipurpose Dressing Room Lights	15	27	B	28	15	Team Room / Office / Corridor Lights												
Elevator 1 Cab Lights	15	29	C	30	15	Team Room / Office / Corridor Lights												
Exit and Emergency Lights	15	31	A	32	15	Spare												
Drinking Fountian	15	33	B	34	15	RHM-11, 12, 14												
Team Rm Flush Valve	15	35	C	36	15	Team Rm Rec												
Skate Sharpening 208V Rec	20	37	A	38	15	Team Rm Rec												
		39	B	40	15	Vending Machine West												
Light Stairs to Roof	15	41	C	42	15	Vending Machine East												
<table><tr><td>AMPS</td><td>100A</td><td>120/208</td><td>VOLTS</td></tr><tr><td>PHASE</td><td>3</td><td>4</td><td>WIRE</td></tr><tr><td>SPACES</td><td>42</td><td></td><td></td></tr></table>							AMPS	100A	120/208	VOLTS	PHASE	3	4	WIRE	SPACES	42		
AMPS	100A	120/208	VOLTS															
PHASE	3	4	WIRE															
SPACES	42																	



ELECTRIC LIMITED

47 WRIGHT STREET, ST. CATHARINES, ONTARIO, L2P 3J5
T: (905) 984-8544 F: (905) 984-8526

Project: Town of Pelham Community Center

Panel: Panel F **Location:** Storage Room 207

DESCRIPTION	A	CCT	PHASE	CCT	A	DESCRIPTION
Running Track Receptacle	15	1	A	2	15	Upper Lobby Corridor Receptacle
Running Track Receptacle	15	3	B	4	15	Corridor Receptacle
Running Track D.F.	15	5	C	6	15	Roof Receptacles
Men's Washroom H.D.	20	7	A	8	15	Music room Receptacle
Women's Washroom H.D.	20	9	B	10	15	Music room Receptacle
Men's Washroom H.D.	20	11	C	12	15	Washroom GFCI
Women's Washroom H.D.	20	13	A	14	15	Staff Washroom GFCI
Women's Washroom GFCI	15	15	B	16	20	Staff Washroom H.D.
Multi-purpose Receptacle	15	17	C	18	15	Staff Lunchroom Frdige
Spare	100	19	A	20	20	Staff Lunchroom GFCI
		21	B	22	15	Staff Lunchroom Microwave
		23	C	24	15	Staff Lunchroom Receptacle
Upper Lobby Lights	15	25	A	26	15	Exit and Emergency Lights
Corridor and Kitchen Lights	15	27	B	28	15	Drinking Fountian
Music/Gen Stge/Washroom Lghts	15	29	C	30	15	Arena A Receptacles
Multi/Staff Room Lighting	15	31	A	32	15	Vending Macchine
WR Flush Valves	15	33	B	34	15	EF-3, 4
Data Cabinet/Security	15	35	C	36	15	RHM-14, 7, 3, 8
Door OPS	15	37	A	38	15	Rooftop Rec
Door OPS	15	39	B	40	15	Vending Machine
Scooter RT	15	41	C	42	15	Vending Machine

AMPS 100A
PHASE 3
SPACES 42

120/208 VOLTS
4 WIRE



ELECTRIC LIMITED

47 WRIGHT STREET, ST. CATHARINES, ONTARIO, L2P 3J5
T: (905) 984-8544 F: (905) 984-8526

Project: Town of Pelham Community Center

Panel: Panel RC **Location:** Rink Concession L2

DESCRIPTION	A	CCT	PHASE	CCT	A	DESCRIPTION
Cash Register	15	1	A	2	15	Utility GFI
		3	B	4	15	Coffee Maker
Beer Dispenser	15	5	C	6		
Under Counter Utility	15	7	A	8	15	Ice Freezer
Cash Register	15	9	B	10	15	Hot Chocolate
		11	C	12	15	Pop Cooler
HD	20	13	A	14	15	Beer/Wine Cooler
HD	20	15	B	16	15	Utility Rec
Spare	20	17	C	18	15	Utility Rec
HD	20	19	A	20	15	Spare
HD	20	21	B	22	20	Rooftop AC Elevator Machine Rm
Rink A Centre Score	15	23	C	24		
Rink A Centre Score	15	25	A	26		
		27	B	28		
		29	C	30		
		31	A	32		
<div> <div>AMPS</div> <div>100A</div> </div> <div> <div>PHASE</div> <div>3</div> </div> <div> <div>SPACES</div> <div>32</div> </div> <div> <div>120/208</div> <div>4</div> </div> <div> <div>VOLTS</div> <div>WIRE</div> </div>						



ELECTRIC LIMITED
 47 WRIGHT STREET, ST.CATHARINES, ONTARIO, L2P 3J5
 T: (905) 984-8544 F: (905) 984-8526

Project: Town of Pelham Community Center

Panel: Panel DP1

Location: Storage Room 224

DESCRIPTION	A	CCT	PHASE	CCT	A	DESCRIPTION
		1	A	2	15	Spare
		3	B	4		
		5	C	6		
		7	A	8	15	AC-7
		9	B	10		
		11	C	12		
AC-8	20	13	A	14	15	MUA-1
		15	B	16		
		17	C	18		
AC-5	30	19	A	20	20	AC-10
		21	B	22		
		23	C	24		
AC-2	40	25	A	26	30	AC-6
		27	B	28		
		29	C	30		
AC-1	50	31	A	32	40	AC-3
		33	B	34		
		35	C	36		
AC-4	50	37	A	38	45	ERV-5
		39	B	40		
		41	C	42		
		43	A	44	20	Gym Lights
		45	B	46	20	Gym Lights
		47	C	48		
Panel AA Xformer T2	125	49	A	50		
		51	B	52		
		53	C	54		
Panel A Xformer T1	40	55	A	56		
		57	B	58		
		59	C	60		
<div> <div>AMPS <u>600A</u></div> <div>PHASE <u>3</u></div> <div>SPACES <u>60</u></div> </div> <div> <div><u>347/600</u> VOLTS</div> <div><u>4</u> WIRE</div> <div></div> </div>						



ELECTRIC LIMITED
 47 WRIGHT STREET, ST.CATHARINES, ONTARIO, L2P 3J5
 T: (905) 984-8544 F: (905) 984-8526

Project: Town of Pelham Community Center
Panel: Panel DP2 **Location:** Electrical Room 1011

DESCRIPTION	A	CCT	PHASE	CCT	A	DESCRIPTION
Spare	15	1	A	2	15	Spare
		3	B	4		
		5	C	6		
Transformer T3 Panel B	30	7	A	8		
		9	B	10		
		11	C	12		
Spare	60	13	A	14		
		15	B	16		
		17	C	18		
		19	A	20		
		21	B	22		
		23	C	24		
		25	A	26		
		27	B	28		
		29	C	30		

AMPS 60A 347/600 VOLTS
 PHASE 3 4 WIRE
 SPACES 30 _____



ELECTRIC LIMITED
 47 WRIGHT STREET, ST.CATHARINES, ONTARIO, L2P 3J5
 T: (905) 984-8544 F: (905) 984-8526

Project: Town of Pelham Community Center
Panel: Panel DP3 **Location:** Storage Room 207

DESCRIPTION	A	CCT	PHASE	CCT	A	DESCRIPTION
AC-9	15	1	A	2	15	AC-11
		3	B	4		
		5	C	6		
Transformer T6 (45kva) Panel F	30	7	A	8		
		9	B	10		
		11	C	12		
		13	A	14		
		15	B	16		
		17	C	18		
		19	A	20		
		21	B	22		
		23	C	24		
		25	A	26		
		27	B	28		
		29	C	30		

AMPS	<u>100A</u>	<u>347/600</u>	VOLTS
PHASE	<u>3</u>	<u>4</u>	WIRE
SPACES	<u>60</u>	<u> </u>	



ELECTRIC LIMITED

47 WRIGHT STREET, ST. CATHARINES, ONTARIO, L2P 3J5
T: (905) 984-8544 F: (905) 984-8526

Project: Town of Pelham Community Center

Panel: Panel DP4 **Location:** Electrical Room 1011

DESCRIPTION	A	CCT	PHASE	CCT	A	DESCRIPTION
Arena B Lights (Type C)	15	1	A	2	15	Arena A Lights (Type C)
Arena B Lights (Type C)	15	3	B	4	15	Arena A Lights (Type C)
Arena B Lights (Type C)	15	5	C	6	15	Arena A Lights (Type C)
Arena B Lights (Type C)	15	7	A	8	15	Arena A Lights (Type C)
Exterior Pole Lighting	15	9	B	10	15	Exhaust Fan EF-9
		11	C	12		
		13	A	14		
		15	B	16		
		17	C	18		
		19	A	20		
		21	B	22		
		23	C	24		
		25	A	26		
		27	B	28		
		29	C	30		

AMPS 60A
PHASE 3
SPACES 60

347/600 VOLTS
4 WIRE



ELECTRIC LIMITED

47 WRIGHT STREET, ST. CATHARINES, ONTARIO, L2P 3J5
T: (905) 984-8544 F: (905) 984-8526

Project: Town of Pelham Community Center

Panel: Panel M **Location:** Boiler Room

DESCRIPTION	A	CCT	PHASE	CCT	A	DESCRIPTION
H.W.T.	15	1	A	2	15	Boiler
H.W.T.	15	3	B	4	15	Boiler
H.W.T.	15	5	C	6	15	Boiler
H.W.T.	15	7	A	8	15	Water Softener Plug
H.W.T.	15	9	B	10	15	Roof Exhaust Fan (EF-S)
H.W.T.	15	11	C	12	15	Panel Rec
BAS Control Panel	15	13	A	14	15	Intellistation Panel
		15	B	16	15	Pump P6
		17	C	18	15	Pump P7
		19	A	20	15	Pump P10
		21	B	22	15	Roof Rec on ERV-4
		23	C	24		
		25	A	26		
		27	B	28		
		29	C	30		
		31	A	32		
		33	B	34		
		35	C	36		
		37	A	38		
		39	B	40		
		41	C	42		

AMPS 100A
PHASE 3
SPACES 42

120/208 VOLTS
4 WIRE



ELECTRIC LIMITED

47 WRIGHT STREET, ST.CATHARINES, ONTARIO, L2P 3J5
T: (905) 984-8544 F: (905) 984-8526

Project: Town of Pelham Community Center

Panel: Panel CP

Location: Upper Level Consession

DESCRIPTION	A	CCT	PHASE	CCT	A	DESCRIPTION
Fridge		1	A	2		Pop Up Toaster
Exhaust Hood		3	B	4		
Food Warmer		5	C	6		Microwave
Fridge/Freezer		7	A	8		Coffee Machine
		9	B	10		
Hot Chocolate		11	C	12		Nacho Cheese
Nacho Cheese		13	A	14		Popcorn Maker
Hot Dog Grill		15	B	16		Utility Rec
Split Rec Cash Register		17	C	18		Utility Rec
		19	A	20		Fire Supression
TV/ Table Rec		21	B	22		
Multi Purpose Rm		23	C	24		
		25	A	26		
		27	B	28		
		29	C	30		
		31	A	32		

AMPS _____
PHASE _____
SPACES 42

_____ VOLTS
_____ WIRE



**Community Planning & Development Department
Planning Application Report**

January 24, 2022

**Subject: Recommendation for Zoning By-law Amendment – North Side of
Pancake Lane**

Recommendation:

**BE IT RESOLVED THAT Council receives Report #2022-19 –
Recommendation for Zoning By-Law Amendment –North Side of
Pancake Land, for information as it pertains to File No. AM-07-2020;**

**AND THAT Council directs Planning staff to prepare the necessary
Zoning By-law amendment for consideration.**

Executive Summary:

The purpose of this report is to provide Council with a recommendation regarding the application to amend the Zoning By-law for property located on the north side of Pancake Lane.

Location:

The property is located on the north side of Pancake Lane west of Pelham Street and east of Woodstream Boulevard (Figure 1). The subject property was formerly part of 1 Pancake Lane which is located west of the property and contains a church and manse. A mix of uses exist adjacent to the property including single detached residential uses to the north, an apartment dwelling and single detached residential use to the east, an apartment dwelling and commercial building to the south and the church with its manse abut to the west.

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Figure 1: Aerial image showing property location

Project Description and Purpose:

The applicant seeks approval to rezone the property from I (Institutional) to a site-specific RM2 (Residential Multiple 2) zone to allow the construction of a four storey apartment dwelling containing 40 units (Figure 2).

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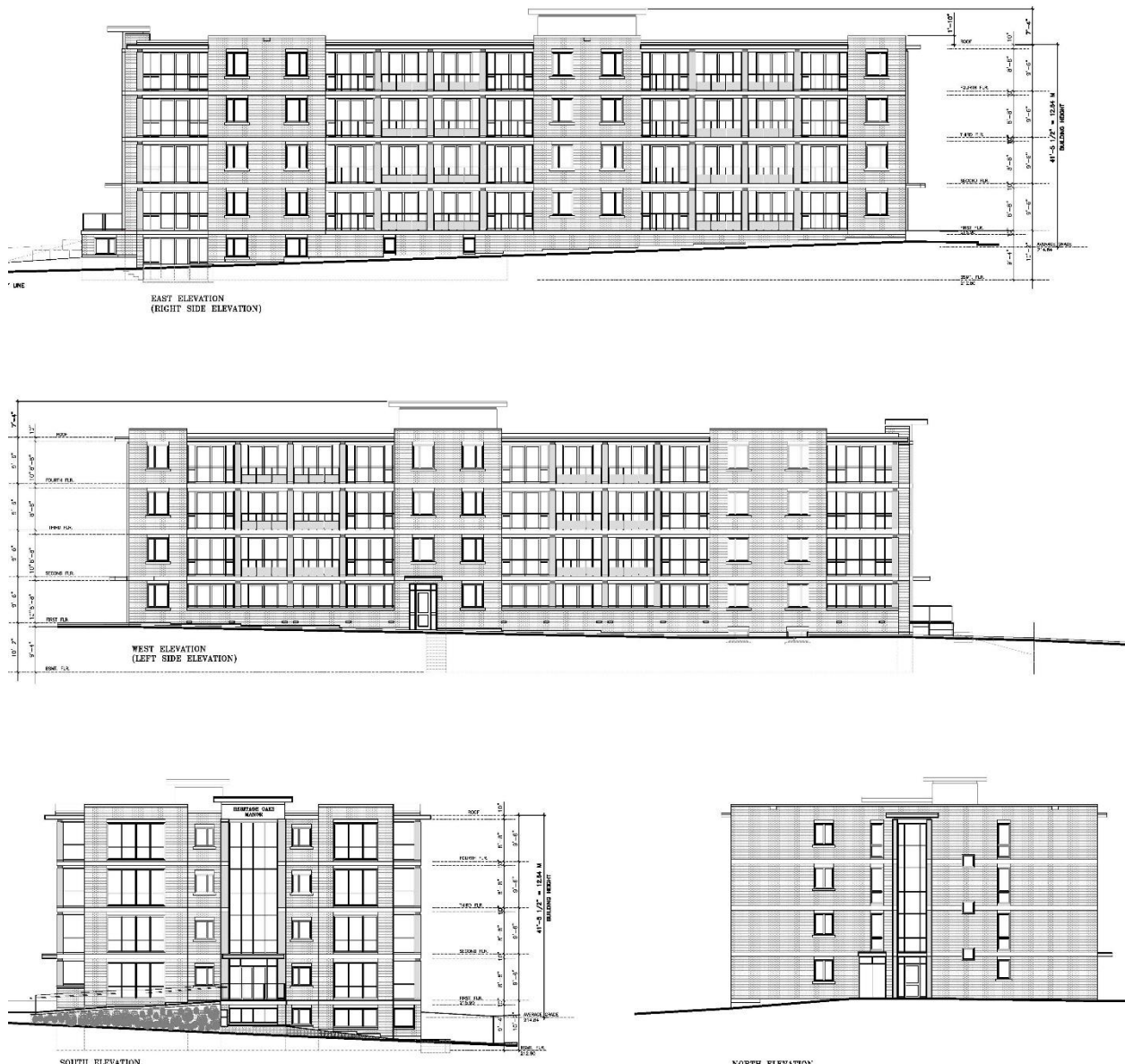


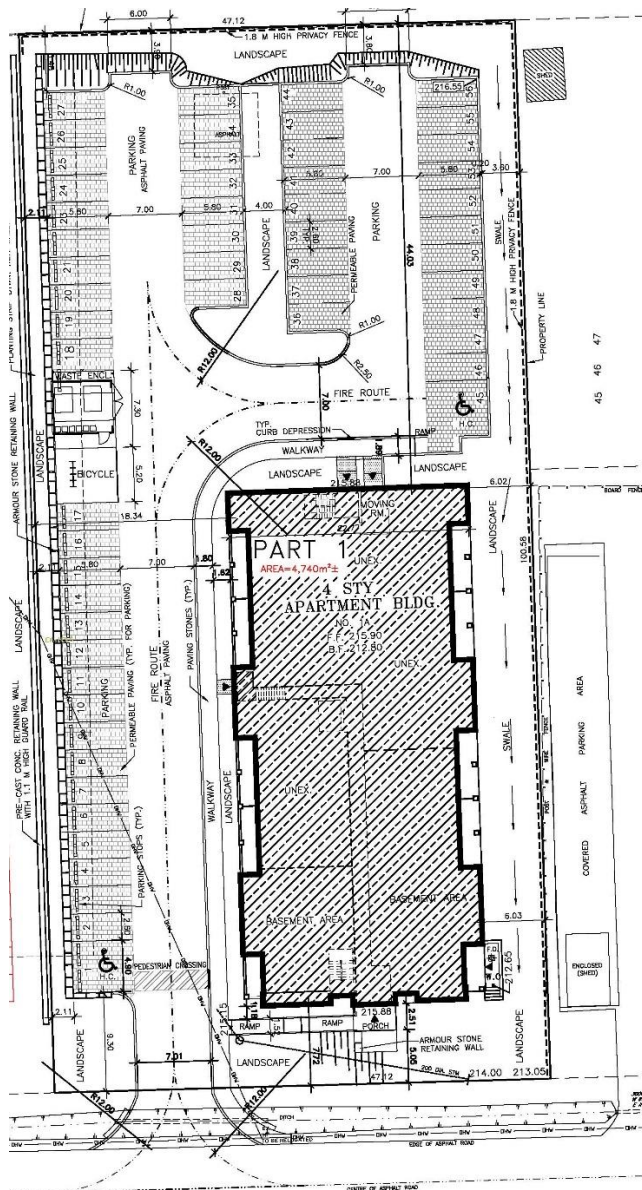
Figure 2: Proposed Building Elevations

The requested zoning change will also allow a site specific lot area per dwelling unit of 118 m² per unit, a maximum density of 85 units per hectare, a maximum lot coverage of 30%, a minimum interior side yard of 6 metres, a minimum landscaped area of 31.89%, a maximum building height of 4 storeys, 56 parking spaces, 60m²

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of common amenity area / 7.5m² per unit of private amenity area, a 2.5 metre front porch encroachment into the front yard and a 7.0 metre wide ingress/egress and drive aisle. These site specific regulations will permit the site to develop as shown on the proposed site plan (Figure 3).



PANCAKE LANE
20.12 WIDE
ROAD ALLOWANCE BETWEEN CONCESSIONS 8 AND 9

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Figure 3: Proposed Site Plan

If the requested zoning by-law amendment is approved, the applicant would proceed with a site plan application next and approval of a Site Plan Agreement would be required prior to receiving a building permit.

The building is expected to contain 10 one bedroom units and 30 two bedroom units. The units will have balconies and access to common indoor amenity space (common room, games room, etc).

Policy Review:***Planning Act***

Section 3 of the *Planning Act* requires that, in exercising any authority that affects a planning matter, the decision of planning authorities “shall be consistent with the policy statements” issued under the Act and “shall conform with the provincial plans that are in effect on that date, or shall not conflict with them, as the case may be”.

Section 34 of the Act allows for consideration of amendments to the zoning by-law.

Provincial Policy Statement, 2020

The Provincial Policy Statement (PPS), 2020 supports the efficient use of lands and development patterns that support sustainability by promoting livable, healthy and resilient communities, protecting the environment, public health and safety and facilitating economic growth. The subject lands are considered to be within a Settlement Area. Settlement areas are to be the focus for growth and development and their vitality and regeneration shall be promoted.

Policy 1.1.3.2 states that land use patterns within settlement areas shall be based on densities and mix of land uses that efficiently use land and resources, are appropriate for and efficiently use infrastructure and public service facilities, minimize negative impacts to air quality and climate change and promote energy efficiency, prepare for the impacts of a changing climate, support active transportation and are transit and freight supportive.

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Policy 1.1.3.3 provides for the promotion of intensification and redevelopment accommodating a significant supply and range of housing options where it can be accommodated taking into account the building stock, availability of existing and planned infrastructure and public service facilities required to accommodate the needs of the development.

The requested zoning by-law amendment will allow for intensification and the addition of apartment dwellings to the range of housing options in the Town. The development can be accommodated by existing and planned infrastructure and public service facilities. The proposed development density will efficiently use land and infrastructure, be constructed in accordance with the energy efficiency requirements in the Ontario Building Code and encourage active transportation through the provision of indoor and outdoor bicycle parking and implementation of a transportation demand management program.

Greenbelt Plan, 2017

The subject parcel is located in an identified settlement area that is outside of the Greenbelt Plan Area; therefore, the policies of the Greenbelt Plan do not apply.

Niagara Escarpment Plan, 2017

The subject parcel is not located in the Niagara Escarpment Plan Area; therefore, the Niagara Escarpment Plan policies do not apply.

Growth Plan for the Greater Golden Horseshoe, 2019

The subject parcel is identified as being within a Delineated Built-up Area according to the Growth Plan for the Greater Golden Horseshoe, 2019. The Growth Plan policies aim to build stronger, prosperous communities by directing growth to built-up areas, promoting transit-supportive densities and a healthy mix of residential and employment land uses, preserving employment areas, planning for community infrastructure, and supporting the conservation and protection of natural systems, prime agricultural areas, and cultural heritage.

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Policy 2.2.2.1(a) requires a minimum of 50 percent of all new residential development to occur within the delineated built-up area.

Policy 2.2.2.3(b) encourages intensification generally throughout the built-up area and investment in services that will support intensification.

The requested zoning by-law amendment will contribute toward the minimum 50 percent target for new residential development and result in intensification in the delineated built-up area.

Regional Official Plan, consolidated August 2015

The Region of Niagara identifies this property as Built-up Area. It is an objective of the Regional Official Plan that intensification be directed to built-up areas and the Plan establishes a minimum intensification target of 15% for the total annual development in Pelham.

The Region also supports the inclusion of urban design analysis and guidelines for various types of plans and development projects.

Policy 11.A.1 encourages the provision of a variety of housing types within urban communities and neighbourhoods to serve a variety of people as they age through their life cycle.

Policy 11.A.2 states the Region encourages the development of attractive, well designed residential development that: provides for active transportation; de-emphasizes garages; emphasizes the entrance and point of access to neighbourhoods; is accessible to all persons; incorporates the principles of sustainability in building design; provides functional design solutions for waste collection and recycling; provides an attractive, interconnected and active transportation friendly streetscape; contributes to a sense of safety within the public realm; balances the need for private and public space; creates or enhances an aesthetically pleasing and functional neighbourhood; and, encourages a variety of connections between land uses based on diverse transportation modes, allowing people to move freely between the places where they live, work and play.

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The proposed development will contribute to achieving the 15% minimum intensification target for the Town of Pelham. The apartment dwellings will provide additional housing types that can serve people throughout their lifecycle. The proposed development will allow for active transportation, be designed to meet accessibility (some accessible units and an elevator) and energy efficiency requirements and to allow for waste collection and recycling. The building is proposed to be located close to Pancake Lane with parking area beside and behind the building for an aesthetically pleasing and functional neighbourhood. The proposed development tries to balance the need for public and private space with balconies, access to indoor amenity space (common room, games room, etc) as well as landscaped areas on the property. Pelham Street is scheduled for urbanization in 2024, which will include the addition of sidewalks and infrastructure for active transportation helping to facilitate connections to the proposed development with diverse transportation modes.

Pelham Official Plan (2014)

The lands are designated Urban Living/Built Boundary in the Town's Official Plan. The permitted uses in this designation are a full range of residential uses including apartment dwellings.

Policy B1.1.3 requires the Town to accommodate at least 15% of projected housing growth within the existing built boundaries of Fonthill and Fenwick. Further, Policy B1.1.3 (a) permits intensification on sites abutting collector roads. Pancake Lane is identified as a collector road according to Schedule C to the Town of Pelham Official Plan.

As stated previously, the requested zoning by-law amendment will contribute toward the 15% intensification rate for Fenwick and Fonthill along a collector road.

Policy B1.1.3 (b) states that residential intensification and redevelopment proposals are encouraged to achieve a unit density and housing type in keeping with the character of the density of the neighbourhood where it is proposed;

The unit density and housing type is varied in the surrounding neighbourhood. The property is surrounded by uses ranging from single detached dwellings to apartment dwellings as well as institutional (church) and commercial (funeral home

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and tattoo shop) uses. As a result, the housing type is in keeping with the surrounding neighbourhood.

The property to the south east (1298 Pelham Street) received approval of a minor variance in 2015 to permit a second apartment dwelling on the property. Both that property and the property directly east (1302 Pelham Street) of the subject property are zoned RM2 (Residential Multiple 2) with a maximum permitted density of 150m² per unit. The requested zoning change would apply the same zoning with less density (118 m² per unit) on the subject property. The property directly south of the property (2 Pancake Lane) is zoned NC (Neighbourhood Commercial) which does not have a maximum density for residential uses. The church property (1 Pancake Lane) is zoned I (Institutional) which permits senior citizens homes and does not have maximum density. Based on this information, the requested zoning by-law amendment is in keeping with the current zoning regulations for the majority of and comparable abutting properties.

The existing density of the adjacent apartment dwelling (approved) is estimated at 59 units per hectare with 65 units per hectare permitted as of right by the RM2 zone. The owner of 2 Pancake Lane has expressed interest in redeveloping the property in future which will further increase the neighbourhood density. The permitted density (65 units per hectare) in the RM2 zone would yield 31 units on the subject property. However, given the site layout and building design, an additional 9 units (85 units per hectare) can be accommodated without significant change to building design/layout or impacts to neighbouring properties thereby respecting the character of the density of the neighbourhood.

Policy B1.1.3(f) encourages affordable housing in intensification areas.

The proposed development will consist of 10 one bedroom units and 30 two bedroom units which will provide more housing options at different levels of affordability in the Town.

Policy B1.1.5 requires that when considering a zoning by-law amendment application to permit an apartment development, Council shall be satisfied that the proposal: respects the character of adjacent residential neighbourhoods, in terms of height, bulk and massing; can be easily integrated with surrounding land uses; will not cause or create traffic hazards or an unacceptable level of congestion on

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surrounding roads; and is located on a site that has adequate land area to incorporate required parking, recreational facilities, landscaping and buffering on-site.

The height, bulk and massing of the proposed building is similar to the neighbouring apartment dwellings and the church building. The existing apartment dwellings are between two and three storeys in height due to the bottom floor being partially above grade (5 storeys permitted). Similarly, the church appears to be just over two storeys due to the basement being partially above grade and the high pitched roof (10.5 metres permitted). The proposed four storey apartment dwelling will be separated from the abutting buildings by more than 20 metres which will include landscaping and trees to soften the appearance of the additional storey in comparison with the existing buildings. Further, the elevation of Pancake Lane increases to the west, resulting in the proposed four storey building appearing to be located at the base of the hill. This has the effect of making the building appear not as tall.

In addition, the proposed building is to be located close to Pancake Lane to avoid incompatibility and privacy concerns with the single detached residential uses to the north and north east. Fencing and landscaping will be provided to protect from headlights in the parking area. Privacy concerns relating to overlook for residents living in the apartment to the east are expected to be minimal as the building is separated by the carport and driveway and there are no outdoor amenity areas existing at grade.

The applicant provided a Traffic Impact Assessment prepared by a Traffic Engineer, which concluded that the development would not create traffic hazards or unacceptable levels of congestion on Pancake Lane. Further, the Town has undertaken further analysis of the intersection of Pancake Lane with Pelham Street and has incorporated upgrades into the Pelham Street road reconstruction. Full urbanization of Pancake Lane is planned for 2024. Based on this information, Town Public Works staff have indicated that they have no concerns with the development relating to traffic or congestion.

The proposed development incorporates parking, indoor and outdoor amenity spaces for future residents as well as landscaping and buffering. The site plan shows one parking space per unit (40), sixteen parking spaces for visitors, 10

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outdoor bicycle parking spaces and 20 indoor bicycle parking spaces as supported by the Parking Study. Residents will have balconies, access to indoor amenity space and some outdoor landscaped areas at grade. Landscaping and buffering details (seating area, fencing, plantings, etc.) will be reviewed as part of a future site plan application should the requested zoning by-law amendment be approved.

Based on this discussion, Planning staff are of the opinion the application conforms to Policy B1.1.5 and the Town's Official Plan.

Pelham Zoning By-law Number 1136 (1987)

The property is zoned I (Institutional). Permitted uses in the I zone are churches, cemeteries, day nurseries, public or private clubs, any public use, nursing homes, senior citizens homes, and schools; and uses, buildings and structures accessory to the foregoing permitted uses. It is noted that a senior citizens home which is permitted in the Institutional Zone is defined in the Zoning By-law as an apartment style building containing self-contained living quarters administered by a non-profit organization or Provincial housing authority and the maximum building height of for permitted institutional uses is 10.5m or 3 stories.

The requested zoning by-law amendment would change the zoning of the property from I (Institutional) to a site specific RM2 (Residential Multiple 2) to permit the apartment dwelling use. The site specific regulations requested are detailed in Table 1.

Table 1: Requested Site Specific Zoning Regulations

Zoning Regulation	General Provisions	Requested Site Specific Zone
6.16(i)(a) Parking Requirements	1.5 spaces/unit = 60 spaces	56 spaces
6.16(d)(i) Ingress and Egress	Ingress and egress, to and from the required parking spaces and areas, shall be provided by means of unobstructed driveways or passageways at least	Minimum width of 7.0 m in perpendicular width where two-way traffic is permitted.

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Zoning Regulation	General Provisions	Requested Site Specific Zone
	3.0 m wide, where only one-way traffic is permitted, and have a minimum width of 7.5 m, but not more than 9.0 m in perpendicular width where two-way traffic is permitted.	
6.16(i)(i) Parking Area Location on Lot	no part of any parking area, other than a driveway, is located no closer than 3.0 m to any side lot line or rear lot line.	no part of any parking area, other than a driveway, is located no closer than 2.0 m to the west side lot line.
6.35 Yard Encroachments (c) Unenclosed Porches, Balconies, Steps and Patios	may project into any required yard a maximum distance of 1.5 m provided that, in the case of porches, steps or patios, such uses are not more than 1.3 m above ground.	may project into any required yard a maximum distance of 2.5 m provided that, in the case of porches, steps or patios, such uses are not more than 1.3 m above ground.
Zoning Regulation	Residential Multiple 2 (RM2)	Requested Site Specific Zone
17.2(a) Minimum Lot Area	150 m ² per dwelling unit	118m ² per dwelling unit
17.2(b) Maximum Density	65 units per hectare	85 units per hectare
17.2(h) Minimum Interior Side Yard	one-half the height of the building or 6 m, whichever is the greater	6m
17.2(j) Minimum Landscaped Area	35%	31.89%
17.2(k) Maximum Building Height	5 storeys	4 storeys
17.2(m) Amenity Area	2.5 m ² of area for each one-bedroom unit and at least 5 m ² of area for each two or more	60m ² total for the building in one location (indoor)

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Zoning Regulation	General Provisions	Requested Site Specific Zone
	bedroom units (175m ²) in one location	7.5m ² /unit private amenity area (balconies)

The requested zoning regulations would allow the site to be developed as shown on the site and elevation plans. Based on the discussion above, the zoning is appropriate and incorporates good planning principles.

Submitted Reports:

The applicant provided copies of the following reports in support of the applications:

*Stage 1-2 Archaeological Assessment prepared Amick Consultants Limited
Archaeology*

The assessment documented archaeological resources on the site. concluded that no further archaeological assessment of the study area is warranted; The Ministry of Heritage, Sport, Tourism and Culture Industries has provided a clearance letter.

Functional Servicing Report prepared by Skira and Associated Limited

The report summarizes the servicing for the site and concludes that adequate municipal services exist to service the development. Further details regarding servicing will be reviewed by Town Public Works staff as part of a future application for site plan approval.

Soil Investigation Report prepared by Soil Engineers Limited

The report makes recommendations for construction of the foundation, sidewalks and underground parking based on the soil and groundwater conditions present.

Phase One Environmental Site Assessment prepared by Soil Engineers Limited

The Phase One Environmental Site Assessment concluded that there was low potential for environmental concern from the site's past uses and that the site is



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suitable for the development. It recommends no further environmental investigation.

Parking Study by Paradigm Transportation Solutions Limited

The study recommends that 40 parking spaces be provided for residents and 16 spaces for visitors; that 10 outdoor bicycle parking spaces and 20 indoor bicycle parking spaces be provided; and that the applicant implement a transportation design management program over the next 3-5 years which includes a coordinator, education and marketing director and a travel choice information board.

Site Circulation Assessment by Paradigm Transportation Solutions Limited

The assessment concludes that no problems are anticipated with the site circulation of the fire truck, garbage collection truck, or passenger car design vehicles.

Traffic Impact Assessment by Paradigm Transportation Solutions Limited

The assessment concludes that the site driveway connection to Pancake Lane will operate within acceptable levels of service during the AM and PM peak hours; no remedial measures are required to mitigate the site impacts; and the town should monitor traffic operations at the intersection of Pelham Street and Pancake Lane/John Street and complete a traffic signal warrant, should side-street delays continue to increase.

Planning Justification Report & Addendum Report prepared by Ruth Victor and Associates

The report concludes that the application is appropriate for the subject lands and represents good planning and assists in providing for the creation of a complete community.

Digital copies of the reports are available by contacting the Planning Division.

Agency Comments:



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Agencies were circulated for review and comment on the application prior to scheduling the public meeting. The following comments (Appendix A) were received:

Enbridge Gas Inc.: No objection.

Canada Post Corporation: No comments or conditions.

Fire & By-law Services: No comment.

Public Works: Technical comments regarding the Engineering reports and plans. Requested Traffic Impact Study.

Building Division: A building permit is required.

Niagara Region: No objection from a Provincial and Regional perspective. Provided technical comments to inform a future site plan application submission.

Public Comments:

On November 20, 2020 a public meeting notice was circulated to all property owners within 120 metres of the property's boundaries and a public notice sign was posted facing Pancake Lane. A public meeting was held on December 14, 2020. The following comments were provided in writing or verbally at the public meeting (full comments received by Council as part of December 14, 2020 agenda):

John Abbott

Concerned that the building design is out of character with residential uses to the north and west, will result in traffic impacts on Pancake Lane and that the access is unsafe in the event of an emergency. Urges Council to reject the development as proposed.

Shelley Wilson

Concerned about the impact on traffic at the intersection of Pelham Street and Pancake Lane and that the scale of the development is not in keeping with the character of the community.

Samuel Knight

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Concerned about traffic impacts and safety on Pancake Lane and resulting congestion at the intersection with Pelham Street, negative impacts on property values and the aesthetic of the community.

Richard Atamanyk

Believes the property should remain Institutional zoning. Is concerned about impacts on view and privacy as well as issues during construction for apartment building to the east, impact on wildlife and wind patterns, will cause shadowing impacts, is not physically compatible with the surrounding neighbourhood, will worsen traffic issues including with buses, will result in flooding and additional safety issues on the road in the winter. Further concerns regarding the location and adequacy of utilities and stormwater drainage. Requested clarification on the Provincial Policy Statement policies regarding infrastructure.

Quartek Group on behalf of Marjorie Russell, Edward and Francis Russell, and Real Bergevin

Concerned about potential impacts including: a loss of privacy resulting in and infringement of our ability to enjoy the use of property; traffic impacts; excessive density; and excessive lot coverage; requests a shadow impact study and property impact assessment. Feels the proposal does not represent good planning.

Staff Comments:

The applicant provided some additional information to address some of the concerns raised by members of the public. The information is attached to this report as Appendix A.

Residents provided a number of comments and concerns respecting the requested zoning by-law amendment applications which are addressed below.

With respect to the building design, the building is a rectangular brick building which is consistent with the existing abutting apartment buildings. While some architectural design features have been updated to reflect modern design principles (more glass, parapets), the symmetrical placement of openings and use of masonry is still consistent with classic architectural styles. The low density residential uses are also separated from the proposed building: to the west by the proposed parking area, church parking lot, church building and woodlot; to the north and north east due to

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the proposed building placement at the south end of the lot with the parking area and landscaped open space located closest to the low density residential uses. Privacy fencing, landscaping and requirements for any parking lot lighting to be directed down would be included in a future site plan agreement if approved. Mature vegetation and accessory buildings (sheds, etc) exist on the low density residential properties which will provide a further buffer to the residential uses.

With respect to the concerns about traffic congestion, the applicant provided a Traffic Impact Assessment prepared by a Traffic Engineer, which concluded that the development would not create traffic hazards or unacceptable levels of congestion on Pancake Lane. Further, the Town has undertaken further analysis of the intersection of Pancake Lane with Pelham Street and has incorporated upgrades into the Pelham Street road reconstruction. Further improvements to Pancake Lane are planned for 2024. Based on this information, Town Public Works staff have indicated that they have no concerns with the development relating to traffic or congestion.

With respect to the concerns about the safety of the access to the development, the applicant provided a Site Circulation Assessment which concludes that no problems are anticipated with the site circulation of the fire truck, garbage collection truck, or passenger car design vehicles. Further, no concerns have been raised by Fire and Emergency Services, Public Works or Niagara Region with respect to the proposed access.

In response to the concerns that the scale of the development is not in keeping with the character of the community, the height, bulk and massing of the proposed building is similar to the neighbouring apartment dwellings and the church building. The existing apartment dwellings are between two and three storeys in height due to the bottom floor being partially above grade (5 storeys permitted). Similarly, the church appears to be just over two storeys due to the basement being partially above grade and the high pitched roof (10.5 metres permitted). The proposed four storey apartment dwelling will be separated from the abutting buildings by more than 22 metres which will include landscaping and trees to soften the appearance of the additional storey in comparison with the existing buildings. Further, the elevation of Pancake Lane increases to the west, resulting in the proposed four storey building appearing to be located at the base of the hill. This has the effect of making the building appear not as tall.

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Regarding negative impacts to property values, typically new development in a neighbourhood is an indication that it is a desirable place to live and invest. The proposed development is not anticipated to reduce property values as no negative impacts are anticipated to adjacent properties. Further, planning decisions must be made respecting housing types and not tenancy so the issue of ownership versus rental cannot weigh into decision making. Finally, additional rental housing units are needed in the Region to provide opportunities for more affordable housing which is considered to be in the public interest.

In terms of the aesthetic of the community being negatively impacted, while the Town is primarily made up of low density residential uses, other housing types do exist throughout the Town. The inclusion of a variety of housing types adds visual interest and signifies the transition over time toward a complete community as well as changing societal needs. The presence of a variety of architectural styles that reflect different eras (rather than all one type), can further enrich the character of a community.

As discussed under the policy analysis for the Official Plan and above with respect to the building design, privacy impacts on the residential uses to the east and north are not anticipated due to the proposed building location at the south end of the lot with separation from the lot lines, the existing building and outdoor amenity area locations on abutting properties and the requirements for adequate fencing and landscaping.

Concerns were raised about impacts to the apartment building to the east during construction. The developer will be required to follow industry best practices for residential areas and work in compliance with the Town's noise by-law to minimize disruption and impacts during construction. This is a standard requirement for any property owner completing construction on their property in the Town.

Regarding impacts on wildlife, the proposed development will take place more than 50 metres from woodland to the west and therefore no negative impacts are anticipated to the woodland feature. The animals noted are regularly found in urban areas and are expected to adapt and still be present. While the view of the woodland from the existing apartment building to the east will be impeded, views are not considered to be protected.

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The applicant provided some assessment with respect to changes to wind patterns. The low wide design of the building is anticipated to have the least impact on wind patterns allowing for the most amount of wind to pass over and around the building.

The building will be separated by greater than 22 metres from the existing apartment building to the east and even greater from the low density residential uses to the north and north east. The 12.64 metre building height is not considered to be an excessively high building given that a standard single detached residential dwelling is permitted to be 10.5 metres in height. Shadowing impacts resulting from the proposed building are not expected to be adverse.

Concerns regarding flooding and safety issues on the road in the winter have been investigated and addressed by Town Public Works as part of the reconstruction of Pelham Street and will be further addressed as part of the urbanization of Pancake Lane in 2024. The location and adequacy of utilities and stormwater drainage will be further reviewed as part of a future application for site plan approval subject to approval of the zoning by-law amendment. At that time, the application would be circulated to utilities for commenting and to identify any required relocations or upgrades. A proposed lot grading plan would also be provided for review by Town Public Works staff to ensure that no flooding would occur on neighbouring properties or roadways.

A resident requested clarification regarding the Provincial Policy Statement policies pertaining to infrastructure. The Provincial Policy Statement, 2020 promotes intensification and redevelopment where it can be accommodated by the availability of existing and planned infrastructure and public service facilities required to accommodate the needs of the development (among other considerations outlined above).

Discussion regarding the proposed density is included under the Official Plan policy analysis. While the requested density represents a moderate increase to what currently exists on surrounding properties, the additional units can be accommodated without significant change to building design/layout or impacts to neighbouring properties thereby respecting the character of the density of the neighbourhood.

The proposed development will represent 23.33% lot coverage. Standard residential zones for single detached dwellings in the Town permit 40 – 50% lot coverage as of

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right. Further, the site layout demonstrates appropriate parking, landscaping and building setbacks. As a result, the proposed lot coverage is not considered excessive.

Based on the analysis and discussion in this report, it is Planning staff's opinion that the requested zoning by-law amendment is appropriate for the site, conforms to Provincial and local plans and policies and represents good planning. Therefore, it is recommended that Council approved the Zoning By-law amendment application.

Alternatives:

Council could choose not to approve the zoning change.

Council choose to approve the zoning change with modifications.

Attachments:

Appendix A Letter from Niagara Planning Group

Prepared and Recommended

Shannon Larocque, MCIP, RPP
Senior Planner

Barbara Wiens, MCIP, RPP
Director of Community Planning and Development

Reviewed and Submitted by:

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



November 15, 2021

Ms. Shannon Larocque
Senior Planner
Town of Pelham
BY EMAIL

Dear Ms. Larocque:

Re: Public Information Meeting of December 14, 2020
File AM-07-20: Response to public comments

NPG Planning Solutions Inc. has been engaged to support the application for a four-storey residential building at 1A Pancake Lane (Town File – AM-07-20). We have reviewed the comments provided by members of the public to the Council of the Town of Pelham at the virtual meeting of December 14, 2020 and by email prior to that meeting. We have compiled the comments into categories such as traffic, urban design, Official Plan conformity and proposed Zoning Regulations rather than responding to the individual comments.

Traffic

A number of residents have commented on the traffic issues at the corner of Pelham Street and Pancake Lane as well as on Pelham Street and Pancake Lane.

Feedback Received:

The general observation is that the ability to undertake turning movements is difficult given traffic movements on Pelham Street. The width of Pancake Lane at the corner is such that right turn lanes cannot be executed separately from left turn movements thus backing traffic up Pancake Lane. The perceived timelines suggest that the delay in turning movements is significant.

Response on behalf of Applicant:

The Traffic Impact Assessment prepared by Paradigm Transportation Solutions Limited indicates in Table 4 that the A.M. and P.M. Levels of Service are D for northbound onto Pelham Street and C for Southbound. The delay for the movement is shown as 25 seconds and 17 seconds respectively.



NPG Planning Solutions Inc.
4999 Victoria Ave | Niagara Falls, ON L2E 4C9
npgsolutions.ca

✉ (289) 321 6743
🌐 info@npgsolutions.ca

Council on December 14 requested Public Works staff to undertake a further traffic count prior to construction beginning on Pelham Street in the vicinity of the Pancake Lane intersection and outside of the Christmas holidays. Impact of travel restrictions due to Covid-19 are difficult to assess. It was also noted that Pancake Lane is in a future budget for reconstruction to a full urban cross section which would provide for full turning movements. This timeline is within the possible occupancy dates for the subject project.

We also note that Pancake Lane is a Collector Road in the Town's Official Plan and Pelham Street is an Arterial Road. Both road classifications are intended to support intensification as identified in Policy B1.1.3a) in the Town's Official Plan; the policies identify arterial and collector roads as the preferred location for intensification. Further, Policy D2.7a) stipulates that arterial and collector roads will be planned to support transit. The Town's policies demonstrate that arterial and collector roads are the appropriate location for intensification.

Urban Design

Feedback Received:

Comments pertaining to setback from the southeasterly lot line, potential overview from the proposed building, height of the building and sun shadowing have been provided to Council.

Response on behalf of Applicant:

We have researched the concept of building heights and classification of the structure. Low-rise residential buildings are primarily with a maximum height of five-storeys and in multi-unit forms such as apartment style units and townhouses. The proposed building falls into this category and likewise, the existing building at the northwest corner of Pelham Street and Pancake Lane also falls into this category. The industry standard for separation of buildings falling into the same category (i.e. both low rise buildings) is 15.0 m building face to building face where the proposed building is more than 11.5 m in height.¹ Where two buildings differ in height the minimum separation distance should be an average of the minimum separation distance of 11m and the suggested 15 m. Based on aerial photography the existing apartment building to the southeast is setback approximately 16.5 m from the shared property line. The proposed setback for the building under consideration is 6 m yielding a separation distance of 22 to 23 m.

A single storey building which provides covered storage for vehicles is located between the existing and proposed residential buildings providing further visual separation. As per the landscape plan submitted with the ZBA application the existing tree canopy along the lot line common with 1302 Pelham Street will be supplemented with additional tree plantings which, at maturity, will be between 13 and 16 m in height.

A shadow study was not requested for this project given the existing topography with the subject lands located near the bottom of a hill.

¹ City of Kitchener Urban Design Guidelines; City of Toronto Urban Design Guidelines

Since the public meeting, we have completed further urban design analysis that is typically utilized to assess the appropriateness of building height – the 45° angular plane. We assessed the angular plane from the centre line of Pancake Lane as well as the property line of the property on the south side of Pancake Lane. In both instances, the proposed building was within the 45° angular plane. The building height achieves this important urban design principle.

Woodlot and Native Species

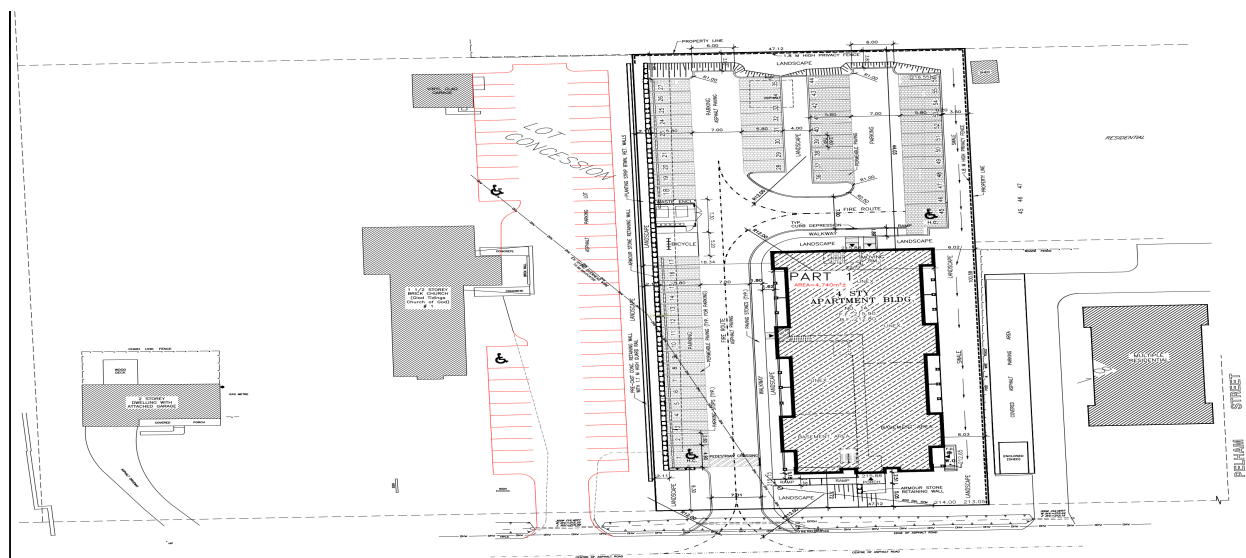
Feedback Received:

Mention has been made of the loss of view of an existing woodlot and native species of birds and animals.

Response on behalf of Applicant:

The birds, squirrels and fox family mentioned are not endangered species but are highly urbanized species which will adapt to the changes in the immediate area. While the Provincial Policy Statement is protective of threatened and endangered species and natural heritage features such as significant woodlands it does not contain policy that protects views of such features.

The woodlot referenced in the email to Council is located in the northwest corner of the church property at number 1 Pancake Lane. This woodlot is approximately 130 m from the proposed building and is located on the church property that is not subject to development. The woodlot is not identified as an environmental feature on the schedules of the Town's Official Plan. Niagara Region staff, in their comments, did not identify an environmental feature on the subject lands. Notwithstanding the mapping, the policies of Niagara Region's Official Plan would only require an Environmental Impact Study if development or site alteration was within 50 metres of the wooded feature. This is not the case and thus an assessment is not required. Further, as the wooded area has not been identified as a feature, is not proposed to be altered, and is located on a separate property, this issue has, in our view, been addressed.



Proposed Plan and Surrounding Buildings

Wind

Feedback Received:

Concern has been raised about the diminishing of winds from the west and the potential loss of fresh breezes on the windows of the existing buildings in the area.

Response on behalf of Applicant:

The diagram below (Figure 1) has been extracted from the book *Designing the Urban Microclimate*. It shows how the geometry of the building affects the air flow pattern around it. Please note that this is an example for illustration purposes and not an exact representation of the wind flow movement around the proposed building.

The proposed building at 1A Pancake Lane can be categorized as a low and wide building owing to its height to width ratio. A low and wide building will have the most air passing over the building and towards the eastern side of the building, compared to a tall and slender building or a tall and wide building. Therefore, the proposed geometry of the building will have the least impact on fresh breezes coming from the west.



Figure 1: Airflow around a tall and slender building, a tall and wide building and a low and wide building.
 Image Source: Pijpers-van Esch, Marjolein. (2015). *Designing the Urban Microclimate. A framework for a design-decision support tool for the dissemination of knowledge on the urban microclimate to the urban design process.*
 A+BE: Architecture and the Built Environment.

In addition to the above, as per the diagram below (Figure 2) extracted from a report available online, wind movements appear to be affected in different ways dependent upon the height of the wind above the surface. The lower winds or breezes are deflected around the obstacle or structure while the higher winds go over the obstacle or structure. The report from which the diagram below has been copied indicates that a multitude of factors come into play while determining the wind flow patterns around buildings. Therefore, it could not be definitively concluded that the proposed development will cause the loss of fresh breezes. In fact, the low height and width of the proposed building will likely allow for most wind to pass over and around it as shown in Figure 1.

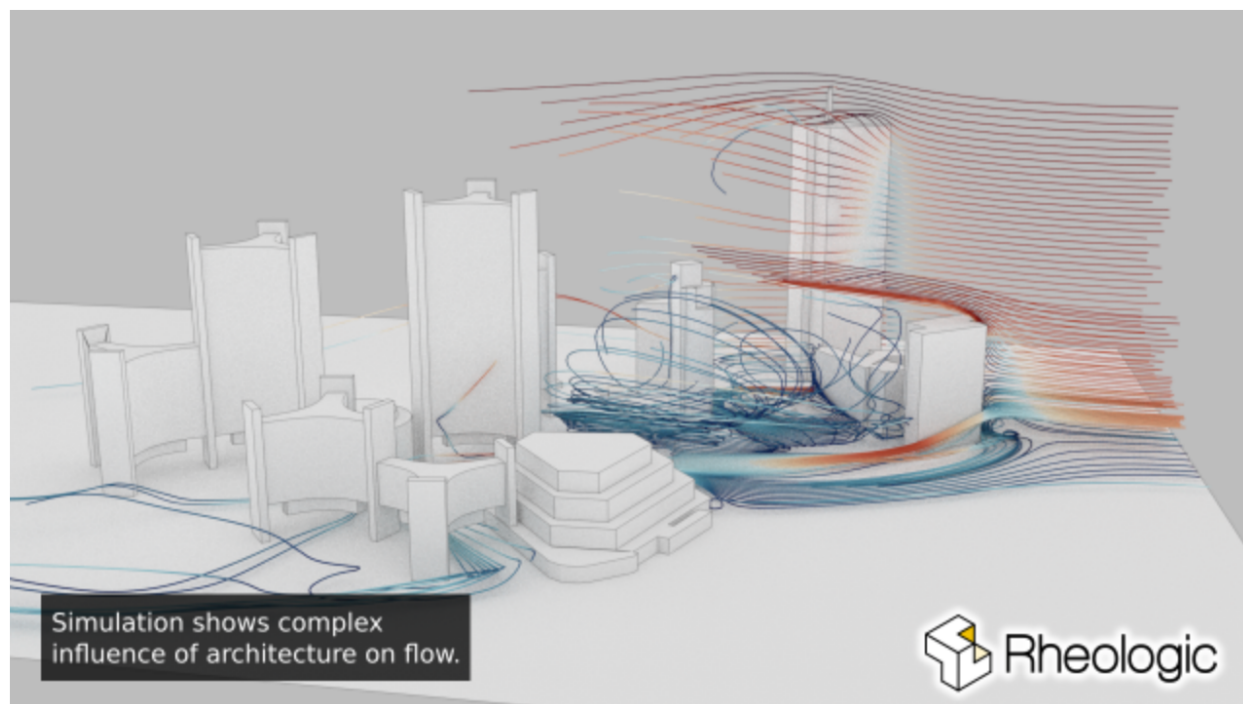


Figure 2: Wind Patterns around Buildings

Image Source: <https://rheologic.net/articles/wind-pressure-around-buildings/>

Existing Zoning

A comparison of the built form possible under the current Institutional Zone with the built form under the proposed zoning is provided here for Council's benefit.

Regulation	Institutional	Proposed Development
Lot Area	4740.76 m²	4740.76 m²
Coverage	40% (1896.18 m²)	23.14% (1097.39 m²)
Height	10.5 m; 3 storeys	4 storeys (12.78 m)
Minimum Landscaping	25%	30.93% (1466.34 m²)
Minimum Floor area/unit	n/a	56 m²
Minimum Lot Frontage	47.12 m (30 m minimum)	47.12 m (30 m minimum)
Maximum Density	n/a	84 units/hectare (65 max)
Minimum Front Yard	8 m	8.05 m (7.5 m min)
Minimum Rear Yard	7.5 m	43.53 m (12 m min)
Minimum Side Yard	5.3 m (greater of ½ height or 4.5 m)	6.02 m (greater of ½ height or 6m)
Parking	1 space/dwelling unit for seniors building; 0.5 spaces/bed for nursing home	56 spaces
Portion of site occupied by parking and driveway/aisles		45.93% (2177.43 m²)

Regulation	Institutional	Proposed Development
Typical Floor Plate based on coverage	1896.18 m²	1097.39 m² actual size may be smaller if balcony area is deducted (990.10 m² in this case)
Massing	19909.89 cubic metres	14024.64 cubic metres
Typical suite size	72 m² to 79 m²	84.18 m² to 93.42 m²
% of floor plate occupied by suites	Assume 79%	79%
Potential # of suites per floor	1497.98/ 19	10
Total potential number of suites	57	40

The intent of this analysis is to show that as-of-right 40 dwelling units could be built on this property. The higher number can likely be achieved through reduction in size of the senior's units built under the Institutional Zoning. Service facilities such as dining, and kitchen are assumed to be in the basement along with storage and mechanical equipment.

Neighbourhood Character

Feedback Received:

Neighborhood character is not being maintained.

Response on behalf of Applicant:

The Cambridge dictionary defines neighbourhood in very general terms as an area of a town that surrounds someone's home. Neither the PPS nor the Growth Plan define the term; the closest we can find is the definition of *complete communities which are places such as mixed-use neighbourhoods or other area within cities, towns, and settlement areas that offer and support opportunities for people of all ages and abilities to conveniently access most of the necessities for daily living including a full range of housing*. The area surrounding the subject lands is a mixed-use neighbourhood consisting of institutional, commercial, service commercial, apartments and single-family dwellings.

We have reviewed the policy A2.3 in the Official Plan and it speaks to Neighbourhood character and respecting that character. Character is defined by items such as setbacks, building materials, building heights, front yard parking, landscaping, and building massing, shape and coverage.

The character of the neighbourhood was established in the late 1960's with the bankruptcy of the Fonhill Nurseries operated by Stone and Wellington of Toronto. At the time the nursery was the largest in Canada, farming up to 1000 acres (404.69 ha) in the Pancake Lane area. The office and shipping facilities show up on the Geological Survey of Canada mapping of 1964. Established in 1837 the company was out of business in 1968. Attempts were made to subdivide the land before failure but there were no sanitary sewers in the area and applications based on sewage lagoons were opposed by the residents, denied by the municipality, appealed to the OMB and denied by the Board. The Pedlar Funeral Home at 1292 Pelham Street, the Hail Mary Tattoo Parlour (formerly a medical clinic) at 2 Pancake Lane and the apartment

building located on the southwest corner of Pancake Lane and Pelham Street (1298 Pelham Street) are located on the site of the office of Fonthill Nurseries. By-law 113 passed in August 1971 placed a Holding Zone on the site of the Pedlar Funeral Home and zoned the Medical Clinic and the apartment site CL, Commercial Local. The apartment site at 1302 Pelham Street was zoned RM, Residential Multiple under the same by-law. The balance of the lands fronting onto Pancake Lane and abutting streets including the church lands were zoned R1, Residential First Density. Churches and schools were permitted under the R1 zone regulations. Zoning was further revised by By-law 279 passed in November 1974 to zone the Pedlar Funeral Home as CG, Commercial General, the two apartment sites as RMI, Residential Multiple 1, the medical clinic as CL, Commercial Local and the church site as I, Institutional.

The current zoning by-law, by-law 1136 was passed in 1987. The chart below provides an overview of the regulations for the commercial, institutional, and residential zones in the Mixed-Use Neighbourhood.

Regulation	R1 Zone	NC Zone	GC Zone	RM2 Zone	I Zone
Property Address	1308 Pelham Street	2 Pancake Lane	1292 Pelham Street	1302 Pelham Street	1 Pancake lane
Lot area min	700 m ²	700 m ²	465 m ²	150 m ² /unit	1500 m ²
Lot frontage min	19 m	15.5 m	15.5 m	30 m	30 m
Min lot depth	n/a	n/a	n/a	38 m	n/a
Lot coverage max	30 percent	30 percent	40 percent	30 percent	40 percent
Min front yard	7.7 m	12 m	6 m	½ building height or 7.5 m	8 m
Min. Interior Side Yard	1.8 & 3	4.5 m	4.5 m	½ building height or 6 m	½ building height or 4.5 m
Min. rear yard	7.5 m	10.5 m	10.5 m	½ building height or 12 m	7.5 m
Max. height	10.5 m	10.5 m	10.5 m	5 storeys (16 m)	10.5 m
Existing Height to ridge	223.8 m asl	217.6 m asl	218.3 m asl	220.4 m asl	226.9 m asl
Actual Height	8.8 m	5.6 m	6.3 m	7.15 m	8.38 m
Min ground floor area	115.5 m ² for single storey; 78 m ² for 2-storey	n/a	n/a	n/a	n/a
Max. floor area for each use	n/a	235 m ²	n/a	n/a	n/a
Maximum gross floor area	Determined by coverage	60 % of lot area	50 % of lot area	Determined by coverage and height	Determined by lot coverage and height

Regulation	R1 Zone	NC Zone	GC Zone	RM2 Zone	I Zone
Min landscaped area	n/a	n/a	n/a	35 % of lot area	25 % of lot area

Regulation	RM2 Zone	Proposal
Property Address	1298 Pelham Street	1A Pancake lane
Lot area min	150 m ² /unit	118.51 m ²
Lot frontage min	30 m	47.12 m
Min lot depth	38 m	n/a
Lot coverage max	30 percent	23.13 percent
Min front yard	½ building height or 7.5 m	7.53 m
Min. Interior Side Yard	½ building height or 6 m	6.02 m
Min. rear yard	½ building height or 12 m	44.03 m
Max. height	5 storeys (16 m)	12.64 m
Existing Height to ridge	219.2 m asl	227.4 m asl
Actual Height	7.2 m	12.64 m
Min ground floor area	n/a	n/a
Max. floor area for each use	n/a	n/a
Maximum gross floor area	Determined by coverage and height	Determined by lot coverage and height
Min landscaped area	35 % of lot area	31.89%

We note that an application for minor variances to permit a second building on the property at 1298 Pelham Street was submitted and approved in 2015. Many of the revised standards approved by the committee are smaller than those standards requested for the subject lands. A comparison of the statistics is provided below in chart form. While the existing building which is comparable to the building at 1302

Pelham Street is described as a two-storey building it is effectively a three-storey building based on the ceiling height for the basement units. See the sketch below which was submitted to the committee.

Regulation	1298 Pelham Street Application A4/2015P	1A Pancake Lane ZBA application
Parking aisle width	6.0 m	7.0 m
Planting strip abutting parking	1.5 m	2.11 m
Yard for parking structure	3.25 m	n/a
Interior side yard parking	5 m	6.02 m
Lot coverage	33%	23.13%



In terms of the proposed 4-storey building, the following commentary is provided on neighbourhood character and the policies of the Town's Official Plan:

- a) Setbacks – the setbacks have been determined based on the context of the site. The front yard setback has been determined based on the retention of the existing mature trees adjacent to Pancake Lane. The front yard setback is also determined by the accessibility provisions for persons with disabilities to access the front door of the building. Generally this area of Fonthill consists of larger front yard setbacks and landscaping generally around the properties. The building placement and setbacks are providing landscaping, retaining the building adjacent to the multiple residential building only, and siting the building so that the front door is facing Pancake Lane.
- b) Materials – building materials are brownish toned brick with balconies and articulation of the façade. This is consistent with the brick buildings surrounding the subject lands.
- c) Height – the proposed height is generally consistent with adjoining multiple residential properties. The proposed height is a minor increase in the “I” zone height yet less than the maximum permitted height in the “RM” zone. The placement of the building together with design choices related to the materials and massing reduce the overall impact of the building.
- d) Front Yard Parking – no front yard parking is proposed. It is noted that generally parking is in the side and rear yards for the adjoining multiple residential buildings. The funeral home, the commercial property on the south side of Pancake Lane, and the church have parking in the side yard in front of the building. The proposed building has parking in the side yard and rear yards only.
- e) Landscaping – Landscaping is proposed at approximately 32% of the lot area. This is greater than the requirement for the “I” (Institutional) Zone and 3% less than the requirement for the “RM” (Multiple Residential) Zone. The landscape design retains mature trees, includes swales and Low Impact Development measures to support the development.
- f) Building Massing, Shape and Coverage
 - a. Massing – massing is generally described as the shape and form of the building. The building has numerous elements that contribute to an appropriate massing on the site:
 - i. Articulation of the façade with glass balconies;
 - ii. Horizontal design features including the balconies and the repetition of the balconies and brick elements;
 - iii. Utilizing an overall shape that is consistent with the shape of the adjoining multiple residential buildings
 - b. Shape – the building shape is consistent with the church and two multiple residential buildings – all of which are rectangular in nature. The building also includes an articulated façade to break up the massing of the length of the building.
 - c. Coverage – the building coverage is 23% of lot coverage which is less than the maximum lot coverage for all residential zones in Fonthill.

Stormwater and Drainage:

Feedback Received:

Concerns have been raised regarding storm drainage and the capability of the ditches to accommodate the drainage from this site.

Response on behalf of Applicant:

The site has been designed so that drainage from the parking area goes into an underground chamber and then flows to the ditch via a pipe. The parking area will be constructed with permeable pavers to allow stormwater to infiltrate into the ground. There is a swale along the eastern property line to take stormwater from the eastern side of the property to the road ditch. Pancake Lane is to be reconstructed to an urban cross section according to the Town's budget, which would include addressing the storm drainage function of the road.

Policy Related Comments:

Feedback Received:

Comments have been received related to the following policy documents:

1. Provincial Policy Statement (2020) – Policy 1.1.3.3 related to opportunities for intensification
2. A Place to Grow – Growth Plan for the Greater Golden Horseshoe – Policy 2.2.2.3(b) related to type and scale of development
3. Niagara Region Official Plan – policy related to intensification
4. Town of Pelham Official Plan:
 - a. Policy A2.3 – related to compatibility
 - b. Policy B1.1.3 – related to density and character of the area
 - c. Policy B1.1.5 – related to compatibility criteria:
 - i. Character of the area in terms of height, bulk, and massing
 - ii. Integrate with surrounding land use
 - iii. Traffic operations and congestion are addressed
 - iv. Site Design – parking, recreational facilities, landscaping and buffering on-site

Response on behalf of Applicant:

1. Provincial Policy Statement (PPS) – the Provincial Policy Statement requires municipalities to “identify appropriate opportunities and promote locations for transit supportive development”. The subject lands achieve both – they are within the Built-Up Area of the Town; are located on a collector road which is the preferred location for intensification (with arterial roads) per Policy B1.1.3 a) of the Town's Official Plan; and collector roads are identified as preferred for public transit.
2. A Place to Grow – Section 2.2.2 addresses the Built-Up Area, where the subject lands are located. This section supports intensification throughout the Built-Up Area while addressing the scale and type of development. With regard to the type of development, this is a low-rise residential proposal in an area with a mix of lands uses – institutional, low-rise residential, commercial, and single-family residential. The scale of the development is consistent with the low-rise built form in the area.
3. Niagara Region Official Plan – The subject lands are within the identified Built-Up Area in the Region's Official Plan. The Town's Official Plan has six identified potential intensification areas in

Fonthill however policies also note that other areas can be appropriate for intensification. The subject lands are one such site with sufficient land area for the proposed development, appropriately located on a collector road, and appropriately scaled given the mix of heights and densities in the surrounding area.

4. Town of Pelham Official Plan –
 - a. A2.3 – Urban Character – this section is titled “Urban” which recognizes the nature of the existing and planned development in Fonthill. Objectives address compatibility with regard to physical design. It is noted that this area is a mix of land uses within large lots that include generous setbacks. The proposed development achieves these objectives. In addition, the proposed development achieves the urban design standard for height (45° angular plane).
 - b. B1.1.3 – The proposed development achieves Policy a) as the subject lands are on a collector road. Policy b) addresses character of the area. As mentioned above, this is a mixed-use area with a variety of land uses at a variety of densities. The key elements of design – height (achieves the 45° angular plane); massing (low rise profile, appropriate articulation on the facades); landscaping and buffering (provided in accordance with the Institutional zoning) are achieved.
 - c. Policy B1.1.5 – The proposed development implements the policies as follows:
 - i. Height, bulk, massing – the height of proposed development is greater than the surrounding uses but achieves commonly used design standards for height (45° angular plane). The height of the proposed development would be considered low-rise development which is consistent with the built form in the area. The building has the same low-rise profile with the profile designed to the street, setbacks from adjoining buildings and properties to the east, and the majority of the parking sited away from the residential properties to the east.
 - ii. Integrated with surrounding land uses – this is a mixed-use area with institutional, residential and commercial uses at a variety of densities. The buildings are of a low-rise profile which is true of the proposed development.
 - iii. Traffic and congestion are addressed. It is noted that a traffic impact report has been submitted identifying no mitigation is required. Pancake Lane is a collector road which has been identified as preferred for intensification in the Town’s Official Plan.
 - iv. The site has the land area to support parking (achieved); recreational facilities (achieved through amenity area); landscaping (achieved – is consistent with the Institutional zoning requirements); and buffering (achieved through separation and landscape/swale design).

Conclusion:

The above analysis constitutes our response to issues raised by the public at the Statutory Public Meeting held on December 14, 2020. We request an update on next steps and timing for this application.

Yours truly,



Mary Lou Tanner, FCIP, RPP
Principal Planner
NPG Planning Solutions Inc.

Copies:

D. Nelson, Ruth Victor & Associates
D. Vuckovic, Top End Construction

1A Pancake Lane

4-storey rental apartment building

Zoning By-law Amendment



Proposed Development

Official Plan designation

Urban Living Area/ Built Boundary.

4-storey

Rental
apartment
building

40

Units

740 m²

Lot Area

47.12 m

Lot Frontage

Feedback & Response

Traffic | Feedback

Traffic backup on Pancake Lane due to delay in turning movements at the intersection of Pancake Lane & Pelham Street.

Traffic | Response

Criteria	Level of Service	Movement Delay
Northbound onto Pelham Street	D	25 seconds
Southbound onto Pelham Street	C	17 seconds

Data from **Traffic Impact Assessment prepared by Paradigm Transportation Solutions Limited*

Pancake Lane is in a **future budget for reconstruction** to a full urban cross section which would provide for **full turning movements**.

This timeline is within the possible occupancy dates for the subject project.

Traffic | Response

Town's Official Plan

Pancake Lane - **Collector Road**

Pelham Street - **Arterial Road**

Policy B1.1.3a)

Intended to support intensification as identified (arterial and collector roads as the preferred location for intensification)

Policy D2.7a)

Stipulates that arterial and collector roads will be planned to support transit.

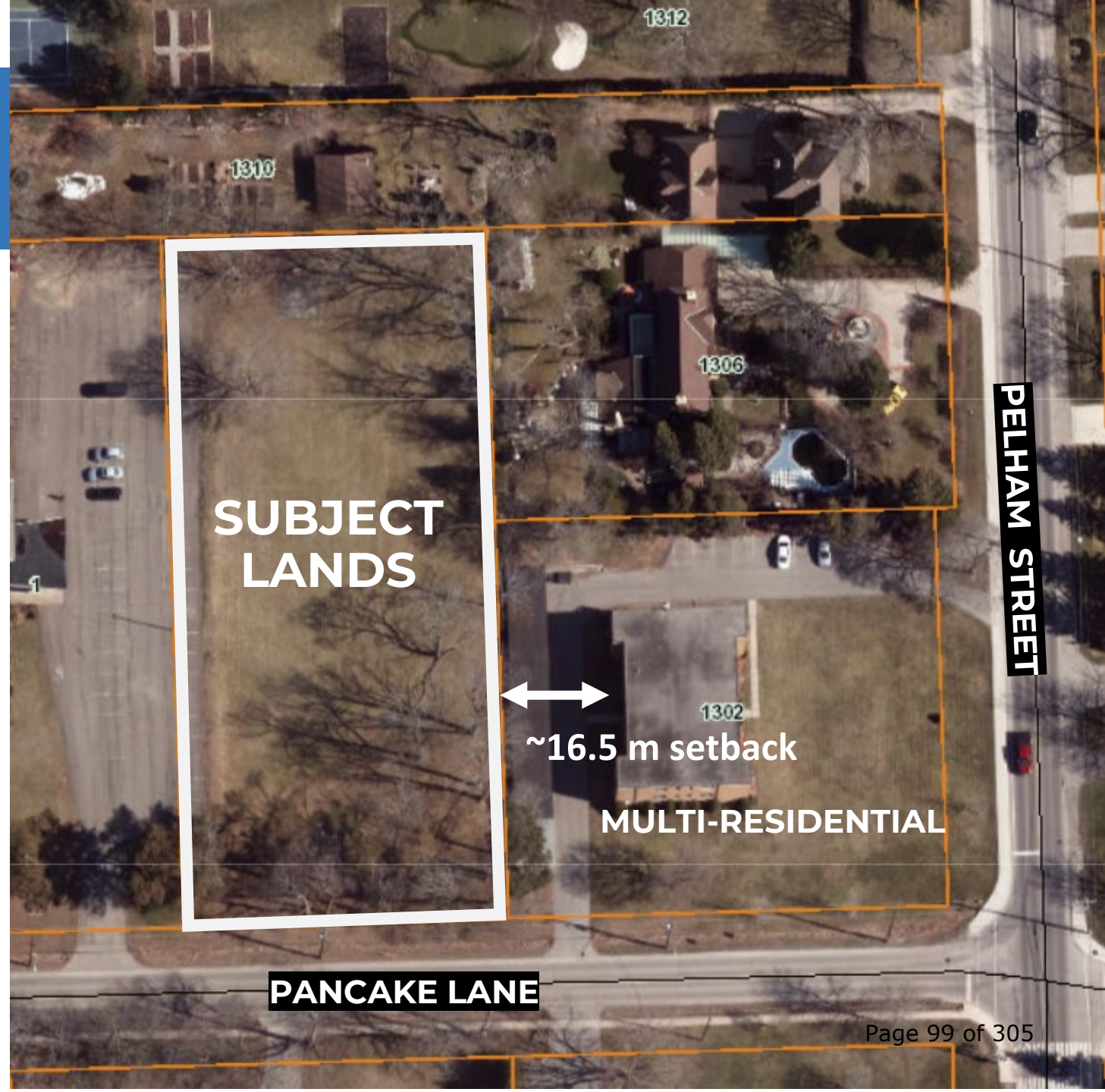
Urban Design | Feedback

Comments pertaining to **setback from the southeasterly lot line**, potential **overview** from the proposed building, **height** of the building and **sun shadowing**.

Urban Design | Response

Proposed Setback on Subject
Lands = **6m**

Total separation distance =
22 to 23 m.



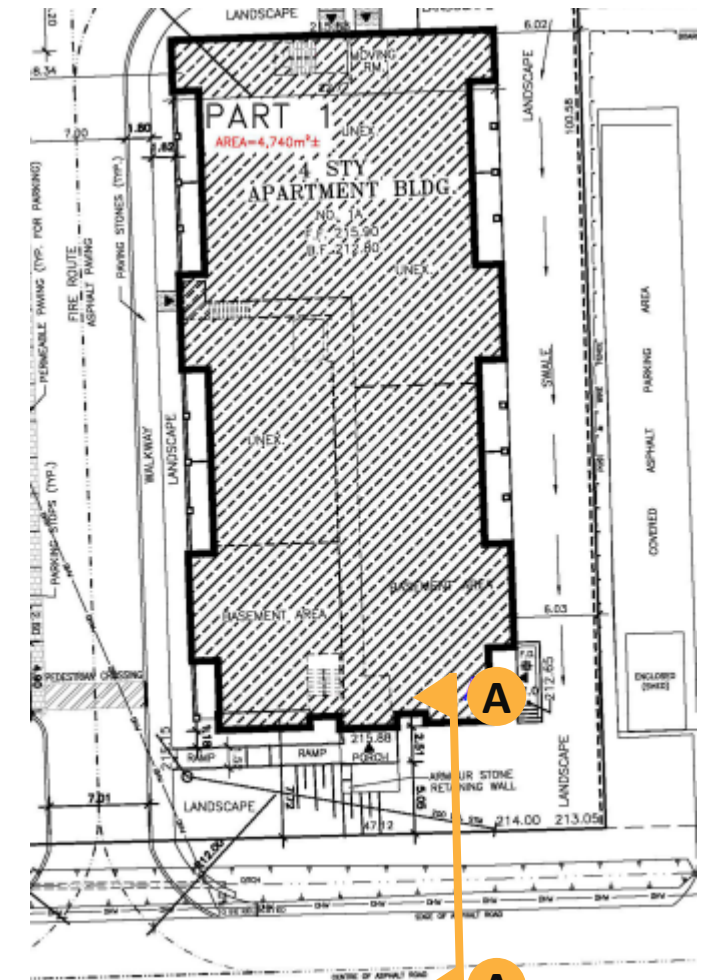
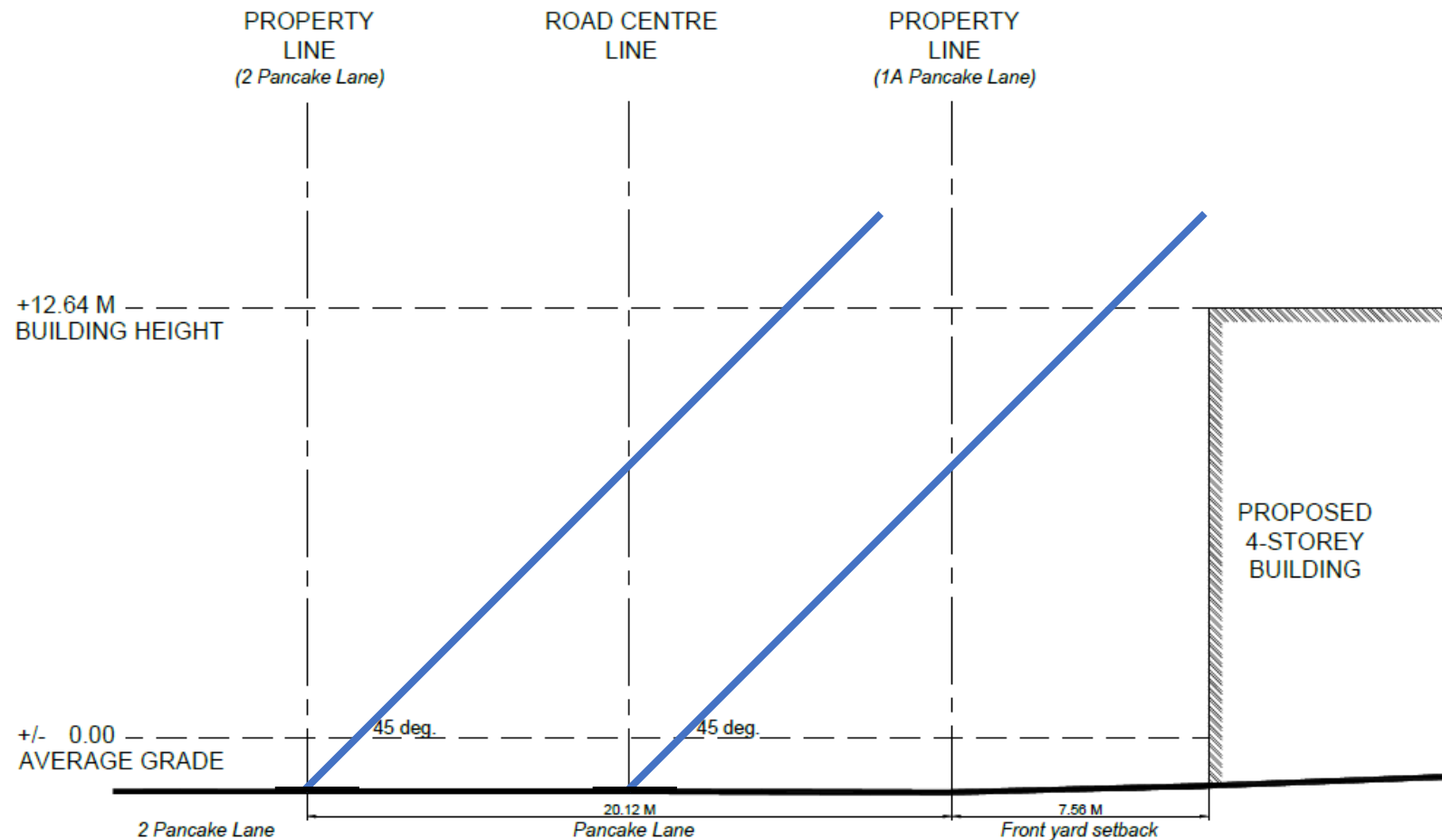
Urban Design | Response

- Single storey covered parking provides further **visual separation**.
- Existing tree canopy along the lot line common with 1302 Pelham Street will be supplemented with **additional tree plantings** which, at maturity, will be between 13 and 16 m in height.



Urban Design | Response

SECTION A-A: 45 DEGREE ANGULAR PLANE ANALYSIS ON PANCAKE LANE



Environment | Feedback

Loss of view of an existing woodlot and native species of birds and animals.

Environment | Response



Woodlot is **not identified** as an environmental feature on the schedules of the Town's Official Plan

Wind | Feedback

Concern has been raised about the **diminishing of winds from the west and the potential loss of fresh breezes** on the windows of the existing buildings in the area.

Wind | Response



Figure 1: Airflow around a tall and slender building, a tall and wide building and a low and wide building.

Image Source: Pijpers-van Esch, Marjolein. (2015). Designing the Urban Microclimate. A framework for a design-decision support tool for the dissemination of knowledge on the urban microclimate to the urban design process.

A+BE: Architecture and the Built Environment.

- A low and wide building will have the **most air passing over the building** and towards the eastern side of the building.
- The low height and width of the proposed building will **have the least impact and allows for most wind to pass over and around it** as shown in Figure 1.

Stormwater and Drainage | Feedback

Concerns about **storm drainage** and the **capability of the ditches** to accommodate the drainage from this site.

Stormwater and Drainage | Response

The parking area

- Constructed **with permeable pavers** to allow stormwater to infiltrate into the ground.

Swale along the eastern property line

- Take stormwater from the eastern side of the property to the road ditch.

*Pancake Lane is to be **reconstructed to an urban cross section** according to the Town's budget, which would include addressing the storm drainage function of the road.*

Drainage from the parking area



Underground chamber



Flows to the ditch via a pipe



Example of permeable pavers

Neighbourhood Character | Feedback

Neighbourhood character is **not being maintained**.

Neighbourhood Character | Response

Character is defined by items such as **setbacks, building materials, building heights, front yard parking, landscaping, and building massing, shape and coverage.**

Neighbourhood Character | Response

The front yard setback

- Retention of the existing mature trees adjacent to Pancake Lane.
- Accessibility provisions for persons with disabilities to access the front door of the building.

General Trend: Larger front yard setbacks and landscaping around the properties

- The building placement and setbacks provide landscaping
- Front door is facing Pancake Lane

Neighbourhood Character | Response



Materials

Building materials are brownish toned brick with balconies and articulation of the façade. This is **consistent with the brick buildings surrounding the subject lands.**

Neighbourhood Character | Response

Height

- Generally consistent with adjoining multiple residential properties.
- Minor increase in the “I” zone height
- Less than the maximum permitted height in the “RM” zone.
- The **placement of the building** together with **design choices** related to the materials and massing **reduce the overall impact of the building.**



Neighbourhood Character | Response

Parking

General trend: Parking in the side and rear yard (residential)
The proposed building has parking in the side yard and rear yards only.

Landscaping

"I" (Institutional) Zone Requirement	"RM" (Multiple Residential) Zone Requirement	Proposed
25%	35%	32%

- **Retains mature trees, includes swales and Low Impact Development measures** to support the development.

Neighbourhood Character | Response

Building Massing

- **Articulation of the façade** with glass balconies
- **Horizontal design features** including the balconies and the **repetition** of the balconies and brick elements

Shape

Consistent with the church and two multi residential buildings – all of which are rectangular in nature.

Coverage

23% of lot coverage which is less than the maximum lot coverage for all residential zones in Fonthill.



Conformity to different plans

Conformity to Plans



Provincial Policy Statement (PPS)

- Within the **Built-Up Area**
- Preferred location for **intensification**
- Collector roads (Pancake Lane) are identified as preferred for **public transit**



A Place to Grow

- Within the **Built-Up Area**
- Section 2.2.2 supports **intensification**
- Low-rise residential proposal in an area with a mix of lands uses
- The scale of the development is consistent with the low-rise built form in the area.



Niagara Region Official Plan

- Within the **Built-Up Area**
- The Town's Official Plan has six identified potential intensification areas in Fonthill however **policies also note that other areas can be appropriate for intensification**. The subject lands are one such site with sufficient land area for the proposed development, **appropriately located on a collector road**, and **appropriately scaled** given the mix of heights and densities in the surrounding area.

Conformity to Plans



Town of Pelham Official Plan

A2.3 – Urban Character

- **Compatibility** with regard to physical design
- **Mix of land uses** within large lots that include generous setbacks
- Urban design standard for **height** (45° angular plane)

B1.1.3 a) & b)

[Policy a\)](#) - subject lands are on a collector road

[Policy b\)](#) - character of the area

- Key elements of design – **height** (achieves the 45° angular plane); **massing** (low rise profile, appropriate articulation on the facades); **landscaping** and **buffering** (provided in accordance with the Institutional zoning) are achieved.

Policy B1.1.5

- **Height, bulk, massing** consistent with surroundings.
- Integrated with **surrounding land uses**.
- **Traffic and congestion** are addressed.
- The site has the land area to support
 - parking (achieved);
 - recreational facilities (achieved through amenity area)
 - landscaping (achieved – is consistent with the Institutional zoning requirements);
 - buffering (achieved through separation and landscape/swale design).

Public Works Department Quarterly Report

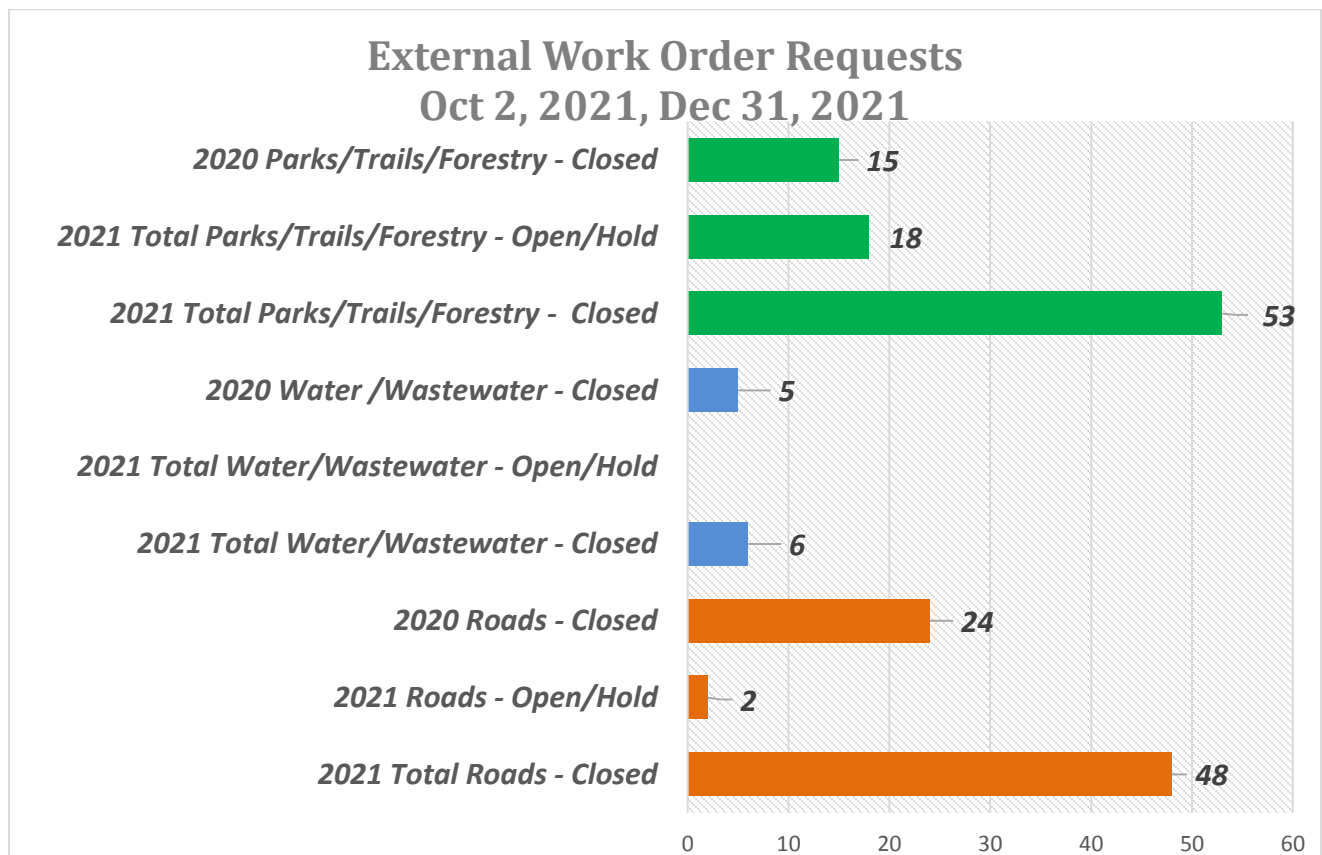
Monday, January 24, 2022

Reporting Period: Public Works Department Quarterly Report
for the period: November 2021 – January 2022

Recommendation:

**BE IT RESOLVED THAT the Q4/2021 Public Works Department Report
be received for information.**

Department Overview and Statistics:



Operations Projects:

ROADS

Roads Staff continue to perform maintenance activities identified during routine road patrols as per the Ontario Regulation 239/02; Minimum Maintenance Standards (MMS) for Municipal Highways, passed pursuant to the *Municipal Act, 2001*.

Roads staff have concentrated their efforts on patching roads, completing signage improvements, and general road maintenance activities. During this period, 25 tonnes of QPR cold patch has been utilized to patch potholes throughout the Town's transportation system. Warning signage improvements and repairs are continuing. Due to warmer weather experienced in December, staff have replaced or installed a number of driveway culverts for new entrances.

Between November 1st, 2021, and January 12th, 2022, the Town received a total snow accumulation of approximately 30 cm. In response to winter weather Town staff have completed 9 winter maintenance operations including 7 treatments (sand/salting) programs and 2 combinations, plowing & treatment programs. Staff have utilized 700 tonnes of sand/salt and 60 tonnes of salt to maintain roads in accordance to the Winter Maintenance Policy S802-04. The new International plow truck received in July of 2021, is being utilized in the residential urban areas for which it was specified and is operating effectively as designed.

BEAUTIFICATION

The Town of Pelham experienced a number of severe wind events, most notably the evening of December 11, 2021. Staff are continuing to clean up debris from this event along rural roads. This wind event caused damage to a number of large trees and limbs and overwhelmed municipal staff and equipment resources which resulted in the need to utilize the contracted tree service provider. The contracted service cost for this event totalled \$27,000. In January, both staff and the tree contractor began work completing tree maintenance identified in the 2021 tree inspections. The majority of this work will take place on Maple Street, College Street and Emmett Street.

The LDD moth egg mass surveys and 2022 defoliation forecast have been completed, and the forestry consultant is currently finalizing the report. Once it is received staff will bring an information report Council in early February as per Policy S802-03. Once the survey data is reviewed the spray plots will be developed and communicated through social media and the Town's website.

Beautification staff are responsible for the set-up and removal of Christmas lights in parks and assist in the installation of decorations on hydro poles. Staff decorate downtown Fenwick, North Pelham, Hwy 20, downtown Fonthill, Peace Park and have recently added streets in the area of the MCC. The Christmas lights are scheduled for removal during the week of January 17th, 2022. Staff have installed a dedication bench on the Gerry Berkhout trail.

Throughout the winter season staff perform equipment maintenance such as painting trailers and small engine servicing. Staff continue work on collecting the tree inventory, and have started using the GIS based tools and applications to map other Parks assets such as benches, playground equipment, garbage cans and gate way signage.



Pictures of damage from the December 11th wind storm

WATER/WASTEWATER

Water/wastewater maintenance activities continue throughout the year. Operators perform system pressure monitoring, flush water mains to ensure adequate chlorine residual, and respond to customer complaints or concerns.

Staff responded to 3 pressure, and taste and odour complaints and 1 sanitary sewer lateral blockage during this period. All instances have been attributed to private plumbing issues.

Water operators worked with contractors to commission the new watermain in the Phase 2 of Lavender Fields development as well as Phase 3 of Saffron Meadows. Water/Wastewater staff also inspected new water and sanitary lines for new builds in and around Pelham.

As per the Town's Drinking Water Quality Management System staff completed the annual watermain valve exercise program which involves turning 126 watermain isolation valves. Staff also repaired 2 watermain breaks and replaced 2 leaking services. Staff have also started using the GIS based tools and applications to map other water/wastewater assets such as watermain valves, and water service shutoff valves.

ENGINEERING

The following is a summary of the activities that have occurred in the Engineering Department between October 2021 and December 2021:

Sulphur Springs Rehabilitation – The Sulphur Springs Road Reconstruction project was awarded to Duffin Contracting under a design/build contract. To date the contractor has completed Site 1 (with the exception of asphalt and the landscaping to be completed in the spring) and re-opening the roadway. Site 2 will commence in July of 2022 once the contractor is permitted to work within the watercourse.

Sulphur Springs Road Rehabilitation



Before

After



Restoration of Sulphur Springs Road at Site 1 (looking north)

Pelham Street North – Works for this project are now done with the completion of the surface course asphalt, final landscaping and pavement markings. A 3-way stop at the intersection of Pelham Street North and Hurricane Road was installed in accordance with Council's direction.

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 sewers, updates to existing water mains, as well as new curb, asphalt, the construction of on-road bicycle lanes and new sidewalks. Design for this work was originally completed in 2013. Staff prepared an RFP for an engineering consultant to confirm the existing design and update it in accordance with current standards. Engineering works for this project were awarded to Associated Engineering, which completed design for Phase 1 of the project (College Street to Port Robinson and Pelham Street intersection) and Phase 2 (Port Robinson Road to John Street).

The design for Phase 1 was tendered in the fall of 2020 and was awarded to Rankin Construction Inc. Work for Phase 1 commenced November 2020, and is now complete. Phase 2 of the project was tendered and awarded to Rankin Construction, which commenced on-site works in June 2021. The works include complete urbanization of Pelham Street including new curb and gutter, new sidewalks, new storm sewers and new watermain. This section of road will also receive dedicated 1.5 m on-road bicycle lanes in both directions. In addition,

because the intersection at Port Robinson Road and Pelham Street experiences high traffic volumes and given the fact that it is within a school zone particular attention has been given to ensure it is designed with pedestrian safety in mind while accommodating all types of active transportation.

The project is substantially complete (including concrete curbs, sidewalks, and base course asphalt) with the landscaping, retaining walls and final asphalt being completed in the spring of 2022.

Road Base and Patching Repair Program – This program was tendered and awarded to Circle P Paving. Work for this program concluded on October 1st, 2021.

Road Rehabilitation and Resurfacing Program (2021) – This program was tendered and awarded to Walker Construction. The resurfacing portion of the project is complete and the landscape restoration will be completed in the spring of 2022.

Concrete Repair and Replacement Program – This program was tendered and awarded to Sacco Construction. The program is essentially complete with the exception of a few carryover locations to be completed in the spring of 2022.

Sixteen Road Bridge Replacement Program – This project was tendered and awarded to Rankin Construction. ELLIS Engineering, the design consultant, completed Contract Administration and inspection services throughout the course of construction. The project also came in approximately \$17,000.00 under budget thanks to the strong working relationship and communication between the Town, Rankin Construction, and ELLIS Engineering.

Roadside Ditching Program – This program has been awarded to CRL Campbell and includes ditching of approximately 14km of roadside ditches. CRL Campbell has completed a portion of the work in December of 2021. The balance of the program will be completed in the spring of 2022.

Station Street Storm Pond Rehabilitation – This project has been awarded to Duffin Contracting Inc. The commencement of the project has been delayed as a result of receiving permits from the NPCA and permission to enter and gain access over a hydro easement that runs between Station Street and Cataract Road directly adjacent to the storm water pond outlet. The contractor is continuing to work with the design consultant, Town Staff and Hydro One to get the approvals necessary to gain access to the site and complete the work. It is anticipated that the construction will commence in the spring of 2022 and will be completed in the summer of 2022.

Foss Road Sanitary Sewer Design Upgrades – This project is currently at 90% design stage with GHD. However, there have been some challenges with regards to

the CPR crossing, which is delaying the finalization of design. Coordination with relevant agencies is being conducted in order to bring this project to completion and be construction ready. Staff are working diligently with the consultant to determine the most cost effective method of installing the sanitary sewer under the CPR right-of-way.

Church Street Sanitary Sewer Design Upgrades – This project is currently at 95% design with AE and is currently being updated with Public Works' review comments. Similar to the Foss Road project there will be challenges associated with crossing the CPR tracks. It is anticipated that the tendering phase of this project will be undertaken in February of 2022 with construction commencing in April/May.

Pelham Street Phase 3 – John Street to South Spruceside Intersection – This project is currently in the detailed design phase. The engineering assignment was tendered and awarded to Associated Engineering in the summer of 2021. Staff are working closely with the consultant to finalize the design and have the project tender ready for late spring of 2022.

Effingham Road Reconstruction – The detailed design engineering assignment was tendered and awarded to Kerry T. Howe Engineering in the fall of 2021. The consultant has recently completed the geotechnical investigation and has approximately 50% completion of the design. It is anticipated that this design work will be completed in the winter of 2022 and the project will be tendered in the spring of 2022. Tentatively construction will commence in late spring with completion of the project scheduled for mid July.

Park Lane Watermain Installation project – The Park Lane Watermain installation project is a project that involves the installation of a new 6 inch watermain from Hwy 20 to the bottom of Marlene Stewart Streit Park in order to service the new splash pad and the existing pool facility. The project was tendered and awarded to Catalina Excavating Inc. The project is scheduled to commence in mid January and be completed prior to the spring of 2022 in advance of the splash pad project.

In addition to the current capital projects, 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. Further, 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 with other Town departments for assistance. Engineering staff are also participating in the development of the Niagara Region Stormwater Management Guidelines. The Guidelines are at 70% Draft Stage and are currently being reviewed by other Departments at the Town.

Constituent Concerns and Issues Arising:

During COVID 19 protection measures and during the lockdown the public works staff are using social distancing strategies and physical separation to mitigate the interaction of employees at the public works yard and Town Hall offices. Public Works Staff continue to wear proper PPE when working in close proximity to other town employees, contractors, and suppliers.

In addition, work schedules for Public Works Engineering staff working out of Town Hall have been adjusted to allow staff to work from home if and when possible. This arrangement will remain in effect until at least January 26th or until such time that the Step 2 Lockdown measures are lifted. Town Hall staff remain available and committed to serving the Town of Pelham residents on an appointment only basis.

Employee Updates:

In December the Engineering Department received the resignation of one of the Engineering Technologists. As a result, the department is currently operating at a reduced capacity with one Technologist and one Engineering Manager. The Director and the Manager are currently reviewing applications with Human Resources to fill two (2) vacant Engineering Technologist positions. It is anticipated that interviews will commence the week of January 17th.

Grants, Agreements:

Quaker Road Reconstruction

Staff are currently working with the Niagara Region staff to develop a cost sharing agreement for the reconstruction of Quaker Road between Pelham Street and Line Avenue. Town Council have approved the proposal by the Region's design consultant (MTE) to undertake the design work on behalf of the Town. The Region will remain the project manager for this project.

LED Streetlight Conversion Project

Staff are currently working on an agreement with Realterm Energy Inc. for the LED Streetlight conversion program. Council approved a capital project in the amount

of \$250,000 to undertake the Investment Grade Audit (IGA) and complete Phase 1 of the streetlight conversions. It is anticipated that the IGA will take approximately two months to complete once the project is started. The IGA will provide a more detailed scope of work that is required to complete the LED streetlight conversion.

Meetings:

Public Works Officials Meetings (Virtual Attendance)

Fire & By-law Enforcement Quarterly Report

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

Reporting Period: Fire and By-law Enforcement Department
Quarterly Report for the period: Quarter 4 (four) October –
December 2021

Recommendation:

**BE IT RESOLVED THAT the Q4/2021 Fire and By-law Enforcement
Department Report be received for information.**

Department Overview and Statistics:

By-law

October 2021 - By-law department received a total of 1 cannabis odour complaint from a Welland resident. The bylaw department completed 63 random cannabis odour tests in the month with no violations occurring.

Y-T-D number of by-law complaints has now surpassed the total by-law complaints received for all of 2020.

November 2021 - By-law department received a total of 1 cannabis odour complaint in November. By-law completed 62 random cannabis odour tests in the month with no violations occurring.

December 2021 - The by-law department finished 2021 year with a record number of by-law complaints. In addition, a record number of 387 random cannabis odour tests were completed for the year with no violations being recorded for the entire year. Cannabis odour complaints filed by the public were down 23% from the previous year.

Fire Prevention - October, November, December update

As another year draws to an end, fire prevention has once again had to adapt to the changing world over the past year. Finding new ways to educate people on fire safety has been new priority for fire prevention.

Fire Prevention week was conducted on social media this year; hopefully next year we can go back to more in person events to help promote fire safety.

There is still a very healthy stock of PPE and cleaning products available for all town staff as they return to the work place or work in a hybrid fashion.

Fire prevention has started to provide rapid covid testing when needed for town employees. This is one of many things that the town has done to help make employees feel safe in the work place.

The Niagara region fire prevention officers have started to conduct in person meetings in November.

Training

October - Firefighter I and II testing was held for 14 recruits and for 7 current firefighters that challenged the testing to receive their certifications. All members successfully passed the practical testing.

Pelham fire department hosted by way of a learning contract with the OFC, a NFPA 1021 fire officer level I course. Nine members from the department completed this course.

November - Department medical instructors completed the annual defibrillation recertification.

Training conducted a First Aid/CPR course for Town staff.

December - Testing was completed for the NFPA 1021 fire officer Level I course by 9 members of the department.

Training for a newly hired crossing guard was completed.

Fire fighter training involved annual maintenance for core certification catch up, normal training will resume the first week of January.

Emergency Management

Town of Pelham remains in a declared state of emergency and the EOC is in partial activation. The emergency control group meets virtually Monday @ 0900.

Pelham fire department has been conducting rapid covid testing for Town employees who have been experiencing covid related symptoms.

Suppression

Pelham fire department continues to respond to all of incidents without interruption of operations. Fire equipment continues to be cleaned after each use and at least once per week if no responses occur. Resources are not compromised at this time and the Town continues to respond with full compliment.

Firefighter training sessions continued at all 3 (three) stations, continuing with maintaining social distancing and cleaning procedures of all areas and equipment.

Projects:

Rescue replacement process has begun, a truck committee has been formed and the RFP is being jointly developed with the town of Lincoln fire department.

Constituent Concerns and Issues Arising:

Ongoing COVID-19 pandemic

Employee Updates:

2020/21 recruits finished all training & testing, once grading has been received fire department will hold graduation.

Fire Department Anniversaries (October)

10 years Lieutenant Darcy Baker

5 years fire fighter Noah Christensen, fire fighter Jeff Warrack, fire fighter Jamie Zwierschke, fire fighter Steven Zwierschke

Fire Department Retirements

20 years Captain Alvin Bering

By-law Department Retirements

By-law department crossing guard Bill Park retired after 7 years at the corner of highway 20 and Haist Street.

Replacing Mr. Park is new crossing guard Kimberly MacLeod.

Congratulations and gratitude to all guards for their service and continued commitment to the community!

Grants, Concerns, RFPs, Agreements:

Pelham emergency management team is working with GTA emergency management consultants Inc. to review and make recommendations to the town's current emergency management plan. Completion is targeted for March 2022

Meetings:

SLT (senior leadership team), EOC (emergency operations centre), MEG (municipal emergency group), REOC (regional emergency operations centre), MAC (medical assist committee), DC (district chiefs), JHSC (joint health & safety committee), regional chiefs, mayor, council, cannabis control committee

FIRE & BY-LAW ADMINISTRATION

FIRE RESPONSES													
	Total	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
STRUCTURE/VEHICLE FIRE	11	0	3	0	0	2	0	0	0	1	1	1	3
MUTUAL AID OTHER DEPT	7	0	0	2	3	1	0	1	0	0	0	0	
MVC	56	7	5	4	3	3	4	3	4	5	9	4	5
REMOTE ALARMS	59	3	2	4	5	4	8	7	4	4	5	7	6
MEDICAL ASSIST	158	9	14	4	8	11	14	10	15	24	14	19	16
EMERG. & NON EMERG ASSIST	36	2	3	2	0	2	4	3	5	3	6	4	2
PUBLIC ASSISTANCE	9	0	0	0	0	0	0	0	0	2	1	0	6
GRASS/BRUSH FIRE/COMPLAINT	45	2	3	8	2	9	2	4	4	3	5	1	2
RESCUES	0	0	0	0	0	0	0	0	0	0	0	0	
ODOUR INVESTIGATION	0	0	0	0	0	0	0	0	0	0	0	0	
CO INVESTIGATIONS	22	0	5	1	1	0	1	1	2	3	2	2	4
Monthly Totals		23	35	25	22	32	33	29	34	45	43	38	44
Annual Total 2021	403												
Total Responses for 2020	286												
FIRE PREVENTION 2021													
INSPECTIONS													
	Total	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
Inspections	64	5	7	5	6	7	4	4	6	8	5	4	3
Town Monthly Building Inspect.	144	12	12	12	12	12	12	12	12	12	12	12	12
Plan reviews	46	2	1	4	3	5	4	4	5	4	5	6	3
Tapp-C	1	0	0	0	1	0	0	0	0	0	0	0	0
Fireworks Permit	1	0	0	0	0	0	0	0	0	1	0	0	0
Open Air Burning Permit	213	7	4	58	44	48	22	12	5	6	6	0	1
Observed fire drill	0	0	0	0	0	0	0	0	0	0	0	0	0
Court appearance	0	0	0	0	0	0	0	0	0	0	0	0	0
Monthly Totals		26	24	79	66	72	42	32	28	31	28	22	19
Annual Total 2021	469												
Total Responses for 2020	333												
MONTHLY COMMITTEE/ASSOCIATION MEETINGS													
	Total	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
OMFPOA	12	0	1	1	2	2	2	1	0	0	0	2	1
Arson Committee	3	0	1	0	0	0	1	0	0	1	0	0	0
TAPP-C	1	0	0	0	1	0	0	0	0	0	0	0	0
Development Coordinator Meeting	0	0	0	0	0	0	0	0	0	0	0	0	0
Town staff meeting	1	0	0	0	0	0	0	0	0	0	0	0	1
Meetings, various (n.o.s.)	77	5	4	3	6	7	6	5	8	10	8	10	5
Monthly Totals		5	6	4	9	9	9	6	8	11	8	12	7
Annual Total 2021	94												
Total Responses for 2020	61												

FIRE INVESTIGATIONS													
	Total	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
	2	0	0	0	0	1	0	0	0	0	0	0	1
Monthly Totals		0	0	0	0	1	0	0	0	0	0	0	1
Annual Total 2021	2												
Total Responses for 2020	2												
PUBLIC EDUCATION													
	Total	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
Station Visit School	0	0	0	0	0	0	0	0	0	0	0	0	0
Fire Prevention Education Event	0	0	0	0	0	0	0	0	0	0	0	0	0
Child / Children Visit Station	12	0	1	3	2	0	0	2	3	1	0	0	0
Public Education Presentation	0	0	0	0	0	0	0	0	0	0	0	0	0
General inquiries	162	10	12	14	18	15	14	13	12	15	14	15	10
Facebook Public Education Posts	247	24	20	22	24	20	20	14	22	16	25	20	20
Other Public Education Activities	1	0	0	0	0	0	1	0	0	0	0	0	0
Monthly Totals		34	33	39	44	35	35	29	37	32	39	35	30
Annual Total 2021	422												
Total Responses for 2020	445												
OTHER ACTIVITIES													
	Total	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Compliance Letter	15	1	1	0	2	3	2	0	0	2	1	2	1
Fire safety plan/drill scenario reviews	6	0	0	0	0	2	3	0	0	0	1	0	0
Training for firefighters	3	1	0	0	0	0	0	0	0	1	0	1	0
Training Course	10	1	2	1	2	2	1	0	0	0	0	0	1
Monthly Totals		3	3	1	4	7	6	0	0	3	2	3	2
Annual Total 2021	34												
Total Responses for 2020	17												
BY-LAW SERVICES REPORT 2021													
BY-LAW COMPLAINTS RECEIVED													
	TOTAL	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
Complaints Received		5	14	26	27	31	37	20	28	16	10	21	5
Monthly Total		5	14	26	27	31	37	20	28	16	10	21	5
Y-T-D Total 2021	240												
2020 Total	209												
PARKING INFRACTIONS ISSUED													
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
Tickets Issued		11	6	0	0	3	2	2	0	1	2	0	0
Monthly Total		11	6	0	0	3	2	2	0	1	2	0	0
Y-T-D Total 2021	27												
2020 Total	108												

PARKING WARNINGS ISSUED													
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
Warnings issued	Total	0	0	0	0	0	2	1	0	0	0	20	0
Y-T-D Total 2021	23												
2020 Total	64												
ENVIRONMENTAL BY-LAW FILL APPLICATIONS RECEIVED													
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
Received	0	0	0	0	0	0	1	2	0	2	1	0	0
Authorized	6	0	0	0	0	0	1	2	0	2	1	0	0
Properties Exempt	0	0	0	0	0	0	0	0	0	0	0	0	0
Denied	0	0	0	0	0	0	0	0	0	0	0	0	0
Monthly Total		0	0	0	0	0	1	2	0	2	1	0	0
Y-T-D Total 2021	6												
2020 Total	12												
POLICE REPORTS FILED													
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
	Total	0	0	0	0	0	0	0	0	0	0	0	0
Mischief	0												
Vandalism	0												
Trespassing	0												
Graffiti	0												
Other	0												
Monthly Total		0	0	0	0	0	0	0	0	0	0	0	0
Y-T-D Total 2021	0												
2020 Total	2												
CANNABIS ODOUR COMPLAINTS RECEIVED													
	Y-T-D	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
TOTAL COMPLAINTS		3	12	16	10	2	5	2	4	3	1	1	4
NEW Complaints	15	1	2	6	4	1		0	0	1	0	0	0
REPEAT Complaint	48	2	10	10	6	1	5	2	4	2	1	1	4
Number of Violations		0	0	0	0	0	0	0	0	0	0	0	0
Nasal Ranger detection	1	0	1	0	0	0	0	0	0	0	0	0	0
fresh air detection	2	0	2	0	0	0	0	0	0	0	0	0	0
From PELHAM	55	2	9	15	9	2	5	1	4	3	0	1	4
From WELLAND	8	1	3	1	1	0	0	1	0	0	1	0	0
Monthly Total		3	12	16	10	2	5	2	4	3	1	1	4
Y-T-D Total 2021	63												
2020 Total	79												
RANDOM CANNABIS ODOR TESTING													
	Y-T-D	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC

Tests Completed	387	46	30	41	12	11	3	8	20	39	63	62	52
Number of Violations	0	0	0	0	0	0	0	0	0	0	0	0	0
Nasal Ranger detection	11	2	2	3	0	0	0	1	1	0	1	0	1
fresh air detection	40	4	1	8	1	0	1	3	1	9	2	6	4
Monthly Total		46	30	41	12	11	0	8	20	39	63	62	52
Annual Total 2021	384												
2020 Total	60												
CANNABIS OPERATIONS LIGHT POLLUTION COMPLAINTS RECEIVED													
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
NEW Complaints	0	0	0	0	0	0	0	0	0	0	0	0	0
REPEAT Complaints	0	0	0	0	0	0	0	0	0	0	0	0	0
From PELHAM	0	0	0	0	0	0	0	0	0	0	0	0	0
From WELLAND	0	0	0	0	0	0	0	0	0	0	0	0	0
Monthly Total		0	0	0	0	0	0	0	0	0	0	0	0
Y-T-D Total 2021	0												
2020 Total	2												
NOISE COMPLAINTS													
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
NEW Complaints	23	0	0	5	0	0	1	3	7	2	0	5	
REPEAT Complaints	1											1	
Monthly Total		0	0	5	0	0	1	3	7	2	0	6	0
Y-T-D Total 2021	24												
2020 Total	25												
NON-PARKING AMP CITATIONS ISSUED													
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
AMPS ISSUED		0	0	0	1	0	0	0	3	0	0	0	2
Y-T-D Total 2021	6												
2020 Total	9												

Reporting Period: Clerk's Office Quarterly Report for the period:
 October, November, December 2021

Recommendation:

BE IT RESOLVED THAT the Q4/2021 Clerk's Report be received for information.

Department Overview and Statistics:

<u>Year</u>	<u>2019</u>	<u>2020</u>				<u>2021</u>			
<u>Quarter (Year to Date)</u>	<u>Year End</u>	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Q4</u>	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Q4</u>
Insurance or Small Claims Processed (incl.potential)	29	5	8	16	21	4	8	18	29
Pelham Deaths Registered	68	11	36	53	64	28	43	52	72
Deaths Outside of Pelham Registered	96	28	53	77	110	31	55	76	99
Lottery Licenses Issued	33	7	7	9	12	1	2	4	9
Council Meetings Attended/Minuted	21	5	11	17	21	5	11	15	22
Special Council Meetings Attended/Minuted	41	6	10	15	18	7	11	16	19
COW Meetings Attended/Minuted	17	2	2	4	6	-	-	1	3
Public Meetings Attended/Minuted	6	2	2	4	8	3	4	5	7
P & P Meetings Attended/Minuted	8	1	1	1	1	-	-	-	-
Affidavits Sworn	127	38	39	58	79	73	104		
FOI Requests Received/Processed	5	4	8	13	15	2	12	16	19
FOI Appeal or Complaint	0	-	-	-	1	-	1	1	2
Closed Meeting Investigation	0	1	1	1	1	-	1	1	1
Committee of Adjustment – Variances	29	22	23	26	28	18	31	36	41
Committee of Adjustment – Consents	12	9	9	11	11	18	24	30	33
Committee of Adjustment – Hearings	13	6	11	15	15	4	8	11	14
LPAT Appeals C of A	4	3	3	3	3	-	-	-	-
Property Standards Appeals	0	-	-	-	0	-	-	-	-
Fence Viewing Meetings	0	-	-	-	0	-	-	-	-
By-laws	120	37	63	96	114	27	56	88	101
Itinerant Seller/Vehicle Licenses Issued	1	-	1	1	1	1	2	2	2
Short Term Accommodation Licences Issued	-	-	-	0	1	2	2	3	3
Wet/Dry Status to AGCO	1	-	3	4	4	-	-	1	1
Sidewalk Patio/Sidewalk Sale Permits	2	-	-	4	4	-	2	3	3

Special Event Permit – Private	1	-	-	-	0	-	2	2	2
Livestock Valuer Claims	2	-	-	-	0	-	-	-	-
AMP Review Hearings	19	23	23	28	29	1	2	2	2
AMP Review Decision Appeals	0	-	-	-	0	-	1	1	1
Marriage Licenses Issued	31	5	5	27	29	5	21	50	51
Civil Marriage Ceremonies Officiated	13	-	-	10	15	1	4	9	9
Proclamations	8	5	5	5	5	1	6	6	6
Press Releases	27	12	31	44	51	13	26	37	44
News Briefs	66	42	92	136	164	33	68	81	102
PSR	-	-	-	-	0	-	-	1	1

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Projects:

Committee Training Presentations

The Clerk's Department has updated and streamlined its Committee training and onboarding presentations Parliamentary Procedure for Committees and Effective Meeting Tips.

Shared Servicing Agreement re: Shared Appeals Officer

Over the past several months the Clerk's Department has been actively working on creating a shared servicing agreement with several neighbouring municipalities. This shared servicing agreement allows municipalities to provide a shared service to our residents while also sharing the costs associated with this service. The effort has been successful with at least eight municipalities joining.

2022 Municipal and School Board Election

The Clerk's Department has been actively working on the upcoming Municipal and School Board Election. Currently staff are working on creating an awareness campaign with the goal of increasing election awareness and voter turnout. The Clerk's Department has been working with the Communications Specialist to create a variety of election awareness materials to be used in 2022.

Records Management RFP

The Clerk's Department has been actively participating in the procurement of a new records management software. Demonstrations began in Q4 of 2021, with follow-up demonstrations resuming in 2022. Alongside Corporate Services, the Clerk's Department will be heavily involved in the implementation of the new program, with the goal of streamlining records management and ensuring the protection and retention of corporate records.

PR/Marketing Analytics, October to December 2021

Page Views	Pages per Session	Average Time on Page
101 678	1.94	1:43

Top 5 pages: Main page, Meridian Community Centre, Arena and Skating Programs, Careers, Christmas in Pelham.

Twitter

Tweets	Engagement	New Followers
252	532	44

Facebook

Engagement	Page Views	Total Reach
3 060	3 495	121 016

Instagram

Total Posts	Engagement	Post Video Views
309	3 086	374

Engaging pelham (Bang the Table)

Total Visitors	New Registrations	Engaged/ Informed Visitors
443	8	3/133

Marketing Projects:

- Life in Pelham November Issue (Print)
- Christmas in Pelham Media Campaign (Print/Web/Social)
- Shop Local Campaign (Print/Radio/Social)
- Summer Hiring Campaign (Social)
- Culture Crawl Campaign (Print/Social)
- Pelham Cares Food Drive (Print)

Public Relations Projects:

- Flag Raising and Media support – Women’s Place South Niagara, Positive Living Niagara
- REDdress Installation Reveal
- Silverstick Puck Drop
- E.L. Crossley Student Artwork Reception

Employee Updates:

Jacqueline Miller joined the Clerk’s department in the role of Legislative and Committee Coordinator on October 25, 2021.

The Legislative and Committee Coordinator completed the AMCTO Civil Marriage Solemnization workshop. This position will assist the Town Clerk and Deputy Clerk in officiating civil ceremonies.

Meetings:

Town Clerk

- SLT
- Weekly meeting with CAO
- Committee of Adjustment Hearings
- EOC
- JAAC Admin Group Meeting
- Shared Appeals Officer Discussion Meetings
- Area Clerk Meeting re Municipal Election
- Election Planning Kick-off

Deputy Clerk

- SLT/ EOC as required
- Committee of Adjustment Hearings
- Committee of Adjustment Test Sessions
- Pre-Consultation Meetings for Committee of Adjustment
- Area Clerk Meeting re Municipal Election
- Election Planning Kick-off
- Records Management RFP Demonstrations

Legislative and Committee Coordinator

- Committee of Adjustment Hearings
- Committee of Adjustment Test Sessions
- Election Planning Kick-off
- Records Management RFP Demonstrations

Communications Specialist

- EOC
- EM
- Pelham Summerfest Committee
- Pelham Active Transportation Committee
- LAM Communicators
- Niagara Region INS

Reporting Period: Corporate Services Department
Quarterly Report for the period: October, November and
December 2021

Recommendation:

**BE IT RESOLVED THAT the Q4/2021 Corporate Services Department
Report #2022-0001 be received for information.**

Department Overview and Statistics:

Overview

In October work continued on the 2022 budget, finalizing operating and rate budgets, and realigning capital project timing in the 10-year forecast and updating debenture and reserve projections. Staff continued to meet with the consultants regarding the municipal modernization grant initiatives, and prepared the submission for the next intake for implementation.

In November, the 2022 draft budget book was finalized and provided to Council and presented to the Pelham Finance and Audit Committee, and the 2022 capital budget was presented to Council. Staff continued to work with consultants on the Development Charge background study update, and on the modernization and automation review of Corporate Services. A review of Corporate Services fees and comparison to other local area municipalities was undertaken as part of planning for 2022 fees. Upon Council approval, staff implemented procedures and systems to begin charging property tax ownership change and new roll creation fees.

In December, planning and preparation for the year-end audit continued, and Deloitte conducted interim audit testing. The 2022 operating and water and wastewater budgets were presented to Council. A review of water

arrears balances and comparison of practices at other local area municipalities was completed in order to determine the recommended steps in order to collect arrears balances and a report was presented to Council.

Accounts Payable

Accounts Payable Clerk is diligently processing paperwork for payment in a timely manner, wherever possible. The staff member is working with the Town's vendors obtaining year-end statements and requesting outstanding invoices in collaboration with the Purchasing Coordinator.

The AP Clerk was also engaging in several zoom meetings with F. H. Black during October to give a better understanding of the AP processes. In an effort to assist in providing information for developing and improving current automation processes in the Corporate Services department.

Information Technology

The IT Manager has taken part in many meetings in Q4. To name a few: the Modernization Grant to Digitize Human Resources Performance Management System Vendor meeting, multiple meetings with F.H. Black to analyze alternative reporting solutions for iCity, ActiveNet Membership module testing and implementation, and records management vendor demonstrations.

Some of the projects for Q4 consist of the emergency replacement of Firehall Station 3 Cisco ASA router due to malfunctioning hardware. The router is responsible for Firehall Computer Aided Dispatch system. The Cisco ASA is now being phased out and was replaced with a Fortinet security router.

Audio/Video upgrade and streaming services for the Meridian Community Centre RFP are completed/finalized and awarded. Preliminary discussions with vendor regarding installation and completion date. Date of completion is the end of Q1 2022. Product availability due to shipping constraints was a concern to the vendor. However, a backup plan is already in action to ensure a functioning system by the end of Q1 2022.

Co-coordinating with Blackberry technical solutions regarding Niagara Region Alert Ready implementation. Testing and implementing Active Directory scripts thus most recent staff contact information is uploaded weekly to Blackberry server. Testing was completed on December 8, 2021 with successful results.

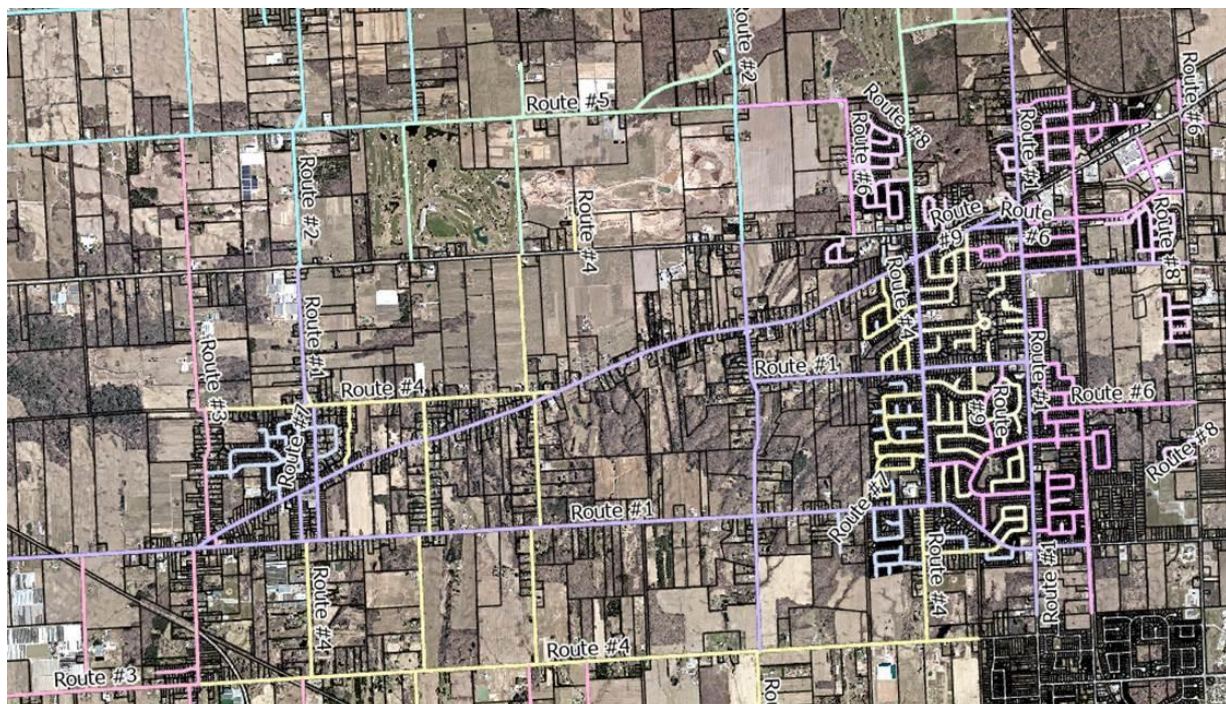
The BAS System for Town Hall is in progress. Electrical drawings and additional information provided to vendor. Tentative completion is scheduled for end of February.

IT has made some cost savings by contacting LG Canada regarding the IT equipment malfunctioning at the MCC. They were able to get them to cover the costs of the repair costs, which were almost a year beyond the warranty coverage.

In November, there was an update of all staff signatures on email accounts making their direct phone lines more visible allowing the public and other staff a more efficient way to access staff as well as easing calls coming into the switchboard.

GIS Analyst

The Town's GIS Analyst converted the Town's maps of the snow plow routes to a digital format for the Roads Supervisor so that the Public Works department could use the plow routes with their GPS system. The following shows some of the plow routes:



Projects:

Corporate Services has been involved in the Corporate Services Functions Review for Automation of Processes with Consultant FH Black. This is the project that is being funded by the Modernization Grant Phase 2.

The Treasurer and Manager IT have been involved in the Human Resources Digitalization Review. HR Strategies Consulting was hired to do this review. This

projected is funded by the Modernization Grant Phase 2. It is looking at software for Performance Management and Human Resources Information System.

Manager IT is working with Spatial DNA Inc. to review the web services including the Public Service Request portal. This project is being funded by the Modernization Grant Phase 2.

The Treasurer and Acting CEO of the Pelham Library were working with the consultants Watson and Associates for the Union Library Review for Pelham and Lincoln libraries. This project is being funded by the Modernization Grant Phase 2.

Applied For	Grant	Amount
Modernization Grant Phase 3: HR Digitalization	Implementation of Human Resources Performance Management and Human Resources Information System Software based on Phase 2 Recommendations from the consultant.	The grant request is a minimum of \$54,600 to a maximum \$108,100.
Modernization Grant Phase 3: Corporate Services Automation	Implementation of Corporate Services Functions Review for Automation of Processes based on the Phase 2 recommendations from the consultant.	The grant request is a minimum of \$195,000 to a maximum \$328,500.
Modernization Grant Phase 3: Review of Recreation, Culture & Wellness Operations at the MCC	A third-party review will provide recommendations for the following: (1) an optimal integrated organizational structure, with staffing requirements (2) space utilization (3) business planning processes	The grant request is a minimum of \$50,000 to a maximum \$70,000.
Drainage Superintendant	To help offset some of the staff costs for the drainage superintendant	\$8,425
New Horizons for Seniors Program Grant (Seniors Community Grant)	SAY IT! On Stage: Stories Found, will bring together youth and seniors within the community, to build and foster relationships, share experiences and build a collaborative theatrical experience.	\$ 25,000
Tree Canada Grant	Create a Tree Canopy for North Pelham Park with 30 new trees.	\$ 10,000
Buy Local Micro Grant	Niagara Region Grant to promote buying local	\$ 10,000
Celebrate Canada	Canada Day Grant	\$ 14,000

Constituent Concerns and Issues Arising:

None.

Employee Updates:

The Deputy Treasurer attended an information session on the Canada Community-Building Fund.

The Staff Accountant/Payroll Clerk completed Perri-Med and First Aid/CPR Training on November 23, 2021. He also completed his latest CPA Prep Course, Intermediate Management Accounting with a grade of 93%.

The Deputy Treasurer has been training in the Fixed Asset module in iCity, the Town's accounting software.

Information Technology has taken part in several webinars:

- Cyber Security Month Training/Webinars/Virtual Conferences
- Municipal Cyber Security Forum
- MISA Webinar
- A Pandemic Spotlight?: COVID-19 & Digital Transformation in Ontario
- Cyber Security Community of Practice
- 2021 MISA Ontario InfoSec Virtual Conference and Trade Show

The Taxation Clerk and Revenue Analyst both passed the Unit 1 of the Municipal Tax Administration Program of the Ontario Municipal Tax and Revenue Association (OMTRA) conducted by Seneca College.

Grants, Concerns, RFPs, Agreements:

Current Bids and Tenders

Invitation to Bid# 2021-CS-10 – PLN 02-21 Terms of Reference Vision and Design for East Fonthill Town Square		
<u>Bidders</u>	<u>Amount</u>	<u>Score</u>
John MacDonald Architect	\$19,899.00 Phase One Only	82/100
Shift Landscape Architecture	\$19,215.00 Phase One Only	90/100
EDA Collaborative Inc.	\$19,899.00	82/100

Award is to Shift Landscape Architecture with a contract value of \$19,215.00 (Phase One Only) with an evaluation Score of 90/100.

Invitation to Bid# 2021-FS-02 – Emergency Management Plan Review

<u>Bidders</u>	<u>Amount</u>	<u>Score</u>
Plannix Operations	\$20,845.00	78/100
GTA Emergency Management Consultants Inc.	\$18,500.00	84/100
Paladin Security Group Ltd.	\$34,239.00	81/100
Callan Ltd.	\$19,107.00	81/100
Emergency Management & Training Inc.	\$15,327.00	79/100

Award is to GTA Emergency Management Consultants Inc. with a contract value of \$18,500.00 with an evaluation Score of 84/100.

Invitation to Bid# 2021-PW-15 – WRT 06-21 – Park Lane Watermain Replacement

<u>Bidders</u>	<u>Amount</u>	<u>Score</u>
Catalina Excavating Inc.	\$178,134.00	N/A
A.vanEgmond Construction (2005) Ltd	\$194,854.50	N/A
Alfidome Construction Niagara	\$206,192.15	N/A
O'Hara Trucking and Excavating	\$238,020.80	N/A
Demar Construction Inc.	\$187,100.78	N/A
Peter's Excavating Inc.	\$249,781.38	N/A
Cotton Inc.	\$201,523.66	N/A
Stonecast Contracting Limited	\$232,972.00	N/A

Award is to Catalina Excavating Inc. with a contract value of \$178,134.00.

Invitation to Bid# 2021-PW-13 – Supply and Installation of Video Surveillance Equipment and Cameras

<u>Bidders</u>	<u>Amount</u>	<u>Score</u>
Viridian Automation Inc.	\$ 60,900.00	82/100
Underwriter's Security Controls	\$ 162,019.08	77/100
EllisDon	\$ 38,483.00	85/100
Activo	\$ 70,643.69	79/100
Clockwork Systems Inc.	\$ 44,255.68	86/100
Wallwin Integrated Systems	\$ 41,799.00	77/100
BearCom Canada Corp.	\$ 91,862.74	68/100
Aatel Communications Inc.	\$ 87,000.00	71/100
Comu Networks	\$ 99,925.18	66/100
BHofe Consulting Inc.	\$ 47,216.50	76/100
Chubb Fire & Security	\$ 91,428.49	53/100
H.I. Security Corp.	\$ 91,958.00	70/100
Securitas Electronic Security	\$ 51,652.35	74/100
828324 Ontario Limited o/a Design Electronics	\$ 85,988.58	80/100

Award is to Clockwork Systems Inc. with a contract value of \$44,255.68 with an evaluation Score of 86/100.

Meetings:

- F.H. Black & Company Incorporated
- HR Strategies Consulting
- Spatial DNA Informatics Inc.
- Watson & Associates Economists Ltd.
- CIBC
- Central Square (iCity accounting software)

Recreation, Culture and Wellness Quarterly Report

Monday, January 24, 2022

Reporting Period: Recreation, Culture and Wellness Quarterly
Report for the period: Q4 2021

Recommendation:

**BE IT RESOLVED THAT the Q4/2021 Recreation, Culture and Wellness
Department Report be received for information.**

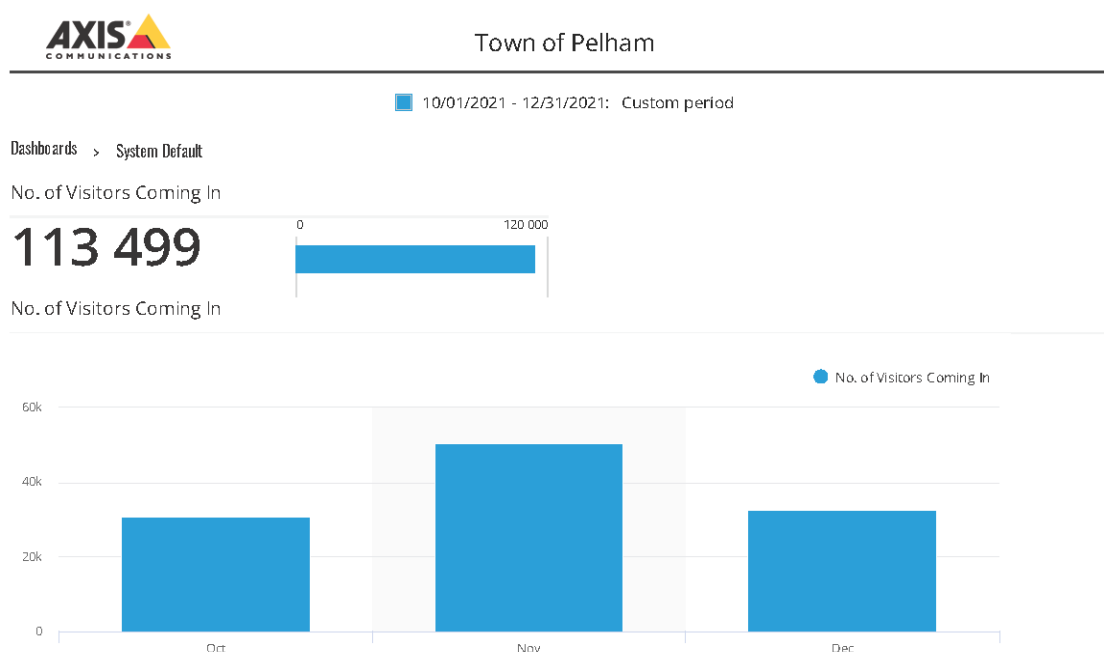
Department Overview and Statistics:**Projects:****Facilities, Programming and Rentals**

The Town of Pelham's Facilities team saw a busy October, November and December with capacity limits increased back to full for indoor programming and spectators. In October 30,642 visitors came through the Meridian Community Centre doors. The Niagara Region vaccination clinics in October were also busy running by both appointments and walk-ins prior to switching focus to a children-only clinic by November. Ice rentals were at maximum capacities, seeing Pelham's user groups such as PMHA, NCSC, Southern Tier Admirals and Junior B Panthers taking on the majority of available ice times. Facility Staff were busy with all the indoor programming following Provincial guidelines, keeping the facility clean, safe and disinfected for all visitors.

November saw 50,326 visitors through the Meridian Community Centre, including a small women's hockey tournament of 8 teams at the beginning of the month and the Niagara Regional Silver Stick at the end. Winter programming such as public skating, shinny, stick and puck and ticket ice were back in action seeing attendances back to full capacity. The Meridian Community Centre has had many happy visitors express gratitude for opening doors to the public once again, keeping them active, playing their

favorite sports and all the while safe by following Provincial guidelines and decisions made by the Emergency Operation Centre. Staff were most proud to back some normality to the community's lifestyle, and facilities. New Ontario Regulations saw the Meridian Community Centre require proof of fully vaccinated visitors for 12 years and older with limited exemptions for users of various organized associations. Due to these new regulations the Town of Pelham hired help from Signal 88 Security to aid in the initial rollout but ended the needs for security at the beginning of December.

In December, the Meridian Community Centre had 32,531 visitors primarily for ice programming and basketball in the gyms. In the last 3 months the Meridian Community Centre has had 113,499 visitors making use of the facility, staying active and keeping staff on their toes.



Culture Crawl:

The Town of Pelham collaborated with the Niagara Region to feature the Pelham Culture Crawl, during Culture Days, 2021. The Culture Crawl event encouraged cultural and creative participation in a workshop atmosphere. The workshops encouraged community engagement and inclusion through the in-person participation of people from 22 years of age through 85.

The Town of Pelham, with support from the Niagara Region, hosted four workshops of different artistic mediums:

Paint Party with Beverly Sneath - October 6th at 6:00pm-8:00pm

Creating a Farmhouse Clock with Erika Bachynski - October 13th at 6:00pm-8:00pm

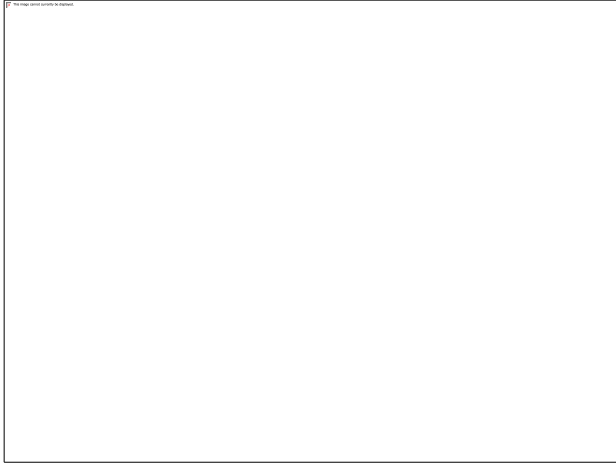
Music Business/Drum Clinic with Jim Casson - October 18th at 6:00pm-8:00pm

Acrylic Watercolour Painting Class with Mary Powley - October 20th at 6:00pm-8:00pm

Many of the registrants were participating for their very first time in a creative, artistic workshop. Some of the highlights from the participant feedback was that many were able to explore untapped talents and interests, and discovered a new creative side that they may never have explored.

With these in-person workshops, assuring everyone's safety became the top priority. Effectively communicating current restrictions and procedures (proof of double vaccination, mask requirement, etc.) to all participants was a key component to ensuring each participant arrived to their workshop prepared with the appropriate materials. Participants were provided advanced information on a dedicated area on the Town of Pelham website. Through the online ticketing and registration process, participants were able to receive timely and accurate information regarding COVID-19 protocols. Participant feedback regarding measures put in place was positive.

The Recreation Department intends on continuing to run artistic workshops on a regular basis in the future, as the response from participants was overwhelmingly positive.



Welland Museum Display:

Through a partnership with the Welland Museum, as a part of Culture Days, a self-guided exhibit was in place at the Meridian Community Centre from September 22, 2021 to October 29, 2021. The exhibit featured artifacts and memorabilia that reflect the culture and history of the Town of Pelham. Some of the exhibit highlights were a large-scale map of the local area dating back to 1862, local area school items, and artifacts from a local archeology dig.



Youth Holiday Art Workshop:

The Town of Pelham and the Pelham Arts Advisory Committee prepared a safe, yet interactive youth workshop experience, which was led by Veronica MacDonald. The workshop took place in the Kinsmen community room at the MCC. Ten children, ages 6-10 participated in a holiday themed painting workshop, aimed to foster their interest in art and spread some holiday cheer! Participants completed an 8x10 acrylic holiday painting on canvas. Parents had the option to stay with their child to assist, or drop them off and return for pick-up.

Red Dress Project:

On November 26, 2021, staff coordinated an official reveal of the REDress installation at the Meridian Community Centre. The purpose of the project is to bring awareness during the 16 Days of Activism against Gender-Based Violence & Violence against Women. Red dresses were installed at the Community Centre based on the inspiration of the 2010 installation which was developed by Metis artist Jamie Black. The use of red dresses in the display is to represent missing and murdered Indigenous women and girls.

Representatives from the **Canadian Federation of University Women (CFUW)** Welland and District, Kathy Shaw, president and Carol Harding, past president were onsite to speak about the installation. Shyann Jenkins, **Lifelong Care Coordinator of the Niagara Regional Native Centre**, attended and gave a presentation sharing personal experience and highlighting the importance of the Red Dress Project.

SAY IT! On Stage – Millennium Mission to Mars:

The participants of SAY IT! On Stage have once again demonstrated their ability to take imagination and creativity in new directions. The latest undertaking, a film titled *Millennium Mission to Mars*, is a flight into the fantastic. This project proved a wonderful exercise in community-building, the core aim of SAY IT! On Stage. The idea was conceived during Zoom sessions held in February 2021, and the writing team from the group began composing the script in March. Rehearsals then ensued, still entirely on Zoom. In June, when the loosening of COVID restrictions allowed for up to 5 actors at a time to gather outdoors, they moved the scene rehearsals to Peace Park. In August, the group was able to use indoor space at the MCC to film segments of the mockumentary. Since then time has been spent compiling hundreds of film segments from various cameras, and putting them all in order. It has proven a mammoth task. Despite all of these challenges, *Millennium Mission to Mars* will soon be ready for release. It represents a real success in building relationships between creative individuals in our community. Full of such colourful characters as Berry Berryman, Frances Tortal, Arabella Brooks, and Simon Mark Tanner, the hope is that the chaotic tale will bemuse and amuse all who view it, in Pelham and beyond.

MCC Art Wall Displays:

During the Month of December, the Meridian Community Centre displayed artwork from the students of E.L. Crossley, as well as a local Pelham artist, Dagmar.

On December 15th, the MCC hosted a reception for E.L. Crossley students and their families to view the artwork display, and for students to receive a certificate of appreciation from Mayor Junkin.

Both of the artwork displays received very welcoming and positive feedback by residents and visitors of the MCC.



Christmas Card Art Display:

The Town of Pelham held its holiday tradition of continuing what has proven to be an exciting opportunity for children in the community. Local students were invited to participate in creating a design for the Town Council's holiday greeting card.

The students' artwork was reviewed by the Town of Pelham Arts Advisory Committee. Nine designs were chosen to be featured on the Town of Pelham's 2021 Holiday card. All of the artwork received was displayed in the atrium of the Meridian Community Centre during the holiday season. The young artists who had their illustrations chosen for the greeting card were formally recognized at the December council meeting.

Christmas in Pelham

Letters to Santa

This year, once again, the Town of Pelham RCW department helped to connect the children of Pelham with the Big Guy in Red, by putting a mailbox to Santa in the lobby of the Meridian Community Centre. Over 150 children came to deliver their handwritten letters to the North Pole! Each of those children received a custom, special reply from Santa, and we even hear Mrs. Claus shared one of her top secret cookie recipes for the children to bake with their families. Children were also given the option to send in some contact-free, digital letters by email as well to sclaus@pelham.ca, which saw a handful of virtual letters as well.



The Great Elf Challenge

The Great Elf Challenge was a virtual competition using Goosechase software, offering new missions over the 12 days of Christmas. This activity encouraged community engagement from teams of families and friends! Overall, 59 teams registered, with 425 missions submitted. This activity helped to get Pelham into the holiday spirit, encouraged time spent with loved ones, as well as encouraged exploring activities, businesses and events Pelham had to offer!



Santa's Workshop

Santa's workshop was able to run again this year at the MCC. This night of fun helps to give parents some time to complete their Christmas shopping and other holiday tasks, while their kids have a night of holiday fun with crafts, holiday movies and more! This event was so popular, a second night was scheduled, both reaching full capacity of 20 children each night. This event was staffed by MCC and camp staff, and was appreciated by all parents, with many commenting on how appreciative they were that this opportunity was available.

Christmas Lights Competition

Once again, the annual Christmas Lights Competition sponsored by Niagara Peninsula Energy took place in Pelham between December 13-24. The Town encouraged residents to submit their address and have it included in the self-guided light tour. There were 12 applicants in Traditional and Griswold groups with three winners announced, each receiving \$35 Pelham Bucks.

Pelham's Greenery Elves

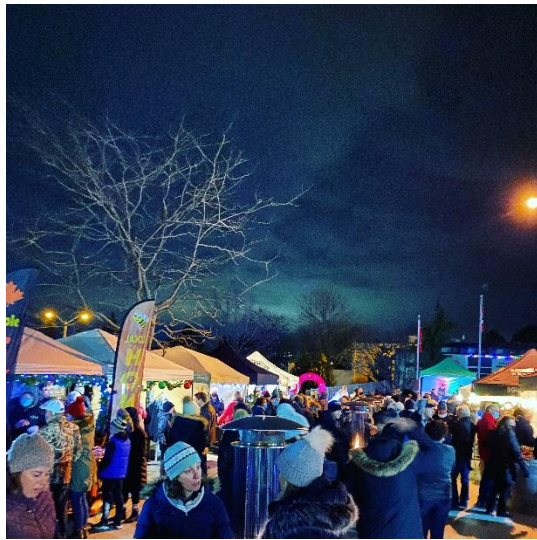
On the evening of December 1, 11 volunteers, (also known as Pelham's "Elves") assembled 400 Greenery swags at the MCC that were later put up by a group of 18 total volunteers, all throughout Pelham. Volunteers included members of the Town's Beautification Committee and the Pelham Garden Club.



Outdoor Christmas Market

The Town of Pelham's Outdoor Christmas Market was a big success, returning for the first time since 2019. Approximately 1800 visitors attended the market between 4:00-9:00pm on Friday, December 3. The Market had 14 artisan vendors and three food vendors. Five vendors reported sales of over \$2000 each.

Live Christmas music by Chris and Dan, Jessica Wilson, and Copper & Iron. As well, a food drive in support of Pelham Cares with assistance of the popular truck covered in Christmas lights, "Brayden's Joymaker," and a toy drive held by the Pelham Firefighters' Association took place on site. Other entertainment included Incirque stilt walkers, ice sculpture by Ross Navarro, Isabella Hoops, Niagara Ice Dogs mascot, hose-drawn carriages by Sentineal Carriages, and of course, Santa's Village.



The Outdoor Christmas Market faced new challenges with a small protest that took place from 4:00-6:00pm. Staff made adjustments to the location of some vendors and entertainment to ensure the event was safe for all.

The Town of Pelham was successful in receiving a \$15,500 Provincial Reconnect Grant to apply toward Christmas in Pelham. Because of this funding, the Town was able to have a robust advertising program for all things under the 'Christmas in Pelham' umbrella, a large part of which was assigned to the Outdoor Christmas Market. Paid advertising took place in

the Pelham Voice, Niagara This Week, and the Niagara Dailies, including a “website takeover” at NiagaraThisWeek.com. A number of articles and earned media appeared in all three previously mentioned newspapers.

Feedback from attendees was very positive and it was clear that people had been looking forward to attending in-person events again.

Active Programs

This Fall welcomed community members of all ages back into the Meridian Community Centre for programs including, Ticket Ice for figure skaters, Brock FIT, Yogalates, Adult learn to skate, Shinnies for all ages, Indoor Pickleball and more. New this fall, the Meridian Community Centre offered programs including drop in family gym time and drop in volleyball, as well as expanding Pickleball to both gyms when possible to accommodate interest. Programming outside of the MCC continued, with Ballroom Dance offering classes out of Old Pelham Town Hall, and the Outdoor Tennis and Pickleball season at Centennial Park continuing into late November.

55+ Programs

Active programs for those 55+ continued at the Meridian Community Centre through the Fall months, while most social programs remained virtual. Active programs included Brock FIT, 55+ Aerobics with conditioning, indoor Pickleball and 60+ Shiny and more, while social programs took place through Art Your Service. Some educational opportunities also took place, including an interactive webinar from the Niagara Region, focusing on Fall Prevention, for Fall Prevention month in November. One on one opportunities have also continued for Seniors who require assistance accessing Zoom, allowing them the opportunity to attend virtual doctors visits, visit with family, or participate in the virtual programs Pelham offers through Art Your Service Daily.

MYAC Updates

The Mayor’s Youth Advisory Council term of 2022/2023 began in October, welcoming 18 members, varying in age, grade and school. Although they are only a few months into the term, they have been busy and successful in offering opportunities to youth in Pelham! They hosted a Halloween Skate at the Meridian Community Centre, which hit full capacity, as well as held costume and pumpkin carving contests as part of this event. For youth who didn’t feel comfortable coming to an event at the Meridian Community Centre, or were unable to due to vaccine status, they also offered a MYAC Halloween GooseChase, engaging the community virtually! This initiative had 14 teams registered, and had 140 mission submissions. For the Christmas

Holidays, MYAC also hosted a Family Holiday Night at the MCC, where they had a free drop in family gym time, as well as a free ornament decorating workshop in the Community Centre lobby, which welcomed over 50 youth and their families. As part of an initiative to bring families together over the holidays, MYAC hosted a Gingerbread house decorating contest over the Holiday Break, while purchasing 25 decorating kits for families to pick up from the MCC. The feedback received from the community was extremely positive, especially from those who haven't been able to engage back in community programs due to COVID-19.



Street Pole Banners/Honour our Veterans Banner Program

The Veterans Banner program installation for 2021 recognized 47 Pelham area veterans. In total, 24 banners were hung on existing Town of Pelham banner brackets located around Town Hall and the Meridian Community Centre. Staff will continue to support the program with the assistance of co-ordinating banner locations, and installations for all existing and new banners. The application for the 2022 Veterans banner program has been updated and provided to the Legion, additional copies are available at Town Hall.

Volunteers

During the Fall of 2021, Staff received five expression of interest forms through the Town's website to volunteer at Town of Pelham events and programs. These volunteers have been contacted for interviews and subsequently added to the community volunteer database.

Four community volunteers assisted at the Outdoor Christmas Market on December 3rd with set-up, tear-down, line control and general merriment. A total of 16.5 hours were contributed by these Community volunteers.

The participants in Senior VIP (Volunteers in Pelham) program, where volunteers 55+ assist at the Meridian Community Centre, were contacted this Fall regarding their comfortability participating in the program. Six Seniors VIPs were willing and training was held on December 16th. This training familiarized them with the role and provide updates on the current procedures and programming that was running. The goal was to start scheduling volunteers for mid-January but will start once Meridian Community Centre's programming commences.

Dedication Program

There have been several inquiries into the Dedication program during Fall 2021. Two benches have been donated. The concrete was poured and a bench was placed on the Gerry Berkhout trail between Cream St and Centre St in early December. The plaque for this bench will be placed once an inscription and design have been submitted by the donor.

The second bench is an all orange bench that has been anonymously donated to honour Indigenous heritage and roots within Pelham. Staff have been working with the Niagara Region Native Centre on the location for this bench and the inscription on the plaque. The bench has been ordered but is on back-order. The hope is to place this bench in the Spring of 2022.



Transit Update, as of December 31 2021:

Overall NRT OnDemand Service Metrics

Data as of:
Friday, December 31, 2021

Number of Rides

54,267

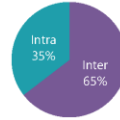
Number of Trips

49,026

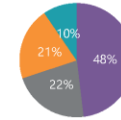
WAV Trips

310

Inter vs. Intra-Municipal Rides

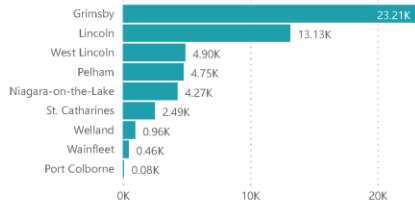


Intra-Municipal Rides



Grimsby
Niagara-on-the-Lake
Lincoln
Pelham

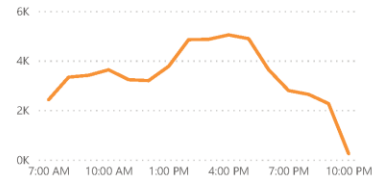
Rides by Origin Municipality



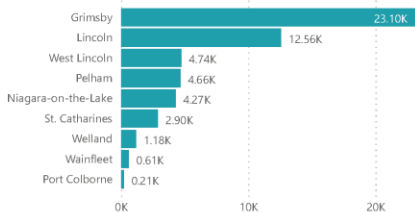
Ridership



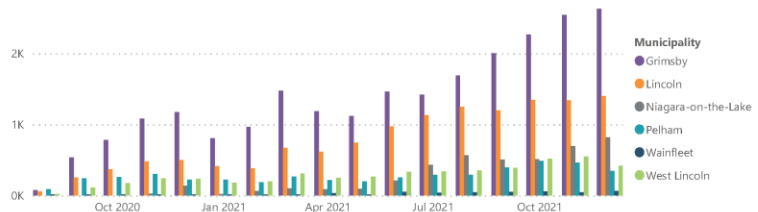
Ride Time of Day



Rides by Destination Municipality



Monthly Ridership



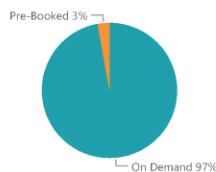
Overall NRT OnDemand Pre-Booking Service Metrics

Data as of:
Friday, December 31, 2021

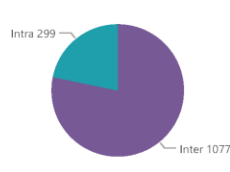
Number of Pre-Booked Trips

1376

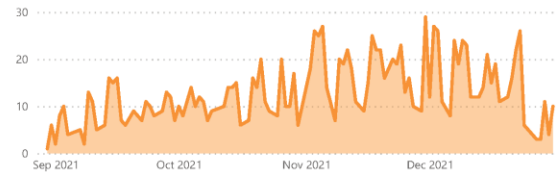
Pre-Booked vs. On-Demand



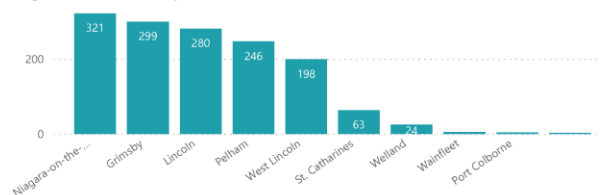
Pre-Booked vs. On-Demand



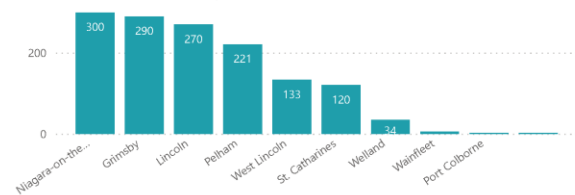
Pre-Booked Trips

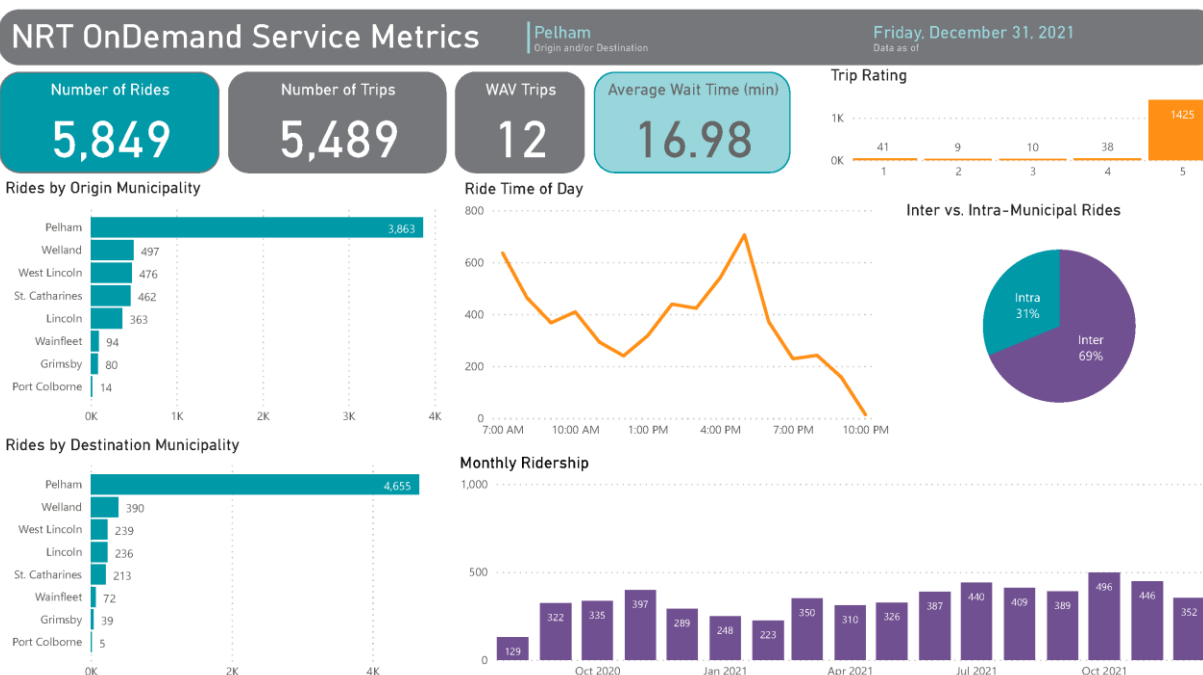


Origin of Prebooked Trips



Destination of Prebooked Trips





Employee Updates:

Amanda Deschenes was hired as the Special Events and Festivals Programmer in September. Amanda is taking over for Leah Letford who has accepted the position as communication officer.

Grants, Concerns, RFPs, Agreements:

- Provincial Reconnect funding was awarded for two applications: SummerChill Series and Christmas in Pelham.
- Celebrate Canada Grant Application for National Indigenous Peoples Day on June 21 and Canada Day
- FEO Award Applications – Canada Day, Hoppin' Easter, Christmas in Pelham and Family Day

Meetings:

MCC User group roundtable zoom meetings

Summerfest Committee zoom meetings

Pelham Arts Advisory Committee zoom meetings

Niagara Parks and Recreation bi-weekly information exchange zoom meeting

Network of Municipal Event Planners Quarterly Meeting

Mayor's Youth Advisory Zoom Meetings

Pelham Seniors Advisory Zoom Meetings
OACAO GH Regional Meetings
Pelham Canada Day Planning Group
2022 Canada Games monthly Zoom meetings

Professional Development:

A staff member attended the PRO Education Forum (October 6), as well as the PRO Aquatics Conference (November 10, 17, 24 & December 1).

Many members of the RCW Team were also trained on the Activenet Membership Module

Two staff members attended the OACAO Aging Well Conference (October 25 & 26)

The Special Events Programmer completed ORFA's Legal Awareness 1 on November 14 and Propane Handling & Exchange Training on December 1

Community Planning and Development Quarterly Report

Monday, January 24, 2022

Reporting Period: Community Planning and Development
Department Quarterly Report for the period: October 1 –
December 31, 2021

Recommendation:

**BE IT RESOLVED THAT the Q4/2021 Community Planning and
Development Department Report be received for information.**

Department Overview and Statistics:

The Planning Department continues to work on the following development applications: 9 Subdivision Applications, 5 condominium applications, 4 Official Plan Amendment applications, 15 Zoning By-Law Amendments, 6 applications for Site Plan Approvals, 5 consent applications, 8 minor variance applications and 3 Niagara Escarpment Development Permit applications.

Planning staff approved 1 site plan agreement application for a storage building at 895 Tice Road in the rural agricultural area of the Town.

On cannabis related matters, there is one appeal relating to Development Charges By-law Amendment; one appeal relating to the extension of the Interim Control By-law has been withdrawn; 3 appeals on the Cannabis Official Plan Amendment and 3 appeals relating to the Cannabis Zoning By-law Amendment. The OLT has scheduled a 4-day hearing commencing on January 24th, 2022 to hear the appeals related to the Official Plan and Zoning By-law matters.

The court application by Woodstock Biomed with regards to the initial Interim Control By-law is also pending and the responding material was filed with the Courts. Awaiting a court date.

The court application by C. Montemurro relating to the issuance of a building permit on an interior testamentary devise lot that does not have frontage on a public road is now scheduled to be heard by the courts on February 28th, 2022.

Public meeting was held with regards to zoning by-law amendments related to 588 Chantler Road and the housekeeping by-law amendment for the townhouse units in Saffron Meadows and River Estates Phase 2, for the Official Plan and zoning by-law amendment and draft plan of subdivision applications for Park Place North and for the Emerald Trail draft plan of subdivision on Haist Street.

Yearly Planning Summary:

	2020	2021
Subdivision	3	3
Condominium	3	4
Official Plan Amendment	3	3
Zoning By-Law Amendment	12	12
Site Plan Approval	10	9
Part Lot Control	1	6
Consent	11	33
Minor Variance	28	41
Development Agreement	1	4
NE Development Permit	7	9
Cell Tower Agreement	0	0
Heritage Designation	0	0
Heritage Permit	0	0
<i>Total/Year:</i>	<i>79</i>	<i>124</i>

Building:

The Building Department continues to receive incoming permit applications consistent with seasonal trends and remains busy with inspections. The building department was able to conduct a total of 947 inspections since the 2021 third quarterly report.

Building Activity Statistics from October 1 – December 31, 2021:

Months	Building Permits	Inspections	Demolitions	Commercial Sq. Ft.		New Dwellings	Value of Construction
October	22	390	2	4	3,467	2	\$22,445,250
November	38	349		1	2,508	23	\$35,907,060
December	34	208		3	3,611	15	\$1,514,534
Total:	94	947	2	8	9,586	40	\$59,866,844

Building Permit Time Frames from October 1 – December 31, 2021:

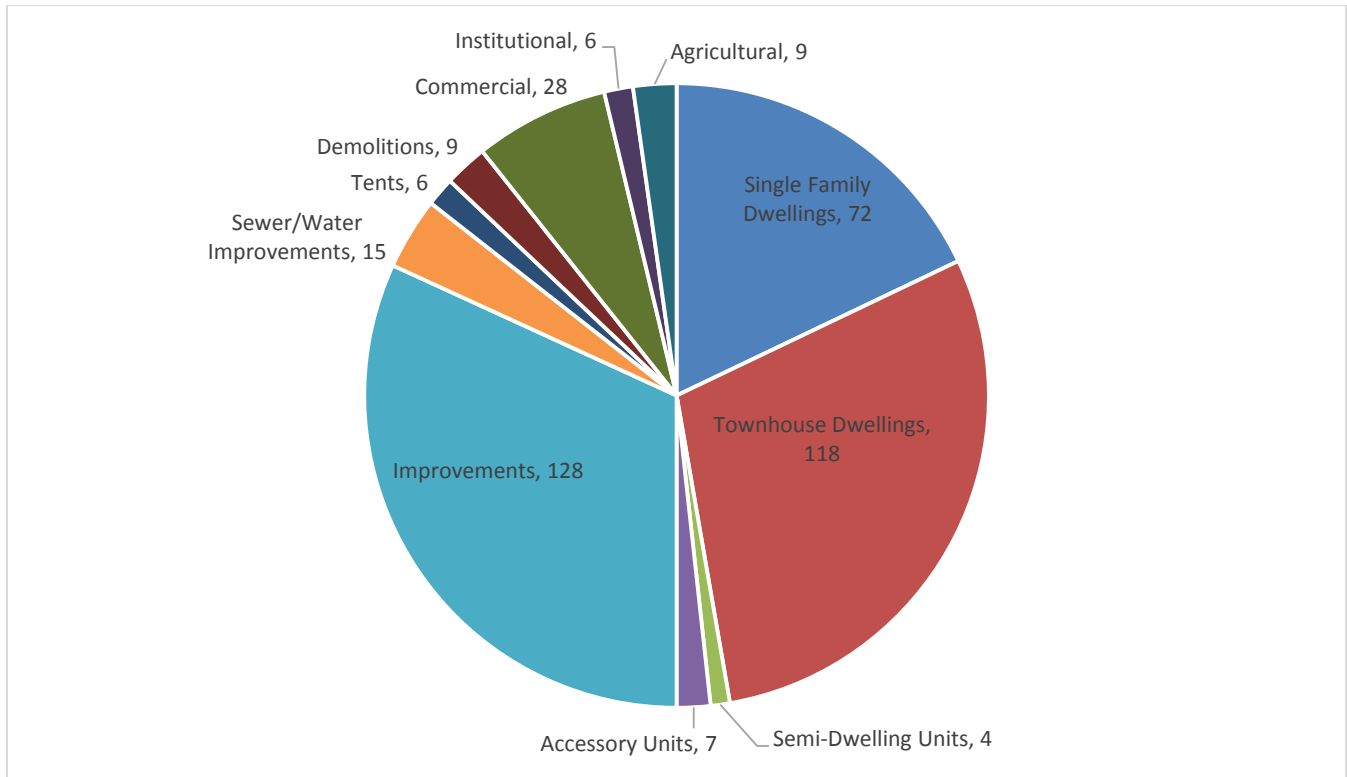
House:	10 days	85	8
Small Building:	15 days	3	6
Large Building:	20 days	5	3
Complex Building:	30 days	1	2
Total:		94	

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

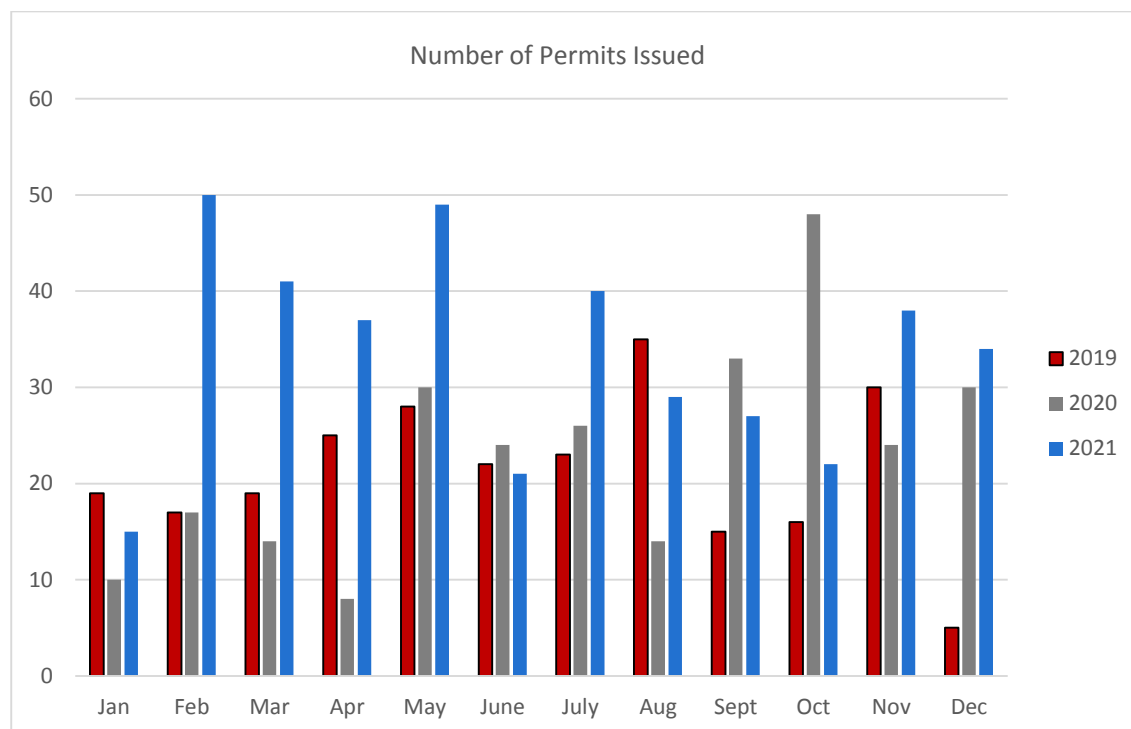
- \$20,000,000 for a 130 unit Retirement Residence

Town Development Charges collected by the Finance Department for the period October 1 to December 31, 2021 total \$479,100.

Building Permit Breakdown (Year to Date):



Comparative Building Activity Statistics from 2019 to 2021:



Projects:

Cannabis – The Cannabis Control Committee met twice to discuss matters related to enforcement of the OINBL and community communication. The cannabis producers have filed court actions against the Town with regards to the OINBL. A 4-day Ontario Land Tribunal (OLT) hearing has been scheduled for January 24, 2022 to hear the appeals on the Official Plan and Zoning By-law amendments that were adopted by Council to address planning matters related to cannabis land use. The Town's external legal counsel and planning consultant engaged in discussions with the appellants and preparing for the OLT hearing. Witness Statements from all parties were received by the OLT on December 23rd, 2021. Eight professional witnesses are expected to give evidence during the 4-day hearing.

Comprehensive Zoning By-law The first phase of public consultation has been completed and the public engagement page regarding the Zoning By-law review and update has been launched on the Town website at the following link <https://engagingpelham.ca/comprehensive-zoning-bylaw-review>. The Zoning By-law review and update is a significant undertaking and involves looking at the By-law in its entirety. Work is underway to complete the mapping associated with Zoning By-law schedules and consolidating the various chapters of the By-law.

Additional public and agency consultation will take place in the first quarter of 2022.

Comprehensive Parking Strategy The consultants completed parking count surveys in Fenwick, Fonthill and Ridgeville. Parking user surveys were launched on the Engaging Pelham webpage to gain public input and feedback on parking concerns in downtown Fonthill, Fenwick and Ridgeville and at the MCC. Additional parking counts at the MCC were to be undertaken during the week of December 20th, 2021.

Big Creek Municipal Drain Assessment Schedule Update K. Smart Associates is completing this work on behalf of the Town. The project has been expanded to include an update to the assessment schedules for the Nunn, Disher, Swayze and Ridgeville drains. The draft report and updated Assessment Schedule is complete. The next step is to meet with Drainage Superintendents of Welland and West Lincoln as small portions of the Big Creek Drain watershed are also located within these two municipalities. Following that meeting, public consultation with affected property owners will also be required. This is likely to occur in the first quarter of 2022.

Constituent Concerns and Issues Arising:

n/a

Employee Updates:

All staff completed First Nations University Indigenous Awareness training.

The Building Inspector completed Ministry of Labour's Work Health and Safety Awareness training.

The Administrative Assistant completed AMCTO's Municipal Torts course.

The Director participated in the Annual Emergency Management Training Exercise

The new Policy Planner started employment with Town on November 22nd, 2021.

Grants, Concerns, RFPs, Agreements:

RFP for Vision and Design of Town Square was awarded to Shift Landscape Architect. Project kick off meeting to be scheduled.

Meetings:

On-going meetings:

- EOC Meetings
- Cannabis Control Committee Meetings
- OBOA Niagara Chapter Meetings
- Pre-Consultation Meetings
- SLT Meetings
- Joint Health & Safety Meetings
- Area Planners Meetings
- Regional Process Improvement Team Meetings
- Internal Budget 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:

- Interviews for Policy Planner
- AMO Personal and Designated Cannabis Growers Working Group
- Meeting with Region of Niagara Planning Staff on Regional Official Plan update
- Merritt and Rice Road EA Stakeholder and Agency Meeting

Board of Directors Meeting Highlights – December 17th, 2021

On Friday December 17th, 2021, the Board of Directors of the Niagara Peninsula Conservation Authority (NPCA) held its regular monthly meeting electronically. Highlights from the meeting included:

2022 Children's Charity Third Party Fundraiser Event at Ball's Falls

The Board of Directors approved the use of Ball's Falls Conservation Area for a Third-Party Fundraiser event in support of a charitable foundation. The proposed event, 5K Foam Fest, was to be hosted by 365 Sports Inc., an Ontario-based Sporting event agency, and is a family-oriented fun run, accessible to diverse abilities and ages supporting the Make-a-Wish Canada Foundation while raising awareness of children's illnesses.

NPCA Board of Directors' 2022 Meeting Schedule

The Board approved the NPCA 2022 meeting dates for its Board of Directors and Committee meetings. For the duration of the pandemic while meeting electronically, the Board agreed to begin its meetings at 9:00 a.m.. There would also be no Board of Directors meetings in the months of January, August and December. The schedule and notice of changes were to be publicized and circulated to area municipalities.

Award of Community Partnership at St. Johns Valley Centre Conservation Area

The Board authorized an agreement with the Niagara Catholic District School Board to collaborate on the delivery of educational programming and enhancement of natural and cultural assets at St. Johns Valley Centre Conservation Area.

Administrative By-Law Amendments

The Board amended its Administrative By-Law to reflect governance changes necessitated by the recent amendments to the Conservation Authorities Act. The most significant revisions centred around updates to the Section 28 Hearing Guidelines.

NPCA Public Advisory Committee

The Board approved of the NPCA Public Advisory Committee (PAC) 2022 Workplan and re-appointed the following individuals to the PAC:

- Jackie Oblak representing the environmental sector as well as continuing to fill the position of Committee Chair,

- Harry Korosis representing the Chamber of Commerce and tourism,
- Erika Furney representing the public-at-large as well as landowners,
- Donna Speranzini representing the public-at-large,
- Joseph Schonberger representing Agricultural South, and
- Michael Kauzlaric representing Agricultural North.

Policy on Setbacks

The Board instructed staff to review and propose amendments to NPCA policies on development to set a minimum 30 metre buffer for natural hazards, wetlands and water courses. They also directed a review of the policy regarding exceptions with an update report back to the March 2022 meeting.

Links to Agendas, Minutes and Video:

<https://npca.ca/administration/board-meetings>

NPCA BOARD OF DIRECTORS' 2022 MEETING CALENDAR

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NOVEMBER						
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DECEMBER						
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	Board Meeting		Public Advisory (PAC)
	Finance		March Break
	Governance		Stat Holiday/Office Closure

Until further notice, all meetings will be held electronically and are scheduled to commence at 9:00 a.m. with the exception of the Public Advisory Committee.

Subject: Modernization Grant Phase 2 Corporate Services
Automation Review

Recommendation:

**BE IT RESOLVED THAT Council receive Report # 2022-0023-
Corporate Services – Modernization Grant Phase 2 Report, for
information;**

**AND THAT Council receive the Corporate Services Functions Review
for Automation of Processes Report, for information;**

**AND THAT Council approve the posting of this report on the Town of
Pelham website as required by the grant agreement.**

Background:

The Town of Pelham has received grant funding from the Modernization Grant Phase 2 for the following objectives:

1. Identify Corporate Services functions and processes that can be streamlined, integrated and automated
2. Recommend technical and/or software requirements for the integration and automation of processes
3. Recommend implementation plan for automation of processes

Review and analyze Corporate Services functions and recommend areas of automation including:

- 1) Payroll Automation
- 2) Month-End Close Process
- 3) Internal Controls Testing & Risk Assessment
- 4) Bank Reconciliation
- 5) Procure-to-Pay process (A/P, P.O., invoice matching, etc.)

- 6) Automation of Capital Budget Book
- 7) Data mining of procurement Cards
- 8)Address look up automation: utility bills
- 9)Automation of invoice payment and go paperless

Expected Outcomes of the Review:

The review provides recommendations for automation and digitization that will streamline workflow and routine functions that are repetitive.

This grant requires the consultant report to be posted on the Town's website after Council's approval to post on the website.

Analysis:

The report has met the objectives of providing recommendations for automation in Corporate Services processes. The consultants have reviewed various software programs to help in the automation.

This report is required in order for the Town to apply for the implementation grant funding for the Modernization Grant Phase 3. This grant application was submitted on October 19, 2021 in the amount of a minimum grant of \$195,000 and maximum grant of \$328,500.

Financial Considerations:

The total funding received is \$143,505. The consultant cost is \$144,500. Therefore, the \$995 is funded by budget dollars in the Corporate Services operating budget.

Alternatives Reviewed:

N/A

Strategic Plan Relationship: Financial Sustainability

This report is critical since it reviewed the current processes and how they are currently being done; it provided recommendations for automation in order to be more efficient with staff time.

Consultation:

Town staff

Other Pertinent Reports/Attachments:

FH Black Report: Corporate Services Functions Review for Automation of Processes

Prepared and Recommended by:

Teresa Quinlin-Murphy, FCPA, FCA, MBA
Director of Corporate Services & Treasurer

Prepared and Submitted by:

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



Corporate Services Functions Review for Automation of Processes

Prepared for the Town of Pelham by:



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Executive Summary

F.H. Black and Company Incorporated (FHB) was engaged by the Town of Pelham (Pelham) to complete a formal review of nine (9) Corporate Services functions and recommended areas of automation. Throughout the review and analysis process, FHB considered new software solutions and ways to leverage existing software to improve process efficiencies and automation. As new solutions were reviewed, FHB focused on multi-faceted tools that could be applied in tandem. We are pleased to provide Pelham with our findings and recommendations.

Our Process

Leveraging FHB's decades of experience working with public sector finance and budget departments across North America, we applied a standardized approach to the Corporate Services review.



Planning

The process began by FHB & Pelham prioritizing and grouping the nine items identified within the Request for Proposal (RFP). During discussions, an additional area of concern was identified. Replacement of the current report solution for iCity was added to the list.

Prioritized Listing

1. Automation of Capital Budget Book (#6 from RFP)
2. Bank Reconciliations and Month-End Close (#2 and #4 from RFP)
3. Payroll Automation (#1 from RFP)
4. Procure-to-Pay and Automation of invoice payment go paperless (#5 and #9 from RFP)
5. Address look up automation: utility bills (#8 from RFP)
6. Internal Controls and Data mining of procurement Cards (#7 and #3 from RFP)
7. Management reports / IntelliVIEW / RIM (newly identified based on discussions)

Stakeholder Identification

Upon completion of the prioritized listing, internal stakeholders for each process/area were identified. While this review was for Corporate Services, many of these processes impact staff from other departments. It was important that staff were interviewed both internal and external to Corporate Services to ensure that the appropriate solutions were recommended. This resulted in a comprehensive listing of staff to interview, and facilitated proceeding to the data gathering stage.

Data Gathering & Analysis

FHB requested and received a collection of process documentation as well as related adopted policies. These documents were used both as a guide to interview staff and to document processes and analyze efficiencies. Throughout discussions with Pelham staff, our emphasis was on understanding the processes, identifying the existing pain points and quantifying the time spent. In quantifying the time spent, processes were broken down into underlying tasks and reviewed with staff to determine the time spent directly on the activity and any potential delays.

Solution Selection

Based on this analysis, FHB leveraged their experience with hundreds of public sector clients to identify potential solutions and survey the market for solutions where necessary. Specifically, FHB:

1. Considered better utilization of software currently owned/used by Pelham;
2. Where no opportunity to leverage existing solutions was determined, FHB considered tools used commonly in public sector organizations;
3. Lastly applications utilized in other sectors were also explored.

As part of our investigation and subsequent to initial broad website review, numerous product demonstrations and interviews were scheduled to evaluate product offerings and to obtain cost estimates. The focus of these interviews was to assess if the solutions are:

1. Compatible/integrate with Pelham's existing software
2. Scalable as volume changes
3. Adaptable to potential future changes
4. Functional in the municipal sector
5. User friendly
6. Appropriate for the Town's size and complexity

Report Preparation

Armed with the knowledge obtained, FHB leveraged its unique expertise in public sector software solutions to survey the market. Throughout the preparation stage, FHB considered existing software used by Pelham, potential solutions available to assist with automation of time consuming and cumbersome processes, and any existing software functionality that is expected to be sunset in the near future. During the preparation stage, FHB also assisted with the preparation of preliminary information for Pelham's application to the Province of Ontario's Municipal Modernization Program Intake 3 - Implementation Stream. As the grant took a solutions rather than a process approach, the preliminary findings were grouped into six main categories:

1. Automated Purchase and Payment Solution
2. Automated Reconciliation Process
3. Capital Budget Book Automation
4. Procurement Process
5. Report Automation and Data Mining
6. Software Functionality Enhancements

Upon submission of the grant application, focus returned to the drafting and preparation of recommendations based on FHB's findings.

Review

Upon completion of a draft report, FHB and Pelham staff reviewed the recommendations. This review facilitated an opportunity for staff to ask any questions or voice any concerns. FHB has made every effort to ensure that the most practical, feasible solutions are recommended. This is based on the information collected from Pelham staff and our experience in the public sector.

Finalization

The report is finalized, and ready for submission to Pelham for adoption. It is important to note that the recommendations provided within this report are laying the ground work for the next phase, implementation.

Our Findings

FHB's review of existing processes revealed a number of opportunities for process improvement using both current and proposed solutions. Throughout the data gathering and analysis stage, three over-arching themes became apparent:

1. Manual tasks are performed where better alternatives exist.
2. Lack of staff availability traps processes in a reactive, inefficient state.
3. Defined policies are not applied consistently corporate wide.

1. Manual Tasks

Throughout our interviews, it was frequently identified that staff either tracked data manually, re-keyed existing data into the system and/or manipulated data in Excel. These approaches are:

1. Time consuming
2. High Risk - Due to human error, there is an increased risk to data integrity and accuracy for Pelham.
3. Manual entry also requires additional staff time for review and verification to ensure the data's accuracy.

Examples of manual tasks for automation include:

- Matching transactions
- Renumbering chart data
- Reviewing data with identifiable exceptions
- Keying of mailing address data
- Re-keying from PDF format reports

2. Lack of Availability & the Inefficiency Trap

During our interviews it was obvious that Pelham staff are engaged. They care about Pelham's well being and want to improve their processes. As is the case with many municipalities, there is a finite amount of staff time to complete ever increasing daily tasks, let alone business process improvement projects. As a result, staff's duties require focus on their day-to-day responsibilities at the cost of improvement initiatives.

The lack of time to focus proactively on process improvement is difficult to resolve:

1. Broken, manual processes are very time consuming.
2. This lack of availability prevents time to identify & implement process improvements.
3. Existing tasks remain manual & new tasks are addressed in the most immediately implementable method as opposed to the most efficient approach.
4. Manual tasks lead to increased errors and a consequent need for extensive, time consuming review.

Should Pelham successfully implement the recommendations in this report, Pelham can break this cycle. For example, time saved from manual matching and data manipulation can be reallocated to analysis, research and planning. Also, lessons learned from the current automation implementations can be adopted by staff to improve other processes in the corporation.

3. Policies Challenges

The Town of Pelham has approved administrative policies to help guide their business practices. We understand that some of the policies are being revised by staff as they are seen as outdated and no longer meeting the municipality's needs. For example, the Purchasing Policy S402-00 is currently under review by staff as the policy was last updated in March 2012 and the dollar thresholds have not been adjusted for inflation.

Ensuring that policies are reflective of optimal business processes will be critical to ensuring maximal efficiency. If not, policies will not be followed and often lead to reactive, time-consuming extra work by staff as they try to retroactively bring everything in line with the approved policy.

These policy reviews are consistent with the recommendations within this report which will require changes to the current methodology, regardless of the introduction of new software or use of existing tools. Once updated, education, training and senior management support will be required. If policies, and by extension, their associated procedures, are not clearly communicated, supported by all areas of the corporation, and enforced, the efficacy of the recommendations will be reduced.

In addition to the identification of the over-arching themes, FHB identified detailed findings for each component area reviewed. A detailed summary of findings can be found in Appendix G (pg. [73](#)).

Our Recommendations

FHB is providing Pelham with both general and automation recommendations for each component area reviewed. It is important to note that in some scenarios, while automation recommendations exist, they do not involve the purchase of new software, but rather leveraging the functionality of existing tools. Each recommendation carries its own evaluation of cost and benefit, as well as timelines to accomplish implementation.

Component Area	Recommendations
Automation of Capital Budget Book	Utilize CaseWare and Questica to automate the Capital Budget and Quarterly Reporting
Bank Reconciliation & Month-End Close	Implement an accounting automation software solution for task management and for transaction matching and reconciliations.
Payroll Automation	<p>Leverage the additional functionality within the iCity software by using:</p> <ul style="list-style-type: none"> • input controls to identify maximums for time banks, • import / export feature to reduce manual data entry and manipulation, • reporting tool to reduce manual calculations and target data to be reviewed. <p>Supplement the reporting and import/export tools within iCity with Microsoft Power Query to further customize outputs.</p> <p>Adapt the pay codes to improve data entry and reporting.</p> <p>Review policies and procedures with staff.</p>
Procure-to-Pay	<p>Invest in an automated procure-to-pay solution to reduce manual effort and administration and increase internal controls.</p> <p>Update and review policies and procedures to complement the transition to software.</p>
Automation of Request for Proposal Process	<p>Create a centralized template library for bids and their associated evaluation grids.</p> <p>Use an attribute or tickbox in Questica to identify jobs that will require bidding.</p> <p>Develop project management templates in Microsoft Planner to facilitate communication and oversight throughout the bidding processes.</p> <p>Expand the use of Bids & Tenders by using their evaluation module, questions modules and template resources.</p> <p>Format internal pricing schedules using Microsoft Power Query for compatibility with the Bids & Tenders requirements.</p>
Utility Billing	<p>Generate arrears letters using the mail merge option within iCity.</p> <p>Estimate meter readings with iCity.</p> <p>Track service connections, disconnections and the associated billing task through the work order feature within iCity.</p> <p>Produce exception reports using Microsoft Power Query to target anomalies in the billing process.</p> <p>Collaborate with Public Works to use Public Service Request to share information relevant for meter readings and servicing.</p>
Management Reports and Data Mining	Implement an accounting automation software solution for task management and for transaction matching and reconciliations.

When considering business process improvement, the benefits should be considered from two perspectives:

- 1) Quantitative Benefits - measurable time (and consequently effective cost) savings. If the estimated benefit of the solution over a five (5) year period greatly exceeds the cost of the improvement over the same period, proceeding with the project is typically warranted and easily justified.
- 2) Qualitative Benefits - difficult or impossible to measure benefits. An often overlooked consideration are those improvements that are not easily calculated but are still significantly impactful. Speed & accuracy of service delivery has an unarguable benefit to members of the community but are hard to assign a dollar value. Similarly, increasing staff engagement by eliminating manual drudgery benefits the corporation. Automation assists with easing knowledge transfer and process continuity when turnover does occur.

As Corporate Services is responsible for the finance, purchasing, payroll and information technology functions, shifting time from manual tasks to research and planning has a broad effect on the corporation. For example, improved service delivery, revenue generation and cost savings could be found from:

- i. Researching and applying for grants.
- ii. Investigating bulk purchasing and standardization.
- iii. Analyzing current practices for cost efficiencies (lease vs. buy).
- iv. Reviewing best practices from other municipalities.
- v. Engaging with the community to gather input for new initiatives.
- vi. Leveraging technology to improve service delivery

In our experience, qualitative benefits can be just as impactful as quantitative benefits for the efficiency and effectiveness of a corporation and the value it provides its stakeholders.

1) Quantitative Benefits

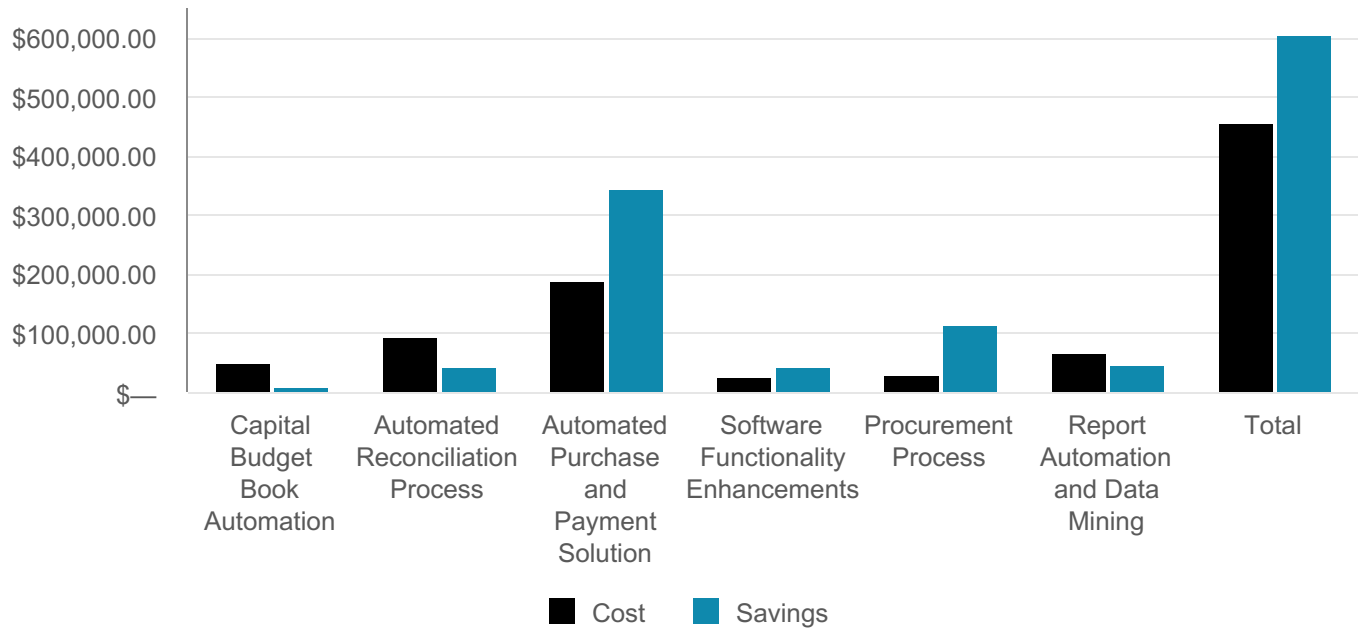
As some of the solutions overlap process areas reviewed, the chart below is summarized by solution so that the total costs and savings can be compared. The Year One costs include the total costs for the first year of implementation (including annual software). The Ongoing Costs represent the expected reoccurring annual costs. Lastly, the Value of Annual Savings reflects the approximate dollar value of the active hours saved.

Recommended Software Solution	Processes	Average* Estimated Cost		Value of Anticipated Annual Time Savings**
		Year One	Ongoing Costs	
Capital Budget Book Automation		\$ 35,600	\$ 4,050	\$ 2,200
CaseWare Working Papers and Questica Integration	Capital Budget	\$ 35,600	\$ 4,050	\$ 2,200
Automated Reconciliation Process		\$ 45,400	\$ 12,400	\$ 8,900
Automated Task Management and Reconciliation Software	Bank Reconciliation	\$ 45,400	\$ 12,400	\$ 8,900
Automated Purchase and Payment Solution		\$ 43,450	\$ 36,250	\$ 69,200
Procure-to-Pay Software	Procure to Pay	\$ 43,450	\$ 36,250	\$ 69,200
Software Functionality Enhancements		\$ 26,600	\$ —	\$ 8,600
iCity	Payroll	\$ 17,400	\$ —	\$ 5,400
iCity	Utility Billing	\$ 9,200	\$ —	\$ 3,200
Procurement Process		\$ 29,750	\$ —	\$ 23,000
Microsoft Planner	Requests for Proposals	\$ 11,550	\$ —	\$ 8,000
Bids & Tenders and Templates	Requests for Proposals	\$ 18,200	\$ —	\$ 15,000
Report Automation and Data Mining		\$ 53,700	\$ 3,200	\$ 9,200
Excel Power Query	Payroll	\$ —	\$ —	\$ 200
Excel Power Query	Utility Billing	\$ —	\$ —	\$ 1,200
Microsoft Power BI / Power Query	Management Reports	\$ 53,700	\$ 3,200	\$ 7,800
Total		\$ 234,500	\$ 55,900	\$ 121,100
Total Estimated Costs - Low end of the Range		\$ 170,200	\$ 43,200	\$ 121,100
Total Estimated Costs - High end of the Range		\$ 298,800	\$ 68,600	\$ 121,100

*Calculated as the average of the low and high cost estimates.

** Calculated as the active time saved multiplied by the appropriate hourly wage (including benefits)

Projected Five Year Cost and Savings



2) Qualitative Benefits

There are also many qualitative benefits of significance. As many recommendations share these benefits, they have been summarized below.



Staff Retention

Staff have a finite amount of time, and it is often monopolized with manual and time-consuming tasks. As staff fatigue, efficiencies decline, causing further pressure. Combined with the general trend of increasing workloads experienced by municipal finance departments, this situation necessitates overtime (often unpaid) and limits ability for time off. The end result is increasing frustration, and eventually staff turnover. Automating low-value, recurring, manual processes allows staff to keep up with workload and focus on more rewarding work, ultimately mitigating staff burnout.



Communication and Oversight

Technology allows information to be centrally maintained and accessed by those who need it, regardless of where they are in the corporation. This centralization facilitates improved oversight and reduces the silos of information as all team members can share information and see what needs to be done, by whom and by when.



Increased Internal Controls

Automating solutions improve internal controls by adding preventative controls and automating some of the existing detective controls. Preventive controls are cost effective as they stop an issue from occurring. For example, input controls (rules) can be built into the process to enforce compliance and reduce errors. Detective controls focus on identifying an issue after the fact and thus need to be timely. Automating reconciliations and exception reports can increase the frequency of this type of control.



Becoming Proactive

Redirecting time saved through automation to more valuable proactive tasks adds value to the corporation. It also empowers staff to take more ownership of their job and to find time for ongoing innovation and improvement. Tax dollars are more efficiently spent as staff time can be invested in finding cost reductions, improving services, or additional revenue generation rather than administering paperwork.



Scalability and Resiliency







Manual processes rely entirely on human processing availability, efficiency, and physical document flow. As volumes increase, additional human resources must be assigned to the task. Finding, training and supporting staff as demands increase takes considerable time and expense. Paper-based decentralized processes put the organization at risk when access to physical documents is disrupted. Implementing the appropriate tools allows the Corporation to process increasing volumes of transactions and manage business interruptions without adding staff resources or decreasing outputs.



Reduction in Processing Delays

Paper-driven business processes are often delayed by routing issues, misplaced documents and lack of effective oversight. Moving to digital processes immediately eliminates many of these challenges. It also supports automated notification and escalation, resulting in improved service delivery for internal and external stakeholders.

The table below summarizes the significant qualitative benefits by project:

						
	Staff Retention	Communication and Oversight	Increased Internal Controls	Becoming Proactive	Resiliency	Reduction in Processing Delays
Capital Budget Book Automation	✓			✓	✓	✓
Automated Reconciliation Process	✓		✓	✓	✓	✓
Automated Purchase and Payment Solution	✓	✓	✓	✓	✓	✓
Software Functionality Enhancements in iCity	✓		✓	✓	✓	✓
Procurement Process	✓	✓	✓	✓	✓	✓
Report Automation and Data Mining	✓	✓	✓	✓	✓	✓

✓ Minimal Impact

✓ Moderate Impact

✓ Significant Impact

Next Steps

Depending on Pelham's success in securing funding under the Province of Ontario's Municipal Modernization Program, the affordability of the recommendations will vary. In addition, Pelham may be required to follow specific guidelines within the Purchasing Policy, such as approval of a sole source supplier and/or implementing a Request for Proposal process which will impact timelines.

We suggest the following next steps:

1. Share the recommendations report with senior management for their detailed review,
2. Ratify the findings and estimated savings with senior management, If significant disagreement is uncovered, forward the summarized concerns to FHB for consideration and potentially recommendation revision.
3. Hold a 2 to 4 hour consulting session(s) with FHB to:
 - a. Rank the recommendations,
 - b. Identify implementations that can occur concurrently,
 - c. Discuss staff resources, availability and preferred timeline,
 - d. Ratify implementation plans with appropriate/impacted staff members,
4. Proceed with the selected implementations/contracting (as necessary and as directed by purchasing policy).
5. Compare vendor recommended implementation plan and proposed fees against those in this report to identify and understand differences.

It should be noted that the implementation plans noted for each of these projects are not expected to occur in sequential order. Rather, some can occur concurrently dependent on Pelham's resource availability.

Regardless of the recommendation(s) selected, FHB is available to assist with the implementation processes should you desire.

We appreciate the opportunity to have been of assistance and look forward to being of continued service to the Town of Pelham in the facilitation of automation and the elimination of manual, repetitive, non-value added tasks.

Automation of Capital Budget Book

The Town of Pelham has invested in two tools to assist with their budget creation and reporting, CaseWare Working Papers (CaseWare) and Questica Budget (Questica). The focus of this review was to identify areas where these tools could be leveraged for the automation of the Capital Budget Book, similar to the current automation experienced for the Operating Budget Book. Throughout this process FHB considered not only the Annual Capital Budget Book, but also how this information could be used for quarterly reporting.

Summary of Findings

Capital budget Excel sheets require repetitive manual manipulation

Current Process

Staff enter their budget information into Questica, which is subsequently extracted to Excel and manipulated for reporting purposes.

Pain Point

The process is significantly reliant on manual tasks that are time consuming. Each time a new iteration of the budget information in Questica occurs, fresh data is extracted and the impacts must be followed through the budget document(s) to ensure that everything is properly updated.

Impact to Pelham

The manual data manipulation, compilation and reviews of the report occupy at a minimum 9 to 11 hours of the Deputy Treasurer's time. Further there is considerable risk of human error as data is manipulated, copied, linked and reviewed.

Reserve forecasts are no longer linked within Excel, and require manual entry

Current Process

When the budget process was converted to Questica, the linked spreadsheets no longer functioned to forecast the reserves. The Deputy Treasurer now manually compiles these forecasts and updates them each time there is a change to the proposed budget.

Pain Point

Updating information is manual and requires pulling data from various sources. There is currently no time-efficient method to identify an estimated reserve balance based on the prior year's ending balance and the current capital forecasts. In addition, there is no ability for staff to quickly provide an updated summary of reserve forecasts based on adjustments to the capital budget in Questica.

Impact to Pelham

Staff time is being dedicated to updating spreadsheets and flowing a change in the capital forecasts through the report. The time spent on this task varies based on the number of changes to the proposed budget. It is estimated that this time could be reduced by 50% if the process was automated. In addition, any reduction in manual keying or copying/pasting of data reduces the risk of data entry errors.

Capital Projects are manually renumbered after each change to the budget

Current Process

There are 12 individual spreadsheets maintained during the budget process that contain the capital projects. These sheets are populated based on the projects entered in Questica by various departments. Once populated, the Financial Analyst sequentially numbers the projects. As projects are added or removed during the budget process, the Financial Analyst must renumber them to maintain the proper project sequence. These project numbers are used as a reference in the future rather than having to track the costing centre which is applied to

the project in iCity. It is vital to ensure that they are sequentially numbered to avoid gaps for audit and tracking purposes.

Pain Point

Due to the experience of the Deputy Treasurer with the operating budget in CaseWare, there is knowledge that there is a faster way to manage these projects. As CaseWare has not yet been implemented for the Capital Budget, these opportunities have not been leveraged.

Inaccurate project renumbering creates additional work as time must be spent investigating why a number was skipped, and if a project was missed or red lined.

Impact to Pelham

There is non-value added time being used by the Financial Analyst (approximately 1 hour per revision) to maintain these sheets, whereas a table in CaseWare could automatically renumber as items are added or removed. Due to the manual nature of this task, it can easily result in a typo or non-sequential numbers.

Quarterly capital actual to budget reporting is manually maintained in Excel

Current Process

On a quarterly basis, Pelham staff must spend time compiling the capital budget information into Excel, which includes manual data entry.

Pain Point

The existing process consists of inputting data rather than leveraging exports and imports. Significant time is required annually to manually compile and update the Excel spreadsheets.

Impact to Pelham

The first quarter takes approximately 5 hours to compile, whereas the following quarters require approximately 2 hours of time each. Another 9 hours is required annually to account for commitments in these reports. Staff time could be better spent on review and analysis of the figures. As it is a manual process, there is a higher chance of entry errors versus an import/export situation.

Recommendation

General Recommendations

While specific items have been noted below, FHB also recommends leveraging the Questica support site to capitalize all on its capabilities.

Solutions for Automation

Utilize CaseWare and Questica to automate the Capital Budget and Quarterly Reporting

The recommended solution for automation is the continued implementation of CaseWare, focused specifically on the Capital Budget Book. The reasons for CaseWare being recommended are:

- Pelham is currently using CaseWare for their Operating Budget Book and Operating Financial Reporting throughout the year, so the cost to implement is minimized.
- Staff are familiar with the software solution.
- Shared formatting, schedules and data occur between the Capital and Operating Budget Books. Thus centralizing the reporting would be valuable.
- An integration tool exists between Questica and CaseWare. This can be leveraged to automate the import budget data and narratives from Questica into CaseWare with minimal manual intervention.

- Quarterly reporting is currently produced for the Operating Budget using the CaseWare tool.

Through the use of CaseWare, staff can import information from various sources into a central location, without the need for manual entry of data. As information is grouped and linked within the solution, any changes are pushed through to all documents when updated. This reduces the need to chase changes through all potential document locations. Finally, through the use of CaseWare's year-end close process, the information can be rolled forward to the following year, reducing the need to manually shift current year information into the prior year columns where comparisons are required.

Cost versus Benefit

The following table summarizes the estimated cost of implementing the recommended solution. Please note that the estimates are based on the current costs. They do not take into account any future price increases that are implemented by the vendor(s).

Recommended Software Solution	CaseWare Working Papers and Questica Integration			
Total Implementation Costs	\$	26,900	to \$	44,300
Software: Annual Investment	\$	1,400	to \$	6,700
Implementation Support	\$	23,100	to \$	33,400
Training	\$	2,400	to \$	4,200

Included in the analysis was a review of potential time savings for staff with the implementation of the recommended software solution.

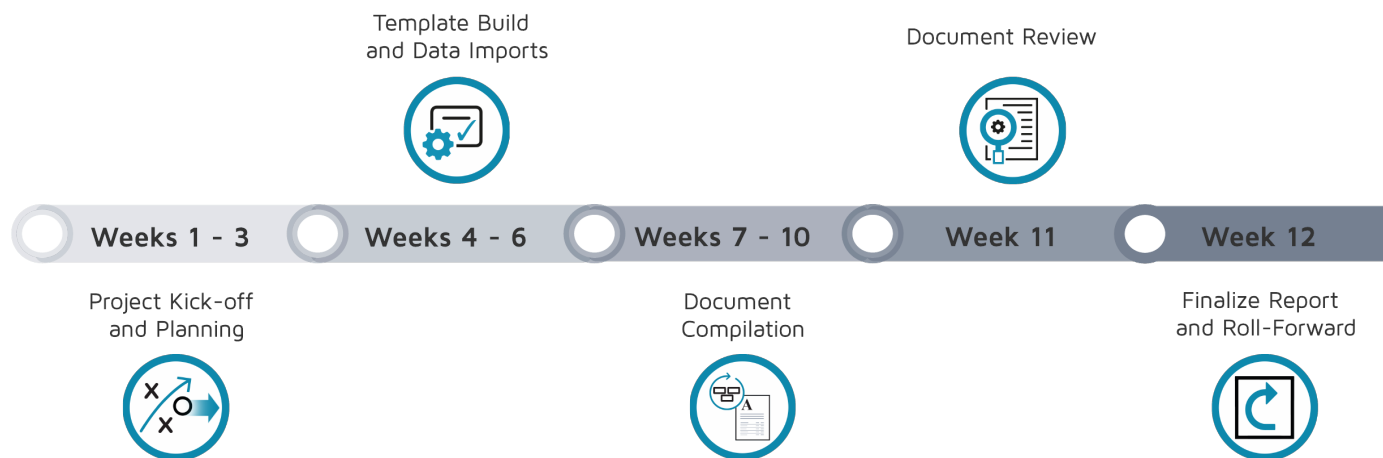
Current Process Description	Current State Estimated Active Time	Future State Estimated Active Time	Estimated Savings per Year
Data exported from Questica and entered into reporting spreadsheets. This would be replaced by an import into CaseWare.	8 hours	2 hours	6 hours
Manual review of document to trace through changes made to budget lines to ensure that all figures/charts/narratives have been updated. Through the use of formulas, groupings and linking within CaseWare the risk of error is significantly reduced as data will update throughout the document.	10 hours	3 hours	7 hours
Manual renumbering is required to be done by staff when there are changes to the capital projects lists. This has a high risk of error, and again requires tracing changes through documents. Through the use of CaseWare, the numbering can be generated by a formula, and updated as items are added or removed.	2 hours	1 hours	1 hours
With the implementation of Questica, the reserve forecasts no longer have linked spreadsheets to populate them. Through leveraging both tools within Questica and CaseWare, these schedules can be populated with minimal manual interference by staff.	20 hours	10 hours	10 hours

Current Process Description	Current State Estimated Active Time	Future State Estimated Active Time	Estimated Savings per Year
Quarterly reporting is completed through the use of Excel spreadsheets, which is both time consuming and contains a high risk of error. With some work within Questica, and imports into CaseWare, a comprehensive quarterly capital report could be generated. Through the use of CaseWare, iCity commitments information could also be leveraged.	20 hours	10 hours	10 hours
Total Estimated Hours	60 hours	26 hours	34 hours
Estimated Value of Time to be Reinvested			\$ 2,200

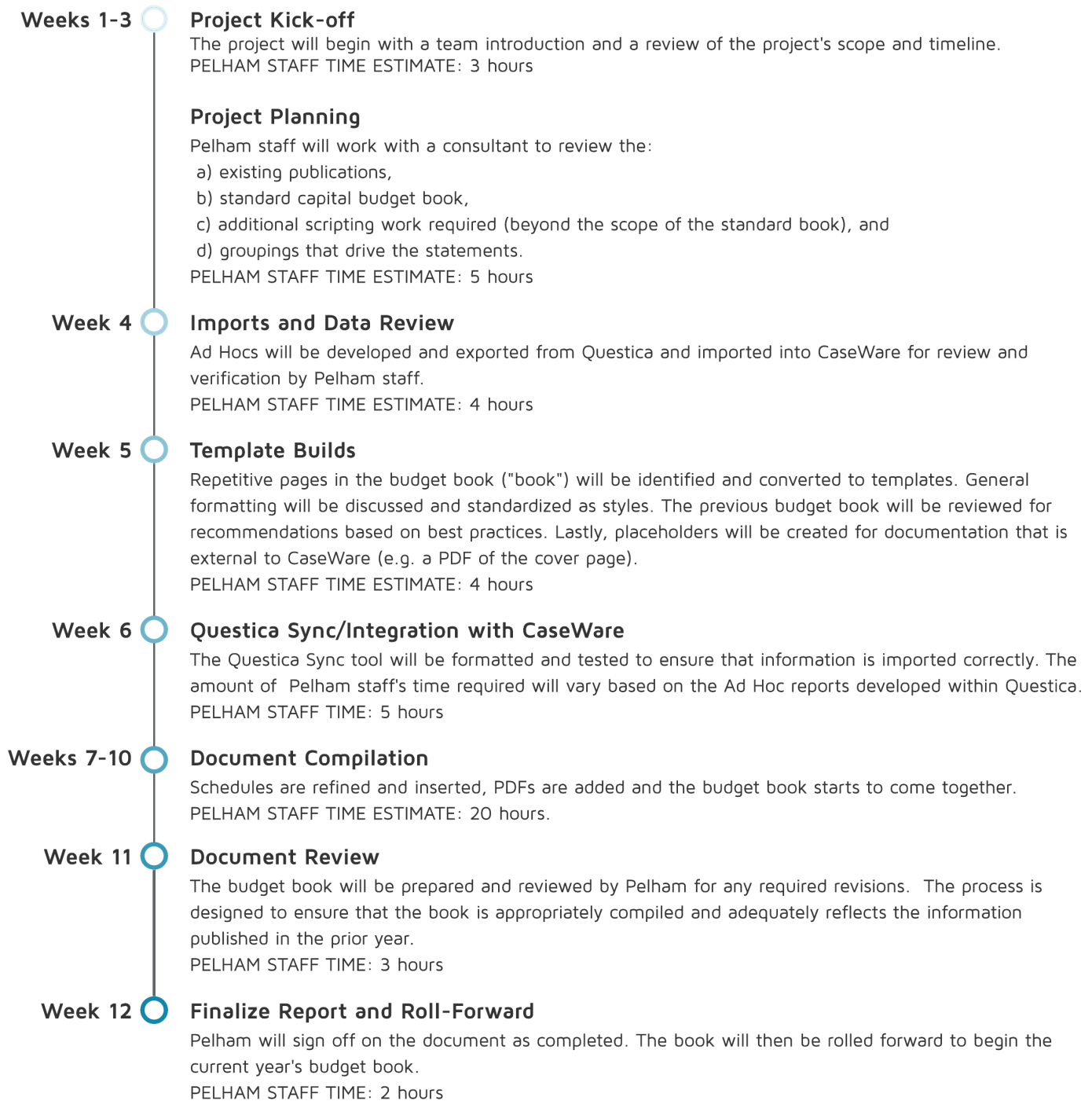
Implementation Plan

The implementation plan focuses on the setup of the standard CaseWare Capital Budget Book. Through discussions with staff, it has been identified that there is a desire for some customization which requires dedicated scripting in CaseWare. The addition of scripting may extend the "Template Build and Data Imports" stage by a week or two. It is important to note that during any implementation or consultation with FHB there is a standing one hour weekly meeting for staff to attend.

Annual Capital Budget Book Implementation Plan

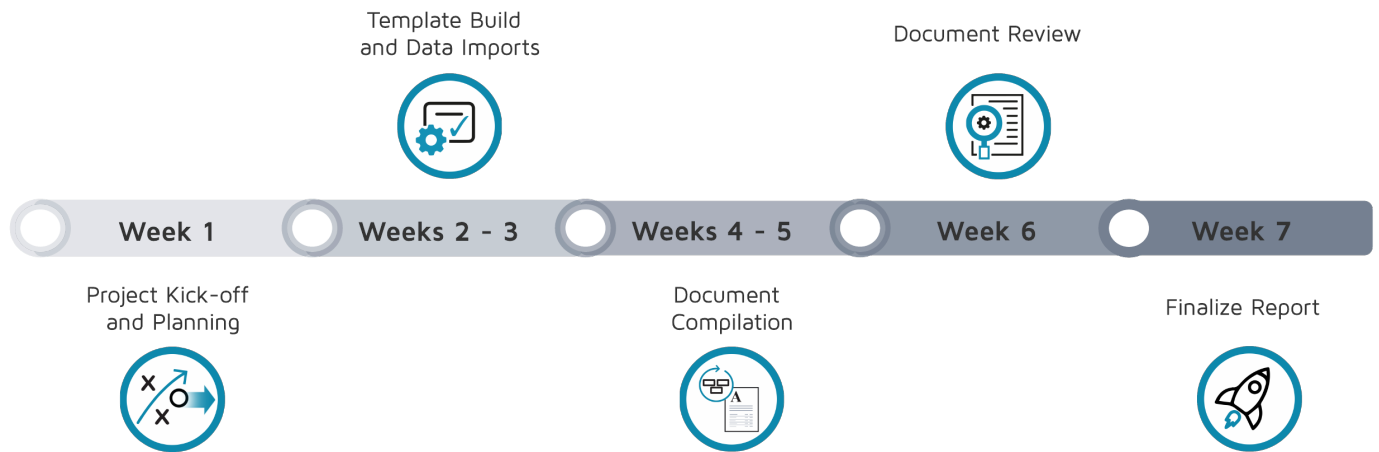


Annual Capital Budget Book Timeline



Quarterly Capital Reporting Implementation Timeline

Subsequent to the annual book, a review and implementation of quarterly reporting would occur.



Quarterly Capital Reporting Implementation Plan



Bank Reconciliation & Month-End Close

Bank reconciliations are a vital detective control to help ensure that the financial records are accurately stated. Reconciliations are reactive, rather than proactive, as they identify errors after they have already occurred. Thus, to maximize effectiveness, they need to be prepared on a timely basis to limit the time frame that errors remain undetected and uncorrected.

Month end closes serve as both a directive and preventive control. Month end close procedures act as a directive control by requiring staff to ensure that all activity for the period is recorded, reconciled and reviewed. When the month is closed (locked in the accounting system), a preventive control is then put in place to stop unauthorized retro-active changes to the period that may have already been reported.

In assessing these processes, FHB interviewed staff and reviewed Pelham's internal processes to identify potential process improvements. While efforts have been made to make the bank reconciliation process more efficient using Microsoft Excel, there is still a lot of data gathering, manipulation and manual transaction matching. Further, it was noted that, although Pelham does not perform a formal month end close, staff perform many reconciliations and transaction reviews as part of the monthly variance reporting process.

Summary of Findings

Bank reconciliations require manual manipulation and matching

Current Process

Bank reconciliations are prepared monthly by the Financial Analyst in Microsoft Excel using transaction data imported from the bank and iCity. While exporting the bank data is not onerous, the transaction data from iCity requires filtering the data through IntelliVIEW before exporting it into Microsoft Excel. As the matching process requires the preparer to manipulate and manually match the activity, exporting all general ledger (GL) activity into one spreadsheet is not practical. Instead, five separate IntelliVIEW reports are run to split the transactions into categories such as: general cash disbursements, general cash receipts, payroll, transfers, property tax, and utility billings. Once the data from the systems have been exported and manipulated, transactions are manually matched by the preparer. Where possible, the transaction categories are used to help expedite this process. Once this is complete, the prior month's bank reconciliation is copied for updating. Outstanding items from the previous reconciliation are reviewed, updated, and transactions for the current period are added. Lastly, unusual items are investigated, and any required journal entries are prepared.

Pain Point

The data exports and manipulations needed to prepare the bank reconciliation require accessing two separate systems and generating numerous reports. Further, this process relies on IntelliVIEW, a product no longer supported by iCity. Once in Excel, manual matching is required as transactions are not posted to their respective systems in a consistent 1 to 1 ratio. Consequently, reconciliations are performed using transaction types and the process of elimination to match transactions.

Impact to Pelham

On average, it takes 3 days to prepare the bank reconciliation. This impacts the timeliness of preparation, causing errors to remain undetected and uncorrected longer. These delays increase the risk that decisions are based on inaccurate information and the risk of the error repeating.

Month end closes are not currently being performed

Current Process

At present, closes are performed at year end as part of preparing the annual Consolidated Financial Statements. This practice is not uncommon for municipalities as the reconciliations, accruals, and other supporting processes are manual. However, there are 10+ additional reconciliations prepared monthly for the variance reporting to the Senior Leadership Team (SLT) and Council.

Pain Point

Journal entries that are missing or incorrectly booked are often not identified until late in the process during the account reconciliation process or preparation of the variance analysis report.

Impact to Pelham

Identifying an error this late in the process leads to additional time required to investigate the unexpected variance. It also leads to repetitive work to post or correct the journal entry, correct reconciliations, and update variance analysis reports.

Recommendation

General Recommendations

FHB recommends standardizing the naming convention of specific transactions posted to the general ledger to improve the manual transaction matching process.

FHB recommends formalizing the soft month end process with a closing checklist that details the department responsible, task due date, assigned preparer, assigned reviewer, and task dependencies. Additional efficiencies can be achieved by progressing towards continuous accounting activities where closing tasks are incorporated into staff's daily routine, combined with automated workflow processes. This recommendation adds additional oversight and reduces the time required to reconcile accounts at year end.

Solutions for Automation

Implement an accounting automation software solution for task management and for transaction matching and reconciliations.

Accounting automation software can provide Pelham with solutions to reduce the time to manually match transactions, improve the transparency and review process of account reconciliations, and provide a closing task management workflow.

As Pelham's current software does not meet the organization's needs, external vendors were considered. While FHB was not engaged to conduct a formal RFP process potential vendors were reviewed using the criteria outlined in Solution Selection of the Executive Summary. The following three vendors were investigated further Blackline, Trintech and FloQast. Based on limited number of users required, and the requirement to create customizable matching rules, Trintech's Adra product is recommended.

Cost versus Benefit

The following table summarizes the estimated cost of implementing the recommended solution. Please note that the estimates are based on the current costs. They do not take into account any future price increases that are implemented by the vendor(s).

Recommended Software Solution	Automated Task Management and Reconciliation Software			
Total Implementation Costs	\$	35,200	to	\$ 55,600
Software: Annual Investment	\$	12,400	to	\$ 12,400
Implementation Support	\$	21,800	to	\$ 41,300
Training	\$	1,000	to	\$ 1,900

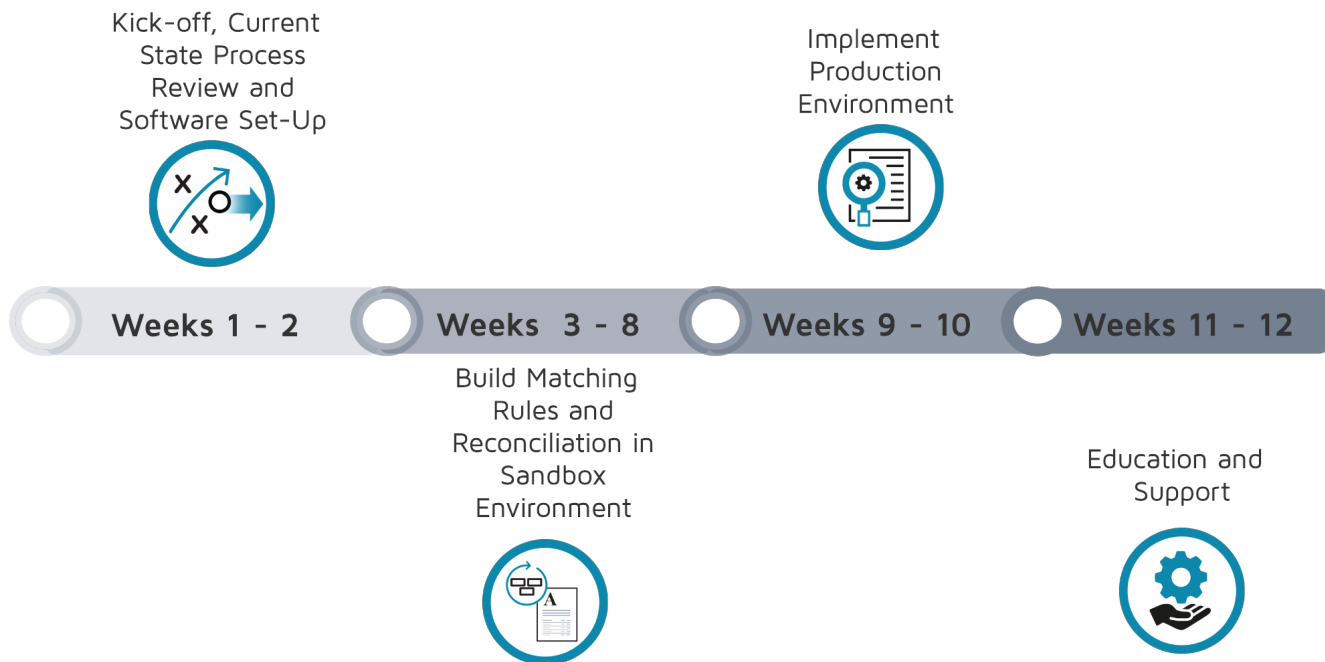
The estimated time savings associated with the implementation have been summarized in the table below.

Current Process Description	Current State Estimated Active Time	Future State Estimated Active Time	Estimated Savings per Year
Preparation of the monthly bank reconciliation	36 days	12 days	24 days
Total Estimated Days	36 days	12 days	24 days
Estimated Value of Time to be Reinvested			\$ 8,900

Implementation Plan

The plan outlined below focuses on the automation of the bank reconciliation. However, it should be noted that use of this software could be expanded to other reconciliations and the automation of monthly end close processes.

Bank Reconciliation Implementation Timeline



Bank Reconciliation Implementation Plan

Weeks 1-2 **Project Kick-off**

The project will begin with a team introduction and a review of the project's scope and timeline.

PELHAM STAFF TIME ESTIMATE: 3 to 5 hours

Current Process Review

The most recently completed bank reconciliation will be used to confirm data sources, review current procedures and discuss desired pass rules.

PELHAM STAFF TIME ESTIMATE: 5 to 7 hours

Software Set-Up

The base configurations for the software and import settings will be determined. Specifically, the base options, data import and automatic integration options will be reviewed with Pelham.

PELHAM STAFF TIME ESTIMATE: 5 to 7 hours

Weeks 3-5 **Build Matching and Test Rules in a Sandbox Environment**

Data from the bank statement and the accounting system will be imported into the program. "Rules" will be created to teach the software to identify and match transactions from the bank to the accounting system. These rules are then tested and refined as necessary.

PELHAM STAFF TIME ESTIMATE: 5 to 10 hours

Weeks 6-8 **Build and Test the Reconciliation in a Sandbox Environment**

Opening data and support from the previous reconciliation will be imported and combined with the previously created rules to recreate the prior month's reconciliation.

PELHAM STAFF TIME ESTIMATE: 5 to 10 hours

Weeks 9-10 **Implement Production Environment**

The final reconciliation process will be imported from the sandbox to the live production environment.

PELHAM STAFF TIME ESTIMATE: 3 to 5 hours

Weeks 11-12 **Education and Support**

Training and support will be provided. The focus will be on helping team members feel comfortable with the system and providing guidance on building additional matching rules.

PELHAM STAFF TIME ESTIMATE: 2 to 3 hours

Payroll Automation

Legislation and employee expectations surrounding payroll require that it is timely and precise. There is no room for error, delays, or down time. It is important that initial time entry is as accurate as possible, that payroll staff have sufficient time to review the data for correctness and compliance, and that payments are made on time. The current state has many corrections to the data, delays in approvals, and manual data manipulation. This increases the risk of error and can delay the process.

Summary of Findings

Staff can access all codes in the time entry module, resulting in miscoding of time

Current Process

Pelham requires that all staff use the iCity Online Time Entry module. Upon login, staff must select the appropriate code for the time they are recording, and enter their hours. This information requires supervisor approval. Bi-weekly, the Payroll Clerk pulls the data file and uploads it to iCity for processing.

Pain Point

The Payroll Clerk is required to make frequent corrections to the information submitted. The most common reasons for correction are:

- **Miscoded time:** Staff must select the correct code. The system displays all codes to all staff, not just those that are applicable to their role.
- **Statutory Holidays (Stat):** The system currently does not clearly identify if the time entered are hours worked on the Stat, or if it is the employee's entitlement per the Employment Standards Act.
- **Multiple shifts in a day:** Sometimes part-time/seasonal staff work multiple shifts in a day, and their time looks similar. It is difficult to identify if these entries are duplicates or legitimate hours.

Impact to Pelham

The Payroll Clerk spends two hours each pay reviewing submitted data (PA4190), following up with supervisors, and making corrections to ensure accuracy so that employees receive the correct pay.

Time sheet approval deadlines are not observed

Current Process

Staff are required to enter their time into the iCity Online Time Entry module. Currently, full-time staff are only required to enter the exceptions into the system rather than all their hours. For example, if a member of inside staff is using vacation to be off for a day, they will record the vacation time. Part-time staff/seasonal staff enter their entire time sheet. Once information is entered into the system, the supervisor should be reviewing the information and approving the time prior to 12:30pm on Monday of a pay week.

Pain Point

The Payroll Clerk is required to follow-up with approvers once the deadline has passed. The most common issues are that the supervisor has forgotten to approve the entry, and/or the employee has forgotten to enter their time into the system. There can also be challenges with availability. Supervisors may be on vacation, out of office, or tied up in meetings. In these cases the Payroll Clerk must either delay issuing payroll, or make the judgement call to run payroll without the proper approvals in place.

Impact to Pelham

Approval timelines for payroll processing are not always met. As a result, the process is unnecessarily rushed to ensure that payments are processed on time. This increases the likelihood of errors.

Time sheets are approved by supervisors but require frequent adjustments by the Payroll Clerk

Current Process

Timesheets are required to be approved prior to 12:30pm, Monday, on pay weeks. In order to approve employee time, the supervisors must log into the iCity Online Time Entry module. Once in the module, they review the time worked that has been entered by their part-time staff, and the exceptions entered by their full-time staff. Upon completion of the review, the supervisor approves the time entry.

Pain Point

Once approvals are received by the Payroll Clerk, the information is reviewed for adherence to policies. This includes ensuring that the balances in time banks, vacation, sick and overtime do not exceed the allowed amounts.

Impact to Pelham

The Payroll Clerk carefully reviews time that has already been approved. While some balances are easy to vet, for example, the allowable amount of overtime in a bank, others are more difficult. If a staff member was away, did not enter the vacation time properly on their timesheet, and the supervisor approved it, the Payroll Clerk may not catch this error. When the issue is identified after payroll has been processed, additional adjustments and steps must now be performed to process the correct value through payroll. This time is included in the two hours per pay reviewing PA4190.

Manual calculations are done to verify that part-time hours do not exceed maximum

Current Process

A part-time employee should not exceed a maximum of 44 hours.

Pain Point

To ensure that this is the case, the Payroll Clerk manually calculates the total hours for the pay period. Manual calculations are time consuming and prone to error.

Impact to Pelham

If an employee exceeds the 44 hour maximum, the Payroll Clerk must reach out to the approver to verify if the appropriate time codes have been used. This results in delays processing payroll, and requires additional time of both the Payroll Clerk and the approver.

Manual calculations are done to verify that vacation, sick and banked time are within limits

Current Process

Banks are tracked by the Payroll Clerk in spreadsheets. As staff use time, the Payroll Clerk must manually calculate the sick banks to ensure that the 12 day maximum is not exceeded.

A summary of bank usage is provided to the Senior Leadership Team and management. These reports are created from re-keying PA5030 reports that have been saved in PDF format.

Pain Point

Manual calculations are time consuming. There is no warning set up in the ERP system to flag when an employee has exceeded the maximum permitted.

Impact to Pelham

The Payroll Clerk often has to reach out to the approver to verify and notify of the corrections required, as well as re-working the current or following payroll for the appropriate adjustments. Corrections and re-work are costly in terms of time required.

Manually reviewing CPP and EI eligibility each pay period

Current Process

When setting up a new employee, the Payroll Clerk must indicate if their wages are CPP and/or EI applicable. Every pay period an employee's eligibility is double checked for CPP. Employees who turn 18, 65 or 70 need their information updated to properly reflect the deduction requirement.

Pain Point

The review of staff eligibility for CPP each pay period adds additional steps to a time-sensitive process. As the software system does not flag these instances, it is a manual process.

Impact to Pelham

Per the Canada Revenue Agency, a monetary fine can be assessed against employers who fail to deduct the CPP and EI contributions for their employees. Currently, that fine is 10% of the amount not withheld. However, if the penalty is assessed more than once in a calendar year the fine increases to 20%.

Manually calculated pay rate changes

Current Process

The Payroll Clerk manually calculates and adjusts the pay rate for each employee impacted by a rate change. On January 1st there is an increase that relates for the cost-of-living adjustment (COLA). On September 20, 2021, the implementation of a stepped pay grid was approved by Council, with increases to be reviewed annually.

Manual calculations are also performed when there is the need for retroactive pay, or if there is an employee termination requiring severance.

Pain Point

Salary increases are a manual calculation and there is individual data entry into iCity for COLA or other general increases. The new rates are calculated in a spreadsheet and must be manually keyed into the system.

Impact to Pelham

There is a risk of error for manual processes. Time spent on repetitive calculations and data entry can be reallocated to analysis and review.

Recommendation

General Recommendations

Ownership regarding the accuracy and timeliness of timesheet data should be shifted from the Payroll Clerk to staff and time approvers. While it is important for the Payroll Clerk to review submissions for reasonability, staff throughout the corporation need to begin to understand the importance of the data entry, submission and approval stages. FHB recommend that both staff and supervisors receiving training, supplemented with a reminder checklist, to ensure that all stakeholders are aware of their responsibilities and timeframes. Employee sign off after the completion of this training is also recommended to enhance accountability.

Solutions for Automation

Our review of the software module identified the following features that are being underused in iCity. They have been presented for further investigation and implementation during the second stage of the grant. Recommendations also include the potential use of Power Query to assist with exception reporting.

iCity

Pay Code Clarity

The process to obtain pay code clarity is twofold. First, additional pay codes should be established within the system so that the options available to employees align with their needs. For example, adding a new code for split shift 1 and split shift 2 worked on the same day will help employees enter time accurately, reducing errors as well as making reviews for approval and reasonability faster. Statutory holidays worked and not worked can be set up in a similar fashion.

Second is using the functionality built into iCity to limit pay codes by employee within the iCity Desktop Online Time Entry Module. When pay codes are limited so that employees only see the applicable options, the risk of error through the use of an incorrect pay code is greatly reduced. The setup relating to limiting Online Time Entry code availability appears to be combined with multiple iCity setup sections related to pay codes, occupation codes and access rights.

FHB acknowledges that staff have investigated options in the past to limit the pay codes that are displayed to employees within the iCity Desktop Online Time Entry Module without success. We are recommending that these options be investigated further as the documentation for iCity indicates that this functionality exists.

Use the "import unapproved only" option (PA4190)

Built into iCity is the ability to import reports for unapproved time only. Reviewing for unapproved time is currently included with all time entry review prior to importing it into iCity. By filtering for unapproved time only, the payroll clerk can pinpoint which supervisors need to be contacted.

Utilize additional settings for reporting (PA5030)

A number of selections can be utilized in PA5030 in place of the current manual process. Summary listings can be generated by Category, Pay Code and Date Range, with the resulting reports being short and specific to the item being reviewed. This eliminates all of the calculation time and much of the review time currently occurring for part-time hours, sick, vacation and banked time.

Leverage the warning options in Employee Setup (PA1010)

A number of detective control options in PA1010 can be explored. For example, maximums can be set for vacation, sick, and banked time accruals. If set, a system warning appears when employees are in a credit position for any of these banks.

Additionally, there are settings to flag for last increment date and next increment date based upon levels attached to occupation codes.

Minimize re-keying for reports by using export/import features

Whenever there is re-keying time, an import/export option should be explored, with the csv version of the file used instead of the PDF version. For example, PA5040 can be run by date range, pay period, month or year. The result is reported in hours and days. This can be exported to a csv file, eliminating calculation and re-keying time. The csv file can be used to automatically populate reports for the approving supervisors and the Senior Leadership Team.

Automate retroactive pay and pay increase calculations

For retroactive pay runs, PA5180 Create Retro Pay Transactions module should be explored and tested for correct output. A successful outcome would eliminate calculation and re-keying time.

For pay increases, PA4300 Percentage Increases can be used to update the Occupation Rate Table. Percentage increases can be applied by Occupation Code ranges. This module should be explored and tested for correct output. A successful outcome would eliminate calculation and re-keying time.

Target the information needed with additional iCity reports

Banked balances can be reviewed in multiple ways within iCity. PA5370 Banked Time Accrual Report shows balances added and used by time period, in dollars only. PA5040 Accrual Transaction Report can be viewed in summary or in detail (hours and days). Additionally, parameters can be set in PA5030 to calculate the banks. A combination of the PA5370 and PA5040 reports can be designed for banked time accrual reporting in the preferred format.

GL5070 is being used for variance reporting to the Senior Leadership Team. A review of PA5310 Overtime Report in combination with PA5030 specified for part-time hours can help isolate overages.

Excel Power Query

Supplement the reporting and import/export tools within iCity with Microsoft Power Query to further customize outputs.

Power Query is a useful tool to perform repeatable data analysis. It can be used to generate exception reports much more quickly than manual processes. This is an option for lengthy reports or large data sets that remain after implementing the above recommendations.

Cost versus Benefit

The following table summarizes the estimated cost of implementing the recommended solution. Please note that the estimates are based on the current costs. They do not take into account any future price increases that are implemented by the vendor(s).

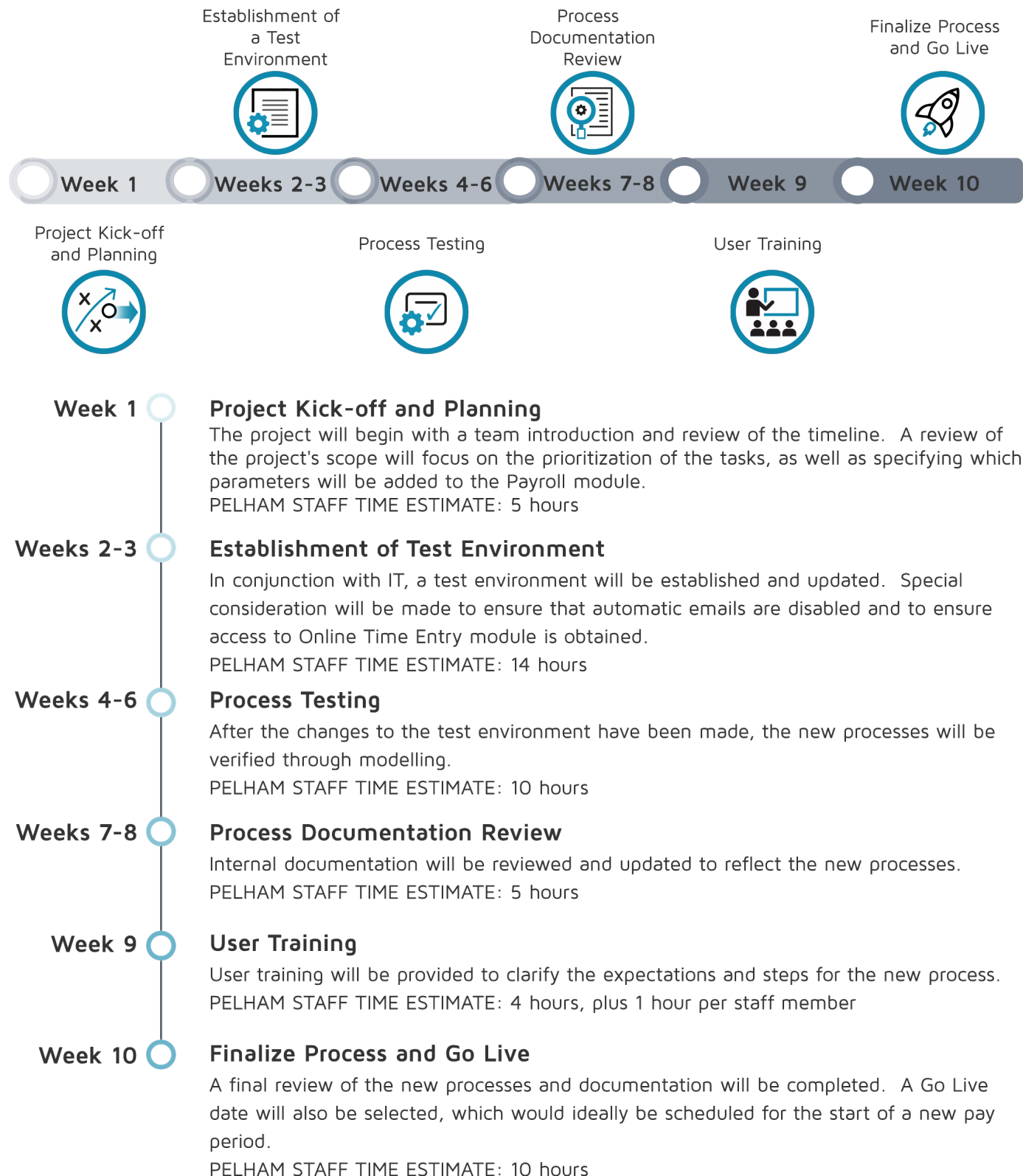
Recommended Software Solution		iCity		Excel Power Query	
Total Implementation Costs	\$	12,700	to \$	22,100	
Software: One-time investment	Pelham already owns iCity				Included with Office 365 planned upgrade. Consulting costs have be included in the Management Report section.
Software: Annual Investment	No new annual costs for iCity				
Consulting	\$	12,000	to \$	20,900	
Training	\$	700	to \$	1,200	

Included in the analysis was a review of potential time savings for staff with the implementation of the recommended software solution.

Process Description	Current State Estimated Active Time	Solution Estimated Active Time	Estimated Savings per Year
iCity			
Reviewing PA4190 Time Sheet Entries for correctly coded time	60 hours	20 hours	40 hours
Checking part-time staff hours	30 hours	10 hours	20 hours
Checking sick banks	30 hours	10 hours	20 hours
Checking banked time	20 hours	10 hours	10 hours
Checking statutory holidays	15 hours	2 hours	13 hours
Checking CPP and EI eligibility	4 hours	2 hours	2 hours
Calculating and inputting annual increases	5 hours	1 hours	4 hours
Unusual payroll runs, manual calculations for severance and retroactive pay, per incident	5 hours	2 hours	3 hours
Creating monthly report for vacation, sick, and banked time	30 hours	10 hours	20 hours
Subtotal of Time Estimate for iCity	199 hours	67 hours	132 hours
Excel Power Query			
Potential for exception reporting for things like birthdates, duplicate time entry, reasonability checks	10 hours	5 hours	5 hours
Subtotal of Time Estimate for Excel Power Query	10 hours	5 hours	5 hours
Total Estimated Hours	209 hours	72 hours	137 hours
Estimated Value of Time to be Reinvested			\$ 5,600

Implementation Plan

FHB has recommended the use of additional iCity reports and module functionality.



Procure-to-Pay

The procure-to-pay process is an essential and crucial component to the daily operations of Pelham. It is imperative that this process is clearly documented, standardized, enforced, streamlined and transparent. The procure-to-pay process impacts the entire corporation and it is important to obtain information both from the users as well as the processors of the financial data. FHB interviewed staff within the Corporate Services department as well as staff in within the Public Works, Recreation, Culture and Wellness, and Fire departments.

Summary of Findings

Inconsistency with the initiation of the purchasing process

Current Process

Pelham's Purchasing Policy(S402-00) outlines the established process for the procurement of goods (process flow chart Appendix B). There is a degree of flexibility written into the policy. For example, in Schedule B of the Policy, it outlines that goods greater than \$10,000 can be purchased by Formal Quotation, Request for Tender or Request for Proposal.

During the interview process, it was noted that this policy is not being strictly followed (Appendix C). For example, the current policy dictates that a purchases greater than \$300 requires a PO. In practice, the perception is that no set threshold exists. Moreover, the policy states that Purchasing Services is responsible for soliciting formal and informal quotations. In practice, this is inconsistent and at the discretion of the department.

Pain Point

Ambiguity increases the decision steps taken by departmental staff. They have to decide: the procurement method to be used, who will solicit the information, and who is responsible for the paperwork. These additional decisions points complicate the task, taking it from a one page process in Appendix B to a two page process in Appendix C .

Impact to Pelham

Staff are not following the documented procurement policy. This increases risk and decreases transparency. The policy was established with specific internal controls in mind. When the policy is not enforced and applied consistently, these internal controls are less reliable, resulting in increased risk.

Also, the additional discretion adds to the administrative burden of the process. It leads to inconsistency, as decisions can vary amongst staff members and departments. Vague lines of responsibility can lead to duplication of work or missed steps altogether. For example, quotes could be received twice or not at all.

Decentralized invoice receipt and administration

Current Process

Invoices are not received in a consistent manner from vendors. They are received both in paper and electronic format as well as sent to directly Accounts Payable or the department with the receipt of goods.

When an invoice needs correction, a hybrid model is being used to communicate and coordinate with the Department. This model mixes the former e-mail and paper-based system and the new folder system developed under the LEAN review. The flow of the current process is documented in Appendix D.

Pain Point

The most significant pain point for all staff involved is that the process is confusing and frustrating. An invoice can go back and forth numerous times between AP, Purchasing and the Department. The path it takes differs depending on whether or not a department uses the folder system or e-mail.

While adopting a push system creates a centralized location for a department to review invoices, it also adds challenges. Administrative staff, the Accounts Payable Clerk and the Procurement Coordinator must then dedicate resources to invoice management. As seen in Appendix D, this creates up to 12 shared folders that Accounts Payable must manage when fully adopted. These folders are in addition to the e-mail account and three temporary folders already monitored by Accounts Payable.

Impact to Pelham

Expanding the channel that invoices follow increases the administration required and increases the risk of losing invoices. Staff often are not aware of the status of an invoice or where it is in the procurement process. This lack of visibility/traceability is frustrating for staff and for vendors who are awaiting payment or approval.

When the Department receives invoices directly, processing times can be delayed by 1 to 3 days. While staff are diligent, lost or late invoices could negatively impact Pelham's reputation with vendors and could expose the corporation to litigation under the prompt payment rules within the Construction Lien Act.

Monitoring for incoming invoices and initial invoice screening is a manual process**Current Process**

When invoices are received, a preliminary screening is done. If invoices have an incorrect payee name or no Purchase Order (PO) number, they are returned to the vendor to correct.

Pain Point

If a PO has been issued before the purchase, the vendor adds the PO number and sends the invoice back to accounts payable. This causes a slight delay in payment and inconvenience to the vendor but one that should reasonably be borne by them.

When a PO was not created prior to purchase, however, the impact on a vendor is much more significant. To rectify the issue, staff must either find an alternative payment method such as p-card or cheque requisition, or retroactively create a PO. See Steps 2.4 starting on page [56](#) to 2.5.2.9 on page [58](#) for the process.

Impact to Pelham

On average, Pelham spends approximately 12 hours per week monitoring and prescreening invoices received. It takes another 15 to 30 minutes at each instance for the department to correct the issue. The back-and-forth further delays the processing of the invoice by 1 to 10 days.

For POs that are issued after the purchase, the intended, preventative internal controls are circumvented. This increases the risk of improper purchases and reduces the process transparency.

Communication is disconnected for new vendor setups**Current Process**

A form must be filled out and returned to Purchasing when a new vendor is used. The form is typically sent to the vendor by the department contact and returned directly to Purchasing when completed.

Pain Point

There is often a disconnect in visibility of completion stage as the forms are returned directly to Purchasing by the vendor. Purchasing is not always aware of the vendor's internal contact person when the form is received. Further, Department staff are unaware if the vendor has been set up or returned the form.

Impact to Pelham

Without a vendor number, a PO cannot be created, nor can an EFT or cheque requisition be processed. This delays the purchase and payment processes unless a P-Card can be used. Lack of internal communication is frustrating for staff, and leaves the vendor with a negative perception of Pelham.

Three way invoice matching is manual and requires significant administration

Current Process

Under the current process, if an invoice matches the quantity and price of an item received and other PO specifications, it can be paid without additional approval. Consequently, before an invoice is input into iCity, it must undergo additional verification. While the detailed sequence is included in Appendix A starting with step 5.1 on page [59](#), the primary decision points are outlined below:

1. Has the item been received?
2. Does the quantity agree to the PO?
3. Is the invoice appropriate?

The first and third points cause the most difficulty. For item 1, no further action can be taken when an invoice is received by Accounts Payable if the item has not been confirmed received. For item 3, there are strictly enforced documentation standards when deciding if an invoice is appropriate. Specifically, an invoice must:

1. Have been provided, and not some other documentation such as an order confirmation or packing slip
2. Have a HST number
3. Match the PO's pricing (including freight)

Issues related to the receipt of goods or the invoice are noted on the scanned PDF by Accounts Payable. If the folder system is in place, the invoice is then sent directly to the department's folder. If the folder system is not being used, the marked up PDF of the invoice is sent to Purchasing to work with the department.

Pain Point

Ensuring that the PO matches the invoice's information exactly is a very manual process that occupies staff time.

When the PO and invoice differ, the PO is retroactively adjusted to match the invoice. Management must approve the change, and the invoice is resubmitted to Accounts Payable for processing. This step ensures that the PO always matches the invoice, because any discrepancies are retroactively adjusted on the PO.

Verifying that a proper invoice or receipt is provided for appropriate documentation is an onerous process. If information is missing, a staff member must follow up with the vendor.

Impact to Pelham

Approximately 9 hours per week are spent by Accounts Payable on secondary verification and follow-up. It takes, on average, another 10 to 30 minutes for the department staff, working with their administrator or purchasing, to resolve the issues. As approvals and coordination are required, processing delays are usually between 1 to 10 days. From an internal controls perspective, retroactively adjusting and approving the PO to agree to the invoice serves as authorization for payment but dramatically weakens the control around gaining approvals before purchase.

P-Card Process is Manual and Paper-Based

Current Process

A P-Card is a corporate credit card, also called a purchasing card. In Pelham, there are 34 authorized P-card holders. When an authorized card holder uses their card to make a purchase, the receipt is coded with the appropriate GL account number. The GL account number is entered into the credit card provider's bank portal for the statement line item matching the receipt. With the adoption of Adobe Sign, some staff have begun submitting their p-cards receipts electronically. Depending upon the department, the coding and entering is done either by the employee themselves, or by the administrative assistant of that department. Some

departments place the receipts directly on the administrative assistant's desk for entering into the bank portal. As Public Works employees are rarely in the office, they place their receipts in physical folders at the public works yard office. Their administrative assistant collects them a couple of times per week for matching to statements and entering the coding into the bank portal.

Monthly, departmental administrative staff print out the statements and the GL allocation reports from the US bank portal. They attach the receipts in statement order, and submit the package to the approving supervisor. Once approved, the administrative assistants forward the packages to Accounts Payable.

Upon receipt of the P-Card packages (statements, allocation report and supporting invoices/receipts), Accounts Payable will review to ensure that all the necessary information is present. Any incorrect or missing information is brought to the department's attention, and must be resolved.

Pain Point

There are several layers of verification.

1. Initial matching and checking of receipts is done by the administrative assistants, then department approvers verify those same items, and Accounts Payable checks again. Criteria for verification comprise:
 - a. receipts existence,
 - b. whether they are originals and not photocopies,
 - c. whether they are actual receipts and not packing slips or an online order confirmation,
 - d. whether the amount on the receipt matches the statement,
 - e. whether a vendor HST number is provided (if over \$30), and
 - f. whether the GL account coding is correct.
2. At each stage of the process, personnel reported that errors are found and corrections are made to GL coding. Accounts Payable verifies approvals and follows up with employees a maximum of five times for missing receipts.

Follow-ups regarding missing or incorrect information is time consuming and very manual. There are manual and Excel tracking sheets, as well as time spent calling vendors to obtain missing information. An average of 17 items require follow up per month, with an average of 1.4 follow-up requests made per item.

Impact to Pelham

The existing process consumes considerable work hours and necessitates corrections at every level of compilation and review:

- at the administrative assistant level, it takes 15 to 25 minutes per statement per month to reconcile receipts to the statements, enter the coding and print reports for approval.
- at the approval stage, it takes between 5 and 15 minutes per statement for review and approve, depending upon the number of items per statement.
- the Accounts Payable Clerk spends 11.5 hours monthly verifying the package is correct and following up for outstanding items, and
- the Accounts Payable Clerk spends an additional 1 to 2 hours per month reviewing for proper descriptions, correct GL accounts, and HST exemptions
- an additional 3 hours monthly is spent on the remaining steps in AP.

Paper packages of statements and receipts pass through the hands of up to five employees before they are fully processed and filed for retention. This increases the risk of lost items, and adds to waiting times between each step.

Recommendation

General Recommendations

FHB recommends that the current policies and procedures be reconsidered as part of the transition to automation. A common mistake when implementing new software is significantly customizing the solution to match the current internal processes. Excessive customization (as opposed to configuration) becomes hard to preserve throughout future software updates and requires specialized skills to maintain. Thus, having flexibility to redesign processes (as appropriate) and selecting a flexible solution will be vital to accommodate the corporation as it changes.

Purchasing Policy

As part of automating and streamlining the Accounts Payable process, FHB recommends that Pelham continue reviewing and updating Purchasing Policy, S402-00. Specifically, the method of purchase, dollar value and type of agreement with the supplier should be revised for clarity.

The method of purchase (PO, formal quote, or request for proposal) should be as clearly defined as possible. This can be done by combining the dollar threshold and the nature of the good/service being requested. For example, while a Request for Proposal or a Request for Tender may have the same dollar threshold, it is the nature of the goods or services that distinguishes between the two. When setting the dollar thresholds, consideration should be given to balancing risk mitigation with operating efficiency. Levels set too low control risk but slow operations. Levels set too high make for efficient, but risky, operations. As such, setting these levels should be done by considering both Pelham's risk appetite and risk tolerance. Similarly, whose role it is to obtain quotes or issue PO's should be as clearly defined as possible.

Processing Procedures

The business process should be revised as part of the policy review and process automation. During our review, we noted many controls at the cash disbursement level. These controls focus on maintaining appropriate supporting documentation and approval for the payment. While controls such as those to ensure that goods/services are received before payment are valid, others may be mitigating all risks at the expense of efficiency.

The goal of internal controls is to optimize, not to eliminate, risk. For example, the trade-off between the risk of having missing information should be considered against the cost of staff follow up. Rather than an absolute approach, the risk could be evaluated based on the likelihood and impact.

Tolerance levels should be considered for each type of error encountered. Another example of risk consideration is the retroactive adjustment and creation of POs to authorize payment. This sufficiently controls the risk around the authorization for payment. However, it weakens the controls around the authorization for purchase. Proper authorization to purchase is an essential preventive control as it requires oversight before committing the corporation. It provides an opportunity to confirm:

- The need;
- That the product or service is the right fit;
- That it has been procured using the correct method; and
- That it is within budget.

To supplement controls around purchase authorization, FHB recommends the introduction of a requisition system. Requisitions differ from POs in that they are internal documents used to authorize the purchase of a potential good or service. This ensures the approval before the commitment, reducing the risk of unwanted goods or inappropriate procurement methods. More details on how to implement this recommendation are included in the automated solutions section below.

Training and Monitoring

While policies and procedures are imperative, without training and enforcement, they can become merely statements of intention. When the policies and procedures are finalized, employees need to be trained. When the training is complete, employees should sign off to indicate they have received the training and will comply with the policies. There should be a check for understanding to ensure that departments have fully understood

what they need to do in each circumstance they may encounter. Further, handouts summarizing the dollar thresholds and decisions process should be distributed to anyone making purchases.

Just as educating internal staff is important, vendors should be aware of the policies and procedures. It was noted during our review that Pelham was working with vendors in this regard. These efforts should continue in the transition to automation.

While training is essential, the new processes will only function as intended when enforced and followed. As such, monitoring will be just as important for training. While monitoring can be time-intensive, rules can be built into the procure-to-pay solution to help automate some monitoring tasks. Also, time saved from the implementation of other initiatives can be redirected to monitoring, shifting current staff effort from reactive to proactive efforts.

Solutions for Automation

Invest in an automated procure-to-pay solution to reduce manual effort and administration and increase internal controls.

An ideal solution for the pain points addressed in this section would be to reduce the time spent requesting, reviewing, inputting, processing and monitoring the procurement and payment process. The most efficient way to improve these areas is to evaluate solutions that automate the procure-to-pay process from start to finish.

Several all-in-one solutions specialize in this area. The basic flow of this process is to use one piece of software to:

- request goods,
- route approvals,
- prepare a purchase order,
- receive the goods,
- match the PO, receipt & invoice and
- integrate into the accounting software.

There are many benefits to this type of solution. However, the key benefits include less manual effort, less administration and increased controls.

Manual effort is reduced by decreasing manual input and by automating the matching. Less input is necessary as information entered in the requisition phase flows to the PO. The remaining information can be extracted from the invoice using the Optical Character Recognition (OCR) technology. This data is then pulled into the accounting system where it is posted. The software completes the matching process by comparing the PO, invoice, and receiving information. To target when a variance requires additional approval, dollar thresholds and percentages can be incorporated into these comparisons and reported as exceptions to the streamlined process. When further approval is needed, the system highlights the issue for the approver so it can be identified quickly.

The P-card process can also benefit from similar automation. In this circumstance, data entry is reduced by linking the data feed from the credit card provider directly to the procure-to-pay software. Invoices are automatically matched to the transaction via OCR extraction of key data from a photo or email. As the feed is maintained in real-time, notifications can automatically be set up to notify users if transactions have occurred, but a receipt has not yet been provided.

The routing process and reporting functionality reduce the administration required. Documents flow to the appropriate approver and notify them via email using customizable rules. User dashboards accumulate the tasks for each user, making it easier to manage workloads by logging in and approving all of their items at once. At the same time, reports and search functions make it easy for Accounts Payable staff to see the status of all items regardless of where they are in the system.

Additional controls can be created through the use of automated rules and integration with the budget. For example, the requisition module can be integrated with the budget. This can help staff quickly determine how the item will impact the budget without opening another program. Rules can also be utilized to notify or prohibit staff from requesting goods that would lead to budget over runs. Because all activity is in one place, the system is able to provide an audit trail of all transactions from inception to completion.

As Pelham's current software does not meet the organization's needs, external vendors were considered. FHB investigated two possible procure-to-pay solution providers (Pairsoft and SAP) and one document management provider (Laserfiche). While FHB was not engaged to conduct a formal RFP process potential vendors were reviewed using the criteria outlined in Solution Selection of the Executive Summary and the process requirements outlined below:

Critical:

- The ability to integrate with iCity with minimal customization
- OCR scanning / matching technology
- Experience in the Canadian Municipal Sector
- Agnostic to ERP solutions for future upgrade possibilities

Important:

- Reporting capabilities
- Routing / rule customizations
- Document retention and security
- Ability to integrate the budget
- Ease of use
- P-card functionality
- Annual cost
- Dependence on Information Technology personnel
- Experience and responsiveness of the solution provider

Based on these factors SAP's Concur product is recommended.

Cost versus Benefit

The following table summarizes the estimated cost of implementing the recommended solution. Please note that the estimates are based on the current costs. They do not take into account any future price increases that are implemented by the vendor(s).

The costing estimate below was based on processing 5,000 invoices per year and a combined total of 50 expense reports and credit card holders monthly. The fees that will be charged are based on actual monthly volume. As such, Pelham would only be charged for the transaction volume they use.

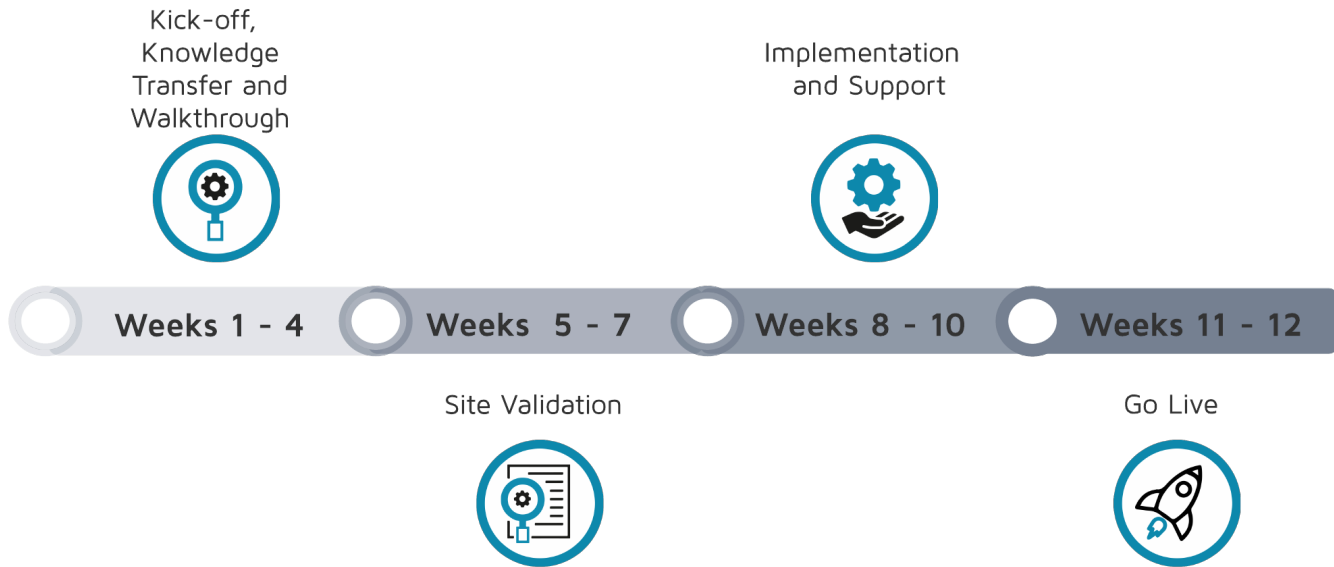
Recommended Software Solution	Procure-to-Pay Software	
Total Implementation Costs	\$ 32,000.00	to \$ 54,900.00
Software: Annual Investment	\$ 27,200.00	to \$ 45,300.00
Consulting	\$ 4,800.00	to \$ 9,600.00
Training	INC.	to INC.

Included in the analysis was a review of potential time savings for staff with the implementation of the recommended software solution.

Current Process Description	Current State Estimated Active Time	Future State Estimated Active Time	Estimated Savings per Year
Monitoring invoice receipt and prescreen invoices	620 hours	300 hours	320 hours
Invoice matching and follow-up by Accounts Payable	460 hours	120 hours	340 hours
Error investigation and correction (includes all error types - Cheque Requisition corrections, vendor invoice corrections, Retroactive PO adjustments and creation etc.) by the department	210 hours	50 hours	160 hours
Invoice entry	1,110 hours	310 hours	800 hours
Purchase requisition process	0 hours	300 hours	-300 hours
P-Card employee purchase and receipt submission	100 hours	140 hours	-40 hours
P-Card compiling receipts with statements, entering GL coding	140 hours	0 hours	140 hours
P-Card reviewing and approving monthly statements	70 hours	40 hours	30 hours
P-Card AP review and follow up	160 hours	20 hours	140 hours
P-Card AP Processing	40 hours	20 hours	20 hours
Total Estimated Hours	2,910 hours	1,300 hours	1,610 hours
Estimated Value of Time to be Reinvested			\$ 69,200

Implementation Plan

The implementation plan below was based on the draft plan provided a procure-to-pay provider.



Weeks 1-4 Project Kick-off

The project will begin with a team introduction and a review of the project's scope and timeline.

PELHAM STAFF TIME ESTIMATE: 3 hours

Knowledge Transfer

The specifics for the implementation will be clarified via planning questionnaires and key data such as vendor and item lists will be exported from the current system.

PELHAM STAFF TIME ESTIMATE :15 to 20 hours

Walkthrough

The site demonstration, walkthrough and planned deployment strategy will be completed. Financial integration work will also begin.

PELHAM STAFF TIME ESTIMATE: 10 to 15 hours

Weeks 5-7 Site Validation

Configuration and building will be finalized, and preliminary validation and testing will begin. Training and change management materials will also be introduced.

PELHAM STAFF TIME ESTIMATE: 10 to 15 hours

Weeks 8-10 Implementation and Support

The full data will be imported and the system integration will conclude. Additional testing will be performed and the Invoice Administrator will be trained.

PELHAM STAFF TIME ESTIMATE: 10 to 15 hours

Weeks 11-12 Go Live

The final roll out will be complete and the transition to the customer support will begin.

PELHAM STAFF TIME ESTIMATE: 10 to 15 hours

Automation of Request for Proposal Process

Purchasing Policy S402-00 states that goods greater than \$25,001 need a formal quotation, request for tender or a request for proposal. The overall purchasing process is discussed in the Procure-to-Pay section of the report. This section's focus is on the RFP and RFT ("bid") process.

Issuing requests for bids as seamlessly and quickly as possible following the budget approval is essential to receiving the most bids, the most competitive bids and for project planning for the construction season. Qualified vendors are often in short supply, and demand can escalate pricing later in the season, especially for larger construction projects. Also, delays in the bid process can lead to delays in the actual receipt of goods or project completion. At best, these delays result in an inconvenience. At worst, delays could jeopardize grant funding.

Over the past three years, Pelham has issued approximately 30 bids each year, with the 2021 to date being the highest at 33. These proposals can be further subdivided into three main types:

- design (10%)
- construction (37%) and
- commodity/service (53%).

While all types of bids are posted on and managed using the Bids&Tenders (ebids) site, the time required for each proposal type varies. For illustrative purposes, the request for proposal process for a construction type bid has been included in Appendix E - Request for Proposal Process - Construction Type.

Summary of Findings

Identifying and planning for bids relies on numerous, cross-departmental meetings

Current Process

Once the capital budget has been approved, purchasing reviews the confirmed projects and summarizes them in a master listing of projects requiring bids. Meetings are set up with the departments to go over their capital projects and identify operating projects for the year.

Pain Point

There is a lot of time spent in meetings to determine the projects for the year, as well as trying to coordinate staff calendars and availability.

Impact to Pelham

Approximately, 18 hours of staff time per year are spent actively coordinating and planning projects with departments. Scheduling conflicts stretch these meetings over 2 to 3 weeks. These meetings delay the start of the bid process and tie up limited staff resources. Delays in the bid process can lead to higher pricing, fewer bidders and delayed project completion. Bi-weekly meetings are also held throughout the year between purchasing and engineering to stay up-to-date on projects.

Administration of bids requires extensive coordination of dependent tasks

Current Process

As demonstrated in Appendix E - Request for Proposal Process - Construction Type the bid process is a coordinated effort between purchasing and operations at the planning, preparation, addendum, evaluation and awarding stages.

Pain Point

Each stage requires one or both parties to provide something to the other before the next step in the process can be completed. Competing workloads and differing department priorities often lead to deadlines being

missed. Accountability is also an issue, as it is challenging to manage the status of components being prepared in the different parts of the corporation.

Impact to Pelham

On average, 1 hour of pure administration is spent per bid. This detracts staff time from more value-added tasks. The dependency of these tasks has a cumulative impact that can double the typical 3 week process.

Bid templates are not stored in a centralized library

Current Process

The department prepares the specifics for the RFP in Word, Excel and Adobe Pdf, using differing formats for differing sections, and emails them to purchasing. Purchasing reviews and formats the information for upload onto the ebids site. A draft version of the fully compiled document is downloaded from ebids and circulated for departmental review before being publicly posted on the ebids site.

Pain Point

Currently, there is not a centralized template library for preparing bids. Each department uses their previous bids as examples, and best practices from their respective associations or groups. As information is not shared, inconsistencies and duplication of effort occurs. Lack of standardization also leads to rework if the information is received in a format not conducive to upload onto ebids tables. This may create confusion and can cause variances and inconsistencies in the document.

Impact to Pelham

Preparation time for both procurement and engineering for a construction type bid is, on average, 20 hours per bid. The preparation time for more standard bids is approximately 10 hours. Despite this time investment in preparation, addenda are still frequent.

Addenda are frequent and require additional administration and coordination

Current Process

As part of the bids process, there is an opportunity for bidders to submit questions to purchasing via email. Once the question period closes, purchasing gathers and summarizes the questions submitted and emails them to the department for their response. The department prepares their responses and emails them back to purchasing, where the answers are compiled into an addendum document for uploading into ebids. Ebids automatically distributes the addendum to all registered plan takers and posts the addendum to their website.

Pain Point

Addenda require additional staff resources in both the formulation of responses by the department and increased administration from Purchasing.

Impact to Pelham

Over the past 3 years, there has been an average of 18 addenda per year. Each addendum requires, on average, more than 3 hours of active staff time. Also, when there has been a fundamental change to the bid, the closing date of the bid process is typically extended by another 7 days.

Proposal evaluations are prepared manually rather than using the ebids module

Current Process

Once a bid has closed, purchasing accesses the submissions from the ebids module. The bids are screened for compliance, and the qualifying bids are then circulated to the evaluators via email. Generally, a period of 5 days is given to allow each evaluator to complete the evaluation forms. The completed forms are emailed back to purchasing, who reviews them and tabulates the overall score. The results are then communicated to the evaluators for recommendation.

Pain Point

While the evaluation grid is prepared in Excel, the process still requires staff time to administer. Time must be spent gathering and checking evaluations. More staff time is then required to summarize, score the bids and determine the successful bidder.

Impact to Pelham

As this process requires staff intervention to gather and evaluate the bids, delays can occur due to a lack of staff availability or responsiveness. Further, calculation or input errors are a risk to any manual process. This process adds additional risk and time when submissions are closed as items require a double-check. Delays in the evaluation process impact bidders who are waiting to hear if they have been awarded the contract.

Recommendation

General Recommendations

FHB recommends the establishment of standard templates that can be leveraged and used for each RFP. Investing time in building templates will ensure long-term time savings as tasks become more streamlined and consistent.

Due to the unique nature of each RFP, it would not be reasonable to expect a standard template that fits all situations. However, templates can be made for common bid types. It is recommended that departments and purchasing be involved in creating the templates. This allows the best practices from each area of expertise to be shared and promotes consistency in design and application. Also, previous addenda should be reviewed to identify reoccurring questions. Common issues or clarifications can then be incorporated into the templates or accompanying checklists.

FHB also recommends saving templates and checklists in a shared library. A library will provide staff with easy access to the most up-to-date documents. Certain RFPs predictably recur in future years, such as those for insurance providers. If staff can easily reference the previous RFP, and update information rather than starting from scratch, this will also help streamline the process. The caveat to this recommendation is that the library, to be effective, must be maintained.

Use an attribute or tickbox in Questica to identify jobs that will require bidding.

As the Capital Budget is a significant driver of the bids processed, Questica should be used to streamline the planning process. For example, an attribute or tickbox can be added to project sheets to identify projects that will require a bid. A Questica Ad Hoc report can then be run to highlight which projects require bids. Further, documentation that could be leveraged for the RFP could be attached within Questica.

Solutions for Automation

FHB is recommending the use of three solutions to assist with the automation required for an efficient RFP process.

Microsoft Planner

Planner is included in the Microsoft Office 365 suite (Office 365) and integrates with Outlook, SharePoint and Teams. With the adoption of Office 365, Pelham will have access to this tool rather than purchasing another cloud-based solution.

Develop project management templates in Microsoft Planner to facilitate communication and oversight throughout the bidding processes.

Planner can be tied to Teams Channels which means that in one location there is easy access to a dedicated messaging system, a central location for files to be stored, and a virtual meeting location which integrates with shared Outlook calendars. This centralization of data means that staff know exactly where to go to find or share information. In addition, as the project continues, there is still a centralized location for any on-going questions or information. This provides a communication alternative to meetings, as information can be easily shared and accessed.

Within Planner, there is the ability to build shared "boards" that can break a project into phases, tasks and subtasks. Tasks, once created, can then be assigned to staff with their applicable due date. This provides accountability as all team members can see what stage the bid is at, what needs to be done, and by whom. The "my task" tab also allows users to filter for only their tasks helping them manage their own deadlines.

Finally, generic plans can be created and copied. Generic plans can be established for design, construction and commodity service projects. When a new RFP is started, the proper plan can be copied, populated and tied to a Teams channel. This creates a central location where the Purchaser can ensure that all steps to the process are being properly completed, and identify any tasks that are coming due or past due.

Bids&Tenders

Bids&Tenders is an eProcurement platform that Pelham has already purchased, and begun to use through their website with eSolutions. This platform is designed to help municipalities stay legally compliant for a highly regulated process.

Expand the use of Bids & Tenders by using their evaluation module, questions modules and template resources.

This module allows questions to be submitted by bidders through ebids directly, where they are attached to the project. Where applicable, responses received by email can also be added to centralize all questions. Internal users can then review the questions and post responses directly within the module. The responses are internal only and are not shared with the bidders at this stage. When finalized, the question and answers can be exported into Word to provide the basis for the addendum.

This module would reduce the administrative work as the compilation work is now automated. Also, having all the questions in a centralized area promotes information sharing. All users can see what questions have been asked, addressed, and view the detailed responses.

Create a centralized template library for bids and their associated evaluation grids.

The Bids&Tenders web portal can be used to develop the templates and checklists noted in the general recommendations. Their software team has extensive resources that can be leveraged to prepare and centralize these documents. Further, user settings can be managed to allow submissions to be posted to the site directly for review before posting.

The Evaluations Module automates the workflow of the bid closing process by setting up criteria, evaluation stages, assigning deadlines and tasks to specific users.

Stages allow parts of the evaluation process to be completed by different users and sequenced in a particular order. For example, the compliance check can be set up as the first stage and assigned to Purchasing. Compliant bids would advance to the second stage; evaluators' review. The movement from stage to stage is automated by the system, notifying users of when the document is ready for their review and when it is due.

Evaluations are completed within the module using the criteria set when the bid was created. The module walks evaluators through each step and provides links to download the information submitted. The score and comments are logged directly. Once the evaluations are complete, the system compiles the scoring and comments into a report.

Using this module would benefit Pelham in two ways. First, the administrative work of creating bid packages, coordinating, following up on responses and calculating the scores is automated. Second, the audit trail provided by the system allows users to know the status of evaluations at any time. The reporting and summarizing features provide an audit trail to support the decision making process.

Power Query and Templates

Format internal pricing schedules using Microsoft Power Query for compatibility with the Bids & Tenders requirements.

FHB recommends using a standardized Excel spreadsheet and Power Query to automate the data conversion required for pricing table uploads. The Excel spreadsheet should be created and formatted in a user-friendly

way that allows the user to determine and fill out the required information easily. Power Query can then be used to transform the data into the correct format for the CSV upload into ebids. This reduces the manual reformatting that needs to be done and eliminates errors that result from re-keying information.

Cost versus Benefit

The following table summarizes the estimated cost of implementing the recommended solution. Please note that the estimates are based on the current costs. They do not take into account any future price increases that are implemented by the vendor(s).

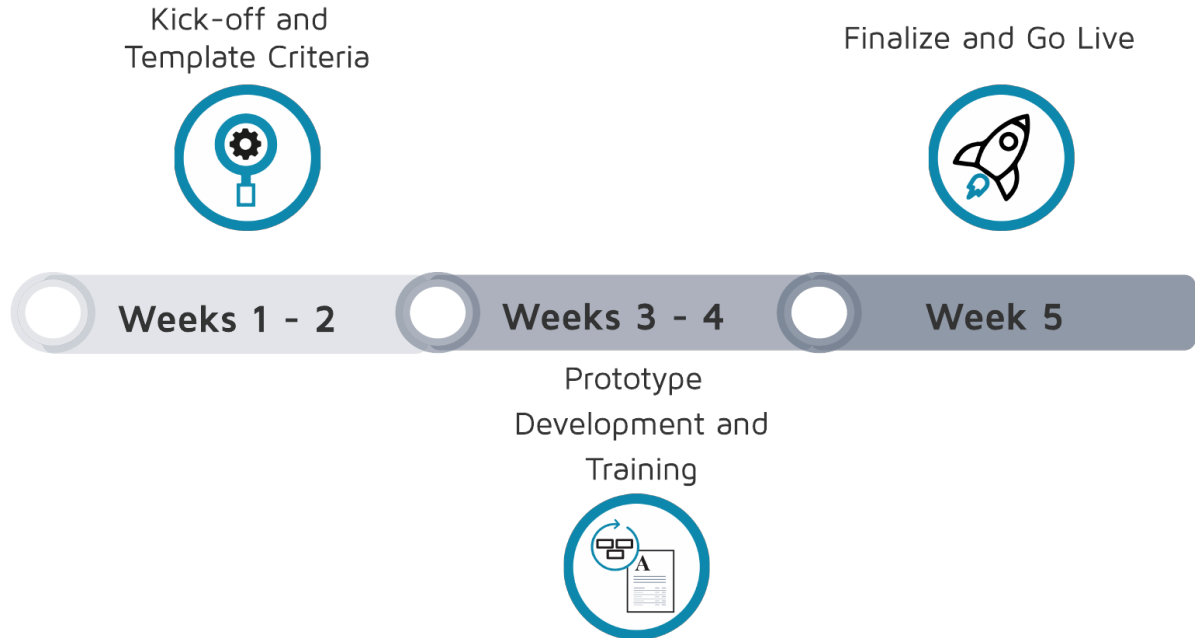
Recommended Software Solution	Microsoft Planner		Bids&Tenders and Templates	
Total Implementation Costs	\$	7,700 to \$	15,400 \$	12,300 to \$ 24,100
Software: Annual Investment	Included with Microsoft Office 365		Owned already	
Consulting	\$	7,000 to \$	14,200 \$	11,300 to \$ 22,300
Training	\$	700 to \$	1,200 \$	1,000 to \$ 1,800

Current Process Description	Current State Estimated Active Time	Future State Estimated Active Time	Estimated Savings per Year
Microsoft Planner			
The approved capital budget is used to create a project dashboard. Multiple meetings are then held with departments to plan for the upcoming year.	20 hours	10 hours	10 hours
On average, 1 hour of active project management is required per bid. Time spent includes scheduling, setting deadlines and following up on outstanding information.	30 hours	15 hours	15 hours
Biweekly meetings are held between purchasing and engineering throughout the year to administer the ongoing projects.	110 hours	50 hours	110 hours
Subtotal of Time Estimate for Microsoft Planner	160 hours	75 hours	135 hours
Bids&Tenders and Templates			
RFP documentation must be created and posted to Pelham's website for each project. There is not a central, standardized template library to leverage. Documentation requires rework or is started from scratch each time.	400 hours	250 hours	150 hours
Upon close, a team of 3 evaluators must review the documentation and complete the Excel evaluation grid. The grids are returned to purchasing, manually compiled and scored.	290 hours	220 hours	70 hours
The Town averages 18 addenda per year. Addenda are time-consuming as they require resources to coordinate and respond.	60 hours	20 hours	40 hours
Subtotal of Time Estimate for Bids&Tenders and Templates	750 hours	490 hours	260 hours
Total Estimated Hours	910 hours	565 hours	395 hours
Estimated Value of Time to be Reinvested			\$ 23,000

Implementation Plan

For all three of the template building projects, it is expected there would be three Pelham staff members involved. The staff time estimate includes the sum of all three of the team members per project.

Microsoft Planner



Weeks 1-2

Project Kick-off and Planning

The project will begin with a team introduction and a review of the project's scope and timeline.

PELHAM STAFF TIME ESTIMATE: 3 to 5 hours

Template Criteria

Project management templates for the following will be devised:

- a) design type,
- b) construction type,
- c) commodity/service type,
- d) overall project board.

PELHAM STAFF TIME ESTIMATE: 25 to 30 hours

Week 3-4

Prototype Development and Training

Training will be provided to Pelham's team members. The sample templates created will be circulated to Pelham for review and testing.

PELHAM STAFF TIME ESTIMATE: 12 to 15 hours

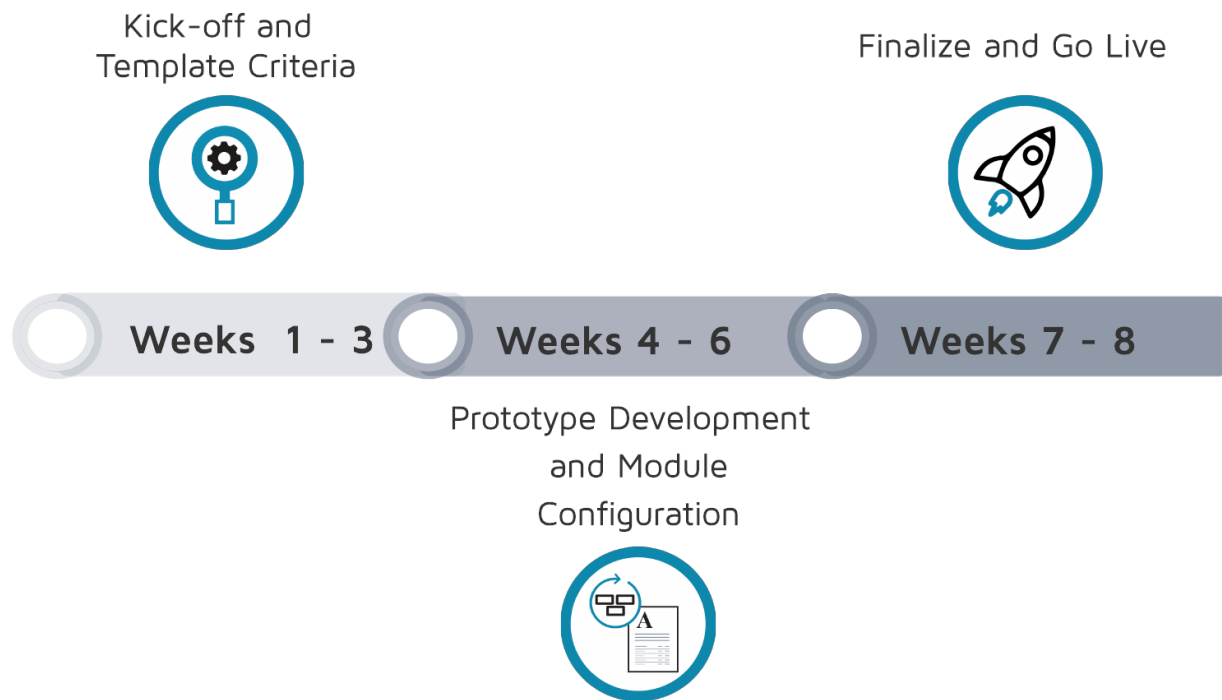
Week 5

Finalize and Go Live

The final templates will be refined based on Pelham's feedback and will be distributed to Pelham to Go Live.

PELHAM STAFF TIME ESTIMATE: 2 to 3 hours

Bids&Tenders



- Weeks 1-3**
- Project Kick-off and Planning**
The project will begin with a team introduction and a review of the project's scope and timeline.
PELHAM STAFF TIME ESTIMATE: 3 to 5 hours
- Template Criteria**
Bid and Evaluation Grid templates for the following will be devised:
a) design type,
b) construction type,
c) commodity/service type,
PELHAM STAFF TIME ESTIMATE: 25 to 30 hours for each module
- Weeks 4-6**
- Prototype Development and Module Configuration**
Training will be provided to Pelham's team members. The samples created will be circulated to Pelham for review and testing. The questions module will also be assessed and configured.
PELHAM STAFF TIME ESTIMATE: 27 to 35 hours
- Weeks 7-8**
- Finalize and Go Live**
The final templates will refined based on Pelham's feedback and will be distributed to Pelham to Go Live.
PELHAM STAFF TIME ESTIMATE: 9 to 12 hours

Utility Billing

A municipality's utility billing department, similar to many other financial tasks, must be accurate and efficient. During each billing cycle it is important that there is sufficient time to not only produce and mail out the billings, but also to ensure that they are as accurate as possible. During FHB's interview process it was identified that many tasks are dependent on a human review or manipulation of data. In many cases this increases the risk of error, and/or can result in either a delay of the process or staff overtime.

Summary of Findings

Arrears listing is manually produced to include the mailing address

Current Process

Monthly the Water Clerk generates an arrears listing within iCity. The listing generated within the system is opened in IntelliVIEW, a reporting module that is no longer supported, and exported to Excel. Once exported to Excel, manual manipulation of the data begins. The Water Clerk removes columns with unused data, manually enters lines to sum the amount owed by an account holder and via the use of copy and paste arrives at a listing of account holders. This report does not have any mailing addresses, as these can differ from the service address, so additional work is done to either key in the mailing addresses on the notifications or a formula to pull the mailing addresses from another Excel sheet. Finally, a mail merge is performed in Word to generate the notices. (Appendix F, pg. [72](#))

Pain Point

The generation of the arrears listing is time consuming, and contains a high risk of error. Due to the manual nature of this process, the Water Clerk spends additional time ensuring accuracy through the use of checks and double checks. Currently, the listing produced does not provide the mailing address, nor is it a summary report. Whenever there is significant manual manipulation of data in Excel, including the use of formulas, the integrity of the data can be compromised, and eliminates any audit trail.

Impact to Pelham

Staff time is being spent on manually manipulating the data rather than using the functionality that exists within iCity to produce the report. The current estimate by staff is that it takes approximately 30 minutes to 1 hour per month to manipulate the information.

Consumption estimates are manually identified and calculated through individual account lookups

Current Process

Due to a meter reading issue, or a previous estimate, the water consumption for some accounts must be estimated. The Water Clerk currently uses the Meter Reading Edit List (UB4050) to visually identify accounts with incorrect or abnormal meter reads. Pelham is divided into 20 different areas for water billing purposes, therefore, the Water Clerk reviews 20 edit listings per billing cycle, looking for any meters that are not reading correctly. If a meter is identified as "not transmitting" or the previous reading was rounded up, the Water Clerk must manually adjust the reading through the Customer Inquiry and Maintenance window (UB1040) for each account.

In the case of a rounded reading, there is simply the need to look up the account and adjust the reading so that it is the same as the previous reading. For example, if a final reading from the meter was 38.865, then the reading used would have been 39. If there was no water consumption between the closing date to the current read date the system will pull in 38 and must be adjusted to 39.

If a meter is not transmitting properly, the Water Clerk uses professional judgement to establish an estimate of consumption. This estimate is determined by manually reviewing the individual customer accounts and the consumption history for the previous 2 to 3 years for that same consumption period. For example, if an

estimate is required for January/February 2021, then the Water Clerk would review those same two months in 2020, 2019 and 2018 and use the average as a benchmark for the estimate.

Pain Point

The process is time consuming. It results in tight time frames for the production of billings. Each account that is identified to be estimated is written down onto a list, then each account on this list is subsequently looked up in the system and the historical consumption periods reviewed.

The Water Clerk makes the decision regarding what the estimate should be based on experience and knowledge of the customers. This can cause difficulty if someone else must cover for the Water Clerk, or if a customer was to question the matrix used to estimate their water consumption.

Impact to Pelham

This process occupies staff time that is better allocated to the production of the billings to ensure the deadlines are met. On average, approximately 8 hours to 12 hours is invested in lookup of accounts and estimate generation. This includes the time it takes to review the listings, write down the account numbers and enter the adjustment into the system.

In addition, staff time is required to review the listings again to ensure that the manual adjustments have been properly entered and saved. If an error is discovered, additional time is required to correct the error and enter the information again.

Final billings are performed manually without the same edit listings as a regular bi-monthly billing

Current Process

Final billings are sent out monthly after the application of interest to accounts in arrears. The information that supports the final bills is collected throughout the previous month to ensure that all the data is collected.

Every Friday the Water Clerk sends a listing of addresses, meter numbers and reading dates to Public Works so that they can obtain a reading on the final date of the account. Once these readings are completed they are returned from Public Works and held in a file folder until the start of the next month when final billings are processed.

Throughout the process there are external spreadsheets maintained to track information, which again requires re-keying and copying of information. At the start of the month this information is then entered into iCity and the final bills processed. Due to the manual nature of these tasks, and lack of edit listings for the Water Clerk, each account is opened and reviewed individually before the bills are finalized.

Pain Point

This process is heavily manual, and to ensure accuracy the Water Clerk double checks all the information in the system prior to running the billings. As information is required to flow between Public Works and the Water Clerk, this is information that is being re-keyed and copied.

Impact to Pelham

Staff time is being invested in the production of lists as well as additional reviews of data at the start of the month to ensure that the billings are printed in a timely manner. Due to the manual nature of the data entry, the Water Clerk spends approximately 1 to 1.5 hours each month simply double checking data entry.

Work Orders are used only to record non-usage fees on an account

Current Process

When there are fees unrelated to water usage, e.g. new account fees, or disconnection fees to be applied to an account, Worker Orders are used within iCity to process the amount.

In the situation of a required meter reading due to a change in ownership, a paper form is completed, and a spreadsheet manually populated with the appropriate information (service address, account number, closing date, and meter number). Every Friday, Public Works is informed via e-mail of the required readings in the following week. Throughout the week staff read the meters, return the meter readings to the Utilities Clerk who transfer that information to the spreadsheet and paper form requesting the meter reading.

Pain Point

The manual process of tracking the information increases the risk of errors, and as a result requires additional time of staff to perform their verifications to ensure the accuracy of the data. In addition, the current process requires that the majority of data entry is done at the start of each month when the accounts are finalized and new accounts setup.

Impact to Pelham

Additional time is dedicated to the manual completion of spreadsheets and e-mails, including lookups of meter information, when a Work Order could pull that information into a printable document. Currently 1-2 hours per week are dedicated to the accumulation of read requests and vendor/purchaser information from various sources. Included in this time is approximately 15 minutes per week to send the final requests to Public Works and 10 minutes to transfer the reads into the Water Clerk's files.

Recommendation

General Recommendations

While specific items have been noted below, FHB also recommends leveraging the iCity Help functionality to capitalize on all of the Utilities module's capabilities. This will ensure that Pelham is using the module to its full extent within the Town's billing model.

Solutions for Automation

FHB's automation recommendations are focus on three different tools currently owned by Pelham.

iCity

Generate arrears letters using the mail merge option within iCity.

Built into iCity, using UB5050, is the ability to generate a mail merge file at the summary level for the arrears that are outstanding. Staff have tried but have not had success using this module in the past. FHB recommends using this module to generate a .dat file, which can be used to run the mail merge in Word. The file generated in this format by iCity includes the mailing address, and the report generated to the screen provides a comprehensive list of the arrears listing by service address for your records.

Estimate meter readings with iCity.

Included in iCity is UB4031 and UB4031B. The main difference between them appears to be whether or not the estimate is to two decimal places or rounded to the whole cubic meter. Within the selection window, the Water Clerk is able to specify the reading date, which account or accounts are to be calculated and the specific periods to average. For example, if a customer needs an average calculated for their June 2021 reading, the system could be told to look at June 2020, 2019 and 2018. The caveat is that the system will average the last 12 months if the account does not have all periods specified. In the example, if the customer only had historical data for 2020 and 2019, then the process would average the last 12 months. However, if the 2018 period were removed from the periods to average, the average for the previous two years, 2020 and 2019 would be properly calculated. In addition, you can generate a report, update the meter estimate for the account, or do both.

Track service connections, disconnections and the associated billing task through the work order feature within iCity.

Included in iCity is the ability to prepare and print Work Orders. The intent of the Work Orders is to allow users to create documentation that would initiate non-billable work that needs to be performed such as meter readings, meter maintenance, and service connections or disconnections. Through the use of the

system there is a reduced need to re-key information into e-mails or spreadsheets. The account simply needs to be looked up within iCity and the fields completed. The printed Work Order provides the information regarding the service address, the meter location as well as the meter number, and a location for field notes to be entered. While there is still potential for a paper document to be produced and circulated, consideration should be given to printing to PDF.

Excel Power Query

Produce exception reports using Microsoft Power Query to target anomalies in the billing process.

Through the use of Power Query Pelham will be able to pull data into Excel, and then apply various transformations or combinations to that data. The advantage is that by replacing the data each time, you can reload the information into the Power Query without having to redo all the formulas and formatting.

Public Service Request (PSR)

Collaborate with Public Works to use Public Service Request to share information relevant for meter readings and servicing.

Pelham's investment in PSR allows internal staff, as well as the public, to submit requests. The advantage for Public Works is that they are able to access the information remotely, and can update information while on site performing an inspection or reading. Through the use of Work Management Processes, information could flow between the Water Clerk and Public Works. The ability to attach to the request a PDF means that the produced Work Order in iCity, which includes the meter information and service address, could be attached for the on-site employee's information.

Leveraging the PSR system means that Public Works can manage the requests along with any other service request for that day. It assists with centralizing the information, and providing a clear audit trail of the process. The ability to enter a request with a future date also allows the Water Clerk to log these requests as they arrive, rather than tracking them in a spreadsheet and sending them on a weekly basis via e-mail.

Cost versus Benefit

The following table summarizes the estimated cost of implementing the recommended solution. Please note that the estimates are based on the current costs. They do not take into account any future price increases that are implemented by the vendor(s).

Recommended Software Solution		iCity		Excel Power Query	
Total Implementation Costs	\$	6,500	to \$	11,900	
Software: One-time investment	Pelham already owns iCity				Included with Office 365 planned upgrade. Consulting costs have been included in the Management Report section.
Software: Annual Investment	No new annual costs for iCity				
Consulting	\$	5,300	to \$	10,100	
Training	\$	1,200	to \$	1,800	

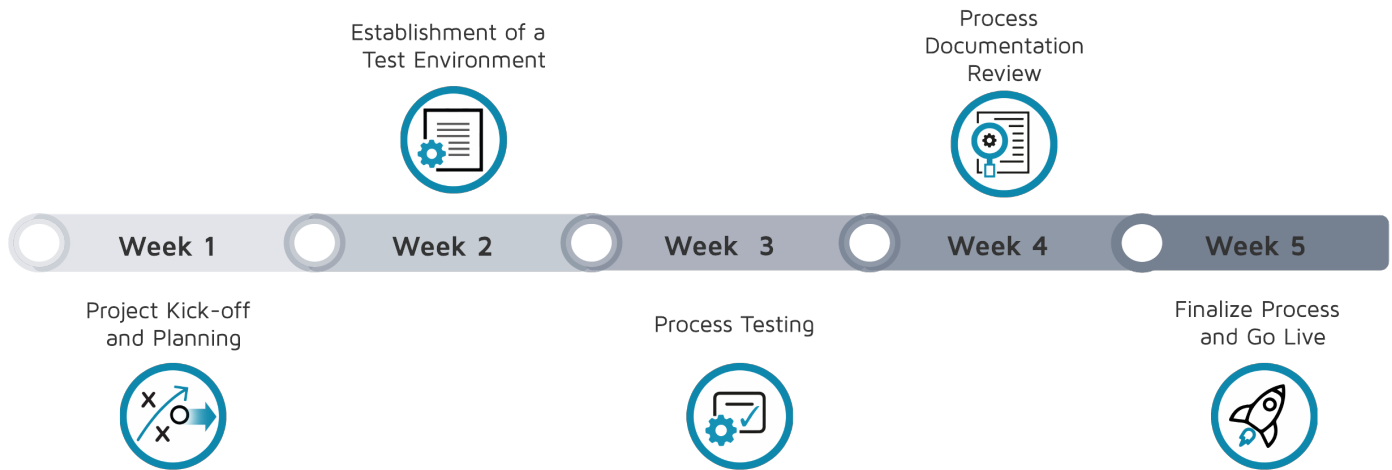
Included in the analysis was a review of potential time savings for staff with the implementation of the recommended software solution.

Current Process Description	Current State Estimated Active Time	Future State Estimated Active Time	Estimated Savings per Year
iCity			
Monthly, the Water Clerk runs a report in iCity, exports to Excel, and manually manipulates the data to obtain the arrears listing and amounts. Subsequently, determining the appropriate mailing addresses is either done manually or using a VLOOKUP prior to performing the mail merge. The proposed use of the iCity mail merge function would save significant time and prevent potential typos in a mailing address.	40 hours	30 hours	10 hours
Bi-monthly, when the billings are prepared, the Water Clerk often is required to estimate the consumption for accounts. To perform these estimates, the Water Clerk must open each account individually and review the history, making note of the consumption typically for the past 3 years in the same billing cycle. Once these figures are obtained, the Water Clerk performs an estimate of the average consumption and uses professional judgement for reasonableness. Subsequently this estimate must be entered as the customer's meter read.	40 hours	20 hours	20 hours
Monthly Final Billings are produced. Acquiring and entering the information is done manually as the meter reading list for final reads is maintained and tracked via an Excel spreadsheet. Through the use of Work Orders within the system, the meter information and readings could be managed electronically.	110 hours	70 hours	40 hours
Subtotal of Time Estimate for iCity	190 hours	120 hours	70 hours
Excel Power Query			
Bi-monthly the Water Clerk reviews the reading reports for 20 routes. This is a manual review looking for specific items which could be reviewed using Power Query in Excel. This would remove the need to go through each report manually, and review a central report of the accounts that need to be addressed.	30 hours	5 hours	25 hours
Subtotal of Time Estimate for Excel Power Query	30 hours	5 hours	25 hours
Total Estimated Hours	220 hours	125 hours	95 hours
Estimated Value of Time to be Reinvested			\$ 4,400

Implementation Plan

FHB has recommended the use of additional iCity reports and module functionality, as well as the use of Excel Power Query.

iCity Reports and Module Functionality



Week 1 Project Kick-off and Planning

The project will begin with a team introduction and a review of the project's scope and timeline.

PELHAM STAFF TIME ESTIMATE: 3 hours

Week 2 Establishment of a Test Environment

Staff will work with IT to ensure that the data within the Test Environment is updated, and that any automatic e-mails which may occur through the billing process are disconnected.

PELHAM STAFF TIME ESTIMATE: 5 hours

Week 3 Process Testing

After the changes to the test environment have been made, the new processes will be verified through modelling.

PELHAM STAFF TIME ESTIMATE: 10 hours

Week 4 Process Documentation Review

Internal documentation will be reviewed and updated to reflect the new processes.

PELHAM STAFF TIME ESTIMATE: 6 hours

Week 5 Finalize Process and Go Live

A final review of the new processes and documentation will be completed and a Go Live date will be selected. The Go Live date should be the start of a month, so that it can flow through a complete Final Billing cycle.

PELHAM STAFF TIME ESTIMATE: 6 hours

Management Reports and Data Mining

As FHB reviewed specific processes with the goal of improving automation and streamlining processes, there were various reports that were reviewed and considered. While many of these improvements are addressed within the specific sections above, there is an overarching need for effective management reports, as well as the ability to gather data to complete required analysis and review of the financial information.

Summary of Findings

Management Reports

Unknown Lifetime of IntelliVIEW

Current Process

Employees are able to run reports from iCity through IntelliVIEW to perform various tasks. Operations currently rely on the use of IntelliVIEW to export and filter data from iCity into a usable format in Excel.

Pain Point

IntelliVIEW is no longer supported and its longevity is unknown. Pelham has been advised by the vendor to transition to their RIM reporting module.

The software supplier was contracted specifically to assist Pelham in recreating the following reports using RIM, and was unable to do so.

GL	SY	PT	PA
5030	5030	5220A	4330
5510	4010	5230D	
FA	BP	CR	AP
5010	5460	5510	Vendor List
5030	additional BP reports		
5260			

Impact to Pelham

Currently there are numerous reports that are leveraged within IntelliVIEW. Most of these reports have not been established within RIM. There does not appear to be any way to import the format of the reports from IntelliVIEW to RIM. The most frequently used report is GL5030, a report providing detail of transactions posted to the General Ledger.

Deficiencies in RIM Reporting Module

Current Process

Pelham staff are reluctant to generate reports through RIM due the various issues experienced both by Pelham staff and reported by other municipalities that use iCity.

Pain Point

There are four main pain points:

1. RIM does not contain the reports that are required.
2. Staff find RIM difficult and frustrating to use. Per the software vendor, it is a process of trial and error. This makes setting up reports time consuming.

3. RIM reports take a significant amount of time, often hours, to generate, if they generate at all. When they are being run, they impact the overall performance of the server, significantly slowing responsiveness of the system for all other users, slowing or stopping their ability to work.
4. The software vendor was unable to create the required reports when hired to assist.

Impact to Pelham

As IntelliVIEW continues to function, RIM's failings are not currently critical. Once IntelliVIEW fails, Pelham must transition to another solution immediately.

Recommendation

General Recommendations

The anticipated upgrade to Office 365 allows for cost-effective implementation of Power BI in combination with Power Query. Power Query is included with the Office 365 upgrade, and Power BI can be included in the Enterprise E5 version.

Solutions for Automation

Implement an accounting automation software solution for task management and for transaction matching and reconciliations.

For simple data gathering, many of the commonly used iCity reports can be exported to an ASCII csv file instead of IntelliView. This functionality, while basic, will fulfil many of the common uses.

For more advanced requirements, Power Query can be used to extract, re-shape and join data. It is an ETL (extract, transform, load) tool. With Power Query, you can consume data from multiple sources (including csv files), create the steps to transform it once, and re-use those steps with new data exports repeatedly. Power Query can be used for internal analysis and data mining.

For more graphical and intuitive presentation of data, Power BI can be used. Power BI can consume data from numerous sources (including Power Query) and publish highly graphical reports for internal and external users.

Cost versus Benefit

The following table summarizes the estimated cost of implementing the recommended solution. Please note that the estimates are based on the current costs. They do not take into account any future price increases that are implemented by the vendor(s).

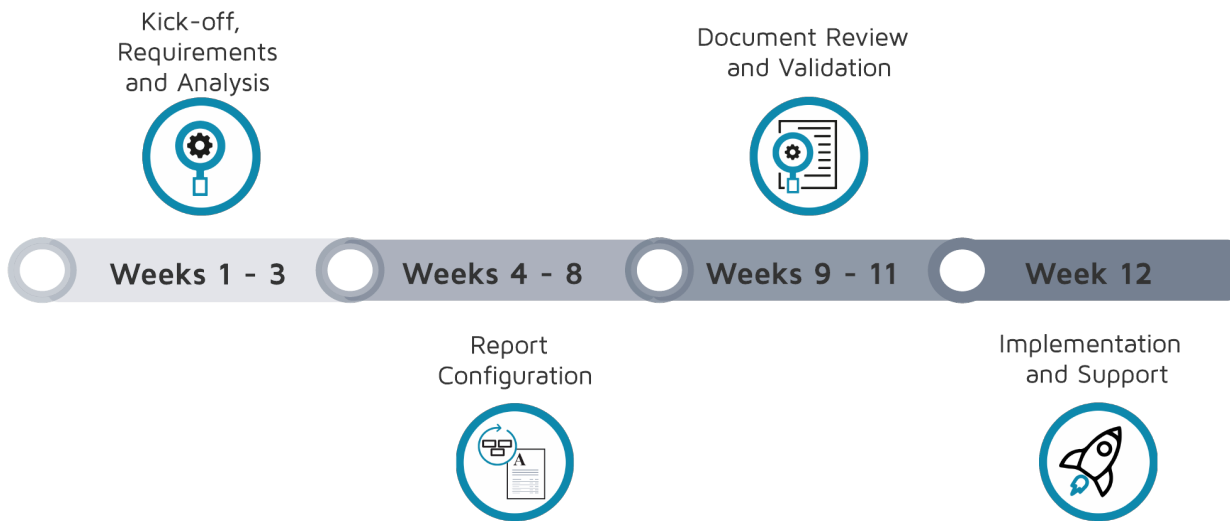
Recommended Software Solution	Microsoft Power BI / Power Query		
Total Implementation Costs	\$ 36,900.00	to	\$ 70,500.00
Software: Annual Investment	\$ 2,200.00	to	\$ 4,200.00
Consulting	\$ 30,600.00	to	\$ 57,600.00
Training	\$ 4,100.00	to	\$ 8,700.00

Included in the analysis was a review of potential time savings for staff with the implementation of the recommended software solution.

Current Process Description	Current State Estimated Active Time	Future State Estimated Active Time	Estimated Savings per Year
Design of repeatable data extracts into Power BI and Power Query and automate and align data into usable reports.	180 hours	60 hours	120 hours
Total Estimated Hours	180 hours	60 hours	120 hours
Estimated Value of Time to be Reinvested			\$ 7,800

Implementation Plan

FHB has recommended the use a combination of using iCity's CSV export function with Microsoft Power Query and Power BI for reporting



Weeks 1-3

Project Kick-off

Project begins with an introduction to the tools to be used for the implementation and a discussion regarding the timelines.

PELHAM STAFF TIME ESTIMATE: 3 to 5 hours

Requirements and Analysis

The intended use and audience of the each reports will be confirmed to establish the best tool (CSV, Power Query, Power BI) for reporting.

PELHAM STAFF TIME ESTIMATE: 10 to 15 hours

Weeks 4-8

Report Configuration and Training

Training will be provided to Pelham's team members. The sample reports created will be circulated to Pelham for review and testing.

PELHAM STAFF TIME ESTIMATE: 10 to 12 hours

Weeks 9-11

Review and Validation

The input provided will be used to make changes to the prototypes and the reports will be tested.

PELHAM STAFF TIME ESTIMATE: 5 to 10 hours

Week 12

Implementation & Support

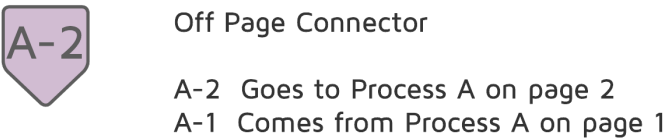
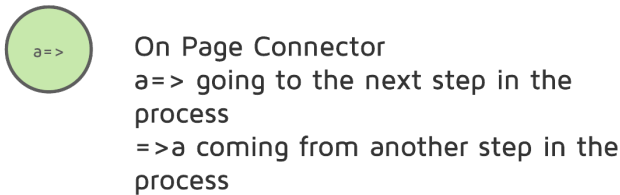
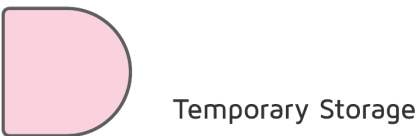
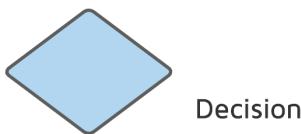
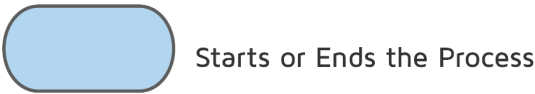
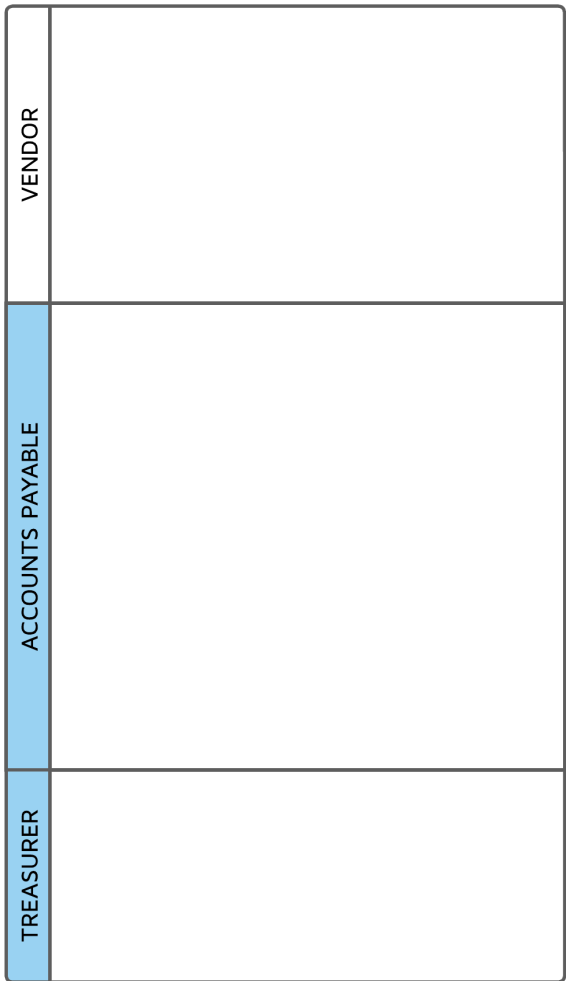
The final reports will refined based on Pelham's feedback and will be distributed to Pelham to Go Live.

PELHAM STAFF TIME ESTIMATE: 2 to 3 hours

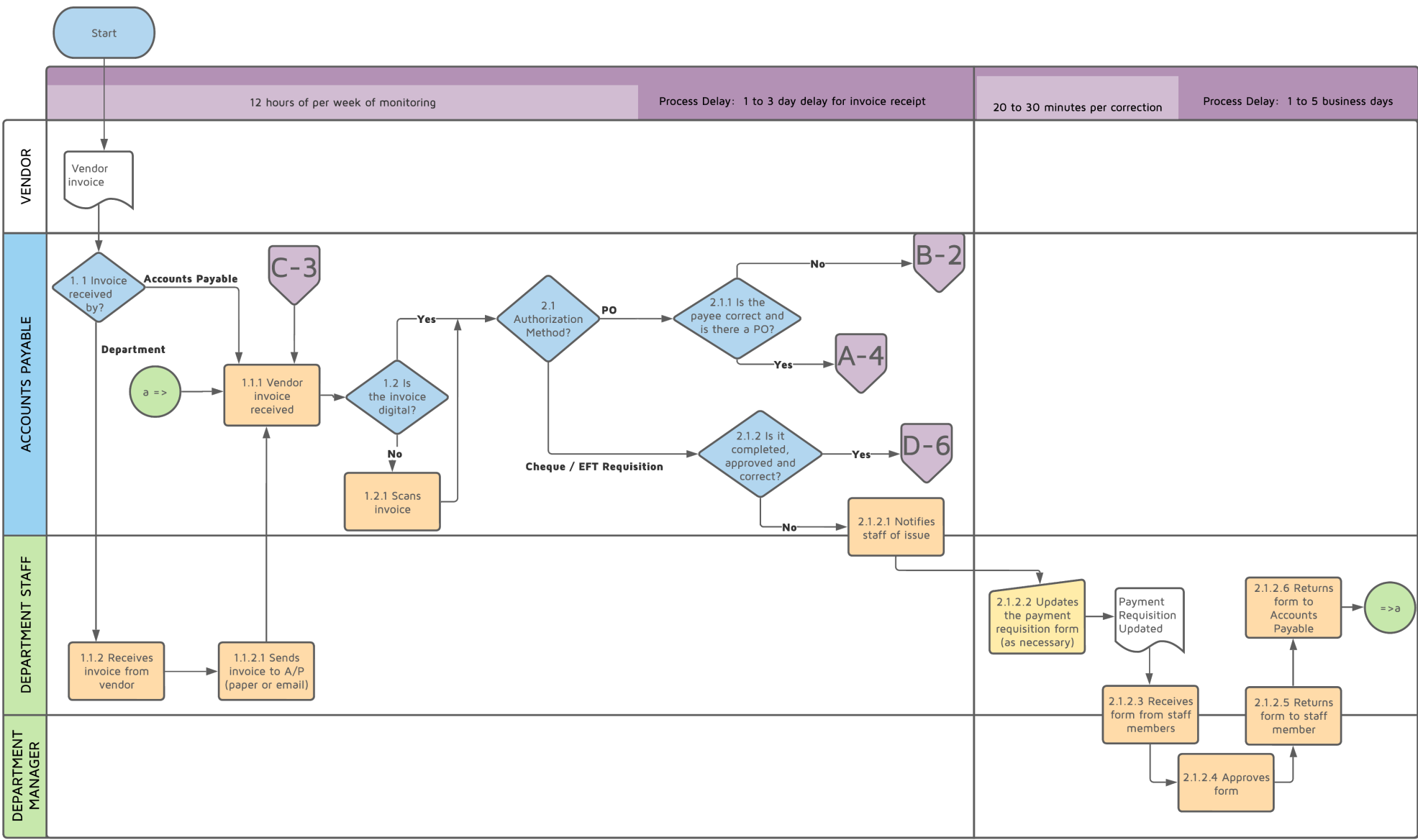
Appendix A - Accounts Payable Process

Legend

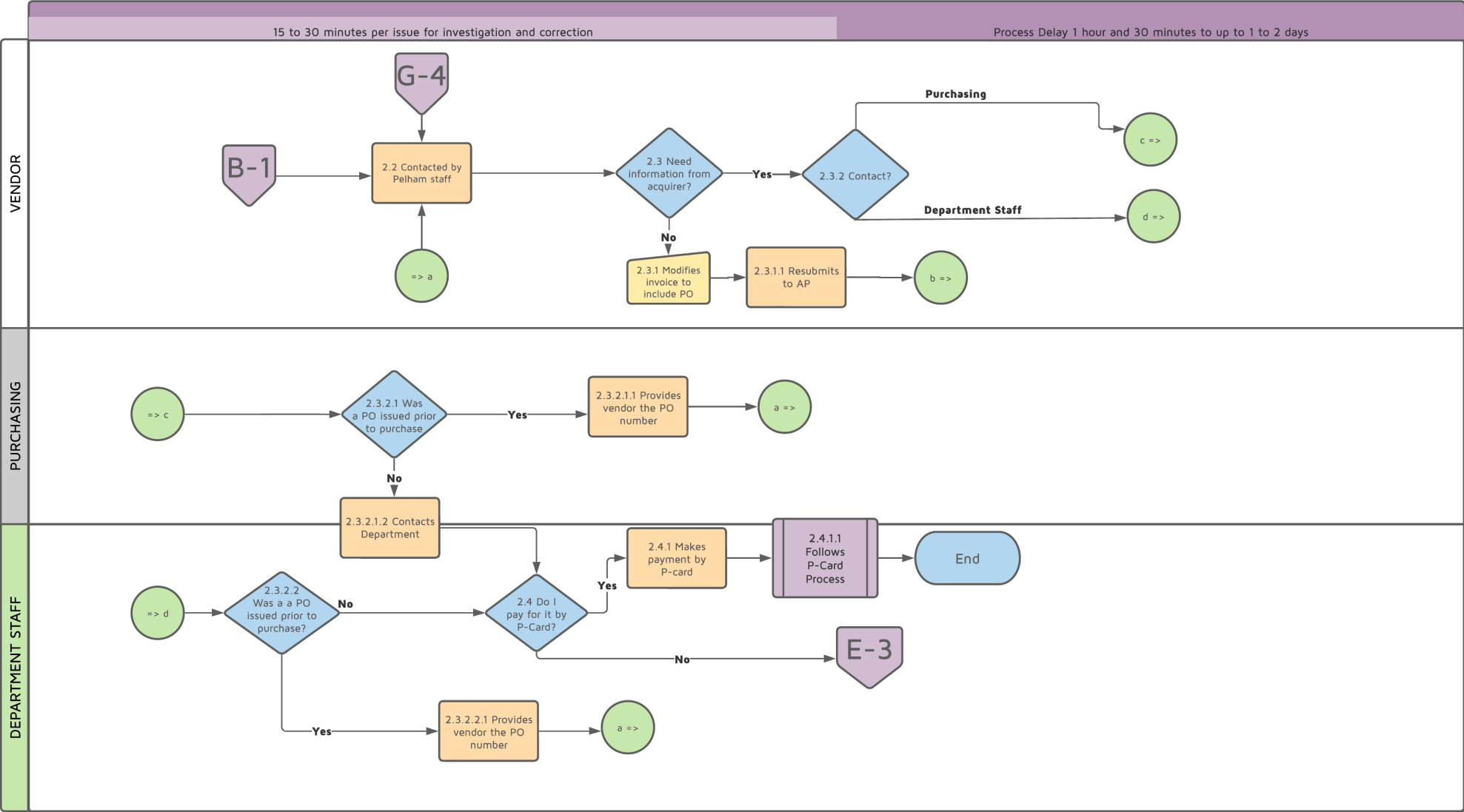
Swimlanes - shows who is performing the process



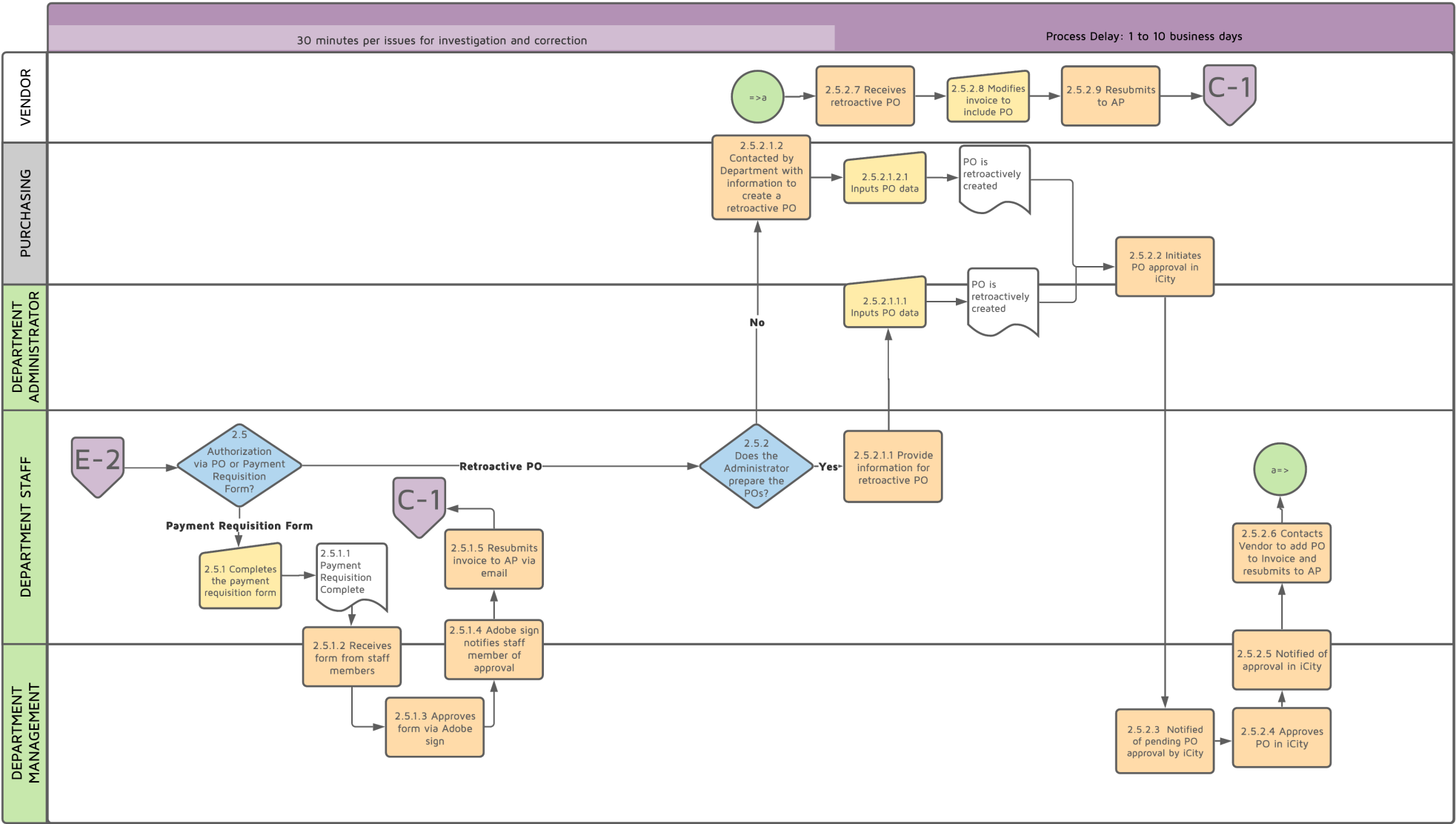
Appendix A - Accounts Payable Process - Initial Receipt of Invoice (Page 1)



Appendix A - Accounts Payable Process - Initial Receipt of Invoice (Page 2)



Appendix A - Accounts Payable Process - Initial Receipt of Invoice (Page 3)



```

graph TD
    A1{{A-1}} --> S3[3. Move invoice to AP's Temporary Pending folder]
    S3 --> S4[4. Monitors the AP's Temporary Pending folder daily]
    S3 --> AP_Temp[AP's Temporary Pending folder]
    S4 --> D51{5.1 Approval for payment by?}
    D51 -- PO --> D5121{5.1.2.1 Has it been approved?}
    D5121 -- Yes --> D6_1{{D-6}}
    D5121 -- No --> A1_1((a=>))
    D51 -- Engineering services invoice --> D511{5.1.1 Open PO inquiry and verify previously billed from summary matches applied against PO}
    D511 -- No --> S512[5.1.2 Reach out to the vendor to resolve the issue]
    S512 --> S513[5.1.3 Contacts vendor directly]
    S513 --> G2{{G-2}}
    D511 -- Yes --> S514[5.1.4 Place check mark and stamped reviewed by AP using adobe]
    S514 --> A1_2((a=>))
    D51 -- Inventory Type --> D512{5.1.2 What type of PO?}
    D512 -- Blanket PO --> D5122{5.1.2.2 Has it been approved?}
    D5122 -- Yes --> D6_2{{D-6}}
    D5122 -- No --> A1_3((a=>))
    D512 -- Inventory Type --> D5123{5.1.2.3 Is there a packing slip or has it been received in iCity?}
    D5123 -- Yes --> D51232{5.1.2.3.2 Is there an issue with the invoice? (HST, quantities, pricing)}
    D51232 -- No --> A1_4((a=>))
    D51232 -- Yes --> D6_3{{D-6}}
    D5123 -- No --> S51231[5.1.2.3.1 Runs PO inquiry if receiving is completed and spot check]
    S51231 --> D6_4{{D-6}}
    D51231 --> A1_5((a=>))
    A1_5 --> D52{5.2 Does the department use the folder system?}
    D52 -- No --> P_Temp[Purchasing's Temporary Pending folder]
    D52 -- Yes --> Dept_Temp[Department's Temporary Pending folder]
    P_Temp --> F5{{F-5}}
    Dept_Temp --> F5
  
```

9 hours per week to verify and follow up

Process delays: None at this stage. See Page 5 for the process delays

ACCOUNTS PAYABLE

A-1

3. Move invoice to AP's Temporary Pending folder

AP's Temporary Pending folder

4. Monitors the AP's Temporary Pending folder daily

5.1 Approval for payment by?

PO

5.1.2.1 Has it been approved?

Yes

D-6

No

a=>

Service Type

5.1.2.2 Has it been approved?

Blanket PO

Yes

D-6

No

a=>

Inventory Type

5.1.2.3 Is there a packing slip or has it been received in iCity?

Yes

5.1.2.3.2 Is there an issue with the invoice? (HST, quantities, pricing)

No

a=>

Yes

5.1.2.3.1 Runs PO inquiry if receiving is completed and spot check

D-6

a=>

5.2 Does the department use the folder system?

No

Purchasing's Temporary Pending folder

Yes

Department's Temporary Pending folder

F-5

Engineering services invoice

5.1.1 Open PO inquiry and verify previously billed from summary matches applied against PO

No

5.1.2 Reach out to the vendor to resolve the issue

5.1.3 Contacts vendor directly

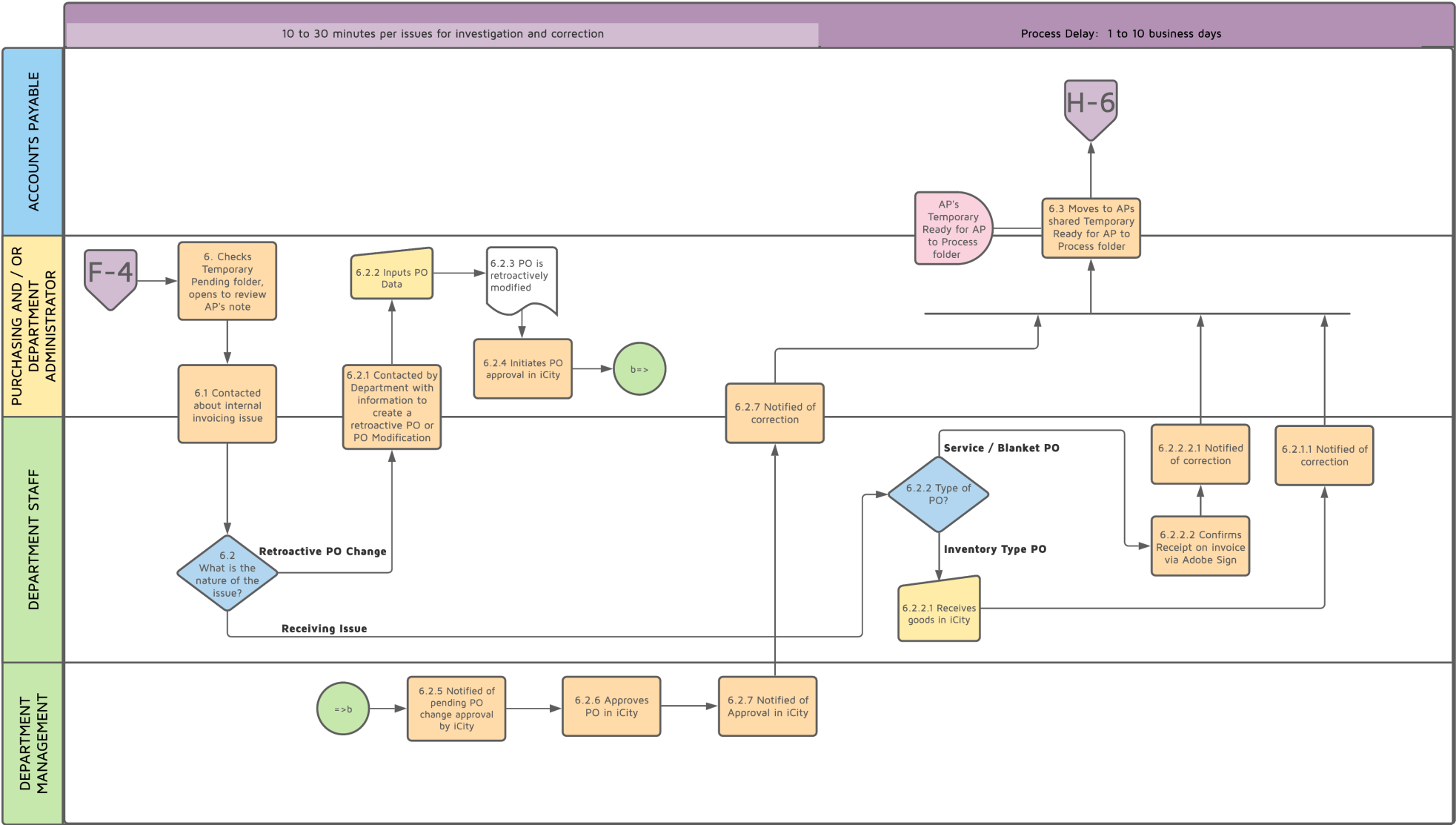
G-2

Yes

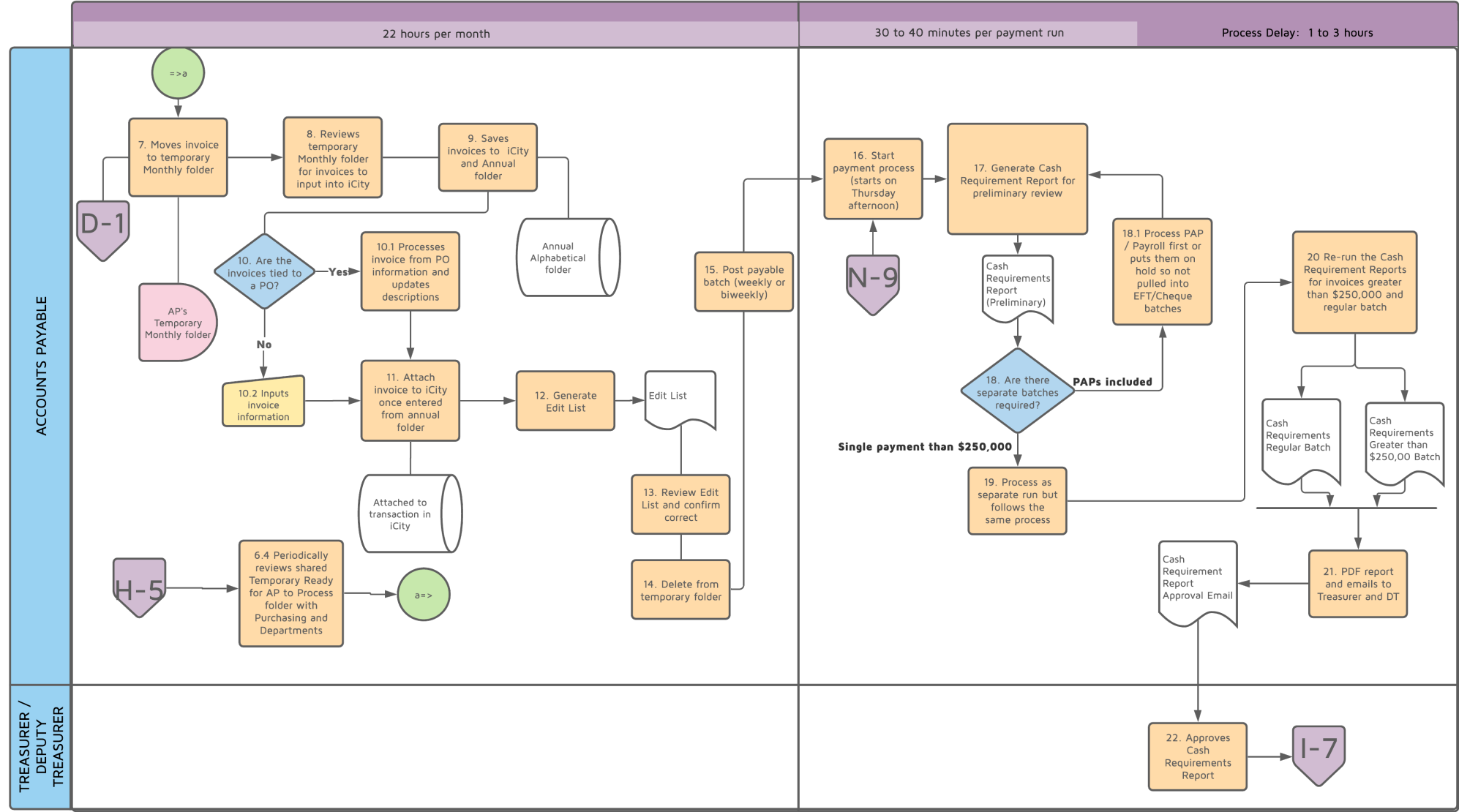
5.1.4 Place check mark and stamped reviewed by AP using adobe

a=>

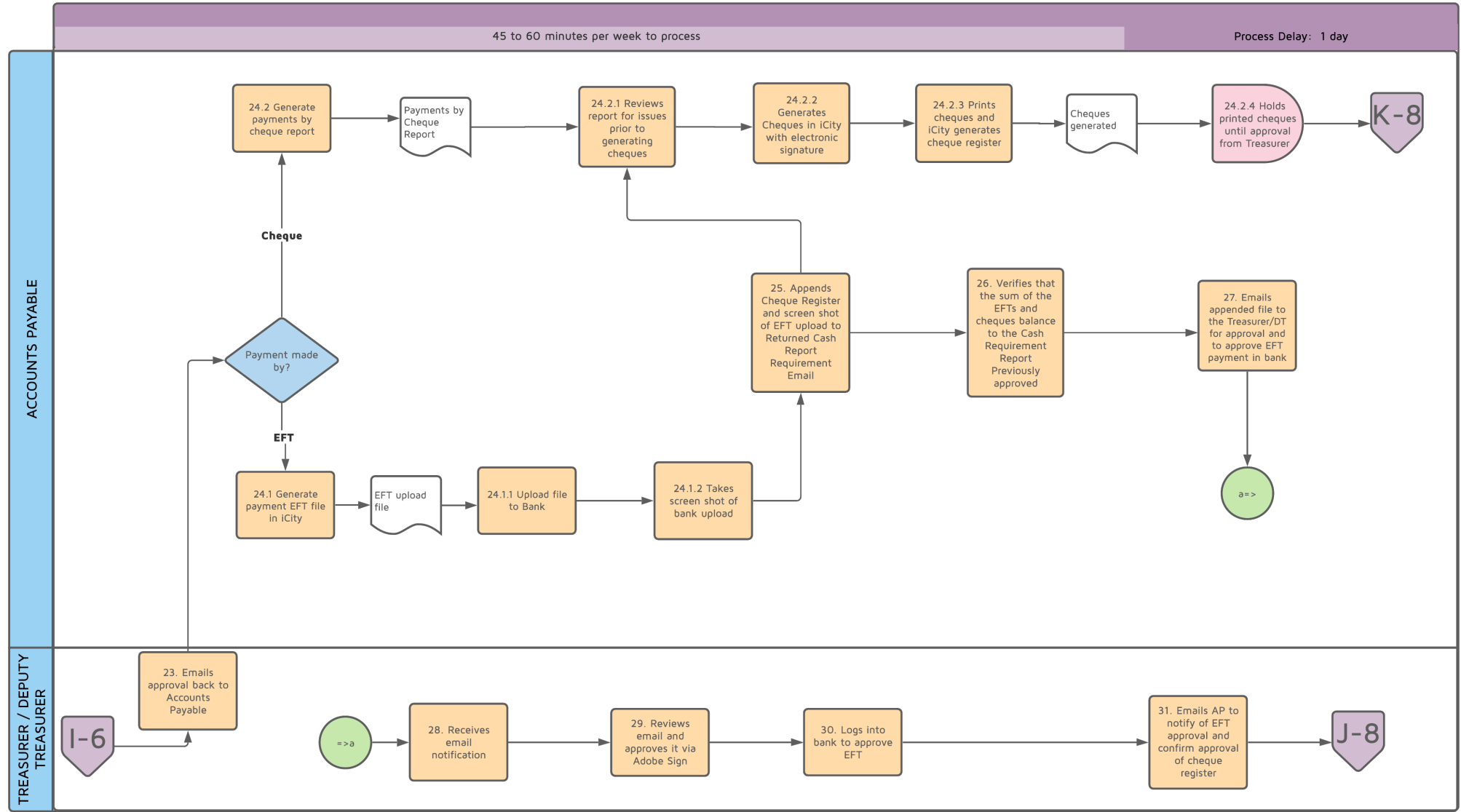
Appendix A - Accounts Payable Process - Invoice Matching (Page 5)



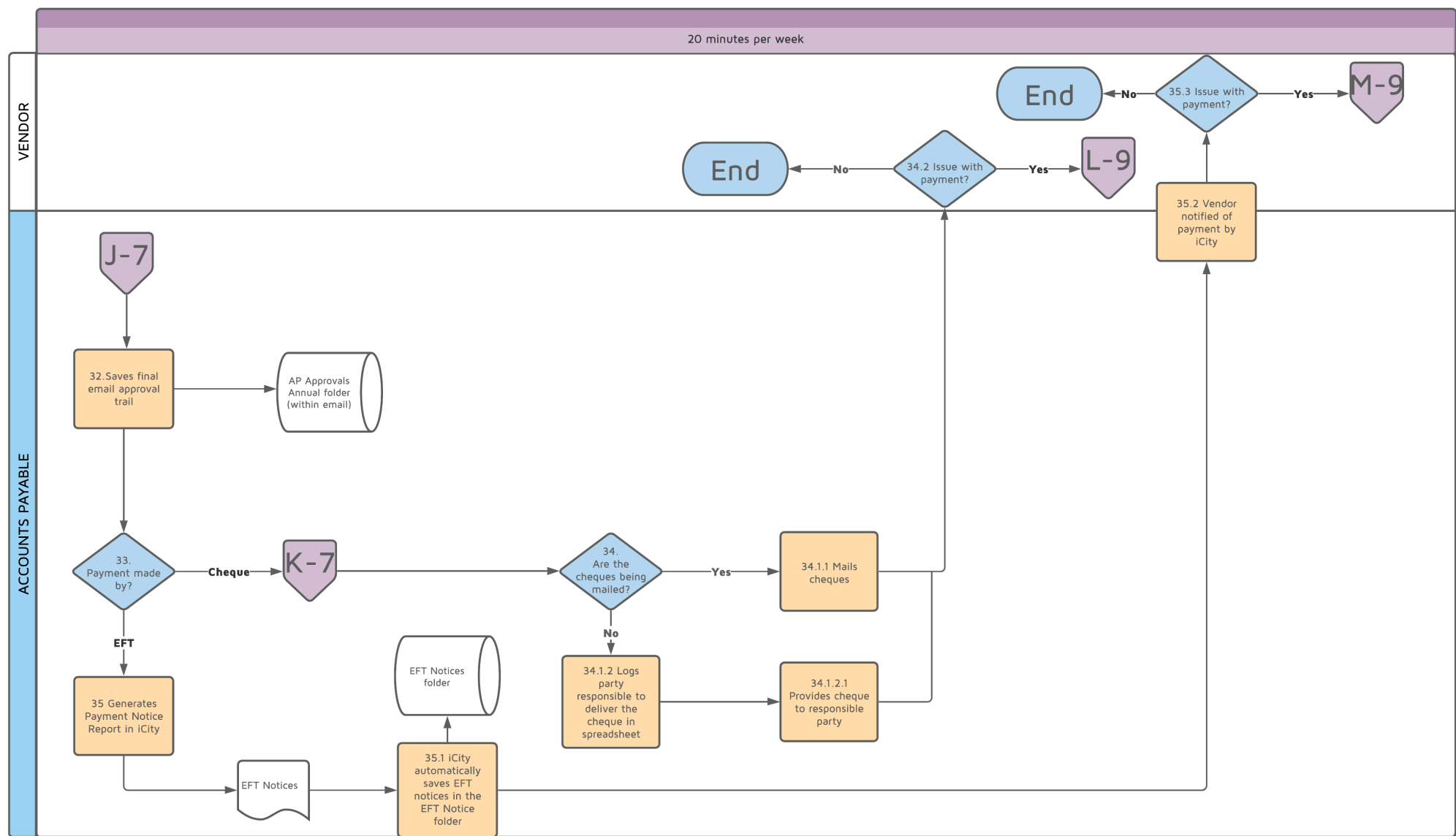
Appendix A - Accounts Payable Process - Invoice Entering and Preparation for Payment Matching (Page 6)



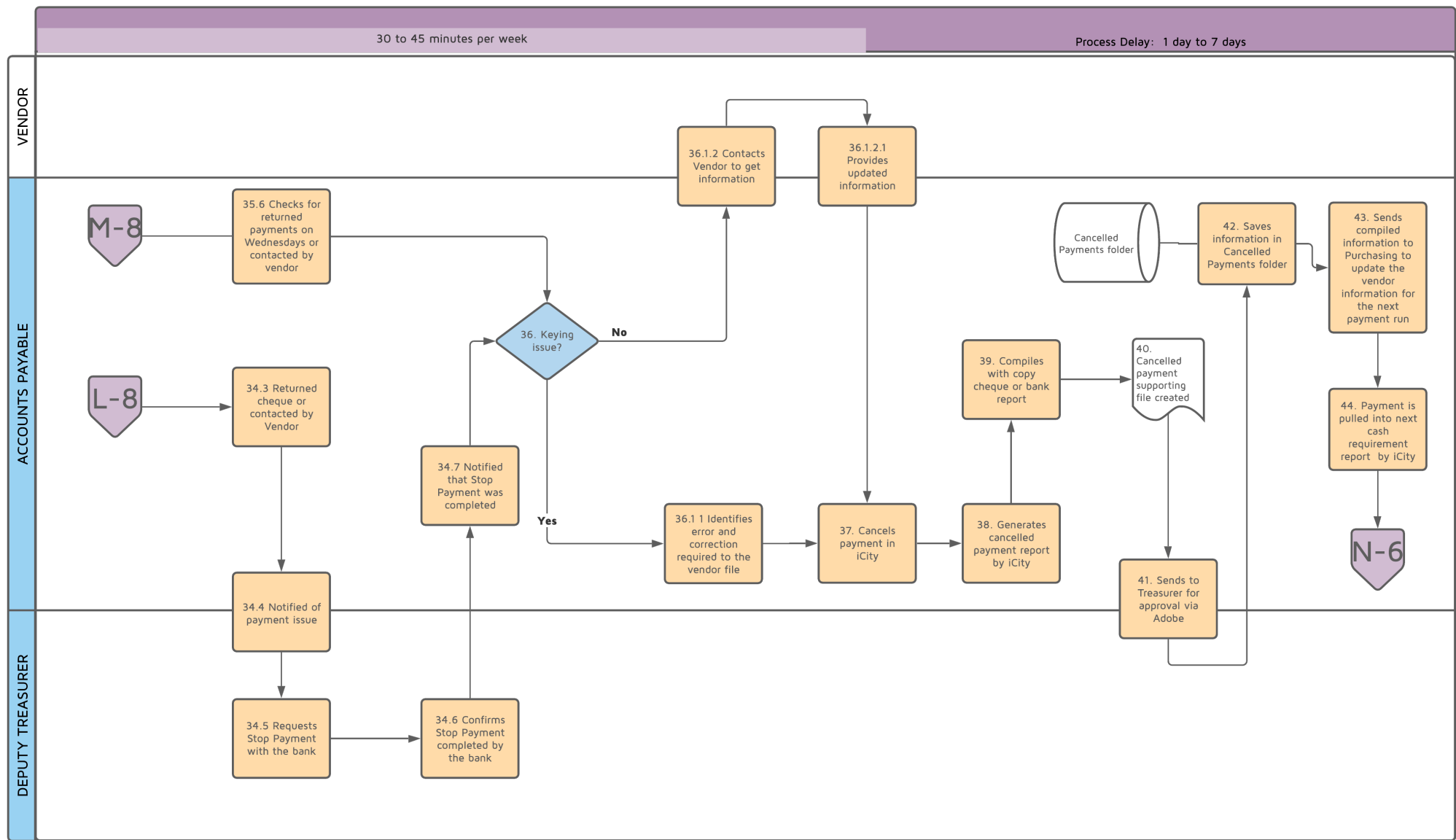
Appendix A - Accounts Payable Process - Payment Made (Page 7)



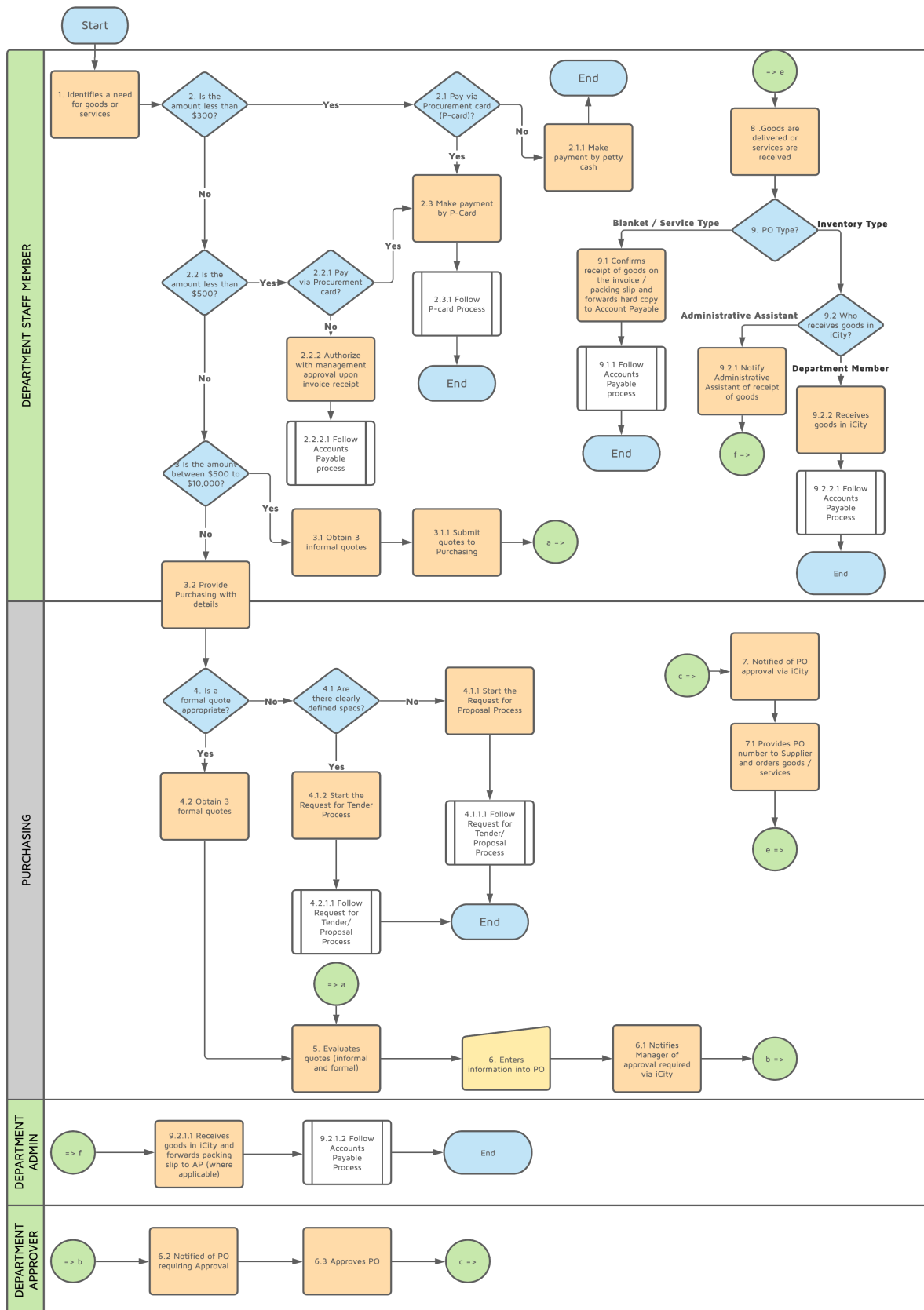
Appendix A - Accounts Payable Process - Payment Made (Page 8)



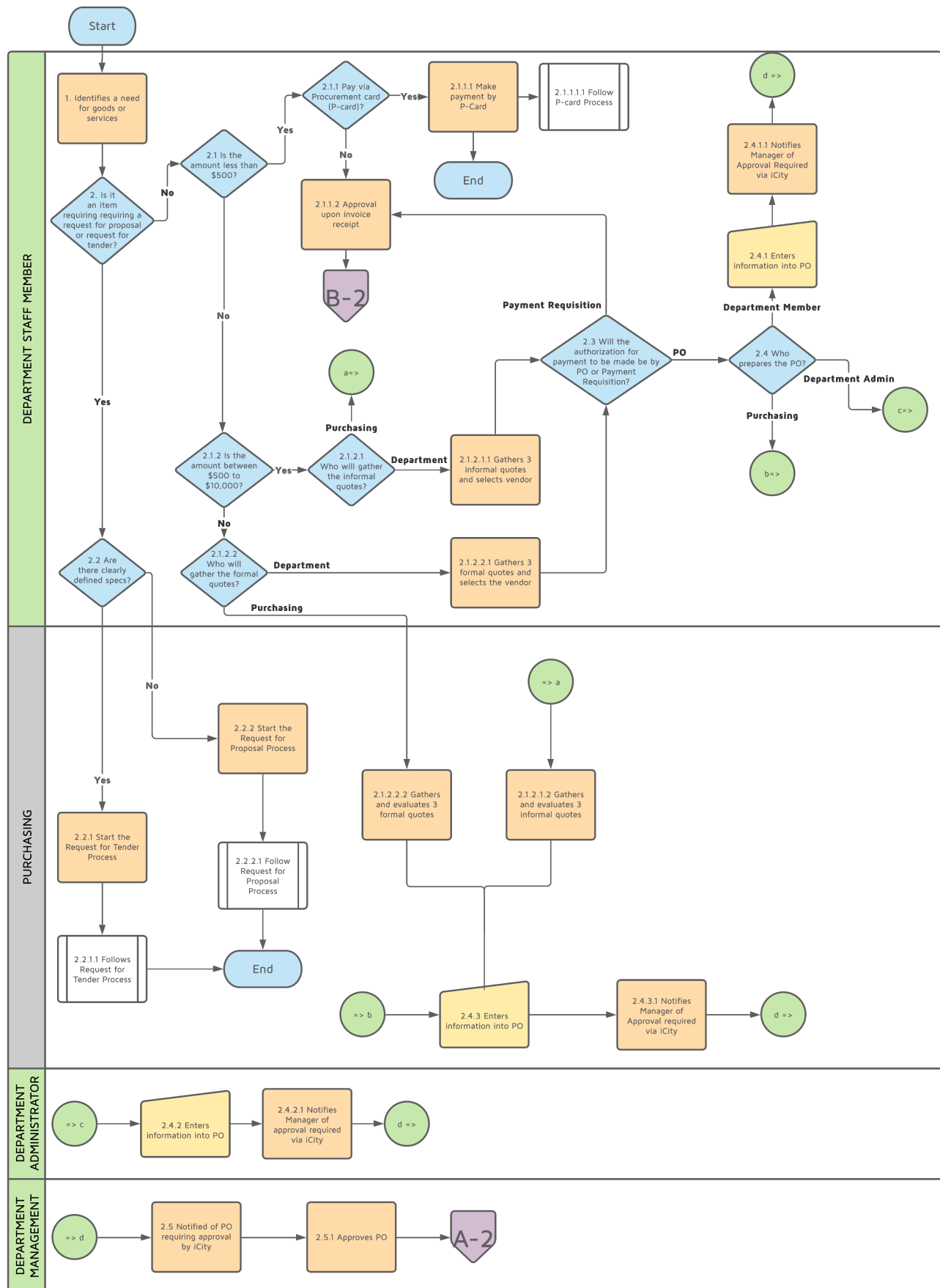
Appendix A - Accounts Payable Process - Returned Payment (Page 9)



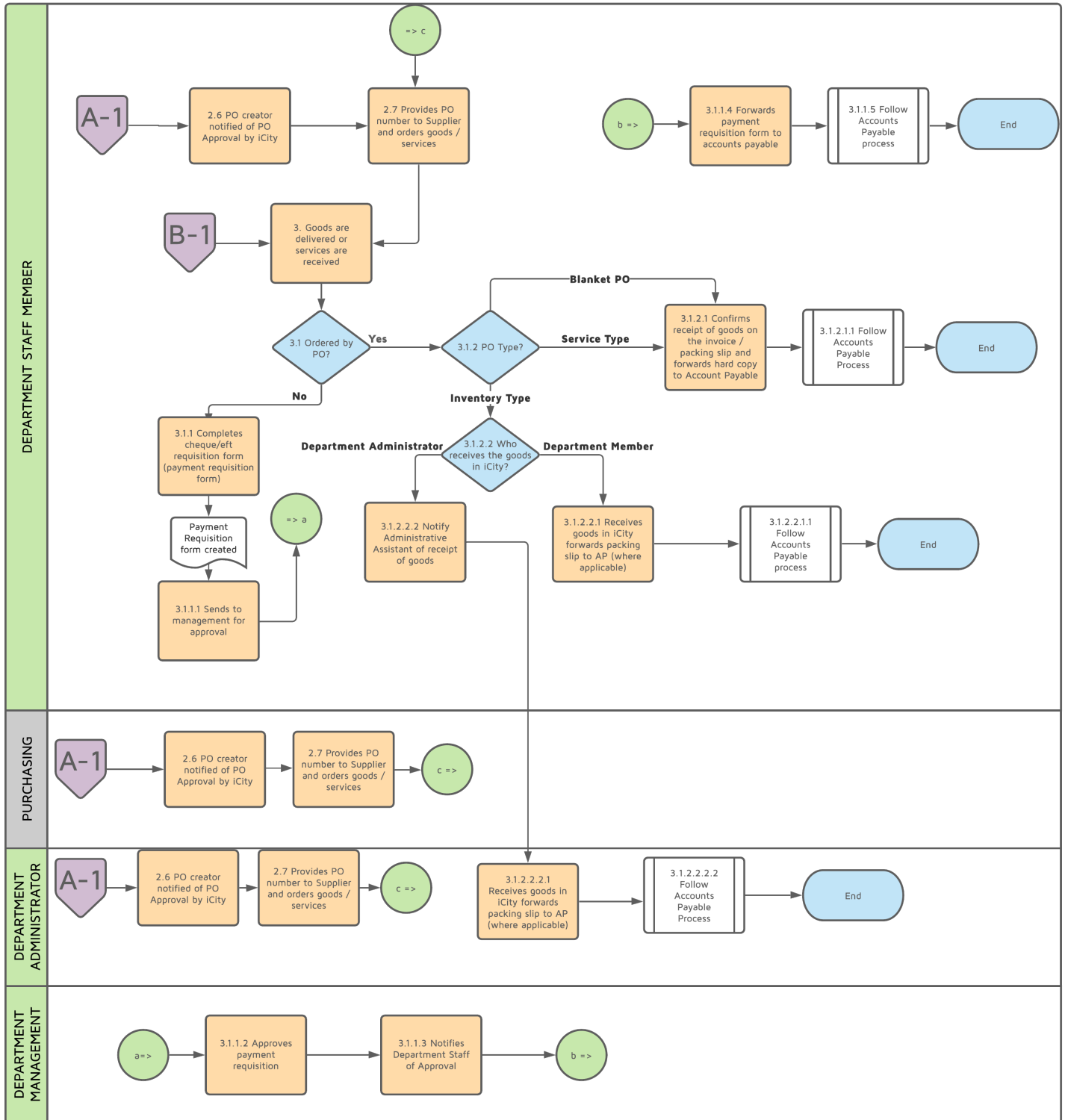
Appendix B - Procurement Process per Policy



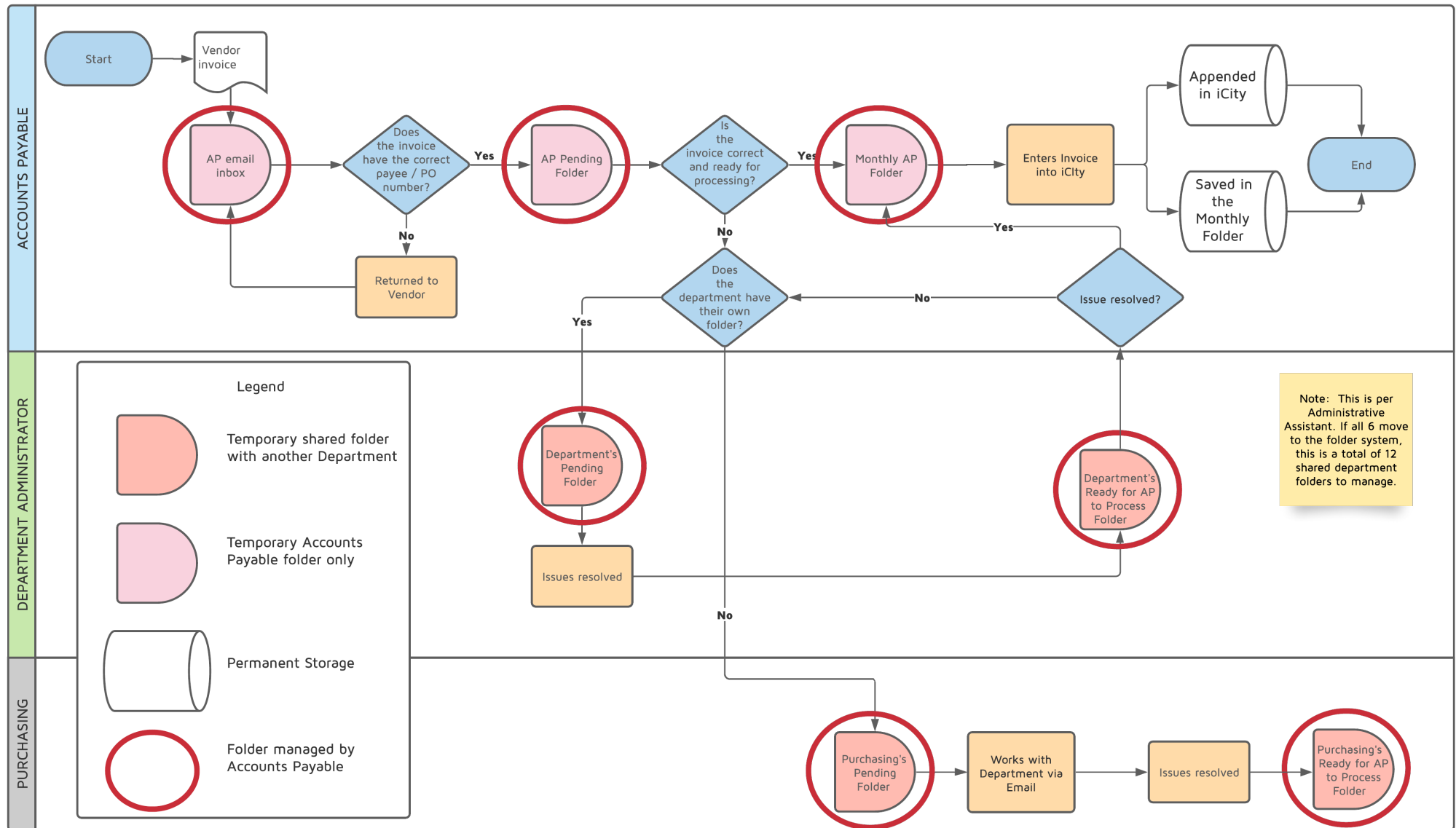
Appendix C - Current Procurement Process



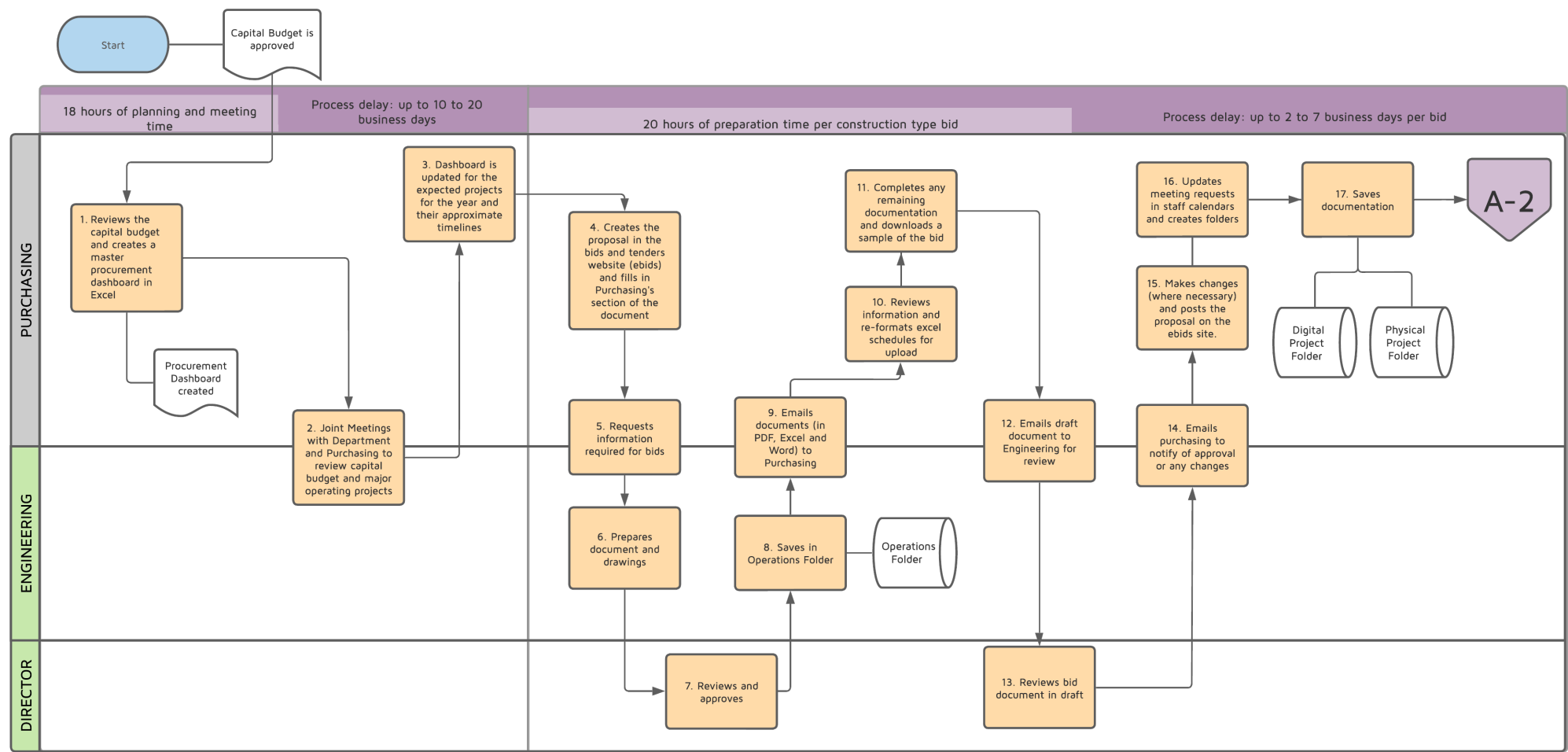
Appendix C - Current Procurement Process (Page 2)



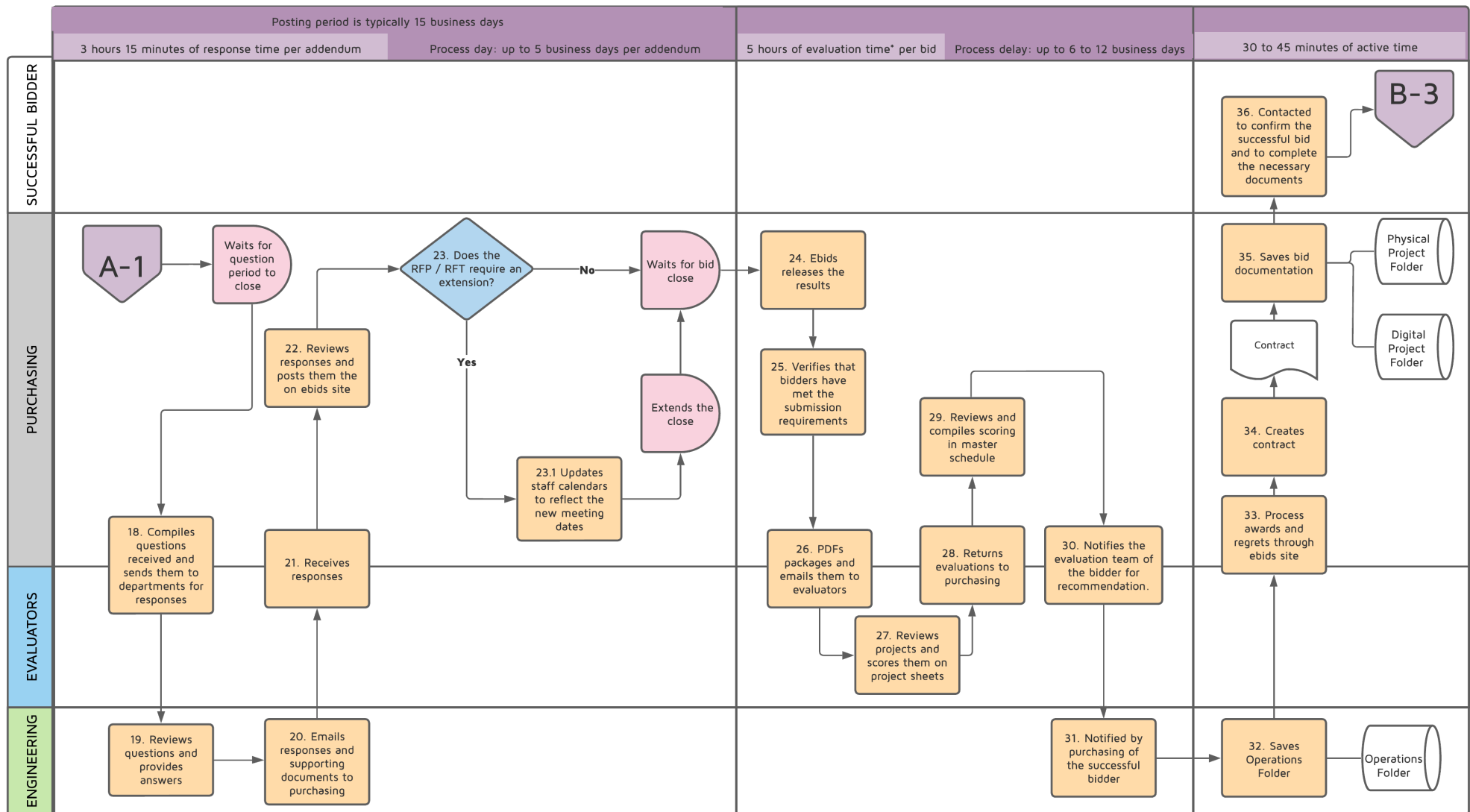
Appendix D - Invoice Management System



Appendix E - Request for Proposal Process - Construction Type

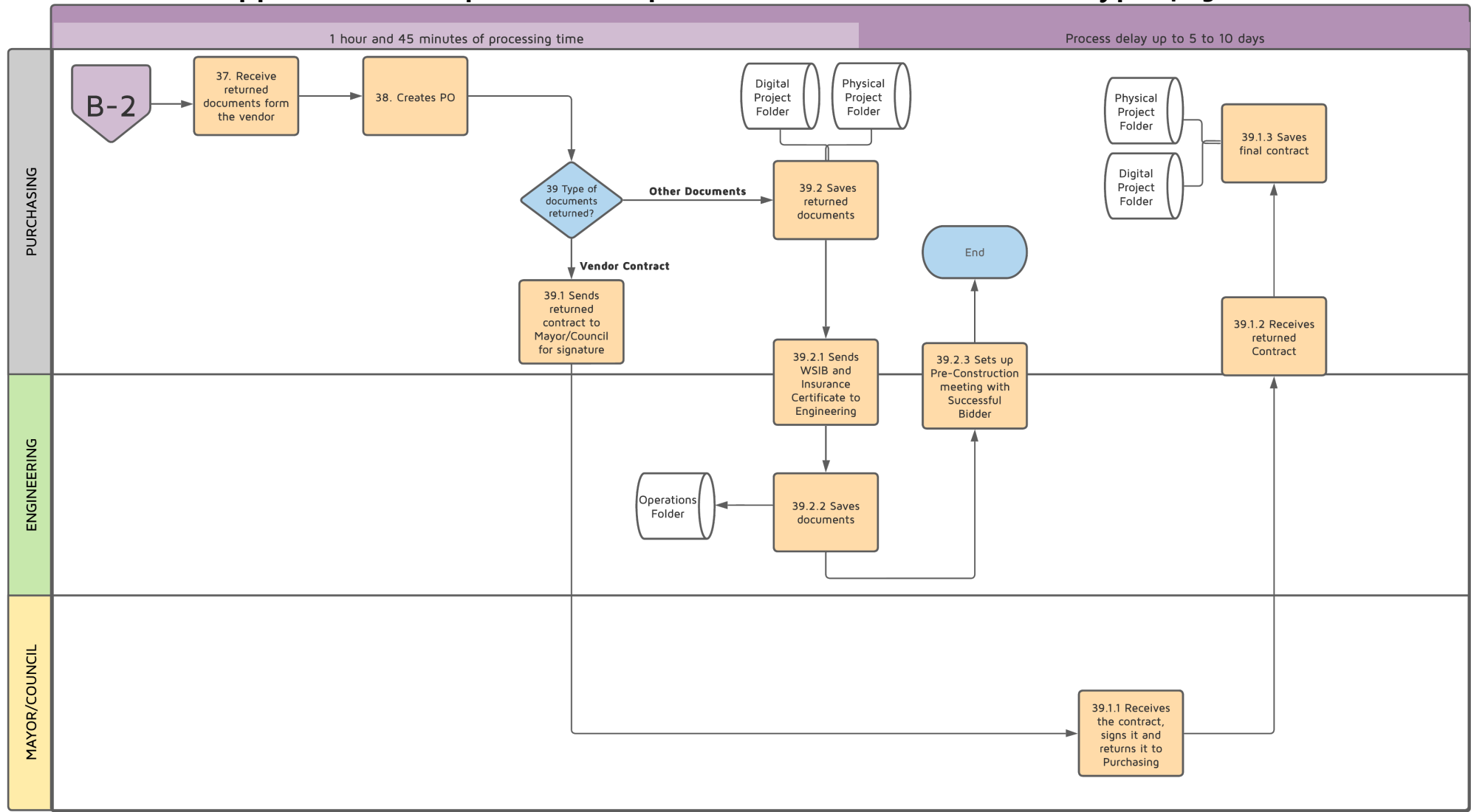


Appendix E - Request for Proposal Process - Construction Type (page 2)

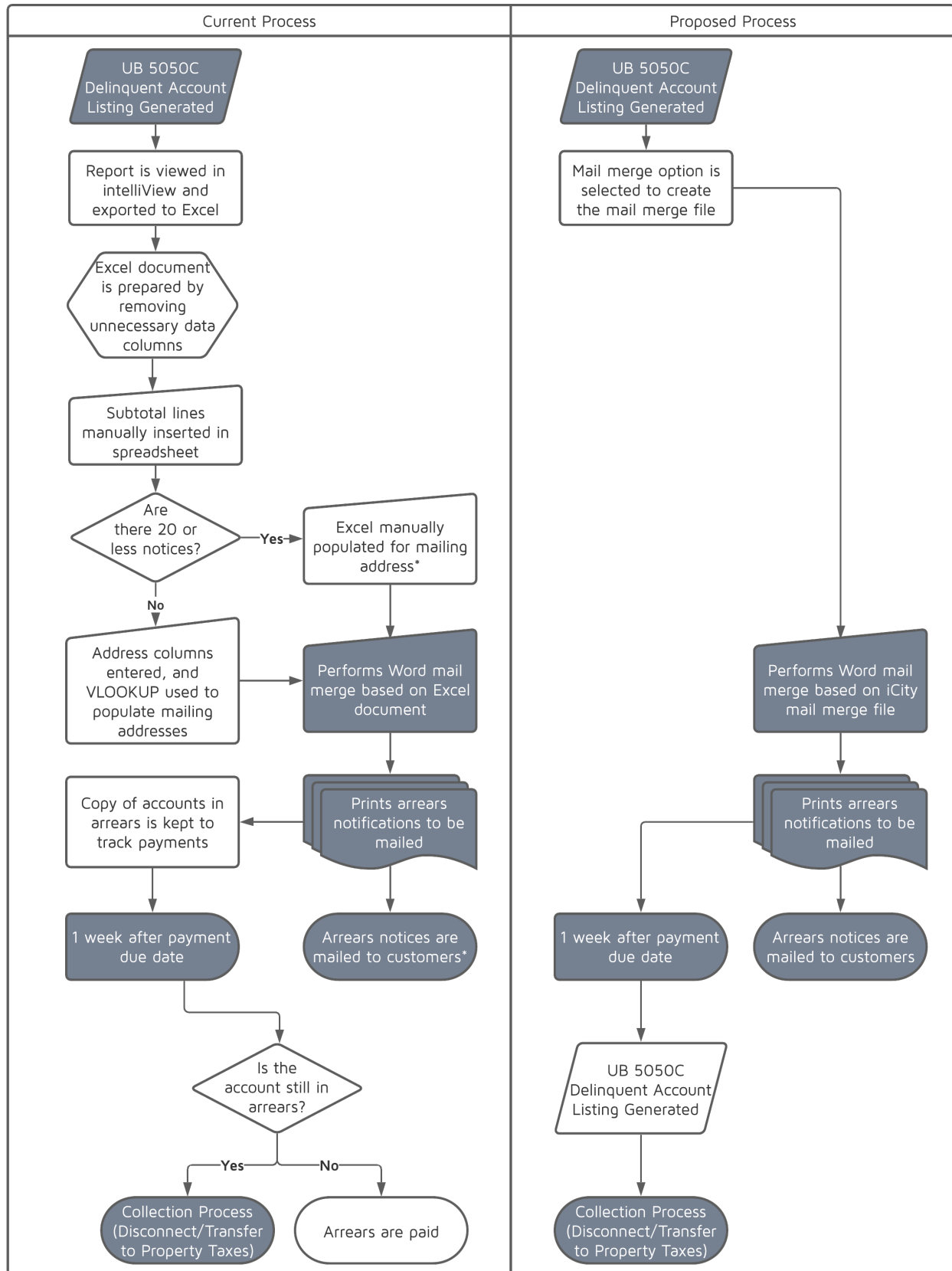


* Includes evaluation time for 1 evaluator.

Appendix E - Request for Proposal Process - Construction Type (page 3)



Appendix F - Utilities Arrears Letter Process



*The Revenue Analyst provides assistance to the Water Clerk if manually populating mailing addresses or to complete the mailing.

Appendix G - Detailed Summary of Findings

Component Area	Findings
Automation of Capital Budget Book	<ul style="list-style-type: none"> Capital budget Excel sheets require repetitive manual manipulation Reserve forecasts are no longer linked within Excel, and require manual entry Capital Projects are manually renumbered after each change to the budget Quarterly capital actual to budget reporting is manually maintained in Excel
Bank Reconciliation & Month-End Close	<ul style="list-style-type: none"> Bank reconciliations require manual manipulation and matching Month end closes are not currently being performed
Payroll Automation	<ul style="list-style-type: none"> Staff can access all codes in the time entry module, resulting in miscoding of time Time sheet approval deadlines are not observed Time sheets are approved by supervisors but require frequent adjustments by the Payroll Clerk Manual calculations are done to verify that part-time hours do not exceed maximum Manual calculations are done to verify that vacation, sick and banked time are within limits Manually reviewing CPP and EI eligibility each pay period Manually calculated pay rate changes
Procure-to-Pay	<ul style="list-style-type: none"> Inconsistency with the initiation of the purchasing process Decentralized invoice receipt and administration Monitoring for incoming invoices and initial invoice screening is a manual process Communication is disconnected for new vendor setups Three way invoice matching is manual and requires significant administration P-Card Process is Manual and Paper-Based
Automation of Request for Proposal Process	<ul style="list-style-type: none"> Identifying and planning for bids relies on numerous, cross-departmental meetings Administration of bids requires extensive coordination of dependent tasks Bid templates are not stored in a centralized library Addenda are frequent and require additional administration and coordination Proposal evaluations are prepared manually rather than using the
Utility Billing	<ul style="list-style-type: none"> Arrears listing is manually produced to include the mailing address Consumption estimates are manually identified and calculated through individual account lookups Final billings are performed manually without the same edit listings as a regular bi-monthly billing Work Orders are used only to record non-usage fees on an account
Management Reports and Data Mining	<ul style="list-style-type: none"> Unknown Lifetime of IntelliVIEW Deficiencies in RIM Reporting Module

Appendix H - List of Acronyms & Abbreviations

Ad Hoc	A report produced on the fly for a specific purpose, normally not used again
AP	Accounts Payable
ASCII	A plain text file
bid	Refers to the request for proposal and request for tender process
CRA	Canada Revenue Agency
csv	A comma separated value file, commonly exported from ERP software
ERP	Enterprise Resource Planning. For Pelham, refers to iCity software
FHB	F.H. Black & Company Incorporated
GL	General Ledger, often used in the context of General Ledger account numbers
HST	Harmonized Sales Tax
OCR	Optical Character Recognition
pdf	Portable Document File format developed by Adobe, often refers to the file itself
PSR	Public Service Request
RFP	Request for Proposal
RFT	Request for Tender
SLT	Senior Leadership Team
Stat	Statutory Holiday

Subject: Modernization Grant Human Resources Digitalization Report

Recommendation:

BE IT RESOLVED THAT Council receive Report # 2022-0025- Corporate Services – Modernization Grant Human Resources Digitalization Report, for information;

AND THAT Council receive the Modernization for HR Digitalization Report, for information;

AND THAT Council approve the posting of this report on the Town of Pelham website as required by the grant agreement.

Background:

The Town of Pelham received a Modernization Grant Phase 2 for its “Digitize Human Resources Performance Management System” application.

A comprehensive performance management software is required which includes job descriptions, evaluations, and individual performance goals in the context of organizational and departmental goals. The current paper/document based system is time consuming and cumbersome, resulting in less than optimal compliance with performance reviews.

The objectives of the review are as follows:

1. Review current performance management system, identifying strengths, weaknesses and gaps
2. Identify performance management software that addresses the weaknesses and gaps in current system and that provides a comprehensive, digital solution
3. Create an implementation plan for proposed performance management software

The Expected Outcome:

The recommendations from this review will be used to improve the performance management system, thereby increasing compliance and improving performance

management.

Analysis:

The consultants reviewed the Town's current Performance Management system. They conducted interviews with staff members on the current system. A Technology Assessment Matrix was used to evaluate various Human Resources Software platforms. The scope of the review included also reviewing Human Resources Information Systems. Pricing was obtained for just a Performance Management System; for only a Core Human Resources solution; and also for a combined Performance Management System and a Core Human Resources Solution.

This report is required for the Town to make a grant application for the Modernization Grant Phase 3 for the implementation of the software. This grant application was made on October 19, 2021 in the amount of a minimum of \$54,600 to a maximum of \$108,100.

Financial Considerations:

The grant received was \$60,000. The cost of the consultants was \$20,464. Therefore, there is no impact to the operating budget for this review.

Alternatives Reviewed:

N/A

Strategic Plan Relationship: Strong Organization

A robust Human Resource Performance Management system is important to engage staff and provide performance feedback. The current system is all manual. A technology-based system will make it easier for staff to use. There is only one person in Human Resources at the Town. The automation of Human Resources will help this department of one.

Consultation:

Human Resources & Health and Safety Coordinator

Manager Information Technology

Other Pertinent Reports/Attachments:

HR Strategies Consulting: Town of Pelham Findings and Recommendations Report

Prepared and Recommended by:

Teresa Quinlin-Murphy, FCPA, FCA, MBA
Director of Corporate Services & Treasurer

Prepared and Submitted by:

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



Town of Pelham

Findings and Recommendations Report

Prepared By: Peter Santini

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Consulting Practice 647.400.4855
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HR Strategies Consulting

100 York Blvd, Suite 200
Richmond Hill, ON
L4B 1J8

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PROJECT OBJECTIVE

HRSC has partnered with the Town of Pelham to conduct an external review and assessment of the Town's current Performance Management system and provide a recommendation to implement a new technology-based Performance Management Process and Tool. In addition, the Town also asked HRSC to provide some consultation and direction on a future HRIS tool for the Town.

Project Teams

HRSC Project Members

- Peter Santini – Client Engagement Manager
- Eric Verbonac – Project Manager
- Lesley Dalzell – Senior HR Consultant

Town of Pelham Project Team Members

- Brianna Langohr – HR/H&S Co-Ordinator
- Teresa Quinlin-Murphy – Director, Corporate Services & Treasurer
- Mike Guglielmi – Information Technology Manager

Key Review/Analysis Activities:

- Review of all relevant documentation of policies and procedures
- Discovery sessions and/or interviews with key resources
- Review of current business/HR technology being used by the Town
- Review and assessment of potential Performance Management/HRIS Technology Products

Current Performance Management Program Summary

Currently the Town has two manual or paper-based performance management processes in place. One for staff and one for Senior Leadership. Fundamentally both processes are similar in that the processes are based on measuring employee performance through goals and competencies. Although the current process is manual and time consuming, the Town's performance management system aligns with many current "best practices" in performance management. The current system is well understood and accepted by staff and management.

[Appendix "A"](#) provides a summary of feedback from interviews conducted with a cross section of staff and management. HRSC interviewed a total of seven (7) Town of Pelham staff. Management and employee representatives.

Performance Management Process Recommendation

HRSC recommends that the Town maintain its current Performance Management processes. Although any on-line solution will enable the Town to manage multiple performance management processes (a different performance form, rating, union, non-union for different employee groups), HRSC recommends that the Town, taking into account the similarities of the two current processes, the size of the employee population and current level of awareness and understanding of the two processes in place, consider adopting the SLT Performance Management process for all employee groups. Moving to one Performance Management process is simpler to administer, easier to measure performance consistently across the organization (same ratings) and leads to a greater alignment between organizational goals and individual goals.

Performance Management Technology Review/Assessment

HRSC conducted a preliminary review and assessment of a number of potential Performance Management Technology products that would meet the current and future needs for the Town of Pelham.

To ensure our assessment process would provide the Town with a product/tool that would meet its current needs as well as its future needs, we worked with the Town's project team to develop a Technology Rating Matrix.

The Technology Rating Matrix focused on these key measurement areas:

1. Usability
2. Functionality
3. Alignment to Client Road Map
4. Maintenance/Administration of Tool
5. Security of Information
6. Cost

HRSC initially reviewed eight (8) potential Performance Management technology products for the Town. That initial review resulted in the selection of four (4) short listed products. HRSC arranged product demonstrations with the short-listed organizations and HRSC then ranked/rated these products using the Matrix. The four products reviewed and rated are:

1. SpriggHR
2. HiBob
3. Success Factors PMGM
4. IntelliHR

To provide the Town with a broad view of the types of technology that is available, HRSC selected potential tools that represent a diverse cross section from entry level solutions to top tier solutions.

In addition, HRSC also selected potential products that could be integrated with an HRIS tool in the future or was part of a “module” of a full suite of a HR Technology solution.

[Appendix “B”](#) shows the full Technology Assessment Matrix and the results of HRSC’s assessment/ratings of the four tools reviewed.

HR Technology Recommendation

HRSC understands and acknowledges that the Town of Pelham must follow a prescribed procurement process once the Town initiates the process to purchase a Performance Management tool, and therefore our recommendation on any specific product or tool can only be viewed with that perspective in mind.

HRSC recommends that the Town of Pelham initiates a procurement process to find and select an electronic based Performance Management tool. If the Town’s procurement practice allows for an “invitation” based or “pre-selected” selection process, HRSC suggests that the Town issue an invitation to the four organizations representing the products assessed and reviewed by HRSC. As HRSC has conducted a moderately detailed review and analysis of these products, effectively narrowed down the appropriate options for the Town to review, this would expedite the Town’s timeline to select and implement a tool.

HRSC would rank the four selected short-listed products in the following order:

1. Hibob (Performance & Core HR)
2. SpriggHR (Performance)
3. Success Factors, PMGM (Performance & Core HR)
4. IntelliHR (Performance & Core HR)

All four of these tools would meet the Town’s current and future HR Technology needs. Three of the four products reviewed, can provide the Town with both a Performance Management tool and a Core HR Tool (Hibob, Success Factors and IntelliHR) within the same technology platform. SpriggHR is predominately a Performance Management tool with some basic employee data capabilities, however SpriggHR is able to integrate with any Core HR tool platform in the marketplace. These products have very similar Performance Management capabilities and are very comparable in terms of pricing and costs. However, we believe that once a formal procurement process has been completed, the Town may likely be able to negotiate more favourable terms.

In terms of pricing/costs, we have ranked the four products as follows:

1. SpriggHR

2. Hibob
3. IntelliHR
4. Success Factors, PMGM

[Appendix “C”](#) provides a product summary for all four rated solutions.

General Pricing and Costing

HR solutions are offered at several different price points. Price points are determined by the features used and additional services, such as integrations. Features and services that can impact pricing are:

- Additional features like recruiting, onboarding, time and attendance, scheduling, learning, etc.
- Integration with existing business solutions within and outside of HR (Payroll, Finance, Operations).
- Add-on services such as continued support, training, and customer success.
- One-time fees for setup and implementation.

HR solution vendors also have various pricing structures, depending on how their platforms are designed. The most common pricing models are:

- Pay Per Employee Per Month: You pay a monthly fee for each employee in your organization.
- Pay Per User Per Month: You pay a monthly fee for administrative users of the software, not all employees. Just make sure when a solution vendor says “users” they really don’t mean “all employees.”
- One-Time Payment: You pay a large lump sum up front based on the features you need or sometimes based on company size.

The size of your company and system features may determine which pricing structure you end up using.

Based on our preliminary discussions, followed by our short-list Performance Management Technology review, our preliminary estimated expenses related to the implementation and operation a Performance Management Solution and a Core HR HRIS Solution have been validated.

The following chart provides an overview of the potential costs the Town would incur to implement one or a combination of these solutions.

Cost for Performance Management Solution Only

Solution Category	Annual Licensing Fee Range (per employee per month)		One-Time Implementation/Set-Up Fees		One-Time Additional Fees (Integrations/Additional Training/Unique Configurations)	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Top Tier	\$4.00	\$6.00	\$15,000.00	\$20,000.00	\$5,000.00	\$7,500.00
Mid Tier	\$4.00	\$6.00	\$10,000.00	\$15,000.00	\$5,000.00	\$7,500.00
Entry Tier	\$4.00	\$6.00	\$10,000.00	\$15,000.00	\$5,000.00	\$7,500.00

Costs for a Core HR Solution Only

Solution Category	Annual Licensing Fee Range (per employee per month)		One-Time Implementation/Set-Up Fees		One-Time Additional Fees (Integrations/Additional Training/Unique Configurations)	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Top Tier	\$7.00	\$10.00	\$40,000.00	\$50,000.00	\$10,000.00	\$15,000.00
Mid Tier	\$6.00	\$9.00	\$30,000.00	\$40,000.00	\$10,000.00	\$15,000.00
Entry Tier	\$6.00	\$8.00	\$20,000.00	\$30,000.00	\$10,000.00	\$15,000.00

Costs for a combined Performance Management and Core HR Solution

Solution Category	Annual Licensing Fee Range (per employee per month)		One-Time Implementation/Set-Up Fees		One-Time Additional Fees (Integrations/Additional Training/Unique Configurations)	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Top Tier	\$11.00	\$16.00	\$55,000.00	\$70,000.00	\$15,000.00	\$22,500.00
Mid Tier	\$10.00	\$15.00	\$40,000.00	\$55,000.00	\$15,000.00	\$22,500.00
Entry Tier	\$10.00	\$14.00	\$30,000.00	\$45,000.00	\$15,000.00	\$22,500.00

Note: Town of Pelham may be able to negotiate some reductions in the One-Time Implementation costs should the Town decide to purchase multiple modules with a vendor.

These estimates are based on the following assumptions:

1. Any solutions selected will be cloud based.
2. A minimum of 100 employee licenses.
3. Basic implementation and training

APPENDIX A: SUMMARY OF FEEDBACK

QUESTIONS	KEY THEMES
What are the strengths of the current Performance Management process?	<ul style="list-style-type: none"> • Well understand and accepted • Provides opportunity to receive feedback • Ensures employees and managers meet to discuss goals/expectations • Standard ratings
What are the challenges/problem areas with the current PM process?	<ul style="list-style-type: none"> • Performance review process can create anxiety with some employees • Not linked to monetary recognition • Administrative burden • Inconsistent ratings across managers • Limited access to historic reviews
Any suggested improvements you would like to see?	<ul style="list-style-type: none"> • Reduce administration burden • Provide training to managers on providing feedback • Tie to monetary recognition • Implement an on-line tool • Use the same approach for both employees and managers
What are your thoughts on the current Performance Rating Scale?	<ul style="list-style-type: none"> • 5-point scale is good • Could be better defined • Can be subjective
What are your thoughts on the current Core Competencies?	<ul style="list-style-type: none"> • Well defined and understood • Sometimes difficult to connect to all jobs
How would you rate the current Goal/Accomplishment process?	<p>1 poor – 5 excellent</p> <p>Average Score: 3</p>
How would you rate the effectiveness of the feedback you receive through the PM process?	<p>1 poor – 5 excellent</p> <p>Average Score: 3</p>
How would you rate the effectiveness of the skill/professional development component of the PM process?	<p>1 poor – 5 excellent</p> <p>Average Score: 3</p>

Does the PM process effectively recognize different levels of performance?	<p>Overall split perspective on this question. 50% indicated the PM Process did not effectively recognize different levels of performance and 50% said it did.</p>
Have you ever worked with an electronic based performance management tool?	<p>Yes No</p> <p>Majority of participants have not had exposure to an electronic performance system.</p> <p>All participants indicated that they believe the Town should implement one.</p>
What would you expect a PM tool to be able to provide to employees, managers?	<ul style="list-style-type: none"> • Reduce administration burden • Easy to track and manage performance related data • Accessible • Reduce anxiety • Provide reports • Easy to understand

APPENDIX B: TECHNOLOGY ASSESSMENT MATRIX

		Scoring (1 (poor) to 5 (excellent))			
Factor Weighting	Rating Factors	Hibob	Sprig HR	SF PMGM	IntelliHR
20%	Usability				
	Education/Training	3	3	3	3
	intuitive design	4.5	4.5	4	4
	In System Help	4	4	4	4
	Support - provided by vendor	3	3	3	3
	Ease of use	4.5	4.5	4	3.5
	Score	3.8	3.8	3.6	3.5
25%	Functionality				
	Meets ToPs Performance Management needs	4	4	4	4
	Allows for the setup & maintenance of an Organizational Structure	4	4	4	4
	Allows for Email integration/functionality	4	4	4	4
	Ease of accessibility to the system from various platforms (i.e. ToP's network, on the web, mobile platforms, etc.)	4	4	4	4
	Reporting and tracking capabilities on completed performance reviews and summary reports by leader, department, program on performance scores and goals/objectives. Ability to track the progress of set goals and objectives throughout the year. Ability to timely reporting and alerts to leaders and staff. Flexibility for both on demand and ad hoc reporting capabilities, allowing the administrator the ability to create and customize reports. provide	4	3	3	3
	Role level security	4	4	4	4
	Score	6	5.75	5.75	5.75
20%	Alignment to client Road Map				
	Ability to interface (and automate) with any HRIS, , to ensure up-to-date employee movement and accurate reporting structure. Have the capabilities of roll up/roll down based on organizational hierarchy.	5	3	4	4
	Able to use office 365	4	3	2	3
	Single Sign on and 2fa	4	3	2	3
	Score	2.6	1.8	1.6	2
5%	Maintenance/Admin of System				
	On going updates/releases from the vendor	4	4	4	4
	Fictional incidents/problems	4	4	4	4
	Ability to interface with other ToPs systems	4	4	3	4
	Allow for multiple Admin	4	4	4	4
	Test environment	4	4	4	4
	Score	1	1	0.95	1
25%	Security				
	Meets ToP's security & privacy Policies and Procedures	4	4	4	4
	Authentication including leveraging external authentication services that ToP uses (i.e. LDAP as well as password management and MFA support/integration)	4	4	4	4
	Audit reports	4	4	4	4
100%	Score	3	3	3	3
	Overall Scoring	16.4	15.35	14.9	15.25

APPENDIX C: HR TECHNOLOGY PRODUCT SUMMARY

SpriggHR

SpriggHR offers a user-friendly performance management solution that incorporates 360 / Multi-Rater Feedback, goal management, performance reviews and performance development. SpriggHR is specifically built for small and medium sized business. It should be noted that SpriggHR is primarily a single module product that focuses on Performance Management, however it does provide some basic employee data tracking, vacation tracking and some basic salary administration management. SpriggHR can be integrated with any HRIS solution currently on the market.

Features:

- "What If" Scenarios
- 360 Degree Feedback
- Anonymous Feedback
- Compensation Management
- Competency Management
- Customizable Templates
- Customization
- Dashboard
- Employee Database
- Employee Profiles
- Goal Management
- Goal Setting / Tracking
- Individual Development Plans
- On-going Performance Tracking
- Organizational Charting

HiBob

Hibob's is a full HRIS solutions product. The platform is able to manage information across the HR functional needs. The platform is module based and can provide support in areas such as employee onboarding, attendance management, to time-off tracking, benefits management, workflows, performance management, people analytics, compensation management, and integrations with leading payroll providers. The breadth of core HR functionality gives HR teams everything they need to operate efficiently. Their Performance module provides monitoring and measuring employee performance by setting goals, managing reviews and tracking results. The platform also provides for ongoing feedback through check-ins, self-assessments and peer reviews. Hibob requires an organization to implement its CoreHR module in order to implement any other modules.

Features are displayed in alphabetical order:

- 360 Degree Feedback
- Compensation Statements

- Activity Dashboard
- Applicant Tracking
- Benefits Management
- Budgeting/Forecasting
- Collaboration Tools
- Compensation Management
- Compensation Plan Modeling
- Create Subtasks
- Customizable Templates
- Dashboard
- Deduction Management
- Document Management
- Electronic Forms

intelliHR

intelliHR is full HRIS solution. It is a strategic people management platform that helps enhance performance, culture, engagement, and retention. With built-in analytics and AI, leaders can get actionable insights in real-time about their people and organization. intelliHR is a module-based solution which can support Core HR, HR analytics, Compliance, Performance, Onboarding, Employee Engagement, and HR Analytics. intelliHR requires an organization to implement its Employee Engagement (Core HR) module prior to implementing any other module.

Features:

- 360 Degree Feedback
- AI/Machine Learning
- Benchmarking
- Budgeting/Forecasting
- Compensation Management
- Contractor Management
- Customizable Templates
- Customization
- Dashboard
- Data Analysis Tools
- Data Discovery
- Document Management
- Electronic Forms
- Electronic Signature
- Employee Database

SAP SuccessFactors PM/GM

SAP SuccessFactors is a modular enterprise solution. SuccessFactors has solutions for Core HR, Recruitment, Onboarding, Performance Management, Succession Planning, Career Development, Learning Management. The Performance & Goals module allows an employer to align organizational strategy and goals, with employee goals and behaviors. SF PMGM module allows the development, management and tracking of goals, regular check-in meetings, multiple performance review cycles,

multi-rater feedback, talent management calibration as well as employee development and learning. SF PMGM can be implemented as a stand-alone module. The module does provide for the tracking a basic employee data.

Features:

- Activates and achievement tracking
- Continuous coaching and feedback
- Mobile goal management
- Goal Sharing
- 360-degree reviews and feedback
- Writing assistant and coaching advisor
- Legal Scanning
- Calibration
- Employee Database
- Employee Profiles
- Goal Management
- Setting / Tracking
- On-going Performance Tracking

APPENDIX D: HR TECHNOLOGY TERMINOLOGY

Core HR Software

Core HR (core human resources) is an umbrella term that means the basic functions of an HR department; the basic data captured about employees; and the software used to manage basic HR processes.



Although functions vary from vendor to vendor and specific software, core HR platforms typically store basic information about an organization's employees in a centralized database. The database contains personally identifiable information (PII) such as employee addresses, birth dates, job information, benefit information, job location, etc.

Human Resources Information System (HRIS)

HRIS stands for Human Resources Information System. The HRIS is a system that is used to collect and store data on an organization's employees.

In most cases, an HRIS encompasses the basic functionalities needed for end-to-end Human Resources Management (HRM). It is a system for recruitment, performance management, learning & development, and more.

An HRIS is also known as HRIS software. This is a bit confusing as it implies that different systems can have different software running on them. However, this is not the case. The HRIS is, in essence, an HR software package.

The HRIS can either run on the company's own technical infrastructure, or, more common nowadays, be cloud-based. This means that the HR software is running outside of the company's premises, making it much easier to update.

Performance Management Technology/System

A performance management system tracks the performance of employees in a manner that is consistent and measurable. The system relies on a combination of technologies and methodologies to ensure people across the organization are aligned with – and contributing to – the strategic objectives of the business.

HR technology is one of the keys on modern human resources management. It is significant in every HR area including performance management. Technology in performance management is brought by the use of computers, networks, specific apps, and mobile technology to help performance management processing. The result is improvement in efficiency and output of performance management system.

Technology in performance management could make big difference in the process, implementation, cost, and appraisal. The benefits are including:

- Technology simplifies the evaluation process. With technology, evaluation process could be done in simple system that will reduce time for the managers and related parties to deal with administrative aspects
- With technology, managers will easily monitor performance and keep track of the measures, objectives, and achievements. Even it is possible to do the monitoring from distance with the use of network and mobile technology.
- Collecting and broadcasting information is now very easy with the use of technology. Managers could easily gather information from variety of sources, including individual job, surveys, and supervisory information. Information is also easily spread to related parties so everybody could get sufficient information. It will increase employee's satisfaction and reduce the potency of misunderstanding because they get actual information from trustworthy source.
- Technology is also useful in the creation of analysis and reports. It will help to calculate evaluation scores and show it in the reports. In addition, the system may generate

comprehensive reports that would be very useful to demonstrate the strength and weakness of organization to the executives.

Subject: FCM Asset Management Funding for Summer Engineering Student

Recommendation:

BE IT RESOLVED THAT Council receive Report #2022-018 Corporate Services – FCM Asset Management Funding for Summer Engineering Student, for information;

AND THAT Council approve the application for the FCM Asset Management funding for an Engineering summer student.

Background:

Federation of Canadian Municipalities (FCM) Asset Management Funding

FCM funds a broad spectrum of asset management-related activities:

- Asset management assessments
- Development of asset management plans, policies and strategies
- Asset-related data collection and reporting
- Asset management training and organizational development
- Knowledge transfer around asset management

Applications are accepted year-round. There is no deadline to submit an application, however grants are subject to fund availability. This call for applications will close when the funding has been allocated.

Projects must be completed within 12 months of receiving your funding approval notice.

Available funding:

80% of total eligible project costs, to a maximum of \$50,000 for individual applications

Analysis:

The application will be to hire one engineering summer student who will take inventory and condition assessment of the Town's sidewalks and hard surfaced trail network. This information will be included in the Town's Asset Management Plan.

This Engineering student will:

	Activity	Deliverable
1	Collect data on the condition of sidewalks and hard surface trails	Condition assessment report for all sidewalks and hard surface trails
2	Collect data on all soft surface trails	Updated trail maps and trail network mapping platforms
3	Assist with the asset management condition assessment	Condition assessment report for Storm Sewer and Sanitary Sewer Inspections

The outcome of this funding will achieve a better Level of Service for the Sidewalk and Trail Users.

It will gain a better understanding of the current condition of the Storm and Sanitary Sewers to better forecast the life cycle of the assets for replacement.

Financial Considerations:

The total grant application is for \$16,000 of which the Town will be responsible for \$3,200. The Town has these funds in its existing operating budget for 2022.

Alternatives Reviewed:

The alternative is not to apply for this grant. As a result, the sidewalk and trail condition assessment will not be completed as part of the Asset Management Plan.

Strategic Plan Relationship: Financial Sustainability

It will continue to provide more asset inventory information for the Asset Management Plan on sidewalks and trails. This will help in the capital planning of the Town's assets.

Consultation:

Director Public Works

Manager Engineering

Other Pertinent Reports/Attachments:

N/A

Prepared and Recommended by:

Teresa Quinlin-Murphy, FCPA, FCA, MBA
Director of Corporate Services & Treasurer

Prepared and Submitted by:

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

Subject: Special Pre-authorized Property Taxes COVID-19 Payment Plan for 2022**Recommendation:**

BE IT RESOLVED THAT Council receive Report # 2022-0017- Corporate Services – Special Pre-authorized Property Taxes COVID-19 Payment Plan for 2022;

AND THAT Council approve the Special Pre-authorized Property Taxes COVID-19 Payment Plan for 2022 in order to offer flexibility for tax payers facing financial challenges due to the pandemic.

Background:

The COVID-19 Pandemic has resulted in severe financial hardship for some property tax payers. The Town responded by mitigating this financial hardship for Pelham residents in 2020 by suspending interest and penalties for three months for property taxes and utility bills.

In order to help residents who have incurred financial hardship in 2020, the Town also approved a Special Pre-authorized Property Taxes COVID-19 Payment Plan for 2021. This Special Payment Plan allowed residents to pay their outstanding 2020 and 2021 property taxes over a 10-month period (starting in March 2021).

Property owners using the program were able to pay their outstanding 2020, 2021 tax amount and their 2021 taxes through equal instalments penalty and interest free.

The relief is available for tax payers who had paid their taxes in full as of February 28, 2020 but were now experiencing hardship due to the pandemic. Hardship could include such experiences as loss of employment, illness or death of a family member, closure of a business. There was one resident that used this Special Pre-authorized Property Taxes COVID-19 Payment Plan in 2021.

Residents must be able to provide proof or attest to financial hardship related to the pandemic.

Since the pandemic is on-going as of January 24, 2022, staff is recommending an extension of this Special Pre-authorized Property Taxes COVID-19 Payment Plan for 2022.

Applications are due by February 18, 2022 for the 10-month payment period. If applications are received after this date, the payment period is reduced by the number of months left in 2022.

Analysis:

The benefit of this Special Pre-Authorized Payment Plan is that it will help residents who have experienced financial hardship pay their 2020, 2021 outstanding taxes plus their 2022 balance without incurring additional interest and penalties. This will also allow them to spread their payments over 10-months providing some monthly cash flow relief.

Financial Considerations:

A special COVID-19 pre-authorized property tax payment plan would enable the Town to collect outstanding 2020 and 2021 property taxes evenly throughout 2022, and it would mean that the Town would forego the interest and penalties that would otherwise be charged on those arrears balances in 2022. However, it will assist residents that have fallen into financial hardship during the pandemic and provide some interest relief and an even monthly payment plan for their property taxes.

Alternatives Reviewed:

The alternative is not to provide this program. By not providing this program, residents who have experienced financial hardship may continue to struggle to pay off their 2020, 2021 and 2022 taxes and will continue to accumulate penalty and interest monthly.

Strategic Plan Relationship: Financial Sustainability

This Special Pre-authorized Payment Plan will help residents in financial hardship with their outstanding 2020 and 2021 tax balances and it will improve the collection process for our taxes receivable.

Consultation:

The City of Niagara Falls and the City of St Catharines implemented equivalent programs for 2021. Port Colborne ran a similar program and experienced modest levels of participation. The Town of Pelham ran this program in 2021.

Town of Pelham Tax Clerk

Other Pertinent Reports/Attachments:

Appendix 1: Draft Application Form and Guidelines

Prepared and Recommended by:

Teresa Quinlin-Murphy, FCPA, FCA, MBA
Director of Corporate Services/Treasurer

Prepared and Submitted by:

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

Application for A Special Pre-Authorized Property Taxes COVID-19 Payment Plan for 2022 which would allow all tax payers whose taxes were paid in full by Feb. 28, 2020 --- and who have since experienced severe financial hardship due to the pandemic --- to pay their outstanding 2020, 2021 and 2022 property taxes penalty and interest free over a 10- month period.

Applications must be received by February 18, 2022.

The application-based program allows for all property tax payers to pay their outstanding 2020 and 2021 tax balance (including any penalty and interest charged), in addition to their 2022 taxes, through pre-authorized payments over 10 equal instalments on the 15th of each month from Mar 15, 2022 to Dec. 15, 2022. No penalty and interest would be charged for accounts on this pre-authorized plan.

If a payment is returned NSF, the property tax account holder must replace the payment within the first month of default. There will be a \$30 NSF fee. If the payment is not replaced within one month the account will be removed from the program and normal penalty and interest charges will begin as of the date of default.

Program restrictions:

- All applications must be made on the Town's form and must include documentation that reasonably and sufficiently establishes eligibility under the pre-authorized payment program.
- Applications will automatically be denied if false, inaccurate or insufficient information is provided. Eligibility for inclusion in the program will be determined at the time the application is first approved and changes in financial circumstances before December 1, 2022 will not affect eligibility.
- The Treasurer's determinations with respect to eligibility shall be final.

Please read the eligibility requirements for the given property class below before completing the form.

Eligibility criteria for residential and farm taxpayers:

1. The property owner must have experienced financial hardship directly related to the COVID-19 pandemic in the form of a temporary or permanent loss of employment or a decrease in income of greater than 70 percent.
2. The property must be in the taxable residential property class with a residential structure, or farm, with no portions of the property classified in any non-residential tax class (e.g. commercial, multi-residential, industrial, large industrial or pipeline) and be the official primary residence of the applicant.
3. The property must be the primary residence of all owners who are directly responsible for paying the property taxes.
4. The account must not have been approved for any other form of tax relief from the Town for 2020 and 2021 taxes.

5. Applications must be accompanied by documentation or proof to demonstrate severe financial hardship or as otherwise deemed acceptable proof in the sole discretion of the Treasurer.
6. All property taxes have been **paid in full** (i.e. no amounts outstanding) up to and including the February 2020 Interim Installment, (i.e. date prior to the COVID-19 related closures).
7. Property owners must apply for the relief by February 18, 2022 for the 10-month plan.
8. All applications must be made on the Municipality's form and must include documentation that reasonably and sufficiently establishes eligibility under the relief program.
9. Applications will automatically be denied if false, inaccurate or insufficient information is provided. Eligibility for inclusion in the program will be determined at the time the application is first approved and changes in financial circumstances before March 15, 2022 will not affect eligibility.

Eligibility criteria for commercial and industrial properties:

1. The property owner must have experienced financial hardship directly related to the COVID-19 pandemic.
2. All property taxes have been **paid in full** (i.e. no amounts outstanding) up to Feb. 28, 2020.
3. The property must be a taxable property in the following tax classes; occupied commercial, shopping centre, parking lot, industrial, large industrial or office property.
4. Applications must be accompanied by documentation to demonstrate financial hardship in one or more of the following categories; excessive business revenue loss or temporary business closure, or another category of financial hardship related directly to the COVID - 19 pandemic as determined at the sole discretion of the Treasurer.
5. Property owners must apply for the program by February 18, 2022 for the 10-month plan.
6. Property owners who received compensation from Business Interruption Insurance towards the payment of property taxes do not qualify.
7. All applications must be made on the Municipality's form and must include documentation that reasonably and sufficiently establishes eligibility under the relief program.
8. Applications will automatically be denied if false, inaccurate or insufficient information is provided.
Eligibility for inclusion in the program will be determined at the time the application is first approved.
9. The Treasurer's determinations with respect to eligibility shall be final.

Property Validation

Please provide the following information.

Your 19-digit Tax Roll Number*	
Property Address*	
Your Name as it appears on the bill*	
Phone Number*	
Email Address	

Your eligibility will be confirmed via email. If you do not have access to email, we will phone you.

☐ I do not have access to email

By submitting this application, I acknowledge the Town of Pelham will take steps it deems are reasonable and necessary to verify that the information I am submitting satisfies program eligibility requirements. I acknowledge that my application will automatically be denied if false, inaccurate or insufficient information is provided. I acknowledge that the Town Treasurer's determinations with respect to eligibility shall be final.

I have read and agree with the eligibility of this program *

☐ Yes

Are you applying for a residential / farm property or a commercial / industrial property *

☐ Residential / Farm

☐ Commercial / Industrial Property

Subject: Amendment to Procedural By-Law to Permit Continued Electronic Participation in Meetings until December 31, 2022 – Report No. 2022-0014-Clerks

Recommendation:

BE IT RESOLVED THAT Council receive Report #2022-0014 Amendment to Procedural By-Law to Permit Continued Electronic Participation in Meetings until December 31, 2022;

AND THAT the proposed amendments to the Town of Pelham Procedural By-law as outlined in Appendix 1, be approved, thereby facilitating electronic meetings participation until December 31, 2022 for Council, Special Council, Committee of Adjustment, Committee of Council and Advisory Committees;

AND THAT the Clerk be directed to present the necessary By-law at the next Regular Meeting of Council on February 7, 2022.

Background:

The *Municipal Emergency Act* was enacted by the Province on March 19, 2020, amending the *Municipal Act, 2001* provisions regarding electronic participation to allow participation electronically to count toward quorum, and to permit Members of Council to participate in closed session meetings electronically in circumstances when an emergency has been declared.

On March 23, 2020 Council for the Town of Pelham amended the Town's Procedural By-law 4107(2019) to provide for electronic meetings during a declared emergency, in accordance with the new *Municipal Act, 2001* provisions.

On July 21, 2020, the Province made further amendments to the *Municipal Act, 2001*, through the enactment of Bill 197, the *COVID-19 Economic Recovery Act, 2020*. Amendments provided authority to permit members of municipal councils to continue to participate electronically in both open and

closed meetings and be counted toward quorum, even in the absence of a declared emergency. The amendments allow municipalities to provide that a member of council, of a local board, or of a committee of either of them, can participate electronically in a meeting and may be counted in determining whether or not a quorum of members is present, and can participate electronically in a meeting that is open or closed to the public.

On March 23, 2020 Council amended the Town's Procedural By-law to allow for electronic meeting participation during a declared emergency, by Amending By-law No. 4217 (2020).

On May 4, 2020 Council amended the Town's Procedural By-law to include additional electronic meeting procedures by Amending By-Law No. 4231(2020).

On August 10, 2020 Council amended the Town's Procedural By-law to allow for a continuation of electronic meeting participation until December 31, 2020 by Amending By-law No. 4269(2020).

On December 7, 2020 Council further amended the Town's Procedural By-law to allow for a continuation of electronic meeting participation until August 31, 2021 by Amending By-law No. 4296(2020).

On July 26, 2021 Council further amended the Town's Procedural By-Law to allow for continuation of electronic meeting participation until March 31, 2022 by Amending By-Law No. 4362(2021).

This report seeks Council approval to allow electronic participation in meetings to be permitted until December 31, 2022. Approval of this report will provide public notice that the Town intends to amend the Town's Procedural By-law to allow for electronic participation to at least December 31, 2022.

Should the COVID-19 pandemic situation warrant, there would be no obligation to meet electronically, but without the provision being included in the Town's Procedural By-law, meeting virtually would not be permitted after March 31, 2022.

Analysis:

Throughout 2021 the Province issued a variety of restrictions due to the COVID-19 pandemic, including, but not limited to, declaring a provincial emergency and issuing stay at home orders.

At the time of writing this report the Province is currently in 'Step Two of the Roadmap to Reopen' and Town Hall and the Meridian Community Centre (MCC) are closed to the public. These restrictions have been implemented due to the rapid transmission of the COVID-19 Omicron variant.

The current Council Chamber configuration does not allow for all Members of Council and the Senior Leadership Team to physically attend meetings while adhering to physical distancing requirements. Furthermore, given the requirement for individuals to stay home or work remotely when ill, there is potential that even when in-person meetings resume it would be challenging to achieve a quorum particularly during the cold and flu season.

When safe and Town Hall reopens, Council would have the ability to introduce a *hybrid approach*, with the Mayor, 2 Councillors and the Clerk attending in person, with the balance of Councillors and the Senior Leadership Team attending electronically. The Manager of IT is working on upgrading Council Chambers to allow for a better *hybrid* meeting approach with new technology allowing better imaging of those attending Council Chambers, in person. At the time of writing this report the said upgrades have not been finalized although are expected to be completed by spring of 2022. This *hybrid approach* could be implemented when the Province re-enters Step 3 of the Provincial reopening plan. As limited in-person attendance will be available, any Councillor wishing to attend in-person would have to make these arrangements with the Clerk several days in advance of meeting. Notice to the Clerk will allow the Clerk's Department to ensure appropriate distancing can be maintained.

Staff recognize the importance of establishing a new normal and balancing the ability to meet in-person, while respecting the health and safety of others. When safe to do so, Council can consider using the Accursi Room at the MCC to facilitate Council and Public Meetings. The Accursi Room is currently being retrofitted to provide livestreaming technology and therefore could be used in the future to conduct such meetings.

Staff recommend Council approve extending the ability to meet electronically until December 31, 2022. As the COVID-19 pandemic situation continually changes over time this ensures Council can continue to meet to conduct Town business.

Financial Considerations:

There are no financial implications to continuing with virtual meetings of Council and Committees.

Alternatives Reviewed:

Council can decide to not permit electronic participation in meetings to continue past March 31, 2022, which would require personal attendance at meetings of Council and all Committee effective March 31, 2022. This is not recommended as it conflicts with current public health advice given the inability to physically distance within the Council Chambers for all Members of Council and the Senior Leadership Team.

Council can decide to extend electronic participation of meetings to continue to a date other than December 31, 2022. Council could consider extending electronic participation to dates, such as: June 1, 2022, September 1, 2022 or permanently.

Strategic Plan Relationship: Risk Management

Staff continue to recommend the continuation of the electronic model of Council and Committee meetings to minimize the risk to the health and well-being of Council, staff and residents.

Consultation:

B. Lymburner, Community Emergency Management Co-Coordinator was consulted for this report.

Other Pertinent Reports/Attachments:

A copy of the proposed by-law, in Draft, is appended.

Prepared and Recommended by:

Holly Willford, B.A.

Town Clerk

Prepared and Submitted by:

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

The Corporation of the Town of Pelham

By-law No. 4XXX(2022)

Being a by-law to amend By-law No. #4107(2019), as amended by By-laws 4296(2020) and 4362(2021), being by-laws to govern the proceedings of the Town of Pelham Council, its Committees, the conduct of its members and the calling of meetings, to provide for Electronic Meeting Participation for the Council of the Town of Pelham, the Committee of Adjustment and Advisory Committees.

WHEREAS the *Municipal Act, 2001*, S.O. 2001, c. 25, section 238 provides that a municipality shall establish a procedure by-law to govern meetings;

AND WHEREAS The Corporation of the Town of Pelham has enacted Procedure By-law #4107(2019), as amended;

AND WHEREAS on July 21, 2020, *Bill 197, COVID-19 Economic Recovery Act*, received royal assent and includes provisions to amend the *Municipal Act 2001*, to allow members of municipal councils to continue to participate electronically in both open and closed meetings and be counted toward quorum, even in the absence of an emergency;

AND WHEREAS Section 239(3.1) of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, provides that the applicable procedure by-law may provide that a member of council, of a local board or of a committee of either of them, can participate electronically in a meeting to the extent and in the manner set out in the by-law;

AND WHEREAS The Corporation of the Town of Pelham considers it desirable to be able to continue to hold Council meetings electronically for the foreseeable future;

NOW THEREFORE the Council of The Corporation of the Town of Pelham **ENACTS** as follows:

1. THAT Procedure By-law #4107(2019), as amended, be and is hereby amended, as follows:

Section 13 (vi) repealed and replaced with the following:

vi) Electronic participation by more than one Member/member shall only be permitted **until December 31, 2022** in consideration of the public health advice to limit the spread of COVID-19;

2. THAT By-law #4107(2020), as amended by By-law 4296(2020) and By-law 4362(2021), be amended to repeal and replace all reference to March 31, 2022, with "**December 31, 2022**" with respect to electronic meetings;

3. This By-law is enacted accordance with section 238(3.4) of the *Municipal Act, 2001*, as amended, and shall hereby come into effect as of the date and time of its passing, and shall be deemed repealed

and no longer in force at 12:01 a.m. on **January 1, 2023**, unless otherwise extended or repealed by Council.

Enacted, signed and sealed this XX day of February, 2022.

Marvin Junkin, Mayor

Holly Willford, Town Clerk

The Corporation of the
Town of Pelham

By-Law No. 4417(2022)

Being a by-law to exempt Blocks 45, 46 on Plan 59M-471, municipally known as 42, 44, 46, 48, 50, 52, 54, 56 Summersides Boulevard, from part lot control.

**River Estates Phase 2 Subdivision
(River Realty Development (1976) Inc.)
File No. PLC 06-2021**

WHEREAS the Council of the Corporation of the Town of Pelham deems that the lands described in Section 1 of this by-law should be exempted from the provisions of Section 50 (5) of the *Planning Act* since such lands are to be used for street townhouse dwelling units as permitted by Zoning By-law No. 1136 (1987), as amended;

NOW THEREFORE, the Council of the Corporation of the Town of Pelham enacts as follows:

1. **THAT** the provisions of Section 50 (5) of the *Planning Act, R.S.O. 1990, c.P.13 as amended* shall not apply to the lands described as follows:
 - (a) Block 45 on Plan 59M-471, being Parts 8, 9, 10, 11, 12 and 13 on Reference Plan 59R-17129,

for the purpose of creating 4 lots for street townhouse dwelling units as follows:
 - 1) Parts 8 and 9 on Reference Plan 59R-17129
 - 2) Part 10 on Reference Plan 59R-17129
 - 3) Part 11 on Reference Plan 59R-17129
 - 4) Parts 12 and 13 on Reference Plan 59R-17129
 - (b) Block 46 on Plan 59M-471, being Parts 1, 2, 3, 4, 5, 6 and 7 on Reference Plan 59R-17129,

for the purpose of creating 4 lots for street townhouse dwelling units as follows:
 - 1) Parts 1, 2 and 3 on Reference Plan 59R-17129
 - 2) Part 4 on Reference Plan 59R-17129
 - 3) Part 5 on Reference Plan 59R-17129
 - 4) Parts 6 and 7 on Reference Plan 59R-17129
2. **THAT** in accordance with Section 50 (7.3) of the *Planning Act, R.S.O, 1990, c.P, 13 as amended*, this By-law shall expire three years from the date of the registration of this By-law in the Land Registry Office at which time Section 50 (5) of the *Planning Act R.S.O 1990* shall apply to those lands in the registered plan described in Section 1 of this by-law.
3. **THAT** upon final passage of this by-law, the Town Clerk shall cause this By-law to be registered in the local Land Registry Office.

ENACTED, SIGNED AND SEALED THIS
24TH DAY OF JANUARY, 2022.

Mayor: Marvin Junkin

Clerk: Holly Willford

PLAN OF SURVEY OF
BLOCKS 45 AND 46
REGISTERED PLAN 59M - 471
TOWN OF PELHAM

REGIONAL MUNICIPALITY OF NIAGARA

SCALE 1 : 200



KIRKUP MASCOE URE SURVEYING,
A DIVISION OF J.D. BARNES LIMITED

LEGEND

- DENOTES SURVEY MONUMENT FOUND
- DENOTES SURVEY MONUMENT SET
- SIB DENOTES STANDARD IRON BAR
- SSIB DENOTES SHORT STANDARD IRON BAR
- IB DENOTES IRON BAR
- PB DENOTES PLASTIC BAR
- WIT DENOTES WITNESS
- MEAS DENOTES MEASURED
- JDB DENOTES J.D. BARNES LIMITED
- P1 DENOTES PLAN 59M - 471
- P2 DENOTES EASEMENT PLAN 59R - 16486
- P3 DENOTES EASEMENT PLAN 59R - 16487

ALL SET SSIB AND PB MONUMENTS WERE USED DUE TO LACK OF OVERBURDEN
AND/OR PROXIMITY OF UNDERGROUND UTILITIES IN ACCORDANCE WITH
SECTION 11 (4) OF O.REG. 525/91.

I REQUIRE THIS PLAN TO BE
DEPOSITED UNDER THE
LAND TITLES ACT.

PLAN 59R-17129

RECEIVED AND DEPOSITED

DATE NOVEMBER 11, 2021

DATE 2021-12-02

ROY S. KIRKUP
ONTARIO LAND SURVEYOR

"C. LANGKANE"
REPRESENTATIVE FOR THE LAND
REGISTRAR FOR THE LAND TITLES
DIVISION OF NIAGARA SOUTH
(No 59)

SCHEDULE

PART	BLOCK	PLAN	PIN
1	ALL OF BLOCK 46	REGISTERED PLAN 59M-471	ALL OF 64063 - 0511(LT)
2			
3			
4			
5			
6			
7	ALL OF BLOCK 45	REGISTERED PLAN 59M-471	ALL OF 64063 - 0510(LT)
8			
9			
10			
11			
12			
13			

PARTS 3, 7, 9 AND 13 ARE SUBJECT TO EASEMENT AS IN SN596342
PART 1 IS SUBJECT TO EASEMENT AS IN SN600021

NOTES

BEARINGS ARE XTM GRID, DERIVED FROM OBSERVED REFERENCE POINTS A AND B,
BY REAL TIME NETWORK (RTN) OBSERVATIONS, UTM ZONE 17, NAD83 (CSRS)
(2010.0).

DISTANCES ARE GROUND AND CAN BE CONVERTED TO GRID BY MULTIPLYING BY
THE COMBINED SCALE FACTOR OF 0.999827.

INTEGRATION DATA

OBSERVED REFERENCE POINTS (ORPs): UTM ZONE 17, NAD83 (CSRS) (2010.0).
COORDINATES TO URBAN ACCURACY PER SECTION 14 (2) OF O.REG. 216/10.

POINT ID	EASTING	NORTHING
ORP (A)	640 283.55	4 767 149.54
ORP (B)	640 548.53	4 767 219.78

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

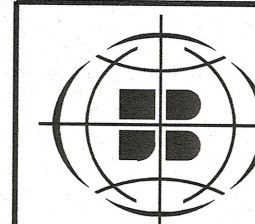
SURVEYOR'S CERTIFICATE

I CERTIFY THAT:

- THIS SURVEY AND PLAN ARE CORRECT AND IN ACCORDANCE WITH THE SURVEYS
ACT, THE SURVEYORS ACT AND THE LAND TITLES ACT AND THE REGULATIONS
MADE UNDER THEM.
- THE SURVEY WAS COMPLETED ON THE 5TH OF NOVEMBER, 2021.

NOVEMBER 11, 2021
DATE

ROY S. KIRKUP
ONTARIO LAND SURVEYOR



Kirkup Mascoe Ure Surveying
A Division of J.D. Barnes Limited

SURVEYING
MAPPING
GIS

4138 PORTAGE ROAD, UNIT 2, NIAGARA FALLS, ON L2E 6A4
T: (905) 641-1007 F: (905) 641-4424 www.jdbarnes.com

DRAWN BY: CN	CHECKED BY: RSK	REFERENCE NO.: 20-49-054-00
PLOTTED: NOVEMBER 12, 2021	DATED: NOVEMBER 12, 2021	PAGE 291 of 305

METRIC DISTANCES AND/OR COORDINATES SHOWN ON THIS PLAN ARE IN
METRES AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048.

THE CORPORATION OF THE
T O W N O F P E L A M

BY-LAW NO. 4418(2022)

**Being a by-law to adopt an Amendment to the Official Plan for the
Town of Pelham Planning Area.**

Amendment No. 13

**Park Place North
File no. OP-AM-03-21**

THE MUNICIPAL COUNCIL OF THE CORPORATION OF THE TOWN
OF PELHAM IN ACCORDANCE WITH THE PROVISIONS OF SECTION
17 OF THE PLANNING ACT, R.S.O, 1990, AS AMENDED, HEREBY
ENACTS AS FOLLOWS:

1. **THAT** Amendment No. 13 to the Official Plan of the Town of Pelham
consisting of the attached explanatory text and schedule is adopted.
2. **AND THAT** the Clerk of the Town is authorized to effect any minor
modifications or correction solely of an administrative, numerical,
grammatical, semantical or descriptive nature to this by-law or its
schedules after passage of this by-law

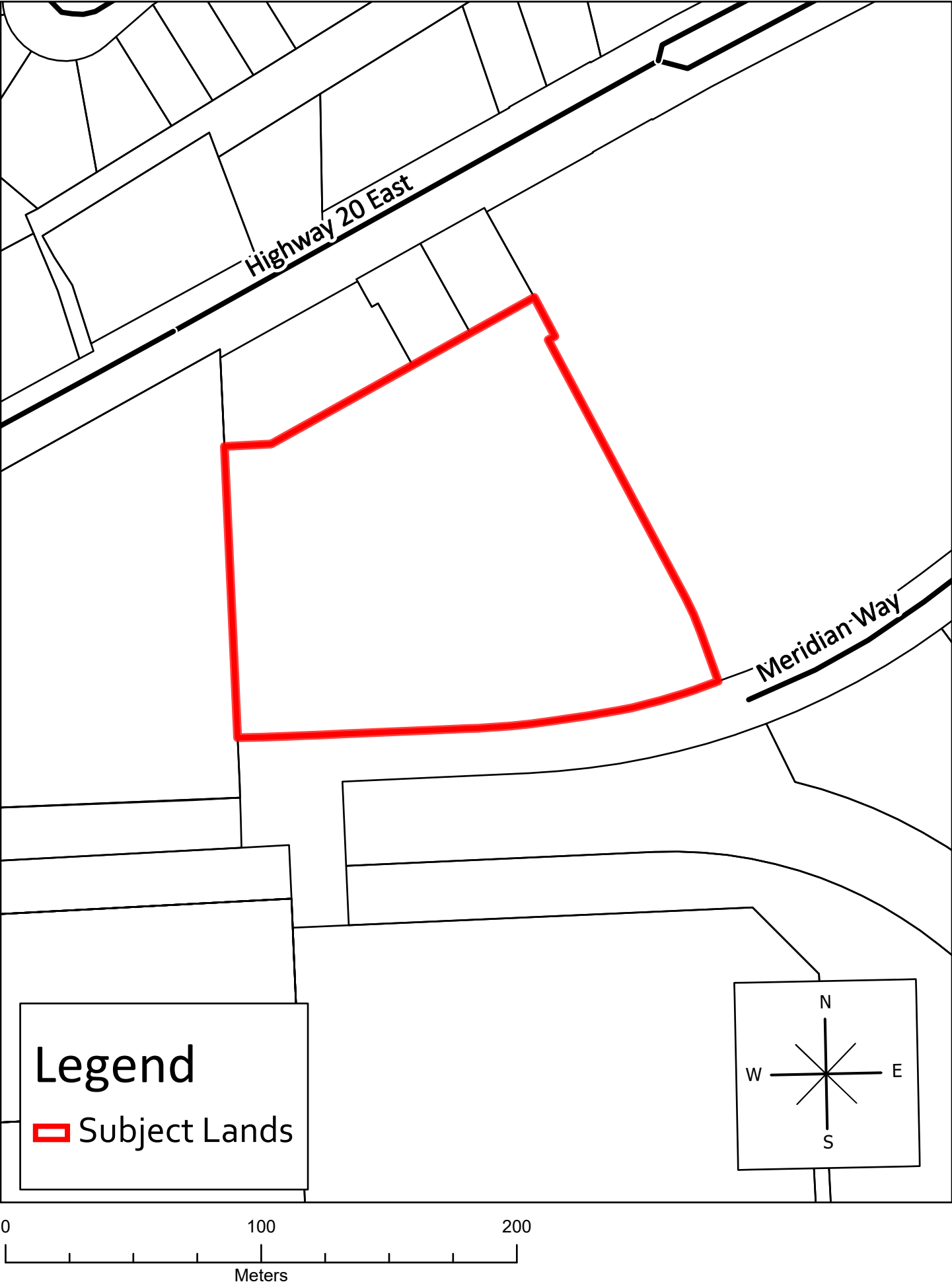
ENACTED, SIGNED AND SEALED THIS

24th DAY OF JANUARY, 2022 A.D.

MAYOR MARVIN JUNKIN

CLERK HOLLY WILLFORD

Schedule 'A'



This is Schedule 'A' to By-law No. 4418 (2022) passed the 24 day of January 2022.

Mayor: Marvin Junkin

Clerk: Holly Willford

AMENDMENT NO. 13
TO THE
OFFICIAL PLAN (2014)
FOR THE
CORPORATION OF THE TOWN OF PELHAM

CONTENTS

PART "A" – THE PREAMBLE

- Section 1 Title and Components
- Section 2 Purpose of the Amendment
- Section 3 Location of the Amendment
- Section 4 Basis of the Amendment
- Section 5 Implementation of the Amendment

PART "B" – THE AMENDMENT

- Introductory Statement
- Details of the Amendment
- Appendix A Schedule 'A' to the Official Plan Amendment

PART "A" – THE PREAMBLE

SECTION 1

TITLE AND COMPONENTS

This document was approved in accordance with Section 17 and 21 of the Planning Act, R.S.O. 1990, as amended and shall be known as Amendment No. 11 to the Official Plan adopted by By-law No. 3259 (2012) and confirmed by the Ontario Municipal Board decision of July 18, 2014, for the Town of Pelham Planning Area.

Part "A", the Preamble does not constitute part of this amendment.

Part "B", the Amendment, consisting of the following text constitutes Amendment No. 13 to the Official Plan adopted by By-law 3259 (2012) and confirmed by the Ontario Municipal Board decision of July 18, 2014 for the Town of Pelham Planning Area.

SECTION 2

PURPOSE OF THIS AMENDMENT

The purpose of this Amendment is to amend Policy B1.7.8.2(d)(i) by reducing the minimum parking requirement for seniors housing from 0.75 spaces/unit to 0.5 spaces/unit.

The effect of the amendment will be to permit the development of the property for a residential retirement home in addition to other permitted residential uses.

SECTION 3

LOCATION OF THE AMENDMENT

The lands that are subject to this Amendment are located on the north side of Meridian Way, east of Station Street within the Fonthill Settlement Area.

SECTION 4

BASIS OF THE AMENDMENT

The Planning Act, R.S.O. 1990, as amended, provides that amendments may be made to the Official Plan. Policies of the Official Plan have been considered in the preparation of this Amendment and the following factors:

1. The subject lands are located within the East Fonthill Secondary Plan Area and are designated EF – Urban Highway Commercial for mixed use development.
2. The amendment will facilitate development that achieves the cumulative density targets for the Commercial/Employment Centre and the overall Secondary Plan Area.
3. This Amendment is consistent with the Provincial Policy Statement and conforms to the Growth Plan for the Greater Golden Horseshoe and the Region of Niagara Official Plan.

SECTION 5

IMPLEMENTATION AND INTERPRETATION

The relevant policies of the Official Plan adopted by By-law No. 3259 (2012) and confirmed by the Ontario Municipal Board decision of July 18, 2014, of the Town of Pelham Planning Area shall apply to the implementation and interpretation of this Amendment.

PART "B" – THE AMENDMENT

The Amendment consisting of the following policies and attached map designated as Schedule 'A', identifies the subject lands that constitute Amendment No. 13 to the Official Plan adopted by By-law 3259 (2012) for the Pelham Planning Area, and confirmed by the Ontario Municipal Board decision of July 18, 2014.

The Official Plan, adopted by By-law 3259 (2012) for the Pelham Planning Area, and confirmed by the Ontario Municipal Board decision of July 18, 2014 is hereby amended as follows:

1. The revision of the following Policy:

Part "B" – The Amendment consisting of the following policies and attached map designated as Schedule 'A', identifies the subject lands that constitute Amendment No. 08 to the Official Plan adopted by By-law 3259 (2012) for the Pelham Planning Area, and confirmed by the Ontario Municipal Board decision of July 18, 2014.

The Official Plan, adopted by By-law 3259 (2012) for the Pelham Planning Area, and confirmed by the Ontario Municipal Board decision of July 18, 2014 is hereby amended as follows:

B.1.7.8.2 General Policies

d) Based on the mixed-use nature of the Commercial/Employment Centre, typical parking requirements may be reduced and shared parking considered in recognition of the parking efficiencies offered by mixed-use development forms. The minimum and maximum parking standards throughout the Commercial/Employment Centre are:

- i) For Residential uses – 1.00 to 1.25 spaces/unit. Seniors housing will have a minimum of 0.75 spaces/unit.

to

d) Based on the mixed-use nature of the Commercial/Employment Centre, typical parking requirements may be reduced and shared parking considered in recognition of the parking efficiencies offered by

mixed-use development forms. The minimum and maximum parking standards throughout the Commercial/Employment Centre are:

- i) For Residential uses – 1.00 to 1.25 spaces/unit. Seniors housing will have a minimum of 0.5 spaces/unit.

THE CORPORATION OF THE
T O W N O F P E L H A M

BY-LAW NO. 4419(2022)

Being a by-law to amend Zoning By-law 1136 (1987), as amended, for lands located on the north side of Meridian Way, east of Station Street, legally described as Part of Lot 3 and 4, Registered Plan 717 and Part of Thorold Township Lot 167, Geographic Township of Thorold, now in the Town of Pelham from the Agricultural (A) zone to a site specific Residential Multiple 2 (RM2-312) zone and the East Fonthill Environmental Protection (EF-EP) zone.

Mountainview Homes (Niagara) Ltd.

File No. AM-08-20

WHEREAS, Section 34 of the Planning Act. RSO 1990, as amended provides that the governing body of a municipal corporation may pass by-laws to regulate the use of lands and the character, location and use of buildings and structures;

WHEREAS, the Council of the Town of Pelham has recommended that such a by-law be enacted;

AND WHEREAS the Council of the Town of Pelham has deemed it to be in the public interest that such a by-law be enacted;

NOW THEREFORE, THE COUNCIL OF THE CORPORATION OF PELHAM ENACTS AS FOLLOWS:

1. THAT Schedule 'A5' to Zoning By-law 1136 (1987) as amended, is hereby further amended by rezoning the lands identified on Schedule 'A' attached hereto and forming part of this By-law from Agricultural (A) to a site specific Residential Multiple 2 (RM2-312) zone and East Fonthill – Environmental Protection (EF-EP) zone.

2. THAT Section 30 – Exceptions of By-law No. 1136 (1987), as amended, be modified by adding the following:

Definitions Section 5 of the Definitions is amended for the subject lands as follows:

Section 5.124

a) Pedestrian Bridge or Canopy

Means a structure connected to two buildings for use by pedestrians to pass between two buildings.

General Provisions Section 6 of the General Provisions is amended by deleting and replacing the following subsections as follows for the lands identified as RM2-312:

Section 6.16 – Parking Area Regulations

e) Minimum number of parking spaces (RM2-312)

- i) 1.25 spaces / apartment dwelling unit
- ii) 1.5 spaces / Block townhouse dwelling unit
- iii) 0.5 spaces per nursing home or senior citizens house unit

Section 6.35 – Yard Encroachments Permitted

c) Unenclosed Porches, Balconies, Steps & Patios

Notwithstanding the yard provisions of this By-law, unenclosed porches, balconies, steps and patios, covered or uncovered shall not be permitted within 2 m of the front lot line or exterior side lot line, and 2 m of the rear lot line provided that, such uses are not more than 1.3 m above ground. Uncovered patios and decks shall not be permitted within 1.2 m of a rear or side lot line provided that, such uses are not more than 0.3 m above ground.

Section 17.1 – Permitted Uses

In addition to the uses permitted by 17.1, block townhouses, nursing homes and senior citizens apartment houses shall also be permitted provided that block townhouse dwellings do not constitute more than 50% of the total number of dwelling units.

Block townhouses shall be subject to the regulations of Section 16.4, except the following:

Section 16.4 – Regulations for block townhouses

- | | |
|---|--|
| a) Minimum Lot Frontage | delete. Block townhouses may be accessed via private road within the subdivision plan. |
| b) Minimum Lot Area | 2000 m ² |
| c) Maximum Density | 20-60 units per hectare |
| d) Minimum Front Yard | 3 m to front face, 6 m to garage |
| e) Minimum Interior Side Yard | 1.2 m, except where the rear of the building faces a side yard, the minimum side yard shall be 6.0 m and the minimum side yard abutting a street or internal roadway shall be 2.0 m. |
| f) Minimum Rear Yard | 6 m |
| g) Maximum Building Height | 10.5 m |
| h) Minimum Ground Floor Area for a Dwelling | delete |
| i) Minimum Distance Between Dwellings on the Same Lot | |

Any face of one townhouse shall be no closer to any side of another townhouse than 9 m.

Any face of any townhouse shall be no closer than 15 m to any face of another townhouse.

Any side of any townhouse shall be no closer than 3 m to any side of another townhouse.

j) Minimum landscaped area	25 percent
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k) Planting strip	delete
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l) Amenity area	delete
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Section 17.3 – Regulations for Apartments or Nursing Homes and Senior Citizens Apartment Houses

a) Minimum Lot Area	75 m ² per dwelling unit
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b) Minimum Lot Frontage	30 m (for entire site). Frontage requirement deleted for land division subsequent to Plan registration, subject to site plan approval.
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c) Minimum Lot Depth	38 m
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d) Maximum Density	130.2 units per hectare
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e) Maximum Lot Coverage	30%
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f) Minimum Front Yard	4 m to Meridian Way. Front yard setback to lot lines created subsequent to plan registration is deleted subject to site plan approval.
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g) Minimum Rear Yard	7 m to northerly lot line as shown on “Park Place North Draft Plan of Subdivision. Rear yard setback to lot lines created subsequent to Plan registration is deleted subject to site plan approval.
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h) Minimum Interior Side Yard	4.5 m, except 0 m for an enclosed or unenclosed pedestrian bridge.
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i) Minimum Exterior Side Yard	one half the height of the building, or 7 m to
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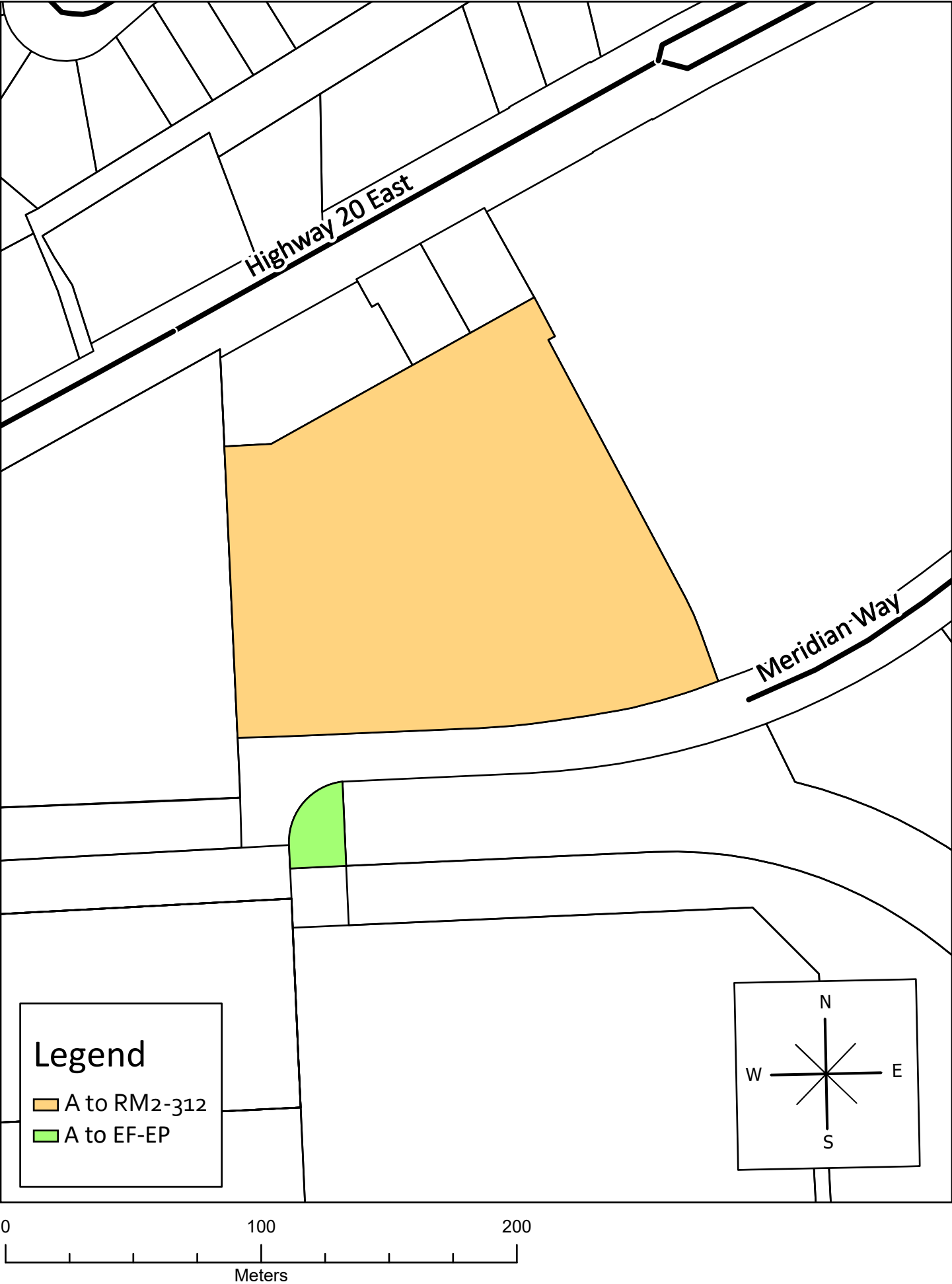
- | | |
|---|-------------------------------------|
| | Meridian Way, whichever is greater. |
| j) Minimum Landscaped Area | 35% |
| k) Maximum Height | 5 storeys |
| l) Minimum floor area for dwelling unit | delete |
| m) Amenity area | delete |
3. **THAT** this Bylaw shall come into effect and force from and after the date of passing thereof, pursuant to Section 34(21) and 34(30) of the Planning Act, RSO 1990, as amended.

ENACTED, SIGNED AND SEALED THIS
24th DAY OF JANUARY, 2022 A.D.

MAYOR MARVIN JUNKIN

CLERK HOLLY WILLFORD

Schedule 'A'



This is Schedule 'A' to By-law No. 4419 (2022) passed the 24 day of January, 2022.

Mayor: Marvin Junkin

Clerk: Holly Willford

THE CORPORATION OF THE
T O W N O F P E L H A M
BY-LAW #4420(2022)

**Being a by-law to adopt, ratify and confirm the actions of
the Council at its regular meeting held on the 24th day of
January 2022.**

WHEREAS Section 5 (3) of the Municipal Act, S.O. 2001, Chapter M.25, as amended, provides that, except if otherwise authorized, the powers of Council shall be exercised by by-law;

AND WHEREAS it is deemed desirable and expedient that the actions of the Council as herein set forth be adopted, ratified and confirmed by by-law;

NOW THEREFORE COUNCIL OF THE CORPORATION OF THE TOWN OF PELHAM ENACTS AS FOLLOWS:

- (1) (a) The actions of the Council at its meeting held on the 24th day of January, 2022, including all resolutions or motions approved, are hereby adopted, ratified and confirmed as if they were expressly embodied in this by-law.
(b) The above-mentioned actions shall not include:
 - (I) any actions required by law to be taken by resolution, or
 - (II) any actions for which prior Ontario Municipal Board approval is required, until such approval is obtained.
- (2) The Mayor and proper officials of the Corporation of the Town of Pelham are hereby authorized and directed to do all things necessary to give effect to the above-mentioned actions and to obtain approvals where required.
- (3) Unless otherwise provided, the Mayor and Clerk are hereby authorized and directed to execute and the Clerk to affix the seal of the Corporation of the Town of Pelham to all documents necessary to give effect to the above-mentioned actions.
- (4) THAT this by-law shall come into force on the day upon which it is passed.

READ, ENACTED, SIGNED AND SEALED
THIS 24th DAY OF JANUARY 2022.

MAYOR MARVIN JUNKIN

TOWN CLERK HOLLY WILLFORD