

## REGULAR COUNCIL AGENDA

**C-04/2022 - Regular Council**

**Tuesday, February 22, 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](http://www.youtube.com/townofpelham/live) and subsequent publication to the Town's website at [www.pelham.ca](http://www.pelham.ca).

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### 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**

**4.2.1. Pelham Library and Lincoln Library - Formation of a Union Library Between Pelham and Lincoln 7 - 121**

Amy Guilmette  
Nicole Nolan  
Julie Andrews  
Donna Burton

**4.3. Report of Regional Councillor**

**5. Adoption of Minutes**

**5.1. RC-03/2022 - Regular Council - February 7, 2022 122 - 140**

**6. Business Arising from Council Minutes**

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

**8. Consent Agenda Items to be Considered in Block**

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1. SCOW-01/2022 - February 7, 2022 - Special Committee of the Whole, Development Charges Public Meeting



<b>8.2.</b>	<b>Minutes Approval - Committee</b>	<b>142 - 145</b>
	1. SCOW-01/2022 - February 7, 2022 - Special Committee of the Whole, Development Charges Public Meeting	
<b>8.3.</b>	<b>Staff Reports of a Routine Nature for Information or Action</b>	
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<b>8.4.</b>	<b>Action Correspondence of a Routine Nature</b>	
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<b>8.7.</b>	<b>Committee Minutes for Information</b>	
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November 18, 2021  
December 15, 2021  
January 14, 2022

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August 18, 2021  
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November 17, 2021

**8.7.5. MCC User Group** 295 - 301

September 21, 2021  
November 4, 2021

**8.7.6. Joint Accessibility Advisory Committee** 302 - 304

December 9, 2021

**8.7.7. Cannabis Control Committee** 305 - 307

November 24, 2021

**9. Items for Separate Consideration, if Any**

**10. Presentation & Consideration of Reports**

**10.1. Reports from Members of Council:**

**10.2. Staff Reports Requiring Action**

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**11. Unfinished Business**

**12. New Business**

**13. Presentation and Consideration of By-Laws**

426 - 431

1. By-law 4426(2022) - Being a by-law to amend By-law No. 4411(2022) to establish 2022 Fees and Charges to be collected by the Corporation of the Town of Pelham; And to Add Fees and Charges to the Planning and Development Services Schedule.

2. By-law 4428(2022) - Being a by-law to authorize the Mayor and Clerk to enter into a Memorandum of Understanding with the 2021 Canada Games Host Society Inc. with respect to the 2022 Canada Games; AND to authorize the Town, in collaboration with the 2021 Canada Games Host Society to organize and host a community event as part of the 13 for 13 Cultural Festival on Thursday, August 18, 2022 in Peace Park, 20 Pelham Town Square, Fonthill.

**14. Motions and Notices of Motion**

**14.1. Motion - Councillor Kore**

Moved: Councillor Kore

Seconded: Councillor Stewart

WHEREAS the city of St. Catharines City Council has passed a resolution on January 31<sup>st</sup>, 2022 condemning acts of violence, online harassment and physical intimidation of politicians and government employees;

AND WHEREAS the Council for the Town of Pelham stands with the city of St. Catharines and condemns all acts of violence, harassment and intimidation of politicians, government employees and all people;

AND WHEREAS the Council for the Town of Pelham firmly believes everyone is entitled to be free from harassment in their workplaces and their homes;

AND WHEREAS The Town of Pelham will not support or conduct business with individuals, organizations, companies, news media, or tabloid outlets that discriminate, spread misinformation, spread hate through the community, bully individuals, promote acts of violence, harassment and intimidation against elected officials and government employees;

NOW THEREFORE BE IT RESOLVED THAT Council for the Town of Pelham calls on the Niagara Regional Council and all lower tier municipalities within Niagara, to add their support to condemning acts of violence, harassment and intimidation against elected officials and government employees;

AND THAT the Town Clerk be directed to circulate a copy of this resolution to the Niagara Region and all local area Clerks.

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**
20. **Adjournment**

432 - 432

Name: Amy Guilmette, Nicole Nolan, Julie Andrews, Donna Burton	
Address: 43 Pelham Town Square, Fonthill and 5020 Serena Drive, Beamsville	
Postal Code: L0S 1E0 & L0R 1B0	Telephone #: 905-892-6443 & 905-563-7014
Email Address: aguilmette@pelhamlibrary.on.ca, nnolan@brocku.ca, andrews@lincoln.library.on.ca, burtond@interlog.com	
The Council Chambers Is equipped with a laptop and projector. Please Check your audio/visual needs: <input type="checkbox"/> Laptop <input type="checkbox"/> Speaker <input type="checkbox"/> Internet Connection	
<p>PLEASE INDICATE THE DATE OF THE COUNCIL MEETING YOU WISH TO ATTEND AS A DELEGATION:          Regular Council: 1<sup>st</sup> and 3<sup>rd</sup> Monday of the month; 5:30 p.m. (except summer schedule)</p> <p>DATE: <u>February 7, 2022</u></p> <p>Please identify the desired action of Council that you are seeking on this issue:          We will be presenting a report on the details of the formation of a union library between Pelham and Lincoln.          We will be attending via Zoom and will submit a slide presentation and a written report for Council's information.</p> <p>_____</p> <p>_____</p> <p>I have never spoken on this issue before. Key points of my deputation are as follows:  <b>(Presentation must accompany the request)</b>          I will send a copy of our presentation before the Wednesday noon deadline.          Both Library Boards are in favour of this union library formation &amp; the outlined details of municipal services after the amalgamation.          A draft union library agreement will be submitted for Council approval.</p> <p>_____</p> <p>_____</p> <p>In accordance with the Procedure By-law, Requests to Appear before Council with respect to a matter already on Council's Agenda shall submit a written request to the Clerk no later than 12:00 noon, eight business days prior to the meeting of Council. Delegation requests to address Council on matters not already on the Agenda of Council must be submitted at least fourteen (14) days before the date and time of the Meeting of Council. Delegations shall only be heard at regular Meetings of Council, unless specifically invited by Council to a Meeting of a Committee of Council.</p> <p><b>All requests must include a copy of the presentation materials as detailed in the deputation protocol. Failure to provide the required information on time will result in a deferral or denial. Delegations are limited to ten (10) minutes.</b></p> <p>I have read and understand the deputation protocol included with this form; and, that the information contained on this form, including any attachments, will become public documents and listed on Town Meeting Agendas and on the Town's website. I also understand that as a participant of this meeting, I will be recorded and further understand that this recording will be posted to the Town of Pelham's YouTube Channel.          I also understand that presentation materials must be submitted with this deputation form. Electronic presentations must be e-mailed to <a href="mailto:hwillford@pelham.ca">hwillford@pelham.ca</a> in accordance with the deadlines outlined above.</p> <p>Amy Guilmette          _____          Signature</p> <p>January 24, 2022          _____          Date</p>	

**DEPUTATION PROTOCOLS:**

The Town of Pelham is an Open, Welcoming and Inviting Community, committed to supporting the strategic theme of ensuring that we are an engaged Community. To assist in achieving this goal, a Deputation Protocol has been developed to allow residents to make their views known to Council, based on the requirements of the Town of Pelham Procedural By-law. The views of interested citizens are valued and input is welcome, along with comments and constructive suggestions. Council must consider a large number of issues and concerns at any given time, thus the following protocol is observed:

**Before:**

- ✓ Please provide Clerk with a final and complete copy of your presentation to be included on the agenda for the meeting. MS PowerPoint is preferred. Failure to provide the final presentation will result in the deferral of your delegation.
- ✓ Presentations will be livestreamed. Therefore any PowerPoint presentation should move forward with your speaking points for the ease of the online public audience.
- ✓ Please arrive at the meeting by 5:15 p.m.

**During:**

- ✓ When called upon, please proceed immediately to the podium.
- ✓ Please keep your presentation brief and to the point. The maximum allowable time is 10 minutes.
- ✓ Please, only discuss the matters indicated on your submission and present in a respectful, temperate manner.
- ✓ If appearing as a group, please designate a spokesperson.
- ✓ Rules of decorum apply during your delegation in accordance with the Procedural By-law.

**After:**

- ✓ Upon completion of your presentation, please remain in position to allow for questions from Council members.

**In Addition:**

- ✓ Thank you for participating in this public meeting process.
- ✓ Your submission will form part of the public record on this matter.
- ✓ Deputation will not be permitted on items that are or have been subject of a Public Meeting under the Planning Act. Persons should present such concerns and opinions at the scheduled public meeting.

This form may contain personal information as defined under the Municipal Freedom of Information and Protection of Privacy Act. This information is collected under the legal authority of the Municipal Act, S.O. 2001 c.25, as amended and may be publicly released. Questions should be directed to the Clerk, 905.892.2607, ext. 315.



# THE FUTURE IS SHARED

February 7, 2022

Julie Andrews, CEO  
Donna Burton, Board Chair  
Lincoln Public Library

Amy Guilmette, Acting CEO  
Nicole Nolan, Board Chair  
Pelham Public Library

# Administration: Pre-Amalgamation



CEO

Deputy CEO



CEO

Deputy CEO

Total Compensation: \$546,727



# Administration: Post-Amalgamation



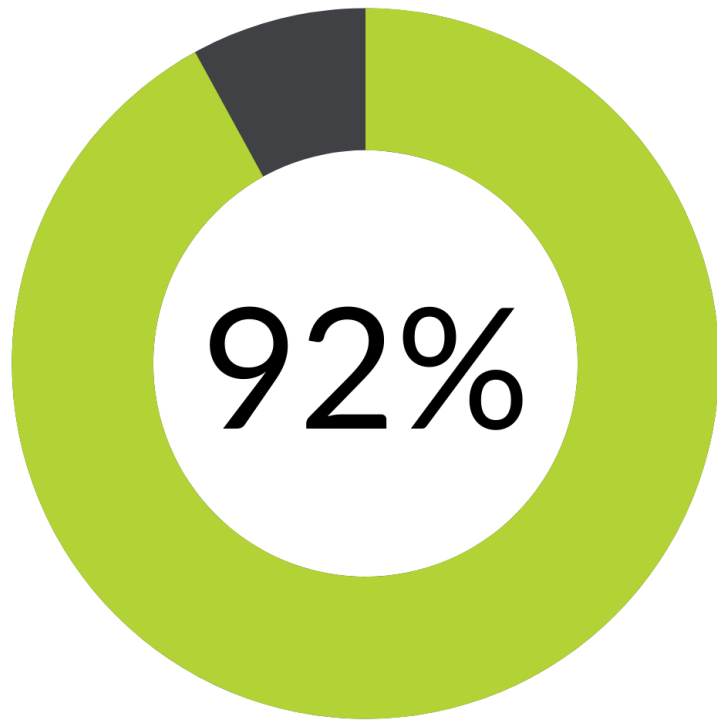
CEO

Director,  
Customer  
Experience

Director,  
Community  
Engagement

Total Compensation: \$399,039  
Total for Reallocation: \$147,688

# Reallocation of funds from administration:



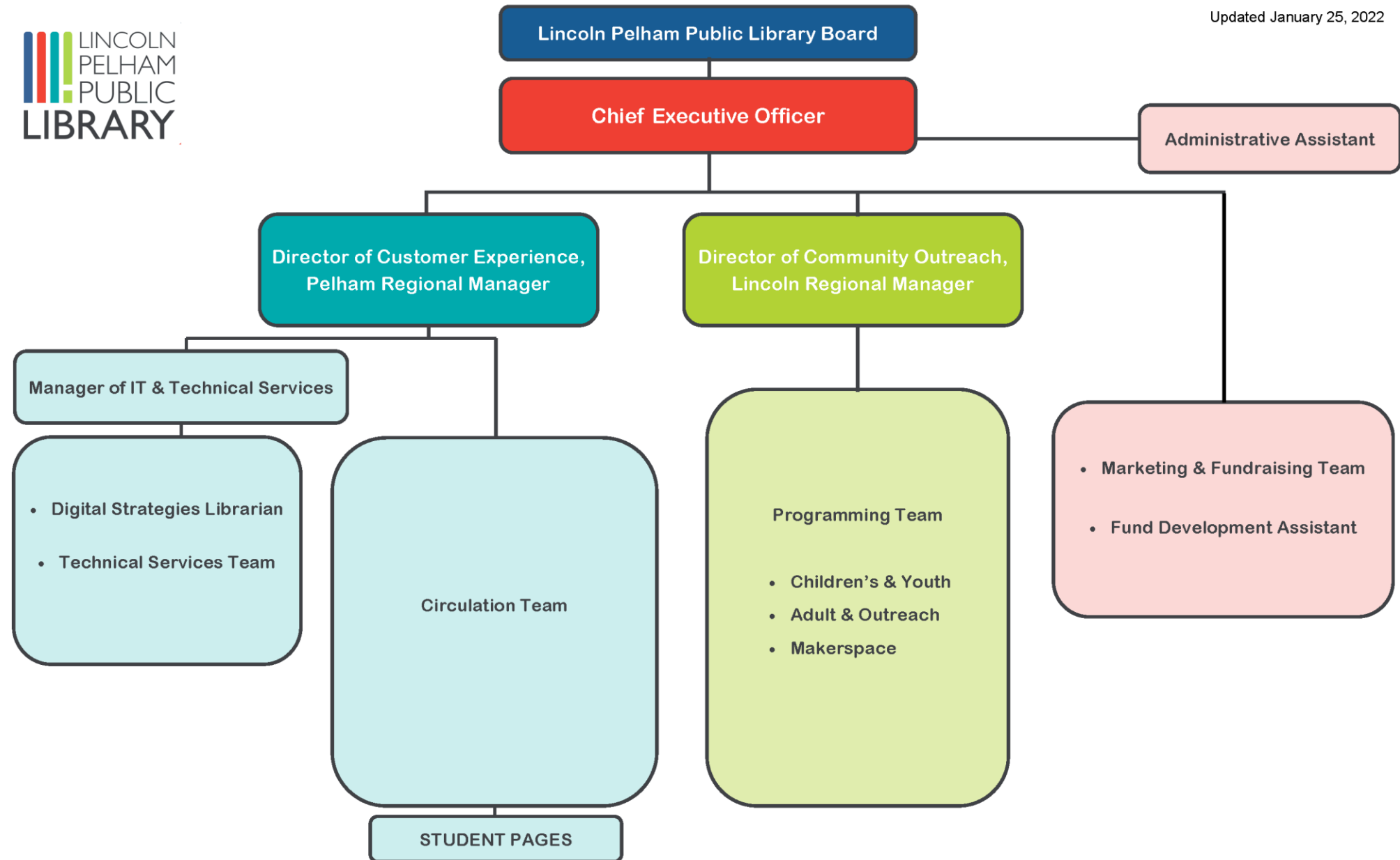
**\$147,688**



\$136,806 new positions



\$10,882 balance salary grid





“Google will bring you back, you know,  
a hundred thousand answers. A librarian will  
bring you back the right one.”

-Neil Gaiman

# Questions?

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**SUBJECT:** Potential Operational Merger of Lincoln and Pelham Public Libraries

**TO:** Town of Pelham Council & Town of Lincoln Council

**From:** Town of Pelham Public Library Board and Lincoln Public Library Board

**Wards affected:** all

**Date to Council:** 7 February 2022

**Recommendation:**

That Council receive and file, REPORT, regarding the potential merger of Lincoln and Pelham public libraries by Lincoln PL CEO, J. Andrews and Pelham PL Acting CEO, A. Guilmette.

**Purpose:** The purpose of this report is to provide a course of clear recommendations regarding the process of merging Lincoln and Pelham public library operations.

**Background:** In November 2020, the concept of merging operations to create efficiencies that would translate into improved programs and services was presented to the Library Boards of both Lincoln and Pelham, as well as to both Municipal Councils. At that time, approval was given to enter formal discussions regarding the merger. The Chief Administrative Officers and well as the Treasurer's for both towns were consulted and ultimately Watson and Associates were brought on board to provide a report on the benefits of the posed merger. Watson interviewed staff and administration from both library systems and municipalities to report on the advantages, disadvantages and opportunities for a joint service delivery model. The Watson report was completed in late November and has been reviewed by the Board Report Review Committee. The Board Report Committee then actioned library administration to work together to build on what the Watson report started, by providing specific details and conclusive recommendations.

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## GOVERNANCE

### Recommendation:

- Interim Board for 2022 consisting of all current board members, minus or plus one. Size: either 17 or 19.
- 2023 - 2026 Union Library Board consisting of 11 members which includes minimum 1 elected official from each municipality and a split of 6 Lincoln and 5 Pelham board members.

### Reasoning:

- Interim Board: During the first operating year of a union library, many important decisions and a great deal of work must be completed. Having the expertise of all the current library board members would benefit this transition. Both the Lincoln Library Board and the Pelham Library Board are in full support of the formation of a union library and having their continued knowledge and support will be beneficial for a successful first year. Currently there are nine members on the Lincoln Public Library Board, two of whom are elected officials. The Pelham Public Library Board also consists of nine members, with 1 elected official. To combine these two boards, either Pelham (representing the smaller population) will need to ask for a voluntary resignation of one board member, or Lincoln will need to add one member. Having an uneven number of members means that the new library board will avoid having a split vote.
- Lincoln Pelham Union Library Board (2023 - 2026): It is recommended for the first full term, that the union library board will be comprised of 11 members, with at least one elected official from each municipality. A split of 6 members appointed from the Town of Lincoln Council and 5 members appointed from the Town of Pelham Council is representative of population.



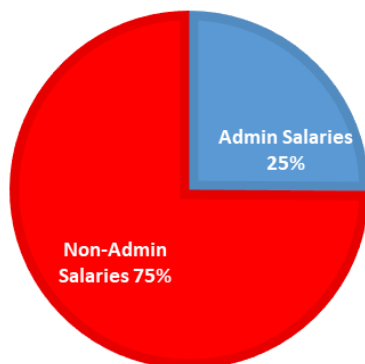
## STAFFING

**Recommendation:** Administration position salaries will decrease as a percentage of the entire salary budget.

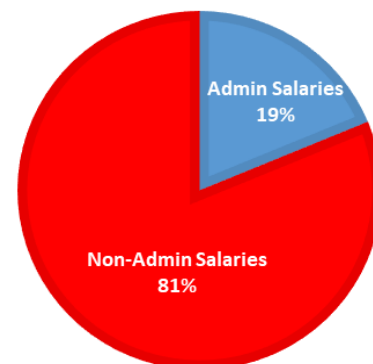
### Efficiencies Gained:

- The difference shown in the graphs below illustrates the reallocation of salaries from administrative positions to non-administrative positions.
- This shift, which includes combining two full-time CEO positions into one CEO position, will add additional staff positions that directly serve the public in programming and services.

ADMIN SALARIES AS PART OF ENTIRE SALARIES BUDGET (PRE-UNION LIBRARY)



ADMIN SALARIES AS PART OF ENTIRE SALARY BUDGET (AS A UNION LIBRARY)



- There are also several areas where efficiencies can be found with current non-administrative positions that are mirrored in both libraries. Areas that have potential to find efficiencies are technical services, collection development, work on the ILS (Integrated Library System "Catalogue") and programming. Total staff hours spent in these areas in two separate library systems will be reduced in a union library, thereby opening up the opportunity for the new library to expand staff into specialities to develop expertise and provide improved results and a greater variety of programs and services to our communities.

## PAYROLL & BENEFITS

**Recommendation:** Interim: Town of Pelham; Long-term: Explore hiring a part-time payroll clerk

### Reasoning:

- This is an interim move (length of the arrangement to be determined) as library administration will investigate whether payroll can reasonably and economically be adopted within the merged library system in a few years' time.
- Benefits will continue to stay with the chosen municipality, as the merged library will still be too small to acquire a comparable benefits package and OMERS needs to stay with the larger organization.
- An MOU may be required between the municipalities for the interim to define if and/or how many times a year the other municipality is invoiced for their share of the merged library's payroll.

## SALARIES & WAGES

**Recommendation:** Adopt the Town of Lincoln's non-union pay grid and the Town of Pelham's benefits plan.

### Reasoning:

- Lincoln and Pelham have comparable rates of pay. Pelham's library pay grid has not been updated, excluding cost of living, since the Town of Pelham moved to its current grid over 4 years ago. Lincoln's pay grid has stayed current. Therefore, it is proposed that the Town of Lincoln's pay grid is adopted by the merged system.
- It is proposed that Payroll is handled by the Town of Pelham. Any Pelham staff who are currently receiving a wage above where they would fall on the new (Lincoln) pay grid, would stay at their current rate of pay with cost of living being their only increase, until that time with which their pay falls within their newly established pay grid. The difference between the two benefits plans is minimal, therefore combining Payroll and Benefits is the most practical route.

## H.R. SUPPORT

**Recommendation:** Town of Pelham H.R.

**Reasoning:**

- H.R. support required by both libraries is minimal. All hiring, training, and evaluations are completed under the direction of the Library CEOs. Hiring of the CEO is conducted by the Library Board. H.R. records are maintained by the libraries.
- Support from the Town H.R. may consist of consultation over technical details including layoffs, terminations, and staff complaints and/or new H.R. laws and regulations.
- The Town of Pelham was chosen for H.R. support, as the additional option of having library staff included in the *HRDownloads* software means a more efficient method for having staff stay current with digital training on provincially mandated topics such as WHMIS.

## ACCOUNTING/FINANCE

**Recommendation:** Interim: Town of Lincoln; Long-term: Explore hiring a part-time accountant as part of the union library staff.

**Reasoning:**

- Both libraries currently keep their financial records within Vadim financial software, however the Town of Lincoln has more staff to handle additional work.
- The structure of the Union Library's financial procedures need to be a more defined separation between the Town and the Library and record keeping needs to separate the two organizations in a clear and concise manner. With a union library and combined municipal operating grants from two different municipalities, this system will be instrumental in keeping all revenues and expenditures clear. This will include the following:
  - An operating bank account for the Library that has board members and library administrators as signatories. Debit/Credit machines in library and online payments will feed directly into this account. Fines, fees and rental payment at the library will be deposited into this account.
  - Library will send the Town of Lincoln journal entries to account for any deposits or withdrawals made with this bank account.
  - Quarterly invoicing of the library's fines, fees and rentals revenue will be made by the Town of Lincoln.
  - A revenue line will be created in the library's budget that denotes monthly payment of municipal grants.
  - A charitable/trust bank account for the Library that has board members and library administrators as signatories.
- Separate reporting within the Town of Lincoln's audit will be needed for the Union Library

- This is an interim move, as library administration will investigate whether finances can be adopted within the union library system in a few years' time. This move to more independence will make it easier to add another Niagara library into the union agreement in the future.
- Fort Erie Public Library is a local example of a Niagara library that has handles their financial system internally. They have a part-time accountant who conducts all their accounts payable, accounts receivable, audit requirements, and payroll.
- Both Pelham Library and Lincoln Library currently have part-time staff who spend time on all these areas (before the finished product of issuing the EFT, etc.), so an internal part-time accountant would actually be more efficient in the long run.
- An MOU may be required between the municipalities for the interim to define if or how many times a year the other municipality is invoiced for their share of the municipal grant.

### IT SUPPORT, (PHONE, EMAIL, INTERNET, SERVER, PRINTERS/COPIERS)

**Recommendation:** Interim: Town of Lincoln & Pelham Public Library IT (& outside providers);  
Long-term: In-House IT & Managed Service Provider

#### Reasoning:

- Currently, Lincoln PL receives IT support through the Town of Lincoln and Pelham PL receives IT support in-house and through outside/paid support services. The recommendation supports moving the union library to a system similar to Pelham's current system, but to accomplish this move it will require the assistance of the Town of Lincoln's IT department.
- This move to more independence will make it easier to add another Niagara library into the union agreement in the future. Combining IT from the two libraries, independent of the municipalities, will take cooperation between the Town of Lincoln's IT and Pelham Library's IT. This project will need a few years for completion, as each contract will need to be weighed for <cost to continue> versus <cost to pull out early and incur penalization>.

### PROGRAMMING

#### Recommendation:

- This is an area that will benefit greatly from the formation of a union library. Salary costs may shift down the organizational chart to the positions that directly serve the public.

#### Efficiencies Gained:

- Within the merged operation, there is the potential to develop a roster of programs and deliver them throughout the small communities that make up Lincoln and Pelham. This will reduce duplication and the time spent on program development for certain programs/age groups being served. This reduction in program preparation time may

allow the union library to reallocate programming staff to new and underserved categories of programming (such as a makerspace librarian) and allow our communities to gain programming staff with increased training and expertise.

- In addition to these efficiencies, benefits of this union library formation would also include, within our current salaries budget, a larger quantity of quality programming for our communities.

## COLLECTIONS

### Recommendation:

- This is an area that will benefit greatly from the formation of a union library. Administrative salary cost savings can shift to increasing the materials & collection budgets.

### Efficiencies Gained:

- Collection development (purchasing and culling of the materials lent out in physical form or digital form) will benefit from a union library formation. For example, instead of having a Pelham staff member select and purchase adult fiction and a Lincoln staff member select and purchase adult fiction, it will only require one staff member for the combined library system to purchase in each separate format.
- This results in a more efficient process, increases buying power, and as a combined system this will also increase the diversity and variety of the collection.
- In addition to the efficiencies, benefits of this union library agreement would also include previously used funds for administration could then move down to increase the collections available to our communities.

## OPERATING NEEDS

### Recommendation:

- Split the operating costs by percentage of population and remove costs associated with facility maintenance.

### Reasoning:

- The Town of Lincoln currently includes the building maintenance, utilities, cost of janitorial cleaning, cost of snow removal and lawn care, for both their library locations, within their own operating budget.
- The Town of Pelham currently includes the cost of in-house maintenance labour, cost of snow removal and lawn care, for both their library locations, within their own operating budget.
- In order to have identical coverage by both municipalities, all facility items should be removed from the libraries' operating budgets

- This means that Pelham Library's operating budget needs to be adjusted, facility expenses such as utilities, building maintenance materials, and cost of janitorial cleaning should be removed from the Pelham Library's budget prior to the formation of a union library. The accompanying revenue from Pelham Library's municipal grant should also be adjusted to remove revenue provided by the municipality for these expenses and added to the Town's facilities budget to accommodate the changes.
- If these changes are accepted, then the union library will be starting with operating expenses that match and it would also mean that the union library can start their first budget with a 58% and 42% split, which matches the current population percentages. Any future operating increase would also come at a 58/42 split until at that time that another census presents a distinct change in the split and the agreement is updated.

## LEGAL

**Recommendation:** Interim: Town of Pelham

**Reasoning:** Neither library system has had the need of legal consultation for the past few years, however the process of combining two separate legal entities will require some assistance and consultation with a lawyer. The Town of Pelham has a municipal lawyer on staff who can be accessed during this interim period to assist with legal matters.

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## FACILITY SPACE

- **Recommended:** Facilities will stay as is (two branches in each municipality) and this will be outlined in the Union Library Agreement.

## CAPITAL NEEDS

### Recommendation:

- All capital projects, such as buildings and renovations, would stay under the cost and care of the municipality where they are located. Any costs attributed to the maintenance, utilities, and/or renovations of these facilities would be attributed to the municipality where they are located.

## SUMMARY OF MUNICIPAL SUPPORT REQUESTED

- In the interim (1- 4 years), Finance/Accounts Payable and IT work product will be covered by the Town of Lincoln.
- Library Employees will be covered by the Town of Pelham's Benefits Plan and will use the Town of Lincoln pay grid.
- In the interim (1- 4 years), Payroll will be covered by the Town of Pelham. And the Town of Pelham will also offer their on-staff lawyer for legal consultation.
- Pelham's H.R. department will provide continued support.
- All operating line items that are specific to a municipalities' library building will become part of the municipalities' facility budget.

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## CONCLUSION

Staff advises that this report has been prepared to provide information pertaining to the feasibility and benefits of the operational merger of Lincoln and Pelham Public Library systems. The most evident of the benefits being decreased spending on administrative costs and redeployment of these funds to benefit service delivery. Over the course of 2021, senior library staff met and consulted regarding the organizational chart and staffing requirements, and program staff have undertaken several programs in partnership. Improvement in service delivery has already begun in that a portion of the CEO salary from Pelham has been re-deployed to hire a Marketing Content Specialist, and the Technical Services Coordinator position at Lincoln PL has been re-worked to become the Digital Strategies Librarian position – a role that fills a need in both systems. Further, a technician position in Lincoln has been re-purposed as an Administrative Assistant - another need for both systems – especially in view of the fact that there will be more demand for HR and accounting functions in the merged operation. The Technical Services Manager of Pelham has assisted Lincoln PL with the roll out

of ILS updates as well in preparation for its roll out of Fine Free services. The Deputy CEO position at Lincoln PL is also being examined for potential use in programming and fund development.

Very successful Story Walk programs over the summer of 2021, jointly held virtual programs and author visits and indigenous-themed programming were just the start of bringing programming staff from both systems together. The new Digital Strategies Librarian will prepare Maker and Tech programs for both systems to be delivered at all 4 branches and Maker equipment will be shared amongst them.

The Library Board's Report Review Committee met to review the Watson Report and directed Senior Library Staff to prepare a report highlighting the procedures for moving forward with an operational merger. In addition, they have approved a new interim logo that will carry the new organization forward until re-branding occurs. The hope is that a public announcement of the successful agreement and merger will come in late spring 2022.

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## APPENDICES:

**Appendix A:** Union Public Library Agreement - 2022-01-26

**Appendix B:** Watson Report - Library Integration for the Town of Lincoln and the Town of Pelham

**Report Approval:** This report has been reviewed by the Library Boards of both Lincoln and Pelham Public Libraries as well as the Chief Administrative Officers of both municipalities.



THE CORPORATION OF THE TOWN OF LINCOLN

("Lincoln")

- and -

THE CORPORATION OF THE TOWN OF PELHAM

("Pelham")

### **AGREEMENT TO ESTABLISH A UNION PUBLIC LIBRARY**

**WHEREAS** section 20 of the *Municipal Act, 2001*, S.O. 2001, c. 25 ("*Municipal Act, 2001*") provides that a municipality may enter into an agreement with one or more other municipalities to jointly provide, for their joint benefit, any matter which all of the municipalities have the power to provide within their own boundaries;

**AND WHEREAS** section 3 of the *Public Libraries Act*, R.S.O. 1990, c. P. 44 ("*Public Libraries Act*") provides that the council of a municipality may by by-law establish a public library; and

**AND WHEREAS** section 5 of the *Public Libraries Act* provides that the Councils of two or more municipalities may make an agreement for the establishment of a union public library;

**AND WHEREAS** the Councils of the municipalities of Pelham and Lincoln (each "a party" and collectively "the parties") wish to enter into an agreement to establish a union public library pursuant to section 5 of the *Public Libraries Act*;

**NOW THEREFORE** in consideration of the mutual covenants and agreements contained herein, and for other good and valuable consideration, the sufficiency of which is hereby acknowledged, the parties agree as follows:

#### **1. ESTABLISHMENT OF THE LINCOLN PELHAM UNION PUBLIC LIBRARY**

- 1.1. The parties hereby agree that a union public library shall be established pursuant to and in accordance with the provisions of the *Public Libraries Act* to serve Lincoln and Pelham ("the Lincoln Pelham Union Public Library").

#### **2. TERM**

- 2.1. This Agreement comes into effect on the date it is signed by the parties or, should the parties sign this Agreement on different dates in accordance with section 12.9, on the latest date on which it is signed by a party, and shall continue indefinitely unless it is amended or terminated in accordance with the provisions herein.

#### **3. THE LINCOLN PELHAM UNION PUBLIC LIBRARY BOARD**

- 3.1. The Lincoln Pelham Union Public Library shall be under the management and control of a union board as described in the *Public Libraries Act*, which shall be a corporation incorporated pursuant to the *Not-for-Profit Corporations Act, 2010*, S.O. 2010, c. 15 and shall be known as The Lincoln Pelham Union Public Library Board ("the Board").

- 3.2. The Board shall be composed of eleven (11) members of the communities served by the Lincoln Pelham Union Public Library and shall be appointed by the Councils of the parties in accordance with the following rules:
- i. Every member of the Board shall meet the qualifications prescribed by section 10 of the *Public Libraries Act*;
  - ii. Lincoln and Pelham shall each appoint one (1) member of Council to the Board;
  - iii. Lincoln and Pelham, or either of them, may appoint a second member of Council to the Board, subject to the consent of the other party to the appointment, but are not required to do so;
  - iv. Six (6) members of the Board, including the appointed member(s) of Council for Lincoln, shall be residents of Lincoln, which accords with the proportion of costs payable by Lincoln pursuant to section 8 of this Agreement; and
  - v. Five (5) members of the Board, including the appointed member(s) of Council for Pelham, shall be residents of Pelham, which accords with the proportion of costs payable by Pelham pursuant to section 8 of this Agreement.

#### **4. ASSETS AND LIABILITIES**

- 4.1. Upon entry into this Agreement, the public library boards established for Lincoln and Pelham are dissolved and the assets and liabilities of those public library boards are vested in and assumed by the Board, subject to the following exceptions:
- i. Ownership of any existing library building(s) owned by a party shall remain with that party. Responsibility for capital repairs to any such existing library building(s) shall be addressed in separate Facilities Agreements to be established between the Board and each party to this Agreement.
  - ii. If a party and/or a former public library board serving that party had established a capital reserve account for the sole purpose of expanding and/or renovating any existing library building(s), that reserve account shall be kept separate for the sole purpose of building expansion and/or renovation and shall be identified as a separate capital reserve within the financial accounts of the Board.
  - iii. If a party and/or a former public library board serving that party had established a specific reserve account for other library purposes, that reserve account shall be kept separate for the identified purposes and shall be identified as a separate specific reserve within the financial accounts of the Board.
  - iv. The Board shall maintain a joint operating reserve account to which the parties shall contribute surplus funds annually in accordance with the proportions set out in section 8 of this Agreement. Should the balance of the joint operating reserve reach five percent (5%) of the Lincoln Pelham Union Public Library operating budget, any surplus shall be deposited annually into the capital reserve accounts described in paragraph 3.1 ii. in accordance with the proportions set out in section 8 of this Agreement.
  - v. If a party and/or a former public library board serving that party had established a charitable trust for the sole purpose of receiving donations, the charitable trust account shall be kept separate for the purpose of receiving donations and shall be identified as a separate account within the financial accounts of the Board.

- 4.2. Other than donations received via a charitable trust as set out in paragraph 3.1 v., all donations received by a party and/or a former public library board for library purposes prior to this Agreement shall vest in and be assumed by the Board. Notwithstanding the foregoing, the parties agree that where a donation is made for a purpose specified by the donor, it shall be allocated and applied in accordance with that purpose.
- 4.3. Other than donations received via a charitable trust as set out in paragraph 3.1 v., all donations received by the Lincoln Pelham Union Public Library or the Board shall be the property of the Board. Notwithstanding the foregoing, the parties agree that where a donation is made for a purpose specified by the donor, it shall be allocated and applied in accordance with that purpose.

## **5. POWERS AND DUTIES OF THE LINCOLN PELHAM UNION PUBLIC LIBRARY BOARD**

- 5.1. The Board shall have the powers and duties prescribed under the *Public Libraries Act* and, without limiting the generality of the foregoing, the Board shall:
  - i. Operate a library system with a minimum of four (4) locations that represent the present geographical locations of libraries in Lincoln and Pelham and ensure that library operations are conducted in accordance with the *Public Libraries Act* and its regulations;
  - ii. Employ a Chief Executive Officer, who shall have general supervision over and direction of the operations of the Lincoln Pelham Union Public Library and its staff, shall attend all Board meetings and shall have such other powers and duties that the Board assigns to him or her from time to time;
  - iii. Enter into an employment contract with the Chief Executive Officer described in paragraph 4.1 ii., which contract shall set out the terms and conditions of his or her employment including salary, benefits, vacation and such other terms as are necessary, and which terms and conditions shall be set by the Board;
  - iv. Review all library locations every four (4) years, with the first such review to take place four (4) years after this Agreement is signed, to ensure that such locations are appropriate for the purposes of providing a comprehensive and efficient public library service that reflects community needs; and
  - v. Have exclusive control of the disbursement of the finances of the Lincoln Pelham Union Public Library and apply all revenues and profits of all property of the Board solely to the establishment, operation and maintenance of a public library service.

## **6. ANNUAL ESTIMATES OF COSTS**

- 6.1. On or before the first day of December in each year of this Agreement, the Board shall prepare, adopt and submit to the Councils of Lincoln and Pelham estimates of all sums required during the upcoming year for the purposes of the Board as required by section 24 of the *Public Libraries Act*. For greater certainty, such estimates:
  - i. Shall set forth the estimated revenues and expenditures of the Board;
  - ii. Shall set forth the proportion of the estimates to be charged to each of Lincoln and Pelham; and
  - iii. May provide for capital expenditures to be made using funds accumulated and/or received by the Board during the previous year.

- 6.2. If the estimates are approved or amended and approved by the Council or Councils of the party or parties representing more than one-half of the population of the area for which the Board was established, then such approvals are binding on all parties to this Agreement in accordance with section 24 of the *Public Libraries Act*.
- 6.3. Notwithstanding any other provisions of this Agreement, in the second and third years of this Agreement, the Board shall not prepare, adopt or submit estimates that set forth an annual increase of more than two percent (2%) over the contributions made by each of the parties in the first year of this Agreement or that change the proportions to be charged to each of the parties.

## **7. COUNCIL OBLIGATION TO PAY ANNUAL ESTIMATES**

- 7.1. The Councils of Lincoln and Pelham shall each appropriate and pay to the Board the amounts in the estimates that have been approved for the establishment, operation and maintenance of a comprehensive and efficient public library service that reflects the parties' unique needs.

## **8. PROPORTIONS**

- 8.1. Lincoln and Pelham shall each supply one hundred percent (100%) of their Provincial Library Operating Grant ("PLOG") and Pay Equity ("PE") to the Board.
- 8.2. In addition, the Councils of Lincoln and Pelham shall each contribute local operating support to the Board, the proportions of which shall reflect the relative populations of the municipalities as established by available census data.
- 8.3. The proportions of local operating support to be contributed by the Councils of Lincoln and Pelham in each of the first four (4) years of this Agreement shall be based on 2016 census data.
- 8.4. Census data shall be reviewed by the Board every four (4) years, with the first such review to take place four (4) years after this Agreement is signed, and the parties shall make any necessary adjustment to the proportions at that time.
- 8.5. The PLOG, PE and local operating support payable to the Board in accordance with this Agreement in the first year of this Agreement is as follows:

Library	Population (2016)	PLOG/PE (2020)	Provincial Pay Equity Down Payment	Local Support (2022)	Proportion of Local Support Requested
Lincoln	23,787 58%	\$27,394	\$13,486	\$1,164,054	58%
Pelham	17,110 42%	\$22,256	\$932	\$827,207	42%
	40,897	\$49,650	\$14,418	\$1,991,261	100%

## **9. ADDITION OF PARTIES**

- 9.1. At any time after the Board is established, the Council of any municipality that is not a party to this Agreement may submit a request to the Councils of Lincoln and Pelham to join the union public library established by this Agreement.
- 9.2. Where a majority of the members of the Councils of Lincoln and Pelham vote in favour of a request submitted under section 9.1 of this Agreement, this Agreement shall be amended in accordance with section 10 to make all amendments required to add the municipality as a party to this Agreement and a participant in the union public library, including but not limited to the proportions set out in section 8 of this Agreement.

## **10. AMENDMENT AND TERMINATION**

- 10.1. The parties may revise, alter or amend this Agreement only by mutual agreement. If at any time the parties deem it necessary or expedient to make any revision, alteration or amendment to this Agreement, they may do so only by way of a written document, signed by the parties, which shall be appended to and form part of this Agreement.
- 10.2. At any time, the parties may jointly agree in writing to terminate this Agreement on such terms and conditions as the parties consider appropriate.
- 10.3. Either party may terminate this agreement by providing not less than twenty-four (24) months written notice to the other party of its desire to terminate this Agreement and of its proposed date for dissolution of the Board and the Lincoln Pelham Union Public Library, which dissolution date shall be not less than thirty (30) months from the date of the written notice of termination.
- 10.4. Upon dissolution of the Board and the Lincoln Pelham Union Public Library pursuant to section 10.3, all books and other library materials housed in library building(s) that are located in a municipality are vested in and assumed by the municipality in which they are situated. All other assets and liabilities of the Board and the Lincoln Pelham Union Public Library shall be apportioned and allocated to the parties in accordance with the proportions set out in section 8 of this Agreement.
- 10.5. Termination of this Agreement is without prejudice to the rights of any party that may have accrued up to the date of termination.

## **11. DISPUTE RESOLUTION**

- 11.1. In the event that a dispute arises as to the interpretation, application and/or execution of this Agreement, including but not limited to a party's rights or obligations under the Agreement and/or an allegation of default or breach of the Agreement, the party that disputes the other party's position or conduct shall immediately provide written notice of the dispute to the other party.
- 11.2. Where a notice of dispute is received in accordance with section 11.1, the parties' Chief Administrative Officers shall attempt to resolve the dispute through negotiation for a period of thirty (30) days from the date on which the notice is delivered. The parties may extend the negotiation period if they agree that a reasonable extension is likely to resolve the dispute.

- 11.3. If a dispute cannot be resolved through negotiation by the parties' Chief Administrative Officers, the parties shall refer the matter to the Chief Administrative Officer of Niagara Region for determination ("the Regional CAO"). The Regional CAO shall direct the process and determine the dispute. The determination of the Regional CAO is final and binds the parties and their respective successors and permitted assigns.
- 11.4. If for any reason the Regional CAO is unable to hear a dispute, the parties shall refer the matter to the Chief Administrative Officer of another municipality in the Niagara Region ("the Municipal CAO"), which shall be contacted in the following order:
- i. The City of Niagara Falls
  - ii. The City of St. Catharines;
  - iii. The Town of Niagara-on-the-Lake; and
  - iv. The Town of Fort Erie.
- 11.5. The Municipal CAO shall direct the process and determine the dispute. The decision of the Municipal CAO is final and binds the parties and their respective successors and permitted assigns.
- 11.6. Each party shall bear any costs that it incurs in relation to the determination of disputes arising under this Agreement.

## **12. GENERAL**

- 12.1. This Agreement constitutes the entire agreement between the parties in relation to the matters set out herein. There are no other representations, promises, covenants or terms relating to the subject matter of this Agreement. This Agreement supersedes any prior discussions, understandings or agreements between the parties in relation to its subject matter.
- 12.2. The invalidity or unenforceability of any particular term of this Agreement shall not limit the validity or enforceability of the remaining terms, each of which is distinct and severable from all other terms of this Agreement.
- 12.3. Waiver by a party of any provision of this Agreement in one instance shall not constitute a waiver in any other instance and any such waiver must be made in writing.
- 12.4. Any delay or failure on the part of any party to exercise or enforce any right, power or remedy conferred by this Agreement shall not constitute a waiver of same and shall not operate as a bar to that party exercising or enforcing said right, power or remedy at any subsequent time.
- 12.5. No party shall be considered in default of its obligations under this Agreement to the extent that a delay or failure to perform those obligations is due to an event beyond the control of the parties, including but not limited to fires, floods, acts of God, strikes, riots, war or hostilities, terrorism, lawful acts of public authorities and other events that cannot be reasonably foreseen or provided against.
- 12.6. This Agreement shall enure to the benefit of, and be binding upon, the parties and their respective successors and permitted assigns; however, this Agreement and the parties' associated rights and obligations are not assignable by any party without the prior written consent of all other parties.

- 12.7. This Agreement shall be governed by and construed in accordance with the law of the Province of Ontario and laws of Canada applicable therein.
- 12.8. In the event of any conflict between any provision of this Agreement and any provision of the *Public Libraries Act* or the *Municipal Act, 2001*, the provision of the statute shall prevail. In the event of any conflict between the *Public Libraries Act* and the *Municipal Act, 2001* in relation to this Agreement, the *Public Libraries Act* shall prevail.
- 12.9. This Agreement may be signed in counterpart, each of which is an original and all of which together constitute a single document. Counterparts may be executed on different dates and in original or electronic form and may be exchanged by way of mail or PDF file delivered by email or facsimile transmission.

### **13. NOTICE**

- 13.1. Upon entry into this Agreement, Lincoln shall promptly notify the Minister of Culture or such other member of the Executive Council to whom the administration of the *Public Libraries Act* has been assigned ("the Minister") and shall mail or deliver a copy of this Agreement to the Minister pursuant to section 5 of the *Public Libraries Act*.
- 13.2. Any written notice to or communication with the Board and/or the Lincoln Pelham Union Public Library provided for or required under this Agreement or otherwise shall be given by personal delivery, mail or electronic mail, addressed as follows:

**Lincoln Pelham Union Public Library**  
**NEED CONTACT PARTICULARS HERE**

**[signature page follows]**

**IN WITNESS WHEREOF** the parties have executed this Agreement by their authorized representatives and agree to be bound thereby as of the latest date set out below.

**THE CORPORATION OF THE TOWN OF LINCOLN**

By: \_\_\_\_\_

Name:

Title:

By: \_\_\_\_\_

Name:

Title:

I/We have authority to bind the Corporation.

Date: \_\_\_\_\_

**THE CORPORATION OF THE TOWN OF PELHAM**

By: \_\_\_\_\_

Name:

Title:

By: \_\_\_\_\_

Name:

Title:

I/We have authority to bind the Corporation.

Date: \_\_\_\_\_





# Library Integration for the Town of Lincoln and the Town of Pelham

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December 21, 2021

Watson & Associates Economists Ltd.  
905-272-3600  
[info@watsonecon.ca](mailto:info@watsonecon.ca)

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# Report





# 1. Introduction

## 1.1 Background

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In early 2019 the Province of Ontario provided unconditional grant funding for municipalities to undertake service delivery reviews, implement recommendations, and modernize service delivery through technologies via one-time grant funding. This grant funding was provided through the Service Modernization Funding for Small and Rural Communities. Subsequently, the Province provided conditional grant funding through the Municipal Modernization Program that was available to municipalities through submitting applications for third-party service delivery reviews.

The Pelham Library Board and Lincoln Library Board have submitted a joint application through the Municipal Modernization Program for a third-party reviewer to undertake a detailed study on potential Library Integration between the two library boards. Building on the two libraries' long history of partnership and working together, the goal of the review is to find ways in which to streamline administrative functions and expenditures in order to provide enhanced delivery of library services for the two communities. The two Library Boards serve communities that are similar and have staff that have comparable work cultures with a focus on excellent customer service. Further, the goal a potential merger is to dedicate more resources directly to programs and materials. Currently the Towns both utilize existing savings/efficiencies to enhance delivery of library services and wish to expand on these existing efficiencies.

The study seeks to assist the two library boards in providing a thorough feasibility analysis with respect to a shared service between the Town of Lincoln and Town of Pelham. This study is intended to explore the various advantages, disadvantages, and opportunities for a joint service delivery model between the two library boards. Should a joint library board be feasible, there is potential for additional municipal library services in the Region to join. This may provide for increased efficiencies and enhanced delivery of library services in the Region.

The Towns retained Watson & Associates Economists Ltd. (Watson) to undertake the study process. Watson worked with staff from both Towns and library boards in preparing the analysis and policy recommendations.

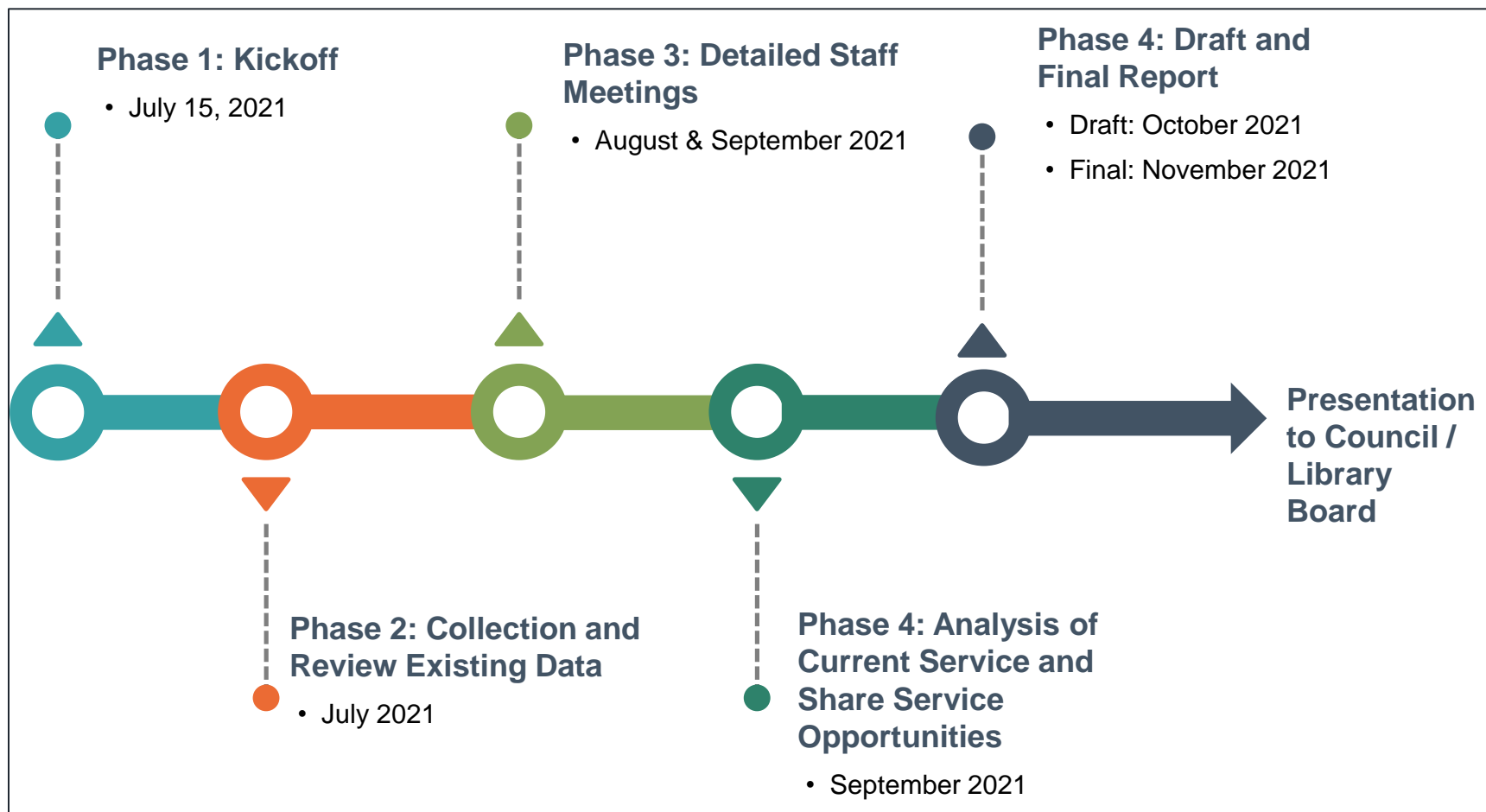
## 1.2 Summary of the Process

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The study process undertaken began with a kickoff meeting in July 2021. Subsequent to this kickoff meeting, the Towns and their respective library boards began providing Watson with background data for review. Detailed staff meetings with staff from various service areas were held throughout August and September. The draft report was prepared in late October and finalized in November. The project will complete with presentations to the respective Town Councils and Library Boards. A schematic of the process is provided in Figure 1-1.



Figure 1-1  
Summary of the Study Process







## 1.3 Library Profiles

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### 1.3.1 Overview

The following provides an overview of the current provision of library services for the Towns of Pelham and Lincoln. Detailed analysis and review of the services are provided in subsequent chapters of this report.

### 1.3.2 Pelham Public Library

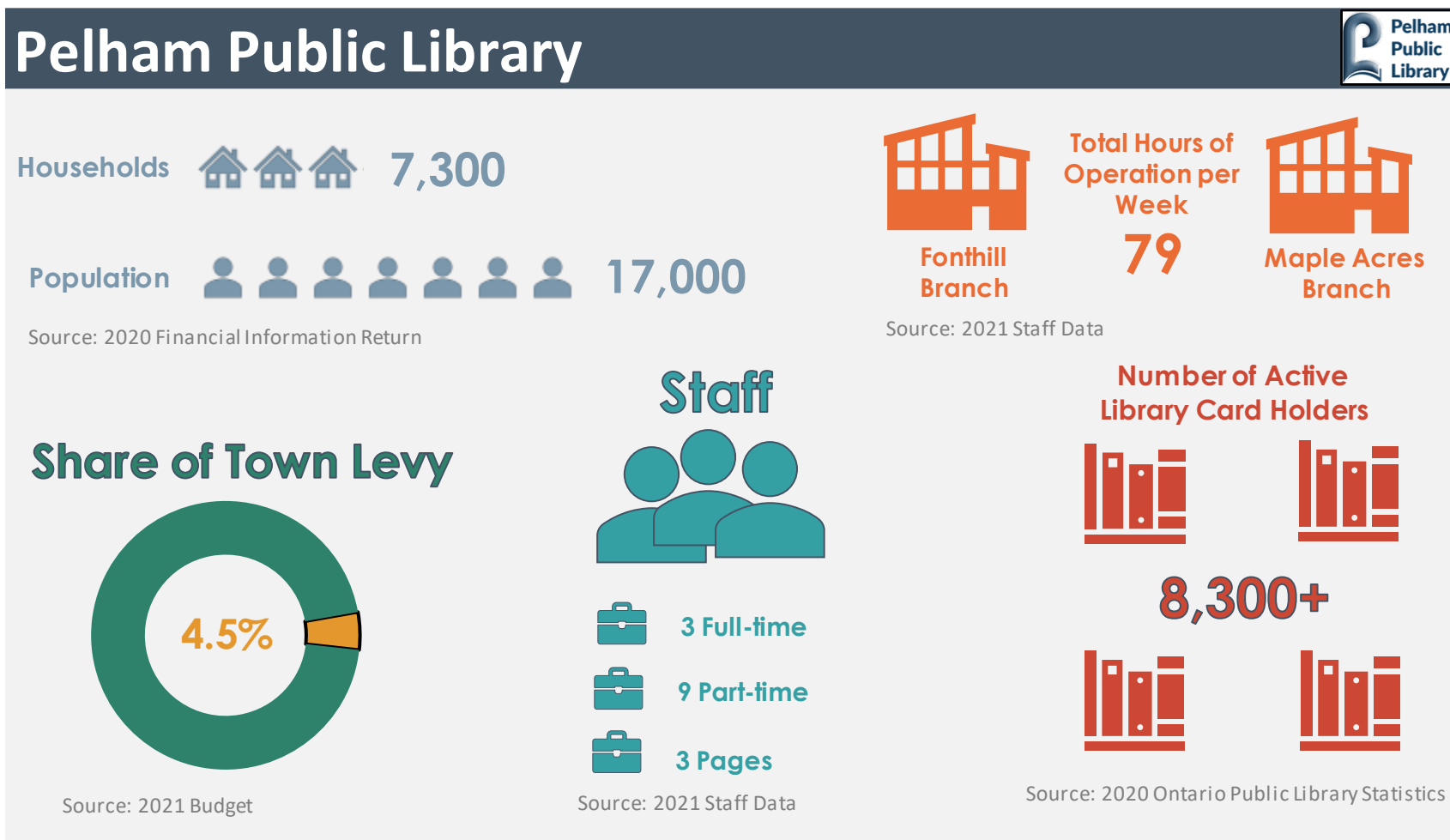
Library services in the Town of Pelham are provided by the Pelham Public Library. The library operates out of two facilities; the Fonthill branch, located at 43 Pelham Town Square in Fonthill and the Maple Acres Branch located at 781 Canboro Road in Fenwick. These branches serve the Town's population of approximately 17,000 residents. In 2020, the number of active library card holders totaled approximately 8,300.

Pelham Public Library currently employs a total of 15 staff members; 4 full-time, 8 part-time, and 3 pages. The staff provide various services to the community as well as facilitate programs for children, teens, and adults. In addition to programs, the library offers a variety of circulation materials and resources for the community. These include various databases, books, magazines, etc. as well as electronic resources such as computer equipment.

Funding for the Pelham Public Library is predominately provided from property taxes. In 2021, the library portion of the Town levy equates to approximately 4.5% of the overall budget.



Figure 1-2  
Pelham Public Library Statistics





### **1.3.3 Lincoln Public Library**

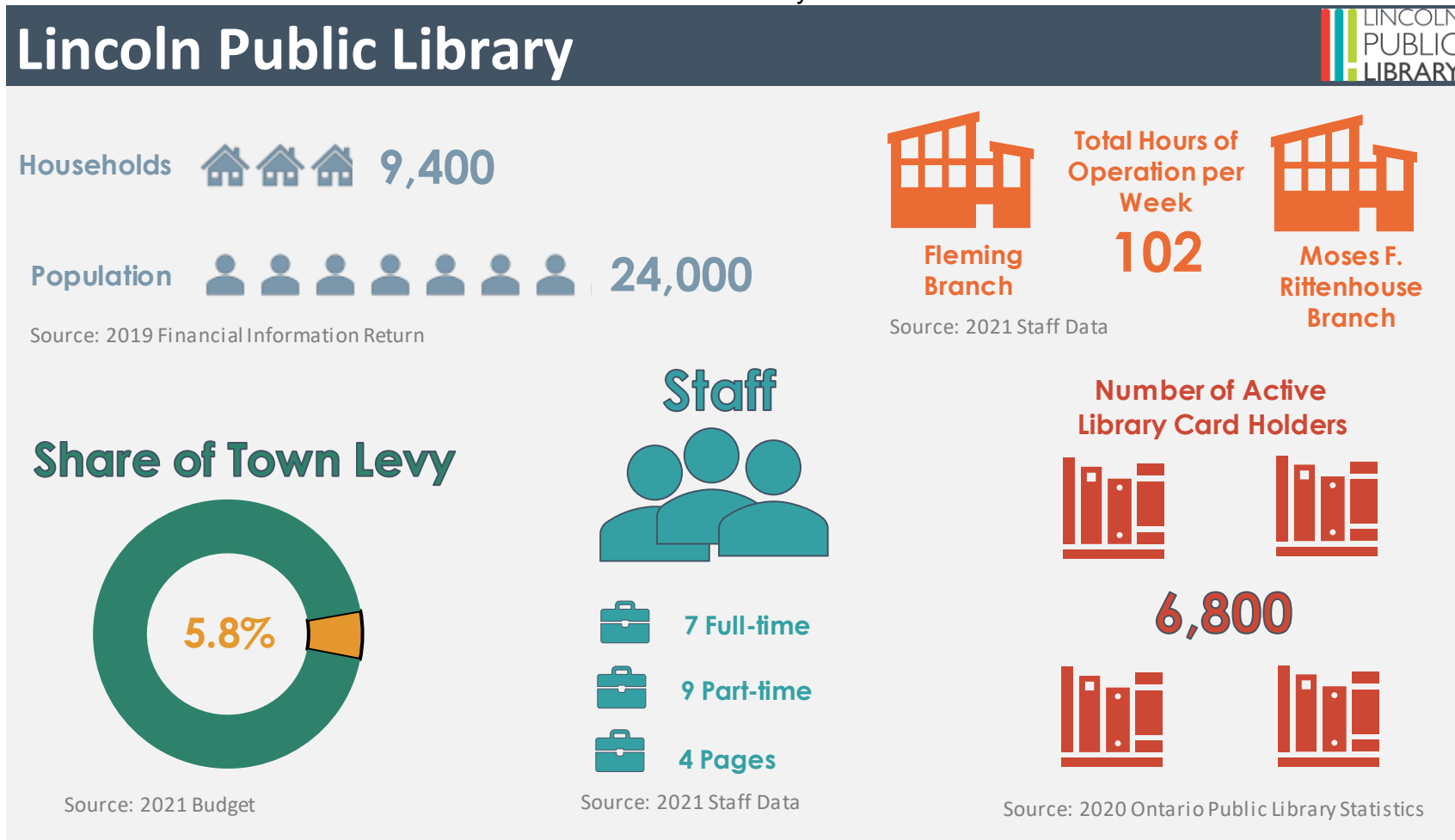
Library services in the Town of Lincoln are provided by the Lincoln Public Library. The library operates out of two facilities; the Fleming branch, located at 5020 Serena Drive in Beamsville and the Moses F. Rittenhouse branch located at 4080 John Charles Boulevard in Vineland. These branches serve the Town's population of approximately 24,000 residents. In 2020, the number of active library card holders totaled approximately 6,800.

Lincoln Public Library currently employs a total of 20 staff members; 7 full-time, 9 part-time, and 4 pages. The staff provide various services to the community as well as facilitate programs for children, teens, and adults. In addition to programs, the library offers a variety of circulation materials and resources for the community. These include various databases, books, magazines, etc. as well as electronic resources such as computer equipment.

Funding for the Lincoln Public Library is predominately provided from property taxes. In 2021, the library portion of the Town levy equates to approximately 5.8% of the overall budget.



Figure 1-3  
Lincoln Public Library Statistics





### **1.3.4 Services Provided by the Towns**

The Towns of Lincoln and Pelham provide service and support to their respective public libraries. Payroll, accounts payable, and facility maintenance are serviced provided directly to the respective libraries. Payroll and accounts payable services are provided using the Towns' current financial accounting and payroll systems. Facility maintenance includes snow clearing and lawn maintenance at all library facilities.

Other services are provided on an as-needed basis such as human resource and information technology (I.T.) support as well as use of the corporate offices. Both the Lincoln Public Library and the Pelham Public Library received these supports from their respective Towns, with the exception of I.T. support in Pelham, which is undertaken in-house/contracted by an outside provider.

Further discussion of the provision of services is discussed later in this report.

## **1.4 Discussion Principles**

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In undertaking the assignment, the primary objective was to review how the Town of Lincoln and Town of Pelham provide library services and explore options for shared service arrangements. Potential alternative arrangements were reviewed with regard to potential efficiencies, cost savings, and/or enhanced levels of service that could be achieved through shared services. The analysis was organized into the following main sections; Governance (organization of the board), Human Resources (staffing, salaries, benefits, etc.), Administration (accounting/finance, information technology, etc.), and Facilities and Programs.

Through the detailed staff meetings, various questions were posed to ascertain the required information to undertake the analysis. These questions included:

- How do the operations function currently? Are there any issues?
- Are there any opportunities for efficiencies, enhanced level of service, etc.?
- How are expenditures and revenues tracked? Are there chargebacks to the Towns for work undertaken by the Towns at the libraries?
- How could a shared service work? Are there any hurdles to overcome in sharing services (e.g. using different email clients, allocation of chargebacks for work, etc.)? Is there expertise in-house for one library that can be used for the other?



## 1.5 Options for Shared Services

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As noted, the primary objective of this assignment was to review how the Town of Lincoln and Town of Pelham provide library services and explore options for shared service arrangements. To ascertain if there are any cost savings, efficiencies, or enhanced levels of service that could be obtained, a review of three options was undertaken for each service; status quo, purchased service/shared service arrangement, and a union library board (Note: a union library is a combined library system consisting of more than one municipality. These libraries are considered one business entity and receive funding from the member municipalities.).

A review of how the current service is provided (i.e. status quo) was undertaken as the first step in the process. This review provided key insights into areas where efficiencies, cost savings, or enhanced levels of service may be obtained. Note that for some areas, such as collections, the Towns have already explored shared service opportunities by joining the Libraries in Niagara Cooperative (LiNC) which is a cooperative consortium, consisting of multiple Niagara public libraries and one college library. LiNC was created to share an open-source library catalogue system called Evergreen. It eliminates the need for individual LiNC member libraries to select, mount, manage and upgrade a singly owned library system. There are also areas where the two libraries already share program ideas which provides for efficiencies in the current provision of services.

Next was a consideration of providing a union library board. Under this option, the library boards would form one joint library board whereby the costs would be shared by the two Towns. In this option, each service was assessed with respect to potential efficiencies, cost savings, and/or enhanced levels of service that could be obtained through moving to a union library board.

Finally, a review of a purchased service/shared service arrangement was undertaken whereby the public libraries would remain separate entities. Upon a review of this option it appears there would be limited opportunities for additional efficiencies, cost savings, or enhanced levels of service due to scheduling inefficiencies, prioritization of services provided to each board, and additional administrative burdens as compared to the union library approach. Hence, this approach is not dealt with in detail with this assessment.



The report provided herein, therefore compares the current provision of services (status quo) to potential efficiencies, cost savings, or enhanced levels of service gained through forming a union library board.

## 1.6 Format of the Report

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This report has been prepared pursuant to the request for proposal jointly issued by the Town of Lincoln and the Town of Pelham. The report reviews the current provision of library services in the respective Towns and recommends policies and considerations for shared services.

**Chapter 1** of this report provides an introduction for the study purpose along with background information on library services in the Town of Lincoln and Town of Pelham.

**Chapters 2 through 5** present an analysis of the various services provided by the libraries. These various services have been summarized into Human Resources, Administration, Programs/Facilities, and Governance. The analysis presented in these chapters is provided in the following components:

- **Current Service Provided (Status Quo):** This subsection summarizes how each respective library currently provides library services in the respective Towns.
- **Potential Savings/Enhanced Level of Service Provided by Union Board:** Through detailed discussions with staff, review of background materials, and a review of the current service delivery, options for shared services through a union library board are discussed and compared. Each option includes an overview/description, a potential rationale for selecting this method, and the impacts to each of the Towns.
  - *It should be noted that both Towns provide services to their respective Boards, however, a charge from the Town to the Board is not consistently provided, hence, a full financial impact is not possible without this data.*
- **Recommended Approach:** A recommended approach to shared services is provided for short-term and medium-term time horizons.

**Chapter 6** provides for a summary of the recommendations identified in Chapters 2 through 5.



**Chapter 7** outlines a potential implementation plan for the Library Boards and Council to consider.

Note: The analysis presented herein does not provide for a detailed review of potential expenditures arising from shared service arrangements. These costs will be realized as the libraries enact a potential shared service arrangement. It is assumed that potential savings may be used to enhance service delivery while utilizing the same level of expenditures. The analysis and discussion do, however, provide for policy considerations for both Town Councils and Library Boards. These policy considerations will assist library staff in preparing for and undertaking potential shared service arrangements. Ultimately, senior staff and the respective library boards are best suited to carry out potential next steps as they have the most experience and in-depth knowledge of the day-to-day operations of the libraries.





## 2. Human Resources

Human Resource delivery is the function that supports and provides services to staff and employees. For both the Town of Lincoln and Town of Pelham, the Human Resource department responsibilities to their Libraries include compensation and benefits, along with support, expertise, and advice on recruitment, termination, and legislation related to staff employment.

The following human resource-related services are reviewed below:

- Salaries and wages;
- Employee Benefits;
- Human Resources (support); and
- Payroll.

### 2.1 Salaries and Wages

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The workforce for both the Lincoln Public Library and the Pelham Public Library are a mix of full-time staff, part-time staff, and pages. The staff for each library provide a variety of services from administrative functions to facilitating programming for the community. The current organizational charts for each library are provided in Appendix A.

#### **2.1.1 Current Service Provided (Status Quo)**

In both library systems, library staff resources are deployed in a relatively similar manner whereby staff assume many duties (e.g. programming coordinators also assist with administrative rolls such as staffing the circulation and help desks). The following table provides a list of the positions by library system, categorized by part-time and full-time staff, as well as pages.

Full descriptions of the jobs are not provided in this report; however, it is noted that positions with similar titles, have similar duties in each library system. Salaries and wages are also similar between library systems.

As noted, some staff have mixed roles. There are opportunities for enhanced levels of service through reorganization and assigning staff to specific roles. This would allow



staff that specialize in a particular area to focus solely on that program area (e.g. children's programming). Additionally, cost savings may be realized through combining the libraries as there may be an opportunity to reduce the number of senior staff positions (i.e. the vacant CEO position in the Pelham Public Library). These cost savings could be redirected towards additional programming.

Table 2-1  
Summary of Current Staffing

Position	Lincoln Public Library	Pelham Public Library
<b>Full -Time Staff</b>		
CEO	1	0*
Deputy CEO / Operations Manager	0**	1
Technical Services Coordinator / Manager	1*	1
Children's Services Coordinator	1	
Youth Services	1	
Library Technician Local History	1	
Library Technician Administrative Assistant	1	
Marketing and Outreach Services Coordinator	1	
Cataloguing and Computer Technician		1
<b>Total Full-Time Staff</b>	<b>7</b>	<b>3</b>
<b>Part -Time Staff</b>		
Fund Development and Communications	1	0
Website and Maker	1	0
Technical Services Assistant / Program Assistant	1	1
Children Services Assistant / Summer Program Assistant	1	1
Customer Service Assistant / Circulation Assistant	5	4
Children's and Youth Services Coordinator	0	1
Adult Programming / Volunteer	0	1
Marketing Content Specialist	0	1
<b>Total Part-Time Staff</b>	<b>9</b>	<b>9</b>
<b>Total Students/Pages</b>	<b>4***</b>	<b>3</b>

\*Position not currently filled

\*\*Position in progress of being filled

\*\*\*Two positions not currently filled



### 2.1.2 Potential Savings/Enhanced Levels of Service Provided by Union Board

There are potential benefits to establishing a Union Board with respect to staffing salaries and wages. Through combining staff and undertaking a reorganization review, the following benefits may be realized:

- **Reduction in Costs** - There would potentially be a cost savings as the organizations move to have one CEO. As Pelham Public Library does not currently have a full-time CEO (currently they are utilizing an Acting CEO), this reduced level of staffing could continue. The potential annual cost savings of approximately \$100,000 to \$120,000 would be shared by both Towns. This could remain a cost savings, be redirected to increased programming activities, or assist in moving Part-time staff members to Full-time.
- **Enhanced Level of Service** – combining staff and undertaking a reorganization may allow staff to focus on the role for which they specialize. This will allow programming staff to dedicate more time to programming and less time covering other duties, such as the help desk.

Note: There are no labour union positions at either library. This removes a potential barrier in aligning staff roles, responsibilities, wages, and benefits.

Option / Description	Potential Savings/ Enhanced Levels of Service	Impact on Lincoln Public Library	Impact on Pelham Public Library
Consolidate Positions Through a Union Library Board	Positions in the respective library systems could be consolidated into one organizational chart. It is assumed there would be one CEO and one deputy CEO, providing for a cost savings through the	Overall administrative cost savings would be shared between both Towns  Change of position titles, restructure of organizational chart	Overall administrative cost savings would be shared between both Towns  Change of position titles, restructure of organizational chart



Option / Description	Potential Savings/ Enhanced Levels of Service	Impact on Lincoln Public Library	Impact on Pelham Public Library
	reduction of a position (not currently filled in Pelham). Other positions, job titles, and wages would be aligned which may enhance the level of service with a minor increase in costs to align the wage grids.	Changes to salary grid may be required, however, as both systems have similar salaries and wages, the impact is anticipated to be nominal	Changes to salary grid may be required, however, as both systems have similar salaries and wages, the impact is anticipated to be nominal



### **2.1.3 Recommended Approach**

Consideration of a Union Library Board would provide the Towns with a potential cost savings and may gain efficiencies through reduced overhead and staffing at the senior level as well as allow staff to focus on areas of specialization.

#### **2.1.3.1 Short Term Impacts**

As the Pelham Library is not currently staffing the CEO position and the Lincoln Library is not currently staffing the Manager of Technical Services position, it is assumed no additional staff would be required until the reorganization of staffing for the union library would be complete.

Senior library staff would prepare an organizational structure for the new union library. Once the union library board is formed there would be anticipated adjustments to wages for some staff members as the library combines the current salary grids.

#### **2.1.3.2 Medium Term Impacts**

Develop a longer-term organization plan which addresses programming goals with the appropriate staff positions. Once the reorganization is complete, the Towns would benefit from the overall alignment of staff to programming goals.

## **2.2 Employee Benefits**

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In addition to salaries, library staff are afforded non-wage compensation in the form of benefits. Types of benefits include life insurance, various types of health care coverage, and pensions.

The P.L.A. Section 25(1) states that the board may provide pensions for employees and their surviving spouses and children. Section 25(2) states that the board may establish a system of sick leave credits for employees as set out in section 281 of the Municipal Act, 2001.



### 2.2.1 Current Service Provided (Status Quo)

Town of Lincoln	Town of Pelham
<p>The Town of Lincoln has Life Insurance, Health Coverage, Dental and Vision through their insurance provider; Greenshield.</p> <p>There is also a pension plan (OMERS) for staff who work a minimum of 35 hours per week as well as part-time staff that work a certain number of hours who opt into the program.</p> <p>The library participates in the coverage purchased by the Town of Lincoln.</p>	<p>The Town of Pelham has Life Insurance, Health Coverage, Dental and Vision through their insurance provider; Equitable Life of Canada.</p> <p>There is a pension plan (OMERS) for staff who that work a minimum of 30 hours per week as well as part-time staff that work a certain number of hours who opt into the program.</p> <p>The library participates in the coverage purchased by the Town of Pelham.</p>

The current benefit plans for both the Town of Lincoln and Town of Pelham meet the minimum requirement of the P.L.A. Specific coverage amounts are relatively similar between both Towns; however, it appears that the Town of Pelham offers a slightly higher level of coverage in some areas.

As coverage is provided by the Towns, the share of the costs apportioned to the library is provided on a per full-time equivalent staff basis. Note that some benefits (such as OMERS pension contributions) are a function of the salary/wages paid, hence, quantification of the costs would be a function of the new organization and positions under the Union Library option. This has not been fully quantified in the discussion provided herein, however, it is observed through information provided by the Towns that the benefit plans result in similar costs per employee, with Pelham being marginally higher.



### **2.2.2 Potential Savings/Enhanced Levels of Service Provided by Union Board**

Under a Union Board, three options for the provision of benefits were reviewed:

1. Pelham to add the Union Library staff to their benefits plan;
2. Lincoln to add the Union Library staff to their benefits plan; and
3. Union Library staff to obtain their own benefits plan.

Option / Description	Potential Savings/ Enhanced Levels of Service	Impact on Town of Lincoln	Impact on Town of Pelham
Move all staff to the Town of Pelham's current benefit provider	<p>Would provide a potential enhanced benefit for current Lincoln Public Library employees.</p> <p>Cost to add staff to benefit plan would be a marginal increase in the current cost to the Lincoln Library based on present positions.</p>	<p>Recently entered into new benefit agreement, so may incur cost to remove staff</p> <p>Staff should review further to determine if overall cost to Town decreases (i.e. cost are per staff and not total for the Town)</p> <p>Lincoln Library staff would see a slight increase in benefit coverage</p>	<p>Potential to reduce cost in the Town's overall benefit plan due to the increased number of plan takers (i.e. cost per person may decrease)</p> <p>May create a marginal increase in workload for the existing payroll staff</p>



Option / Description	Potential Savings/ Enhanced Levels of Service	Impact on Town of Lincoln	Impact on Town of Pelham
Move all staff to the Town of Lincoln's current benefit provider.	<p>Would decrease the benefits provided to Pelham Public Library staff.</p> <p>Cost to add staff to benefit plan would be a marginal decrease in the current cost to the Pelham Library based on present positions.</p>	<p>Potential to reduce cost in the Town's overall benefit plan due to the increased number of plan takers (i.e. cost per person may decrease)</p> <p>May create a marginal increase in workload for the existing payroll staff</p>	<p>This may result in a reduction in the Town's overall benefit plan but may increase the overall Town cost per employee</p> <p>Pelham Library staff would see a slight decrease in benefit coverage.</p>
Move all staff to a new benefit plan for a Joint Union Library Board.	<p>A new benefit plan could be obtained however, details of the benefit plan will have to be determined.</p> <p>It is unclear whether independent coverage for a smaller organization is at a higher cost per employee.</p>	<p>Staff should review further to determine if overall cost to Town decreases (i.e. cost are per library staff and not total for the Town)</p>	<p>Staff should review further to determine if overall cost to Town decreases (i.e. cost are per library staff and not total for the Town)</p>





### **2.2.3 Recommended Approach**

Based on the options presented above, Senior library staff should consider the costs of the benefit plans of each Town. Senior library staff may seek estimates to create their own benefits plan, however, due to the number of staff at the libraries versus the Towns, it is anticipated that a separate plan may cost more. This analysis may be presented to the Board for decision on the best approach. Note, pursuant to the Ontario Municipal Employees Retirement System (OMERS) Act, 2006, library staff may not terminate its participation in an OMERS pension plan unless it has the consent of the Sponsors Corporation (s.8(1)).

#### **2.2.3.1 Short Term**

Should the libraries choose to create a Union Library Board, senior library staff should undertake a cost comparison of the three options above. In the interim, library staff may wish to continue under their current plans until the review by senior staff is complete.

#### **2.2.3.2 Medium Term**

Should the libraries choose to create a Union Library Board, once the senior staff have undertaken a review of the costs to establish their own benefit plans, staff should compare that to the cost of coverage in the short-term alternative.



## 2.3 Human Resources Support

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### 2.3.1 *Current Service Provided (Status Quo)*

The Lincoln and Pelham public libraries both receive human resource (H.R.) support from their respective Towns.

Town of Lincoln	Town of Pelham
Library staff are responsible for their Talent and Performance Management, Recruitment, Training and Development, Labour Relations and Job Design and Evaluation.  H.R. support is provided by the Town of Lincoln, where required.	Library staff are responsible for their Talent and Performance Management, Recruitment, Training and Development, Labour Relations and Job Design and Evaluation.  H.R. support is provided by the Town of Pelham, where required.



### 2.3.2 Potential Savings/Enhanced Levels of Service Provided by Union Board

Three options for consideration are summarized below. These options include:

1. Lincoln provides H.R. support
2. Pelham provides H.R. support; or
3. Union Board hires a dedicated H.R. staff member.

Option / Description	Potential Savings/ Enhanced Levels of Service	Impact on Town of Lincoln	Impact of Town of Pelham
Town of Lincoln Provides H.R. Support	H.R. support from one Town will reduce staffing requirements marginally in the other and provide for potential efficiencies	Town is already providing the service, however there will be a marginal increase in workload to accommodate the new library staff (<5%).	Pelham's H.R. staff would have the capacity to reallocate their workload from the library to the other departments.
Town of Pelham Provides H.R. Support	H.R. support from one Town will reduce staffing requirements marginally in the other and provide for potential efficiencies	H.R. staff would have the capacity to reallocate their workload from the library to the other departments.	Town is already providing the service, however there will be a marginal increase in workload to accommodate the new library staff (<5%).



Option / Description	Potential Savings/ Enhanced Levels of Service	Impact on Town of Lincoln	Impact of Town of Pelham
Hire a dedicated H.R. Staff Person	A dedicated Human Resource FTE for the joint library may provide the library with a staff member to achieve its goal and objectives. The H.R. position would focus on training, hiring, policies, and procedures directly for library.	The Town of Lincoln's H.R. staff would have marginal capacity to reallocate their workload from the library to the other departments.	The Town of Pelham's H.R. staff would have marginal capacity to reallocate their workload from the library to the other departments.



### **2.3.3 Recommended Approach**

It is recommended that consideration is provided to utilizing one of the Towns' H.R. support services. Utilizing existing H.R. professionals ensures that the support is provided by an expert in municipal H.R. policies and procedures, thus providing an efficient delivery of services. Additionally, hiring a dedicated H.R. staff person would be more costly than utilizing existing services (approximately \$60,000 to \$80,000 annually for a full-time staff member).

Through discussion with Town staff, utilizing H.R. support from either Town would not increase the cost in the interim. This approach would provide for the most efficiencies.

Senior library staff should confer with both Towns to assess the least disruptive and most beneficial arrangement.

#### **2.3.3.1 Short Term**

The H.R. support could be provided by one of the Towns immediately using existing resources.

#### **2.3.3.2 Medium Term**

Continued H.R. support to be provided from one of the Towns.

## **2.4 Payroll**

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Payroll processing and maintaining the employee database with respect to salary and benefits is an activity required for each respective library service.

### **2.4.1 Current Service Provided (Status Quo)**

<b>Town of Lincoln</b>	<b>Town of Pelham</b>
Payroll for library staff is administered through the Town of Lincoln's finance department biweekly, including benefits and pension.	Payroll for library staff is administered through the Town of Pelham's finance department biweekly, including benefits and pension.



## 2.4.2 Potential Savings/Enhanced Levels of Service Provided by Union Board

Three options for consideration are summarized below. These options include:

1. Lincoln provides payroll support
2. Pelham provides payroll support; or
3. Union Board purchases payroll software and facilitates payroll in-house.

Option / Description	Potential Savings/ Enhanced Levels of Service	Impact on Town of Lincoln	Impact on Town of Pelham
Town of Lincoln Provides Payroll Services	It is anticipated that little to no efficiencies would be gained as both Towns provide this service to each respective library	There would be a marginal increase in workload for Lincoln staff (<5%) to address payroll for the additional staff	This would create a reduction in workload for the existing payroll staff.
Town of Pelham Provides Payroll Services	It is anticipated that little to no efficiencies would be gained as both Towns provide this service to each respective library	This would create a reduction in workload for the existing payroll staff.	There would be a marginal increase in workload for Pelham staff (<5%) to address payroll for the additional staff
Purchase payroll system and facilitate in-house	Potential cost savings through utilization of existing staff. No charge for service from the Towns.	Finance staff time dedicated to payroll would be reduced marginally.	Finance staff time dedicated to payroll would be reduced marginally.



### **2.4.3 Recommended Approach**

Subsequent to the initial investment of the payroll software, potential efficiencies may be realized through utilization of current library staff in undertaking payroll activities.

Senior library staff should undertake a review of potential staff requirements through the reorganization to confirm existing staff can undertake this role and what/if savings and benefits can be achieved as a result.

#### **2.4.3.1 Short Term**

Payroll support could be provided from the Towns as they currently are, until such time that library staff can evaluate the purchase and set up a new payroll system.

#### **2.4.3.2 Medium Term**

Once consideration of a new payroll system is completed, consideration of the board facilitating payroll using in-house library staff may be decided.



## 3. Administration

### 3.1 Accounting / Finance

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Accounting and Finance activities are required to support the operations of the libraries. These activities include accounts payable, general accounting services, and annual reporting. These activities are currently provided by the Towns, in support of the respective libraries.

#### 3.1.1 Current Service Provided (*Status Quo*)

Town of Lincoln	Town of Pelham
The Town of Lincoln's finance department provides support to the Lincoln Public Library on an as-needed basis. The Town handles all accounts payable and general accounting requirements.	The Town of Pelham's finance department provides support to the Pelham Public Library on an as-needed basis. The Town handles all accounts payable and general accounting requirements.





### 3.1.2 Potential Savings/Enhanced Levels of Service Provided by Union Board

Three options for consideration are summarized below. These options include:

1. Lincoln provides accounting/finance support
2. Pelham provides accounting/finance support; or
3. Union Board undertakes accounting/finance activities using in-house staff.

Option / Description	Potential Savings/Enhanced Levels of Service	Impact on Town of Lincoln	Impact of Town of Pelham
Lincoln to support and implement accounting/finance functions for both libraries.	<p>The support from the Town of Lincoln's Accounting / Finance team would be consistent for both library branches.</p> <p>This would provide efficiencies in having one provider of accounting/finance rather than two.</p>	<p>Town is already providing the service, however there will be an increase in workload to accommodate the additional Pelham Library invoices and accounting</p> <p>Lincoln would need to create new entries for the Pelham's invoices in the financial system.</p>	The Town of Pelham's accounting/ finance team would have the capacity to reallocate their workload from the library to the other departments.



Option / Description	Potential Savings/ Enhanced Levels of Service	Impact on Town of Lincoln	Impact of Town of Pelham
Pelham to support and implement accounting / finance functions for both libraries.	<p>The support from the Town of Pelham's accounting / finance team would be consistent for both library branches.</p> <p>This would provide efficiencies in having one provider of accounting/finance rather than two.</p>	The Town of Lincoln's accounting / finance team would have the capacity to reallocate their workload from the library to the other departments.	<p>Town is already providing the service, however there will be an increase in workload to accommodate the additional Lincoln invoices and accounting</p> <p>Pelham would need to create new entries for the Lincoln's invoices in the financial system</p>
Union Board undertakes accounting/finance activities using in-house staff.	<p>The Union Library can utilize efficiencies from the reorganization to allocate additional staff resources to undertaking accounting/finance activities in-house.</p> <p>This would provide internal efficiencies as one staff member could undertake accounting/finance and payroll activities.</p>	The Town of Lincoln's Finance staff would have the capacity to reallocate their workload from the library to the other departments.	The Town of Pelham's Finance staff would have the capacity to reallocate their workload from the library to the other departments.



### **3.1.3 Recommended Approach**

It is recommended that consideration be provided to utilizing in-house staff to undertake these activities. Efficiencies gained through the reorganization can be utilized to allocate staff time towards accounting/finance activities. This can be combined with payroll activities as well.

This approach would also reduce Town staff time allocated to the libraries.

#### **3.1.3.1 Short Term**

Finance/accounting support may be provided by one of the Towns on an interim basis, until the Union Library undertakes the reorganization. Senior library staff should discuss resourcing with both Towns to determine which Town could provide the service on an interim basis that would be the least disruptive to Town and library operations.

#### **3.1.3.2 Medium Term**

Once new finance/accounting staff time is allocated, facilitate the activities using in-house library staff.

## **3.2 Information Technology**

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Information Technology (I.T.) is responsible to provide support, guidance and troubleshoot issues related to software and hardware problem faced by their clients. I.T. support assists with phones, emails, computers, and internet/WiFi issues.

### **3.2.1 Current Service Provided (Status Quo)**

<b>Town of Lincoln</b>	<b>Town of Pelham</b>
Lincoln Library uses the Town of Lincoln's I.T. support. The Town allocates costs to the library based on a proportionate share of Library staff to total Town staff (on a full-time equivalent basis).	The Town of Pelham manages most I.T. in-house with some services outsourced through contracted services.



### **3.2.2 Potential Savings/Enhanced Levels of Service Provided by Union Board**

Two options for consideration are summarized below. These options include:

1. Lincoln provides I.T. support; or
2. Union Board undertakes I.T. support activities using in-house staff.

As the Town of Pelham does not currently provide I.T. support services, and is not able to due to limited resources, this option is not discussed below.

Option / Description	Potential Savings/ Enhanced Levels of Service	Impact on Town of Lincoln	Impact of Town of Pelham
Lincoln to support and implement I.T. services for the Union Board	The Town I.T. staff and resources in Lincoln would allow for the library staff to focus on library activities.	There would be an increase of workload for I.T. staff in Lincoln.	No impact to Town staffing as currently the services are provided in-house/ through contract
Utilize in-house Services and Contract More Complex I.T. Support Requirements	In-house I.T. services combined with contracted services.  This would allow for quicker response times for issues relative to support provided by the Town of Lincoln.	The Town of Lincoln's I.T. team would have the capacity to reallocate their workload from the library to the other departments.	N/A



Option / Description	Potential Savings/ Enhanced Levels of Service	Impact on Town of Lincoln	Impact of Town of Pelham
	Pelham Public Library staff already undertakes I.T. activities so efficiencies may be gained through reorganization to allow for the in-house staff to focus on technology		



### **3.2.3 Recommended Approach**

Through discussions with staff, it was noted that any I.T. related issues provided by the Town would be responded to based on a priority ranking (e.g. an issue with water, wastewater, or fire services would take precedence over the library). With contracted I.T. services, however, response times can be stipulated. Additionally, I.T. issues at the Pelham branches would be farther from Town of Lincoln I.T. staff and therefore potentially increase response times for in-person requirements.

As a result, consideration may be given to utilizing in-house I.T. services for the day-to-day requirements and contract serviced for more complex issues. As the Pelham Public Library staff have the in-house expertise, this would provide for efficiencies in both time and cost savings.

#### **3.2.3.1 Short Term**

In-house I.T. services combined with contracted services can be utilized immediately. Town of Lincoln I.T. support staff may provide assistance in the union library transition.

#### **3.2.3.2 Medium Term**

Based on efficiencies gained through staffing changes in joining the boards, in-house I.T. services may be provided by a new Part-time staff person. This person would undertake work typically contracted out.

## **3.3 Phone**

### **3.3.1 Current Service Provided (Status Quo)**

<b>Town of Lincoln</b>	<b>Town of Pelham</b>
The Lincoln Public Library currently uses Town phone services. There is a chargeback from the library to the Town based on proportionate share of staff at the library vs. the Town (based on full-time equivalent staff). The phone system is managed by the Town of Lincoln I.T. staff.	The Pelham Public Library currently receives phone service through their own provider. Pelham uses the Grandstream phone system, and it is managed by Library staff.



### 3.3.2 Potential Savings/Enhanced Levels of Service Provided by Union Board

Two options for consideration are summarized below. These options include:

1. Lincoln provides phone services; or
2. Union Board enters into own agreement.

As the Town of Pelham does not currently provide phone services and this does not appear to be a viable option, this option is not discussed below.

Option / Description	Potential Savings/Enhanced Levels of Service	Impact on Town of Lincoln	Impact of Town of Pelham
Lincoln to Support and Implement Phone Services for Both Libraries	Lincoln has an established integrated phone system which could allow for transfer between the library branches and the Town of Lincoln.	There may be a marginal increase of workload for the I.T. staff in Lincoln.  Increased costs by number of phone lines added.	The Town of Pelham does not currently provide service to the library, therefore, no impact on the Town.
Enter into Own Agreement for Phone Services for the Libraries	The Union Library could use Pelham Library's current service provider; NRBN.  This may provide for efficiencies in reducing the cost of the contract for Pelham. That is, a discount may be provided for adding new lines	I.T. staff would have additional time to allocate to other departments.	The Town of Pelham does not provide services, so no change in costs.  The Pelham Public Library may pay a fee to cancel their current service contract, however, if the same provider



Option / Description	Potential Savings/ Enhanced Levels of Service	Impact on Town of Lincoln	Impact of Town of Pelham
	and the saving would be shared by the Union Library.		is used and the number of lines expanded, the provider may waive this fee.





### **3.3.3 Recommended Approach**

Consideration may be given to utilizing the Pelham Public Library approach and expanding their current service to a Union Library. This would create efficiencies in sharing of the contract and reduce Town of Lincoln staff time in managing the phone system.

#### **3.3.3.1 Short Term**

It would be anticipated that Lincoln Public Library staff may need to confirm their phone systems are compatible with the new voice service. Until a review is undertaken, the Lincoln Public Library branches may continue to utilize the Town of Lincoln phone system.

#### **3.3.3.2 Medium Term**

Move to expanding the Pelham Public Library contract to include the Lincoln Public Library branches and enter into a new contract for phone services for the Union Library, separate from the Towns.

## **3.4 Emails**

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Both Public Libraries utilize their email systems to communicate internally with staff, as well as to communicate externally with the public.

### **3.4.1 Current Service Provided (Status Quo)**

<b>Town of Lincoln</b>	<b>Town of Pelham</b>
Lincoln uses Outlook which is provided by the Town.	Pelham Public Library uses Google Workspace for email which is used in-house within the library (i.e. separate from Town services).



### **3.4.2 Potential Savings/Enhanced Levels of Service Provided by Union Board**

Two options for consideration are summarized below. These options include:

1. Lincoln provides email services; or
2. Union Board enters into own agreement.

As the Town of Pelham does not currently provide email services and this does not appear to be a viable option, this option is not discussed below. Note: a monthly subscription to Google Workspace is approximately the same as a monthly subscription to Microsoft 365, however, Pelham utilizes the free email platform.

Option / Description	Potential Savings/Enhanced Levels of Service	Impact on Town of Lincoln	Impact of Town of Pelham
Lincoln to Provide Email Services	Lincoln has an established integrated email system that includes support from Town I.T. staff.	There would be an increase of workload for I.T. staff in Lincoln to manage and support the Pelham Public Library staff emails.	<p>The Town does not currently provide this service to the library.</p> <p>The Pelham Public Library would need to change from their current service provider to the Town of Lincoln user licenses.</p>



Option / Description	Potential Savings/ Enhanced Levels of Service	Impact on Town of Lincoln	Impact of Town of Pelham
In-house Email Services	<p>As the Pelham Public Library currently utilizes their own email service (Google Workspace), the Lincoln Public Library can transition to this service and support would be provided by library staff.</p> <p>This would provide efficiencies by allowing the branches to utilize a service that is managed by in-house library staff.</p>	The Town of Lincoln's I.T. staff workload in relation to the library would decrease and their time could be reallocated to other departments within the Town.	No impact as the Town does not currently provide email services.



### **3.4.3 Recommended Approach**

Consideration may be given to utilizing the Pelham Public Library approach and expanding the email services to include Lincoln Public Library staff. This would create efficiencies in remove the license costs and reduce Town of Lincoln staff time in managing the email system. In addition, efficiencies would be gained from having in-house library staff maintain the email network for the Union Library.

#### **3.4.3.1 Short Term**

The Lincoln Public Library could make the transition of email systems immediately.

#### **3.4.3.2 Medium Term**

Continue to use a combined in-house email system.

## **3.5 VPN / Server**

A virtual private network (VPN) is a private network that extends across a public network which allows users to send and receive information across a shared network similar to a private network. The Public Libraries utilize a VPN to access the library drive on their respect servers. The servers house all of the libraries' computer files.

### **3.5.1 Current Service Provided (Status Quo)**

<b>Town of Lincoln</b>	<b>Town of Pelham</b>
<p>The files for the Lincoln Library are included in the Town's server and network drives.</p> <p>Library staff have the ability to access the files remotely through a VPN.</p>	<p>Pelham Library staff have an in-house server that stores all of the library's files. This is separate from the Town's service and network drives.</p> <p>The library is currently using Google Drive for shared files, but day-to-day documents are stored on the server.</p> <p>Library staff have the ability to access the files remotely through a VPN.</p>



### 3.5.2 Potential Savings/Enhanced Levels of Service Provided by Union Board

Two options for consideration are summarized below. These options include:

1. Utilize Town of Lincoln services and VPN; or
2. Union Board utilizes own server and VPN.

As the Town of Pelham does not currently provide these services and this does not appear to be a viable option, this option is not discussed below.

Option / Description	Potential Savings/ Enhanced Levels of Service	Impact on Town of Lincoln	Impact on Town of Pelham
Utilize Town of Lincoln Servers	As the Town of Lincoln currently has the infrastructure in-place, the Pelham Public Library staff could migrate all files to the Town of Lincoln's servers.	Town of Lincoln would add Pelham Library files to their drives and provide access to the library staff	As the Town does not currently provide services, there would be no anticipated impact on the Town.
Utilize an in-house Server for Both Libraries.	One server/network would be used, expanding off the Pelham Public Library's current service/network. This would provide for direct communication/file sharing between the libraries.  The in-house server in Fonthill may need to be upgraded to accommodate the additional data for the Union Library.	There would be minimal impact to the Town. There is the potential to reduce I.T. staff time on network/server issues with library documents.	As the Town does not currently provide services, there would be no anticipated impact on the Town.



### **3.5.3 Recommended Approach**

Consideration may be given to utilizing the Pelham Public Library approach and expanding the capacity of their current server to include the files and information for the Lincoln Public Library. This would create efficiencies in sharing of the data and information and allow the libraries to share in the cost of replacement and upgrade of the existing server. Additionally, any Town of Lincoln staff time required to maintain the service for the library would be reduced.

#### **3.5.3.1 Short Term**

Initially, the libraries would maintain their own data until a review of the potential storage needs are undertaken. Senior library staff would need to review the cost of upgrading/replacing the existing server.

#### **3.5.3.2 Medium Term**

Migrate all information to an in-house server.

## **3.6 Internet / Wifi**

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The libraries utilize the internet for a variety of means; communication with residents, the libraries' websites, notification of programming and events, access to information for the residents, and communication between library branches. WiFi services are provided at the library branches for residents to access the internet remotely.

### **3.6.1 Current Service Provided (Status Quo)**

<b>Town of Lincoln</b>	<b>Town of Pelham</b>
The Town of Lincoln provides internet services to the library branches. The service provider to the Town is NRBN.	Pelham Public Library's internet service is provided by NRBN to the library branches, separate from the Town's internet service provider.



### **3.6.2 Potential Savings/Enhanced Levels of Service Provided by Union Board**

Two options for consideration are summarized below. These options include:

1. Utilize Town of Lincoln services; or
2. Union Board utilizes own services.

As the Town of Pelham does not currently provide these services and this does not appear to be a viable option, this option is not discussed below.

Option / Description	Potential Savings/Enhanced Levels of Service	Impact on Town of Lincoln	Impact on Town of Pelham
Utilize the Town of Lincoln Service Provider	The Pelham facilities could be added the Town of Lincoln's contract for internet service	Town of Lincoln contract expires in 2023/2024. If the transition were to occur subsequently, the impacts would be anticipated to be minimal.	Minimal impact anticipated
Expand on Pelham Public Library's Current Contract to Provide Service to the Libraries	One internet service provider for the libraries may provide for efficiencies in potentially reducing the cost of the contract for Pelham Library facilities. The savings could be shared amongst both libraries.	Lower usage from users may reduce bandwidth on the Town's internet service.	The Pelham Public Library currently gets a grant through the Southern Ontario Library Service (SOLS) for Wi-Fi and may lose this funding.



### **3.6.3 Recommended Approach**

It is recommended that the appropriate option be reviewed by senior library staff. Cost estimates should be obtained for both options to determine the more cost-effective approach.

#### **3.6.3.1 Short Term**

Initially, the libraries would maintain their current service providers until a review of the costs can be undertaken.

#### **3.6.3.2 Medium Term**

Subsequent to 2023/2024, the libraries may consider their options and select the most cost-effective approach.

## **3.7 Printers / Copiers**

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### **3.7.1 Current Service Provided (Status Quo)**

<b>Town of Lincoln</b>	<b>Town of Pelham</b>
The Town of Lincoln owns the multifunctional printers/copiers at the library branches.	The Pelham Public Library owns/leases the multifunctional printers/copiers at the library branches.





### **3.7.2 Potential Savings/Enhanced Levels of Service Provided by Union Board**

The status quo discussed above provides that the respective Towns own the printers/copiers. In moving to a Union Board, consideration may be given to the status quo or for the Union Library to purchase/lease their own printers/copiers.

<b>Option / Description</b>	<b>Potential Savings/Enhanced Levels of Service</b>	<b>Impact on Town of Lincoln</b>	<b>Impact on Town of Pelham</b>
Purchase/lease Own Printers/Copiers	The union board may consider purchasing/leasing the printers/copiers at the Lincoln Branches.	Reduction on the charge for service to the Town for the service coordination.  Potential for contract costs to be reallocated from the library back onto other Town departments.	No impact as Pelham Public Library already owns/leases printers/copiers.



### **3.7.3 Recommended Approach**

As the Town of Lincoln owns/maintains the printers/copiers at their respective library branches and the Pelham Public Library owns/leases their printers/copies, moving to service provision by one Town does not appear to provide any efficiencies or cost savings. As a result, the libraries may wish to consider maintaining the status quo, or the union board may consider purchasing/leasing the printers/copiers at the Lincoln branches. It would be recommended that if a union board wished to provide this service separate from the Town of Lincoln, they wait until the printers/copiers need replacing to seek out their own contract. They may also expand upon the contract already undertaken by the Pelham Public Library.

#### **3.7.3.1 Short Term**

Initially, the libraries would maintain the status quo.

#### **3.7.3.2 Medium Term**

Senior library staff should review the potential costs in obtaining their own printers and contracts for the Lincoln branches. If the costs are less, the library may consider this option. If they are not, it may be better to continue with the Town of Lincoln providing the service to the Lincoln branches, with the charge for service allocated to the respective libraries.

## **3.8 Collections (ILS & LiNC)**

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An integrated library system (ILS) is a series of interconnect operations that streamline the retrieval of information for the users.

The Libraries of Niagara Cooperative (LiNC) is a system that allows users in the Region to share an open catalogue system between the branches. LiNC is comprised of the following users; Lincoln Public Library, Fort Erie Public Library, Niagara-on-the-Lake Public Library, Pelham Public Library, Thorold Public Library, Grimsby Public Library, Welland Public Library, Port Colborne Public Library, West Lincoln Public Library and Wainfleet Public Library.



### **3.8.1 Current Service Provided (Status Quo)**

<b>Town of Lincoln</b>	<b>Town of Pelham</b>
Integrated into ILS system. This is used for library materials to be checked in and out of the branch, as well as to see what materials are currently available.  The LINC cooperative group started in 2010, in which Lincoln is one participant eleven that has access to view all the books at each branch	Integrated into ILS system. This is used for library materials to be checked in and out of the branch, as well as to see what materials are currently available.  The LINC cooperative group started in 2010, in which Pelham is one participant eleven that has access to view all the books at each branch

### **3.8.2 Potential Savings/Enhanced Levels of Service Provided by Union Board**

Both library systems already participate in the LiNC and utilize an ILS. The libraries already share collections through this program. This provides for an efficient and cost-effective method in sharing collections.

Fees for the ILS are imposed equally among the branches that participate. It is anticipated that there would be no savings in fees if the Lincoln and Pelham Libraries were to form a union library board.

Currently, each library is responsible for cataloguing and ILS work (Evergreen). Upon formation of a union library board, one staff member may be responsible for these roles. Through discussions with staff it is anticipated that the cataloguing and ILS work may be undertaken by the Pelham Library's current full-time staff member and the remaining part-time position at the Lincoln Library. This would create efficiencies and allow more staff time to allocate to programming.



## 4. Facility Space, Programming, and Capital

### 4.1 Facility Space

#### 4.1.1 *Current Service Provided (Status Quo)*

Town of Lincoln	Town of Pelham
<p>The Town of Lincoln library has two branches, Fleming Branch and Moses F. Rittenhouse that both operate approximately 51 hours per week.</p> <p>Facility maintenance and snow clearing is undertaken by Town staff.</p> <p>Cleaning of facilities is also provided by Town staff.</p>	<p>The Town of Pelham library has two branches, Fonthill Branch and Maple Acre Branch, they both operate 48 hours and 31 hours per week respectively (note, hours are currently reduced as a result of COVID-19).</p> <p>Facility maintenance and snow clearing is undertaken by Town staff.</p> <p>Cleaning of facilities is contracted out to a private cleaning service.</p>

#### 4.1.2 *Potential Savings/Enhanced Levels of Service Provided by Union Board*

As the Towns have separate facilities for their respective libraries, the current approach appears to be the most efficient. It would be inefficient for Town of Lincoln staff to travel to Pelham for snow clearing, maintenance, etc. and vice versa.

It is recommended that the library branches continue the current approach. With respect to costs, it is recommended that the Town charge the libraries for the work undertaken to ensure transparency of expenditures for the facilities.

Should the libraries consider a union library board, the costs associated with the facilities in each respective Town can be charged to the union library then allocated to the Town in which the expenditure occurred. This is discussed further in Chapter 6.



## 4.2 Programming

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In addition to providing circulation materials such as books, magazines, DVDs, etc., public libraries provide programs to children, teens, and even adults. These programs provide the community with activities for learning or to simply remain engaged with others in the community.

### 4.2.1 *Current Service Provided (Status Quo)*

Town of Lincoln	Town of Pelham
The Town of Lincoln library offers programs such as Reading (Book Clubs), Recreational (Interactive activities such as Frisbee), Cultural and various children's programs.	The Town of Pelham library offers programs such as Reading (Book Clubs), Recreational (3D printer workshops), Cultural and various youth and children's programs.

### 4.2.2 *Potential Savings/Enhanced Levels of Service Provided by Union Board*

If the libraries were to form a union library board, programming can be undertaken holistically, and staff may consider using expertise from the Lincoln Library branches to provide programming in the Pelham Library branches (and vice versa). This could provide efficiencies by utilizing in-house expertise to expand the programs offered. Further, through other cost saving measures noted previously, the additional funds could be used to expand program offerings.



## 4.3 Capital

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### 4.3.1 *Observations*

Capital needs may arise in the form of facility related expenditures (maintenance, asset management, expansion, etc.) or equipment such as shelving, computers, 3D printers, etc.

As noted above, the Town of Pelham and the Town of Lincoln own their respective library facilities. It would be anticipated that there would be minimal opportunities to provide shared services with respect to capital needs for facilities. It would be anticipated that if the libraries formed a Union Library Board, that capital costs related to facility maintenance, asset management, and/or expansion would be at the cost of each respective Town.

With respect to capital needs for equipment if a Union Library was formed, the union board may wish to share in the cost of capital needs. This would allow for larger capital resources to be purchased and shared between all four library branches (e.g. 3-D printers).

### 4.3.2 *Development Charges*

Development charges provide for the recovery of growth-related capital expenditures arising from new development. Both the Town of Lincoln and Town of Pelham impose development charges on new development via development charge by-laws. Each respective by-law includes a charge for library services to recover capital costs related to facility space and materials.

If the two library systems were to merge to create a Union library, there would be minimal impact to the Towns. The development charge calculations would be undertaken with treatment of libraries similar to a shared service. The calculations may keep the facility space information separate. With respect to materials, the development charges calculations may prorate the materials between the Towns based on the provisions outlined in the union library agreement. It would be anticipated that this would not impact collection of development charges.



## 5. Governance

### 5.1 Legislation

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Libraries must conform to provisions of the Public Libraries Act, the Municipal Act, Accessibility for Ontarians with Disabilities Act, and other relevant legislation and are accountable to the communities they serve.

#### **Public Libraries Act**

The Public Libraries Act (R.S.O. 1990, CHAPTER P.44) is the legislative framework that guides library services in Ontario. The Act supports provision of equal and universal access to information and establishes free public library services in Ontario through governance and regulations.

Key components of the Ontario Public Libraries Act (P.L.A.) have been summarized below. Specific discussion of relevance in the Town of Lincoln and Town of Pelham is provided throughout the report where applicable.

- Library Boards: under the Act, Ontario Public Libraries are required to be operated under the management and control of a public library board. The Act dictates board powers and duties as well as member eligibility and C.E.O. appointments.
- Public, Union and County Library Boards: the P.L.A. describes situations where one of three different types of library boards may be appropriate, depending on the number of municipalities in agreement regarding creation of a board. In the case of the Towns of Pelham and Lincoln, each municipality has a separate Public Library Board.
- Library Fees and Finances: the requirements for appointment of a treasurer and financial responsibilities of the library board are outlined by the P.L.A. The Act also describes library materials and services which cannot be charged a borrowing fee or service fee.

#### **Accessibility for Ontarians with Disabilities Act (2005)**

Libraries are subject to additional requirements under A.O.D.A. Public libraries must provide accessible materials upon request, where they exist. Public libraries must also



make information available to the public about the availability of accessible materials, upon request. Public libraries are not required to provide accessible format for special collections, archival materials, rare books, or donated materials.

Making libraries barrier-free has an impact on space requirements as well. Some examples of accessibility accommodations include wider aisles, lower stacks, accessible washrooms, barrier-free entrances, and lower customer service or self-service counters.

#### Non-Legislative Guiding Documents:

Two resource documents; Guidelines for Rural / Urban Public Library Systems, 3rd edition (2017) and Ontario Public Library Guidelines, 7th edition (2017), are also commonly used to guide library services. The intent of the guidelines are to assure that regardless of geographic location or size, a public library is equipped to contribute to the Ontario-wide public library infrastructure, to the greater benefit of its users and community.

#### **Ontario Public Library Guidelines**

The Ontario Public Library Guidelines represent community-based, voluntary standards for public libraries and public library services and public library development opportunities in Ontario. The Ontario Public Library Guidelines Monitoring and Accreditation Council is responsible for the development, monitoring and revision of the guidelines and their scope covers the entire public library community.

The Lincoln Public Library is an accredited library through the Ontario Public Library Guidelines. The Pelham Public Library is not currently accredited. Accreditation is valid for five years and benefits the library system in many ways including: enhancing the library's profile, credibility, and reputation; demonstrating efficient and effective spending of public funds; demonstrating that the library is meeting province-wide norms and providing quality services; and providing and realistic and beneficial set of goals for staff and the public library board to work toward.

#### **Guidelines for Rural / Urban Public Library Systems**

The guidelines are a developmental tool for rural / urban libraries expressed as targets for a library to provide an appropriate level of service for its community. The guidelines





provide recommendations as to how library services should be provided based on best practices and quantifiable, benchmarked guides.

These guidelines build upon and are supplementary to the previously described Ontario Public Library Guidelines. They are to be used to evaluate and plan future library services and are most applicable to the multi-branch rural / urban nature of many library systems in Ontario.

## 5.2 By-laws Current

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The Town of Lincoln and Town of Pelham have various by-laws that provide for the governance structure each respective library board. The following table provides a summary of the by-laws enacted in each Town:

Town of Lincoln	Town of Pelham
<ul style="list-style-type: none"><li>• Bylaw – A1 Statement of Authority</li><li>• Bylaw – A2 Composition of the Board</li><li>• Bylaw – A3 Organization of the Board</li><li>• Bylaw – A4 Chair</li><li>• Bylaw – A5 Vice Chair</li><li>• Bylaw – A6 Secretary Chair</li><li>• Bylaw – A7 Committees</li><li>• Bylaw – A8 Amending By-laws</li></ul>	<ul style="list-style-type: none"><li>• Bylaw – 01 Statement of Authority</li><li>• Bylaw – 02 Composition of the Board</li><li>• Bylaw – 03 Terms of Reference</li><li>• Bylaw – 04 Powers and Duties of the Board</li><li>• Bylaw – 05 Meetings of the Board</li><li>• Bylaw – 06 Amendments of Bylaws</li></ul>

## 5.3 Composition of the Public Board

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The Library Boards serve their communities by providing efficient and cohesive services to educate, contribute to literacy, and provide social opportunities to residents of each Town.



### 5.3.1 Current Service Provided (Status Quo)

Town of Lincoln	Town of Pelham
The Lincoln Library Board has 9 persons appointed by Council. There are 2 members of council and 7 citizens from the community.	The Pelham Library Board has 9 persons appointed by Council. There is 1 member of council and 8 citizens from the community.

### 5.3.2 Potential Savings/Enhanced Levels of Service Provided by Union Board

The P.L.A. Section 9 states that a union board shall be composed of at least five members appointed by the councils of the affected municipalities in the proportions and in the manner specified in the agreement made under the P.L.A. The current organization of the Town's library boards meet the minimum requirements under the P.L.A.

Option / Description	Potential Savings/Enhanced Levels of Service	Impact on Town of Lincoln	Impact on Town of Pelham
Towns create a Union Library Board	One union library board would serve the integrated library  Potential savings may be provided by having an overall smaller number of members on the Union Board than currently on both boards.	The existing library board would have to be disbanded.	The existing library board would have to be disbanded.



### **5.3.3 Recommended Approach**

The Towns may consider establishing a union public library.

Section 5 of the P.L.A. states the following:

- The councils of two or more municipalities may make an agreement for the establishment of a union public library;
- The agreement shall specify what proportion of the cost of the establishment, operation, and maintenance of the union public library, including the cost of existing libraries, shall be paid by each municipality;
- When an agreement is made:
  - The current library boards are dissolved; and
  - the assets and liabilities of those public library boards are vested in and assumed by the union board unless the agreement provides otherwise; and
- When an agreement is made the clerk of the municipality that has the greatest population (Town of Lincoln) shall promptly mail or deliver a copy of the agreement to the Minister.

As noted previously, a union library board is required to have at least 5 members appointed by the Towns of Lincoln and Pelham as specified in the agreement. This would allow the Towns to jointly determine the size of the board, along with how many members would be appointed from each municipality. It would be recommended to include one (1) elected official from each Town and a total of 9 citizen appointees – 5 from Lincoln and 4 from Pelham.

#### **5.3.3.1 Short Term Impacts**

Disband the existing boards for both Lincoln and Pelham library and establish a union library board. The appointing councils cannot appoint more of their own members to the board than the number of which is the majority of the board. It has been proposed to have at two (2) council members from each Town. Additionally, the Towns may consider 4 citizens from Lincoln and 3 from Pelham based on the higher population in Lincoln.



In the interim, once the current boards are dissolved and the union board is formed, all current members of the boards may form the union board. This board would oversee the union library until the next municipal election.

### **5.3.3.2 Medium Term Impacts**

Once the joint board is established, they would oversee library services in Pelham and Lincoln and report back to the Towns, similar to the approach currently undertaken with separate boards.

## **5.4 Meetings**

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The library board conducts formal regular scheduled meetings. The public meetings are advertised to promote transparency to the community. There are circumstances Board meetings may be closed in accordance with the Ontario Public Libraries Act.

### **5.4.1 Current Service Provided (Status Quo)**

<b>Town of Lincoln</b>	<b>Town of Pelham</b>
The Town of Lincoln has a minimum of 1 meeting per month for at least 10 months.	The Town of Pelham has a minimum of 1 meeting per month for at least 10 months.

### **5.4.2 Potential Savings/Enhanced Levels of Service Provided by Union Board**

The Public Libraries Act Section 16(1) states a board shall hold at least 7 meetings in each year. The current approach meets the minimum requirements under the act. The one Union Library Board would serve the integrated library and would determine the number of meetings required. There would be no perceived impacts to the Towns, enhanced levels of service, or potential cost savings.

### **5.4.3 Recommended Approach**

No proposed changes at this time. Should a union library board be formed, the new board would determine the required number of meetings.

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## 6. Summary of Recommendations

### 6.1 Overview of Recommendations

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As noted earlier in the report, the purpose of this study was to review opportunities for shared services between the Lincoln Public Library and the Pelham Public Library. Where possible, the study was to identify potential areas of efficiencies, cost savings, and/or enhanced levels of service. This study and the analysis above were prepared based on a review of various Town and library documents, strategic plans, budgets, etc. as well as detailed interviews with various library and Town staff.

Based on the analysis and discussion provided in Chapters 2 through 5, the following table provides a summary of the recommendations on a service area basis. Note that the recommendations provided in this study are based on a third-party review of the available information. It is anticipated that senior library staff will ultimately provide their recommendations to the respective Councils for their consideration. Additionally, given the undertaking, consideration may be given to hiring a project manager to manage the transition.

As noted in Chapter 1, the Towns have not provided for a consistent approach to charging the libraries for services provided. It is recommended that all services provided by the Towns are charged to the library. If one Town would provide the service, the library should undertake a review of which Town could provide the service at a cheaper cost, while ensuring the goals/requirements of the library are met.

Category of Shared Service Area	Recommendation
Governance	Form a Union Library Board. A new board would be formed consisting of one (1) elected official from each Town and a total of 9 citizen appointees – 5 from Lincoln and 4 from Pelham
Staffing, Salaries, Wages, and Benefits	Consideration of a Union Library Board would provide the Towns with a potential cost savings and may gain efficiencies through reduced overhead and staffing at the senior level. This may allow for staff to focus more on their specialization, providing for a higher level of service to residents.



Category of Shared Service Area	Recommendation
	<p>Positions and roles would be combined into one new organizational structure.</p> <p>Union Library would move to one benefit plan (based upon further review of cost-effective options) and may need to review compensation for newly aligned positions in the organizational structure.</p>
H.R. Support	H.R. support for the Union Library could be provided by one of the Towns (to be determined by senior library staff).
Payroll	Payroll support could be provided by the in-house library staff through a reorganization and efficiencies gained in overall staffing changes.
Accounting/ Finance	Accounting/finance support could be provided by the in-house library staff through a reorganization and efficiencies gained in overall staffing changes.
I.T. Support	In-house I.T. support provided by Library Staff. Through efficiencies gained, may hire a part-time staff person to handle more complex issues.
Phone, Emails, Internet, and Server	The phone system, emails, and server could all be migrated to one in-house solution. The union library could expand on Pelham Library's current contracts as they contract their own service currently. Lincoln Library staff may move to the free version of Google Workspace, similar to the Pelham Library.
Printers/Copiers	Senior library staff to review cost of owning/leasing printers/ copiers for the Lincoln branches.
Collections	Continue with current approach to collections. Collections are currently shared through LiNC. Efficiencies may be gained by having one staff person undertake cataloguing and ILS work.
Facility Space	Continue with current approach to facility maintenance. Ensure charges for service provided are applied to track expenditures.
Programming	Senior library staff would determine how best to deploy staff to provide efficiencies under a Union Library Board.



Category of Shared Service Area	Recommendation
Capital Needs	Facility-related capital needs should be tracked and applied to the respective Town in which the facility is located. Other capital expenses may be shared jointly.

## 6.2 Review of Union Library Boards

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Rather than providing some of the library activities as a shared service, the Towns may consider forming a Union Library Board. This would dissolve the current library boards and provide for one new public library board.

The Public Libraries Act (P.L.A.) sets out a number of legislative requirements for union library boards in Ontario. Section 5 of the P.L.A. states the following:

- The councils of two or more municipalities may make an agreement for the establishment of a union public library;
- The agreement shall specify what proportion of the cost of the establishment, operation, and maintenance of the union public library, including the cost of existing libraries, shall be paid by each municipality (note the approach to cost-sharing should consider the discussion provided in the previous section);
- When an agreement is made:
  - The current library boards are dissolved; and
  - the assets and liabilities of those public library boards are vested in and assumed by the union board unless the agreement provides otherwise; and
- When an agreement is made the clerk of the municipality that has the greatest population (Town of Lincoln) shall promptly mail or deliver a copy of the agreement to the Minister.

A union library board is required to have at least 5 members appointed by the Towns of Lincoln and Pelham as specified in the agreement. This would allow the Towns to jointly determine the size of the board, along with how many members would be appointed from each municipality.



## **Review of Other Union Library Agreements in Ontario**

There are a number of jurisdictions in Ontario that utilize Union Library Boards to facilitate delivery of library services. As noted in the P.L.A., the cost sharing arrangement must be included in the Union Library agreement. A number of union libraries and their respective cost sharing arrangements are discussed below.

### **Powassan and District Union Public Library**

There is one library facility located in Powassan that is utilized by the neighbouring communities. The union was formed in 1971. The costs allocated to each municipality are based on the usage by residents from each Township.

### **Owen Sound & North Grey Union Public Library**

There is one library facility located in Owen Sound that is utilized by Owen Sound, Meaford, Georgian Bluffs, and Chatsworth. This union library was established in 1994. The costs are currently allocated based on the ratio of memberships for each Municipality to the total memberships in the Union Library.

### **Sundridge-Strong Union Public Library**

In 1978 the Village of Sundridge entered into an agreement to share their library with the Township of Strong and to form a Union Public Library. The library became the Sundridge-Strong Union Public Library and was located in the Village of Sundridge Community Centre. The costs for the union library are shared equally amongst the municipalities.

### **Perth & District Union Public Library**

The Perth & District Union Public Library Board was formed in 1983. The initial union was an agreement between the Town of Perth and the Township of Bathurst, Drummond, North Burgess, North Elmsley, and South Sherbrooke. Subsequently, the Township of Drummond and North Elmsley amalgamated as the Township of Drummond/North Elmsley, and the remaining three townships amalgamated as Tay Valley Township.

The funding formula is set out in a separate agreement and was not able to be obtained, however, in 2019 the funding allocations were Perth – 39%, Tay Valley - 31%,





and Drummond/North Elmsley – 30%. Previous agreements provide that 4% of the amounts paid by each respective municipality would go towards a capital expenditure reserve.

#### Bonnechere Union Public Library

The Bonnechere Union Public Library is comprised of the Township of Bonnechere Valley and North Algona Wilberforce Township. The operating budget costs for the library are shared 70% to Bonnechere Valley Township and 30% to North Algona Wilberforce Township. Cost sharing on the capital budget shall be determined on a budget-by-budget basis through negotiations between the member municipalities.

#### Burk's Falls, Armour & Ryerson Union Public Library

The union library is comprised of Burk's Falls, Armour, and Ryerson, with the first shared service agreement dating back to the late 1960's. Various funding formulas have been utilized over the years through various agreements. In 2016, the proposed formula at the time was to share the fixed costs equally (i.e. one-third each) and to split the variable costs based on the number of households in each municipality (based on household data from Statistics Canada). Further amendments were provided for the cost sharing arrangement; however, the most recent agreement was not able to be obtained.

#### Summary of Union Library Agreements

The following table provides for a summary of the Union Library agreements discussed above with respect to their approach to cost sharing:

Union Library	Cost Sharing Basis
Powassan and District Union Public Library	Actual usage of the library by residents
Owen Sound & North Grey Union Public Library	Number of memberships
Sundridge-Strong Union Public Library	Shared equally



Union Library	Cost Sharing Basis
Perth & District Union Public Library	Not Provided. However, 4% of the amounts provided by the municipalities go to a capital reserve
Bonnechere Union Public Library	Operating costs are based on a 70/30 allocation. Capital costs are negotiated
Burk's Falls, Armour & Ryerson Union Public Library	Fixed Costs - one-third each Variable Costs - number of households in each municipality

### 6.3 Consideration of Cost Sharing Approaches

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In preparing the commentary on cost-sharing, a review of previous case law and arbitration results with respect to municipal amalgamations was undertaken. The full discussion is provided in Appendix B.

Historically, and most often directed by Provincial mandate, municipal service provision has either been shared by service agreements or by wholly/partially combining municipalities. As a result, there have been many Ontario Municipal Board cases or arbitrations which established the principles for cost sharing.

The cost sharing principles for municipal amalgamations were initially set out in 1953 by Dr. Lorne R. Cumming with respect to the creation of Metropolitan Toronto. Dr. Lorne R. Cumming, a former Ontario Municipal Board Chairman, developed a series of principles (subsequently referred to as the “Cumming Principle”) regarding the issue of financial adjustment following the transfer of assets between municipal bodies. The key operative sentence of the Cumming Principle was:

“As long as residents of an area are not deprived of the assets that were intended for their use, the transfer of the assets to a new local government does not require individual or collective compensation, as there has been no deprivation of rights” applied to both the lower tier amalgamations and the creation of Metropolitan Toronto because there was no loss of the beneficial use of the assets.

The above was further clarified by Arbitrator William A. Rice in the August 15, 2002, decision regarding the County of Haldimand and County of Norfolk who provided:



"It is my opinion that the operative sentence in the Cumming Principle suggests, by extension, that if there is a loss of beneficial use, a compensation adjustment should be considered. It is also my opinion, that for a compensation adjustment to be considered, the proposed allocation must have created an unfair distribution that would place a considerable burden on one party or the other. For the allocation of some assets and liabilities, the principle of "equal enough" should be considered before the award of a compensation adjustment. Consideration of a compensation adjustment should include a determination of fairness and equity using an appropriate valuation method."

These principles of fairness and equity are recommended to underpin any potential cost sharing arrangement.

As the recommended approach is to establish a Union Library Board, the P.L.A. sets out a requirement to include the cost sharing approach in the Union Library Board Agreement. The following provides for a recommendation of how to allocate various costs. This is provided for the library boards' and Councils' consideration.

Note that currently not all services provided by the Towns are charged to the libraries. For tracking of expenditures, all work performed by the Town on behalf of the library should be charged to the union library.

### **Facility-related Costs**

For asset management, replacement, and expansion of facilities, as well as direct facility-related costs such as snow clearing, maintenance, and cleaning, these costs may be allocated to the union library and applied to the funds to be recovered from the Town within which the facility is located.

### **Operating Costs**

All other expenditures may be allocated on a basis deemed equitable by the library boards and Council. As provided in Chapter 1, other union library agreements provide for a variety of methods for cost apportionment. These include:

- Number of memberships in each respective municipality;
- Actual library visits by residents of each municipality;
- Shared equally;



- Number of households in each municipality;
- Population in each municipality; or
- An allocation based on an agreed upon metric.

Based on available information, the following table provides for a summary of the cost allocations under the methods for cost apportionment noted above:

Cost Apportionment Method	Town of Lincoln	Town of Pelham
Number of Memberships (active library cardholders)	6,775 <b>45%</b>	8,324 <b>55%</b>
Actual Library Visits	913 <b>70%</b>	389 <b>30%</b>
Equal Share	<b>50%</b>	<b>50%</b>
Number of Households	9,305 <b>57%</b>	7,104 <b>43%</b>
Population	23,787 <b>58%</b>	17,110 <b>42%</b>

Source: 2020 Ontario Public Library Statistics

In addition to the cost sharing approaches above, if costs were allocated based on the total operating expenditures from 2020, the share would be 53% Lincoln, and 47% Pelham.

### Current Costs and Municipal Information

The existing municipal grants, populations, and grants per capita are summarized below. The municipal grant per capita is approximately 10% higher in the Town of Pelham (as presented in the following table).

Summary Information	Town of Lincoln	Town of Pelham
Population	23,787	17,110
Municipal Grant	\$1,100,000	\$877,164
<b>Municipal Grant per Capita</b>	<b>\$46.24</b>	<b>\$51.26</b>



## Recommended Cost Sharing Approach

In consideration of the cost sharing principles, set out in Appendix B, the recommended cost sharing approach should relate the apportionment to the services each Town receives. There are two main cost apportionment methods above that could be used to follow this principle. The share of actual visits relates the services provided at the facilities to the residents of each Town. The number of memberships may relate more to the collections online as there are more in-person visits in Lincoln, but more memberships in Pelham.

As a result of the above, along with the cost apportionment methods described, the initial recommended cost sharing approach (for the net operating and minor capital costs), is as follows:

- 50% based on number of in-person visits; and
- 50% based on number of memberships.

The above apportionment results in a 58% share for the Town of Lincoln and a 42% share for the Town of Pelham. Note, this cost apportionment method aligns with the principals established, however, the statistical data required to support this calculation approach is not sufficient. If issues with data collection and tracking are resolved, the Towns may consider this approach in the future. Until then, the Towns may consider apportioning the cost based on the population in each Town. This generally represents the population served in each community. The resultant share of the operating costs would then be 58% Lincoln and 42% Pelham (as presented above).

As would be noted in the agreement, the cost apportionment method would be reviewed periodically and updated accordingly.

## 6.4 Establishment of Reserves/Reserve Funds

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Within Ontario, municipalities have the ability to establish or maintain reserves and reserve funds. These powers are provided to municipalities via the Municipal Act, 2001.

A reserve represents monies which are set aside for future known expenditures or for contingent purposes. The establishment of a reserve is at the discretion of Council and represents a financial management tool for smoothing out fluctuations in taxes and rates over a period of time. To summarize, reserves and reserve funds:

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- provide a mechanism for legally saving money to finance all or part of future infrastructure, equipment, and other requirements;
- provide a degree of financial stability by reducing reliance on indebtedness to finance capital projects and acquisitions; and
- In uncertain economic times, reserves and reserve funds can also provide officials with a budgetary option that can help mitigate the need to cut services or to raise taxes.

The Town of Lincoln will be establishing a facility reserve which provides a saving mechanism for all tax-supported facilities (including the library facilities). The Town of Pelham currently has a library reserve with funds set aside for capital projects. Additionally, the Pelham Library has a working capital/stabilization reserve policy for the library that states the library must always hold 1% of the operating budget in the reserves for "emergencies".

With respect to a Union Library Board, there are two reserves/reserve funds that should be considered; a reserve/reserve fund for minor capital needs (such as furniture, fixtures, equipment, etc.) and a working capital/stabilization reserve.

The following provides for a summary of the purpose, source of funding, and minimum/maximum balances for each reserve:

Minor Capital	Policy <i>Considerations</i>
<b>Purpose:</b>	This reserve is to provide for replacement of minor capital needs (such as furniture, fixtures, equipment, etc.)
<b>Source of Funding:</b>	Property taxes, fundraising, donations, and year-end surplus
<b>Minimum Balance Target:</b>	The minimum balance target is dependent on cashflow; however it would be suggested to consider 5% of the budget
<b>Maximum Balance Target:</b>	The maximum balance target is dependent on cashflow; however it would be suggested to consider 10-15% of the budget



<b>Working Capital/ Stabilization</b>		<b><i>Policy Considerations</i></b>
<b>Purpose:</b>	This reserve will provide a contingency for unforeseen events that might put pressure on the operating budget and to provide cash flow for operations to eliminate the requirement for short-term borrowing to meet immediate obligations.	
<b>Source of Funding:</b>	Property taxes, fundraising, donations, and year-end surplus	
<b>Minimum Balance Target:</b>	The minimum balance target is dependent on cashflow; however it would be suggested to consider 5% of the budget	
<b>Maximum Balance Target:</b>	The maximum balance target is dependent on cashflow; however it would be suggested to consider 10-15% of the budget	



## 7. Next Steps

The analysis and discussion presented in this report will be presented to the Lincoln Public Library Board, Pelham Public Library Board, Lincoln Council, and Pelham Council.

Subsequent to the presentation of the findings of the report, the boards and councils will consider the recommendations presented here along with the recommendations from senior library staff. Should the preferred approach be to establish a Union Library Board, senior library staff will provide an overview of potential next steps to complete the transition.

During the transition to a Union Library Board, a number of services may continue to be provided by the Towns. Through discussions with Town staff, there would be capacity in existing services to provide payroll, accounts payable, H.R. support, and I.T. support. The Town of Lincoln and Town of Pelham would work together to assist the libraries in the transition by dividing the workload equitably. It should be noted that a number of services are provided without charge to the libraries. Continuation of this practice will maintain current efficiencies throughout the transition to a Union Library. Subsequent to completion of the transition, it is recommended that both Towns account for the same services in the same manner. For example, if the Town of Lincoln provides printers/copiers without charging the Library, the Town of Pelham should do the same. This will provide for ease of apportioning the operating costs of the Union Library.

The following figures provide for a summary of the anticipated timeline of activities that must be completed throughout the transition. These figures include the recommendations throughout this report, as well as administrative tasks that will be required. Figure 7-1 provides for a high-level summary and Figure 7-2 provides a detailed Gantt chart of the project plan. Senior library staff will work with Town staff in revising and updating this plan as necessary.

Should the respective library boards and Town Councils not wish to establish a Union Library Board, they may consider establishing a shared services agreement whereby some of the services noted in this report may be undertaken together and cost-shared appropriately.





Figure 7-1  
Overview of Project Plan

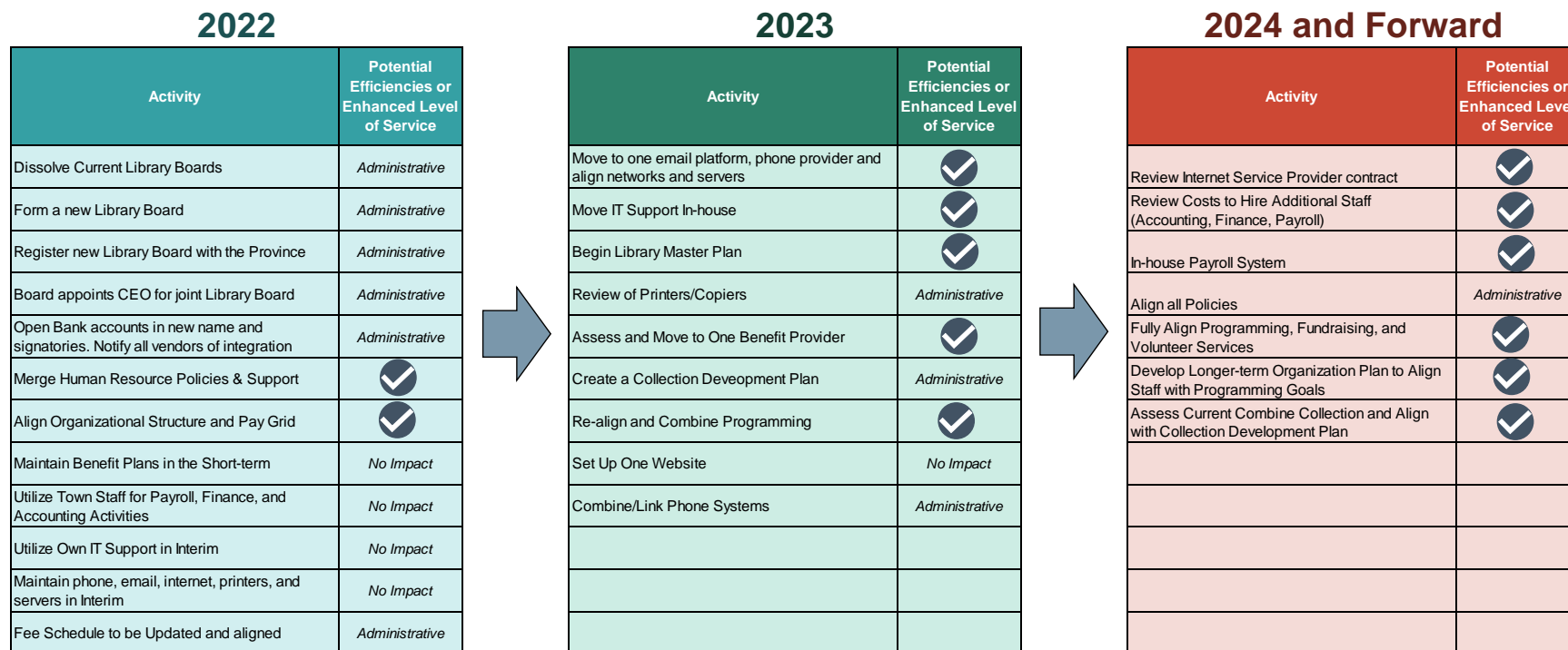
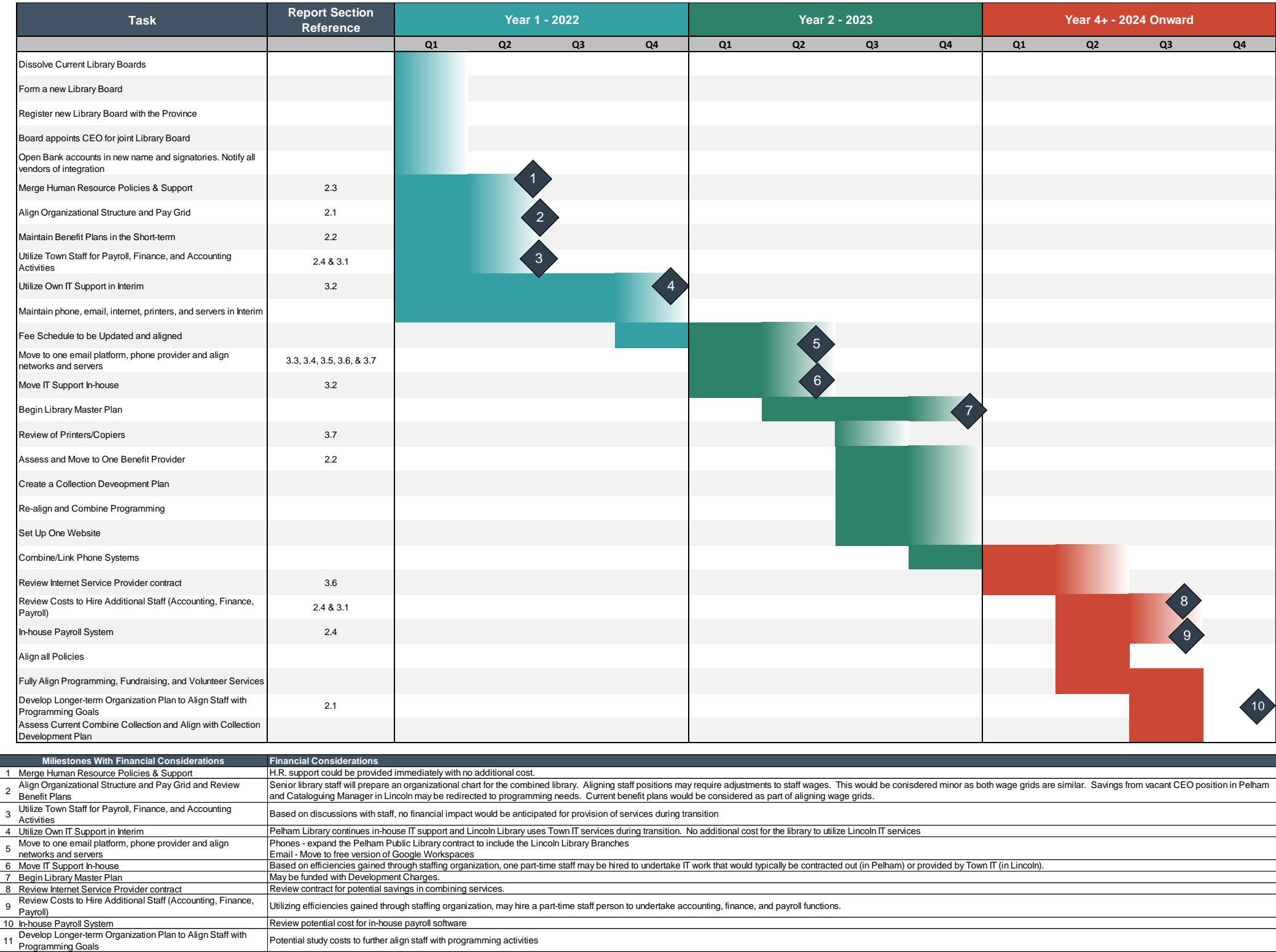




Figure 7-2  
Detailed Gantt Chart of Project Plan



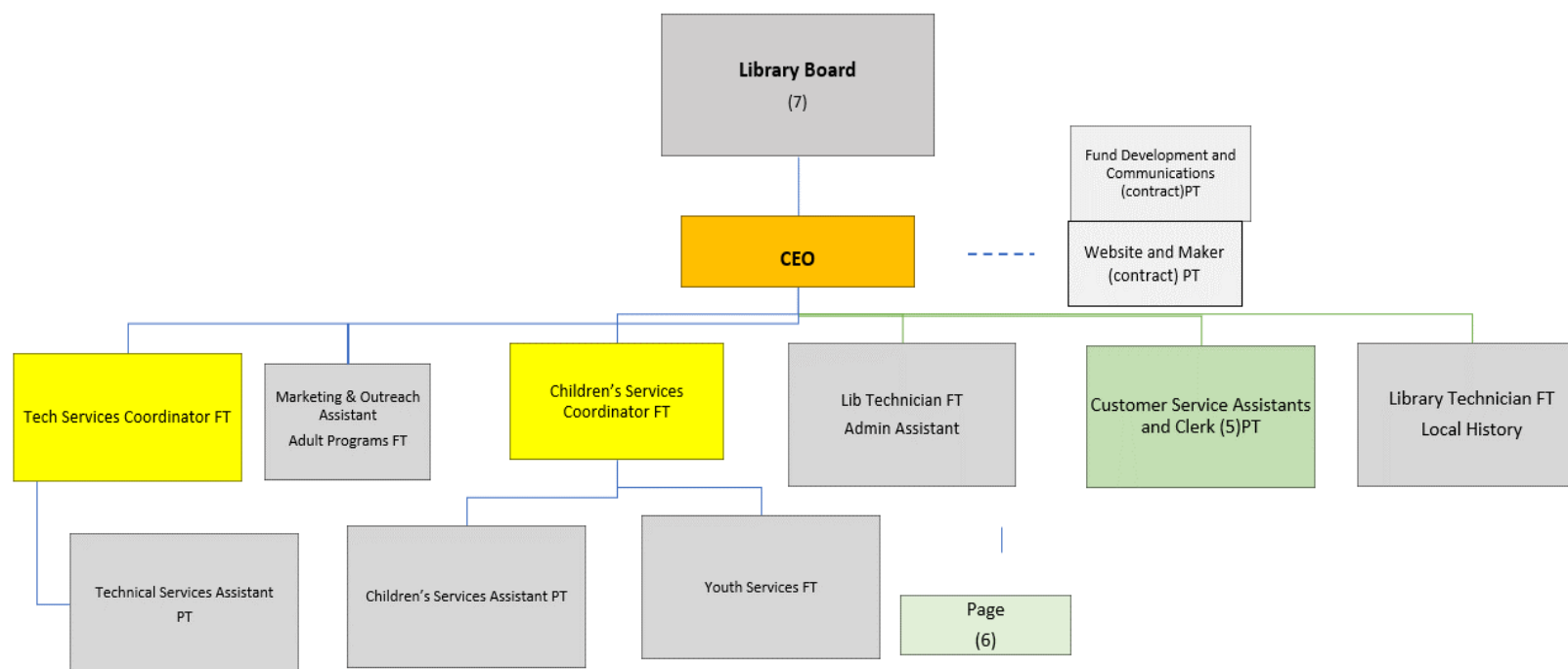


# Appendix A

# Organization Charts



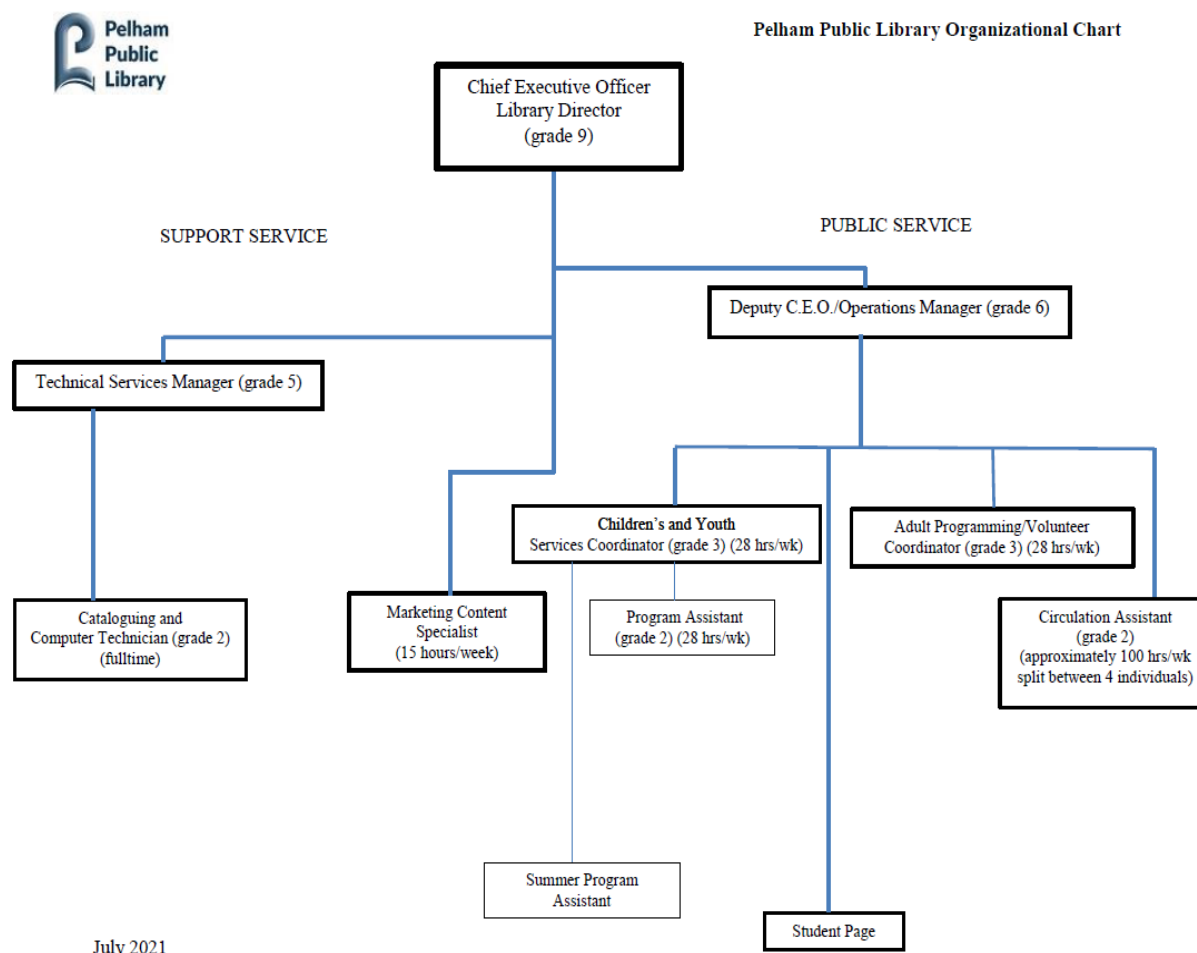
Figure A-1  
Lincoln Public Library  
Organizational Chart



**2021 Organizational Structure  
Lincoln Public Library**



Figure A-2  
Pelham Public Library  
Organizational Chart



July 2021



# Appendix B

## Review of Case Law and Arbitration Results



# Appendix B: Review of Case Law and Arbitration Results

## Background

Over the past 60 years there has been a number of major restructuring undertakings. These include the 1953 creation of Metropolitan Toronto and its six local municipalities, creation of Regional Municipalities during the 1970-1974 period, and the numerous municipal restructurings in the late 1990's under the Savings and Restructuring Act, 1996.

The 1953 creation of Metropolitan Toronto provided significant insight and established a precedent setting approach to municipal restructuring. Dr. Lorne R. Cumming, a former Ontario Municipal Board Chairman, developed a series of principles (subsequently referred to as the "Cumming Principle") regarding the issue of financial adjustment following the transfer of assets between municipal bodies. The key operative sentence of the Cumming Principle was:

"As long as residents of an area are not deprived of the assets that were intended for their use, the transfer of the assets to a new local government does not require individual or collective compensation, as there has been no deprivation of rights" applied to both the lower tier amalgamations and the creation of Metropolitan Toronto because there was no loss of the beneficial use of the assets.

The above was further clarified by Arbitrator William A. Rice in the August 15, 2002, decision regarding the County of Haldimand and County of Norfolk who provided:

"It is my opinion that the operative sentence in the Cumming Principle suggests, by extension, that if there is a loss of beneficial use, a compensation adjustment should be considered. It is also my opinion, that for a compensation adjustment to be considered, the proposed allocation must have created an unfair distribution that would place a considerable burden on one party or the other. For the allocation of some assets and liabilities, the principle of "equal enough" should be considered before the award of a compensation adjustment. Consideration of a compensation adjustment should include a determination of fairness and equity using an appropriate valuation method."



The following sections provide for a summary of the Arbitration decisions undertaken subsequent to the municipal restructurings in the late 1990's. **Part 1** of this section provides for the allocation of Physical Assets, Financial Assets and Liabilities arising from the above noted 2002 Haldimand/Norfolk Arbitration. **Part 2** provides for arbitrations decisions arising from the realignment of Ontario Works, Ontario Disability Support Program (ODSP), Child Care, Social Housing, Land Ambulance and Public Health Services where the province established managers/service providers and requirements for cost sharing and apportionment amongst municipalities.

### **Part 1: Haldimand/Norfolk Arbitration - Allocation of Assets and Liabilities**

In late 1999, the province enacted legislation which dissolved the six lower tier municipalities of the Regional Municipality of Haldimand-Norfolk and the Regional Municipality of Haldimand-Norfolk into two Counties (Haldimand County and Norfolk County). Five of the former local municipalities were amalgamated with the two new Counties while one local municipality (Town of Norfolk) was divided between the new Counties.

As part of the restructuring process, an initial allocation of assets and liabilities was established by a restructuring committee however the New County of Haldimand appealed the decision. Arbitrator William A. Rice considered the appeal, and the following provides a summary of his August 15, 2002, decision.

#### **Guiding Principles for Allocation**

Throughout the decision, the arbitrator referenced Dr. Cummings 1953 decision regarding Metropolitan Toronto and the guiding principles for restructurings. The operative sentence of the Cumming Principle is “As long as residents of an area are not deprived of the assets that were intended for their use, the transfer of the asset to a new local government does not require individual or collective compensation, as there has been no deprivation of rights.”

Haldimand's principles were based on the general premise that the allocation of assets and reserves should “follow the money”. Physical assets should be vested in one county or the other based on the practical requirement of location. Appropriate financial adjustment should then be determined based primarily on the revenue source for the related asset or liability. For an asset, the question should be where the money came





from to acquire it. For debt, the question should be what revenue source the former Region or former Town of Nanticoke intended to tap into in order to pay for that debt.

In the Arbitrator's opinion, the operative sentence of the Cumming principle suggested by extension that if there is a loss of beneficial use, a compensation adjustment should be considered.

## **General Methodologies and Rules**

### **Non-Water/Wastewater Assets and Reserves**

The arbitrator agreed with Haldimand's submission that "households and population" did not generate any of the assets and this methodology should not be used to allocate assets. Weighted Assessment was the basis for distribution.

### **Water and Wastewater Rate Revenues**

The following method was to be applied to assets generated from rate revenues, with related debt, reserves or reserve funds allocated on the same method.

"Assets generated from water and sewer rates including reserves and reserve funds and any liabilities other than long-term debt shall be allocated using water and sewer rate revenues (including bulk water rates) averaged for the five-year period 1996 to 2000 – the final year 2000 audited surplus water rates) for the year 2000."

## **Water and Sewer Assets**

With respect to water and sewer distribution/collection systems, residents were served by one of the 13 subsystems used to deliver the services which were allocated by new municipality. It was observed that residents had not lost beneficial use of the systems and hence there shall be no consideration of compensation adjustment for these assets.

## **Solid Waste Properties**

Decision of the allocation committee to jointly vest the landfill site and the materials recovery facility is upheld. It is obvious that the approval of landfill sites by the ministry is a lengthy and expensive process. It does not seem reasonable to require Norfolk County to replicate the process that took place within the region and that resulted in the



adoption and approval of the long-term system that will meet solid waste management demands of the entire Region for the next 50 years.

### **Administration Building**

The Arbitrator directed that Town of Nanticoke Administration Building shall be vested with Haldimand. This allocation was consistent with all other municipal buildings, and we can see no value in a joint vesting.

In regard to the Regional building, it was leased from Ontario Realty Corporation (ORC) for 25 years after which it could be purchased for \$1. Norfolk was charged an annual rent of \$20,000 for the facility and the residual rental charge to ORC was to be paid proportionately by both municipalities (based upon weighted assessment). At the end of the lease, the building may be sold (with the profits shared).

### **Roads and Bridges**

With respect to roads and bridges, residents will continue to have access to and the use of public roadways in both municipalities therefore there shall be no consideration of a compensation adjustment for these assets.

### **Compensation for all Properties**

With respect to land and buildings, residents of both municipalities have lost the beneficial use of these assets. Analysis is complicated by the fact that some of these properties were transferred to the formation of the Region in 1974. Some of those transferred properties remain untouched while others have new buildings or additions constructed. Consistent with the Cummings principle, a compensation adjustment should be considered if the allocation that has been arrived at has created an unfair distribution.

### **Vehicles and Equipment**

Public Works and Arena Equipment/Vehicles are to be valued and then distributed based on both municipalities identifying their equipment needs. For Waste Management, vehicles and equipment are to be vested jointly.



## **Fire Facilities, Vehicles and Equipment**

- Facilities – will remain within the municipality in which they are located with no compensation
- Vehicles – valued at original purchase price with 20-year depreciation (vehicles older than 20 years valued at nil) – net compensation adjusted based upon weighted assessment
- All other Equipment – resides with Fire Hall where they are located.

## **Long Term Debt**

### Water and Sewer Debt

For outstanding liabilities directly related to specific assets, the Cummings Principle should not apply. It is clear that a capital financing system (i.e., the Capital Budget) was used by the Region that pooled the various revenues and assign debt to specific projects to simplify the debt issuing exercise (i.e., allocating debt to a few large projects vs evenly distributing the debt across all projects).

It is the arbitrator's award that it is not debt, but rather the annual payments of principal and interest that should be allocated to the parties. Any allocation of payment should include identification of DCs distributed to the parties. During the oral argument the parties were able to isolate three projects which the applicable portion of the data related to the DCs. The annual debt payments were then allocated between parties until the debt repayment had been fully paid.

### Homes for the Aged Facility Debt

Similar to Water and Sewer debt, the capital financing system used by the Region pooled various revenues and assigned debt to specific projects to simplify the debt issuing exercise. It is the arbitrators award that the debt payments be allocated annually based on weighted assessment.

## **Reserves and Reserve Funds**

- a. Self-Insurance – Funds placed into a Trust Fund to recognize joint responsibilities for processing existing claims – any residual balance will be allocated based on a three-year average or Weighted Assessment plus Water/Sewer Billings



- b. Regional Road Vehicle and Equipment Replacement Reserve – distributed based on weighted assessment
- c. Board of Health Reserve – to be held in a Trust Fund – if funds no longer required, to be distributed based on weighted assessment
- d. Homes for the Aged Facility Renovation Fund - distributed based on weighted assessment (note that there were facility re-design costs in progress which were funded first from this fund)
- e. Social Assistance Stabilization Reserve - distributed based on weighted assessment
- f. Waste Management Rate Stabilization Reserve - distributed based on weighted assessment
- g. Water and Sewer Rate Stabilization Reserves – based on past 5-year average contributions from budgets
- h. Employee Benefits Insurance Reserve Fund - distributed based on weighted assessment
- i. Post-Employment Benefits Reserve Fund – Held in a Trust Fund – it is the joint responsibility to fund future benefits for retired Regional employees
- j. Sick Leave Reserve Fund – value of amounts specific to individual employees as of date of de-amalgamation, shall be the liability of the employers – these costs transferred to the individual municipalities – residual distributed based on weighted assessment
- k. Workers Compensation Reserve – held in Trust Fund - value of liability as of date of de-amalgamation plus future liabilities for these staff, shall be paid from the Trust Fund – any residual future liability or surplus distributed based on weighted assessment
- l. Solid Waste Reserve Fund - distributed based on weighted assessment
- m. Sewer Capital Replacement Reserve Fund - based on past 5-year average revenues
- n. Water Development Charge Reserves Fund – Funds shall be allocated on the basis of the location for subdivisions and severances that contributed funds during the past 10 years, calculated as a percentage to one decimal point.
- o. Sewer Development Charge Reserves Fund – Funds shall be allocated on the basis of the location for subdivisions and severances that contributed funds during the past 10 years, calculated as a percentage to one decimal point
- p. Capital Fund Balances – Capital Projects that have been initiated by the awarding of a contract by the Region but have not been completed shall be funded from the



original sources of revenue. Capital projects which have not been started, shall be closed and any committed funds be returned to source and allocated on the basis of the appropriate funding, and

- q. Assets and Liabilities of Local Boards – these are allocated based on the municipality on which they are located.

## **Part 2: Summary of Arbitration Cases Regarding Service Agreements amongst Municipalities**

In January 1998, the Province established a Provincial-Municipal service realignment for Social and Community Health Services. These services included Ontario Works, Ontario Disability Support Program (ODSP), Child Care, Social Housing, Land Ambulance and Public Health Services. The province established a regime of managers/service providers which would provide the service requirements for a broader jurisdiction. Within these jurisdictions they also established an initial cost sharing and apportionment regime amongst municipalities within these service areas. Subsequently, the municipalities within these jurisdictions could renegotiate the cost sharing approach.

The following provides for arbitration decisions arising from the service realignment:

### **Windsor, Essex County and Pelee Island, March 9, 1999**

Arbitrator William Rice considered the division of Ontario Works, Child Care, and Social Housing costs. The issue in that case was actual cost vs. weighted assessment. The Arbitrator found that there was a spillover of services and clients between Windsor and three of the neighboring municipalities within the western part of the county and that Windsor and the three municipalities must be considered one social service catchment area. He further found that Windsor and the western portion of the county were “one economic unit”.

The Arbitrator also found that to use weighted assessment for the whole of Windsor, Essex County and Pelee Island would ignore the fact that a portion of the county and all of Pelee Island are beyond the demonstrated limits of the Windsor economic area. Arbitrator Rice went on to fashion and award based partly on weighted assessment and partly on costs.



### **Pembroke and Renfrew County, January 2, 2001**

Arbitrator Howard Allan dealt with sharing of Ontario Works, Childcare, and Social Housing cost between the city of Pembroke and the County of Renfrew. Once again, the issue was weighted assessment vs actual costs. Similar to Windsor/Essex/Pelee the result was an award based partly on weighted assessment and partly on actual costs.

### **Kingston and Frontenac County, July 11, 2004**

Arbitrator William Rice addressed the issue of dividing cost of Ontario Works, Childcare, and Social Housing between the City of Kingston and the County of Frontenac. He found the City and the southern part of the county were part of an economic unit. Similar to Windsor/Essex/Pelee, the award was based partly on actual cost and partly on weighted assessment.

### **Guelph and Wellington County, January 25, 2010**

Arbitrator Douglas Colbourne confronted the issue of dividing cost for Ontario Works, Childcare, Ontario Disability Support Program (ODSP), Social Housing and Land Ambulance between the City of Guelph and the County of Wellington. He found that “these municipalities are as interconnected with surrounding municipalities as they are with each other economically, socially, culturally and for employment purposes. The connection and draw between them raised in the city’s evidence are not supported by the evidence. The benefits of apportionment based on weighted assessment are not apparent here”. Arbitrator Colbourne went on to divide cost based entirely on costs rather than weighted assessment or a mixture of the two.



## Haldimand County and Norfolk County, July 8, 2010

Arbitrator T.G. Zuber oversaw the submissions by the County of Haldimand and the County of Norfolk with respect to Ontario Works, Childcare, Ontario Disability Support Program (ODSP) and Social Housing. The following allocations were made as a result of that arbitration case:

Service	Method of Net Cost Apportionment
<b>Ontario Works</b>	
Program Costs	Actual cost based on residence of the recipient
Administration	Prorate based on % share of the program costs above
<b>ODSP (incl. ODB)</b>	
Program Costs	Actual cost based on residence of the recipient
Administration	Prorate based on % share of the program costs above
<b>Child Care</b>	
Fee Subsidy	Actual cost based on residence of the recipient
Special Needs Resourcing	Actual cost based on residence of the recipient
Wage Subsidy	Actual cost based on the location of the facility
Administration	Prorate based on % share of the program costs above
<b>Social Housing</b>	
Program Costs	Actual cost based on residence of the unit/facility
Administration	Prorate based on % share of the program costs above

## **REGULAR COUNCIL MINUTES**

**Meeting #:** C-03/2022 - Regular Council  
**Date:** Monday, February 7, 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  
Charlotte Tunikaitis  
Sarah Leach  
Ryan Cook  
Leah Letford

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### **1. Call to Order and Declaration of Quorum**

Noting that a quorum was present, the Mayor called the meeting to order at approximately 4:47pm.

#### **1.1 Land Recognition Statement**

Councillor Kore read the Land Recognition Statement into the record.

### **2. Approval of Agenda**

**Moved By** Councillor Wayne Olson

**Seconded By** Councillor Ron Kore

BE IT RESOLVED THAT the agenda for the February 7, 2022 Regular meeting of Council be adopted.

**Amendment:** **Moved By** Councillor Bob Hildebrandt

**Seconded By** Councillor Wayne Olson



**THAT the agenda be amended to:**

- **Move item 10.2.5 Water and Wastewater 2022 Budget Update Report after item 4.1.3 Water and Wastewater 2022 Budget Presentation**

	<b>For</b>	<b>Against</b>
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	
<b>Results</b>	<b>7</b>	<b>0</b>
<b>Carried (7 to 0)</b>		

**Motion as Amended: Moved By** Councillor Wayne Olson  
**Seconded By** Councillor Ron Kore

**BE IT RESOLVED THAT the agenda for the February 7th, 2022 Regular meeting of Council be adopted, as amended.**

	<b>For</b>	<b>Against</b>
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	
<b>Results</b>	<b>7</b>	<b>0</b>
<b>Carried (7 to 0)</b>		

**3. Disclosure of Pecuniary Interests and General Nature Thereof**

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

The Mayor thanked the efforts of the Fire Department and Public Works for clearing approximately 150 fire hydrants of snow within the Town.

**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 John Wink

**Seconded By** Councillor Lisa Haun

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

	<b>For</b>	<b>Against</b>
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	
<b>Results</b>	<b>7</b>	<b>0</b>
<b>Carried (7 to 0)</b>		

**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 and Town facilities. He stated Town Hall is currently opened by appointment and expects to be opened next Monday.

**Moved By** Councillor Marianne Stewart

**Seconded By** Councillor Bob Hildebrandt

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

	<b>For</b>	<b>Against</b>
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	
<b>Results</b>	<b>7</b>	<b>0</b>
		<b>Carried (7 to 0)</b>

#### 4.1.3 Water and Wastewater 2022 Budget Update

Ms. Teresa Quinlin-Murphy, Treasurer, provided Council a Water and Wastewater 2022 Budget Update presentation. A copy of the presentation is on file with the Clerk.

Ms. Quinlin-Murphy answered various questions of Council.

**Moved By** Councillor Ron Kore

**Seconded By** Councillor John Wink

**BE IT RESOLVED THAT Council receive the Water and Wastewater 2022 Budget Update Presentation from Teresa Quinlin-Murphy, for information.**

	<b>For</b>	<b>Against</b>
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	
<b>Results</b>	<b>7</b>	<b>0</b>
		<b>Carried (7 to 0)</b>

#### 4.2 Water and Wastewater 2022 Budget Update, 2022-0034-Corporate Services

**Moved By** Councillor Marianne Stewart

**Seconded By** Councillor Ron Kore

BE IT RESOLVED THAT Council receive Report # 2022-0034- Water and Wastewater 2022 Budget Update, for information;

AND THAT Council approve the water rate for 2022 at 7.5% increase which equates to a \$38.97 annual increase per 33m3 average household;

AND THAT Council approve the wastewater rate for 2022 at 7.5% which equates to a \$37.90 annual increase per 33m3 average household;

AND THAT staff be directed to update the water and wastewater capital reserve forecasts to reflect the updated budgets.

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

THAT the motion be amended to:

- Strike 7.5% for the water rate and insert 5.5%

	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
<b>Results</b>	<b>2</b>	<b>5</b>
		<b>Defeated (2 to 5)</b>

**Moved By** Councillor Marianne Stewart  
**Seconded By** Councillor Ron Kore

**BE IT RESOLVED THAT Council receive Report # 2022-0034- Water and Wastewater 2022 Budget Update, for information;**

**AND THAT Council approve the water rate for 2022 at 7.5% increase which equates to a \$38.97 annual increase per 33m3 average household;**

**AND THAT Council approve the wastewater rate for 2022 at 7.5% which equates to a \$37.90 annual increase per 33m3 average household;**

**AND THAT staff be directed to update the water and wastewater capital reserve forecasts to reflect the updated budgets.**

	<b>For</b>	<b>Against</b>
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	
<b>Results</b>	<b>5</b>	<b>2</b>
		<b>Carried (5 to 2)</b>

#### **4.3 Delegations**

#### **4.4 Report of Regional Councillor**

#### **5. Adoption of Minutes**

**Moved By** Councillor Lisa Haun

**Seconded By** Councillor Marianne Stewart

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

**1.SC-01/2022 - Special Council Meeting - January 17, 2022**

**2. RC-02/2022 - Regular Council - January 24, 2022**

	<b>For</b>	<b>Against</b>
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	
<b>Results</b>	<b>7</b>	<b>0</b>
		<b>Carried (7 to 0)</b>

#### **6. Business Arising from Council Minutes**

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

Councillor Hildebrandt requested item 8.1 be lifted.

Councillor Kore requested item 8.5.1 and 8.5.2 be lifted.

**8. Consent Agenda Items to be Considered in Block**

**Moved By** Councillor Bob Hildebrandt

**Seconded By** Councillor Wayne Olson

**BE IT RESOLVED THAT the Consent Agenda items as listed on the February 7, 2022 Council Agenda be received and the recommendations contained therein be approved, save and except items 8.1, 8.5.1 and 8.5.2:**

~~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:~~

~~SCOW-03/2021—December 14, 2021—Special Committee of the Whole, Item 12, Paragraph 3—(lifted)~~

8.3 Staff Reports of a Routine Nature for Information or Action

8.3.1. 2021-22 LDD Moth Population Assessment Report, 2022-0028-Public Works

BE IT RESOLVED THAT Council receive Report #2022-0028, LDD Moth Population Assessment and Defoliation Forecast & 2022 Treatment Program Development;

AND THAT Council direct staff to implement a treatment program based on Option 2 of the BioForest 2021 LDD Moth Monitoring Program Report;

AND THAT Council direct staff to utilize the remaining LDD Moth budget to design spray blocks and provide targeted aerial treatment outside of the urban boundary based on 2022 defoliation forecast.

8.3.2. Additional Report on Requirements for Hoop Houses, 2022-0033-Planning

BE IT RESOLVED THAT Council receive Report #2022-0033 – Additional Report on Requirements for Hoop Houses, for information.

8.3.3. Communication Policy Update, 2022-0030-Chief Administrator Officer

BE IT RESOLVED THAT Council receive Report #2022-0030 Communication Policy Update, information;

AND THAT Council approve the Communication Policy S100-08 as amended.

8.3.4. Grants Update, 2022-0040-Corporate Services

BE IT RESOLVED THAT Council receive Report #2022-0040- Grant Update on the grant submissions for the My Main St Grant, Reconnect 2022-2023 Summerfest Grant, Reconnect 2022-2023 Summer Chill

grant and Intact: Municipal Climate Resiliency Grant and TD Friends of the Environment Grant, for information.

#### 8.5. Information Correspondence Items

##### ~~8.5.1. Integrity Commissioner Report – IC 15479-1021~~

~~BE IT RESOLVED THAT Council receive for information the Integrity Commissioner correspondence, File IC 15479-1021.(lifted)~~

##### ~~8.5.2. Integrity Commissioner Report – IC 15480-1021~~

~~BE IT RESOLVED THAT Council receive for information the Integrity Commissioner correspondence, File IC 15480-1021.(lifted)~~

##### 8.5.3. Integrity Commissioner Annual Report - 2021

BE IT RESOLVED THAT Council receive the Integrity Commissioner Annual Report for 2021, for information.

##### 8.5.4. Niagara Region Correspondence

###### 8.5.4.1. Every-Other-Week Garbage Collection Diversion Impact - 1 Year Analysis

BE IT RESOLVED THAT Council receive correspondence dated January 21, 2022 from Niagara Region regarding Every-Other-Week Garbage Collection Diversion Impact - 1-Year Analysis, for information.

###### 8.5.4.2. Niagara Official Plan: Proposed Draft for Consultation PDS 2-2022

BE IT RESOLVED THAT Council receive correspondence dated January 12, 2022 from Niagara Region regarding Niagara Official Plan: Proposed Draft for Consultation, for information.

###### 8.5.4.3. Community Homelessness Prevention Initiative Investment Plan 2022-23 COM1-202

BE IT RESOLVED THAT Council receive correspondence dated January 20, 2022 from Niagara Region regarding Community Homelessness Prevention Initiative Investment Plan 2022-23, for information.

##### 8.5.5. Correspondence re: AM-07-2021 1 Pancake Lane Zoning By-law Amendment

###### 8.5.5.1. Ruth Victor and Associates - Request for Deferral of AM-07-2021, 1 Pancake Lane Zoning By-law Amendment

BE IT RESOLVED THAT Council receive the request for deferral of AM-07-2021, 1 Pancake Lane Zoning By-law Amendment from Ruth Victor and Associates, for information.

###### 8.5.5.2. Richard Atamanyk Comments re Pancake Lane Zoning By-law Amendment File No. AM-07-2020

BE IT RESOLVED THAT Council receive correspondence from Richard Atamanyk regarding 1 Pancake Lane Zoning By-law Amendment File No. AM-07-2020, for information.

8.5.5.3. Leigh Whyte Comments re Pancake Lane Zoning By-law  
Amendment File No. AM-07-2020

BE IT RESOLVED THAT Council receive correspondence from Leigh Whyte regarding 1 Pancake Lane Zoning By-law Amendment File No. AM-07-2020, 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	
<b>Results</b>	<b>7</b>	<b>0</b>
		<b>Carried (7 to 0)</b>

**8.6 Committee Minutes for Information**

**9. Items for Separate Consideration, if Any**

**9.1 Presentation of Recommendations Arising from COW or P&P, for Council Approval**

**Moved By** Councillor Bob Hildebrandt

**Seconded By** Councillor Wayne Olson

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

1. SCOW-03/2021 - December 14, 2021 - Special Committee of the Whole, Item 12, Paragraph 3

**Moved By** Councillor Bob Hildebrandt

**Seconded By** Councillor John Wink

**BE IT RESOLVED THAT consideration of this matter be postponed indefinitely.**

	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	
<b>Results</b>	<b>7</b>	<b>0</b>
<b>Carried (7 to 0)</b>		

**9.2 Integrity Commissioner Report - IC-15479-1021**

Councillor Kore requested both item 8.5.1 and 8.5.2 be considered together. No Members of Council objected and therefore, both matters were considered together.

**Moved By** Councillor Bob Hildebrandt  
**Seconded By** Councillor Wayne Olson

BE IT RESOLVED THAT Council receive for information the Integrity Commissioner correspondence, File IC-15479-1021.

**9.3 Integrity Commissioner Report - IC-15480-1021**

**Moved By** Councillor Bob Hildebrandt  
**Seconded By** Councillor Wayne Olson

BE IT RESOLVED THAT Council receive for information the Integrity Commissioner correspondence, File IC-15480-1021.

**Moved By** Councillor Ron Kore  
**Seconded By** Councillor Marianne Stewart

**BE IT RESOLVED THAT both Integrity Commissioner Reports IC-15447-1021 and IC-15480-1021 be deferred until a final invoice is received by the Town.**

	<b>For</b>	<b>Against</b>
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
<b>Results</b>	<b>4</b>	<b>3</b>
<b>Carried (4 to 3)</b>		

10. Presentation & Consideration of Reports

10.1 Reports from Members of Council:

10.1.1 Councillor Olson - Ontario Governments Plan to Bring High Speed Internet Access to All Communities in Ontario by 2025

Councillor Olson provided Council a presentation with respect to Ontario Governments Plan to Bring High Speed Internet Access to All Communities in Ontario by 2025 for Councils information. A copy of the presentation is on file with the Clerk.

Council further discussed this and how Pelham residents are affected.

Moved By Councillor John Wink  
Seconded By Councillor Ron Kore

BE IT RESOLVED THAT Council receive the presentation from Councillor Olson with respect to the Ontario Government's Plan to Bring High Speed Internet Access to All Communities in Ontario by 2025, 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)		

10.2 Staff Reports Requiring Action

10.2.1 LED Streetlight Conversion Binding Letter of Engagement between the Town of Pelham and RealTerm Energy Corp, 2022-0036-Public Works

Moved By Councillor Bob Hildebrandt  
Seconded By Councillor Lisa Haun

BE IT RESOLVED THAT Council receive Report #2022-0036 LED Streetlight Conversion Binding Letter of Engagement between the Town of Pelham and RealTerm Energy Corp., for information;

AND THAT Council APPROVE the Award to RealTerm Energy Corp to complete the replacement and upgrade of the Town of

**Pelham’s existing street lighting system to LED luminaries at an estimated contract price of \$621,810 (plus HST);**

**AND THAT Council authorize and direct the Mayor and Clerk to execute the Binding Letter of Engagement – Design, Upgrade and Transfer Agreement between the Town of Pelham and RealTerm Energy Corp.**

	<b>For</b>	<b>Against</b>
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	
<b>Results</b>	<b>7</b>	<b>0</b>
<b>Carried (7 to 0)</b>		

**10.2.2 Quaker Road Reconstruction Cost Sharing Agreement with Niagara Region, 2022-0035-Public Works**

**Moved By** Councillor Marianne Stewart  
**Seconded By** Councillor Lisa Haun

**BE IT RESOLVED THAT Council receive Report #2022-0035 Quaker Road Reconstruction Cost Sharing Agreement with Niagara Region, for information;**

**AND THAT Council APPROVE funding in the amount of \$1,976,130 for the reconstruction of Quaker Road from Pelham Street to Line Avenue (including detailed design, construction, and contract administration and inspection services).**

**AND THAT Council authorize and direct the Mayor and Clerk to execute the Cost Sharing Agreement (Appendix A) between the Town of Pelham and the Regional Municipality of Niagara.**

	<b>For</b>	<b>Against</b>
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	
<b>Results</b>	<b>7</b>	<b>0</b>
<b>Carried (7 to 0)</b>		

**10.2.3 Recommendation Report for Emerald Trail Draft Plan of Subdivision - 1114 Haist Street, 2022-0037-Planning**

**Moved By** Councillor Wayne Olson  
**Seconded By** Councillor Ron Kore

**BE IT RESOLVED that Council receives Report #2022-37 – Recommendation Report for Emerald Trail Draft Plan of Subdivision – 1114 Haist Street for information as it pertains to File No. 26T19-01-2021;**

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

	<b>For</b>	<b>Against</b>
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	
<b>Results</b>	<b>7</b>	<b>0</b>
<b>Carried (7 to 0)</b>		

**10.2.4 Arches Replacement Update, 2022-0039-Corporate Services**

**Moved By** Councillor Wayne Olson  
**Seconded By** Councillor John Wink

**BE IT RESOLVED THAT Council receive Report #2022-0039- Corporate Services – Arches Replacement Update, for information;**

**AND THAT Council support and approve a \$30,000 bridge loan to be repaid by December 31, 2022 to the Fonthill Rotary Club,**

**to be used for the construction of the said Pelham Arches, should the My Main Street Grant not be received.**

	<b>For</b>	<b>Against</b>
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	
<b>Results</b>	<b>6</b>	<b>1</b>
		<b>Carried (6 to 1)</b>

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

**Moved By** Councillor Lisa Haun  
**Seconded By** Councillor Ron Kore

**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 4421(2022) - Being a by-law to amend by-law No. 4352(2022) known as the Administrative Penalty Process By-law for Non-Parking Related Offences.**
- 2. By-law 4422(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.**
- 3. By-law 4423(2022) - Being a By-Law to Authorize the Mayor and Clerk to enter into a Cost Sharing Agreement with the The Regional Municipality of Niagara for the Quaker Road Reconstruction Project between Pelham Road and Line Ave.**

**4. By-law 4424(2022) - Being a By-Law to Authorize the Mayor and Clerk to enter into the Design, Upgrade and Transfer Agreement with RealTerm Energy Corporation with respect to the LED Street Light Conversion Project.**

	<b>For</b>	<b>Against</b>
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	
<b>Results</b>	<b>7</b>	<b>0</b>
		<b>Carried (7 to 0)</b>

**14. Motions and Notices of Motion**

**14.1 Motion - Councillor Olson**

**Moved By** Councillor Wayne Olson  
**Seconded By** Councillor Bob Hildebrandt

WHEREAS, Council has received deputations from area residents regarding drainage issues in the Farr, River and Webber Road area;

AND WHEREAS, The Town of Pelham approved undertaking a Drainage Study for the Farr, River and Webber Road areas as part of the Capital Budget for 2022;

AND WHEREAS, Council directed staff to host a community meeting with residents of the Farr, River and Webber Road areas to discuss options for them regarding addressing drainage issues in the Farr, River and Webber Road areas;

AND WHEREAS, Council has been provided additional information from R.J. Burnside & Associates Limited regarding drainage issues on a resident’s property following the approval of the 2022 Capital Budget;

NOW THEREFORE, Council request staff to prepare a report on the Town initiating a petition for a municipal drain in the Farr, River and Webber Road areas for the February 22, 2022 Council meeting prior to preparing terms of reference and undertaking a request for proposals for the Drainage Study approved in the 2022 Capital Budget;

AND THAT, Council consider the staff report on the Town initiating a petition for a municipal Drain in the Farr, River and Webber Road areas to be received on February 22, 2022 potentially as an alternative to

undertaking the Drainage Study approved in the 2022 Capital Budget and the need for staff to host a community meeting with area residents to discuss options to address drainage issues.

	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
<b>Results</b>	<b>3</b>	<b>4</b>
<b>Defeated (3 to 4)</b>		

14.2 Motion - Councillor Stewart

**Moved By** Councillor Marianne Stewart  
**Seconded By** Councillor Bob Hildebrandt

**WHEREAS the Town of Pelham is committed to building strong communities and enhancing communication and engagement with its residents;**

**AND WHEREAS the Town of Pelham’s Senior Advisory Committee regularly meets to discuss ongoing issues affecting seniors;**

**AND WHEREAS the Pelham Senior Advisory Committee wishes to provide opportunity to comment on proposed developments within the community which relate directly to seniors, such as: residential retirement homes, age in place communities and long term care facilities;**

**NOW THEREFORE BE IT RESOLVED THAT Council for the Town of Pelham direct staff to investigate potential options on how the Pelham’s Senior Advisory Committee may provide input on proposed developments within the community which relate directly to seniors;**

**AND THAT staff report back by April 4, 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	
<b>Results</b>	<b>7</b>	<b>0</b>
		<b>Carried (7 to 0)</b>

**14.3 Notice of Motion Councillor Kore**

Councillor Kore stated he would bring a motion forward with respect to stopping harassments of elected officials at the next meeting.

**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**

**Moved By** Councillor Wayne Olson  
**Seconded By** Councillor John Wink

**BE IT RESOLVED THAT the next portion of the meeting be closed to the public in order to consider the following:**

**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:**

**(e) - litigation or potential litigation, including matters before administrative tribunals, affecting the municipality and (f) - advice that is subject to solicitor-client privilege, including communications necessary for that purpose (1 item - File L01-01-2022 and L01-02-2022 Development Application)**

	<b>For</b>	<b>Against</b>
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	



<b>Results</b>	<b>7</b>	<b>0</b>
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**Carried (7 to 0)**

**18. Rise From In Camera**

**Moved By** Councillor Lisa Haun  
**Seconded By** Councillor Ron Kore

**BE IT RESOLVED THAT Council adjourn the In Camera Session and that Council do now Rise: With No Report**

	<b>For</b>	<b>Against</b>
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	
<b>Results</b>	<b>7</b>	<b>0</b>

**Carried (7 to 0)**

**19. Confirming By-Law**

**Moved By** Councillor John Wink  
**Seconded By** Councillor Bob Hildebrandt

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

**Being a By-law No. 4425(2022) to Adopt, Ratify and Confirm the proceedings of Council of the Town of Pelham at its Regular Meeting held on the 07th day of February, 2022.**

	<b>For</b>	<b>Against</b>
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 adjourned at 7:59 p.m.

**Moved By** Councillor Bob Hildebrandt  
**Seconded By** Councillor Marianne Stewart

**BE IT RESOLVED THAT this Regular Meeting of Council be adjourned until the next regular meeting scheduled for February 22, 2022 at 5:30 pm.**

	<b>For</b>	<b>Against</b>
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	
<b>Results</b>	<b>7</b>	<b>0</b>
		<b>Carried (7 to 0)</b>

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Mayor: Marvin Junkin

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Town Clerk: Holly Willford

# Recommendations of the SCOW-01/2022 Special Meeting of Committee of the Whole, Development Charges Public Meeting held February 7, 2022

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BE IT RESOLVED THAT COUNCIL HEREBY approves the following Recommendations Resulting from the SCOW-01/2022 Special Meeting of Committee of the Whole, Development Charges Public Meeting held February 7, 2022:

1. THAT the agenda for February 7, 2022 Special Meeting of Committee be adopted, as circulated.

**Amendment**

**THAT the agenda be amended to include the addendum, being item 4.3.1.**

**Motion as Amended**

**THAT the agenda for February 7, 2022 Special Meeting of Committee be adopted, as amended.**

2. **THAT Committee recommend Council receive the Development Charges By-law Overview presentation by Watson and Associates Economists Ltd.;**

**AND THAT Committee recommend Council receive the Pelham Update Study, dated December 22, 2021, prepared by Watson & Associates Economists Ltd.;**

**AND THAT Committee recommend Council direct staff proceed with the preparation of a Development Charges By-law for consideration by Council on March 7, 2022.**

3. **THAT Committee receive the written correspondence as listed on the agenda;**

**AND THAT Committee receive the verbal presentations made by the public listed on the Agenda.**

4. **THAT this Special Meeting of Committee be adjourned.**

## COMMITTEE OF THE WHOLE MINUTES

**Meeting #:** SCOW-01/2022 - DC Public Meeting  
**Date:** Monday, February 7, 2022  
**Location:** Town of Pelham Municipal Office - Council  
Chambers  
20 Pelham Town Square, Fonthill

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

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

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### 1. Call to Order and Declaration of Quorum

Noting that a quorum was present, the Mayor called the meeting to order at approximately 4:32 p.m.

#### 1.1 Land Recognition Statement

Councillor Kore read the Land Recognition Statement into the record.

### 2. Adoption of Agenda

THAT the agenda for February 7, 2022 Special Meeting of Committee be adopted, as circulated.

#### Amendment

**Moved By** Wayne Olson

**THAT the agenda be amended to include the addendum item number 4.3.1.**

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

**Carried (7 to 0)**

**Main Motion as Amended:**

**Moved By** Wayne Olson

**THAT the agenda for the February 7, 2022 Special Meeting of Committee, be adopted as amended.**

For (7): Marvin Junkin, Lisa Haun, Bob Hildebrandt, Ron Kore, Wayne Olson, Marianne Stewart, and 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. Public Meeting Under the Development Charges Act**

**4.1 Opening Remarks**

The Clerk read into the record the Opening Remarks regarding the Development Charges Public Meeting, pursuant to the *Development Charges Act*.

**4.2 Overview by Watson & Associates Economists Ltd.**

Mr. Byron Tan presented information regarding the 2022 Development Charges update study.

A copy of the Background Study has been published in accordance with the Act and available on the municipal website or through the Clerk.

Mr. Tan stated that the Development Charges Update is not proposing to change or add services not previously considered in 2018.

**4.3 Public Input**

Mr. Mark Shoalts stated that he is representing the Pelham Greenhouse Growers Group. Mr. Shoalts stated that the Pelham Greenhouse Growers Group was not consulted regarding the enactment of By-law 4117(2019) being a by-law requiring site plan control for greenhouses within the Town of Pelham. Mr. Shoalts indicated that this by-law attempts to regulate the cannabis industry with respect to elements under the Town's control. Mr. Shoalts expressed concern that hoop houses share the classification of a greenhouse. He indicated that this classification introduces the argument for including other structures into the building permit framework that are not currently considered. He further stated that hoop houses should not be subject to building permits or site plan control.

Mr. Shoalts stated that site plan control will have a huge impact on one of the biggest industries in the Town. He stated that the implementation of development charges would guarantee the end of nursery expansion using hoop houses. He noted that development charges could exceed 35% of the cost of a greenhouse which would have a significant impact.

Mr. Shoalts indicated that although hoop houses are not explicitly included in the development charges by-law, they are also not excluded. He expressed concern that hoop houses may be included in the future. Mr. Shoalts stated that the Town has excluded hoop houses from the definition of agricultural use in other by-laws. Mr. Shoalts questioned the classification of a hoop house, if not an agricultural use.

Mr. Shoalts stated that attempting to levy development charges on hoop houses exposes the by-law to challenge. He indicated that provincial law mandates that development charges only be imposed upon development that requires increased capital spending to maintain the same level of service. He further indicated that hoop houses pose no burden to the Town and that there is no difference in impact of growing nursery flowers in the open or within a hoop house. Mr. Shoalts explained that hoop houses provide protection against winter damage.

Mr. Shoalts asked that the Town should reconsider the classification of greenhouses and hoop houses. He stated that both hoop houses and greenhouses should be explicitly excluded from development charges.

#### **4.3.1 Additional Public Input**

Mr. Wally Braun read his written submission into the record.

Ms. Holly Willford, Town Clerk indicated she checked the [clerks@pelham.ca](mailto:clerks@pelham.ca) email address at 5:32 pm and confirmed no e-mails has been received from the viewing public. Ms. Willford indicated the public portion of the meeting could be closed. The Committee agreed to close the public portion and move into Committee input.

#### **4.4 Committee Input**

The Committee offered no further comments.

#### **4.5 Close Public Meeting**

The Clerk read the closing meeting remarks into the record.

#### **4.6 Presentation of Resolutions**

**Moved By** John Wink

**THAT Committee recommend Council receive the Development Charges By-law Overview presentation by Watson and Associates Economists Ltd.;**

**AND THAT Committee recommend Council receive the Pelham Update Study, dated December 22, 2021, prepared by Watson & Associates Economists Ltd.;**

**AND THAT Committee recommend Council direct staff proceed with the preparation of a Development Charges By-law for consideration by Council on March 7, 2022.**

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

**Carried (7 to 0)**

**Moved By** Marianne Stewart

**THAT Committee receive the written correspondence as listed on the agenda;**

**AND THAT Committee receive the verbal presentations made by the public listed on the Agenda.**

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

**Carried (7 to 0)**

**5. Adjournment**

**Moved By** Lisa Haun

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

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

**Carried (7 to 0)**

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Mayor: Marvin Junkin

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Town Clerk: Holly Willford

## **Subject:** 2021 Pelham Water Distribution System Summary Report

### **Recommendation:**

**BE IT RESOLVED THAT Council receive Report #2022-0027 – Pelham Water Distribution System Summary Report, for information**

### **Background:**

Two annual water reports are required by the Ministry of the Environment Conservation and Parks (MECP): (1) the 'MECP' Annual Report' (O.Reg. 170/03 section 11), and (2) the municipal 'Summary Report' (O.Reg 170/03 schedule 22).

Both reports have been added as attachments to this report to satisfy the legislated and licensing requirements for reporting of information to the Owner of the drinking water system.

### **Analysis:**

The attached report(s) satisfy the legislated and license requirements for reporting of information to the Owner of the drinking water system.

Successful receipt of information by Council satisfies the regulatory and license requirements for O.Reg. 170 section 11 reporting.

### **Financial Considerations:**

There are no financial considerations in relation to this report.

### **Alternatives Reviewed:**

There were no alternatives considered in preparation of this report.

### **Strategic Plan Relationship: Communication and Engagement**

As legislated, Council is responsible as Owner of the water system for ensuring these reports are prepared and available to the public so that they



may be made aware of the condition of the distribution system and the quality of the water delivered by the Town of Pelham.

**Other Pertinent Reports/Attachments:**

Appendix A – 2021 MECP Annual Report

Appendix B – 2021 Municipal Summary Report

**Consultation:**

The Town of Pelham Manager of Public Works, and Supervisor of Water/Wastewater provided consultation in the preparation of this report and its attachments.

**Prepared and Recommended by:**

Ryan Cook, CRS, Dippl MM  
Manager of Public Works

Jason Marr, P. Eng.  
Director of Public Works

**Approved and Submitted by:**

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



## OPTIONAL ANNUAL REPORT TEMPLATE

<b>Drinking-Water System Number:</b>	260001604
<b>Drinking-Water System Name:</b>	Pelham Distribution System
<b>Drinking-Water System Owner:</b>	The Corporation of the Town of Pelham
<b>Drinking-Water System Category:</b>	Large Municipal
<b>Period being reported:</b>	January 1, 2021 to December 31, 2021

<p><b><u>Complete if your Category is Large Municipal Residential or Small Municipal Residential</u></b></p> <p>Does your Drinking-Water System serve more than 10,000 people? Yes [ X ] No [ ]</p> <p>Is your annual report available to the public at no charge on a web site on the Internet? Yes [ X ] No [ ]</p> <p>Location where Summary Report required under O. Reg. 170/03 Schedule 22 will be available for inspection.</p> <div style="border: 1px solid black; padding: 5px;"> <p>Pelham Municipal Building 20 Pelham Town Square Fonthill, Ontario</p> <p>www.pelham.ca</p> </div>	<p><b><u>Complete for all other Categories.</u></b></p> <p>Number of Designated Facilities served:</p> <div style="border: 1px solid black; width: 100px; text-align: center; margin: 5px;">0</div> <p>Did you provide a copy of your annual report to all Designated Facilities you serve? Yes [ ] No [ x ]</p> <p>Number of Interested Authorities you report to:</p> <div style="border: 1px solid black; width: 100px; text-align: center; margin: 5px;">0</div> <p>Did you provide a copy of your annual report to all Interested Authorities you report to for each Designated Facility? Yes [ ] No [ x ]</p>
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**Note: For the following tables below, additional rows or columns may be added or an appendix may be attached to the report**

**List all Drinking-Water Systems (if any), which receive all of their drinking water from your system:**

Drinking Water System Name	Drinking Water System Number
None	Not applicable

**Did you provide a copy of your annual report to all Drinking-Water System owners that are connected to you and to whom you provide all of its drinking water?**  
[Not Applicable]



Indicate how you notified system users that your annual report is available, and is free of charge.

- ☒ **Public access/notice via the web**
- ☒ **Public access/notice via Government Office**
- ☐ **Public access/notice via a newspaper**
- ☒ **Public access/notice via Public Request**
- ☐ **Public access/notice via a Public Library**
- ☐ **Public access/notice via other method** \_\_\_\_\_

**Describe your Drinking-Water System**

The Corporation of the Town of Pelham operates a water distribution system which is supplied with treated water by the Regional Municipality of Niagara from the Welland Water Treatment Plant, located at #4 Cross Street in Welland. The source of the water for the treatment plant is the Welland Recreational Waterway.

The treated water is transported to the Town by way of a 750mm diameter watermain to the Shoalts Drive Reservoir located at #5 Shoalts Drive in Fonthill. Water is distributed from the reservoir by way of a series of watermains and a Regional elevated tank located at #177 Highway #20 West in Fonthill, to lands within the designated service area.

The Town of Pelham distributes drinking water to Fonthill and Fenwick urban areas in Pelham through approximately 86 kilometres of watermain varying in size from 50mm to 400mm diameter. In addition there is 6.5 kilometers in length owned by the Regional Municipality of Niagara which is connected to the Pelham Distribution System and also distributes water to lands within the service area. The watermains are primarily cast iron, asbestos concrete, high pressure concrete piping, copper and PVC piping. There are approximately 569 hydrants and 683 valves located throughout the system. The Town owns a fill station with side-fill and a backflow prevention device and a residential pressure boosting station.

**List all water treatment chemicals used over this reporting period**

**Not applicable**

**Were any significant expenses incurred to?**

- ☐ **Install required equipment**
- ☒ **Repair required equipment**
- ☒ **Replace required equipment**



**Please provide a brief description and a breakdown of monetary expenses incurred**

- (1) General repairs and maintenance of watermain and appurtenances - \$ 90,000
- (2) Replacement of watermain- Pelham Street (John Street to 55m South of John Street) - \$80,000

**Provide details on the notices submitted in accordance with subsection 18(1) of the Safe Drinking-Water Act or section 16-4 of Schedule 16 of O.Reg.170/03 and reported to Spills Action Centre**

Incident Date	Parameter	Result	Unit of Measure	Corrective Action	Corrective Action Date
N/A	N/A	N/A	N/A	N/A	N/A

**Microbiological testing done under the Schedule 10, 11 or 12 of Regulation 170/03, during this reporting period.**

	Number of Samples	Range of E.Coli Or Fecal Results (min #)-(max #)	Range of Total Coliform Results (min #)-(max #)	Number of HPC Samples	Range of HPC Results (min #)-(max #)
Raw	Not applicable				
Treated	Not applicable				
Distribution	422	0 - 0	0 - 1	422	0-30

**Operational testing done under Schedule 7, 8 or 9 of Regulation 170/03 during the period covered by this Annual Report.**

Period covered by this Annual Report:				<i><b>NOTE:</b> For continuous monitors use 8760 as the number of samples.</i>
	Number of Grab Samples	Range of Results (min #)-(max #)	Unit of Measure	
Turbidity				
Chlorine	995	0.25 – 1.15	mg/l	
Fluoride (If the DWS provides fluoridation)	<b>DWS does not provide fluoridation</b>			



**Summary of additional testing and sampling carried out in accordance with the requirement of an approval, order or other legal instrument.**

Date of legal instrument issued	Parameter	Date Sampled	Result	Unit of Measure
Not Applicable				

**Summary of Inorganic parameters tested during this reporting period or the most recent sample results**

Parameter	Sample Date	Result Value	Unit of Measure	Exceedance
Not Applicable				

\*only for drinking water systems testing under Schedule 15.2; this includes large municipal non-residential systems, small municipal non-residential systems, non-municipal seasonal residential systems, large non-municipal non-residential systems, and small non-municipal non-residential systems.

**Summary of lead testing under Schedule 15.1 during this reporting period**

(applicable to the following drinking water systems; large municipal residential systems, small municipal residential systems, and non-municipal year-round residential systems)

Location Type	Number of Samples	Lead Results <1.0 to 10	Unit of Measure	Number of Exceedances
Plumbing	Exempt			
Distribution	8	<1.0	Ug/L	None

1

**Summary of Organic parameters sampled during this reporting period or the most recent sample results**

Parameter	Sample Date	Result Value	Unit of Measure	Exceedance
<b>Haloacetic Acids</b> (NOTE: show latest annual running average)	Dec. 2021	10.43	ug/L	None
<b>THM</b> (NOTE: show latest annual running average)	Dec. 2021	31.67	ug/L	None

**List any Inorganic or Organic parameter(s) that exceeded half the standard prescribed in Schedule 2 of Ontario Drinking Water Quality Standards.**

Parameter	Result Value	Unit of Measure	Date of Sample
Not Applicable			



Department/Division:	Public Works / Pelham Distribution System
Report:	Municipal Summary Report
Covering:	January 1, 2021 to December 31, 2021

## 1. Purpose

This report was prepared by the Director of Public Works and Manager of Public Works for the Owner of the Pelham Distribution System, the Corporation of the Town of Pelham, to be presented to Council.

Two annual water reports are required by the Ministry of the Environment, Conservation and Parks (MECP) to be prepared: (1) the 'MECP Annual Report' (O.Reg. 170/03 section 11), and (2) the municipal 'Summary Report' (O. Reg. 170/03 schedule 22).

As required by QMS-PROC-021 in the Town of Pelham's Quality Management System, results of the annual management and infrastructure review shall be presented to the Owner through the Annual Municipal Summary Report.

As legislated, Council is responsible as the Owner of the water system for ensuring these reports are prepared and available to the public each year.

The MECP Annual Report has been prepared and submitted as an attachment to the Public Works Report #2022-0027, 2021 Pelham Distribution System Summary Report.

This is the Municipal Summary Report.

To enhance the communication and understanding of these reports, this Municipal Summary Report contains additional non-legislated information on the drinking water system operations and water quality.

## 2. Definitions

"DWQMS" means Drinking Water Quality Management Standard.

"MECP" means Ontario Ministry of the Environment, Conservation, and Parks.

"WTP" means Water Treatment Plant.

"QMS" means Quality Management System.

"OIC" means Operator in Charge of the distribution system, as per O.Reg 128/04

“*ORO*” means Overall Responsible Operator of the distribution system, as per O.Reg 128/04

“*HAA*” means Haloacetic Acid. Haloacetic Acids in drinking water are a by-product of Chlorine disinfection.

“*THM*” means Trihalomethanes. Trihalomethanes in drinking water are a by-product of Chlorine disinfection.

“*CFU*” means Colony Forming Units. It is a unit of measure for bacteriological contaminants in drinking water.

“*HPC*” means Heterotrophic Plate Count. It is a method that measures colony formation on culture media of heterotrophic bacteria in drinking water.

### 3. System Overview

The provision of drinking water for residents in the Niagara Region is a responsibility shared between two tiers of municipal government. The Niagara Region is responsible for treatment and supply of the water to the Town of Pelham via transmission mains. The Town of Pelham is responsible for distributing water to local consumers via its own network of distribution pipes.

The Pelham Distribution System is a Class 2 water distribution subsystem. The system consists of approximately 86 km of watermains varying in size from 50mm to 400mm diameter providing water to approximately 13,300 residents through 5373 accounts within the general urban area.

The service area is approximately 14 km<sup>2</sup> and includes the Villages of Fonthill, Ridgeville and Fenwick. The system receives treated drinking water from the Welland Water Treatment Plant located on Cross Street in the City of Welland. The treatment plant is owned and operated by the Regional Municipality of Niagara. The plant receives its raw water from the Welland Recreational Canal. Treated water is transmitted to the Town by way of a 750mm diameter watermain to the Shoalts Drive Reservoir. The reservoir, which includes chlorination, is also Regionally-owned and operated. Water enters the Pelham Distribution System at the reservoir outlet.

The Town of Pelham owns and operates a water filling station with side-fill and a backflow prevention device to serve consumers outside of the urban boundary who do not have direct access to the distribution system. Water haulers must obtain approval from the Niagara Region before being permitted to use the station.

The Town of Pelham owns a small pressure booster pump station which is located on the Niagara Region’s Elevated Tank Property. This pump is used to improve water pressure in the Chestnut Ridge development area. The normal operating pressure in the area is low due to its geographic location in relation to the elevated tank that supplies distribution supply and pressure by way of gravity.

The Town of Pelham Distribution System consists of 5 pressure zones separated by Pressure Reducing Valves (PRV). In Pelham, because of our unique topography, maintaining safe operating pressure within the system is a delicate balance. Increasing pressure in one area can cause damage to municipal infrastructure and private plumbing downstream.

## 4. Water Quality Testing

Ontario Regulation 170/03 prescribes water quality testing requirements for municipal drinking water systems.

The requirements prescribed by the MECP include: test parameters, number of test samples, frequency of testing, location of testing, reporting of test results, and reporting and corrective action of adverse test results, amongst other items. Operational guidelines are parameters used to monitor the general quality of water and the performance of the system.

In 2012, the Town of Pelham qualified for an exemption from collecting lead samples from residential or non-residential plumbing under the community lead testing program; however, reduced sampling must still take place in four locations within the distribution system. As such, the Town has continued with its lead testing program in the distribution system, with no concerns.

The Town carried out testing in 2021 as prescribed by legislation.

In addition to the prescribed sampling, the Town tested for water quality in response to complaints from consumers. Complaints generally refer to colour, odour, pressure, particulate, supply and/or taste.

The Town responded to eighteen water quality/supply complaints in 2021. Seven were related to low pressure concerns, seven to water colour, and four to odour concerns. All were resolved promptly.

Taste and odour episodes are often related to a natural phenomenon caused by seasonal biological changes in the source water. These changes may produce odour-causing chemical compounds that can be detected by humans at very low levels. Most municipalities in Ontario which obtain their water supply from surface water sources experience this problem periodically in the summer or early fall. Also, private plumbing fixtures including small water filtration systems and drain traps can also contribute to concerns regarding taste and odour of municipally supplied water. Once identified, most of these can be resolved quickly and easily through regular maintenance completed by the property owner.

Water Treatment Plants are equipped with various filtration systems designed to reduce the effects of taste and odour, but may not eliminate it entirely.

**Table 1- Testing requirements and results.**

<b>Table 1 – 2019 Testing Summary</b>					
<b>Parameter</b>	<b># Samples Required</b>	<b># of Samples Taken</b>	<b>Legislated Requirement</b>	<b>Guideline</b>	<b># of Samples Exceeding Limit</b>
Esherichia Coli (bacteriological)	22 per month	~ 36 per month	0 CFU/100mL Not detected	--	0



Total Coliform (bacteriological)	22 per month	~ 36 per month	0 CFU/100ml Not detected	--	0
HPC (heterotrophic plate count)	6 per month	~ 36 per month	--	< 500 CFU/100mL (AWWA c651-05)	0
Trihalomethanes	1 per quarter	3 per quarter	100 ug/L (annual running average)	--	0
Haloacetic Acids	1 per quarter	3 per quarter	80 ug/L (annual running average)	--	0
Free Chlorine	7 per week	13 per week	>=0.05 mg/L <=4.0 mg/L	--	0
pH	8 per year	8 per year	--	6.5 – 8.5 Operational guideline	0
Alkalinity	8 per year	8 per year	--	30 – 500 Operational guideline	0
Lead	8 per year	8 per year	0.01 mg/L	--	0
Pressure	None	5 per month (taken from each pressure zone)	--	>=28psi	0

## 5. Adverse Water Quality Incidents

An “adverse water quality incident” refers to a water quality test result exceeding the legislated requirements shown in **Table 1**.

A total of **zero** incidents of adverse water quality conditions were detected in the system in 2021.

## 6. MECP Drinking Water System Inspection Report

The Town of Pelham’s drinking water distribution system did not undergo an MECP inspection for the period of 2021 at the time of authoring this report.

## 7. Regulatory Updates

As a result of the current COVID-19 pandemic, the ministry recently amended O. Reg. 128/04 Certification of Drinking Water System Operators and Water Quality Analysts and O. Reg. 129/04 Licensing of Sewage Work Operators. These amendments are intended to provide systems with temporary staffing options (e.g. use of knowledgeable non-certified persons) during an emergency that could adversely affect the operation of a system resulting in a drinking water health hazard or a significant risk to human health or the natural environment.

The new provisions are available to owners and operating authorities, as long as, they have reasonable grounds for believing that there is an existing or impending critical shortage of certified operators and the use of non-certified persons is necessary to ensure the safe and efficient operation of the subsystem and the continued provision of safe drinking water.

## 8. Competency, Licensing and Training

Operator training is required by law to maintain drinking water licenses and ensure competency. Operators and key water staff participate in a number of diverse course offerings aimed at broadening their knowledge.

The Town of Pelham owns and operates a Class 2 Water Distribution System and a Class 2 Wastewater Collection System. The Town of Pelham Water Division currently has a compliment of a Manager of Public Works, Supervisor of Water and Wastewater, and three Water Operators. All water and wastewater operators must maintain a Water Distribution License and Waste Water Collection Facility License to operate the Town's systems.

## 9. Flow Data

Water consumed by the Town of Pelham is measured by the Niagara Region, and provided monthly to the Town. In 2021, a total of 1,584,270 cubic meters (m<sup>3</sup>) of water flowed to the Town of Pelham in total. (1 cubic meter of water = 1,000 litres).

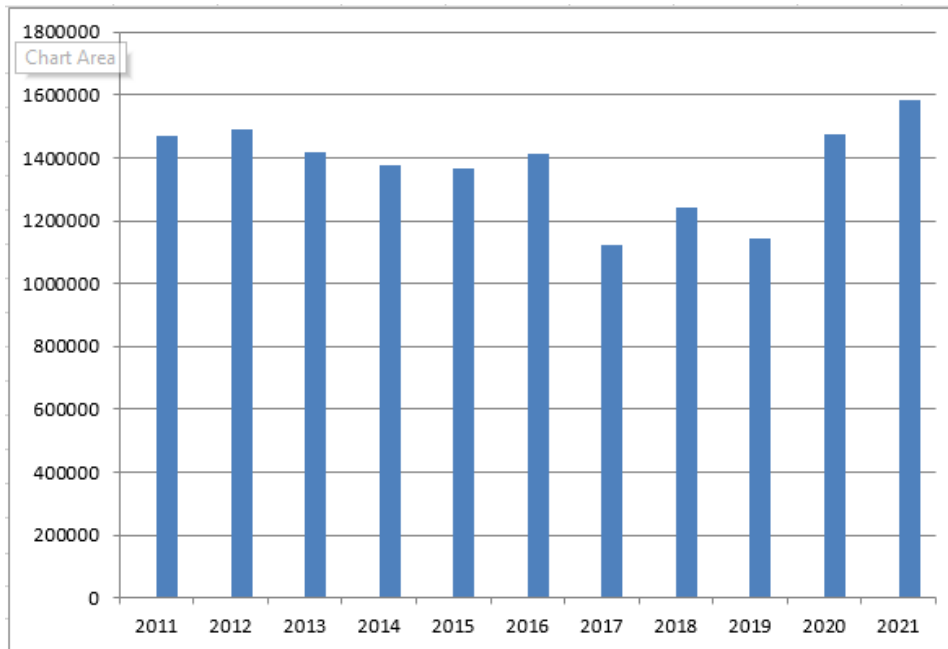
The Town of Pelham's accounted water use which includes revenue, and accounted non-revenue water use totaled 1,346, 923m<sup>3</sup>. The total volume of unaccounted for water in 2021 was 237,347m<sup>3</sup>. Water loss is the difference between the total flow input and the accounted for water volume shown as a percentage. In 2021 the Town of Pelham's water loss was 15%.

**Table 2 – Annual Totals**

<b>Year</b>	<b>Supply (m<sup>3</sup>)</b>
2011	1,469,470
2012	1,491,850
2013	1,420,220
2014	1,374,130
2015	1,364,450
2016	1,410,410
2017	1,122,740
2018	1,243,900
2019	1,150,570
2020	1,473,630
2021	<b>1,584,270</b>

The totals in this table are also reflected in the graph below, **Figure 1**

**Figure 1 – 2021 Total Water Supplied by the Region of Niagara**



All water demands were met in the system, thus the Town was not required to implement the additional use restrictions under section 4(p) of the Water Supply By-law No. 3198-2011.

The Town's Drinking Water License does not limit demand of flows to the Town, so a comparison to license limits is not required. The 2021 average daily consumptions are shown in **Table 3**, along with the maximum daily flows for each month.

**Table 3 – 2021 Daily Water Usage**

Month	Average Daily Flow (m³)	Maximum Flow in One Day (m³)
January	3287	4420
February	3439	4190
March	3498	4120
April	3501	4320
May	5229	7840
June	6238	8090
July	5001	8520
<b>August</b>	<b>6037</b>	<b>8920</b>
September	4491	6170
October	3920	4860
November	3770	4420
December	3609	4710

The 2021 highest demand day occurred in August, which aligns with the typical high monthly demands in the summer.

No servicing concerns are noted. The Niagara Regional Master Servicing Plan (MSP) lists the firm capacity of the Shoalts Drive Reservoir to be 19,400 m<sup>3</sup> / day. The MSP has identified future projects including the replacement of the Pelham Elevated Water Tank and increased pumping capacity at the Shoalts Drive Reservoir to accommodate projected 2041 servicing needs.

## 10. Capital Projects and Purchases

The Town updated the 20-year capital plan. Although efforts to ensure it represents the most current water distribution system improvement needs were made, many allowances were necessary based on competing capital infrastructure needs.

The replacement of watermain on Pelham Street from John Street to 55m South of John has been completed as part of the Pelham Street Phase 2 project.

Developments involving the construction of new watermain by developers included: One-Twenty Condos, Lavender Fields, Canboro Place, Fonthill Abbey, Shops on 20, and Saffron Meadows Phase 3.

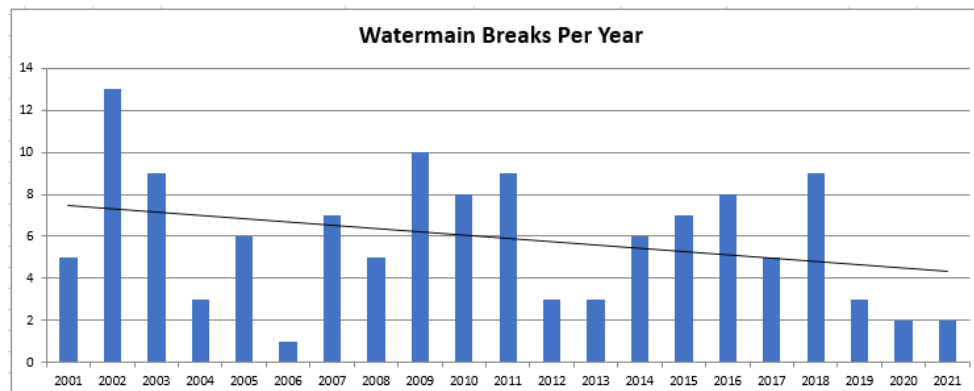
## 11. Rehabilitation and Repairs

A Total of 2 watermain breaks occurred in 2020, summarized in **Table 4**. **Figure 2** shows the overall trend for the total number of watermain breaks caused by pipe material and age.

**Table 4 – Watermain Break Summary**

Date	Location	Pipe Material	Suspected Cause	Planned Replacement
3-1-2021	College Street	Cast	Bedding, Age	
12-1-2021	Pancake Lane	Cast	Bedding, Age	2024

**Figure 2 – Town of Pelham – Watermain Breaks per Year**



In addition to watermain repairs, in 2021 Town of Pelham Staff replaced 6 leaking water services.

Regular maintenance and repairs are required at our Chestnut Ridge Booster Pump Station. Since installation these have been completed by the Niagara Regional Staff through a Maintenance Agreement. The Town continues to work closely with the Region of Niagara to maintain close communication about pressure or supply interruptions related to this pumping station.

The Town of Pelham owns and operates a Water Loading Station at 294 Canboro Road. Minor maintenance tasks are performed throughout the year including backflow prevention device testing and sampling programs.

## 12. Backflow Prevention

The Ontario Building Code requires backflow prevention devices are to be installed at each connection to new buildings where a potentially severe health hazard may be caused by backflow. The Town relies on the Building Code to ensure that backflow preventers are installed in new buildings.

The creation of a backflow prevention policy, associated by-law and program has been placed on hold due to the Covid-19 pandemic and existing labour resources. Once completed it will be presented to Council for consideration.

## 13. Leak Detection

The Town of Pelham did not complete a leak detection program for 2021.

## 14. Municipal Drinking Water Licensing Program

The Municipal Drinking Water Licensing Program is a five-stage initiative by the MECP under the Safe Drinking Water Act, 2002. The Town of Pelham maintains its Certificate of Accreditation as an Operating Authority for its water distribution system, and the system license and permit(s) are in place. **Table 6** lists the status of the key elements for water licensing.

**Table 6 – Municipal Drinking Water Licensing Program Status**

Stage	Status
License #072-101	Renewed July 23, 2019 – Expires July 22, 2024
Permit #072-201	Active and current – No expiry
Operational Plan	Endorsed by Council March 21, 2021
Accreditation	Maintains full accreditation. Expires April 29, 2024
Financial Plan	Updated in 2018, covering 2019 – 2024 inclusive

## 15. Quality Management System

The Quality Management System (QMS) is fully integrated into Water operations, and maturing and improving with time. Council should remain aware of its commitments in the QMS Policy, which is the framework upon which to set the QMS.

The current Operational Plan is available through the network or in printed copies at select locations.

## 16. Infrastructure Review

The Infrastructure Review is a required component of the DWQMS, where infrastructure includes piping and related infrastructure, but also buildings, workspace, process equipment, hardware, software, and supporting services such as transport or communication. The purpose of the review was to assess the adequacy of the infrastructure necessary to operate and maintain the water system.

Recommendations from the annual 2021 review were translated accordingly into the 2022 water operational and capital budget requests, and into the 20-year Capital Plan updates, and are communicated in this report below.

The Infrastructure Review has been included in **Appendix A** of this report

## 17. Management Review

Management review is a required component of the DWQMS. In December 2021, the Director of Public Works and Manager of Public Works completed a management review of the QMS in alignment with the budget and capital planning process, in accordance with the Town's Operational Plan. Recommendations will be translated accordingly into future water operational and capital budget requests, and into the 20-year Capital Plan updates, and are communicated in this report below.

The Management Review has been included in **Appendix B** of this report

## 18. Internal Audit Results

Results from the QMS internal audit performed in November 2021 are summarized. The internal audit must be performed once per year.

The Internal Audit found three (3) opportunities for improvement. All opportunities for improvement were discussed during management review as action items.

The Internal Audit Results have been included in **Appendix C** of this report

## 19. External Audit Results

In April 2021, the Town engaged NSF as a third party auditor to the QMS, in accordance with the Town's drinking water license requirements.

No non-conformances or corrective action requests were identified. One opportunity for improvement was identified.

The External Audit Results have been included in **Appendix D** of this report

## Appendix A – Infrastructure Review



## Infrastructure Review Summary

Revision #03

Document #QMS FORM 026

The Corporation of the Town of Pelham Drinking Water Distribution System	
<b>Meeting Location:</b>	Tice Road Operations Centre
<b>Date / Time:</b>	March 25, 2020 1:00 – 2:20pm
<b>Attendees:</b>	Jason Marr (DPW), Ryan Cook (MPW), Dave Vaccaro (SWW)
<b>Minutes Recorded by:</b>	Sandra Tavares (Facilitator, Tavares Group Consulting Inc.)
<b>Minutes to be distributed to:</b>	DPW, MPW, SWW

Infrastructure Review Meeting Minutes	
Details / Discussion Points / Issues Identified	Recommendation (for budget ask) / Action Items (to be tracked via QMS LIST 006)
<p>Outcomes of the <b>Risk Assessment</b> (check what applies):</p> <p><input checked="" type="checkbox"/> 12-month annual   <input type="checkbox"/> 24-month annual   <input type="checkbox"/> 36-month reassess</p> <ul style="list-style-type: none"> <li>Reviewed the Town of Pelham's <b>Critical Control Point (CCP), loss of chlorine residual</b>, associated Critical Control Limit (CCL = 0.20 mg/L after routine flush) and processes in place to maintain (i.e., Spring/Fall and watermain flushing) and monitor (weekly distribution system Cl<sub>2</sub> sampling). 11-Jun-2020 <b>CCL deviation</b> was identified as part of Annual MECP Inspection 14-Dec-2020 review of QMS FORM 008 Twice Weekly Chlorine Residual Sampling Program Forms and was captured as part of 2021-NC-01 which has been closed as QMS FORM 008 was revised to clarify CCP exceedance but awaiting verification as part of the 2021 Internal Audit. <b>There are no current implications to the capital request.</b></li> <li>No other risks / hazards to be addressed by budget aside from backflow which is currently on hold due to COVID (<b>linked to risk assessment outcome #11</b>) and tracked via QMS LIST 006 Corrective and Preventive Action List.</li> </ul>	No additional recommendations or action items.
<p><b>Watermain</b> – servicing, replacement, monitoring, operating &amp; capital needs, other</p> <ul style="list-style-type: none"> <li>Reviewed the <b>2021 Proposed Capital Budget</b> (approved Jan-2021 as per DPW) which focuses on cast iron watermain replacement (e.g., Pelham St. -</li> </ul>	No additional recommendations or action items.

## Infrastructure Review Summary

Revision #03

Document #QMS FORM 026

Infrastructure Review Meeting Minutes	
Details / Discussion Points / Issues Identified	Recommendation (for budget ask) / Action Items (to be tracked via QMS LIST 006)
<p>Port Robinson Road) with an annual \$400K placeholder as well as \$30K redundancy fund observed in the also reviewed <b>20 Year Capital Plan</b> (e.g., Bacon Lane which experienced a water main break in 2018 as outlined below; elevated tank may not need 2024 Daleview upgrade, 2025 water loading station addition) whose work is scheduled to restart July 2021.</p> <ul style="list-style-type: none"> <li>Reviewed <b>2020 Infrastructure Review Summary</b> and associated recommendations (<b>current status is in bold text</b>): <ul style="list-style-type: none"> <li>Clare Avenue Watermain Replacement - development driven (<b>carried over to 2021 as per DPW</b>)</li> <li>Station Street: Hwy 20 to Port Robinson, Watermain Replacement (<b>WTR 02-18 completed</b>)</li> <li>Backflow Prevention Program (<b>WTR 01-2018 repeated recommendation from MECP – refer to item above for additional details</b>)</li> </ul> </li> <li>Reviewed <b>2018-2020YTD break histories</b> to date as per '<a href="#">Current Combined Water Ops 2015 onward spreadsheet</a>' 'Watermain Break Summary' tab (with clarification from SWW): <ul style="list-style-type: none"> <li><b>9</b> (revised from 2020 meeting) <b>in total in 2018</b> (1 pulled by contractor on Hurricane [risk assessment outcome 8]) 2x Pelham St N, 2x Pelham St S, 1 Strathcona Drive, 165 Welland and 1441 Station St. (watermain to be replaced in these areas) and 1 Bacon Lane</li> <li><b>13 in 2019</b> (5 contractor- and 2 ageing-related, 5 cast iron)</li> <li><b>12 in 2020</b> (6 contractor-related, 6 cast iron)</li> <li><b>1 in 2021</b> (due to age / cast iron)</li> <li>Numbers confirmed to continue to be in line with 5-10 / year with highest frequency in replacement process which is also dependent on funding/available reserves, wastewater, and roads needs.</li> </ul> </li> </ul>	
<p><b>Hydrants</b> – monitoring, servicing, operating &amp; capital needs, other</p> <p>'Hydrant Maintenance 2020' spreadsheet identified completion in all 4</p>	No additional recommendations or action items.

## Infrastructure Review Summary

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Infrastructure Review Meeting Minutes	
Details / Discussion Points / Issues Identified	Recommendation (for budget ask) / Action Items (to be tracked via QMS LIST 006)
quadrants in 2020 with Management Review Action 2020-AI-02 to redefine valves / hydrants quadrants map by Fall 2021.	
<b>Main valves</b> – monitoring, servicing, operating & capital needs, other	
<ul style="list-style-type: none"> <li>'<a href="#">Current Combined Water Ops 2015 onward spreadsheet</a>' 'Maintenance Activities' tab identifies <b>valve maintenance</b> taking place 5-May through 10-Dec-2020 and also 4/27-Jan- and 4Mar-2021 with all quadrants exercised and maintained as per SWW</li> <li><b>Existing Pressure Release Valves (PRVs)</b> – March 2020 inspection took place as part of the operating budget with no short-terms concerns aside from Operating Budget 2022/2023 maintenance as per MPW; 2020 Final 20-Year Capital identified projected needs in 2034 and 2035 replacement</li> </ul>	No additional recommendations or action items.
<b>Other appurtenances</b> – operating & capital budget needs, other	
<ul style="list-style-type: none"> <li><b>Bulk Station</b> (identified 50-year life span) continues to have no short-term concerns / implications to capital request.</li> <li>MPW identified halfway through <b>water meter program</b></li> </ul>	No additional recommendations or action items.
<b>Inventory and Tools</b> – operating & capital needs, other	
<ul style="list-style-type: none"> <li>No additional requirements since 2 <b>Colorimeters</b> (4 in total) were replaced in 2019</li> </ul>	No additional recommendations or action items.
<b>Software / hardware</b> – capital needs, other	
<ul style="list-style-type: none"> <li><b>Action (2020-OFI-11)</b> is on scheduled for Sep-21</li> </ul>	
<b>Pumping Station</b>	
<ul style="list-style-type: none"> <li>Region attends the site once / month and contacts the Town in the event of an issue; leaky seal was recently replaced on duty pump (which is now the back up) as per SWW and MPW. Although the Region does intend on</li> </ul>	No additional recommendations or action items.

## Infrastructure Review Summary

Revision #03

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Infrastructure Review Meeting Minutes																																																		
Details / Discussion Points / Issues Identified	Recommendation (for budget ask) / Action Items (to be tracked via QMS LIST 006)																																																	
<p>moving forward with the Water Tower which will obsolete the pumping station (related to Risk Assessment Outcomes #s 1 and 2), it is currently on hold and to be discussed with the Region the week of 29-Mar-2021 (refer to OPEN 2020-OFI-05 MECP Inspection Recommendation).</p>																																																		
<p><b>Staffing</b></p> <p>No requirements were identified.</p>	<p>No additional recommendations or action items.</p>																																																	
<p><b>Water Quality Complaints</b></p> <p>Annual summary in 'Complaint Summary' tab of '<a href="#">Current Combined Water Ops 2015 onward spreadsheet</a>' was reviewed (1 due to pressure was identified YTD in 2021 in addition to inquiries about pressure, as per SWW):</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr style="background-color: #d3d3d3;"> <th style="width: 35%;">TYPE</th> <th style="width: 5%;">2016</th> <th style="width: 5%;">2017</th> <th style="width: 5%;">2018</th> <th style="width: 5%;">2019</th> <th style="width: 5%;">2020</th> <th style="width: 5%;">TOTAL</th> </tr> </thead> <tbody> <tr> <td style="text-align: left;">Air Complaints / Year – tied to watermain breaks and colour</td> <td>3</td> <td>1</td> <td>1</td> <td>2</td> <td>2</td> <td>9</td> </tr> <tr> <td style="text-align: left;">Colour Complaints / Year – internal plumbing issues led to an increase in 2019 (e.g., rusty water tanks)</td> <td>4</td> <td>7</td> <td>3</td> <td>12</td> <td>3</td> <td>29</td> </tr> <tr> <td style="text-align: left;">Leaky Service Complaints / Year – water main replacement has reduced this number</td> <td>5</td> <td>22</td> <td>3</td> <td>2</td> <td>5</td> <td>37</td> </tr> <tr> <td style="text-align: left;">Low Pressure Complaints / Year – moves from one area to another</td> <td>9</td> <td>13</td> <td>5</td> <td>8</td> <td>7</td> <td>42</td> </tr> <tr> <td style="text-align: left;">Odour Complaints / Year</td> <td>1</td> <td>2</td> <td>1</td> <td>2</td> <td>1</td> <td>7</td> </tr> <tr style="background-color: #d3d3d3;"> <td style="text-align: right;">TOTAL</td> <td>22</td> <td>45</td> <td>13</td> <td>26</td> <td>18</td> <td>124</td> </tr> </tbody> </table>	TYPE	2016	2017	2018	2019	2020	TOTAL	Air Complaints / Year – tied to watermain breaks and colour	3	1	1	2	2	9	Colour Complaints / Year – internal plumbing issues led to an increase in 2019 (e.g., rusty water tanks)	4	7	3	12	3	29	Leaky Service Complaints / Year – water main replacement has reduced this number	5	22	3	2	5	37	Low Pressure Complaints / Year – moves from one area to another	9	13	5	8	7	42	Odour Complaints / Year	1	2	1	2	1	7	TOTAL	22	45	13	26	18	124	<p>No additional recommendations or action items.</p>
TYPE	2016	2017	2018	2019	2020	TOTAL																																												
Air Complaints / Year – tied to watermain breaks and colour	3	1	1	2	2	9																																												
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Odour Complaints / Year	1	2	1	2	1	7																																												
TOTAL	22	45	13	26	18	124																																												
<p><b>Best Management Practices (BMPs)</b></p> <ul style="list-style-type: none"> <li>Although QMS LIST 006 Corrective Action List OPEN 2018-OFI-13, 2019-OFI-01 and 2020-OFI-05 OPEN MECP Recommendations were not deemed as BMPs at the last meeting, they are closed and scheduled to be verified later this year; there are no additional Element 14 actions aside from those listed here</li> </ul>	<p>As per SWW, GPS equipment for valves / hydrants to start up by late summer / early Fall (2021-BMP-01 added to QMS LIST 006).</p>																																																	

## Appendix B – Management Review

## Management Review Meeting Record

Revision #01

Document #QMS FORM 027

The Corporation of the Town of Pelham Drinking Water Distribution System	
<b>Meeting Location:</b>	Online
<b>Date / Time:</b>	December 9, 2021
<b>Attendees:</b>	Jason Marr (DPW), Ryan Cook (MPW), TGC Facilitator (Sandra Tavares)
<b>Minutes Recorded by:</b>	Sandra Tavares (TGC)
<b>Minutes to be distributed to:</b>	DPW, MPW and Council

Management Review dated 2-Dec-2020 was communicated via <https://www.pelham.ca/en/living-here/resources/Documents/Municipal-Summary-Report.pdf> and approved 16-Feb-2021 via Committee of the Whole Minutes COW-03/2021 agenda number 9.1 (no longer needed within OP Binder as available electronically).

Management Review Minutes are located at 'ops(M:)\Public Works & UTILITIES DEPARTMENT\Water Distribution System\DWQMS\Management Review' by year.

\*Please refer to Management Review Data Summary Package dated 2-Dec-2020 for previous details reviewed for each of the inputs below.

Management Review Meeting Minutes (completion of Action Items to be tracked via QMS LIST 006)				
Input	Details / Discussion Points / Issues Identified /Decisions Made	Action Item(s)	Responsibility	Proposed Due Date
1)	<p><b>NO</b> Incidents of regulatory non-compliance:</p> <ul style="list-style-type: none"> <li>Last <a href="#">MECP Inspection</a> took place 14-Dec-2020 (2021 inspection has not yet been scheduled) with a Noncompliance (2021-NC-01) pertaining to 11-Jun-2020 deviation from Critical Control Limits (CCL) not identified; QMS FORM-008 was revised to identify limit and confirmed as being used as part of the 2021 Internal Audit</li> <li>no associated 'Recommendations and Best Management Practices' were identified in 2021 although <a href="#">QMS LIST 006</a> open items dated <b>2016-09-01</b> (backflow which is also addressed in subsequent MECP Inspection Reports and <b>2020-OFI-05</b> (TBD by Region with a tentative date of 2025) remain relating to: <ul style="list-style-type: none"> <li>i) Town baffles/mixing systems/rechlorination stations installations, impact of higher pressure on older watermain and adjusting Pressure-Reducing Valve (PRV) strategies accordingly, and</li> <li>ii) visiting the new Port Colborne Barrick and King St. Roads and Well and Bemis Elevated Tanks for issues during construction and decommissioning / demolition.</li> </ul> </li> </ul>	<a href="#">QMS LIST 006</a> to be shared with MECP for updates on 2019 same issues raised but not requested by MECP as per MPW	N/A	N/A

## Management Review Meeting Record

Revision #01

Document #QMS FORM 027

<b>Management Review Meeting Minutes</b> <i>(completion of Action Items to be tracked via QMS LIST 006)</i>				
Input	Details / Discussion Points / Issues Identified /Decisions Made	Action Item(s)	Responsibility	Proposed Due Date
2)	<p>Incidents of <a href="#">adverse drinking-water tests</a>:</p> <ul style="list-style-type: none"> <li>- <b>2-2020 Total Coliform (TC) and high chlorine</b> Adverse Water Quality Incidents (AWQIs) on 9-Sep (151917, resolved 14-Sep) and June 25 (150397, resolved 29-Jun)</li> <li>- Previously, <b>4 incidents in 2015</b> as per '<a href="#">Current Combined Water Ops 2015 onward spreadsheet</a>' 'Maintenance Activities' tab</li> <li>- New more workable QMS FORM 017 (25-Mar-21) to replace QMS SOP 027</li> </ul>	Not applicable (N/A)	N/A	N/A
3)	<p>Deviations from critical control point limits and response actions:</p> <p><b>Refer to Item 1)</b></p>	N/A	N/A	N/A
4)	<p>The effectiveness of the <a href="#">risk assessment process</a>:</p> <ul style="list-style-type: none"> <li>• <b>Re-Assessment</b> completed 2020-07-14</li> <li>• <b>Annual Review</b> resulted in no changes and took place with Review of Infrastructure</li> </ul>	Next proposed Mar-21 prior to NSF Re-Accreditation and to coincide with 2021 budget process (refer to 'DWQMS Timeline' tab of <a href="#">QMS LIST 006</a> )	<b>TGC</b>	<b>COMPLETED</b> 25-Mar-2021
5)	<p><a href="#">Internal</a> / <a href="#">third-party</a> audit results:</p> <ul style="list-style-type: none"> <li>- Results of the remote <b>2021 Internal Audit</b> were reviewed with report to be issued by 17-Dec-2021. <b>3 OFIs</b> were identified and added to added to <a href="#">QMS LIST 006</a> relating to Elements 6, 10 and 17</li> <li>- <b>Previous Internal Audit findings 2019-OFI-05</b> pertaining to correctly characterizing frozen [home] services within 'Current Combined Water Ops 2015 onward spreadsheet', currently identified as "scheduled" is now <b>CLOSED</b> as MPW deleted this column; <b>2020-OFI-14</b> pertaining to contractor related breaks and Region of Niagara water-specific contractor training is on hold and <b>2020-OFI-15</b> to ensure maintenance forms are completed in their entirety is to be discussed again at the 2022 Calibration Session</li> </ul>	<p><b>2019 findings to be addressed.</b></p> <p><b>Photos of colorimeters are to be provided for verification of 2019-OFI-07 (2019-IA-04).</b></p>	<p><b>TGC / MPW</b></p> <p><b>SWW</b></p>	<p>end of Q1 2020 - <b>COMPLETED</b></p> <p>due 31-Dec-2020 <b>COMPLETE</b> <b>2-Feb-2021</b></p>

## Management Review Meeting Record

Revision #01

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<b>Management Review Meeting Minutes</b> <i>(completion of Action Items to be tracked via QMS LIST 006)</i>				
Input	Details / Discussion Points / Issues Identified /Decisions Made	Action Item(s)	Responsibility	Proposed Due Date
	- The <b>NSF external DWQMS audit</b> took place 6-Apr-2021 with 1 OFI pertaining to not addressing all audit OFIs as some were already closed with no further action and all previous findings closed			
6)	Results of emergency response testing:  Last Conducted 14-Jul-2020 with <b>2020-OFI-10 CLOSED</b> for verification on the use of the NEW QMS FORM 005 Drinking Water Advisory Form that replaces QMS SOP 026	Next proposed for 2023 as per 'DWQMS Timeline' tab of <a href="#">QMS LIST 006</a>	N/A	N/A
7)	Operational Performance:  <ul style="list-style-type: none"> <li><b>Sampling results</b> were presented by MPW for lead (none identified), and THM and HAA RAAs below requirements and latter downward trend</li> <li><b>Maintenance</b> as per '<a href="#">Current Combined Water Ops 2015 onward spreadsheet</a>' was reviewed: <ul style="list-style-type: none"> <li>2021 <b>PRV Maintenance</b> took place 27-Jan, 25-Jun and 30-Aug; as per MPW, an overhaul delineated upper and lower pressure zones where a Contractor set up PRVs and completed maintenance</li> <li>2021 <b>annual valve maintenance</b> initiated 4-Jan through 2-Nov for <b>Quad 4; Quad 2</b> was completed in 2019; <b>Quad 3</b> completed Fall 2020; and <b>Quad 1</b> confirmed scheduled by MPW for next year</li> <li><b>annual hydrant maintenance</b> (including flushing, greasing, repair if needed) is also completed in 4 Quadrants although in one year (Spring to Fall); <b>Quad 3</b> in 2020/2021 and <b>2 &amp; 4</b> in 2020/2021 with some <b>Quad 1</b> in 2021</li> <li><b>dead end blow off flushing</b> was completed in the <b>Spring</b> (23-Mar- to 20-Apr-2020, 14-Apr to 3-May-2021) and <b>Fall</b> (5-22 Oct-2020, 20-Sep- to 13-Oct-2021)</li> </ul> </li> </ul>	<p><b>Create a procedure for PRV maintenance.</b> (2020-AI-01)</p> <p><b>Redefine valves / hydrants</b> (already addressed annually) <b>quadrants map.</b> (2020-AI-02)</p> <p><b>Review procedure(s) for frequency.</b> (2020-AI-03)</p>	<p>MPW / SWW <b>(Reassigned to SWW)</b></p> <p>MPW / SWW <b>(Reassigned to SWW)</b></p> <p>TGC / MPW</p>	<p>April 2021 <b>(postponed to Oct-21 and 31-Dec-2022)</b></p> <p>1-Sep-2021 <b>(postponed from 31-Oct-21 to Fall 2022)</b></p> <p>1-Sep-2021 <b>(postponed to 31-Jan-2022)</b></p>
8)	Raw water supply <a href="#">reports</a> & drinking water trends:  Region of Niagara reports reviewed annually by MPW identified no issues	N/A	N/A	N/A



## Management Review Meeting Record

Revision #01

Document #QMS FORM 027

<b>Management Review Meeting Minutes</b> <i>(completion of Action Items to be tracked via QMS LIST 006)</i>				
Input	Details / Discussion Points / Issues Identified /Decisions Made	Action Item(s)	Responsibility	Proposed Due Date
9)	<p>Follow-up on actions from <a href="#">previous Management Reviews</a>:</p> <ul style="list-style-type: none"> <li><b>2019-OFI-08</b> to obtain a copy of the draft Ontario Watermain Disinfection Procedure was tied with MECP Inspection Recommendation <b>2020-OFI-04</b> pertaining to associated chlorine sampling, both <b>COMPLETE 23-Jan-2020</b>, which led to internal QMS PROC 025 Watermain Break Procedure and associated forms (QMS FORMS 010 Watermain Commissioning Contractor Plan, 012 Watermain Commissioning Town Checklist, 025 Watermain Break Report) revisions in Jan/Feb-2021 coinciding with license renewal.</li> <li>Refer throughout Minutes for additional Management Review Action Items</li> </ul>	Procedure to be reviewed by time license renews.	SWW	<p>1-Feb-2021</p> <p><b>COMPLETE</b> <b>29-Jan-2021</b> as per QMS LIST 010 Document Management List</p>
10)	<p>Status of management actions items identified between reviews:</p> <p>Refer to Item 9) directly above</p>	<p><b>2020-OFI-12</b> ii) Consider making the OP in its entirety available electronically - <b>now located at</b> <a href="https://www.pelham.ca/en/living-here/water-and-wastewater-maintenance.aspx">https://www.pelham.ca/en/living-here/water-and-wastewater-maintenance.aspx</a> with location to be reviewed by MPW</p>	<b>Admin-Assistant</b>	<p><b>1-Mar-2021</b> <i>(following Annual Summary Report presentation to Council)</i></p> <p><b>COMPLETE</b> 1-Apr-2021</p>
11)	<p>Changes that could affect the Quality Management System:</p> <ul style="list-style-type: none"> <li><b>2021 Annual Calibration</b> completed 1-Apr prior to the External Audit and proposed again for 6-Apr-2022 prior to NSF on-site Re-Accreditation 16-Apr-2022 as per DWQMS Timeline (other DWQMS dates agreed upon) and to include DWQMS stats</li> </ul>	<b>i) Obtain a copy of the draft Ontario Watermain Disinfection Procedure.</b>	MPW	<p>i) 15-Jan-2020 <b>RESCHEDULED</b> to 1-FEB-2021, <b>COMPLETED</b> as per Item 9)</p>
12)	Consumer feedback (incl. <a href="#">complaints</a> ):	N/A	N/A	N/A

## Management Review Meeting Record

Revision #01

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Management Review Meeting Minutes (completion of Action Items to be tracked via QMS LIST 006)																																																										
Input	Details / Discussion Points / Issues Identified /Decisions Made						Action Item(s)	Responsibility	Proposed Due Date																																																	
	<p>Annual summary in 'Complaint Summary' tab of '<a href="#">Current Combined Water Ops 2015 onward spreadsheet</a>' was reviewed:</p> <table><tr><th>Complaints / Year</th><th>2016</th><th>2017</th><th>2018</th><th>2019</th><th>2020</th><th>21YTD</th></tr><tr><td>Air</td><td>3</td><td>1</td><td>1</td><td>2</td><td>2</td><td>-</td></tr><tr><td>Colour</td><td>4</td><td>7</td><td>3</td><td>12</td><td>3</td><td>4</td></tr><tr><td>Leaky Service</td><td>5</td><td>22</td><td>3</td><td>2</td><td>5</td><td>-</td></tr><tr><td>Low Pressure</td><td>9</td><td>13</td><td>5</td><td>8</td><td>7</td><td>4</td></tr><tr><td>Odour Complaints</td><td>1</td><td>2</td><td>1</td><td>2</td><td>1</td><td>6</td></tr><tr><td>TOTAL</td><td>22</td><td>45</td><td>13</td><td>26</td><td>18</td><td>14</td></tr></table> <p>An increase in odour complaints is partially unexplained by SWW as the issue has dissipated by the time an Operator tends to the issue. Sampling takes place to try and resolve the issue.</p>						Complaints / Year	2016	2017	2018	2019	2020	21YTD	Air	3	1	1	2	2	-	Colour	4	7	3	12	3	4	Leaky Service	5	22	3	2	5	-	Low Pressure	9	13	5	8	7	4	Odour Complaints	1	2	1	2	1	6	TOTAL	22	45	13	26	18	14			
Complaints / Year	2016	2017	2018	2019	2020	21YTD																																																				
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TOTAL	22	45	13	26	18	14																																																				
13)	<p>The resources needed to maintain the QMS:</p> <ul style="list-style-type: none"><li>MPW and DPW identified assistance services an asset and to continue into 2022</li><li>Number of Operators OK until 2025 when work is required on the system</li><li>2022 DWQMS Timeline was reviewed and dates agreed upon</li></ul>						N/A	N/A	N/A																																																	
14)	<p>The result of the <a href="#">infrastructure review</a>:</p> <p><b>Infrastructure Review</b> Meeting took place 25-Mar-2021 with the Risk Assessment Outcomes Review with the 2021 Proposed Capital Budget approved Jan-2021 as per DPW which includes the following updates since the meeting:</p> <ul style="list-style-type: none"><li>cast iron watermain replacement (e.g., Pelham St.)</li><li>Clare Avenue Watermain Replacement to be tendered as well as Station St. and partial replacement at MS Park</li><li>Backflow Prevention Program (WTR 01-2018 repeated recommendation from MECP on hold – refer to item above for additional details)</li></ul>						More detailed review of 20-year projects (e.g., cast iron, from developers) prior to review of infrastructure	DPW	1-Apr-2021  <b>COMPLETED</b> 25-Mar-2021																																																	

## Management Review Meeting Record

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Management Review Meeting Minutes (completion of Action Items to be tracked via QMS LIST 006)																																																
Input	Details / Discussion Points / Issues Identified /Decisions Made					Action Item(s)	Responsibility	Proposed Due Date																																								
	- <b>2020-OFI-11</b> pertaining to Work Order Software tablets required for Operators and associated <b>2021-BMP-01</b> pertaining to GPS Equipment for valves and hydrants hves been rescheduled to 31-Dec-2022 - 4-2022 projects discussed, two of which focus on design																																															
15)	<u>Operational plan currency, content, and updates</u> (incl. need for re-endorsement):  Operational Plan and associated QMS PROC updates (some of which have been discussed above) as per QMS LIST 010 were completed in 2021 and submitted to Council resulting in NEW endorsement 22-Mar-2021 by Council and 9-Feb-2021 by Top Management. QMS PROC 020 Management Review proposed changes to minimise duplication by referencing agenda rather than relisting inputs.					N/A	N/A	N/A																																								
16)	Personnel suggestions:  Tracked via <u>QMS LIST 006</u> - <b>2018-OFI-13</b> , <b>2019-OFI-01</b> (backflow testing form) and <b>2020-OFI-06</b> related to backflow, calibration and Final Guideline for Canadian Drinking Water Quality for Chloramines, respectively are now CLOSED.					N/A	N/A	N/A																																								
17)	<u>General assessment of suitability, adequacy, and effectiveness</u> <b>QMS LIST 006 Closure Rate of 89% in Apr-2021 TO 92% as of 9-Dec-2021.</b> Audits identified the following positive trend: <table><tr><td></td><td><b>2015</b></td><td><b>2016</b></td><td><b>2017</b></td><td><b>2018</b></td><td><b>2019</b></td><td><b>2020</b></td><td><b>2021</b></td></tr><tr><td><b>Internal Audit</b></td><td>3 NCs, 5 OFIs</td><td>5 NCs, 13 OFIs</td><td>8 OFIs</td><td>6 OFIs</td><td>1 NC, 4 OFIs</td><td>5 OFIs</td><td>3 OFIs</td></tr><tr><td><b>MECP Inspection</b></td><td>2 NCs</td><td>3 Recs</td><td>4 Recs</td><td>3 NCs, 5 Rec</td><td>2 Recs, 2 AIs</td><td>1 NC</td><td>Date TBD</td></tr><tr><td><b>External audit (OFIs)</b></td><td>4</td><td>2</td><td>2</td><td>3</td><td>2</td><td>2</td><td>1</td></tr><tr><td><b>TOTAL</b></td><td><b>3 NCs, 9OFIs</b></td><td><b>5 NCs, 18 OFIs</b></td><td><b>16 OFIs</b></td><td><b>9 OFIs</b></td><td><b>1 NC, 6 OFIs</b></td><td><b>7 OFIs</b></td><td><b>4 OFIs</b></td></tr></table> Most findings are generated from internal audits and mostly OFIs. Corrective and preventive actions are being managed effectively. The QMS is deemed to be suitable, adequate, and effective.						<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Internal Audit</b>	3 NCs, 5 OFIs	5 NCs, 13 OFIs	8 OFIs	6 OFIs	1 NC, 4 OFIs	5 OFIs	3 OFIs	<b>MECP Inspection</b>	2 NCs	3 Recs	4 Recs	3 NCs, 5 Rec	2 Recs, 2 AIs	1 NC	Date TBD	<b>External audit (OFIs)</b>	4	2	2	3	2	2	1	<b>TOTAL</b>	<b>3 NCs, 9OFIs</b>	<b>5 NCs, 18 OFIs</b>	<b>16 OFIs</b>	<b>9 OFIs</b>	<b>1 NC, 6 OFIs</b>	<b>7 OFIs</b>	<b>4 OFIs</b>	N/A	N/A	N/A
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>																																									
<b>Internal Audit</b>	3 NCs, 5 OFIs	5 NCs, 13 OFIs	8 OFIs	6 OFIs	1 NC, 4 OFIs	5 OFIs	3 OFIs																																									
<b>MECP Inspection</b>	2 NCs	3 Recs	4 Recs	3 NCs, 5 Rec	2 Recs, 2 AIs	1 NC	Date TBD																																									
<b>External audit (OFIs)</b>	4	2	2	3	2	2	1																																									
<b>TOTAL</b>	<b>3 NCs, 9OFIs</b>	<b>5 NCs, 18 OFIs</b>	<b>16 OFIs</b>	<b>9 OFIs</b>	<b>1 NC, 6 OFIs</b>	<b>7 OFIs</b>	<b>4 OFIs</b>																																									

## Management Review Meeting Record

Revision #01

Document #QMS FORM 027

<b>Management Review Meeting Minutes</b> <i>(completion of Action Items to be tracked via QMS LIST 006)</i>				
<b>Input</b>	<b>Details / Discussion Points / Issues Identified /Decisions Made</b>	<b>Action Item(s)</b>	<b>Responsibility</b>	<b>Proposed Due Date</b>
18)	Review and consideration of applicable Best Management Practices (BMPs)	N/A	N/A	N/A
	MECP website identified no BMPs but would be included within <a href="#">QMS LIST 006</a> if identified from this or other source – none identified by DPW and MPW.			

## Appendix C – Internal Audit



# The Corporation of the Town of Pelham

Drinking Water Quality Management System (v2)  
Internal Audit Report

*20 Pelham Town Square  
P.O. Box 400  
Fonthill ON, L0S 1E0*

Virtual Internal Audit Dates: 16 November and 2/9 December 2021

Report Distribution: Ryan Cook, *Manager of Public Works* (MPW)  
Jason Marr, *Director of Public Works* (DPW)

A handwritten signature in black ink, appearing to read "S. Tavares", with a horizontal line extending to the right.

Sandra Tavares, B.Sc., M.Sc., EP(EMSLA), EP-Sustainability

Report Issued: 16 December 2021

## Project Objectives

Tavares Group Consulting Inc. was engaged by The Town of Pelham to conduct a virtual Internal Audit of the Town's Drinking Water Quality Management System (QMS) against the Drinking Water Quality Management Standard (DWQMS V2). This audit was conducted to satisfy the requirements of the DWQMS Element 19 requirement to complete a QMS internal audit at least once every calendar year. Please see [Annex A](#) for auditor qualifications.

## Project Scope

A virtual audit was performed 16-Nov- and 2/8-Dec-2021 preceding interviews 9-Dec-2021, according to ISO 19011:2018 Guidelines for auditing management systems, including the Internal Audit Plan issued 18-Oct-2021 to confirm:

- the management system conforms with the applicable elements of the Standard; and
- the organization conforms with its own policies and procedures.

Results of prior internal and external audits were also considered and reviewed through the course of the audit.

An Opening Meeting was held 16-Nov-2021 with the Manager of Public Works and Supervisor Water / Wastewater (SWW) with a Closing Meeting 9-Dec-2021 also including the Director of Public Works (all interviewees).

## Conclusions

The Town of Pelham's QMS conforms with:

- the applicable elements of the DWQMS, and
- its own policies and procedures.

The Operating Authority's (OA) commitment to the improvement of its QMS is evident and has the appropriate elements in place for further improvement.

In total, there were three [3] Opportunities for Improvement (OFIs) identified. Refer throughout the audit report for 2020 audit finding follow-up (*details regarding closure and verification can be found in QMS LIST 006*). A [Summary of Findings](#) has been provided below with details in the [Comments](#) portion of the report; identification numbers (e.g., 2020-IA-XX) have been assigned for new findings.

**2015 – 3 NCs, 5 OFIs**  
**2016 – 5 NCs, 13 OFIs**  
**2017 – 8 OFIs**  
**2018 – 6 OFIs**  
**2019 – 1 NC, 4 OFIs**  
**2020 – 5 OFIs**  
**2021 – 3 OFIs**

## Confidentiality

*This report was prepared exclusively for The Corporation of the Town of Pelham and is based on information collected during off- and on-site reviews. The scope of the project is described in this report and is subject to restrictions, assumptions, and limitations. As noted herein, the work was conducted in accordance with the scope of Tavares Group Consulting's proposal and Terms and Conditions.*

## Summary of Findings

Owner & Operating Authority: The Corporation of the Town of Pelham (Public Works)	
Auditors: Sandra Tavares ( <i>Lead</i> ) and Francis Chua ( <i>Team Member</i> )	
System Reviewed: Pelham Distribution System (PDS)	
REQUIREMENT ↓	FINDING(S) ↓
1. Quality Management System	C
2. Quality Management System Policy	C
3. Commitment and Endorsement	C
4. Quality Management System Representative	C
5. Document and Records Control	OFI 2020-IA-01 IN PROGRESS
6. Drinking Water System	OFI-2021-IA-01
7. Risk Assessment	OFI 2020-IA-02 COMPLETE
8. Risk Assessment Outcomes	C
9. Organizational Structure, Roles, Responsibilities and Authorities	C
10. Competencies	OFI-2021-IA-02
11. Personnel Coverage	C
12. Communication	C
13. Essential Supplies and Services	OFI 2020-IA-03 ON HOLD
14. Review and Provision of Infrastructure	C
15. Infrastructure Maintenance, Rehabilitation & Renewal	OFI 2020-IA-04 COMPLETE
16. Sampling, Testing and Monitoring	C
17. Measurement & Recording Equipment Calibration and Maintenance	OFI-2021-IA-03
18. Emergency Management	C
19. Internal Audits	C
20. Management Review	C
21. Continual Improvement	OFI 2020-IA-05 COMPLETE
C	Conforms to the requirement – <a href="#">See comments in body of report</a>
Mj	Major Non-conformity
Mn	Minor Non-conformity
OFI	Opportunity for improvement – See <a href="#">Annex A</a>
OFI *	Opportunity for improvement which may become a nonconformity if not addressed– See <a href="#">Annex A</a>



## Comments

### DWQMS Reference

#### Evidence

#### Finding

#### Summary

### 1. Quality Management System

Pelham Distribution System (PDS) Operational Plan (Rev.13, 25-Mar-2021)

#### Conforms

The Pelham Distribution System Operational Plan (OP) documents, now available online at <https://www.pelham.ca/en/living-here/water-and-wastewater-maintenance.aspx>, addressing OFI 2020-IA-01 iii, and is implementing a Quality Management System (QMS) that meets the requirements of the DWQMS.

### DWQMS Reference

#### Evidence

#### Finding

#### Summary

### 2. Quality Management System Policy

PDS OP Element 2, S801-01 (22-Mar-2021)

#### Conforms

Public Works, as the OA, has established and maintains a QMS Policy documented within S801-01, recently revised for conciseness, signed by the DPW and MPW 2-Mar-2021, and approved by Council 22-Mar-2021 via agenda number 10.2.6, that sets the foundation for the QMS and meets the requirements of the DWQMS. The Policy is posted at the Town of Pelham Operations Centre (as per photo sent by SWW), available for viewing at the Town of Pelham Municipal Offices (currently closed to the Public due to COVID) and communicated to the Public through the Town's website, <https://www.pelham.ca/en/living-here/resources/S801-01---Quality-Management-System-Policy.pdf> and is available upon request. Refer to Element 12 for communication of the Policy to Suppliers.

### DWQMS Reference

#### Evidence

#### Finding

#### Summary

### 3. Commitment and Endorsement

PDS OP Element 3

#### Conforms

Endorsement of the QMS Policy, the OP (now included in OP Appendix A to address OFI 2020-IA-01 iv) and approval of the Financial Plan was completed by Council as per Element 2 directly above (although minor updates to the OP do not require Owner re-endorsement) with the former endorsed by OA Top Management (i.e., DPW and MPW) most recently 9-Feb-2021. Top Management has provided evidence of its commitment by:

- i. ensuring a QMS is in place that meets the requirements of the DWQMS (*see Element 1*);
- ii. communicating the QMS (*see Element 12*);
- iii. determining, obtaining, and providing the resources needed to maintain and continually improve the QMS (*see Element 20*); and
- iv. ensuring the OA is aware of applicable regulatory requirements which since the last internal audit include, as documented via QMS LIST 006 Corrective Action List:
  - a) 2020-OFI-06 Final Guideline for Canadian Drinking Water Quality for Chloramines discussed during 5-Dec-2020 Management Review identified through a Staff Observation

which is now closed as deemed by the MPW with no impact on the system.

- b) 2019-OFI-08 **watermain disinfection** 19-Dec-2019 Management Review meeting item with a Feb-2021 deadline leading to document revisions (e.g., Watermain Commissioning – Contractor Plan QMS FORM 010 [rev.3, 29-Jan-2021 was completed 1-Apr-, 26-Jul- and 27-Jul-2021; rev.1 was completed 2/3/8-Jul-2021 with Section 6. Bacteriological confirmation location for free chlorine incomplete to be discussed at next Annual Calibration] and associated Town Checklist QMS FORM 012 [rev.06, 9-Feb-2021 completed for 23-Jul- and 4-Aug-2021]), and
- c) 2021-NC-01 **Critical Control Limit (CCL) deviation** identified as a result of the last Ministry of Environment, Conservation and Parks (MECP) Inspection which led to its identification on QMS-008 as a revision (*form verified in use as part of this audit*)

As confirmed via interview with the MPW, potential changes continue to be communicated to OA Top Management through the MECP Inspector, e-mails from the Ontario Municipal Water Association (OMWA) and Municipal Water and Wastewater Regulatory Committee (MWWRC) although the Region of Niagara Municipal QMS/Compliance Working Group is mostly relied upon despite 2021 communication / notification having no impact on the Pelham Distribution System.

#### DWQMS Reference Evidence Finding Summary

#### 4. Quality Management System Representative

PDS OP Element 4

##### Conforms)

The QMS Representative is identified within the OP as the MPW, appointed via a Memorandum of Understanding (MoU) issued by the Public Works Department – Engineering 15-Dec-2015 and approved via bylaw, as per OP Appendix B (to address OFI 2020-IA-01 iv). Responsibilities (described under Element 9 and confirmed during the audit) include:

- i. administering the QMS by ensuring that processes and procedures needed for the QMS are established and maintained (*see Element 1*);
- ii. reporting to Top Management on QMS performance (*see Element 20*);
- iii. ensuring that current versions of documents are being used (*see Element 5*); and
- iv. ensuring that personnel are aware of applicable regulatory requirements and the QMS (*refer to Elements 3, 10 and 12*).

#### DWQMS Reference Evidence Finding Summary

#### 5. Document and Records Control

PDS OP Element 5, QMS PROC 005 (rev.10, 23-Jan-2020), QMS LIST 010 Document Management List (rev.3, 14-Feb-2018; last updated 1-Apr-2021)

##### **Opportunity for Improvement 2020-IA-01 IN PROGRESS (Verification pending)**

QMS PROC 005 identifies a document and records control process that includes how documents are kept current through creation and revision, and documents and records remain legible and identifiable, and are retrieved, stored, and

protected through back-ups, retained, and disposed of. Record filing and disposal is also addressed. PDS' QMS documentation includes the OP and associated procedures (PROC-level), Standard Operating Procedures (SOPs), FORMs and LISTs, some of which were confirmed and summarized throughout this audit report and many issued partially addressing OFI 2020-IA-01 i. QMS LIST 010 identifies QMS documentation by name, revision number, date, controlled copy location, and, for forms, change history; most current OP documents were observed to be maintained in the shared drive ('Public Works Drive\Water\DWQMS\OP Procedures SOPs Forms' still accessed by the MPW, DPW, Engineering and Supervisors) with the MPW responsible for electronic and Operations Centre and Town Hall updates with the assistance of the Administrative Assistant. Infrastructure review, internal audit and Management Review records date back to 2010 with obsolete documentation such as previous OPs dating back to 2009, still located at 'DWQMS/Obsolete Documents'.

#### DWQMS Reference Evidence Summary

### 6. Drinking Water System

#### PDS OP Element 6

A description of the Class 2 water distribution system has been documented within OP Element 6, owned by the Corporation of the Township of Pelham, and operated by the Public Works Department as per the most recent revision. PDS receives treated drinking water from the Welland Water Treatment Plant, owned and operated by the Regional Municipality of Niagara which is relied upon to ensure the provision of safe drinking water. The subject system's components include approximately 83.6 Km of water main as per Engineering's last annual 16-Dec-2020 inventory update as well as 569 fire hydrants and 674 town owned valves (4728 service connections require confirmation through the metering program, 9 pressure reducing valves (as part of Operational Manual, 2 PRVs are operated by the Region of Niagara and 7 by PDS), and a pressure boosting station (serving Chestnut Ridge with maintenance and operation contracted to the Region of Niagara). A description of the water source and treatment process has been documented, in addition to a process flow chart. The subject system is also connected to the Welland Distribution System (owned and operated by the City of Welland) via 3 connections (valves have been closed since 1970). The Town of Pelham maintains disinfection residuals through the flushing program – *refer to Element 15 for more details*. There are no common event-driven fluctuations or resulting operational challenges or threats concerning the water source.

#### Finding Details

#### Opportunity for Improvement OFI-2021-IA-01

There is an opportunity to update the Drinking Water System description as per annual inventory and metering program updates.

#### DWQMS Reference Evidence Summary

### 7. Risk Assessment

QMS PROC 007 (rev.9, 11-Nov-2019), QMS LIST 001 Risk Assessment Outcomes List (rev.3, 16-May-2018; last reviewed 25-Mar-2021)

QMS PROC 007 documents a risk assessment process that includes consideration of potential hazardous events and associated hazards, as

identified in MECP's [Potential Hazardous Events for Municipal Residential Drinking Water Systems to Consider in the DWQMS Risk Assessment](#) (Feb-2017). Hazards and associated events are ranked based on likelihood, consequence, and detectability, with those meeting the threshold of 7 and higher identified as Critical Control Points (CCPs). A risk review or re-assessment may also be conducted if significant changes occur within the DWS (e.g., change in size or scope of the system, addition of new infrastructure). As per the Management Review Meeting Record (3-Dec-2020), "A delayed Re-Assessment due to COVID was completed 2020-07-14 (previously 2-May-2017 and last reviewed 28-Oct-2019) as a precursor to review of infrastructure, conducted on the same day.". The OFI identified in the internal audit (5-Nov-2020) to document the 36-month risk outcomes re-assessment discussions (e.g., within the Review of Infrastructure minutes as they are completed at the same time) was completed as per QMS LIST 006 (2020-OFI-13, 2020-IA-02) and as evidenced in the annual Infrastructure Review Summary (25-Mar-2021), attended by DPW, MPW, and SWW with no changes to ratings or thresholds.

#### DWQMS Reference Evidence

#### Finding Summary

### 8. Risk Assessment Outcomes

QMS PROC 007 (rev.9, 11-Nov-2019), QMS LIST 001 Risk Assessment Outcomes List (rev.3, 16-May-2018; last reviewed 25-Mar-2021), QMS PROC 016 (rev.11, 21-Jan-2021), QMS SOP 001 (rev.6, 26-May-2017)

#### Conforms

QMS LIST 001 demonstrates implementation of a risk assessment that is consistent with QMS PROC 007. MECP hazards such as chemical spill impacting source water is addressed in an evergreen Memorandum of Understanding (MoU) dated 21-Apr-2016 with the Regional Municipality of Niagara (no proposed changes identified as per MPW; 2017 Water / Wastewater Master Plan will require revision when the tower comes down in a couple of years) and signed by the former DPW, with no incidences reported. One voluntary CCP has been identified related to loss of chlorine residual due to long residence time (CCL = 0.20 mg/L). Flushing measures to restore residual is documented as per QMS SOP 001 Flushing (*refer to Element 6*). As confirmed via QMS LIST 006, the last deviation from the identified CCL took place 11-Jun-2020 as per 2021-NC-01 (*refer to Element 3 for follow up*). Response, reporting, and recording processes in the event of a deviation from the identified CCL have been documented within QMS PROC 016 (*refer to Element 16*). As per QMS FORM 026, the risk assessment outcomes were reviewed at the Infrastructure Review; no additional recommendations or actions were required and there are no current implications to the capital request.

#### DWQMS Reference Evidence Finding Summary

### 9. Organizational Structure, Roles, Responsibilities and Authorities

PDS OP Element 9

#### Conforms

OP Element 9 describes the OA organizational structure including respective roles, responsibilities and authorities which were reviewed during the onsite audit; Figure 3 Organizational Chart for water system relevant personnel identifies all relevant Public Works personnel with no changes noted, confirmed

by the SWW. Top Management continues to be involved in Infrastructure and Management Reviews, with the DPW having weekly regular informal DWQMS communication with the MPW. The SWW is responsible for ensuring maintenance is conducted and documented (e.g., 'Current Combined Water Ops 2015 onward spreadsheet') as reviewed. Operators respond to watermain breaks and conduct maintenance, etc.

**DWQMS Reference  
Evidence  
Summary**

**10. Competencies**

PDS OP Element 10), Operator Training Summaries

OP Element 10 documents the required competencies of personnel whose duties directly affect drinking water quality. Regular training is provided and can take place off-site, On-the-Job, or more recently electronically due to COVID. QMS awareness training is provided to new operations personnel where the OP is reviewed and covers relevance of duties although no new Operators have been hired since the last audit, as per the SWW. Operator certificates were current and still posted at the Tice Road Operations Centre SWW desk. Operator Training Summaries are in place by name and tab related to the certificate duration, signed off by the DPW prior to submission for Operator re-certification, located at 'Ops:\Public Works\Water Distribution System\DWQMS\Training Records' and '...\Water Distribution System\Training Records\Operator Training Records' by name. The following records were reviewed:

- **S. Berstling** Class 1 #58758 exp.31-Jan-2021 (*off since September*)
- **R. Cook** Class 2 #16368 (31-Mar-2023) received 28-Sep-2021 OETC Watermain Disinfection Procedure
- **M. Hollingshead** Class 2 #11624 exp.30-Jun-2022 (*retired*)
- **D. Nichols** Class 1 #95085 (31-Oct-2022, *hasn't been in water department for 3-4 years*)
- **M. Paniccia** (*most recent 2019 hire*) exp.31-Dec-2023 had 22/24-Feb-2021 WWOTC Maintaining Chlorine Residuals and Flushing Techniques, respectively; 31-May WWOTC Operational Imperatives (all with B. Smith and D. Vaccaro), OWWA Cross Connection Control 27-Aug, and with B. Smith 8-Nov-2021 OETC Drinking Water Law and Due Diligence
- **B. Smith** exp.28-Feb-2023
- **D. Vaccaro** Class 2 #71210 (31-Jan-2023) received MECP 24-Sep2021 Risk Management with B. Smith

**Finding  
Details**

**Opportunity for Improvement OFI-2020-IA-02**

There is an opportunity to update [former OIT] Operator Training Summaries with current certificate numbers and track whether online or in-person training.

**DWQMS Reference  
Evidence  
Finding  
Summary**

**11. Personnel Coverage**

PDS OP Element 11, QMS PROC 011 (rev.8, 9-Oct-2018)

**Conforms**

OP Element 11 documents a process to ensure that sufficient personnel meeting the identified competencies outlined in Element 10 directly above are available for duties that directly affect drinking water quality. The Town has an after normal working hours emergency telephone number which is still serviced

by a Call Centre which will contact designated On Call Personnel. Overall Responsible Operator (ORO, i.e., MPW as per QMS PROC 011) designation is documented via email for holidays backup only despite additional responsibilities and observed from MPW 31-Aug-2021 and 16-Nov-2021 to the PW Administrative Assistant, Operator-In-Charge (OIC) and DPW. After hours calls, approximately once/ month, generally still involve water main breaks, service leaks, and emergency shut offs, with call outs documented in the respective form (i.e., watermain breaks or work order), or Water Distribution System Operation Record / Logbook or on-call log as per MPW. 3-2021 frozen services were noted (1 unscheduled and 2 scheduled leading to the removal of the similarly titled column in the 'Current Combined...' spreadsheet by the MPW to address a 2020 OFI).

## DWQMS Reference Evidence

## Finding Summary

### 12. Communication

PDS OP Element 12, QMS PROC 021 (rev.9, 29-Jan-2021), QMS SOP 016 (rev.6, 26-May-2017), DWQMS Awareness Training (14-Jul-2020)

#### Conforms

QMS PROC 021 documents a process that involves communication of the QMS Policy (refer to Element 2 above) and how Top Management communicates to the **Owner**, e.g.:

- **Committee and Council meetings** (refer to Element 3 above), which includes the results of the annual **Management Review** (refer to Element 20)
- **Annual Water Quality Reports** (e.g., 2020 available online through [Water and Wastewater Maintenance - Town of Pelham](#)),
- **Infrastructure Review** (refer to Element 14 below).

On-the-job instructions related to changes to the QMS are communicated to **OA personnel** during tailgate talks (Awareness presentation completed 1-Apr-2021 which incorporated all documentation changes, including record control issues) and may be documented via QMS FORM 016 (refer to Element 10 above).

**Public** water concerns / complaints are managed as per QMS SOP 016, with details tracked on the 'Current Combined Water Ops 2015 onward spreadsheet' 'Complaint Summary' tab which identifies the following:

Complaints / Year	2016	2017	2018	2019	2020	2021 YTD
Air	3	1	1	2	2	-
Colour	4	7	3	12	3	4
Leaky Service	5	22	3	2	5	-
Low Pressure	9	13	5	8	7	4
Odour	1	2	1	2	1	6
<b>TOTAL</b>	<b>22</b>	<b>45</b>	<b>13</b>	<b>26</b>	<b>18</b>	<b>14</b>

The reason for the decreasing number of complaints from 2019 (latter construction related complaints as per SWW) is unknown as per MPW and an increase in odour complaints difficult to ascertain as per SWW as the issue is not observed when Operators arrive (MPW suggested sink traps may be the issue and maybe seasonal); notes are typically tracked through work order and logbook with chlorine levels tested as per QMS SOP 016. Communication with **Suppliers** is done according to QMC PROC 013; suppliers associated with



affecting the water system were last communicated to by the SWW via email 29-Mar-2021 re: quality requirements and the QMS Policy as per QMS LIST 006 'DWQMS Timeline' tab, to partially address External Audit 2020-OFI-08 (now deemed complete).

DWQMS Reference  
Evidence  
Finding  
Summary

### 13. Essential Supplies and Services

PDS OP Element, QMS PROC 013 (rev.10, 26-Jan-2021)

#### **OFI 2020-IA-03 ON HOLD**

QMS PROC 013, most recently revised 26-Jan-2021 to include essential supplier communication of 12-hour service expectation to address the External Audit 2020-OFI-08 referred to in Element 12, also documents a process by which the OA lists and ensures the quality (e.g., NSF/ANSI, AWWA, CALA) of essential supplies and services (*refer to Element 12 above for the most recent communication*). OA personnel are responsible for inspecting all received supplies to confirm identified requirements. The following quality requirements were verified with the SWW/MPW:

- Photo provided by SWW of **Anchem Anchor 12 sodium hypochlorite** 10L jug dated 1-Apr-2021 included **NSF/ANSI/CAN 61** mark
- **AWWA** was confirmed for Cambridge brass fittings and curbstop on website observed Cambridge brass. Engineering design manual not on website with Nov-2017 design requirements provided to contractors
- **CALA Directory of Laboratories Memberships** 3086 for E3 Laboratories Inc. was confirmed valid to 8-Sep-2023 (2728 Caduceon Environmental Laboratories listed for inorganic and microbiological sampling is not used as per SWW) and 3149 ALS exp.16-Feb-2023 for organic and inorganic testing

DWQMS Reference  
Evidence  
Finding  
Summary

### 14. Review and Provision of Infrastructure

PDS OP Element 14, QMS PROC 014 (rev. 10, 28-Jan-2019), QMS FORM 026 Infrastructure Review Summary dated 25-Mar-2021 (rev.03)

#### **Conforms**

QMS PROC 014 addresses proposed needs are identified via Infrastructure Review Team meeting once per calendar year to review the previous year's operational history (including but not limited to watermain break history, unplanned maintenance activities, existing water quality issues, etc.), results of the risk assessment and proposed infrastructure rehabilitation plans as identified in the existing 20-Year Capital forecast, as per QMS FORM 026; the 2022 Capital Presentation (e.g., \$830K Roads and Bridges, and 4 projects [2 design and Pelham St. and Water System Repair Equipment]) was presented to the Committee of the Whole (COW) 29-Nov and is to be presented to Council for consideration 14-Dec through special meeting with final approval anticipated 20-Dec as per MPW. Any updates to the Forecast as a result of the infrastructure review are reported to the Senior Management Team, led by the Chief Administrative Officer (CAO), for review and approval as part of the annual budget process before being presented to Council for approval with removed budgetary requests considered in future years. The outcomes of the risk assessment (12-month annual) were reviewed and documented in the Infrastructure Review Summary (25-Mar-2021) with no implications to the

capital request. In addition, the Infrastructure Review Summary included a review of Best Management Practices resulting in 2021-BMP-01 on GPS equipment for valves / hydrants being added to QMS LIST 006. 2020-OFI-11 identified during the Infrastructure Review (14-Jul-2020) pertaining to work order software tablets required for Operators is an action item in progress with a revised due date of 31-Dec-2022.

**DWQMS Reference  
Evidence**

**15. Infrastructure Maintenance, Rehabilitation & Renewal**

PDS OP Element 15, Current Combined Water operations 2015-onward Spreadsheet

**Finding**

**Opportunity for Improvement 2020-IA-04 COMPLETE** with annual recordkeeping practice emphasized during annual calibration

**Summary**

OP Element 15 documents a summary of the OA's infrastructure maintenance, rehabilitation, and renewal programs. Key infrastructure maintenance and repairs are summarized within 'Current Combined Water Ops 2015 onward' spreadsheet in 'Maintenance Activities (2)' tab up to 2-Nov-2021:

- **Valve Maintenance** (i.e., fixes) took place from 5-May through 10-Dec-2020 for Quad 3 and 4-Jan- through 2-Nov-2021 for Quad 4 and **Hydrant Maintenance** 14-Apr through 7-Oct-2021, both yearly checks and repairs for all quads) from sources such as forms and Logbooks (2 **watermain breaks** identified in 2021 – both Cat 1 ring breaks, 14-Jul in a Construction Zone Contractor Compacted and 1-Mar at 34 College [newly revised QMS FORM 025 (rev.08) was completed for both]) also identifies dead end **flushing**.
- Annual **hydrant** maintenance (including flushing, greasing, repair if needed) is also completed in 4 quadrants. Completion of individual hydrants are tracked using QMS FORM 002 (rev.06) observed completed 14 (hydrants 367 and 368)/20-May- and 21(not signed by Operator)-Jun-2021 and all signed off by SWW 15-Jun-2021.

The maintenance program is communicated to the Owner through the budgeting process and the Annual Report. The SWW still retains responsibility for issuing daily work orders and tasks to OA personnel and the electronic logbooks are being considered for easier tracking.

**DWQMS Reference  
Evidence**

**16. Sampling, Testing and Monitoring**

PDS OP Element 16, QMS PROC 016 (rev.11, 21-Jan-2021), SOPs 010 THMs (rev.8) and 019 HAAs (rev.2, both 23-Jan-2020), QMS FORM 005 Drinking Water Advisory (DWA), Including Boiling Water (rev.0, 2-Feb-2021)

**Finding**

**Conforms**

**Summary**

QMS PROC 016, most recently updated 21-Jan-2021 as a result of CCL exceedance reporting 11-Jun-2020 and to reference the new Watermain Disinfection Procedure (Aug-2020) and associated procedures, also documents a sampling, testing, and monitoring process where sampling parameters (collected internally, tested externally) have been documented and kept up to date. In the event of an adverse result (e.g., as per 'Current Combined Water Ops 2015 onward spreadsheet' which shows the last being 9/10-Sep-2020 as per the 'Maintenance Activities' tab addressed during last year's audit and confirmed with SWW), notification is to be received from the lab and new AWQI



QMS FORM 017 followed (predecessor QMS PROC 027 was obsoleted for a more workable process). Upstream testing, sampling, and monitoring is described; source water is tested for turbidity, pH, and temperature; additional testing is conducted at the Shoalts Drive Reservoir for chlorine residual prior to the discharge of water to PDS. The program is communicated to Council through mandatory annual MECP reports available at <https://www.pelham.ca/en/living-here/water-and-wastewater-maintenance.aspx> (including 2020). 2021 Semi-annual lead and alkalinity took place 30-Sep and 5-Mar as per 'Current Combined Water Ops 2015 onward spreadsheet' with results dating back to 2017; 'THM RAA' and 'HAA RAA' tabs identify 9-Mar-, 8-Jun- and 14-Sep-2021 sampling as well as 1-Dec-2020.

#### DWQMS Reference Evidence

#### Summary

### 17. Measurement & Recording Equipment Calibration and Maintenance

PDS OP Element 17, QMS PROC 017 (rev.11, 14-Jul-2020), SCG Flowmetrix Water Quality Instrument Verification / Calibration Report 6-Jan-2021

QMS PROC 017 documents a process for the calibration and maintenance of measurement and recording equipment and includes reference the 'Current Combined Water Operations 2015-onward/' spreadsheet for Hach Pocket Colorimeter II S/Ns, attributing to the OIC. Table 1 summarizes the various equipment and corresponding calibration and maintenance procedure and records, including frequencies. The following were confirmed on the SCG Flowmetrix Water Quality Instrument Verification / Calibration Report dated Jan-2021:

- annual external 4 **pocket colorimeters** calibration (verifications observed on 'Current Combined Water Operations 2015-onward/' spreadsheet 'Colorimeter Comparison' tab for Jan- through Oct-2021)
- annual external **TELOG Hydrant Pressure Recorder** (HPR) serial no. 205156
- annual external **HR Colorimeter** FOO92701
- **backflow WATTS** SN 410544

pH meters are purchased annually to ensure certification / calibration.

#### Finding Details

#### Opportunity for improvement OFI-2021-IA-03

There is an opportunity to ensure calibration stickers are consistently updated on handhelds.

#### DWQMS Reference Evidence

### 18. Emergency Management

PDS OP Element 18, QMS LIST 002 Emergency Contacts (rev.3, 18-Feb-2020), QMS PROC 018 Emergency Management (rev.5, 28-Feb-2020), QMS PROC 025 Watermain Break (rev.9, 27-Jul-2021), QMS FORM 005 Drinking Water Advisory (rev.0, 09-Feb-21), Town of Pelham Emergency Management Plan (adopted by Town Council By-Law #4179 (2019), QMS SOP 020 Frozen Service Response (rev.1, 14-Jul-2020)

#### Finding Summary

#### Conforms

A list of potential emergency situations have been documented in QMS PROC 018 (i.e., distribution system contamination, watermain break, and water quality advisory), updated 25-Mar-2021 to reference QMS FORMs 017 Adverse Water Quality and 005 DWA not yet used (replacing QMS PROCs 027 and 026, respectively) in addition to reference the existing but updated QMS PROC 025,

and includes the Town of Pelham's adopted By-Law #4179 (2019) enacting the Town of Pelham Emergency Response Plan (amended 5-Nov-2019) including specific staff roles and responsibilities. Emergency Response Exercises are conducted every 3 years, lastly in 2020 and scheduled for 2023 as per QMS LIST 'DWQMS Timeline' tab. An emergency contact list is documented within QMS LIST 002.

#### DWQMS Reference Evidence

#### Finding Summary

#### 19. Internal Audits

PDS OP Element 19, QMS PROC 019 (rev.8, 9-Oct-2018), 2020 Internal DWQMS Audit Report (Audit Date 5-Nov-2020, Report Date 25-Nov-2020)

##### Conforms

QMS PROC 019 documents an internal audit process that includes addressing criteria, frequency, scope, methodology and record-keeping requirements, consideration of previous internal and external audit results, and describes how Corrective Actions are identified and initiated (e.g., QMS LIST 006 Corrective Action List). Internal audits have been completed annually (5-Nov-2020, 25-Nov-2019, 29-Nov-2018 and 27-Nov-2017 by various Tavares Group Consulting Inc. auditors to ensure independence from the activity being audited) with all Elements of the DWQMS (both PLAN and DO sections) subject to audit. Previous internal and external audit findings were reviewed as per QMS LIST 006:

- 2019-OFI-05 (2019-IA-02) is verified complete as no DWAs have taken place.
- The status of 5 OFIs were identified in the 5-Nov-2020 internal audit are outlined on the Audit Summary page of this report and addressed throughout the audit summary.
- All external audit OFIs are complete; this includes external audit 2020-OFI-09 which was slated for discussion at the December 2020 Management Review as noted in Element 20 below.

#### DWQMS Reference Evidence

#### Finding Summary

#### 20. Management Review

PDS OP Element 20, QMS PROC 020 (rev.8, 9-Oct-2018), QMS FORM 027 Management Review Meeting Record (rev.01) dated 3-Dec-2020

##### Conforms

QMS PROC 020 documents a process for Management Review that incorporates the review and consideration of applicable Best Management Practices (BMPs), as required in DWQMS Element 21. Management Review was last completed 3-Dec-2020 with the results communicated to the Owner via the Annual Summary Report (O. Reg. 170/03 Schedule 22) as outlined in Elements 3 and 12 above. 2020-AI-01, -02, and -03 Action items identified as a result of Management Review are being tracked to completion via QMS LIST 006. The 19-Dec-2019 Management Review meeting item pertaining to **watermain disinfection** with a Feb-2021 deadline as per the MPW was noted as complete in QMS LIST 006 with revisions made as per Element 3.

## DWQMS Reference

## Evidence

## Finding

## Summary

## 21. Continual Improvement

PDS OP Element 21, QMS LIST 006 (rev.4, 11-Nov-2019) last updated 1-Apr-2021)

***Opportunity for Improvement 2020-IA-04 COMPLETE***

OP Element 21 is in place, implemented and conforms to QMS tracking and measuring of continual improvement requirements:

- a. to review and consider applicable BMPs including recommendations from MECP, staff suggestions, association wide best practices, external and internal audits, engineering, or contractor suggestions, etc. which have previously been reviewed as part of Management (*refer to Element 20 directly above*) and Infrastructure Reviews (*refer to Element 14*).
- b. for identification and management of QMS Corrective Actions (e.g., resulting from nonconformities associated with internal / external audits and non-compliances as a result of MECP Inspections) as per QMS PROC 019 that includes, within QMS LIST 006:
  - i) investigating the cause(s) of an identified non-conformity,
  - ii) documenting the action(s) that will be taken to correct and prevent the non-conformity from re-occurring, and
  - iii) reviewing the action(s) taken to correct and verifying that they are implemented and effective.
  - iv) a process for identifying and implementing Preventive Actions (e.g., opportunities for improvement, actions identified during emergency response training/testing and from infrastructure and management reviews [refer to Element 20], MECP inspection recommendations [1 related to backflow from 2016 and another from 2020 remain open], staff observations [all complete], etc.) to eliminate the occurrence of potential non-conformities that includes:
    - 1. reviewing potential non-conformities that are identified to determine if preventive actions may be necessary,
    - 2. documenting the outcome of the review, including the action(s), if any, that will be taken to prevent a non-conformity from occurring, and
    - 3. reviewing the action(s) taken to prevent a non-conformity, verifying that they are implemented and are effective in preventing the occurrence of the non-conformity.

The QMS LIST 006 is now being regularly reviewed with the number of “in progress” items reduced.

## Appendix D – External Audit



## NSF International Strategic Registrations Audit Report

### **The Corporation of the Town of Pelham**

20 Pelham Town Square Box 400  
Fonthill, Ontario L0S 1E0 CAN

**C0122277**

#### **Audit Type**

Re-certification Audit

#### **Auditor**

James Pang

#### **Standard**

Ontario's Drinking Water Quality Management Standard Version 2  
(Exp Date: 06-SEP-2021)

#### **Audit Date(s):**

04/06/2021 - 04/06/2021

#### **Recommendation**

Ontario's Drinking Water Quality Management Standard Version 2 : Recertification; No NCRs



Executive Summary	
Ontario's Drinking Water Quality Management Standard Version 2	Willingness by management to participate in the DWQMS effort.

Opportunities	
Ontario's Drinking Water Quality Management Standard Version 2	<p>See the lone OFI a. Reviewed record of management review meeting held on Dec 3, 2020 to be generally conforming except for the following possible improvements:</p> <ul style="list-style-type: none"> <li>i. ensure that all OFIs from previous audits were reviewed. There were three OFIs from the 2020 external audit but it was recorded as two being reviewed.</li> <li>ii. the OFI regarding reliance on external resource was closed without recording the decision by the management.</li> </ul>

Corrective Action Requests	
There is NO Corrective Action Request in this audit.	

Site Information
The audit was based on a sampling of the company's management system.

#### Industry Codes

NACE:E 41

#### Scope of Registration

Ontario's Drinking Water Quality Management Standard Version 2 : Pelham Distribution System, 072-OA1, Entire Full Scope Accreditation



## Opportunities for Improvements

### Ontario's Drinking Water Quality Management Standard Version 2

Opportunity	Observations / Auditor Notes
Opportunities for Improvements (DWQMS)-01	<p><b>Location of OFI</b> Management review;</p> <p><b>Discussed With</b> Ryan Cook;</p> <p><b>Description</b> Reviewed record of management review meeting held on Dec 3, 2020 to be generally conforming except for the following possible improvements: 1 - ensure that all OFIs from previous audits were reviewed. There were three OFIs from the 2020 external audit but it was recorded as two being reviewed. 2 - the OFI regarding reliance on external resource was closed without recording the decision by the management.;</p>

## General Information

<b>Operating Authority: Legal Name &amp; Address</b>	<b>The Corporation of the Town of Pelham, 20 Pelham Town Square, Box 400 Fonthill, Ontario, Canada, L0S 1E0</b>
<b>Language Preference: Correspondence</b>	<b>English</b>
<b>Language Preference: Audit</b>	<b>English</b>
<b>Owner: Legal Name and Address</b>	<b>The Corporation of the Town of Pelham, 20 Pelham Town Square, Box 400 Fonthill, Ontario, Canada, L0S 1E0</b>
<b>Owner Language Preference: Correspondence</b>	<b>English</b>
<b>Owner Language Preference: Audit</b>	<b>English</b>
<b>Applicant Representative Information; Include Name, Title, Phone, Fax, Email &amp; Website</b>	<b>Ryan Cook Manager of Public works T - 905 892 2607 x 362 rcook@pelham.ca</b>
<b>Accreditation Option</b>	<b>Full Scope - Entire DWQMS</b>
<b>Date of Previous Systems Audit:</b>	<b>April 16, 2020</b>
<b>Date of Previous On-Site Verification Audit:</b>	<b>May 11, 2018</b>

## Processes



## Summary of Findings

Requirement	Finding
1. Quality Management System	C
2. Quality Management System Policy	C
3. Commitment and Endorsement	C
4. Quality Management System Representative	C
5. Document and Record Control	C
6. Drinking-Water System	C
7. Risk Assessment	C
8. Risk Assessment Outcomes	C
9. Organizational Structure, Roles, Responsibilities, and Authorities	C
10. Competencies	C
11. Personnel Coverage	C
12. Communications	C
13. Essential Supplies and Services	C
14. Review and Provision of Infrastructure	C
15. Infrastructure Maintenance, Rehabilitation & Renewal	C
16. Sampling, Testing & Monitoring	C
17. Measurement & Recording Equipment, Calibration & Maintenance	C
18. Emergency Management	C
19. Internal Audits	C
20. Management Review	OFI
21. Continual Improvement	C
<b>Mj</b>	Major Non-Conformity. The auditor has determined one of the following: (a) a required element of the DWQMS has not been incorporated into a QMS; (b) a systemic problem with a QMS is evidenced by two or more minor conformities; or (c) a minor non-conformity identified in a corrective action request has not been remedied.
<b>Mn</b>	Minor Non-Conformity. In the opinion of the auditor, part of a required element of the DWQMS has not been incorporated satisfactorily into a QMS.
<b>OFI</b>	Opportunity for Improvement. Conforms to requirement, but there is opportunity for improvement.
<b>C</b>	Conforms to requirement.
	Not Applicable to this audit
<b>*</b>	Additional Comment added by auditor in the body of the report.





## Verification of CARs For Ontario's Drinking Water Quality Management Standard Version 2

**Have you verified the effectiveness of all previous CARs? (List all new CAR's that you initiated in this report because you did not verify effective implementation of a previous CAR)**

No.

**Discuss your evaluation in detail.**

There was no previous CAR.



ADR

CHAMBERS

Integrity Commissioner Office  
for the Town of Pelham

Edward T. McDermott  
Integrity Commissioner  
Town of Pelham  
[integrity@adr.ca](mailto:integrity@adr.ca)

January 7, 2022

Sent by Email to:

Ms. Holly Willford  
Town of Pelham  
[hwillford@pelham.ca](mailto:hwillford@pelham.ca)

**Re: IC- 15479-1021**

---

Dear Ms. Willford:

I wish to advise that I have now completed my investigation into the above noted Complaint and have determined that no contravention of the Town's Code was committed by the Member of Council as asserted in the Complaint and the Complaint is accordingly dismissed.

A copy of the extensive and detailed investigation Report on this matter has been provided to the Complainant and the Member of Council on January 7, 2022.

This matter is accordingly now concluded.

Yours very truly,

Edward T. McDermott  
Integrity Commissioner, Town of Pelham



ADR

CHAMBERS

Integrity Commissioner Office  
for the Town of Pelham

Edward T. McDermott  
Integrity Commissioner  
Town of Pelham  
[integrity@adr.ca](mailto:integrity@adr.ca)

January 13, 2022

Sent by Email to:

Ms. Holly Willford  
Town of Pelham  
[hwillford@pelham.ca](mailto:hwillford@pelham.ca)

**Re: IC- 15480-1021**

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Dear Ms. Willford:

I wish to advise that I have now completed my investigation into the above noted Complaint and have determined that no contravention of the Town's Code was committed by the Member of Council as asserted in the Complaint and the Complaint is accordingly dismissed.

A copy of the extensive and detailed investigation Report on this matter has been provided to the Complainant and the Member of Council on January 13, 2022.

This matter is accordingly now concluded.

Yours very truly,

Edward T. McDermott  
Integrity Commissioner, Town of Pelham

February 3, 2022

Ann-Marie Norio  
Regional Clerk  
Niagara Region  
1815 Sir Isaac Brock Way  
P.O. Box 1042  
Thorold, ON L2V 4T7

Sent via email: [Ann-Marie.Norio@niagararegion.ca](mailto:Ann-Marie.Norio@niagararegion.ca)

**Re: Acts of Violence, Harassment and Intimidation against Elected Officials and Government Employees  
Our File 35.2.2**

Dear Ms. Norio,

At its meeting held on January 31, 2022, St. Catharines City Council approved the following motion:

WHEREAS violent attacks, online harassment and physical intimidation of politicians and government employees is on the rise, and is something we have witnessed first-hand in our community; and

WHEREAS we, as St. Catharines City Council, condemn the latest violent act against Councillor Porter and her family, and want our community to know that such acts are unacceptable and will not be tolerated within our community; and

WHEREAS everyone should be free from harassment in their workplaces and their homes;

THEREFORE BE IT RESOLVED that we, as St. Catharines City Council, call on Niagara Regional Council and all Lower Area Municipalities in Niagara, to add their support to condemning these acts of violence, harassment and intimidation against elected officials and government employees; and

BE IT FURTHER RESOLVED that we endorse the work currently being done by the Federation of Canadian Municipalities (FCM) with the express intention to end harassment against politicians, as well as the FCM's commitment toward gender parity in Canadian politics; and

.../2

BE IT FURTHER RESOLVED that we endorse the continued work by the Association of Municipalities of Ontario with its “We All Win” campaign, which aims to encourage the upcoming 2022 municipal elections include a variety of candidates of different genders, ethnicities, sexual orientation, ages, races and abilities.

If you have any questions, please contact the Office of the City Clerk at extension 1524.



Bonnie Nistico-Dunk, City Clerk  
Legal and Clerks Services, Office of the City Clerk  
:em

cc: Local area municipalities  
Federation of Canadian Municipalities  
Association of Municipalities of Ontario  
Brian York, Director, Economic Development and Government Relations  
Melissa Wenzler, Government Relations Advisor  
Scott Rosts, Chief of Staff, Mayor's Office

**Committee of Adjustment****Minutes**

**Meeting #:** CofA 11/2021  
**Date:** Tuesday, November 2, 2021  
**Time:** 4:00 pm  
**Location:** Town of Pelham Municipal Office - Council Chambers  
20 Pelham Town Square, Fonthill

**Members Present** Donald Cook  
John Klassen  
Sandra Marsh

**Members Absent** Bernie Law  
Brenda Stan

**Staff Present** Holly Willford  
Sarah Leach  
Jacquie Miller  
Kenny Ng

**1. Attendance**

Applicant, Agents and viewing members of the public via Town of Pelham YouTube Channel by Live-streaming.

**2. Call to Order, Declaration of Quorum and Introduction of Committee and Staff**

Ms. Sarah Leach, Assistant Secretary-Treasurer, recited the land recognition statement.

Noting that a quorum was present, Chair Cook called the meeting to order at approximately 4:00 pm. The Chair read the opening remarks to inform those present on the meeting protocols and he introduced the hearing panel and members of staff present.

**3. Disclosure of Pecuniary Interest and General Nature Thereof**

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

**4. Requests for Withdrawal or Adjournment**

Ms. Sarah Leach, Assistant Secretary-Treasurer stated no requests for withdrawal or adjournment have been made.

**5. Applications for Minor Variance**

**5.1 A37/2021P - 105 Highway 20 East**

**Purpose of Application**

Application is made for relief of By-Law 3867(2017) 275. GC-275 - Section 20.2(f) "Maximum Density for Apartments" – to permit a maximum density of 155 units per hectare whereas the by-law allows 120 units per hectare.

**Representation**

The Agent, Mr. Jared Marcus and the Applicant, Mr. Tony Azzi were electronically present.

**Correspondence**

1. Town of Pelham Planning
2. Town of Pelham Public Works
3. Town of Pelham Building
4. Niagara Region

**Applicants Comments**

The Agent, Mr. Marcus, provided a short presentation to further explain the application. A copy is available through the Clerk.

**Public Comments**

Ms. Sarah Leach, Assistant Secretary Treasurer indicated there were no pre-registered members of the public. Ms. Leach checked the [clerks@pelham.ca](mailto:clerks@pelham.ca) email address at 4:27 pm and confirmed no e-mails has been received with regard to the subject application. Ms. Leach indicated the public comment portion of the application could be closed. The Committee agreed to close the public portion of the meeting and deliberate.

**Moved By** Sandra Marsh  
**Seconded By** John Klassen

**THAT the public portion of the meeting is closed.**

**Carried**

### **Member Comments**

A Member asked what clientele the development is being marketed too. The Applicant, Mr. Azzi responded primarily Pelham residents, secondarily Niagara residents and lastly, residents of the Greater Toronto Area. Mr. Azzi indicated a need for more affordable condominiums within Niagara, noting that the smaller unit size allows for a more competitive price point. A Member suggested that the proposed condominium size is not conducive to a family exceeding one child. Mr. Azzi stated that he anticipates that purchasers will include people downsizing and young professionals looking to enter the housing market. The Member further asked if the development may become a University residence. Mr. Azzi stated no.

A Member stated that the development as a whole was based on a site-specific zoning by-law. The Member suggested that what is being asked of the Committee of Adjustment should be presented to Council as an amendment to the site-specific zoning by-law. The Member expressed that in their opinion, the increase in density is excessive in relation to the surrounding neighborhood which is comprised largely of single family dwellings. The Member indicated that they could not support the variance for this reason.

A Member asked for clarity with respect to the number of two bedroom and single bedroom units within the condominium. The Member expressed concern regarding the number of illegal left hand turns westbound on Highway 20. The Member indicated that a similar situation may occur at the entrance to the development from eastbound traffic on Highway 20. The Member stated his concern that safety is being compromised and the increased density will worsen the situation. The Member reaffirmed their position as not being in support of the variance as they believe a zoning by-law amendment is warranted.



In response to an earlier inquiry, Mr. Marcus indicated that eight two bed room and 98 single bedroom units are proposed. A Member echoed the safety concern with respect to the entrance on Highway 20. In response, Mr. Marcus stated that the site entrance was approved at that location. He indicated that due to approval, the entrance was deemed a sufficient location with sufficient distance.

A Member asked for confirmation that an entrance permit for Highway 20 was issued by the Niagara Region. Mr. Azzi confirmed that an entrance permit had issued. Mr. Azzi further indicated that a traffic study was also submitted to the Niagara Region which supported and justified the entranceway off Highway 20. Mr. Azzi indicated that the decrease in commercial space will result in reduced traffic flow.

With regard to parking stall requirements, a Member asked if a restaurant would be included within the commercial property. Mr. Azzi confirmed that no restaurant is proposed.

**Moved By** John Klassen

**Seconded By** Sandra Marsh

**Application for relief of By-Law 3867(2017) 275. GC-275 - Section 20.2(f) "Maximum Density for Apartments" – to permit a maximum density of 155 units per hectare whereas the by-law allows 120 units per hectare is hereby: GRANTED;**

**The above decision is based on the following reasons:**

- 1. The variance is minor in nature as the exterior of the building and built form remains relatively unchanged from the original design and no adverse impacts are anticipated.**
- 2. The general purpose and intent of the Zoning By-Law is maintained.**
- 3. The intent of the Official Plan is maintained.**
- 4. The proposal is desirable for the appropriate development as it will increase residential intensification and help facilitate additional units which can potentially improve the affordability of this mixed-use development project.**
- 5. This application is granted without prejudice to any other application in the Town of Pelham.**

6. **No objections were received from commenting agencies or abutting property owners.**
7. **The Committee of Adjustment considered the written and oral comments and agrees with the minor variance report analysis and recommendation that this application meets the Planning Act tests for minor variance.**
8. **The Applicant is aware that a Site Plan Amendment Application is required.**

**The above decision is subject to the following conditions:**

**1. To the satisfaction of the Director of Planning and Development, prior to the issuance of a building permit:**

1. **Submit and receive approval of a Site Plan Amendment Application addressing the following:**
  1. **Submission and approval of a Landscape Plan detailing landscape treatments and features, plant materials and landscape specification, landscaped buffer area, tree planting list and elevation, and any other additional information necessary for clarity.**
  2. **Submission and approval of a Site Plan providing locations for bike storage which avoid conflicts with pedestrian movement and site circulation. Adequate landscape buffer which can screen parking elements from public view, sidewalk and adjacent properties without obstructing pedestrian view.**

**Carried**

**6. Applications for Consent**

**7. Minutes for Approval**

**Moved By** Sandra Marsh

**Seconded By** John Klassen

**THAT the minutes of the October 5, 2021 Committee of Adjustment Hearing be approved.**

**Carried**

**8. Adjournment**

**Moved By** Sandra Marsh

**Seconded By** John Klassen

**BE IT RESOLVED THAT this Meeting of the Committee of Adjustment Hearing be adjourned until the next regular meeting scheduled for December 7, 2021 at 4:00 pm.**

**Carried**

A handwritten signature in black ink, appearing to read "Don Cook".

Don Cook, Chair

A handwritten signature in black ink, appearing to read "Sarah Leach".

Assistant Secretary-Treasurer, Sarah Leach

**Committee of Adjustment****Minutes**

**Meeting #:** CofA 12/2021  
**Date:** Tuesday, December 7, 2021  
**Time:** 4:00 pm  
**Location:** Town of Pelham Municipal Office - Council Chambers  
20 Pelham Town Square, Fonthill

**Members Present** Donald Cook  
John Klassen  
Brenda Stan

**Members Absent** Sandra Marsh  
Bernie Law

**Staff Present** Holly Willford  
Kenny Ng  
Jacquie Miller  
Derek Young

**1. Attendance**

Applicant, Agents and viewing members of the public via Town of Pelham YouTube Channel by Live-streaming.

**2. Call to Order, Declaration of Quorum and Introduction of Committee and Staff**

Ms. Holly Willford, Secretary-Treasurer, recited the land recognition statement.

Noting that a quorum was present, Chair Cook called the meeting to order at approximately 4:04 pm. The Chair read the opening remarks to inform those present on the meeting protocols and he introduced the hearing panel and members of staff present.

**3. Disclosure of Pecuniary Interest and General Nature Thereof**

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

#### **4. Requests for Withdrawal or Adjournment**

Ms. Willford stated there have been no requests for withdrawal or adjournment.

The Committee unanimously agreed to hear application A38/2021P first.

**Moved By** Sandra Marsh

**Seconded By** John Klassen

**THAT the agenda be amended to hear minor variance file A38/2021P first.**

**Carried**

#### **6.1 A38/2021P - 58 Bergenstein Crescent**

##### **Purpose of Application**

Application is made for relief, to construct a rear deck, from By-law 3705(2016) 254. Section R2-254 (f) "Minimum Rear Yard" to permit a minimum rear yard of 4.91m whereas the by-law requires 7.5m.

##### **Representation**

The Agent, Mr. Kevin Beamer and Applicants, Ralph and Barbara Connelly were electronically present.

##### **Correspondence**

1. Town of Pelham Planning
2. Town of Pelham Public Works
3. Town of Pelham Building

##### **Applicants Comments**

Mr. Kevin Beamer, Agent, indicated that the proposal is a reasonably sized deck.

##### **Public Comments**

Ms. Holly Willford, Secretary-Treasurer indicated she checked the [clerks@pelham.ca](mailto:clerks@pelham.ca) email address at 4:18 pm and confirmed no e-mails have been received with regard to the subject application. Ms. Willford indicated the public comment portion of the application could be closed. The Committee agreed to close the public portion of the meeting.

## **Member Comments**

The Members indicated they had no comments.

**Moved By** John Klassen

**Seconded By** Brenda Stan

**THAT the public portion of the meeting be closed.**

**Carried**

**Moved By** John Klassen

**Seconded By** Brenda Stan

**THAT application for relief of Section R2-254 (f) “Minimum Rear Yard” – to permit a minimum rear yard of 4.91m whereas the by-law requires 7.5m, is hereby: GRANTED;**

**The above decision is based on the following reasons:**

- 1. The variance is minor in nature as the proposed addition is reasonably sized, would not substantially remove outdoor amenity space and is unlikely to have any shadowing projection onto the adjacent properties.**
- 2. The general purpose and intent of the Zoning By-Law is maintained.**
- 3. The intent of the Official Plan is maintained.**
- 4. The proposal is desirable for the appropriate development and/or use of the land because it will provide for a deck that will improve the outdoor amenity space for the residents while still maintaining adequate amenity space on the ground.**
- 5. This application is granted without prejudice to any other application in the Town of Pelham.**
- 6. No objections were received from commenting agencies or abutting property owners.**
- 7. The Committee of Adjustment considered the written and oral comments and agrees with the minor variance report analysis and recommendation that this application meets the Planning Act tests for minor variance.**

**The above decision is subject to the following conditions:**

- 1. That the Applicant apply for and receive a building permit for the proposed uncovered deck, to the Satisfaction of the Chief Building Official.**

**Carried**

## **Applications for Consent**

### **5.1 B31/2021P - 198 Canboro Road (Part 2)**

#### **Purpose of the Application**

Application B31/2021P is made for consent to partial discharge of mortgage and consent to convey 833 square metres of land (Parts 2 and 6 on sketch), for future construction of a single detached dwelling. Parts 1 and 5 is to be retained for the future construction of a single detached dwelling. Application B32/2021P is made for consent to partial discharge of mortgage and consent to convey 833 square metres of land (Part 3 and 7 on sketch), for future construction of a single detached dwelling. Parts 1 and 5 is to be retained for the future construction of a single detached dwelling. Application B33/2021P for consent to partial discharge of mortgage and consent to convey 1,562 square metres of land (Part 4), to be added to the abutting property to the west, being 204 Canboro Road (Part 8 on Sketch). Part 1 is to be retained for the future construction of a single detached dwelling.

#### **Representation**

The Agent, Craig Rohe of Upper Canada Consultants was electronically present.

#### **Correspondence Received**

1. Town of Pelham Planning
2. Town of Pelham Public Works
3. Town of Pelham Building
4. Hydro One
5. Niagara Region
6. Linda Stokes and Larry Moote

### Pre-Registered Members of the Public

1. Linda Stokes and Larry Moote
2. Daniel Peat

### **Applicants Comments**

Mr. Craig Rohe, Agent, stated support of the staff report, recommendation and proposed conditions.

### **Public Comments**

Ms. Linda Stokes and Mr. Larry Moote jointly entered the electronic meeting. Ms. Stokes asked what Part 4 will be used for. Ms. Stokes further inquired if servicing will need to be added for the three lots. Additionally, Ms. Stokes asked for the capacity and location of the sewer easements for the lots. Mr. Moote expressed concern that the ravine located to the south side of the subject land would be negatively impacted by residential growth. Mr. Moote indicated that the ravine is both visually appealing as well as provides a sound barrier for traffic on Canboro Road.

Mr. Craig Rohe, Agent, responded that Part 4 is a lot addition to provide additional yard space to 204 Canboro Road. Mr. Rohe stated that servicing will be added from Canboro Road. Mr. Rohe further stated that water service will be extended off the hydrant in front of 190 Canboro Road. Mr. Rohe stated that the easements located on Part 8 are existing and related to the development at 190 Canboro Road. He stated that catch basins are not required on these properties as they all rely on overland flow. With respect to the ravine, Mr. Rohe indicated that the development will have no negative environmental impact. Mr. Moote was satisfied with Mr. Rohe's response.

Mr. Daniel Peat stated that he is the owner of the property across from the subject land. Mr. Peat stated that the addition of two driveways on the crest of the hill would interfere with the deceleration lane on Canboro Road for eastbound traffic entering 190 Canboro Road. Mr. Peat further stated that the proposed driveways would be on an angle providing for poor site lines. Mr. Peat suggested the entrance be relocated through 190 Canboro Road and Part 4 which would provide safer traffic access. Mr. Peat further indicated dissatisfaction with the planning process, noting that that conditions pertaining to driveway access and culvert permits should be considered at the beginning of the process. Mr. Peat stated his concern



with respect to drainage, noting that he hopes the conditions will adequately safeguard the land from drainage issues.

Ms. Angela MacRae and Mr. Brian Young jointly entered the electronic meeting. Mr. Young expressed concern with respect to water runoff. Mr. Young suggested the requirement of a drainage plan to address the additional water, indicating that the easement in the valley is in poor condition. Mr. Young expressed concern with the safety of the lots. He stated that the angle of driveways will create a dangerous situation, referencing the busy traffic and high speed along Canboro Road. A Committee Member agreed with Mr. Young's comments that the easement is in poor condition.

Ms. Holly Willford, Secretary-Treasurer indicated she checked the [clerks@pelham.ca](mailto:clerks@pelham.ca) email address and stated that two emails had been received with regard to the subject application. Ms. Willford stated that Mr. Brian Young submitted comments by email, however, he was able to join the meeting and commented live. Ms. Willford read into the record a further comment of Mr. Peat, stating that he would like the report to address a financial contribution in lieu of parkland.

Ms. Willford indicated that no further emails had been received at 4:57 pm and the public comment portion of the application could be closed. The Committee agreed to close the public portion of the meeting to deliberate.

### **Member Comments**

A Committee Member asked Mr. Rohe to confirm that the Applicant is not responsible for existing drainage issues as it resulted from a previous application. Mr. Rohe stated that he understands the proposed condition requiring the submission of elevation drawings and a storm water management brief. Mr. Rohe confirmed that matters associated with the existing easement are related to a separate, approved file. In response, the Member reaffirmed to the public participants that drainage is being reviewed by qualified people.

A Committee Member asked what is being proposed with respect to servicing. In response, Mr. Rohe indicated that the lots will require a connection to the local sanitary sewer and the water line will require a connection off of the fire hydrant. The Member indicated that taking a water line off of a hydrant to service three homes is unacceptable from a water quality standpoint. The Member expressed concern with the sanitary sewer. Mr. Derek Young, Manager of Engineering, stated that there is an

existing force main that runs up Canboro Road with an existing service connection to the current property. Mr. Young stated that two additional force mains are required. Mr. Young confirmed that 204 Canboro has its own service connection.

The Committee Member suggested adding a condition that the three homes be serviced from separate connections to the regional water main. The Member further expressed concern related to the driveway connection. The Member stated that a majority of frontages on Canboro Road appear to be greater than 17 metres. The Member disagreed with the defined neighborhood within the Planning Justification Report and stated that creating three lots with a frontage of less than 18 metres is inconsistent with the surrounding neighborhood adjacent to Canboro Road.

The Committee Member stated that he is unable to support the application due to concern surrounding the sanitary sewer, neighborhood compatibility and strip development. Mr. Rohe responded that with regard to the water connection, the direction was provided by the Niagara Region and Town Staff. He further responded that from a planning perspective, Oakridge Boulevard and Concord Street were considered as a comparable neighborhood as they are zoned Residential 1. Mr. Rohe stated that strip development is appropriate as the subject land is within the urban area.

**Moved By** John Klassen

**Seconded By** Sandra Marsh

**THAT the public portion of the meeting be closed.**

**Carried**

**Moved By** Brenda Stan

**Seconded By** John Klassen

**Application B31/2021P made for consent to partial discharge of mortgage and consent to convey 833 square metres of land (Parts 2 and 6 on sketch), for future construction of a single detached dwelling. Parts 1 and 5 is to be retained for the future construction of a single detached dwelling; is hereby: GRANTED;**

**Application B32/2021P made for consent to partial discharge of mortgage and consent to convey 833 square metres of land (Part 3 and 7 on sketch), for future construction of a single detached dwelling. Parts 1 and 5 is to be retained for the future construction of a single detached dwelling, is hereby: GRANTED;**

**Application B33/2021P made for consent to partial discharge of mortgage and consent to convey 1,562 square metres of land (Part 4), to be added to the abutting property to the west, being 204 Canboro Road (Part 8 on Sketch). Part 1 is to be retained for the future construction of a single detached dwelling; is hereby: GRANTED.**

**The above decisions with respect to file numbers B31/2021P and B32/2021P are subject to the following conditions:**

**To the Satisfaction of the Director of Public Works**

- 1. Obtain a Driveway Access and Culvert Permit from the Town to construct a new access to serve Part 2. Installation and/or modification of new entrances shall be completed in accordance with Town Standards prior to consent and the Applicant shall bear all costs associated with the works.**
- 2. Submit a comprehensive overall lot grading and drainage plan for all parcels to demonstrate that the drainage does not negatively impact nor rely on neighbouring properties.**
- 3. Confirm that no existing utilities cross the proposed new property lines. Should any services cross this new property lines, the applicant will be responsible for costs associated with their relocation and/or removal.**
- 4. Submit a Servicing Brief. Included in the submission, the Applicant is to submit a drawing that indicates the location of the individual water service and sanitary lateral for all lots to confirm no existing water or sanitary services branch from or through the proposed lots to other lands, and from or through the remaining parcel to other lands. If installation of new services is required, locate cards shall be submitted upon completion.**
- 5. Submit a Stormwater Management Brief, which details stormwater management strategies and provides all necessary**

calculations to demonstrate post development runoff rates are within allowance limits.

6. **Gratuitously grant a 7.00 metre road widening across the frontage of the subject property to the Town of Pelham. The requested widening is to be conveyed free and clear of any mortgages, liens or other encumbrances, and is to be described by Reference Plan. The widening portion of the plan will be the responsibility of the owner to order. The cost of providing this plan will be the full responsibility of the Applicant. The Applicant will arrange for the land surveyor for the property to submit the preliminary undeposited survey plan along with all related documents to Town of Pelham Public Works Staff for approval. Public Works Staff will advise the land surveyor of any required revisions to the plan. Once the plan is deposited and the transfer registered, the Town of Pelham will clear the applicable condition. All costs associated with the transfer are at the sole expense of the applicant.**

**To the Satisfaction of the Director of Community Planning & Development**

1. **Provide a copy of the acknowledgement letter from the Ministry of Heritage, Sport, Tourism & Culture Industries for the submitted Stage 1 and 2 Archaeological Assessment for 198 Canboro Road advising that the site has been cleared of archaeological resources to the satisfaction of Director of Community Planning and Development.**
2. **That the applicant obtain approval for any deficient Zoning By-law regulations.**
3. **Provide front dwelling Elevation Plan(s) and perspective view drawing(s) that positively contribute to the surrounding neighbourhood and demonstrate compatibility and harmonious transition with the existing streetscape with respect to height, massing and design continuity, through the use of a front porch, windows symmetrically proportionate to the building's mass, a congruent use of exterior cladding, etc., Said Elevation Plans shall be substantially unaltered from those at the time of building permit.**

4. **Sign the Town of Pelham's standard "Memorandum of Understanding" explaining that development charges and cash-in-lieu of the dedication of land for park purposes are required prior to the issuance of a Building Permit.**

**To the Satisfaction of the Niagara Region**

1. **Submit servicing drawings for review and approval prior to the site being serviced.**
2. **Receive acceptance from the Ministry of Heritage, Sport, Tourism and Culture Industries (MHSTCI) for the archaeological assessment reports entitled Stage 1 and 2 Archeological Assessment, prepared by Detritus Consulting Ltd., dated November 4, 2021. If the Ministry requires further archaeological work to be completed prior to acknowledging these reports, these reports must also be submitted to and acknowledged by the Ministry, to the satisfaction of Niagara Region, prior to clearance of this condition. No demolition, grading or other soil disturbances shall take place on the subject property prior to the issuance of a letter from MHSTCI through Niagara Region, confirming that all archaeological resource concerns have met licensing and resource conservation requirements.**

**To the Satisfaction of the Secretary-Treasurer**

1. **That application for consent, file B31/2021P receive final certification of the Secretary-Treasurer concurrently with applications B32/2021P and B33/2021P.**
2. **Provide the Secretary-Treasurer sufficient evidence indicating that the conveyance of road widening be deeded to the Town of Pelham. This transfer shall be completed to the satisfaction of the Director of Public Works, said lands shall be conveyed free and clear of any mortgages, liens or encumbrances. All costs associated with this conveyance are the responsibility of the applicant.**
3. **That the Secretary-Treasurer be provided with a registrable legal description of the subject parcel, together with a copy of the**

**deposited reference plan, if applicable, for use in the issuance of the Certificate of Consent.**

- 4. That the final certification fee of \$399, payable to the Treasurer, Town of Pelham, be submitted to the Secretary-Treasurer. All costs associated with fulfilling conditions of consent shall be borne by the applicant.**

**The above decision with respect to file number B33/2021P is subject to the following condition:**

**To the Satisfaction of the Director of Public Works**

- 1. Submit a comprehensive overall lot grading and drainage plan for all parcels to demonstrate that the drainage does not negatively impact nor rely on neighbouring properties.**
- 2. Confirm that no existing utilities cross the proposed new property lines. Should any services cross this new property lines, the applicant will be responsible for costs associated with their relocation and/or removal.**
- 3. Gratuitously grant a 7.00 metre road widening across the frontage of the subject property to the Town of Pelham. The requested widening is to be conveyed free and clear of any mortgages, liens or other encumbrances, and is to be described by Reference Plan. The widening portion of the plan will be the responsibility of the owner to order. The cost of providing this plan will be the full responsibility of the Applicant. The Applicant will arrange for the land surveyor for the property to submit the preliminary undeposited survey plan along with all related documents to Town of Pelham Public Works Staff for approval. Public Works Staff will advise the land surveyor of any required revisions to the plan. Once the plan is deposited and the transfer registered, the Town of Pelham will clear the applicable condition.**

**To the Satisfaction of the Secretary-Treasurer**

- 1. Pursuant to Section 50(12) of the Planning Act, R.S.O. 1990, as amended, it is hereby stipulated that Section 50(3) or 50(5) shall apply to any subsequent conveyance of, or other transaction involving, the identical subject parcel of land. Therefore, once the subject parcel of land has been conveyed to the owner of the parcel abutting to the West (Part 8 on sketch), the subject parcel**

and the said abutting parcel shall merge in title and become one contiguous parcel of land. A solicitor's written undertaking shall be provided to the Secretary-Treasurer indicating that the necessary steps to implement the conveyance will be taken, together with the registrable legal descriptions of the subject parcel and the consolidated parcel. That the Secretary-Treasurer be provided with a registrable legal description of the subject parcel, together with a copy of the deposited reference plan, if applicable, for use in the issuance of the Certificate of Consent.

2. That application for consent, file B33/2021P receive final certification of the Secretary-Treasurer concurrently with applications B31/2021P and B32/2021P.
3. That the Secretary-Treasurer be provided with a registrable legal description of the subject parcel, together with a copy of the deposited reference plan, if applicable, for use in the issuance of the Certificate of Consent.
4. That the final certification fee of \$399, payable to the Treasurer, Town of Pelham, be submitted to the Secretary-Treasurer. All costs associated with fulfilling conditions of consent shall be borne by the applicant.

This decision is based on the following reasons:

1. The application conforms to the policies of the Town of Pelham Official Plan, Regional Policy Plan and Provincial Policy Statement, and complies with the Town's Zoning By-law.
2. This Decision is rendered having regard to the provisions of Sections 51(24) and 51(25) of the Planning Act, R.S.O., as amended.
3. The Committee of Adjustment considered all written and oral submissions and finds that, subject to the conditions of provisional consent, this application meets Planning Act criteria, is consistent with the Provincial Policy Statement and complies with the Growth Plan, the Niagara Region Official Plan and the Town Official Plan.

**Carried**

## **5.2 B32/2021P - 198 Canboro Road (Part 3)**

Application B32/2021P was heard concurrently with applications B31/2021P and B33/2021P. See application B31/2021P for minutes and decision.

## **5.3 B33/2021P - 198 Canboro Road (Part 4)**

Application B33/2021P was heard concurrently with applications B31/2021P and B32/2021P. See application B31/2021P for minutes and decision.

# **6. Applications for Minor Variance**

## **6.2 A39/2021P - 198 Canboro Road (Part 1)**

### **Purpose of the Application**

Application A39/2021P for relief of Section 13.2(b) “Minimum Lot Frontage” – to permit a minimum lot frontage of 17.7m whereas the by-law requires 19m. Application A40/2021P for relief of Section 13.2(b) “Minimum Lot Frontage” – to permit a minimum lot frontage of 17.7m whereas the by-law requires 19m. Application A41/2021P for relief of Section 13.2(b) “Minimum Lot Frontage” – to permit a minimum lot frontage of 17.7m whereas the by-law requires 19m.

Application A39/2021P for relief of Section 13.2(b) “Minimum Lot Frontage” – to permit a minimum lot frontage of 17.7m whereas the by-law requires 19m. Application A40/2021P for relief of Section 13.2(b) “Minimum Lot Frontage” – to permit a minimum lot frontage of 17.7m whereas the by-law requires 19m.

Application A41/2021P for relief of Section 13.2(b) “Minimum Lot Frontage” – to permit a minimum lot frontage of 17.7m whereas the by-law requires 19m.

### **Representation**

The Agent, Craig Rohe of Upper Canada Consultants was electronically present.

### **Correspondence Received**

1. Town of Pelham Planning
2. Town of Pelham Public Works
3. Town of Pelham Building



4. Linda Stokes and Larry Moote

Pre-Registered Members of the Public

1. Linda Stokes and Larry Moote
2. Daniel Peat

**Applicants Comments**

Mr. Craig Rohe, Agent, stated support of the staff report, recommendation and proposed conditions.

**Public Comments**

Ms. Linda Stokes and Mr. Larry Moote did not provide additional comments. Mr. Daniel Peat did not provide additional comments.

Ms. Angela MacRae and Mr. Brian Young expressed concern with increased water run off due to an increase in hard surfaces on a compressed lot. Mr. Young stated that the variances negate the purpose of the Zoning By-law.

Ms. Holly Willford, Secretary-Treasurer indicated she checked the [clerks@pelham.ca](mailto:clerks@pelham.ca) email address at 5:27 pm and confirmed no e-mails had been received with regard to the subject application. Ms. Willford indicated the public comment portion of the application could be closed. The Committee agreed to close the public portion of the meeting.

**Member Comments**

A Member of the Committee re-established confidence in the Town to address related drainage and engineering matters at the time of condition approval. Ms. Willford assured the Committee that the certificate of consents will not be issued until approval is given from each applicable department.

**Moved By** John Klassen

**Seconded By** Sandra Marsh

**THAT the public portion of the meeting be closed.**

**Carried**

**Moved By** John Klassen  
**Seconded By** Brenda Stan

**Application A39/2021P for relief of Section 13.2(b) “Minimum Lot Frontage” – to permit a minimum lot frontage of 17.7m whereas the by-law requires 19m, is hereby: GRANTED;**

**Application A40/2021P for relief of Section 13.2(b) “Minimum Lot Frontage” – to permit a minimum lot frontage of 17.7m whereas the by-law requires 19m, is hereby: GRANTED;**

**Application A41/2021P for relief of Section 13.2(b) “Minimum Lot Frontage” – to permit a minimum lot frontage of 17.7m whereas the by-law requires 19m, is hereby: GRANTED;**

**The above decisions are based on the following reasons:**

- 1. The variance is minor in nature as the lot can still comfortably accommodate the proposed dwelling, outdoor amenity area, parking, drainage and provide adequate separation from adjacent lots and land uses.**
- 2. The general purpose and intent of the Zoning By-Law is maintained.**
- 3. The intent of the Official Plan is maintained.**
- 4. The proposal is desirable for the appropriate development and/or use of the land because it will allow for the creation of an additional residential building lot on a large, underutilized residential lot within the delineated built boundary of the Fonthill urban settlement area.**
- 5. This application is granted without prejudice to any other application in the Town of Pelham.**
- 6. The Committee of Adjustment considered the written and oral comments and agrees with the minor variance report analysis and recommendation that this application meets the Planning Act tests for minor variance.**

**The above decisions are subject to the following conditions:**

**To the satisfaction of the Director of Planning and Development, prior to the issuance of a building permit:**

1. That the approval of the minor variance is subject to Consent Files B31/2021P, B32/2021P and B33/2021P obtaining final approval.

Carried

**6.3 A40/2021P - 198 Canboro Road (Part 2)**

Application A40/2021P was heard concurrently with applications A39/2021P and A41/2021P. See application A39/2021P for minutes and decision.

**6.4 A41/2021P - 198 Canboro Road (Part 3)**

Application A41/2021P was heard concurrently with applications A39/2021P and A40/2021P. See application A39/2021P for minutes and decision.

**7. Minutes for Approval**

**Moved By** John Klassen

**Seconded By** Donald Cook

**THAT the Committee of Adjustment minutes dated November 2, 2021 be approved.**

Carried

**8. Adjournment**

**Moved By** Brenda Stan

**Seconded By** John Klassen

**BE IT RESOLVED THAT this Meeting of the Committee of Adjustment Hearing be adjourned until the next regular meeting scheduled for January 11, 2022 at 4:00 pm.**



Secretary-Treasurer, Holly Willford

**MEETING DATE: Wednesday, April 22, 2020 – 1:00 PM**  
**Tele-conference Call, Fonthill**

**Present:** Sally Jaeger (Special Events & Festivals Programmer)  
Leah Letford (Special Events & Festivals Programmer)  
Karen Blake (RCW Administrative Assistant)  
Bill Sheldon (Resident)  
Councillor John Wink  
Remo Battista (Resident)  
Julie Milligan (Resident)  
Vickie vanRavenswaay (Director of Recreation, Culture & Wellness)  
Frank Adamson (Resident)  
Bea Clark (PATC)  
Carolyn Mullin (Social Media Marketer)  
Bill Gibson (Resident)  
Paul De Divitiis (Resident)  
Kelly Sauriol (Chamber of Commerce)  
Marc MacDonald (Communications Specialist)

**Absent with Regrets:** Marlene Ouwendyk (Resident)

**1 WELCOME**

**2 DECLARATION OF QUORUM AND CALL TO ORDER**

The Chair, Bill Gibson, declared quorum and called the meeting to order at 1:02pm.

**3 ADDITIONS TO THE AGENDA - None**

**4 ADOPTION OF AGENDA**

Moved by: Remo Battista  
Seconded by: Kelly Sauriol

THAT the agenda for the April 22, 2020 Summerfest Committee Meeting be approved, as presented.

**CARRIED**

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**5 APPROVAL OF MINUTES OF PREVIOUS MEETING**

Moved by: Remo Battista

Seconded by: Frank Adamson

THAT the Minutes of the March 11, 2020 Summerfest Committee meeting be approved, as presented.

CARRIED

**6 COVID IMPACT ON SUMMERFEST 2020**

Vickie updated the Committee on the Emergency Operations Committee (EOC) and their role in the pandemic. The Committee discussed the impact of the pandemic on Summerfest and their concerns. The discussion included social distancing precautions (how and when they will lift), sponsors and cancellations of other municipalities' festivals and events. The Committee came to the consensus that it would be prudent to cancel Summerfest 2020.

Moved by: Remo Battista

Seconded by: Bea Clark

THAT Summerfest 2020 will be cancelled due to current COVID-19 pandemic and public health concerns.

CARRIED

The Committee also discussed the Summerfest 2020 contracts with contractors and suppliers, sponsorships that have been paid, and creating a consistent message to send out to the community, sponsors and vendors. After the conclusion of the next Council meeting, Marc will create a communication plan and send it out to the Committee before releasing it to the public. There was also discussion surrounding creating an alternative experience during the weekend and/or keeping the social media and website current.

**7 OTHER BUSINESS****8 NEXT MEETING**

Next meeting: Call of Chair

**9 ADJOURNMENT**

Moved: Julie Milligan

Seconded: Kelly Sauriol

THAT the meeting of the Summerfest Committee, April 22, 2020 be  
adjourned at 1:40pm.

CARRIED

W.r.gibson (Nov 30, 2021 19:13 EST)Chair of Summerfest Committee  
Bill GibsonRCW Administrative Assistant  
Karen Blake



Date: 3 November 2021

Time: 5:00PM

Location: Via Zoom

Attendance: Remo Battista  
Julie Milligan  
Frank Adamson  
Bea Clark  
Councillor John Wink  
Amanda Deschenes, Special Events and Festivals  
Programmer  
Vickie vanRavenswaay, Director of Recreation, Culture and  
Wellness  
Karen Blake, Administrative Assistant

Regrets: Diego Lopez

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### **1. Call to Order and Declaration of Quorum**

Noting that quorum was present, Staff called the meeting to order at approximately 5:00pm. Amanda introduced herself to the Committee.

### **2. Approval of Agenda**

**Moved by** Bea Clark  
**Seconded by** Remo Battista

**THAT the agenda for the November 3, 2021 regular meeting of the Summerfest Committee be adopted.**

**Carried**

### **3. Declaration of Pecuniary Interest and General Nature**

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

**4. Approval of Minutes**

The Committee approved the minutes from the April 22, 2020 Summerfest Committee meeting.

**Moved by** Frank Adamson  
**Seconded by** Bea Clark

**THAT the minutes of the April 22, 2020 Pelham Summerfest Committee be approved.**

**Carried**

**5. Business Arising from Minutes**

None.

**6. Summerfest Committee Member Update**

Staff updated the Committee on past Committee members who gave in their resignation and new members. Staff noted that additional members will be advertised for through social media and the Town's website by the end of the week. Staff encouraged members to reach out to others in their circles to apply to the Committee.

**6.1. Roles & Welcome**

Vickie welcomed the Committee and expressed confidence that Summerfest will be able to go ahead for 2022 as there were smaller successful events held during summer 2021. Staff encouraged members to keep an open mind as Summerfest may look different due to regulations and comfort levels of participants (ie. Controlled Entry, Crowd Control). Staff reminded members that like in the past, Committee members will be assigned with roles. Staff will work with all Members to ensure Summerfest 2022 be a success.

**Moved by** Julie Milligan  
**Seconded by** Remo Battista

**THAT the Committee received the verbal update regarding Roles & Welcome for information.**

**Carried**



## **7. COVID Impact on Summerfest 2022**

### **7.1. Review of Provincial Guidelines**

Staff updated the Committee that there are currently no restrictions on festivals and events. However, the Committee needs to be ready to put restrictions back into place, if required.

### **7.2. Crowd Control**

Staff let the Committee know that there will likely have to be some form of Crowd Control within Summerfest 2022.

**Moved by** Frank Adamson  
**Seconded by** Bea Clark

**THAT the Committee received the verbal update regarding COVID Impact on Summerfest 2022 for information.**

**Carried**

## **8. Overview and Breakdown of Summerfest 2019**

Staff presented the Committee with the breakdown of Summerfest 2019 costs and revenues by day and the Committee discussed opportunities for change. Staff let the Committee know that the Torch Run for the 2022 Canada Summer Games will be going through Pelham on the Saturday of Summerfest 2022. Committee discussed the Car Show on Sunday, the Bandshell on Thursday and how Sundays have been building momentum over the past few years.

**Moved by** Julie Milligan  
**Seconded by** Bea Clark

**THAT the Committee received the update regarding the Overview and Breakdown of Summerfest 2019 for information.**

**Carried**

## **9. Footprint/Expansion Opportunities – What has changed?**

### **9.1. Potential Stage Locations**

The Committee discussed potential stage locations for Summerfest 2022 as the location it has been in the past is no longer an option. The Committee was asked to think about alternative options for the placement of the stage. The Committee also discussed ensuring the stage rental, entertainers, bouncers and vendors are contacted and booked earlier than other years.

### **9.2. Peace Park Trees**

The Committee discussed the new trees that were planted in Peace Park and how they may impact the Kids Zone layout. Amanda will send a map of KidsZone from 2019 to Councillor Wink and will book a meeting with him in Peace Park to discuss.

### **9.3. Expansion Opportunities**

The Committee discussed opportunities to physically expand the Summerfest footprint or how to best utilize the original footprint. Discussion also surrounded capacity limits, how attendees will feel about crowds, and the event basics. Committee members were asked to think about expansion opportunities and the Committee will discuss these at the subsequent meeting.

**Moved by** Julie Milligan  
**Seconded by** Frank Adamson

**THAT the Committee received the verbal update regarding the Footprint/Expansion Opportunities for information.**

**Carried**

## **10. Arches Update**

Frank updated the Committee on the Arches project including fundraising efforts, increasing cost of materials, design, and loss of important members of the Arches group. The Committee gave some suggestions on engineering talents. Vickie suggested to meet with the Director of Public Works to discuss the Arches project. Vickie will set up a meeting with the Director of Public Works, Frank and Councillor Wink.

**Moved by** Remo Battista  
**Seconded by** Julie Milligan

**THAT the Committee received the verbal update regarding the Arches Update for information.**

**Carried**

**11. Unfinished Business**

None.

**12. New Business**

- Volunteers
- Cost of Unionized Staff
- Grants

New Business will be deferred until the subsequent meeting.

**13. Next Meeting**

**Moved by            Remo Battista**  
**Seconded by      Frank Adamson**

**THAT the Committee approve the following dates for future 2021 meetings:**

- November 17th, 2021 via Zoom 5:00pm

**Carried**

**14. Adjournment**

**Moved by            Bea Clark**  
**Seconded by      Julie Milligan**

**THAT this Regular Meeting of the Summerfest Committee be adjourned at 6:29pm.**

**Carried**

*Karen Blake*

**Karen Blake, Administrative Assistant**



Date: 17 November 2021

Time: 5:00PM

Location: Via Zoom

Attendance: Julie Milligan  
Frank Adamson  
Bea Clark  
Councillor John Wink  
Amanda Deschenes, Special Events and Festivals  
Programmer  
Vickie vanRavenswaay, Director of Recreation, Culture and  
Wellness  
Karen Blake, Administrative Assistant  
Leah Letford, Communication Specialist  
Remo Battista

Regrets: Diego Lopez

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### **1. Call to Order and Declaration of Quorum**

Noting that quorum was present, Staff called the meeting to order at approximately 5:06pm.

### **2. Approval of Agenda**

**Moved by** Frank Adamson

**Seconded by** Bea Clark

**THAT the agenda for the November 17, 2021 regular meeting of the Summerfest Committee be adopted.**

**Carried**

### **3. Declaration of Pecuniary Interest and General Nature**

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

**4. Approval of Minutes**

The Committee approved the minutes from the November 3, 2021 Summerfest Committee meeting.

**Moved by** Julie Milligan  
**Seconded by** Frank Adamson

**THAT the minutes of the November 3, 2021 Pelham Summerfest Committee be approved.**

**Carried**

**5. Business Arising from Minutes**

None.

**6. Election of Chair and Vice Chair**

Councillor Wink noted that he would be interested in the Chair position, if allowed. Frank Adamson noted that he would be interested in Vice-Chair if Councillor Wink would be Chair. Staff will discuss with the Town Clerk and report back at a subsequent meeting.

**Moved by** Bea Clark  
**Seconded by** Remo Battista

**THAT the Committee nominate Councillor Wink as Chair and Frank Adamson as Vice-Chair, if deemed permissible by Town Clerk, for the remainder of the 2019-2023 term.**

**Carried**

**7. Roles/Responsibilities**

Staff discussed the following roles and their responsibilities. Committee members were assigned roles.

**7.1 Entertainment Coordinator**

Staff mentioned that they will reach out to a community member to gauge interest in them remaining the Entertainment Coordinator for Summerfest 2022. Discussion surrounded the securing the stage, AV team and the current contracts.

**7.2 Sponsorship Coordinator**

Remo is willing to continuing on in his role of Sponsorship Coordinator. The Committee discussed sponsorship packages, target audience, timelines and new sponsors. Staff will send Remo the sponsorship list. The Communication Specialist will assist Remo in creating a new sponsorship packages and report back to the Committee.

**7.3 Marketing Coordinator**

The Committee discussed whether the role of Marketing Coordinator should be done by an internal or external provider. The Communication Specialist will return to a subsequent meeting with a Communications plan for Summerfest.

**7.4 Volunteer Coordinator**

The Committee discussed the role of Volunteer Coordinator. Staff noted their access to the Town's volunteer database and Karen is willing to take on the role for Summerfest 2022. The Committee discussed that when more Committee members are appointed, a new Committee member can job shadow and assist in volunteer coordination.

**7.5 Sunday Breakfast Coordinator**

Frank volunteered to coordinate Sunday Breakfast.

**7.6 Car Show Coordinator**

The Committee discussed reaching out to a past Committee member to see if they would be interested in continuing to coordinate the Car Show. Frank will reach out and report back to the Committee.

**7.7 Kids Zone Coordinator**

Julie and John are willing to continue in the role of Kids Zone Coordinators. The Committee discussed potential credits the Committee has with different vendors. Staff will confirm credit and book for Summerfest 2022 as soon as possible. The Committee discussed budgets and public health regulations surrounding inflatables.



**7.8 Vendor Coordinator**

The Committee discussed the Vendor Coordinator role and that Staff were also involved within this role.

**7.9 Active Zone Coordinator**

Bea Clark will continue to coordinate the Active Zone.

**8. Footprint & Layout**

Staff updated the Committee on the layout of the Kids Zone and noted that the new trees in Peace Park will not impact the vendors. The Committee also discussed different options for the location of the stage. Vickie will inquire with the owner of the building that was used in previous years, to ensure that the stage could not be placed where it had been. Staff will continue to investigate other options for stage layout.

**9. Entertainment**

Staff updated the Committee that they have been receiving a number of inquiries from bands. The Committee stated the entertainment should be booked as soon as possible as bands are booking up. Staff noted that they are looking to have a line-up by the end of 2021. Staff will reach out to previous contacts and bring comparable budget from previous years. Staff will bring a mock line-up to the subsequent meeting. Staff has also confirmed the water wagon and the Niagara region for a few vendor spots. Staff updated the Committee that they will know the route, and scope of the torch relay for the Summer 2022 Canada Games for next meeting.

**10. Media Promotions**

Staff noted that in previous years, the Summerfest Committee has had an external contractor for media promotions. The Communications Specialist will put together a formal communication plan for Summerfest for a subsequent meeting. Staff noted that the Summerfest Twitter account was suspended last year but is now live again. The Communications Specialist recommended that the Committee moves forward with the external website. The Communications Specialist noted that she can support and is available if directed by the Committee.

**11. Sponsorships**

As noted in agenda item 7.2, Leah & Remo will discuss the Sponsorship package and report at a subsequent meeting. The Committee discussed the benefit to reaching out for sponsorships before the end of 2021.

**12. Volunteers**

Staff updated the Committee on their plan to send out save the dates early in the new year to service clubs and the community volunteer database.

**13. Arches Update**

Frank updated the Committee that he had a meeting with town staff and will be going before Council in December with an update on the status of the fundraising and the redesign. Frank will update the Committee during a subsequent meeting.

**14. Costs of Unionized Staff**

Staff updated the Committee that the only change in staffing costs would be when public works staff are working outside of normal working hours. Only a few tasks, like the opening of Pelham Street on early Sunday morning, would be the additional costs. Staff will meet with the director and manager of public works in regards to timing of the opening of closing of the street. Vickie will report more on this during the subsequent meeting.

**15. Grants**

Staff noted that they are always looking out for grant opportunities. Vickie will talk with the Town Treasurer regarding the Main Street Grant and if it's applicable to Summerfest. Bea is willing to help out if applicable.

**16. Unfinished Business**

None.

**17. New Business**

Staff confirmed that Summerfest 2021 will be July 14-17, 2021

**18. Next Meeting**

- December 8, 2021 via Zoom 5:00pm



**19. Adjournment**

**Moved by** Bea Clark  
**Seconded by** Remo Battista

**THAT this Regular Meeting of the Summerfest Committee be adjourned at 6:46pm.**

**Carried**



**Councillor John Wink, Chair**



**Karen Blake, Administrative Assistant**

Date: 8 December 2021

Time: 5:00PM

Location: Via Zoom

Attendance: Julie Milligan  
Frank Adamson, Vice Chair  
Bea Clark  
Councillor John Wink, Chair  
Amanda Deschenes, Special Events and Festivals  
Programmer  
Vickie vanRavenswaay, Director of Recreation, Culture and  
Wellness  
Karen Blake, Administrative Assistant  
Leah Letford, Communication Specialist  
Remo Battista

Regrets: Diego Lopez

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### **1. Call to Order and Declaration of Quorum**

Noting that quorum was present, the Chair, Councillor John Wink, called the meeting to order at approximately 5:02pm.

### **2. Approval of Agenda**

**Moved by** Frank Adamson

**Seconded by** Bea Clark

**THAT the agenda for the November 17, 2021 regular meeting of the Summerfest Committee be adopted, as amended.**

**Carried**

### **3. Declaration of Pecuniary Interest and General Nature**

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

**4. Approval of Minutes**

The Committee approved the minutes from the November 17, 2021 Summerfest Committee meeting.

**Moved by** Remo Battista  
**Seconded by** Julie Milligan

**THAT the minutes of the November 17, 2021 Pelham Summerfest Committee be approved.**

**Carried**

**5. Business Arising from Minutes**

None.

**6. Land Recognition Statement**

The Chair updated the Committee that some other Committees of Council have adopted a land recognition statement at the beginning of each Committee meeting. The Committee discussed to have the land recognition statement added as a regular agenda item to the Pelham Summerfest Committee meetings.

**Moved by:** Bea Clark  
**Seconded by:** Frank Adamson

**THAT the Pelham Summerfest Committee will incorporate a land acknowledgement statement at the beginning at all future meetings.**

**Carried**

**7. Marketing & Communication**

The Communications Specialist updated the Committee on her preliminary plan for the marketing and communication portion of Summerfest. Discussion surrounded funding, approach for promotions, community partners, vendors, sponsorships asks through social media, grant opportunities, as well as other promotional items such as rack cards, newspaper, billboard and screens at the Meridian Community Centre. The Committee discussed and agreed that there is no longer a need to use the billboards on Highway 20. The Committee also discussed

save the dates for vendors and for attendees starting December 2021 or early 2022.

## **8. Sponsorship**

Remo is planning reaching out to sponsors shortly. The Communications Specialist will connect with Remo as she is reworking the sponsorship package. Staff will email Remo with past sponsors and sponsorship opportunities. Frank Adamson is also willing to assist in reaching out to new sponsors. The Committee discussed past sponsorships and Staff updated the Committee that all sponsorship money collected for Summerfest 2020 was returned.

## **9. Entertainment**

Staff will be reaching out to bands shortly and let the Committee know that bands have been already reaching out. Staff will book same entertainers for Sunday as in 2019. Staff will have a preliminary line-up of bands for the subsequent meeting.

### **9.1. Indigenous Components**

Staff updated the Committee that they are hoping to have a handful of Indigenous entertainers throughout Summerfest 2022 weekend. Staff noted that a requirement of the Torch Run is a Ceremonial fire. The Committee discussed different opportunities including a drum circle, dance circle, and a variety of Indigenous signers and entertainers.

## **10. Logistics**

### **10.1. Layout – Stage Location**

Vickie updated the Committee on her conversation with the owner of the building where the stage was previously placed. The owner has stated that Summerfest would not be able to use that space. The Committee discussed alternative locations for the stage, having multiple locations for bands, crowd control, AV technicians and electrical. This will continue to be discussed at a subsequent meeting. Staff will also reach out to the previous AV technician and ask for new contacts.



**10.2. Stage Contract**

Staff noted that there is still one year remaining on the stage contract and the company is willing to honour it. Staff has already reserved the stage for Summerfest weekend.

**10.3. Niagara Inflatables Credit**

Staff updated the Committee that Summerfest had a significant credit for inflatables at a local business. Staff, with input from Councillor Wink, placed an order for all rentals, including water elements and mini-putt, for Summerfest 2022 and still have a credit left. Staff will reach out to the business to discuss touch points and sanitization schedules.

**11. Update on Committee Roles****11.1. Car Show Coordinator**

A previous Committee member is willing to continue his role with Car Show Coordinator.

**12. Canada Games Torch Relay**

Staff updated the Committee on the Torch Relay requirements including ceremonial fire and live music. The relay will be approximately 10-15km route with approximately 10-15 torch bearers. The Rotary Club is very involved and Frank updated the Committee that they will be holding a fundraiser with t-shirt sales. T-shirts are required to be purchased by participants running with the torch bearer. These t-shirts will be sold as part of the fundraiser. Rotary is responsible for volunteers. The Committee discussed route, timing, call for torch bearers through social media, and nomination process. Staff will bring the list of requirements to the subsequent meeting.

**13. Arches Update**

A Committee member updated the Committee on the Arches and the presentation to Council on December 20<sup>th</sup> including cost, new engineer, the timeline for approval and construction. The Committee discussed a federal grant that could be applicable to the Arches. Councillor Wink will

reach out to Frank tomorrow (December 9<sup>th</sup>) to talk about his presentation to Council.

**14. New Business**

None.

**15. Next Meeting**

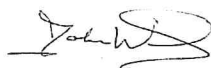
- Tuesday January 18, 2021 via Zoom 5:00pm

**16. Adjournment**

**Moved by** Frank Adamson  
**Seconded by** Julie Milligan

**THAT this Regular Meeting of the Summerfest Committee be adjourned at 6:22pm.**

**Carried**



**Councillor John Wink, Chair**



**Karen Blake, Administrative Assistant**

**Pelham Senior's Advisory Committee Minutes  
Wednesday June 30, 2021 @ 1:30 p.m. by Zoom conference.**

**Present:** Sharon Cook (President)  
Councillor Marianne Stewart  
Dave Nicholson  
Ann Villalta  
Susan Buckingham  
Erin Stitt (Lookout Ridge)  
Brittany MacLean (Active Living Programmer)  
Kathy Haist (Administrative Assistant)

**Absent with Regrets:** Anna Oakes (Lookout Ridge)  
Elena Simone-Simonetti  
Gwen MacDougall (Library)

**1. Declaration of Quorum and call to Order- 1:33pm by Sharon Cook**

**2. Adoption of Agenda and additions**

Susan – would like to add new Business Transition to Opening  
accepted

Moved by: Dave Nicholson

Seconded by: Ann Villalta

carried

**3. Disclosure of Pecuniary Interest and General Nature thereof**

None.

**4. Approval of Minutes of Previous Meeting**

**With correction -**

Moved by: Ann Villalta

Seconded by: Erin Stitt

THAT the minutes for the May 13, 2021 Pelham Seniors Advisory  
Committee meeting be approved, as amended.

CARRIED

**5. Correspondence**

None

**6. Business Arising from Minutes:**

- Buddy Bench – Does PSAC want to go ahead? Dave is in favour.  
How exactly does PSAC get involved?  
Wanted to confirm the cost of the bench \$1500?  
Dave suggested Committee members should commit to an hour or two per week to sit and encourage conversations.  
Susan noted with Social Distancing, perhaps now may not be the time to start this up.  
Sharon asked the time line to get one – Brittany to follow up  
Dave wants to be sure that the purpose of the bench is explained properly, maybe a free standing sign.  
Erin expressed her concerns about not being qualified to assist with certain issues someone may have. As well she would not be able to commit to time on the bench.  
Marianne suggested that whoever is there can take notes and forward to whom it would concern.  
May need to name it something different than Buddy Bench.

Motion for PSAC to provide funding to purchase/sponsor a Buddy Bench.

Moved by Dave Nicholson

Second by Ann Villalta

Erin Stitt not in favour

Motion carried

- Garden Celebration for Seniors Month – Sharon thanked everyone for coming out. And thanked the Beautification Committee for their assistance.
- Council on Aging (Niagara Council on Aging)  
All has been agreed upon. Looking for Volunteers to sit on Committee. Committee to assist with Regional Issues. Due date August 2022



- Collaborative – September 23 meeting. 2 people from each of the 12 Regions. Vision - Objections - Framework  
Sharing of ideas with each region.  
Each community will have up to 15 minutes @ meeting for a Presentation to update what PSAC has done.
- Research Project with Brock University. Sharon will share with group the key findings once approved.
- Addition to two members. Clerks department has posted the listing. Brittany to have advertisement in the Voice by the end of July
- Access to “Essential Services” taken to other 11 Municipalities Council. Welland, Wainfleet, Niagara Falls
- Zoom Meeting with Developer of Seniors Community. Delaying until September

#### 7. **New Business:**

- IFA (International Age Friendly Niagara)  
November 9-12<sup>th</sup> . \$300.00 US funds to attend and \$800.00 US funds for on site booth  
Donation from all 12 Municipalities between \$100.00 - \$150.00.  
Able to hand out schedules etc @ booth. Sharon asked about donation amount, collectively the group decided on \$125.00 Sharon to get more information.
- Grant Ideas. Flag Pole @ MCC . Marianna to find out the cost. Sharon asked if the grant money could be used for Buddy Bench? And could Say It be done virtually?  
Ann asked about setting up Bocce Ball on the North Side of MCC?
- Calendar Honouring Seniors. Local Business’ and organizations to contribute for a page in the calendar. Photos of Seniors being active.
- Transition into Opening. Susan would like a Public Quorum, Workshop Seminar, Volunteerism Seminar. Waiting to see how things are in the Fall, as it would be more preferable to do in

person. Perhaps if space on walls in the walking track area to hang photos of Active Seniors.

Could the Seniors have a magazine area/rack? Donate current issues and take one to read. Sharon to talk with Gwen as the what is the Library doing about Magazines at this time.

Suggested doing a Seniors Fair?

**8. Next Meeting: TBD September**

**9. Adjournment**

Moved by: Sharon Cook

THAT the meeting of the Pelham Seniors Advisory Committee meeting, June 30, 2021 adjourned at 2:55pm.

CARRIED.

  
\_\_\_\_\_  
Sharon Cook, Chair  
\_\_\_\_\_  
Kathy Haist, RCW Administrative Assistant

Date: 30 September 2021

Time: 1:30pm

Location: Via Zoom

Attendance: Sharon Cook (Chair)  
Councillor Marianne Stewart  
Ann Villalta  
Susan Buckingham  
Erin Stitt (Lookout Ridge)  
Brittany MacLean (Active Living Programmer)  
Karen Blake (Administrative Assistant)  
Elena Simone-Simonetti  
Gwen MacDougall (Library)  
Garth Hamilton  
Dave Nicolson

Regrets: Anna Oakes (Lookout Ridge)

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## **1. Call to Order and Declaration of Quorum**

Noting that quorum was present, Chair Sharon Cook called the meeting to order at approximately 1:34pm.

The Chair read a Land Recognition Statement and welcomed new member – Garth Hamilton.

## **2. Approval of Agenda**

**Moved by** Garth Hamilton

**Seconded by** Elena Simone-Simonetti

**THAT the agenda for the September 30, 2021 regular meeting of the Pelham Seniors Advisory Committee be adopted.**

**Carried**



**3. Declaration of Pecuniary Interest and General Nature**

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

**4. Approval of Minutes**

The Committee approved the minutes from the June 30<sup>th</sup>, 2021 Pelham Seniors Advisory Committee meeting.

**Moved by** Gwen MacDougall  
**Seconded by** Ann Villalta

**THAT the minutes of the June 30<sup>th</sup>, 2021 Pelham Seniors Advisory Committee be approved.**

**Carried**

**5. Correspondence**

None.

**6. Business Arising from Minutes****6.1 Buddy Bench**

The Chair clarified the purpose of the Buddy Bench. Staff updated the committee on the revamping of the Bench Dedication program and how prices and options had changed. Staff also mentioned that the installation would be in Spring 2022. Brittany updated the Committee about the SALC Special grant application that would include a buddy bench and flagpole. The Committee discussed the new dedication options and agreed on an accessible picnic table. Staff updated the Committee on their current financial status in the Pelham Seniors Advisory Committee's budget.

**6.2 Niagara Council on Aging**

The Committee members who are a part of the Niagara Council on Aging updated the Committee that the meeting was cancelled in September and there were no updates. Susan will provide further updates to the Committee at a subsequent meeting once available.

**6.3 Research Project with Brock University**

Sharon updated the Committee that they are waiting on the Final Report from the research project from Brock University and will update the Committee at a subsequent meeting.

**6.4 New Members**

The Chair welcomed the new Committee member - Garth Hamilton.

**6.5 Zoom Meeting with Developer of Seniors Community**

Staff informed the Committee that the developer, as well as the Director of Planning will be invited to a subsequent meeting to discuss the development of the senior's community near the MCC.

**6.6 Calendar Honouring Seniors**

The Chair updated the Committee on the calendar honouring seniors. The Committee discussed business sponsorship opportunities, timeline, and images for the calendars. Staff will reach out to the Communications Specialist to get the cost of printing and timing and will update the Committee during a subsequent meeting.

**6.7 Transition into Opening PSAC Activities**

The Committee discussed the direction from Council that Committee meetings will be virtual until March 2022. The Committee decided to wait for in-person activities until directed by Council. The Committee discussed the opportunity for hybrid meetings in the future.

**6.8 Forum- Volunteer and Seminars**

The Committee will wait for direction from Council and the EOC before resuming in person seminars and forums.

**6.9 IFN Conference on Aging – Niagara Falls**

The Committee discussed the fee for attending the IFN Conference on Aging in Niagara Falls. Sharon believes some members from Age Friendly and other local networks will be attending and will report back to local Advisory and Age Friendly Committees. The Committee will have the opportunity to share activity schedules and other information at the conference's vendor booth, following their donation approved at a previous PSAC meeting.



**6.10 Grant Opportunities – Flag Pole MCC**

Staff mentioned the applications has been submitted for the SALC Special Grant including a bench and flag poles at the MCC. Committee members discussed other opportunities that could be included in the grant.

**7. New Business****7.1. Selection of PSAC Vice Chair**

**Moved by:** Ann Villalta

**Seconded by:** Gwen MacDougall

**THAT the Committee selects Elena Simone-Simonetti as the Vice Chair of the Pelham Seniors Advisory Committee.**

**CARRIED**

**7.2. Communication Regarding the Video Taping of Meetings**

The Chair let the Committee know that Advisory Committee meetings no longer need to be recorded but meeting dates and agendas will be required to be on the Town's website three days prior to the meeting date. Committee member's names will be listed on the Town's website.

**7.3. Selection Process for PSAC Members**

The Committee discussed having an open space on the Committee. The Chair is going to reach out to the Town Clerk to discuss the Committee having involvement within the selection process. Staff discussed the current application process for Advisory Committees.

**7.4. 'New' Integrated Regional Niagara Transportation System**

The Committee discussed and asked for clarification on the new integrated transportation system including usability, ridership and accessibility. Councillor Stewart updated the Committee on the Region's plan and will update the Committee during subsequent meetings.

**7.5. Report on Elder Abuse Symposium**

The Committee discussed the opportunity to have a symposium once in-person meetings can begin. The Committee discussed different themes/issues that could be discussed in a symposium. Sharon shared information from elder abuse seminar, which had a focus on streamlining an easy and accessible number to call to report abuse or gain more information on local supports and resources.

There were supposed to be symposiums held in each municipality on Elder Abuse, which were cancelled due to COVID. The Committee hopes to offer an information session or symposium on this topic once in person presentations are able resume.

**7.6. Year End Review**

The Chair and another Committee member suggested that the Committee's last yearly meeting be a year-end review on the Committee's priorities, goals and accomplishments during the previous calendar year. If the year is an election year, the October meeting would be the review as the minutes could be approved before the end of the Committee's term.

**Motion by:** Elena Simone-Simonetti

**Second by:** Susan Buckingham

**THAT the Pelham Seniors Advisory Committee approve that the last meeting of each calendar year be a year-end review meeting. During election years, the year-end review will happen during the October meeting.**

**CARRIED**

**8. Next Meeting**

- October 21<sup>st</sup>, 2021 via Zoom 1:30pm

**9. Adjournment**

**Moved by** Gwen MacDougall  
**Seconded by** Dave Nicolson

**THAT this Regular Meeting of the Pelham Seniors Advisory Committee be adjourned at 3:09pm.**

**Carried**

  
\_\_\_\_\_  
**Chair, Sharon Cook**  
\_\_\_\_\_  
**Karen Blake, Administrative Assistant**



Date: 21 October 2021

Time: 1:30pm

Location: Via Zoom

Attendance: Sharon Cook (Chair)  
Councillor Marianne Stewart  
Susan Buckingham  
Erin Stitt (Lookout Ridge)  
Karen Blake (Administrative Assistant)  
Elena Simone-Simonetti  
Gwen MacDougall (Library)  
Dave Nicolson

Regrets: Anna Oakes (Lookout Ridge)  
Brittany MacLean (Active Living Programmer)  
Ann Villalta  
Garth Hamilton

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## **1. Call to Order and Declaration of Quorum**

Noting that quorum was present, Chair Sharon Cook called the meeting to order at approximately 1:35pm.

### **1.1 Land Recognition Statement**

The Chair read a land recognition statement.

## **2. Approval of Agenda**

**Moved by** Susan Buckingham

**Seconded by** Dave Nicolson

**THAT the agenda for the October 21, 2021 regular meeting of the Pelham Seniors Advisory Committee be adopted, as amended.**

**Carried**

**3. Declaration of Pecuniary Interest and General Nature**

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

**4. Approval of Minutes**

The Committee approved the minutes from the September 30, 2021 Pelham Seniors Advisory Committee meeting.

**Moved by** Dave Nicolson  
**Seconded by** Elena Simone-Simonetti

**THAT the minutes of the September 30<sup>th</sup>, 2021 Pelham Seniors Advisory Committee be approved, as amended.**

**Carried**

**5. Business Arising from Minutes****5.1 Buddy Bench**

The Chair updated the Committee about the adjustments made to the SALC Special Grant application and that the Bench is unable to be installed until Spring of 2022 and there is no new information from the SALC Special Grant.

**Moved by** Elena Simone-Simonetti  
**Seconded by** Dave Nicolson

**THAT the Committee received the verbal update regarding the Buddy Bench for information.**

**Carried**

**5.2 Niagara Council on Aging**

A couple Committee members stated that there is a Niagara Council on Aging meeting tomorrow (October 22<sup>nd</sup>) which they will report on at a subsequent meeting.

**Moved by** Dave Nicolson  
**Seconded by** Susan Buckingham

**THAT the Committee receive a verbal update regarding the Niagara Council on Aging for information.**

**Carried**

### **5.3 New Members**

Nothing to report as new member could not attend this meeting.

**Moved by** Gwen MacDougall  
**Seconded by** Elena Simone-Simonetti

**THAT the Committee defer New Members agenda item until a subsequent Pelham Seniors Advisory Committee meeting.**

**Carried**

### **5.4 Zoom Meeting with Developer of Seniors Community**

Sharon updated the Committee that the Developers will attend the November meeting and all questions have been submitted to the developer. A Committee member would like the developer to know that a representative from another Seniors Community sits on the Committee as well. Staff will reach out to the developer to make them aware.

**Moved by** Elena Simone-Simonetti  
**Seconded by** Gwen MacDougall

**THAT the Committee receive a verbal update regarding the Zoom Meeting with Developer of Seniors Community for information.**

**Carried**

### **5.5 Calendar Honouring Seniors**

Staff updated the Committee with information, including quotes, from the Communications Specialist regarding the Calendar Honouring Seniors.



The Committee discussed distribution of the Calendar, donations and acquiring sponsorships.

**Moved by** Susan Buckingham  
**Seconded by** Dave Nicolson

**THAT the Committee plan for the Calendar Honouring Seniors for 2023 and THAT the 2023 Calendar becomes a regular agenda item until distribution in Fall 2022.**

**Carried**

#### **5.6 IFN Conference on Aging – Niagara Falls**

Staff informed the Committee that the donation from the Pelham Seniors Advisory Committee's budget had been made that was approved in a previous meeting. The Chair mentioned that a package of Pelham based services and programs will be provided to distribute at the Conference.

**Moved by** Elena Simone-Simonetti  
**Seconded by** Gwen MacDougall

**THAT the Committee receive the verbal update regarding the IFN Conference on Aging for information.**

**Carried**

#### **5.7 Grant Opportunities – Flag Pole MCC**

No new information regarding the SALC special grant.

**Moved by** Gwen MacDougall  
**Seconded by** Elena Simone-Simonetti

**THAT the Committee receive the verbal update regarding Grant Opportunities for information.**

**Carried**

**6. New Business****6.1. Calendar of Virtual Speakers ([www.pelham.ca/55](http://www.pelham.ca/55))**

Sharon updated the Committee regarding the Calendar of Virtual Speakers. Staff asked members to send any information they have regarding speakers or programs for November to Brittany MacLean.

**Moved by** Susan Buckingham  
**Seconded by** Dave Nicolson

**THAT the Committee be directed to provide Virtual Speakers for the Seniors Activity Calendar to the Active Living Programmer by October 29<sup>th</sup>, 2021.**

**Carried**

**6.2. Art your Service**

The Chair updated the Committee that the Art your Service program has been renewed.

**Moved by** Susan Buckingham  
**Seconded by** Dave Nicolson

**THAT the Committee receive the information on the Art our Service program for information.**

**Carried**

**6.3. Selection Process for PSAC Members**

The Chair discussed her conversation with the Clerk regarding the selection process for Committee members. The Committee discussed opportunities to provide information to Council regarding the 'gaps' in the Committee's expertise by providing input or recommendations from the Chair based on goals and priorities. RCW staff will connect with the Clerk's department to discuss the reapplication process at the end of the Committee's term as well as passing a motion to recommend a process to Council. Staff will report back at a subsequent meeting.



**Moved by** Dave Nicolson  
**Seconded by** Gwen MacDougall

**THAT the Committee defer the Selection Process for PSAC Members agenda item to the subsequent meeting.**

**Carried**

#### **6.4. 'New' Integrated Regional Niagara Transportation System**

Councillor Stewart updated the Committee on the Regional Transportation System report at Council. The Committee discussed the lack of off-line advertisement, gap between provision of service and seniors, and hesitancy using a new system. The Committee then discussed the opportunities to connect with other Seniors Advisory Committees and collaborative connections to create a collective letter that goes to the Region.

**Moved by** Dave Nicolson  
**Seconded by** Elena Simone-Simonetti

**THAT the Committee believes that the lack of provision in regards to the 'New' Integrated Regional Niagara Transportation System is a serious concern for the Town of Pelham.**

**Carried**

#### **6.5. Report on Elder Abuse Symposium**

The Committee discussed the Crime Stoppers Symposium regarding Elder Abuse. The Committee discussed connecting with the Regional Councillor regarding an accessible phone number to report abuse or gain more information on local supports and resources once the report from the symposium is available.

**Moved by** Dave Nicolson  
**Seconded by** Susan Buckingham

**THAT the Committee receive the verbal update regarding the discussion on Elder Abuse for information.**

**Carried**

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**6.6. Year End Review**

The Committee discussed making a presentation to Council after the Year End Review.

**Moved by** Elena Simone-Simonetti  
**Seconded by** Gwen MacDougall

**THAT the Committee receive the verbal update regarding the Year End Review for information.**

**Carried**

**6.7 Correspondence**

A Committee member updated the Committee on an email received from CARP and asked if there was any follow-up. To which there was not.

**Moved by** Gwen MacDougall  
**Seconded by** Susan Buckingham

**THAT the Committee receive the verbal update regarding Correspondence for information.**

**Carried**

**6.8 Non-Refundable Activity Pass**

A Committee member discussed activity punch passes at the Meridian Community Centre (MCC) and how they are non-refundable. They inquired about a refund if pass holders experienced unforeseen circumstance that would limit them to participate. Staff will discuss with other MCC Staff members and will report back at a subsequent meeting.

**Motion by:** Susan Buckingham  
**Seconded by:** Dave Nicolson

**THAT the Committee refer the inquiry regarding Non-Refundable Activity Passes to staff at the Meridian Community Centre and THAT Staff will report back at a subsequent meeting.**

**Carried**

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**7. Next Meeting**

**Moved by** Dave Nicolson  
**Seconded by** Gwen MacDougall

**THAT the Committee approve the following dates for future 2021 meetings:**

- November 18th, 2021 via Zoom 1:30pm
- December 16<sup>th</sup>, 2021 via Zoom 1:30pm

**Carried****8. Adjournment**

**Moved by** Dave Nicolson  
**Seconded by** Gwen MacDougall

**THAT this Regular Meeting of the Pelham Seniors Advisory Committee be adjourned at 3:00pm.**

**Carried**  
\_\_\_\_\_  
**Sharon Cook, Chair**  
\_\_\_\_\_  
**Karen Blake, Administrative Assistant**



Date: 18 November 2021

Time: 1:30pm

Location: Via Zoom

Attendance: Sharon Cook (Chair)  
Councillor Marianne Stewart  
Susan Buckingham  
Erin Stitt (Lookout Ridge)  
Karen Blake (Administrative Assistant)  
Elena Simone-Simonetti (Vice-Chair)  
Gwen MacDougall (Library)  
Barb Wiens (Director of Community Planning & Development)  
Dustin Gibson (Better Life Development Representative)  
Kim Harrison-McMillan (Better Life Development Representative)  
Brittany MacLean (Active Living Programmer)  
Ann Villalta  
Garth Hamilton  
Dave Nicolson

Regrets: Anna Oakes (Lookout Ridge)

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## **1. Call to Order and Declaration of Quorum**

Noting that quorum was present, Chair Sharon Cook called the meeting to order at approximately 1:36pm.

### **1.1 Land Recognition Statement**

The Chair read the following 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**

**Moved by** Susan Buckingham  
**Seconded by** Elena Simone-Simonetti

**THAT the agenda for the November 18, 2021 regular meeting of the Pelham Seniors Advisory Committee be adopted.**

**Carried**

**3.****4. Declaration of Pecuniary Interest and General Nature**

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

**5. Approval of Minutes**

The Committee approved the minutes from the October 21, 2021 Pelham Seniors Advisory Committee meeting.

**Moved by** Gwen MacDougall  
**Seconded by** Susan Buckingham

**THAT the minutes of the October 21, 2021 Pelham Seniors Advisory Committee be approved.**

**Carried**

**6. Presentation from Better Life – Dustin Gibson & Kim Harrison**

The Director of Community Planning and Development introduced the representations from Better Life Development, Dustin Gibson and Kim Harrison-McMillan. Better Life Development presented on their plans for a 132-unit development including the square footage of units, parking, wellness services and recreation, transportation, laundry facilities, conceptual designs of amenities, accessibility, generator, phase two of development (long-term care home) and timeline for construction.

**7. Correspondence**

None.

## **8. Business Arising from Minutes**

### **8.1. Niagara Council on Aging**

A Committee member updated the Committee on the development of the Niagara Council on Aging. This group was created from the Ontario Seniors Community Grant and started out as "the Collaborate" which morphed into the Age Friendly Niagara Council and now into the Niagara Council of Aging. Susan will be attending that group.

### **8.2. Integrated Regional Niagara Transportation System -Report**

Councillor Stewart mentioned that Council continues to try to get the Niagara Region to present at Council to get their questions and concerns answered.

### **8.3. Calendar Honouring Seniors – Report**

Staff updated the Committee that the Communications Specialist obtained a few quotes for the Calendar and will start to collect photos shortly. Staff asked the Committee to brainstorm ideas for the visuals of the Calendar.

### **8.4. IFN Conference on Aging – Niagara Falls - Report**

No update in regards to the Conference. A representative from CARP has the information about programming at the Town.

### **8.5. Niagara Older Adult Alliance – Report**

A couple Committee members met with the Older Adult Alliance and discussion surrounded the Age Friendly Committee, On-Demand Transit including sending a letter to Region, accessibility, and trading responsibility for hosting meetings.

**Moved by** Gwen MacDougall  
**Seconded by** Garth Hamilton



**THAT the Committee receive verbal reports regarding the Niagara Council on Aging, Integrated Transit System, Calendar Honouring Seniors, IFN Conference on Aging and the Niagara Older Adult Alliance for information.**

**Carried**

**8.6. Non-Refundable Activity Pass**

Staff updated the Committee on the resolution of the non-refundable activity pass.

**8.7. Selection Process for PSAC Members**

Staff updated the Committee on the conversation with Clerk in regards to the selection process for the Pelham Seniors Advisory Committee. Committee members will have to reapply each term. As well, as there is a Council representative on the Committee, the Councillor would be able to voice the needs of the Committee during the selection process. The Chair also mentioned that on the applications, new applicants can note that they had been encouraged to apply from member of PSAC.

**8.8. Calendar of Virtual Speakers ([www.pelham.ca/55](http://www.pelham.ca/55))**

Staff updated the Committee that they are creating a calendar for N December with virtual programming options. Discussion surrounded the webinars topics (the Alzheimer's Society, Fall Prevention, etc.), Lunch & Learn options, teaching Zoom 1:1 and advertising the webinars and calendar within the local newspaper. Staff will talk with the Communications Specialist about advertising in The Voice. The Committee agreed to spend funds from the Seniors Advisory Committee's budget on advertising.

**Moved by** Ann Villalta  
**Seconded by** Susan Buckingham

**THAT the Committee receive Staff verbal reports regarding the Non-Refundable Activity pass, Selection Process for PSAC members and the Calendar of Virtual Speakers. AND THAT Staff be directed to use funds from the Seniors Advisory Committee's budget for print advertising the Calendar of Virtual Speakers.**

**Carried**

**9. New Business****9.1. Update VIP Program – Staff Report**

Staff updated the Committee on the Senior VIP program status. Staff reached out to past Senior VIP volunteers and to gain insight into their willingness to volunteer at this time. There will be a training session in December 2021 and shifts will start in January 2022.

**9.2. Year End Review**

The Committee discussed deferring the Year-End Review including reviewing PSAC's goals and priorities to the January 2022 meeting. Brittany will send PSAC's goals and priorities with the agenda for the next meeting.

**Moved by:** Elena Simone-Simonetti

**Seconded by:** Dave Nicolson

**THAT the Committee defer the 2021 year end review to the Pelham Seniors Advisory Committee meeting in January 2022.**

**9.3. SAYit Program**

Susan Buckingham updated the Committee on the SAYit program for 2022 including recruitment and type of performance. Staff will also reach out to the Senior VIP group and the Seniors Database for recruitment for this program.

**9.4. Reconciliation Training**

A few Committee members took the Reconciliation Training through the Town. All found it worthwhile. Discussion surrounded the land acknowledgement agenda item at the beginning of the meeting and a Committee member noted that it does not mention "Truth".

**Moved by:** Dave Nicolson

**Seconded:** Ann Villalta

**THAT the Committee deems that the land acknowledgement statement is inadequate as it makes no mention of Truth in regards to the Truth and Reconciliation Act AND THAT the Committee requests that the land acknowledgement be revised to mention Truth.**

**Carried.**

### **1. Next Meeting**

**THAT the Committee approve the following dates for future 2021 meetings:**

- December 16<sup>th</sup>, 2021 via Zoom 1:30pm

**Carried**

### **2. Adjournment**

**Moved by** Garth Hamilton  
**Seconded by** Ann Villalta

**THAT this Regular Meeting of the Pelham Seniors Advisory Committee be adjourned at 3:23pm.**

**Carried**

  
\_\_\_\_\_  
**Sharon Cook, Chair**  
\_\_\_\_\_  
**Karen Blake, Administrative Assistant**



Date: 15 December 2021

Time: 1:30pm

Location: Via Zoom

Attendance: Sharon Cook (Chair)  
Councillor Marianne Stewart  
Susan Buckingham  
Karen Blake (Administrative Assistant)  
Elena Simone-Simonetti (Vice-Chair)  
Gwen MacDougall (Library)  
Brittany MacLean (Active Living Programmer)  
Dave Nicholson  
Leah Letford (Communications Specialists)

Regrets: Anna Oakes (Lookout Ridge)  
Garth Hamilton  
Erin Stitt (Lookout Ridge)  
Ann Villalta

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## **1. Call to Order and Declaration of Quorum**

Noting that quorum was present, Chair Sharon Cook called the meeting to order at approximately 1:34pm.

### **1.1 Land Recognition Statement**

The Chair read the following 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**

**Moved by** Elena Simone-Simonetti  
**Seconded by** Gwen MacDougall

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**THAT the agenda for the December 15, 2021 regular meeting of the Pelham Seniors Advisory Committee be adopted.**

**Carried**

**3. Declaration of Pecuniary Interest and General Nature**

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

**4. Approval of Minutes**

The Committee approved the minutes from the November 18, 2021 Pelham Seniors Advisory Committee meeting, as amended.

**Moved by** Gwen MacDougall

**Seconded by** Dave Nicholson

**THAT the minutes of the November 18, 2021 Pelham Seniors Advisory Committee be approved, as amended.**

**Carried**

**5. Correspondence**

None.

**6. Business Arising from Minutes**

**6.1. Niagara Council on Aging**

A Committee member updated the Committee on the Niagara Council on Aging. Discussion surrounded a new member who is an expert on elder abuse, and a new subcommittee addressing the digital divide in Niagara. The next meeting will be in January. The Committee discussed their motion that was put forward regarding digital access and where it has gotten to. Councillor Stewart updated the Committee that five other municipalities are supportive of it and will follow up with the MPP. There will be a report of the Digital Access motion at a subsequent Pelham Seniors Advisory Committee's meeting.



**6.2. Calendar of Virtual Speakers ([www.pelham.ca/55](http://www.pelham.ca/55)) – Staff Report**

Staff updated the Committee on the Calendar of virtual speakers including a lunch and learn in January. There are already 7 registrations for the speaker. The presenter will be speaking over zoom and registrants can choose to view speaker from home or in-person at the Meridian Community Centre. Staff updated that there have been advertisements for the Stay Connected program and hopefully in the new year there will be more in-person programming, if regulations allow. Staff updated that 40 people have registered for the Art your Service program.

**6.3. Integrated Regional Niagara Transportation System -Report**

Councillor Stewart updated the Committee that Council has not had their vote regarding the integrated transit system. The vote will be in January 2022.

**6.4. Calendar Honouring Seniors**

Deferred until subsequent meeting.

**6.5. IFN Conference on Aging – Niagara Falls – Report**

A Committee member stated there has been no feedback from the conference but does have a link to the virtual exhibit that the Committee contributed to. Susan will forward it on to Staff and Staff will share to the Committee. A Committee member mentioned that there seemed to be no other representation from the Niagara Region besides the virtual exhibit PSAC was involved with as well as Brock University and Niagara College.

**6.6. Niagara Older Adult Alliance – Report**

No update as meetings have been cancelled. Committee members are hoping momentum will start up again in the new year.

**6.7. Update VIP Program – Staff Report**

Staff updated on the status of the Senior VIP program including training dates and tentative start dates.

**6.8. New Horizon Grant Application**

The Communications Specialist updated the Committee on the New Horizons grant application that is due on December 21. The grant application will be put forward to support the SayIT on Stage expansion as it would fit within the criteria required within the grant application. The Communications Specialist asked for a letter of support from the Committee. The Committee asked several questions and agreed. Staff will hear back about the application by mid-march 2022. The Chair will meet with the Communications Specialist at a later date.

**6.9. Year End Review**

The Chair reiterated that the year-end review will occur in January 2022. The Committee discussed having two separate meetings in January – one for the year-end review and one for regular meeting agenda. The Committee agreed.

**Moved by** Gwen MacDougall  
**Seconded by** Susan Buckingham

**THAT the Committee receive verbal reports regarding the Niagara Council on Aging, Calendar of Virtual Speakers, Integrated Transit System, Calendar Honouring Seniors, IFN Conference on Aging, the Niagara Older Adult Alliance, VIP Program, New Horizons Grant and Year-end Review for information.**

**Carried**

**7. New Business****7.1. Letter of Support – Niagara Age Friendly Council**

The Committee discussed a letter of support for the New Horizons applications being made InCommunities which is supported by the Niagara Council on Aging. The Committee agreed that the Chair can sign the letter.

**7.2. In Communities 211 Older Adult**

A Committee member updated that an information portal directly for seniors to be able to find support services in the Community has been

launched in partnership with Age Friendly Niagara. Niagara Council on Aging is creating a "how-to" video that should be available by the end of the week. The Committee member will share the link with Staff and Staff will send it to the Committee. The Committee member also mentioned that the portal may be available by phone. Age Friendly Niagara is looking to have workshops in connections with public libraries to teach seniors how to access and navigate the information portal.

### **7.3. 2022 Budget**

The Committee asked for confirmation that they would receive the same funds as previous years in 2022. Councillor Stewart noted that each Committee of Council that received money in the past, would receive the same budget for 2022.

## **8. New Business**

### **8.1. Seniors Development – Park Place North**

Councillor Stewart updated the Committee on a new Seniors Development that is planned for East Fonthill. The design is not solidified but will be geared towards seniors. The Committee asked to be involved in discussions with the developer. Councillor Stewart will discuss this request with Council and ask that the Pelham Seniors Advisory Committee be invited to engage with the developers.

## **9. Next Meeting**

**THAT the Committee approve the following dates for future 2022 meetings:**

- January 13 (Year-End Review) & January 20 (Regular Meeting), 2022 at 1:30pm

**Carried**

## **10. Adjournment**

**THAT this Regular Meeting of the Pelham Seniors Advisory Committee be adjourned at 2:17pm.**

**Carried**

**Sharon Cook, Chair****Karen Blake, Administrative Assistant**



Date: 14 January 2021

Time: 1:30pm

Location: Via Zoom

Attendance: Sharon Cook (Chair)  
Councillor Marianne Stewart  
Susan Buckingham  
Karen Blake (Administrative Assistant)  
Elena Simone-Simonetti (Vice-Chair)  
Brittany MacLean (Active Living Programmer)  
Erin Stitt (Lookout Ridge)  
Ann Villalta

Regrets: Garth Hamilton  
Gwen MacDougall (Library)  
Dave Nicholson

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## **1. Call to Order and Declaration of Quorum**

Noting that quorum was present, Chair Sharon Cook called the meeting to order at approximately 1:35pm.

### **1.1 Land Recognition Statement**

The Chair read the following 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**

**Moved by** Elena Simone-Simonetti  
**Seconded by** Ann Villalta

**THAT the agenda for the January 14, 2022 regular meeting of the Pelham Seniors Advisory Committee be adopted.**

**Carried**

**3. Declaration of Pecuniary Interest and General Nature**

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

**4. Correspondence**

None.

**5. Business Arising from Minutes**

None.

**6. New Business**

**6.1. Year End Review**

The Chair reviewed the Terms of Reference with the Committee to remind them of their objectives. The Committee reviewed each goal to gauge where the Committee is at with attaining them and if they need to adjust their goals to better encompass the changes since 2019 to Town programs, facilities and the impacts of the COVID-19 pandemic. Staff will update goals to reflect changes the Committee have made and will discuss changes at a subsequent meeting.

The Committee discussed goal #1 including being an advocacy group for seniors. The Committee discussed suitable and affordable housing and if they have pushed far enough for it. The Committee discussed that the Town of Pelham needs a variety of housing options for accessibility, affordability and inclusivity. The Committee decided that they would need to be part of the conversation with the planning department and developers for senior's complexes to be able to advocate for these suitable and affordable housing within Pelham. The Committee also discussed supporting changes to the transportation system within Pelham and advocating for transit to meet the needs of each individual municipality. There was also discussion regarding encouraging Council to declare publicly that they will approach their decisions with an age-friendly/accessibility lens

The Committee discussed goal #2 of increasing communication of seniors' programs and services. The Committee discussed programming that has been done within Town since 2019 and ways they have advertised. The Committee discussed programming ideas including online, in-person, social and physical programs and ways to reach out to those who have not been reached. The Committee discussed starting up the Conversation Café again once restrictions lift.

The Committee discussed Goal #3 of research and information sharing. They discussed the survey that had done previously to see what facilities and services were available within the Town of Pelham and what residents wanted to see. The Committee discussed how and when to do another survey regarding programs and services that residents would like to see. The Committee discussed doing this survey during a welcome back event. The Committee agreed that they do keep current in age-friendly resources as some Committee members attend age-friendly committees and seniors collaborative. Some Committee members would like to see some of the alliance meetings open to all Seniors Advisory Committee members.

The Committee discussed Goal #4 of developing networks to benefit seniors and the volunteer opportunities that they have supported including the Senior VIP program, Brock University's research project and SAYIT on Stage. They also discussed other ways to promote volunteer opportunities to seniors such as an open forum. The Committee stated that they have accomplished the goal of networking opportunities but can continue to seek out new networks regarding age-friendly committees and agencies.

## **7. Next Meeting**

**THAT the Committee approve the following dates for future 2022 meetings:**

- January 20, 2022 at 1:30pm

**Carried**




**8. Adjournment**

**Moved by** Susan Buckingham  
**Seconded by** Elena Simone-Simonetti

**THAT this Regular Meeting of the Pelham Seniors Advisory Committee be adjourned at 2:17pm.**

**Carried**

  
\_\_\_\_\_  
**Sharon Cook, Chair**  
\_\_\_\_\_  
**Karen Blake, Administrative Assistant**



**Pelham Arts Advisory Committee Minutes**  
**Wednesday, August 18 @ 2:30 p.m. by Zoom conference.**

**Present:** Els Swart, Chaired this meeting  
Colleen Kenyon  
Mary Powley  
Barb Rybiak  
Darren Kaey  
Stephanie Yole  
Vickie vanRavenswaay

**Absent with Regrets:** Catharine Carr

1. **Declaration of Quorum and call to Order by Els Swart;**
2. **Adoption of Agenda**  
Moved by: Barb Rybiak  
Seconded by:
3. **Disclosure of Pecuniary Interest and General Nature thereof**  
No Conflicts were declared
4. **Approval of Minutes of Previous Meeting;**  
Moved by: Barb Rybiak  
Seconded by: Colleen Kenyon
5. **Correspondence- none**
6. **Business Arising :**

Culture Crawl – 1<sup>st</sup> ad in the Voice ran, ½ page call for artists. No applications as of today. Posts on Facebook and other Social Media as well.

Web page is live.

Committee asked if ad could be put in Niagara this Week?

Also looking for Radio coverage.

Colleen asked if she should approach her group of contacts – yes was unanimous.

Posters to go up at Post Office and Library

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Possibly advertise call out on "Your TV"? (noted that the \$1800 grant that could be used)

Dates are October 6, 13 and 20. 6-8 pm. 3 two hour sessions.

Stephanie to check if grant money could be used for more artists.

Mary to message the artists from her Art Association Members.

Darren commented that an email could be sent to the artists registry for the call out, to advise them of the event.

Stephanie to send out a poll to pick what day is good for committee to have Culture Crawl Meeting.

#### Strategic Plan – update

##### Goal #1 Communication and Outreach

1. Develop a concise message about the role of the Pelham Arts Advisory Committee and the importance of the arts in Pelham

- 1.1 create and use a consistent message about the arts in Pelham by October 2019 – done

2. Create awareness about the arts in Pelham

- 2.1 Develop a webpage on the TOP website, November 2019 – done

- 2.2 Use social media to create awareness - done

- 2.3 Engage residents at community events and the MCC – art galleries – done

3. Engage arts-related groups and clubs in discussions about the visual and performing arts in Pelham

- 3.1 Create a list of groups and organizations, December 2019 – contact Arts Association

- 3.2 Invite groups and clubs to discuss ideas about the arts in Pelham, December 2020 – not complete due to COVID

#### 4. Research Best Practices

4.1 Research other communities with vibrant local visual and performing arts – June 2021 – ongoing.

#### Goal #2 Foster the Arts in Pelham

##### 1. Enhance and expand – “Arts on the Walls”

1.1 Enhance Art on walls at MCC - Complaints that the art at MCC is upstairs and not visible to most of the public

1.2 Identify other community space suitable for Art on the Walls, June 2021 – ongoing-COVID restrictions

##### 2. Identify opportunities for the performing arts

2.1 Explore community and professional theatre activities – September 2021 - on line for this. Mission to Mars. Say It is sending our Culture Crawl callouts. Darren – Professional Performing

2.2 Explore new musical performing activities including open mic nights, dance and other forms of musical performances – June 2022 -ongoing – reflect again before 2022, constantly looking

3. Develop the process to select and recommend public artworks, including identification of the evaluation criteria for public art (such as aesthetics, costs, assessment, insurance, maintenance, etc) for donations, purchases, rotation of art and decommissioning of art.

3.1 Inventory all public art in the Town of Pelham, December 2020 - Inventory of public art to be done

3.2 Identify spaces suitable for public art using the Public Art Pan, Dec 2022 – ongoing



**Goal #3 Identify Partnerships and Funding Opportunities**

1. Explore Opportunities to work in collaboration with local schools
  - 1.1 Identify arts programming and contacts in local schools – June 2020 - Mural at pool - completed
  - 1.2 Establish competitions and opportunities to showcase performing and visual arts – June 2022 - Call out for Canada Day Displays in your own yard, offer small prizes. Art work posters, Public Art Element, Christmas Cards. Banners to display the youth art work
2. Secure an annual budget from the Town of Pelham to support the work of the Pelham Arts Committee
  - 2.1 Prepare and submit budget request in September, annually  
Vickie advised committee they had not yet used any of their current budget of \$5000.00 Suggested that \$2000 go to the Say it program?  
Suggestion to use for Radio Advertising?
3. Research, identify and review funding opportunities
  - 3.1 research government funding opportunities –ongoing
  - 3.2 explore and identify potential business partnerships - ongoing.  
Actions – June 2022, planning department – Public Arts, presentation to committee in November. Opening nights for Art Showings.
4. Recommend policies to Council, as needed
  - 4.1 Develop recommendations to integrate public art into capital projects in the public realm, June 2022

Welland Museum update;

Penny is finalizing which items are being displayed. Installation date is Wednesday September 22. Needing to rent a UHaul truck – asking for assistance with cost.

Stephanie to pay for this. Colleen and Stephanie to meet with Penny regarding set up, space and available map

Professional to come in and video tape so schools can watch it virtually? Motion once the cost of this comes in?

New Business

Picnic table art. in spring to update and fix

Barb wants a list from the goals

Next meeting September 15, 2021

### Adjournment

Moved to adjourn - Mary Powley

Seconded by - Colleen Kenyon

  
Els Swart (Dec 3, 2021 09:28 EST)

Els Swart, Acting Chair

  
Kathy Haist, Administrative Assistant

Date: 22 September 2021  
Time: 2:30PM  
Location: Via Zoom

Attendance: Els Swart  
Colleen Kenyon, Acting Chair  
Mary Powley  
Barb Rybiak  
Stephanie Yole  
Vickie vanRavenswaay  
Karen Blake  
Councillor Bob Hildebrandt

Regrets: Darren Kaey

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## **1. Call to Order and Declaration of Quorum**

Noting that quorum was present, Acting Chair Colleen Kenyon called the meeting to order at approximately 2:37PM.

Staff let the Committee know that Advisory Committee meetings no longer need to be recorded but meeting dates and agendas will be required to be on the Town's website three days prior to the meeting date. Prior meetings that were recorded will be taken off the website.

## **2. Approval of Agenda**

**Moved by** Barb Rybiak  
**Seconded by** Els Swart

**THAT the agenda for the September 22, 2021 regular meeting of the Pelham Art Advisory Committee be adopted.**

**Carried**



### **3. Declaration of Pecuniary Interest and General Nature**

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

### **4. Approval of Minutes**

A Committee member discussed a few amendments to the previous minutes that they would like clarified.

**Moved by** Barb Rybiak  
**Seconded by** Mary Powley

**THAT the minutes of the August 18<sup>th</sup>, 2021 regular meeting of the Pelham Arts Advisory Committee be approved, as amended.**

**Carried**

### **5. Correspondence**

None

### **6. Business Arising from Minutes**

#### **6.1. Culture Crawl – Application Review & Selection**

Staff reminded the Committee that all applications were approved through email. Staff reached out to all artists and are finalizing dates and times for each workshop. Staff let the Committee know the plan for publicity.

The Committee discussed options for following years' Culture Days including hanging banners, connecting with local artisan shops and the Art Festival, studio tours and holding contests.

#### **6.2. Welland Museum Display – Transportation Cost**

Staff updated the Committee on the Welland Museum self-guided display.

**Moved by:** Barb Rybiak  
**Seconded by:** Els Swart

**THAT the Committee allocate funds from the Pelham Arts Advisory Committee 2021 budget for the cost of moving artifacts from the Welland Museum to the Meridian Community Centre and back, at an estimate price of \$1,255.98.**

**CARRIED**

Staff updated the Committee on the details of the artifacts and video components of the display. They noted the exhibit will be present at the MCC until October 29<sup>th</sup>, 2021. The Committee discussed a visitor log and signage.

The Committee discussed filming the display so residents who are unable to come to the MCC can view it online. Staff will discuss with the Communications Specialist and will bring results to the Committee during the subsequent meeting.

**Moved by:** Els Swart  
**Seconded by:** Barb Rybiak

**THAT the Committee approves the allocation of funds from the Pelham Arts Advisory Committee 2021 budget to create a video of the Welland Muesum Display at the Meridian Community Centre.**

**CARRIED**

## **7. New Business**

### **7.1. Art Walls – October Display**

Staff updated the Committee on the new art exhibit spaces at the Meridian Community Centre as well as the new entrance requirements (ie. proof of vaccination). The Committee discussed the applications for these new spaces and agreed that two separate applications should be created - one for each space. Staff will amend the existing art wall application and will create call-outs for the displays.



**7.2. National Day for Truth & Reconciliation**

Staff updated the Committee on the activities the Town is holding for National Day for Truth and Reconciliation. Staff informed the Committee members that they will be eligible for the training through First Nations University, if interested. Staff will send out the information to the Committee when it is available.

**8. Next Meeting**

- October 20, 2021 via Zoom at 2:30pm
- November 17, 2021, 2:30pm
- December 15, 2021, 2:30pm

**9. Adjournment**

**Moved by** Els Swart  
**Seconded by** Mary Powley

**THAT this Regular Meeting of the Pelham Arts Advisory Committee be adjourned at 4:00pm.**

**Carried**

  
Colleen Kenyon (Nov 30, 2021 11:14 EST)

**Acting Chair, Colleen Kenyon**



**Karen Blake, Administrative Assistant**

Date: 27 October 2021

Time: 2:30PM

Location: Via Zoom

Attendance: Els Swart, Acting Chair  
Colleen Kenyon  
Mary Powley  
Barb Rybiak  
Stephanie Yole, Culture and Community Enhancement  
Programmer  
Vickie vanRavenswaay, Director of Recreation, Culture and  
Wellness  
Karen Blake, Administrative Assistant  
Tammy van den Brink  
Sarah Leach, Deputy Clerk

Regrets: Darren Kaey  
Councillor Bob Hildebrandt

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## **1. Call to Order and Declaration of Quorum**

Noting that quorum was present, Acting Chair Els Swart called the meeting to order at approximately 2:40pm and read the land acknowledgement statement.

### **1.1 Welcome New Member**

Staff welcomed new member, Tammy van den Brink, to the Committee.

## **2. Approval of Agenda**

**Moved by** Colleen Kenyon  
**Seconded by** Barb Rybiak

**THAT the agenda for the October 27, 2021 regular meeting of the Pelham Arts Advisory Committee be adopted.**

**Carried**

**3. Declaration of Pecuniary Interest and General Nature**

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

**4. Approval of Minutes**

The Committee approved the minutes from the September 15, 2021 Pelham Arts Advisory Committee meeting.

**Moved by** Barb Rybiak  
**Seconded by** Tammy van den Brink

**THAT the minutes of the September 15<sup>th</sup>, 2021 Pelham Arts Advisory Committee be approved.**

**Carried**

**5. Business Arising from Minutes**

None.

**6. Election of New Chair**

The Deputy Clerk, Sarah Leach, directed the election of the New Chair of the Pelham Arts Advisory Committee. The Deputy Clerk asked for nominations and described the role and tasks of an Advisory Committee Chair. Tammy van den Brink nominated herself to be Chair. The Committee unanimously carried the motion.

**THAT the Committee elect Tammy van den Brink to the position of Chair for the remainder of the 2019-2022 Pelham Arts Committee.**

**Carried**

Deputy Clerk also reviewed Parliamentary Procedure with the Committee.

**Moved by** Colleen Kenyon  
**Seconded by** Barb Rybiak



**THAT the Committee received the presentation regarding Parliamentary Procedure from the Deputy Clerk for information.**

**Carried**

## **7. Culture Crawl – Update**

Staff updated the Committee on the Culture Crawl workshops and the positive feedback that Staff received. Staff will be sending out a survey to participants to gain more insight into their participation. The Committee discussed promotion opportunities and demographics of participants. Staff asked the Committee about opportunities to support more Workshops around the holiday season. This discussion will be deferred until the November meeting.

**Moved by** Barb Rybiak  
**Seconded by** Colleen Kenyon

**THAT the Committee received the verbal update regarding the Culture Crawl Workshops for information.**

**Carried**

## **8. Culture Days Video**

Staff updated the Committee on the creation of the Culture Days video and the contents of it. Staff took pictures and videos during the course of the Culture Day workshops and displays and the Communications Specialist will be creating a video from them. The Committee discussed where the video will be displayed, the cost (no cost), and the video's purpose.

**Moved by** Colleen Kenyon  
**Seconded by** Tammy van den Brink

**THAT the Committee received the verbal update regarding the Culture Days Video for information.**

**Carried**

## **9. Art Wall Artists**

Staff updated the Committee that even after advertising Art Wall space there have been no applications. Staff asked Committee members to reach out to other artists they know to see if there is interest. The Committee discussed collecting some art or historical pieces to place on the walls when there is not a scheduled artist, advertising and opening nights, creating a roster or directory of local artists.

**Moved by:** Colleen Kenyon

**Seconded by:** Barb Rybiak

**THAT the Committee be directed to contact known artists about the opportunity to hang art on the Art Walls at the MCC and direct these contacts to the Art Wall Application.**

**Carried**

## **10. Holiday Cards**

Staff updated the Committee that the letter was sent to the local schools to participate in the holiday card contest. The Committee will virtually review the applications again this year. Staff asked the Committee to brainstorm where all the applications should be displayed in the MCC and asked to bring ideas to the subsequent meeting. There was also discussion surrounding who is eligible to apply and which schools were invited. Staff will investigate and report to Tammy as soon as information is acquired.

**Moved by** Tammy van den Brink

**Seconded by** Barb Rybiak

**THAT the Committee received the information on Holiday Cards for information.**

**Carried**

## **11. Unfinished Business**

None.

## **12. New Business**

None.

## **13. Next Meeting**

**Moved by** Els Swart  
**Seconded by** Mary Powley

**THAT the Committee approve the following dates for future 2021 meetings:**

- November 17th, 2021 via Zoom 2:30pm
- December 15<sup>th</sup>, 2021 via Zoom 2:30pm

**Carried**

#### **14. Adjournment**

**Moved by** Tammy van den Brink  
**Seconded by** Els Swart

**THAT this Regular Meeting of the Pelham Arts Advisory Committee be adjourned at 3:57pm.**

**Carried**

*Tammy van den Brink*  
Tammy van den Brink (Nov 30, 2021 10:45 EST)

**Tammy van den Brink, Chair**

*Karen Blake*

**Karen Blake, Administrative Assistant**



Date: 17 November 2021

Time: 2:30PM

Location: Via Zoom

Attendance: Els Swart, Acting Chair  
Colleen Kenyon  
Barb Rybiak  
Stephanie Yole, Culture and Community Enhancement  
Programmer  
Vickie vanRavenswaay, Director of Recreation, Culture and  
Wellness  
Karen Blake, Administrative Assistant  
Tammy van den Brink  
Darren Kaey  
Councillor Bob Hildebrandt

Regrets: Mary Powley

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### **1. Call to Order and Declaration of Quorum**

Noting that quorum was present, Chair Tammy van den Brink called the meeting to order at approximately 2:38pm and read the land acknowledgement statement.

### **2. Approval of Agenda**

**Moved by** Barb Rybiak  
**Seconded by** Darren Kaey

**THAT the agenda for the November 17, 2021 regular meeting of the Pelham Arts Advisory Committee be adopted.**

**Carried**

### **3. Declaration of Pecuniary Interest and General Nature**

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



**4. Approval of Minutes**

The Committee approved the minutes from the October 27, 2021 Pelham Arts Advisory Committee meeting.

**Moved by** Colleen Kenyon  
**Seconded by** Barb Rybiak

**THAT the minutes of the October 27, 2021 Pelham Arts Advisory Committee be approved.**

**Carried**

**5. Business Arising from Minutes**

None.

**6. REDress Project Display**

A Committee member proposed to have a display of 12-16 red dresses at the Meridian Community Centre as an art exhibit from November 25-December 6, 2021 as part of the 16 days of activism by the Canadian Federation of University Women. The Committee watched a short video introducing The REDress Project which is an art display representing missing and murdered Indigenous women and girls. This project originated in 2010 by Métis artist Jaime Black. In her exhibit, Black displayed over one hundred red dresses around the University of Winnipeg campus to raise awareness about this issue. Today red dresses continue to be used across Canada as a representation of the Indigenous women and girls lost to violent crime and as a call for action to prevent future violence. Many CFUW Clubs spread awareness about violence against Indigenous women & girls by hanging red dresses in high-traffic areas of their communities. The Committee discussed location of display and cost.

**Moved by** Colleen Kenyon  
**Seconded by** Tammy van den Brink

**THAT the Committee support the REDress Project Installation at the Meridian Community Centre in Pelham from November 25 to December 6, 2021.**

**Carried**

## **7. Directory of Artists**

The Committee discussed how to create a directory of artists including the type of art included (drama, music, spoken word, pottery, visual art, etc.), how to reach artists, what the directory would include (ie. type of medium, contact information, social media handles, etc.) and the use of directory. Staff will create a form and call-out for artists for the Pelham Art Directory through a multi-media approach. The Committee will also reach out to their contacts. The Committee discussed that if they wanted to be, Committee members could be included in the Directory.

**Moved by** Tammy van den Brink  
**Seconded by** Barb Rybiak

**THAT the Committee create a call out to local artist using a multi-media approach to create a Directory of Artists to be used by the Town and available to residents on the Town's website.**

**Carried**

## **8. Art Walls – Artist Display**

Staff updated the Committee on the art that is hung at the Meridian Community Centre. The art currently hung from EL Crossley will be replaced with new pieces from students. As well, there is a local artist that is willing to display her work within the atrium for December. Staff will send out samples of the artwork once they have received them. The Committee discussed another call to artists for the art walls, interest in displaying art at the Meridian Community Centre, security and potential damages, and promotion. Committee members also discussed the Legion's yearly poetry contest to see if they would like to display their entries in the Community Centre.

**Moved by** Colleen Kenyon  
**Seconded by** Barb Rybiak

**THAT the Committee received the verbal update regarding the Art Walls – Artist Display for information.**

**Carried**

## 9. Pelham Athletes Art Display

A Committee member proposed reaching out to the sports teams at the Meridian Community Centre to see if they have any artists on their teams that would like their art displayed at the Community Centre. The Committee discussed encompassing all ages and athletics, promotion, timeline of display, types of art included, fundraising ideas, and how to curate. Staff suggested starting with designating a certain month to aim for and set some deadlines when submissions should be in. Staff will talk with the Communications Specialist and get in contact with the sports associations and will gain feedback into the interest of their members. Staff will update the Committee during a subsequent meeting.

**Moved by:** Barb Rybiak  
**Seconded by:** Tammy van den Brink

**THAT the Committee directs staff to connect with sporting and recreational groups and promote opportunities through a multimedia approach to gauge interest for the Pelham Athletes Art Display at the Meridian Community Centre for the month of February 2022.**

**Carried**

## 10. Holiday Workshops/Activities

A Committee member proposed four artisans for Holiday Workshops including a floral display, family holiday cookie workshop, canvas painting workshop for children, and a linocut workshop. Staff will create a call out for local artisans and get the four artisans to fill in applications. Staff will be able to schedule them in from there. The Committee discussed the workshops and funding.

**Moved by** Tammy van den Brink  
**Seconded by** Barb Rybiak

**THAT the Committee proceed with the four holiday workshop proposed including the floral display, children's canvas painting, baking, and linocut workshops AND THAT the Pelham Art Committee agree to fund the canvas painting workshop for children at \$100/hr for ten children for up to two workshops.**

**Carried**



**11. Holiday Card****11.1. Review**

Committee will send Staff their top five picks for the Holiday Card Design Competition and Staff will select the top picks from those selections. Staff will let the Committee know who the top entries were and how many entries will be on the 2021 card. The Committee discussed the criteria for future years including proposing exact wording of different holiday greetings.

**11.2. Display Options**

The Committee discussed different options for displaying the children's holiday cards including framing, matting, and foam core. Staff and Committee members will research more ideas and converse via email on how to display the Holiday Cards Design entries. Els will get quote for mats through a company she has contacts with.

**Moved by** Tammy van den Brink  
**Seconded by** Barb Rybiak

**THAT the Committee will email Staff their top five submissions for the Holiday Card Design Competition and Staff will communicate top selections to the Committee AND the Committee approve that all submissions for the Holiday Card Design Competition be hung at the Meridian Community Centre for the month of December.**

**Carried**

**12. Unfinished Business**

None.

**13. New Business**

None.

**14. Next Meeting**

**Moved by** Tammy van den Brink  
**Seconded by** Colleen Kenyon

**THAT the Committee approve the following dates for future 2021 meetings:**

- December 15<sup>th</sup>, 2021 via Zoom 2:30pm

**Carried**

**15. Adjournment**

**Moved by** Colleen Kenyon  
**Seconded by** Tammy van den Brink

**THAT this Regular Meeting of the Pelham Arts Advisory Committee be adjourned at 4:16pm.**

**Carried**

  
Tammy Van Den Brink (Jan 31, 2022 10:03 EST)

**Tammy van den Brink, Chair**

  
**Karen Blake, Administrative Assistant**

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Date: 21 September 2021  
Time: 4:00pm  
Location: Via Zoom

Attendance: Halee Braun (Recreation and Wellness Programmer)  
Karen Blake (Administrative Assistant, Recreation, Culture & Wellness)  
Councillor Marianne Stewart  
Byron Sinclair (Pelham Minor Hockey Association)  
Bryan Secord (Facility Supervisor)  
Tim Toffolo (Chair, Jr. B Pelham Panthers)  
Jessica Sackett (Niagara Centre Skating Club)  
Kevin Yochim (Southern Tier Admirals)  
Vickie vanRavenswaay (Director of Recreation, Culture & Wellness)  
Doug Freeland (Service Club Representative)  
Brian Bleich (Pelham Basketball Association)  
Bob Lymburner (Fire Chief)

Regrets: Spencer Tanguay (Pelham Raiders Lacrosse)

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## 1. Call to Order and Declaration of Quorum

Noting that quorum was present, Chair Tim Toffolo called the meeting to order at approximately 4:01pm.

## 2. Approval of Agenda

**Moved by** Jessica Sackett  
**Seconded by** Brian Bleich

**THAT the agenda for the September 21, 2021 regular meeting of the MCC User Group Roundtable Committee be adopted.**

**Carried**



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### **3. Declaration of Pecuniary Interest and General Nature**

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

### **4. Approval of Minutes**

The Committee approved the minutes from the July 22, 2021 MCC User Group Roundtable Committee meeting.

**Moved by** Kevin Yochim  
**Seconded by** Byron Sinclair

**THAT the minutes of the July 22, 2021 MCC User Group Roundtable Committee meeting be approved.**

**Carried**

### **5. Business Arising from Minutes**

None.

### **6. Town's Vaccine Policy & Operational Procedures**

Staff updated the Committee on the Ontario Regulations surrounding proof of vaccination being implemented tomorrow (September 22). The Fire Chief clearly stated the exemptions to the regulation and reminded the Committee of the Town's zero tolerance policy surrounding the treatment of staff. Staff noted that security has been hired for the first couple weeks to assist in the transition as well as that it is the home team's responsibility to provide the other team's rosters to Town Staff before their games. Staff discussed future implementations, including QR code scanners, to assist in entrance requirements.

Staff clarified that any program that is not an organized sport, such as Pickleball, Volleyball, Zumba, Fitness Classes and the Walking Track, will be required to show proof of vaccination.



Committee members updated Staff about each group's referees' vaccination status. All User groups will send a master copy of their referees to Halee. Time-Keepers will be included on each team's roster. Substitutions for referees or time-keepers will be required to provide proof of vaccination upon entry.

Committee members wondered about a quick ID option for people who are in and out of the MCC multiple times a day. Staff noted they were looking into a couple options and will report back at a subsequent meeting.

A couple Committee members were concerned that parents may drop off their child and not accompany them into the MCC. Staff noted that it is not the responsibility of the Town and parents will be required to arrange an alternative adult to escort their child.

Staff updated the Committee on the current capacities and when the teams are allowed into the dressing rooms. Bryan noted that a half hour before practices and forty-five minutes before games would be allowed. He also mentioned that the middle showers have been shut off to allow for social distancing. The Committee members discussed pre-game stretches and locations. Masks are to be worn at all times unless on the ice.

## **7. Insurance**

Halee Braun asked all Committee members to send her a hard copy of their insurance.

## **8. Round Table Discussion**

Byron updated the Committee that Todd Major is resigning from his Silverstick position as he has another job. Byron will keep staff informed surrounding the implementation of the Silverstick Tournaments this season.

The Committee also had questions pertaining to the parking at the MCC. Staff notified them about a Pelham parking survey which includes the MCC. Karen will send the survey out to all Committee members.

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**9. Other Business**

Councillor Stewart informed the Committee that Advisory Committee meetings no longer need to be recorded but meeting dates and agendas will be required to be on the website three days prior to the meeting date.

**10. Next Meeting**

At the Call of the Chair

**11. Adjournment**

**Moved by** Brian Bleich  
**Seconded by** Kevin Yochim

**THAT this Regular Meeting of the September 21, 2021 be adjourned at 5:00pm.**

**Carried**

  
Tim Toffolo (Dec 1, 2021 10:28 EST)

**Chair, Tim Toffolo**



**Karen Blake, Administrative Assistant**

Date: 4 November 2021

Time: 4:00pm

Location: Via Zoom

Attendance: Hallee Braun (Recreation and Wellness Programmer)  
Karen Blake (Administrative Assistant, Recreation, Culture & Wellness)  
Councillor Marianne Stewart  
Byron Sinclair (Pelham Minor Hockey Association)  
Bryan Secord (Facility Supervisor)  
Tim Toffolo (Chair, Jr. B Pelham Panthers)  
Kevin Yochim (Southern Tier Admirals)  
Vickie vanRavenswaay (Director of Recreation, Culture & Wellness)  
Brian Bleich (Pelham Basketball Association)

Regrets: Jessica Sackett (Niagara Centre Skating Club)  
Doug Freeland (Service Club Representative)  
Spencer Tanguay (Pelham Raiders Lacrosse)

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### **1. Call to Order and Declaration of Quorum**

Noting that quorum was present, Chair Tim Toffolo called the meeting to order at approximately 5:02pm and read the land acknowledgement statement.

### **2. Approval of Agenda**

**Moved by** Brian Bleich  
**Seconded by** Byron Sinclair

**THAT the agenda for the November 4, 2021 regular meeting of the MCC User Group Roundtable Committee be adopted.**

**Carried**

### **3. Declaration of Pecuniary Interest and General Nature**

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



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**4. Approval of Minutes**

The Committee approved the minutes from the September 21, 2021 MCC User Group Roundtable Committee meeting.

**Moved by** Kevin Yochim  
**Seconded by** Brian Bleich

**THAT the minutes of the September 21, 2021 MCC User Group Roundtable Committee meeting be approved.**

**Carried**

**5. Business Arising from Minutes**

None.

**6. Flood Time Review**

Staff wanted feedback from the Committee regarding the timing of floods and revisit flooding on the hour and half-hour. The Committee members present agreed that there was no issue to switch back to flooding on the hour and half-hour. However, they would like some notice before the switch happens to be able to adjust their schedules. Staff will reach out to the figure skating club to ask if it would effect their schedule. Staff will then discuss and update the Committee at the subsequent meeting.

**7. Gym/Ice Allocations & Scheduling****7.1. Cancellations**

Staff informed Committee members that they are looking to require a week's notice for any cancellation of ice or gym time. Committee members discussed other arenas' policies. Staff will research other arenas' policies and add a timeframe to the Town's allocation policy. Staff will communicate to Committee members once change has been confirmed. Halee and Byron will discuss options for Minor Hockey.

**8. March Break & Summer Ice Applications**

Halee stated that the demand of March Break ice is high and asked User Groups to confirm ice times during March Break. Halee updated the Committee that Summer Ice/Pad and Gym Applications will be sent out at the beginning of January 2022.

**9. Round Table Discussion**

The Roundtable discussion encompassed the following:

- Lack of referees in Minor Hockey which is affecting Minor Hockey games.
- AAA Tournament March 18-20<sup>th</sup>. Minor Hockey will help out with ice time.
- Basketball starts their house league on November 13<sup>th</sup>.
- Staff asked all teams to submit visiting team rosters to the front desk.

**10. Unfinished Business**

The Committee discussed parking at the MCC including snow removal, on-street parking, Town parking plan and study, temporary solutions and by-law enforcement.

**11. New Business**

The Committee discussed the potential lifting of provincial regulations and guidelines in the new year.

**12. Next Meeting**

At the Call of the Chair

**13. Adjournment**

**Moved by** Kevin Yochim  
**Seconded by** Brian Bleich

**THAT this Regular Meeting of the November 4, 2021 be adjourned at 5:55pm.**

**Carried**

  
Tim Toffolo (Jan 31, 2022 16:12 EST)

**Tim Toffolo, Chair**



**Karen Blake, Administrative Assistant**

**Joint Accessibility Advisory Committee  
Meeting Minutes  
Thursday, December 9, 2021  
Zoom Meeting**

**6:30 p.m. – 8:00 p.m.**

**Present:** Stephen Barker (Grimsby), Karen Lemieux (West Lincoln), Joey Hewitt (Thorold), Donna Herrington (JAAC Coordinator), Ann Villalta (Pelham), Brenda Mitchell (Lincoln), Carole Furher (Lincoln), Rhys Evans (Pelham), Mary Murray (Admin Group Rep.), Dianne Rintjema (Lincoln Council Rep), Victoria Wilson (Thorold Council Rep). LeeAnn Cayer (Guest).

**Regrets:** Kathleen Kelly (Lincoln), Andrea Mamo (Port Colborne), Dave Antaya (NOTL), Laura Slade (Port Colborne).

1. **Call to order.** Due to technical difficulties, Stephen called the meeting to order at 7:00 p.m.
2. **Approval of Agenda**  
Be it resolved that the agenda is approved as presented. Moved by Karen Lemieux, seconded by Joey Hewitt. CARRIED.
3. **Approval of Minutes from October 28, 2021**  
Be it resolved that the meeting minutes of October 28, 2021, be approved as presented. Moved by Dianne Rintjema, seconded by Brenda Mitchell. CARRIED.

**5. Business Arising from the Minutes**

**a) Letter to Councils, CAO's and Regional Council Representatives**

Just a reminder that all correspondence from the JAAC to Council or other members and staff must go through the Clerks. We should not be sending correspondence directly as this causes confusion and does not ensure that it is shared equally with all Council. In future, Donna Herrington will clarify who is to forward correspondence when emailing. Many of the JAAC Councils supported our letter and raised the issue at Regional Council. We received a response to our concerns from the Region. According to the Regional Councillor in Lincoln, the Region is "working on the accessibility of the Transit app".

## **6. New Business**

### **a) Acknowledgement of Aboriginal Land**

Be it resolved that the JAAC will acknowledge the use of aboriginal land going forward. Moved by Rhys Evans, seconded by Victoria Wilson. CARRIED.  
Mary Murray will send wording for JAAC to use at the beginning of each meeting.

### **b) Niagara Regional Transit and newspaper article**

Donna Herrington will put the article on our Facebook page.

### **c) Council Zoom meetings**

It became obvious when the JAAC attended Zoom Council meetings that each municipality has a different level of accessibility. The committee decided to formulate a letter with recommendations for each Council so that there is continuity across the board. The letter will include an inventory of barriers to participation and a list of recommendations to remove those barriers.

Be in resolved that the JAAC will meet on January 13, 2021, to formulate this letter and to discuss goals/develop a workplan for the coming year. Moved by Stephen Barker, seconded by Rhys Evans, CARRIED.

### **d) Email from woman in Thorold**

A citizen approached the JAAC regarding the lack of accessibility on the North side of Front Street in Thorold. Joey directed the citizen to local city staff for discussion and the staff is working on a resolution to this issue. This is reminder that JAAC should be informed of changes to municipal plans.

### **e) Community News**

Thorold –

- Victoria Wilson thanked Joey Hewitt for the excellent presentation to Council. There is some discussion in Thorold about moving to online voting for the upcoming election. Victoria suggested a letter be sent to Council regarding any barriers that this approach presents. Donna Herrington will also discuss training with the Clerk and will update as appropriate.

Pelham –

- Rhys will direct Pelham staff to Port Colborne staff to discuss procedures for QR Code for vaccination receipts.



Lincoln –

- This past Tuesday Joey and Kathleen attended a meeting about the Jordan Lions Park in Lincoln
- Lincoln has a \$5 million dollar budget for outdoor upgrades
- They will address basic accessibility upgrades: benches, picnic tables, paved paths and areas of shade
- There is a survey available if anyone is interested in participating – Speak Up Lincoln. Dianne Rintjema will send a link to the survey to the JAAC.

7. **Next Meeting** – Thursday, January 13, 2022

8. Adjournment

Be it resolved the meeting is adjourned at 8:10 p.m. Motion by Rhys Evans, seconded by Stephen Barker. CARRIED.

Date: Wednesday, November 24, 2021

Time: 5:00 pm

Location: Zoom Conference

Attendance: Tim Nohara, Chair  
Carla Baxter  
Louis Damm  
Bill Heska  
Jim Jeffs  
John Langendoen  
Jim Steele  
Bob Hildebrandt, Councillor - Town of Pelham  
David Cribbs, CAO - Town of Pelham  
Barbara Wiens, Director, Community Planning & Development, Town of Pelham  
Shannon Larocque, Senior Planner, Community Planning & Development, Town of Pelham  
Jodi Legros, Administrative Assistant, Community Planning & Development, Town of Pelham (Secretary)

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## 1. Call to Order and Declaration of Quorum

Noting that quorum was present, Chair, T. Nohara called the meeting to order at approximately 5:01 pm.

## 2. Approval of Agenda

**Moved by** C. Baxter  
**Seconded by** J. Steele

**THAT the agenda for the November 24, 2021 regular meeting of the Cannabis Control Committee be adopted.**

**Carried**

### **3. Declaration of Pecuniary Interest and General Nature**

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

### **4. Approval of Minutes**

The Committee approved the minutes from the October 13, 2021 Cannabis Control Committee meeting as amended.

**Moved by** B. Heska  
**Seconded by** L. Damm

**THAT the minutes of the October 13, 2021 Cannabis Control Committee be approved.**

**Carried**

### **5. Legal Actions Update relating to Official Plan and Zoning By-law Ontario Land Tribunal, and Odorous Industries Nuisance By-law**

Town staff informed the Committee they did not have an update at this time and dates have not yet been established to meet and discuss Odorous Industries Nuisance By-law.

### **6. Committee Discussion relating to Communication to Residents**

Committee noted members are being contacted by residents and they would like to communicate to the public, recognizing the ongoing legal actions. Committee Chair is drafting a summary.

Councillor Hildebrandt and Town staff noted items are communicated to council via Committee Minutes and there is also a standing item on the council agenda for committee updates.

Committee and staff discussed items the committee would like to communicate to the public.

Councillor Hildebrandt will provide the summary to the Town Solicitor to review prior to Councillor Hildebrandt presenting the summary at the December 20, 2021 council meeting.

## **7. New Business**

None

## **8. Next Meeting**

February 2, 2022, Zoom Conference at 5:00 pm.

**THAT the Committee approve the following meeting date:  
February 2, 2022.**

**Carried**

## **9. Adjournment**

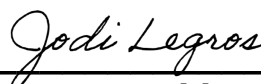
**Moved by** J. Steele  
**Seconded by** C. Baxter

**THAT this Regular Meeting of the Cannabis Control Committee be  
adjourned at 6:01 pm.**

**Carried**



**Tim Nohara, Chair**



**Prepared by: Jodi Legros  
Administrative Assistant  
Community Planning & Development  
Town of Pelham**

**Subject:** Establishment of a Development Application Refund and Withdrawal Policy

**Recommendation:**

**BE IT RESOLVED THAT Council receive Report #2022-0029 Establishment of a Development Application Refund and Withdrawal Policy, for information;**

**AND THAT Council approve the Development Application Refund and Withdrawal Policy, S300-02.**

**Background:**

Pursuant to Section 69(1) of the *Planning Act*, R.S.O. 1990, c. P.13 (The Act), as amended, municipalities may establish a tariff of fees for the processing of applications made in respect of planning matters.

Development application fees are established annually by Town of Pelham Council through the Fees and Charges By-law. The current fee structure is contained within By-law No. 4411(2022).

Furthermore, The Act allows Council or a Committee of Adjustment to reduce or waive the prescribed tariff if satisfied that it would be unreasonable to require payment.

**Analysis:**

The Town receives a large volume of development applications for various statutory planning-related functions. On occasion, these applications are withdrawn, abandoned or left incomplete. Currently, staff do not have a mechanism in place to establish a fair, consistent or transparent approach to closing an undecided development application file and/or issuing a refund.

The Development Application Refund and Withdrawal policy is proposed to guide the decision of the Director of Planning and Development and Secretary-Treasurer of the Committee of Adjustment in a unified and consistent approach.

Staff have researched best practices and propose a percentage-based refund determined by the progression of the file. This structure will ensure that costs associated with staff review and preparation of the application are recognized. A number of municipalities in Niagara do have a policy regarding development application refund and withdrawal that is administered by staff without issue.

**Financial Considerations:**

Establishing a refund structure based on the progression of a file will allow the Town to continue to recover applicable processing fees.

**Alternatives Reviewed:**

Council and Committee of Adjustment could retain the authority to grant refunds on a case-by-case basis. Requests would be forwarded within the public forum for consideration. This is a cumbersome process, requiring individual reports to Council or the Committee of Adjustment depending on the application type on the merits of such requests and could potentially lead to inconsistent decisions.

**Strategic Plan Relationship: Strong Organization**

This policy provides guidance, clarity and cross-departmental consistency.

**Consultation:**

Barbara Wiens, Director of Community Planning and Development  
Holly Willford, Town Clerk/ Secretary-Treasurer

**Other Pertinent Reports/Attachments:**

S300-02 – Proposed Development Application Refund and Withdrawal Policy

**Prepared and Recommended by:**

Sarah Leach, B.A.  
Deputy Clerk/ Assistance Secretary Treasurer

**Prepared and Submitted by:**

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



<b>Policy Name: Development Application Refund and Withdrawal Policy</b>	<b>Policy No: S300-02</b>
Committee approval date:	-
Council approval date:	February 22, 2022
Revision date(s):	-
Department/Division:	Community Planning and Development

## 1. Purpose

The purpose of the Development Application Refund and Withdrawal Policy is to provide a fair, consistent and transparent approach for issuing refunds and recovering development application processing fees.

## 2. Scope

The Development Application Refund and Withdrawal Policy applies to all development applications made to the Community Planning and Development Department, including applications made to the Committee of Adjustment.

The refund of external agency fees is not covered by this policy.

## 3. Definitions

**“Abandoned Application”** mean an application that is no longer pending due to inactivity for a period of one year.

**“Adjourned Application”** means the postponement of an application, either temporarily or permanently.

**“Administrative Fee”** mean a fee deducted from a refunded application fee, for administrative purposes.

**“Application Fee”** means the applicable application fee pursuant to the Town of Pelham Fees and Charges By-law, as annually approved by Town Council.

**“Appropriate Head”** With respect to Consent to Sever, Minor Variance and/or Certification of Validation applications, the Secretary Treasurer is the appropriate





head. With respect to Official Plan Amendment, Zoning By-law Amendment, Site Plan Approval and/or Subdivision or Condominium Approval applications, the Director of Community Planning and Development is the appropriate head.

**“Development Application”** means an application made under the *Planning Act*, R.S.O. 1990, c. P.13, as amended, as follows:

- Section 22 - Official Plan Amendment;
- Section 34 - Zoning By-law Amendment;
- Section 41 - Site Plan Approval;
- Section 45 - Minor Variance;
- Section 51 – Subdivision or Condominium Approval;
- Section 53 - Consent to Sever; and
- Section 57 - Certificate of Validation.

**“Incomplete”** means an application that does not contain all information and material required to be processed and circulated with the applicable section of the *Planning Act*, R.S.O. 1990, c. P.13, as amended, and any regulations thereto.

**“Refund”** means the repayment of application fees, or a percentage of application fees, in accordance with Schedule 1 to this policy.

**“Secretary-Treasurer”** means the Secretary-Treasurer for the Committee of Adjustment or the Assistant Secretary-Treasurer for the Committee of Adjustment as the case may be.

**“Withdrawal”** means a written request by an applicant or authorized agent that the Town of Pelham terminate its activity on the subject application, with refunding of payment where applicable.

#### 4. Application Withdrawals

- 4.1. Requests for the withdrawal of a Minor Variance, Consent to Sever and/or Certificate of Validation application must be made in writing to the Secretary-Treasurer to the Committee of Adjustment;



- 4.2. Requests for the withdrawal of an Official Plan Amendment, Zoning By-law Amendment, Site Plan Approval and/or Subdivision or Condominium Approval application must be made in writing to the Director of Community Planning and Development;
- 4.3. Refunds as a result of a withdrawn application may be granted in accordance with Schedule 1 – Refund Calculation for Withdrawn or Abandoned Applications;
- 4.4. The Town of Pelham will issue a refund by cheque or electronic funds transfer (“EFT”), if applicable;
- 4.5. A fee refund request for a reason other than the withdrawal of an application must be submitted in writing to either the Secretary-Treasurer to the Committee of Adjustment or the Director of Community Planning and Development, and will be considered and a decision rendered by the Appropriate Head, in their sole discretion;
- 4.6. The Town of Pelham is not responsible for, and does not guarantee the issuance of a refund for applicable commenting agency fees. It is the applicant’s sole responsibility to request a refund directly through the external commenting agency. The Town of Pelham will not intervene or aid in such requests;
- 4.7. In the event unsupportive comments are received by a commenting agency, the applicant and/or authorized agent will be notified and given the opportunity to withdraw the development application prior to the application being considered by Town Council or the Committee of Adjustment. Under this circumstance, the refund policy for withdrawing an application will apply.

## **5. Incomplete Application(s)**

- 5.1. Any application which has been deemed incomplete by the Appropriate Head for a period of one year from submission shall be further deemed abandoned (refer to Section 6).

## **6. Abandoned Application(s)**

- 6.1. Abandoned applications cannot be re-activated. Exceeding a period of one year from submission, the full application fee in accordance with the Fees and



Charges By-law at the time of application shall be required to activate a new application;

- 6.2. Where Council, Committee or the Committee of Adjustment has adjourned an application, the applicant and/or authorized agent must proceed with the application within one year of the date of adjournment. Otherwise, the application may be deemed abandoned by the Appropriate Head;
- 6.3. Adjourned applications that have been deemed abandoned for a period of year may be granted a refund in accordance with Schedule 1 – Refund Calculation for Withdrawn or Abandoned Applications;
- 6.4. Where an application fee has been paid, save and except an application that has been granted adjournment, any application deemed abandoned by the Appropriate Head may be granted a refund in accordance with Schedule 1 – Refund Calculation for Withdrawn or Abandoned Applications;
- 6.5. The Town of Pelham will issue a refund by cheque or electronic funds transfer (“EFT”), if applicable;
- 6.6. The Town of Pelham is not responsible for, and does not guarantee the issuance of a refund for applicable commenting agency fees. It is the applicant’s sole responsibility to request a refund directly through the external commenting agency. The Town of Pelham will not intervene or aid in such requests.

## **7. Attachments**

Schedule 1 – Refund Calculation for Withdrawn or Abandoned Applications



### **Schedule 1 – Refund Calculation for Withdrawn or Abandoned Applications**

<b>Request</b>	<b>Refund (% of Application Fee)</b>
Application withdrawn prior to circulation of public hearing notice	90%
Application withdrawn after circulation of a public hearing notice and prior to staff comments being provided	70%
Application withdrawn after staff comments have been provided and prior to public hearing	20%
Application withdrawn after public hearing has been held	0%
<b>Abandoned Application(s)</b>	
Application abandoned prior to circulation of public hearing notice	90%
Application abandoned after public hearing has been held and adjournment granted (for Committee of Adjustment applications)	0%
Application abandoned after comments received and no action taken by applicant to respond to comments	0%

**Subject:** Rescue Truck Donation

**Recommendation:**

**BE IT RESOLVED THAT Council receive Report #2022-0050 – Rescue Truck Donation, for information;**

**AND THAT Council approve the donation of Rescue Vehicle 02-219 to the Community of Little Burnt Bay, Newfoundland.**

**Background:** The rescue vehicle (02-219), utilized by Pelham Fire Department at Station #1 since 2001, has failed to pass the requirements for annual inspection for 2022, as required in the Province of Ontario. The rescue was inspected and evaluated by the Town of Pelham fleet mechanic, and a recommendation to Council to replace the current rescue vehicle was made. The 2022 capital budget approved by Council included the replacement of the rescue. The current rescue vehicle manufactured in 2001 will be decommissioned **on February 28, 2022.**

The Niagara Regional Fire Chief's Association has established contacts with fire departments across Canada and provides donations of equipment and gear to smaller rural communities when possible. The Town of Pelham last directly participated in the program when it donated a decommissioned Pumper Truck, supplied to Bearskin Lake, Ontario, in 2016.

This report is written in support of making a donation to a community in Newfoundland that with a population of under 300 people, realistically cannot afford to purchase this equipment in either new or used condition.

**Analysis:** The Town of Pelham has the opportunity to participate in the Niagara Regional Fire Chief's Association practice of supporting rural and/or underfunded Fire Services with the decommissioned rescue vehicle (02-219). The rescue vehicle was manufactured in 2001. The community of Little Burnt Bay, Newfoundland, has requested the decommissioned rescue vehicle. Little Burnt Bay is a small coastal community with a population of 281, based on 2016 statistics. Representatives from Little Burnt Bay will travel to Pelham, receive the rescue in current condition, and transport the vehicle to Newfoundland. Through the fire services network in Niagara,

additional support will be provided with the rescue vehicle and includes donations of; bunker gear, fire helmets, SCBA equipment and hoses.

### **Financial Considerations:**

There are no direct costs to the Town of Pelham resulting from the donation of the current rescue vehicle. The Fire Services of Little Burnt Bay, Newfoundland, are responsible for the vehicle's transportation and any associated future costs. The opportunity cost of this donation is to essentially forego any revenue from auctioning off the vehicle, which is estimated to be worth between \$2,000 - \$3,000.

### **Alternatives Reviewed:**

The rescue could be sold instead of donating through the Niagara Regional Chief's Association. The current market value for the 21-year-old rescue vehicle is estimated at \$2,000 - \$3,000. The value of this vehicle to the community of Little Burnt Bay will greatly exceed this amount of money.

### **Strategic Plan Relationship: Communication and Engagement**

This donation is in keeping with the generosity of community spirit in Pelham, ON. While the vehicle in question has diminished capacity, it has some remaining utility and will offer improved safety to its new community.

### **Consultation:**

CAO Cribbs, Treasure Quinlin, Town mechanic, Director of Public works, regional fire chiefs.

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

None.

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

Bob Lymburner, Fire Chief  
Director of Fire and By-law Services

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

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

**Subject: Temporary Parking Solutions and Enforcement  
Options for the Meridian Community Centre****Recommendation:**

**BE IT RESOLVED THAT Council receive Report #2022-0020,  
Temporary Parking Solutions and Enforcement Options for the  
Meridian Community Centre, for information;**

**AND THAT Council direct staff to take no further action in relation to  
temporary parking at the Meridian Community Centre pending  
receipt of the parking study;**

**AND THAT Council direct staff to prepare a by-law to regulate parking  
at the Meridian Community Centre and other properties owned by the  
Town of Pelham where parking is provided.**

**Background:**

The Meridian Community Centre ("MCC") is an important cultural and recreational asset for the Town of Pelham. The MCC provides multiple services to the community and is a busy and well-attended facility. Due to the success of its programs, there can be a parking shortage at the MCC which may cause patron hardship and inconvenience.

In December 2021, Council directed staff to research potential temporary parking solutions for the MCC, including potentially using adjacent Town-owned lands for temporary parking, and to research and explore parking enforcement options to ensure that patrons of the MCC use the provided parking, including potentially amending the Town's parking by-law.

**Analysis:**Potential Temporary Parking Solutions for the MCC

At its November 5<sup>th</sup>, 2018 meeting of Council staff presented a report regarding opportunities to increase parking for the Meridian Community Centre. (See attached report "Meridian Community Centre Parking", dated November 5<sup>th</sup>, 2018). This report was at the request of Council relating to the parking demand and usage for the community centre and concerns with respect to the shortage of parking



during peak time (Saturday and Sunday afternoons) and on certain evenings when multiple user groups are using the community centre at the same time. The options presented for consideration were as follows:

1. Retain the lands legally described as Part 4, 59R-1605 to be developed for approximately 200 additional parking spaces.
2. Retain the northern portion only of the lands legally described as Part 4, 59R-1605 to be developed for approximately 93 additional parking spaces.
3. Maintain the status quo with regards to Part 4, 59R-1605 and sell it for development purposes.
4. Negotiate shared use parking agreements with other nearby venues.

Part 4 of reference plan (59R-1605) is a parcel of land located in the southeast corner Block 4 and 14 of Registered Plan 59M-432. (See Appendix A – Reference Plan 59R-1605). The land is owned by the Town and could be used to support additional parking for the MCC. In November of 2018 staff engaged Upper Canada Consultants Limited (UCC) to investigate the possibility of converting Part 4 into a permanent parking lot and to complete a high level estimate for the proposed work. It was estimated that Part 4 could be converted into a parking lot which would produce approximately 200 parking spaces at an estimated cost of \$853,000 (plus HST) (2018 dollars). Including inflation and construction cost increases in the amount of 3% per year the cost in 2022 dollars is estimated at \$960,000 (plus HST) This estimate included providing engineering and construction services only and did not consider the opportunity cost of the value of the land estimated at \$966,000 (2018 dollars).

Another option offered for consideration was to retain a portion of Part 4 for parking. The northern portion of Part 4, if retained, would support approximately 93 additional spaces and the south portion would support an additional 107 spaces. The report noted that the southern portion of Part 4 was better suited for development given its configuration. The estimated cost to retain the northern portion of Part 4 and convert it into a parking lot based on the 2018 estimate provided by UCC is \$375,320 (plus HST). In 2022 dollars the cost is estimated at \$422,400 (plus HST). This estimate also does not include the opportunity cost of the value of the land that is retained and not sold for development.

An option for Council's consideration would be to construct a temporary parking lot on all or a portion of Part 4. Based on the present site conditions of Part 4 and without having completed a topographic or geotechnical survey it is difficult to determine the amount of excavation and imported fill required to bring the site a

suitable subgrade elevation. Making educated assumptions for grading and assuming a granular base and finished surface using crushed Granular A material to a thickness of 300mm the estimated cost to construct a temporary parking lot on the entire area of Part 4 is \$170,000 (plus HST). The estimated cost of constructing a temporary parking lot on the northern portion of Part 4 only is approximately \$75,000 (plus HST).

The Town also owns a property north of the MCC on the northeast corner of Meridian Way and Wellspring Way. This is the property identified formerly as the Wernoorf. It is Part 4 of Block 3 on registered plan 59M-432. (See Appendix B – Reference Plan 59M-432). The property has an area of 4,404 m<sup>2</sup>

At the regularly scheduled council meeting of December 17<sup>th</sup>, 2018, staff presented a report regarding options of converting this property into a temporary parking lot. At the time of the report staff estimated that the cost to prepare the parcel and construct a granular parking lot was \$80,000 (plus HST). The design accommodated an additional 140 parking spaces.

Based on 2022 construction costs staff estimate that a temporary granular parking lot on this parcel of land will cost approximately \$115,000 (plus HST). It is noted however that the Town has recently retained Shift Landscape Architecture Co. Inc. to undertake a vision for a civic square on these lands as contemplated by the East Fonthill Site Master Plan and zoning of the lands. It is anticipated that work related to the vision will come to Council for approval in Q2 2022.

The construction of the temporary parking lots can be designed so that the construction of a permanent parking lot structure would reuse the materials incorporated into the temporary pavement structures. This would ultimately result in a lower cost for a permanent solution in the future.

While there are possible options to provide temporary parking at the MCC, staff do not recommend investing capital funds into constructing temporary parking lots prior to receipt of the completed parking study.

#### Parking Enforcement Options

The Town has authority to pass by-laws to regulate parking (i) on highways under its jurisdiction; (ii) on municipal land other than highways; and (iii) on private property in some circumstances.

The Town presently has three by-laws that regulate parking: By-law No. 89-2000 (as amended), the Parking and Traffic By-law, By-law No. 97-2020 (as amended), the Accessibility Parking By-law, and By-law No. 97-2030 (as amended), the Fire Route By-law.

The Fire Route By-law designates certain private roadways as fire routes. The by-law prohibits persons from obstructing or encumbering designated fire routes and from parking or leaving vehicles on designated fire routes that are properly signed. Persons who contravene the Fire Route By-law may be subject to prosecution under the *Provincial Offences Act* or be required to pay an Administrative Penalty under Town By-law No. 4319-2021, the Parking Administrative Penalty By-law. The Fire Route By-law also permits enforcement personnel to have the vehicle removed.

The Accessibility Parking By-law authorizes persons with a disabled person parking permit to park in spaces designated for the use of physically disabled persons and to park for up to three hours in any parking area without paying a fee. Persons who contravene the by-law may be prosecuted under the *Provincial Offences Act* or may be required to pay an Administrative Penalty. The Accessibility Parking By-law also permits enforcement personnel to have a contravening vehicle removed.

To the extent that any portion(s) of the parking lots at the MCC are designated fire routes or designated as accessible parking areas, they are already subject to the Fire Route By-law and the Accessibility Parking By-law, including the enforcement provisions.

The Parking and Traffic By-law is extensive and regulates matters such as stopping, standing and parking of vehicles, the establishment of bus stops and school bus loading zones, loading and unloading freight or merchandise from vehicles, traffic movement, traffic signs and signals, speed limits, load restrictions, driving rules and pedestrian obligations. Persons who contravene the by-law may be subject to prosecution under the *Provincial Offences Act* or may be required to pay an Administrative Penalty under the Parking Administrative Penalty By-law. The by-law also authorizes enforcement staff to have vehicles that are improperly parked, abandoned or unplatd to be removed. However, the Parking and Traffic By-law applies only to "Highways" under the jurisdiction of the Town. "Highway" is defined by reference to the *Highway Traffic Act*, which generally describes highways as areas intended for or used by the general public for the passage of vehicles. It does not encompass other municipal lands such as parking lots. As a result, the Parking and Traffic By-law does not presently apply to the MCC parking lots.

As noted above, however, the Town has authority to regulate parking on municipal land other than highways. The *Municipal Act, 2001* authorizes municipalities to impose administrative monetary penalties for parking by-law contraventions and an associated regulation provides that unpaid penalties can result in denial of a vehicle permit. The *Municipal Act, 2001* also authorizes municipalities to provide for the removal and impounding or restraining and immobilizing of vehicles parked or left in contravention of a parking by-law.

To implement and enforce parking controls at the MCC, Council may opt to (1) amend the Parking and Traffic By-law to encompass parking on municipal land other than highways, including parking lots at the MCC and other Town-owned facilities; (2) enact a new by-law to regulate parking on municipal land other than highways; or (3) enact a new by-law to regulate parking on municipal land other than highways and other private property within the Town.

Staff do not recommend option (1). As noted above, the Parking and Traffic By-law is extensive. Many matters addressed in the by-law have little to no applicability to municipal lands other than highways. Amending the by-law to include non-highway lands would be a significant undertaking as it would be necessary to ensure that all potentially applicable provisions are identified and amended appropriately without impacting the application of the by-law to highways under the Town's jurisdiction. It would also lengthen the by-law considerably.

Staff do not recommend option (3) as there is presently no indication that private property owners in the Town wish to have parking on their properties regulated by the Town. In the event that such information develops in the future, it would be possible to amend the by-law contemplated by option (2).

Staff recommend option (2). A by-law to regulate parking on municipal land other than highways would encompass the parking lots at the MCC and other properties and facilities owned by the Town where parking is provided. The by-law would be relatively brief and could include the enforcement mechanisms outlined above. It would also be necessary to amend the Parking Administrative Penalty By-law to designate the new by-law as being subject to the administrative penalty system.

### **Financial Considerations:**

The cost associated with a permanent / temporary parking solution will vary based on the areas used. The following are estimates to complete various options:

- 1) Retain Part 4, 59R-1605 to be developed for approximately 200 additional permanent parking spaces (\$966,000 plus HST).
- 2) Retain the northern portion of Part 4, 59R-1605 to be developed for approximately 93 additional permanent parking spaces (\$422,400 plus HST).
- 3) Retain Part 4, 59R-1605 to be developed for approximately 200 additional temporary parking spaces (\$170,000 plus HST).
- 4) Retain the northern portion of Part 4, 59R-1605 to be developed for approximately 93 additional temporary parking spaces (\$75,000 plus HST).
- 5) Construct a temporary parking area on Part 4 of Block 3 on registered plan 59M-432 (\$115,000 plus HST).

There are no direct costs associated with preparing a by-law to regulate parking on municipal land other than highways, including parking lots at the MCC and other properties and facilities owned by the Town where parking is provided. However, there will be costs associated with implementing the by-law, including signage and enforcement costs. The quantum of these costs is unknown.

**Alternatives Reviewed:**

Council may direct staff to further investigate one or more of the temporary parking solutions outlined above.

Council may direct staff to pursue option (1) or option (3) to implement and enforce parking controls at the MCC.

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

Ensuring that patrons can access the MCC through adequate parking and parking enforcement will help build a strong community and enhance the value of the MCC to the Town and its residents.

**Consultation:**

Bob Lymburner, Fire Chief, Director of Fire and By-law Services

Vickie vanRavenswaay, RRFA, Director of Recreation, Culture and Wellness

**Other Pertinent Reports/Attachments:**

Appendix A – Reference Plan 59R-1605

Appendix B – Reference Plan 59M-432

Report “Meridian Community Centre Parking” dated November 5<sup>th</sup>, 2018

**Prepared and Submitted by:**

Jason Marr, P. Eng., Director of Public Works

Barb Wiens, MCIP, RPP, Director, Community Planning and Development

Jennifer Stirton, BSc(Hons), LL.B., Town Solicitor

**Approved and Submitted by:**

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

INTEGRATION DATA		
OBSERVED REFERENCE POINTS (ORPs): UTM ZONE 17, NAD83 (ORIGINAL).		
COORDINATES TO URBAN ACCURACY PER SECTION 14 (2) OF O.REG 216/10.		
POINT ID	EASTING	NORTHING
ORP (A)	640 635.54	4 767 538.31
ORP (B)	640 819.58	4 767 610.34
ORP (C)	640 866.59	4 767 351.24
COORDINATES CANNOT, IN THEMSELVES, BE USED TO RE-ESTABLISH CORNERS OR BOUNDARIES SHOWN ON THIS PLAN.		

SCHEDULE				
PART	BLOCK	PLAN	PIN	AREA
1	ALL OF 4	59M-432	ALL OF 64063-0275(LT)	2.396 Ha
2				7745.0 sq.m
3				446.8 sq.m
4				6534.2 sq.m
5				7019.5 sq.m
6				36.0 sq.m
7				754.1 sq.m
8				870.1 sq.m
9	PART OF 14		PART OF 64063-0285(LT)	51.7 sq.m

I REQUIRE THIS PLAN TO BE DEPOSITED UNDER THE LAND TITLES ACT.

DATE March 15, 2018

Allan J. Heywood  
ALLAN J. HEYWOOD  
ONTARIO LAND SURVEYOR

PLAN 59R-16105

RECEIVED AND DEPOSITED

DATE March 15, 2018

Karin Little  
REPRESENTATIVE FOR THE LAND REGISTRAR FOR THE LAND TITLES DIVISION OF NIAGARA SOUTH (No 59)

PLAN OF SURVEY OF  
**BLOCK 4 & PART OF BLOCK 14**  
**REGISTERED PLAN 59M-432**  
**TOWN OF PELHAM**  
REGIONAL MUNICIPALITY OF NIAGARA

SCALE 1 : 1000  
20 0 20 40 60 metres

MATTHEWS, CAMERON, HEYWOOD - KERRY T. HOWE SURVEYING LTD.

**METRIC** DISTANCES AND/OR COORDINATES SHOWN ON THIS PLAN ARE IN METRES AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048.

#### NOTES

BEARINGS ARE UTM GRID, DERIVED FROM OBSERVED REFERENCE POINTS A AND B, BY REAL TIME NETWORK (RTN) OBSERVATIONS, UTM ZONE 17, NAD83 (ORIGINAL)

DISTANCES ARE GROUND AND CAN BE CONVERTED TO GRID BY MULTIPLYING BY THE COMBINED SCALE FACTOR OF 0.999827

ALL FOUND SURVEY MONUMENTS SET BY 744, OLS UNLESS NOTED OTHERWISE.

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.

#### LEGEND

■	DENOTES	SURVEY MONUMENT FOUND
□	DENOTES	SURVEY MONUMENT SET
SIB	DENOTES	STANDARD IRON BAR
IB	DENOTES	IRON BAR
CP	DENOTES	CONCRETE PIN AND WASHER
WIT	DENOTES	WITNESS
MEAS	DENOTES	MEASURED
744	DENOTES	MATTHEWS, CAMERON, HEYWOOD-KERRY T. HOWE SURVEYING LTD.
P1	DENOTES	REGISTERED PLAN 59M-432
P2	DENOTES	PLAN 59R-15695
P3	DENOTES	REGISTERED PLAN 59M-434

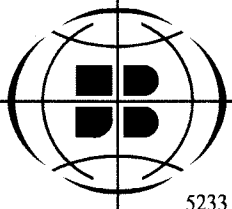
#### SURVEYOR'S CERTIFICATE

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 MARCH 7, 2018

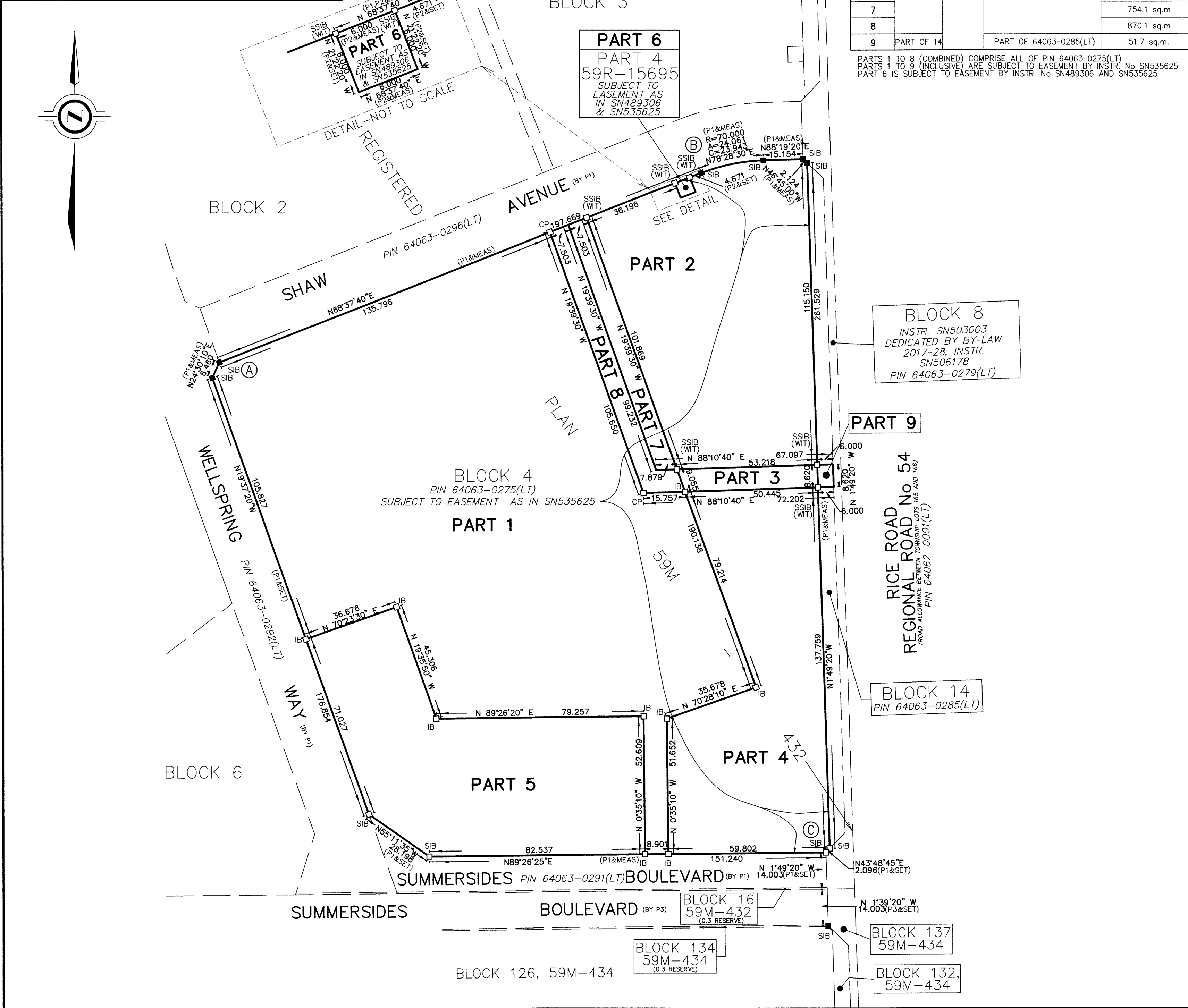
MARCH 15, 2018  
DATE

Allan J. Heywood  
ALLAN J. HEYWOOD  
ONTARIO LAND SURVEYOR



**MATTHEWS, CAMERON, HEYWOOD - KERRY T. HOWE**  
SURVEYING LIMITED  
A wholly owned subsidiary of J.D. Barnes Limited  
5233 STANLEY AVENUE, UNIT 1, NIAGARA FALLS, ON L2E 7C2  
T: (905) 358-3693 F: (905) 358-6224 www.jdbarnes.com

DRAWN BY: AA	CHECKED BY: AJH	REFERENCE NO.: 18-16-053-00
FILE: G:\18-16-053\00\Drawing\18-16-053-00REF.dgn		DATED: 03/07/2018





1 REQUIRE THIS PLAN TO BE DEPOSITED UNDER THE LAND TITLES ACT.

DATE June 28, 2018  
Alan J. Heywood  
ALLAN J. HEYWOOD  
ONTARIO LAND SURVEYOR

PLAN 59R-16208

RECEIVED AND DEPOSITED

DATE June 29, 2018  
Kerry T. Howe  
REPRESENTATIVE FOR THE LAND REGISTRAR FOR THE LAND TITLES DIVISION OF NIAGARA SOUTH (No 59)

PLAN OF SURVEY OF  
**BLOCK 3**  
**REGISTERED PLAN 59M-432**  
**TOWN OF PELHAM**  
REGIONAL MUNICIPALITY OF NIAGARA  
SCALE 1" = 500'  
MATTHEWS, CAMERON, HEYWOOD - KERRY T. HOWE SURVEYING LTD.  
METRIC DISTANCES AND/OR COORDINATES SHOWN ON THIS PLAN ARE IN METRES AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048.

SCHEDULE				
PART	BLOCK	PLAN	PIN	AREA
1				8164.8 sq.m
2				4763.1 sq.m
3				5381.4 sq.m
4				4403.9 sq.m
5				5834.4 sq.m
6				7990.3 sq.m
7				9818.8 sq.m
8				5120.2 sq.m
9				109.7 sq.m
10	ALL OF BLOCK 3	59M-432	ALL OF PIN 64063-0274(LT)	624.8 sq.m
11				324.4 sq.m
12				52.0 sq.m
13				276.1 sq.m
14				407.1 sq.m
15				36.0 sq.m
16				642.2 sq.m
17				28.7 sq.m
18				100.3 sq.m
19				209.3 sq.m

PARTS 10, 13, 14 AND 16 ARE SUBJECT TO EASEMENT AS IN SN489589, IN FAVOUR OF THE CORPORATION OF THE TOWN OF PELHAM - IN TRUST.  
PARTS 12 AND 15 ARE SUBJECT TO EASEMENT AS IN SN489306, IN FAVOUR OF HYDRO ONE NETWORKS INC.  
PARTS 9 AND 18 ARE SUBJECT TO EASEMENT AS IN SN306187, IN FAVOUR OF HYDRO ONE NETWORKS INC.

**NOTES**  
BEARINGS ARE UTM GRID, DERIVED FROM OBSERVED REFERENCE POINTS A AND B, BY REAL TIME NETWORK (RTN) OBSERVATIONS, UTM ZONE 17, NAD83 (ORIGINAL).  
DISTANCES ARE GROUND AND CAN BE CONVERTED TO GRID BY MULTIPLYING BY THE COMBINED SCALE FACTOR OF 0.999982728.  
ALL FOUND SURVEY MONUMENTS SET BY 744, OLS UNLESS NOTED OTHERWISE.

INTEGRATION DATA			
OBSERVED REFERENCE POINTS (ORP): UTM ZONE 17, NAD83 (ORIGINAL).			
COORDINATES TO URBAN ACCURACY PER SECTION 14 (2) OF OREG 216/10.			
POINT ID	EASTING	NORTHING	
ORP (A)	640 552.6	4 767 740.3	
ORP (B)	640 857.5	4 767 637.5	
ORP (C)	640 804.6	4 767 755.8	
COORDINATES CANNOT, IN THEMSELVES, BE USED TO RE-ESTABLISH CORNERS OR BOUNDARIES SHOWN ON THIS PLAN.			

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
744	DENOTES MATTHEWS, CAMERON, HEYWOOD - KERRY T. HOWE SURVEYING LTD
P1	DENOTES REGISTERED PLAN 59M-432
P2	DENOTES PLAN 59R-15695
P3	DENOTES PLAN 59R-15581

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 OREG 525/91.

**SURVEYOR'S CERTIFICATE**  
I CERTIFY THAT:  
1. 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.  
2. THE SURVEY WAS COMPLETED ON JUNE 20, 2018.  
June 28, 2018  
DATE  
Alan J. Heywood  
ALLAN J. HEYWOOD  
ONTARIO LAND SURVEYOR

**MATTHEWS, CAMERON, HEYWOOD - KERRY T. HOWE**  
SURVEYING LIMITED  
A wholly owned subsidiary of J.D. Barnes Limited  
5233 STANLEY AVENUE, UNIT 1, NIAGARA FALLS, ON L2E 7C2  
T: (905) 358-3693 F: (905) 358-6224 www.jdbarnes.com

DRAWN BY: AA

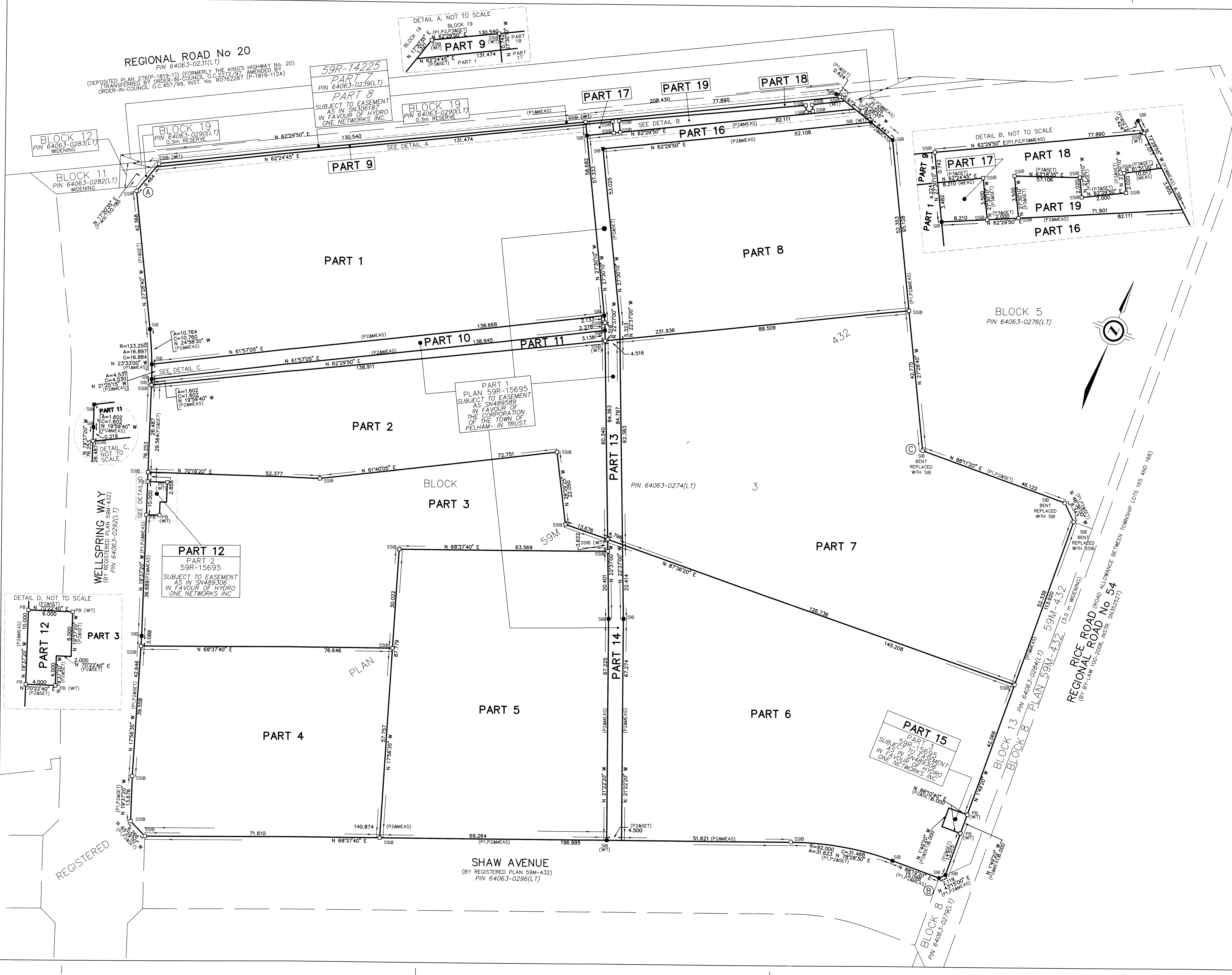
CHECKED BY: AC

REFERENCE NO.: 18-16-206-00

FILE: G:\2018\18-16-206\00\Drawing\18-16-206-00REF PRELIMINARY.dgn

DATE: 06/21/2018

PLOTTED: 6/29/2018





## Meridian Community Centre Parking

Monday, November 05, 2018

### Meridian Community Centre Parking

#### Executive Summary:

The purpose of this report is to provide some options for Council to consider with regards to the provision of additional parking for the Meridian Community Centre.

#### Location:

The Meridian Community Centre is located at 100 Meridian Way being the north side of Meridian Way and east side of Wellspring Way.



#### Background:

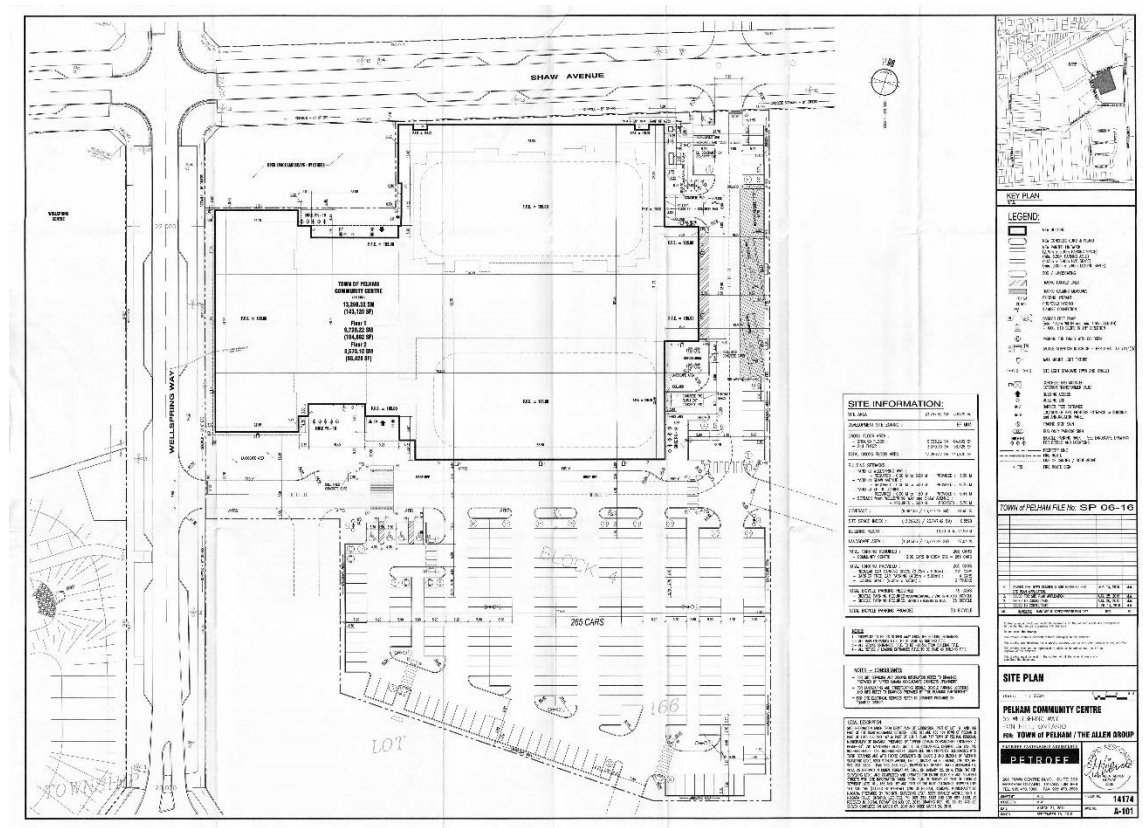
Council requested a report be prepared with regards to opportunities to increase parking for the Meridian Community Centre. No formal parking assessment has been done with regards the parking demand and usage for the community centre since it opened. Anecdotally, concern has been expressed about the shortage of parking during peak time (Saturday and Sunday afternoons)

## Meridian Community Centre Parking

Monday, November 05, 2018

and on certain evenings when multiple user groups are using the community centre at the same time.

The site plan for the community centre that was approved by Council in September, 2016 provides for 265 parking spaces for passenger vehicles, along with 2 bus parking stalls to service the 13,296m<sup>2</sup> (143,120 ft<sup>2</sup>) building with 1100 seats between the two arenas. The site plan meets the minimum parking requirements of the Town Zoning By-law of 1 space/50m<sup>2</sup> of floor area.



### Examples in Other Communities:

For comparison purposes, staff looked at some other similar community facilities that were recently developed elsewhere in Niagara to compare the number of parking spaces these other facilities provide.

## Meridian Community Centre Parking

Monday, November 05, 2018

Facility	Amenities	Floor Area	Number of Parking Spaces	Number of Spaces/m <sup>2</sup> floor area
Vale Centre, Port Colborne	Double arena, aquatic centre, fitness centre, 6 bocce courts, 3 ball diamonds, 6 soccer pitches	13,470m <sup>2</sup>	584	1 space/23m <sup>2</sup>
Gale Centre, Niagara Falls	4 pad arena, 2170 seats	18,947m <sup>2</sup>	942	1 space/20m <sup>2</sup>
Seymour Hannah Complex, St. Catharines	4 pad arena, skate park, football field, 1200 seats	13,192m <sup>2</sup>	689	1 space/19m <sup>2</sup>
Meridian Community Centre, Pelham	Twin pad arena, double gymnasium, 1100 seating capacity walking track, multi-purpose meeting meeting rooms	13,296m <sup>2</sup>	265	1 space/50m <sup>2</sup>

Each facility is unique with different amenities that generate different demands on parking. However for comparison purposes the range of parking provided at these other venues is informative. It is also noted that some of these facilities have access to transit which may reduce the demand for parking for these facilities.

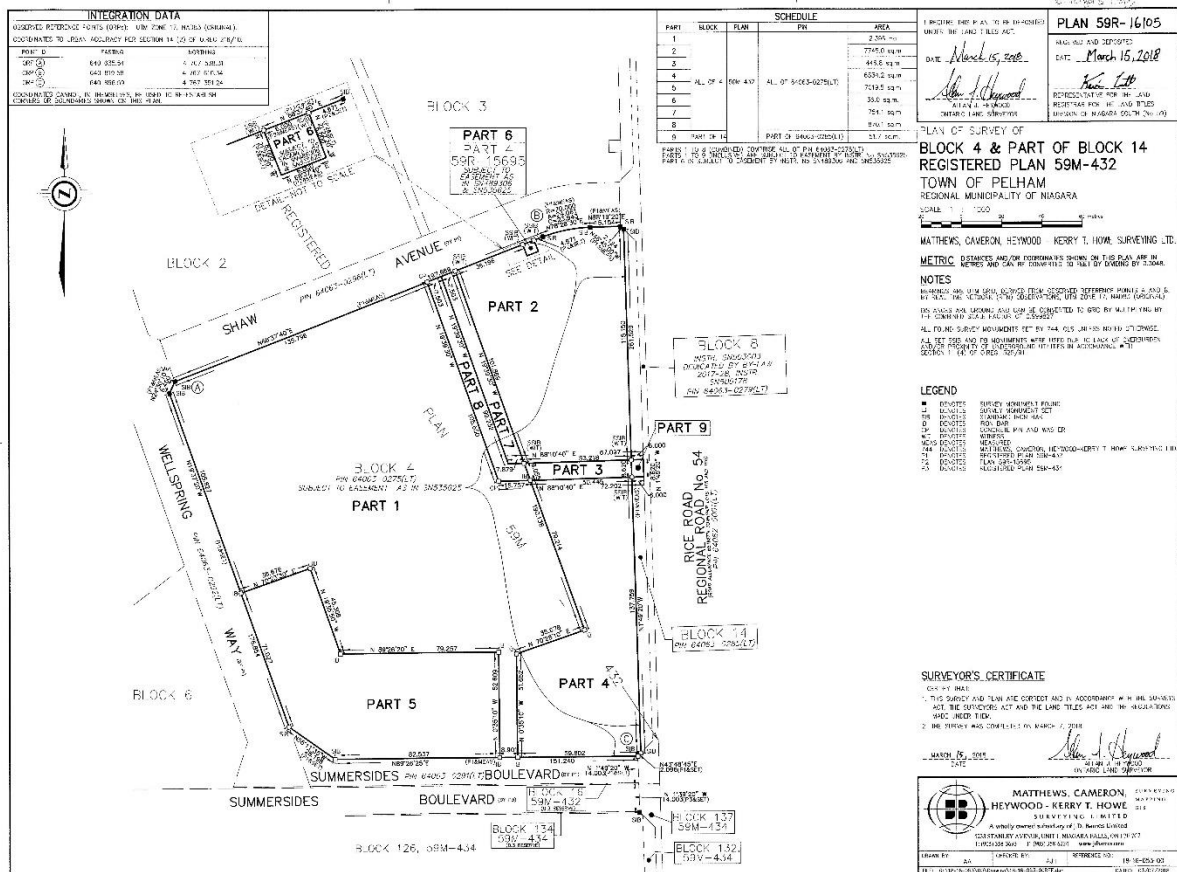
### Analysis:

The community centre is located on Part 1 of 59R-1605 which consists of 2.396ha (5.9 acres) which is primarily occupied by building and parking area. Within the current site plan area, there is no land available to accommodate additional parking for the community centre.

# Meridian Community Centre Parking

Monday, November 05, 2018

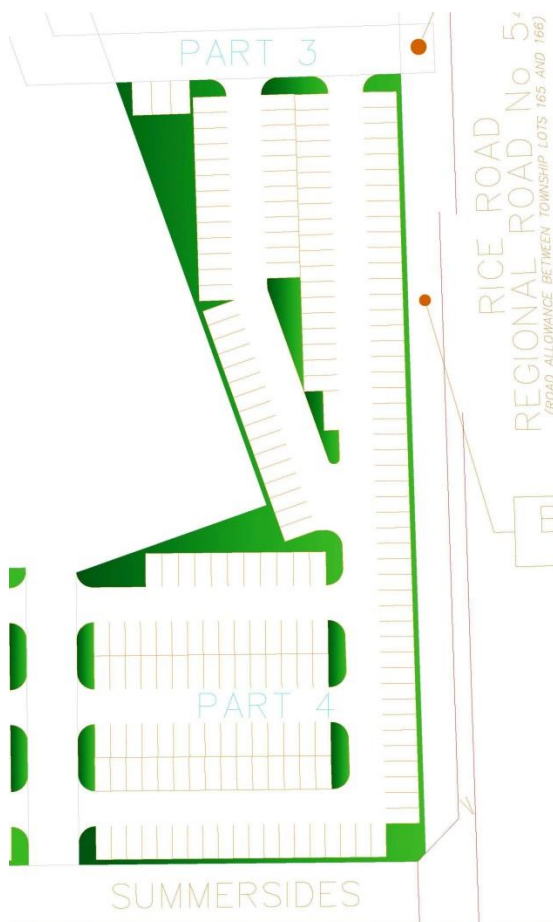
Reference Plan 59R-1605:



## Meridian Community Centre Parking

Monday, November 05, 2018

*Conceptual Parking Plan of Part 4, 59R-1605:*



The above sketch is conceptual only, and is not the final design for a parking layout.

Construction cost estimates that the Town received from Upper Canada Consultants to construct 200 parking spaces on Part 4, 59R-1605 is estimated at \$853,000 or \$4,265/space. This value does not include the land costs, but does include storm sewer, asphalt, curbing, lighting, landscaping, etc. The current value of the land is estimated at \$966,000. Also to take into consideration is the loss in revenue from the sale of the land and tax assessment that could be realized if the lands were developed.



## Meridian Community Centre Parking

Monday, November 05, 2018

To compare this with a structured parking facility, the Carlisle Street parking garage in the City of St. Catharines which contains 600 parking spaces, opened in February, 2012 at a cost \$27.9 million or \$46,500/space. This value also did not include land costs as the City owned the land.

Alternatively, Council may wish to retain only a portion of Part 4, 1605 for parking. For example, the northern portion of Part 4, 59R-1605 contains 93 parking spaces whereas the southern portion has 107 parking spaces. However, the southern portion with the 107 parking spaces would be a better site to sell for development purposes than the northern portion given its configuration.

Shared parking during peak usage with others land uses could also be considered. For example, the Town has entered into a purchase and sale agreement with Part 2, 59R-1605 and in that agreement there is the provision for the consideration of shared parking. A preliminary site plan from the proponent for the proposed development illustrates 102 parking spaces could be accommodated on that site. However, the timing of when these spaces may be available is unknown and to date no site plan application has been filed with the Town and there is no formal agreement in place regarding when the shared parking may occur. Other opportunities for shared parking may be with Wellspring Niagara or the MarketPlace Plaza development, which would also require agreement with these parties. Also, what would need to be agreed to are the parameters around shared parking, i.e. shared parking year round, evenings only, certain days only, or only for special events such as during tournaments. Discussions would have to take place with each owner and agreements reached with each individually as to what suits them best. The logistics of directing people to multiple sites for shared parking under different scenarios could be cumbersome.

In addition there is on-street parking available on local roads.

It is acknowledged that the community centre has been open only for a few months and programming by existing and new user groups has not been through a full cycle. However, the new community centre has proven to be attractive and the demand for bookings of the various venues for various activities and sizes of groups has been strong and is anticipated to increase which could result in additional demand for parking. Options for the new Council to consider are:

1. Retain Part 4, 59R-1605 to be developed for approximately 200 additional parking spaces.
2. Retain the northern portion of Part 4, 59R-1605 to be developed for approximately 93 additional parking spaces.

---

## Meridian Community Centre Parking

Monday, November 05, 2018

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3. Maintain the status quo with regards to Part 4, 59R-1605 and sell it for development purposes.
4. Negotiate shared use parking agreements with other nearby venues.

Prepared by: Barbara Wiens, MCIP, RPP, Director of Community Planning and Development

Recommendation:

**BE IT RESOLVED THAT** Council receive this Meridian Community Centre Parking Report for information.



**Subject:** Modernization Grant Phase 2 Information Technology  
Web-based Services Review

**Recommendation:**

**BE IT RESOLVED THAT Council receive Report # 2022-0049- Modernization Grant Phase 2 Information Technology, for information Corporate Services;**

**AND THAT Council receive the Report prepared by Spatial DNA, 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 Application for "Web-based services for residents and create efficiencies for internal reporting and tracking capabilities." A third party was obtained to analyze the current functions and provide recommendations regarding the software and other steps required to integrate the current systems and databases, which includes the request for services generated by the public, the approved By-laws and the cemetery plot locations.

Recommendations regarding the management of service requests, automated reporting, digitization of work orders, integration with the Town's Asset Management Plan (AMP) and the functionality of searchable databases for approved By-laws and cemetery plot locations will be expected from the third-party reviewer.

Objectives of the third party review:

1. Review the current web-based services, including the service request system and identify opportunities for the inclusion of additional web-based services such as a searchable By-law database and cemetery plot locations.
2. Identify opportunities to integrate systems such as the public service requests, the digitization of work orders generated by the public service requests and the link to the Asset Management Plan.
3. Recommend the software and other requirements to integrate the identified systems and to add the searchable data bases.

### Expected Outcomes of the Review:

Recommendations which, when implemented, will result in improved services for residents and more efficient systems for staff, including:

1. the addition of searchable information on the Town of Pelham's website
2. the integration of the public request system with internal tools which will digitize work orders, create automated reports and integrate with the Asset Management Plan.

### **Analysis:**

The report has met the objectives listed under the outcomes.

### **Financial Considerations:**

The total funding received was \$ 40,000. The consultant cost is \$42,394. The difference was covered by budget dollars in the Corporate Services operating budget.

### **Alternatives Reviewed:**

N/A

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

This report is important to provide solutions to the Citizen Service request portal, road patrol tools, work management for preventive maintenance and Asset Management GIS maps and reporting.

### **Consultation:**

Town staff

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

Spatial DNA 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

## REVIEW Current Systems.

*Demonstrate* current systems in use at the Town  
*Categorize* system components into capabilities  
*Model* requirements + workflows into capabilities



People



Process



Technology



# A G E N D A

Project Overview

Discovery Meeting Results

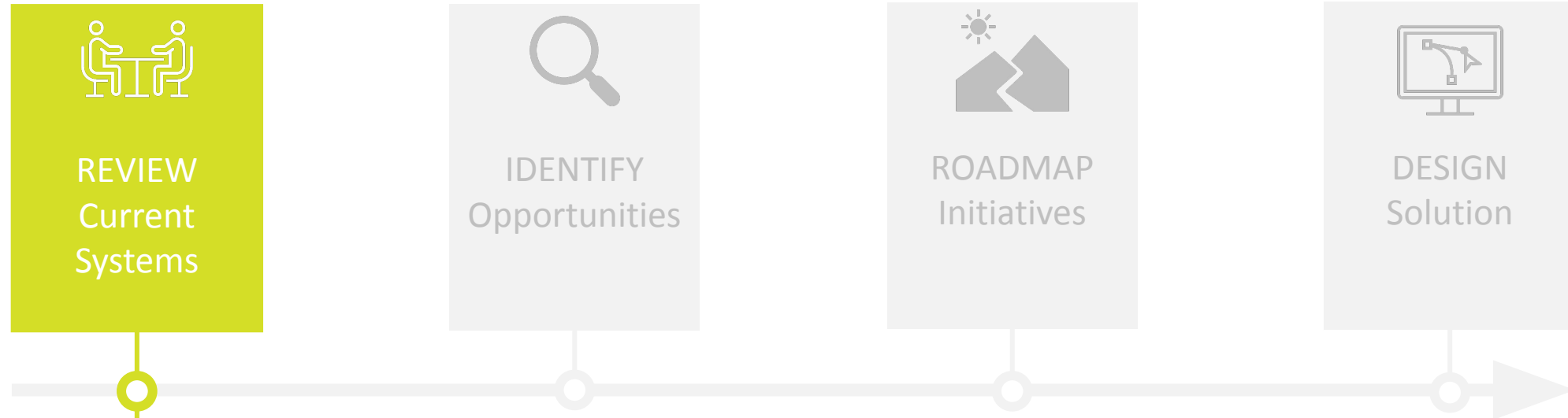
Current Work Processes

System Capabilities

Summary



# Project Overview - REVIEW



- Participate in demonstration by Town staff of current system functionality and manual activities to pass work between departments
- Review system documentation and any documented workflows
- Categorize system components into a set of required system capabilities
- Document cross-departmental work processes where required



# Project Overview - IDENTIFY



- Explore optimal work processes that enable digital capture, transfer, and management of information, based on required system capabilities
- Evaluate which capabilities can be delivered through the Esri ArcGIS Platform
- Identify systems that need to remain in place and suggest interface changes for integration
- Outline high-level integrations that automate and digitize cross-system and/or cross-department workflows
- Group Esri ArcGIS Platform capabilities, existing systems and required changes to interface points, and high-level integration workflows into opportunities





# Project Overview - ROADMAP

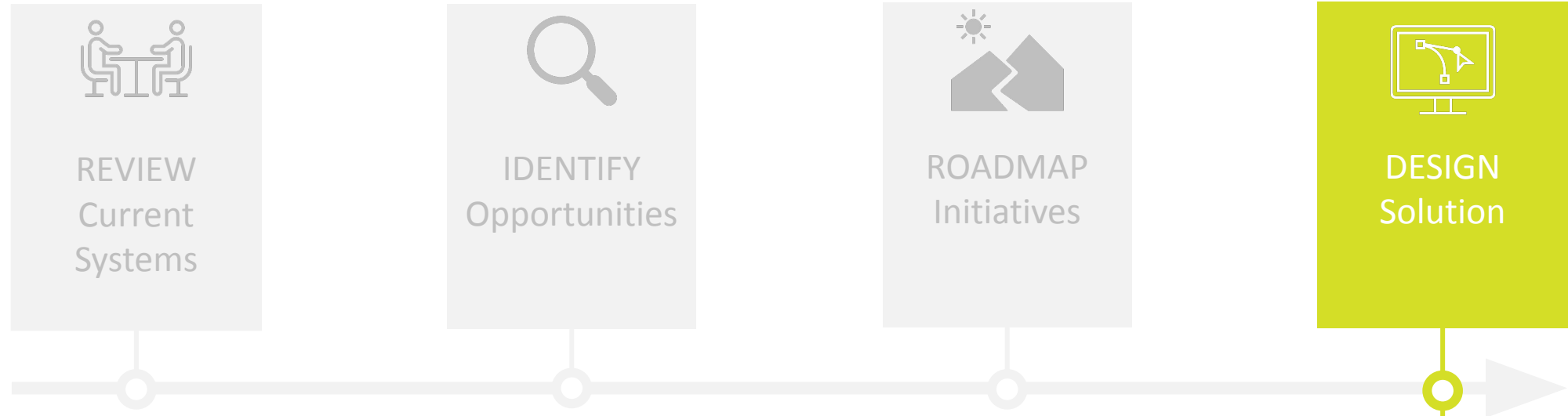


- Group identified opportunities based on a small set of outcomes to form initiatives
- Decompose initiatives into a set of action steps to form action plans to achieve each outcome defined for the initiative
- Prioritize initiatives and provide a budgetary estimate for each
- Organize initiatives and action plans into a high-level schedule that fits the budget expectations for the Town





# Project Overview - DESIGN



- Design the technical architecture that outlines all of the major systems and the integrations between
- List the modules and services in the Esri ArcGIS Platform to license to support all capabilities identified
- Identify the customization requirements for the Esri ArcGIS Platform to fully deliver the identified capabilities
- Specify the data exchange requirements and integration workflows between systems
- Generate an overall listing of use cases and requirements that define the solution architecture



# Discovery Meetings

- The discovery meetings were held the week of 10 Jan 2022 to walk through current work processes at the Town and to demonstrate any technology used to support the work.
- Staff had the opportunity to show what worked and where there were issues with either current processes or technology.
- We also discussed staff ideas for an ideal work process and characteristics of a successful solution.



## Road Patrol

Bob Goodfield demonstrated the road patrol application and the process for closing work orders.



## Public Works

Ryan Cook, Dave Vaccaro, and Christine Tonon discussed work orders and service requests



## Beautification

Dave Nicholls discussed the Esri apps used for forestry work, parks and playground inspections.



## Corporate Services – Asset Mgmt

John Raso will be discussing the GIS tools used to manage all physical assets managed by the Town.

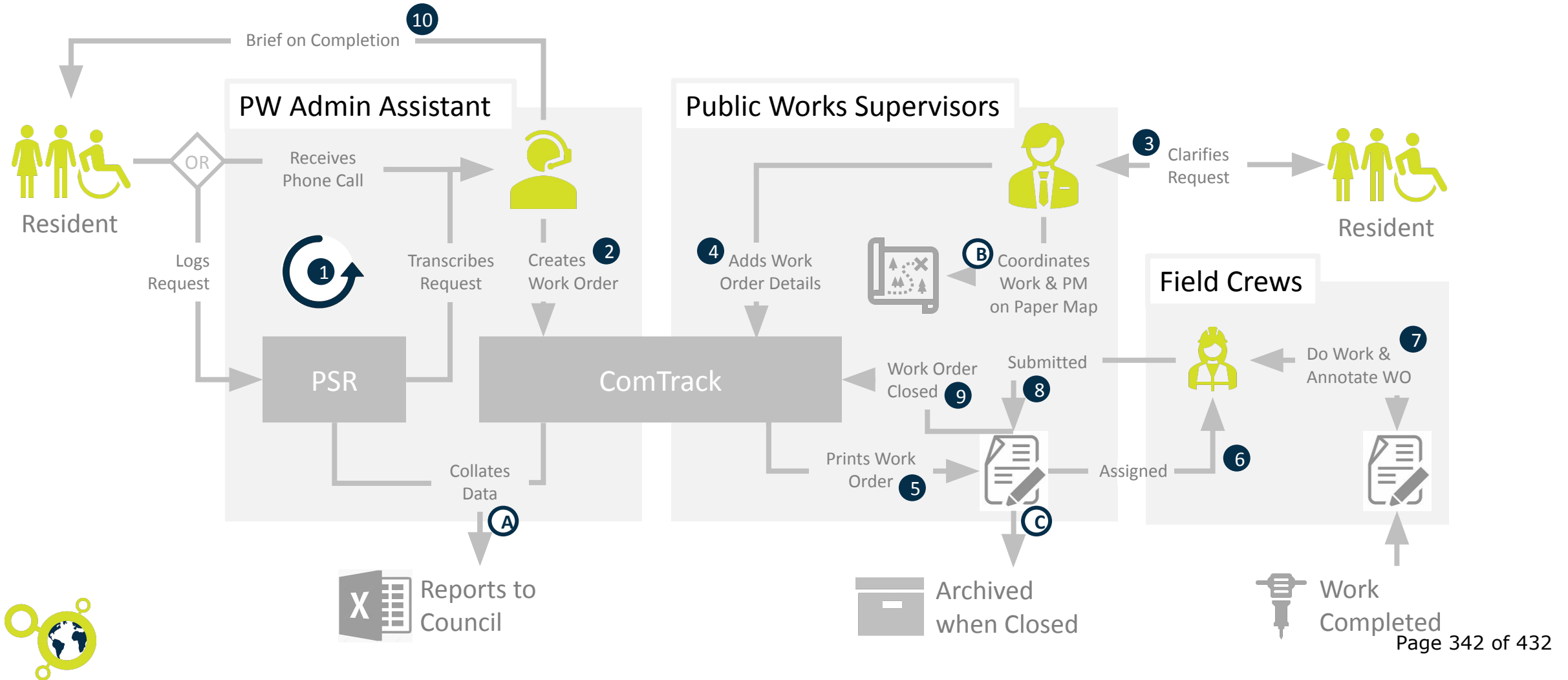


# Common Issues

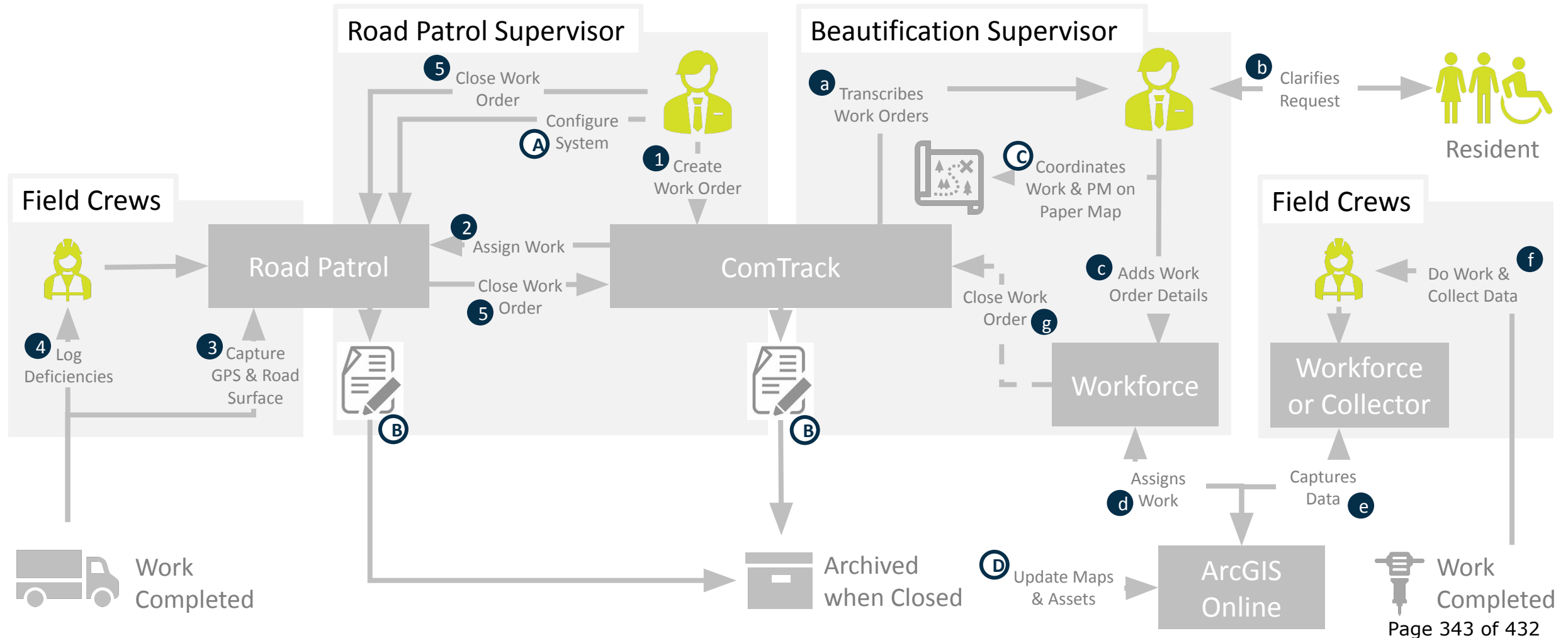
- Most of the process is paper-driven and history of activity is maintained in file boxes
- User interfaces are difficult to navigate and require paper records to support data management (i.e. closing a work order)
- Citizens have multiple ways to get in touch and log a service request – either through the portal, or a direct call to supervisors
- Technical tools are not easily configured, have form-based user interfaces that are difficult to navigate, and lead to poor uptake by staff.



# Current Process – Service Requests + Work Orders



# Current Process – Road Patrol + Beautification



The background image is a dark blue, monochromatic scene. In the center, a person is seen from behind, standing on a wide staircase that leads up towards a city skyline at night. The person's right arm is extended forward, reaching towards the horizon. The city skyline is composed of various skyscrapers, with some lights visible. Overlaid on the left side of the image is a network diagram consisting of white dots connected by thin white lines, forming a complex web. The overall mood is one of aspiration and forward movement.

# System Capabilities

Major Capabilities. System Modules.

# Major Capabilities



## Service Request Portal

Multiple channels for citizens and internal staff to report complaints linked to reporting address or asset.



## Work Management

Preventative or cycled maintenance schedules against assets with simple workflows and maps.



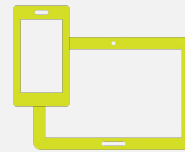
## Maps & Asset Register

Assets are linked to a location, a facility, or vehicle and organized into a hierarchical registry.



## Road Patrol

Capture road surface information and deficiencies for signage and street furniture that creates work orders.



## Field Operations

Work orders and inspections are deployed to mobile apps that are location-based and context-driven.



## Fleet Operations

Incorporate vehicle GPS locations, vehicle statistics, and operation status (plow, sand, etc.) from GeoTab.





# Service Request Portal Capabilities



- View existing similar requests for service in a map or list view
- Log a service request through web, email, mobile, or social
- Subscribe to updates for an already posted service request
- Add photos or comments to an open service request
- Receive any requests for info by preferred communication channel
- Workflow by type of service request
- Escalation of service requests when level of service times are not met
- Receive comments from public works as they service the request
- Receive notifications of status change/close of service request
- Receive user feedback survey on the service request experience



# Work Management Capabilities



- Create or connect to an asset registry
- Associate preventative maintenance schedule(s) to each asset
- Map view and select / query for assets that have a geographic representation
- Manage workflows and assignments by work order type, worker skills, required equipment, worker location, and other characteristics
- View current deployment of field crews to work orders
- Log labor effort (hours), equipment and material usage per work order
- Dashboard reporting of work-in-progress and key performance indicators on productivity and other measures
- Long-term capital planning and budgeting



# Maps & Asset Register Capabilities



- Basemaps are maintained with Town reference data
- All assets are created as either geographic objects, or linked to geographic objects:
  - Infrastructure, buildings, and natural features (parks + trees) are geometries
  - Water meters and building systems are linked to buildings
  - Vehicles are linked to a yard, an administrative region, or other polygon AND have a GPS-based location
- Assets are organized into a hierarchy, such as building systems belonging to a floor in a building (building / floor level / system / component)



# Road Patrol Capabilities



- Plan road patrol routes
- Overlay deficiencies already captured but not resolved
- Minimal user interface – select deficiency type while driving the vehicle
- Ability to link feed from road scanner
- Configure deficiency types for roads, signals, and signage



# Field Operations Capabilities



- Map-based view from GIS
- Assets available for selection from map
- Work orders are map based
- Context-sensitive workflows with choices on form driving visibility and selection values for other components on a form
- Configurable field workflows by work type
- Share worker location while on shift – turn off location on breaks
- Worker can enter material and equipment usage as well as a timer per work order to collect time-based effort



# Fleet Operations Capabilities



- Post vehicle GPS locations to GIS
- Share vehicle operating statistics with work management system
- Generate work orders when threshold conditions are met based on vehicle operating statistics
- Generate work orders based on preventative maintenance schedule(s)
- Capture and share vehicle operations such as blade up/down, spreader on/off to GIS
- Visualize plowed, sanded, and other vehicle-based operations in GIS





# Summary

The service request and work management process is almost entirely paper-based, with the exception of Beautification.

Systems that are in place are not connected together to enable larger workflows, systems are not easily configurable, and paper print-outs are the easiest way to work with current systems.

There are six major capabilities required to fully digitize the service request and work management process:

- Service Request Portal – Work Management – Maps & Asset Register – Road Patrol
- – Field Operations – Fleet Operations –



People



Process



Technology



## IDENTIFY Opportunities.

*Optimize* work processes in use at the Town

*Identify* Esri components that support desired capabilities

*Model* overall solution architecture



People



Process



Technology



# A G E N D A

Project Overview

Ideal Work Processes

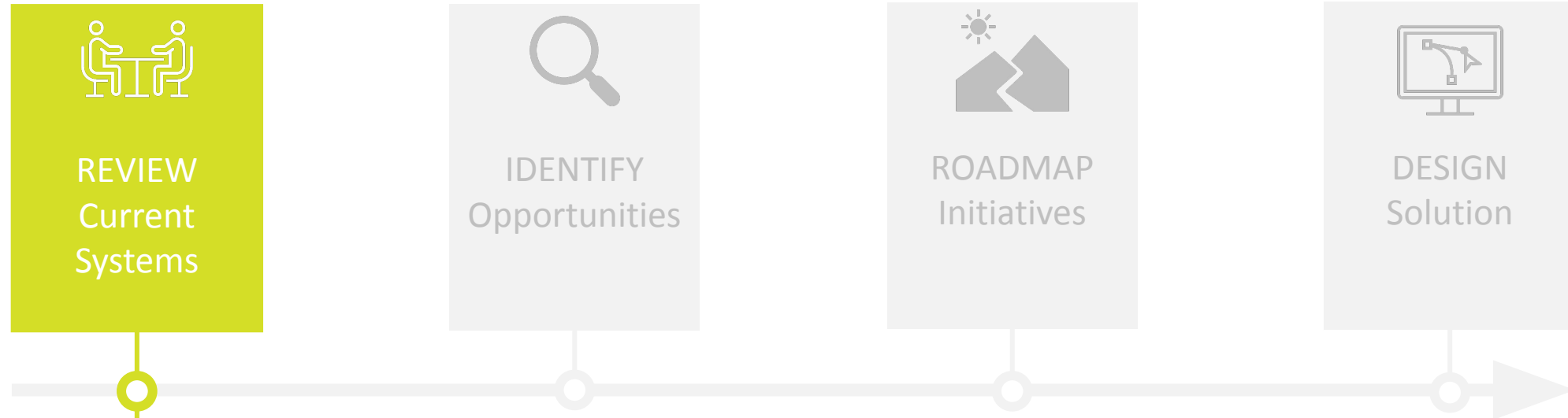
Match Esri Solutions

Solution Architecture

Summary



# Project Overview - REVIEW



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# Project Overview - IDENTIFY



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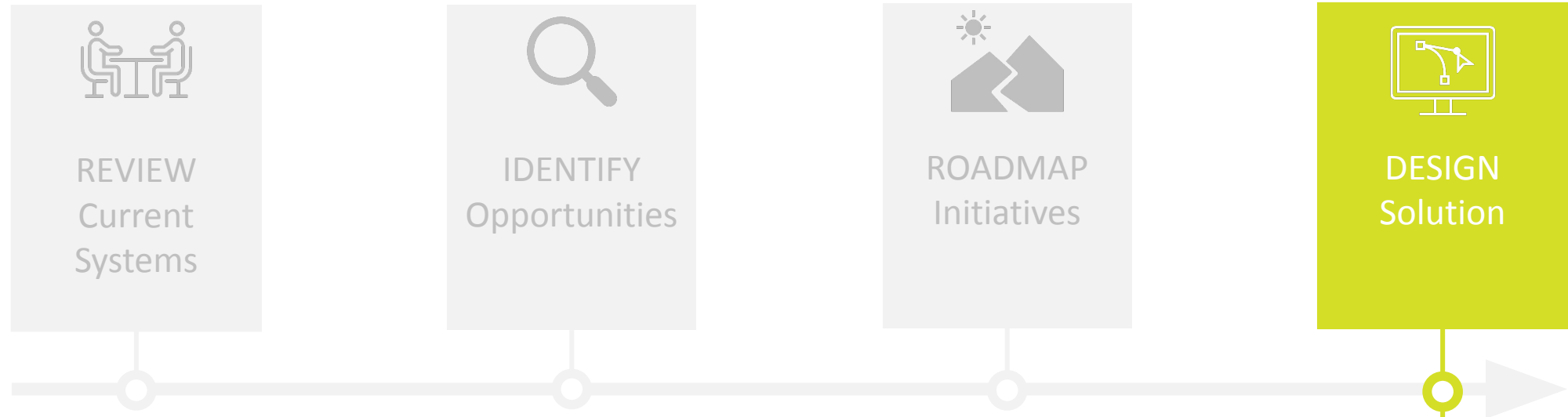
# Project Overview - ROADMAP



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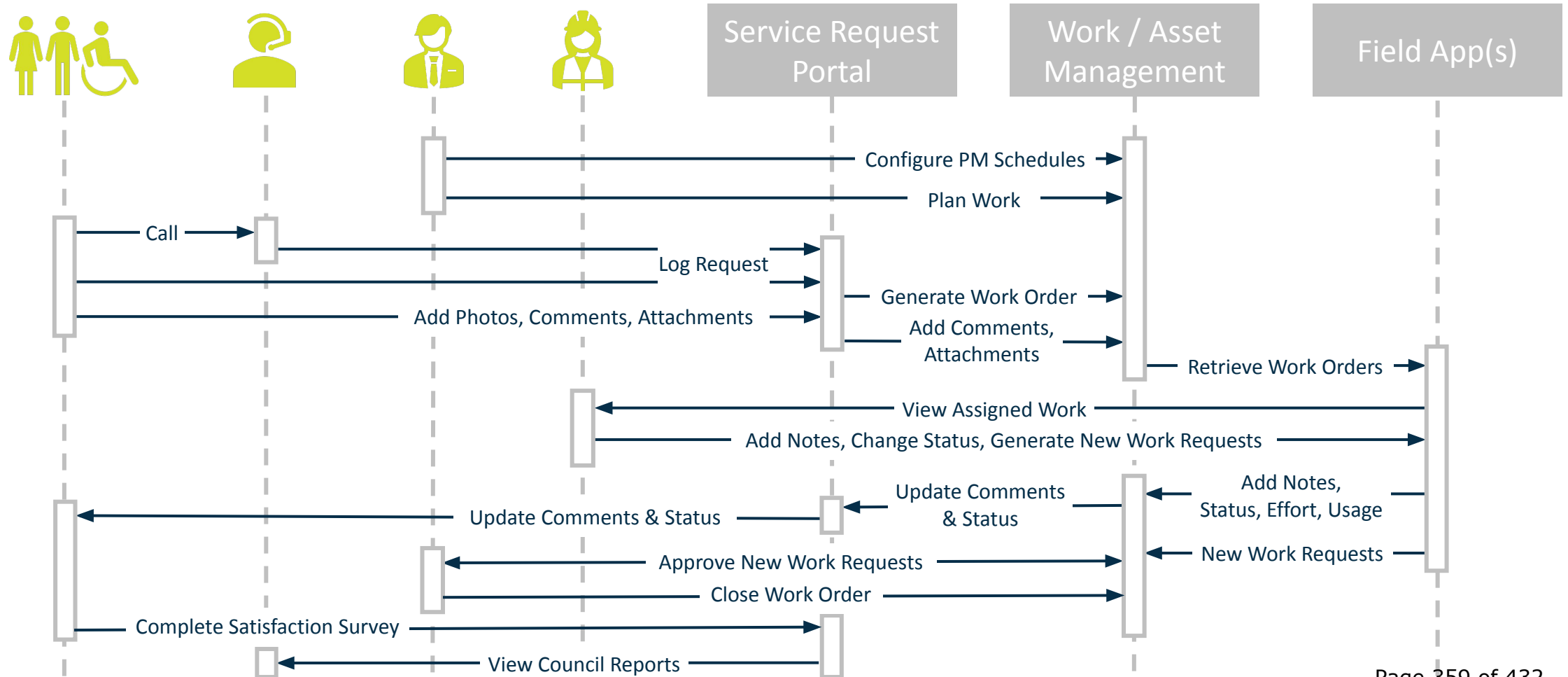
# Project Overview - DESIGN



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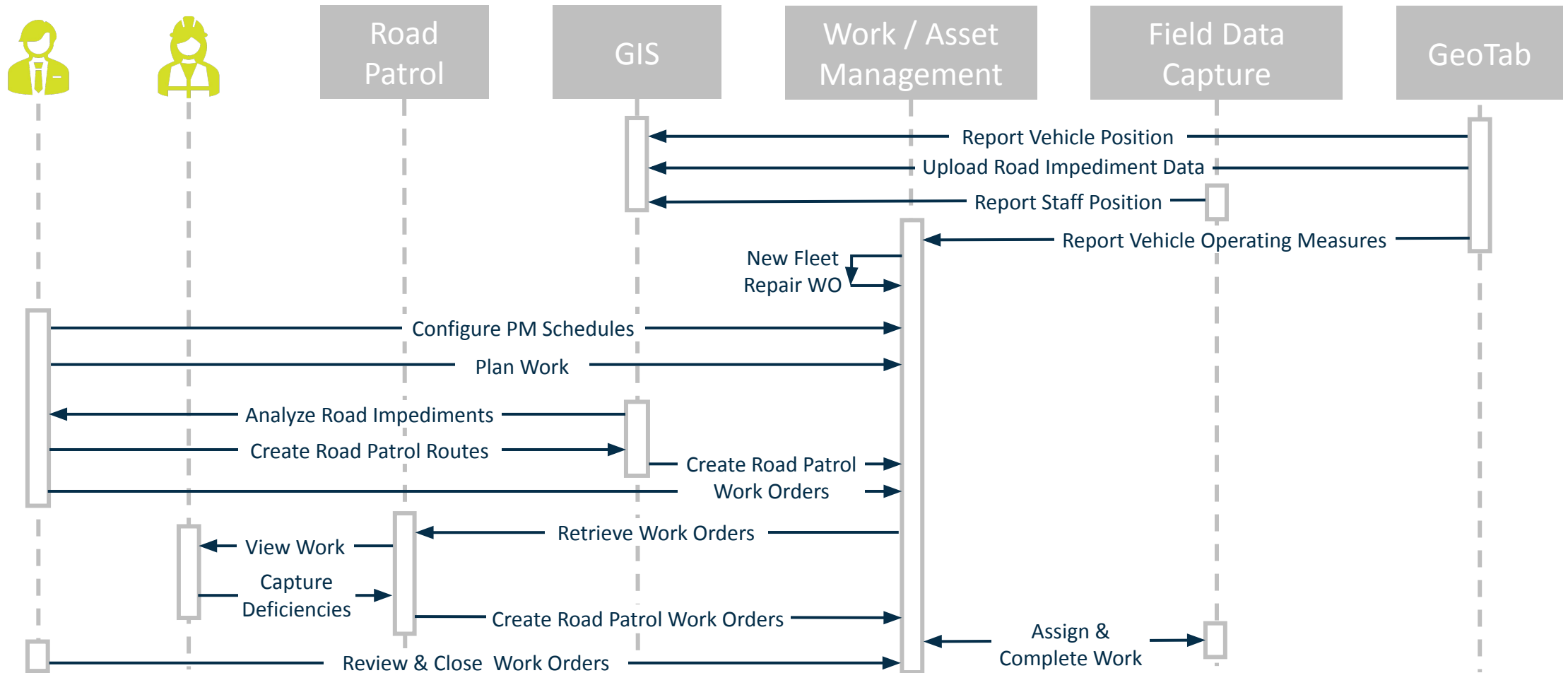


# Ideal Process – Service Request + Work Orders

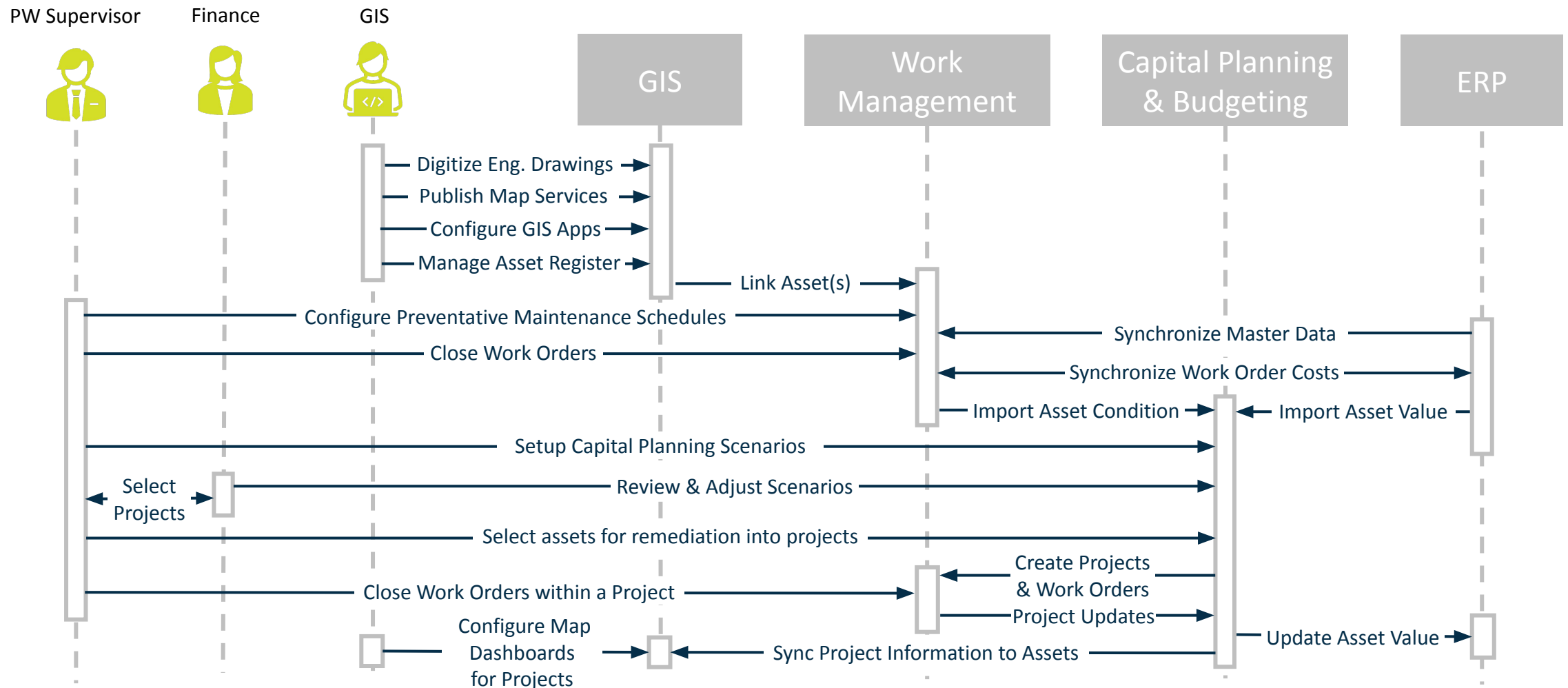




# Ideal Process – Road Patrol + Fleet Operations



# Ideal Process – Asset Register + Capital Planning



# Esri Solutions

Esri has built a series of solutions on the ArcGIS Platform to enable the entire workflow from citizen service requests (Citizen Problem Reporter) through to management of work in the field (Workforce).

Data capture with Field Maps and QuickCapture enable fieldworkers to inspect, capture work details, log deficiencies, and work in online or offline modes.

ArcGIS Dashboards tie all solutions together with unified dashboard reporting on all aspects of work – from intake through completion.



## Citizen Problem Reporter

**Service Request Portal** optimized for desktop or mobile to capture Citizen Service Requests



## Workforce

Mobile and Desktop **Work Management** application to view, assign, distribute, and report on work



## Field Maps

**Field App** on mobile to capture geographic features, perform inspections and work orders



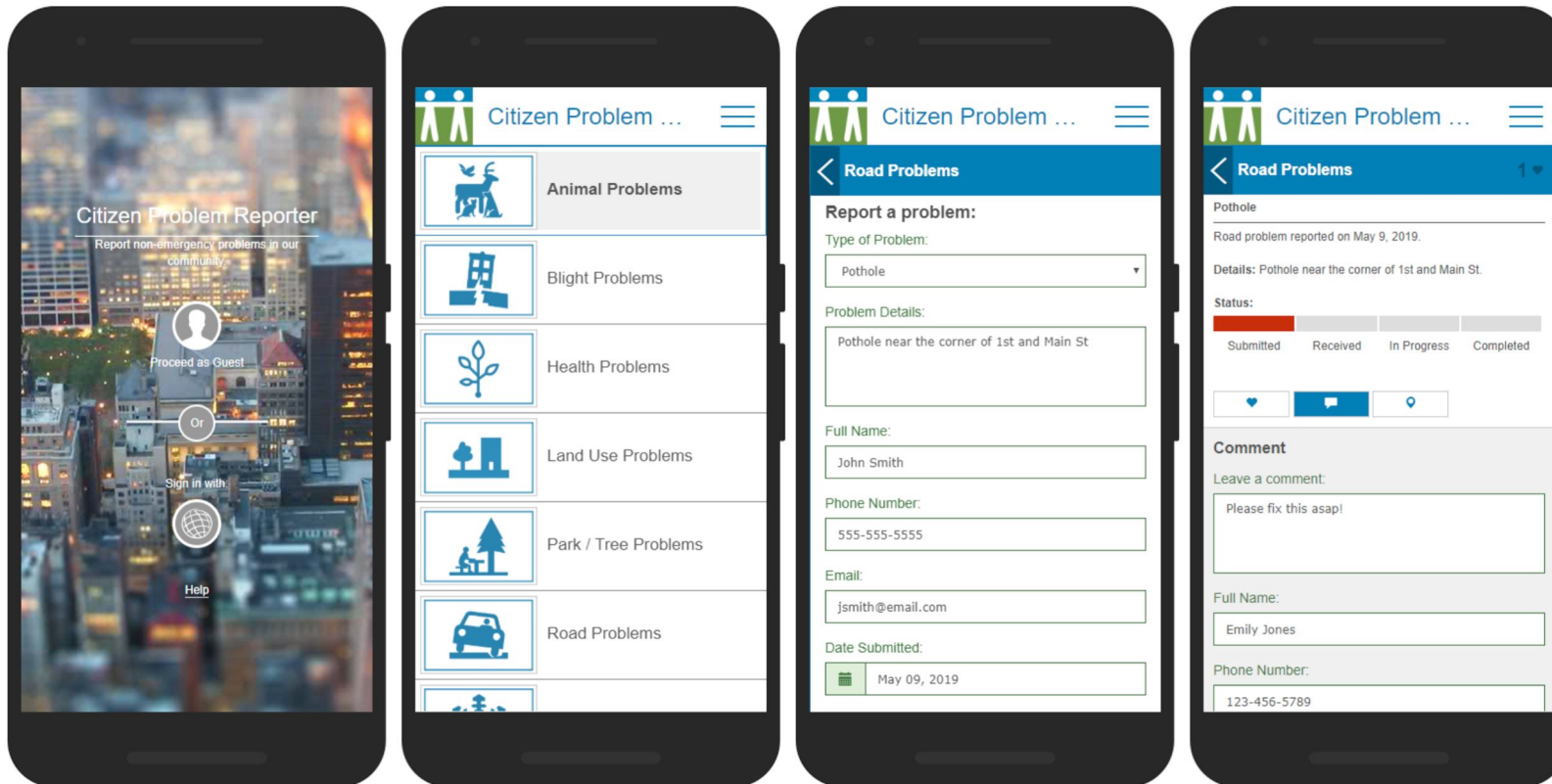
## QuickCapture

Capture deficiency reports by location for **Road Patrol** and other vehicle-based data collection



# Citizen Problem Reporter – LOG

Service Request  
Portal



## Log a Request

The Citizen Problem Reporter can be used to submit non-emergency problems. Select a problem category and review a map or list of existing problems that have already been reported. Comment on, or "like", existing reports. Anonymously submit a new problem report and provide details.



# Citizen Problem Reporter - RESPOND

Service Request  
Portal

The screenshot displays the 'Citizen Problem Manager' web application. At the top, there's a navigation bar with a home icon, the title 'Citizen Problem Manager', and a 'Sign In' button. Below this is a 'Problems' section with a dropdown arrow and a status '1 selected / 401 records'. The main table lists various problem reports with columns for Category, Type of Problem, Visible to the public, Status, Submitted On, and Full Name. A 'Details' sidebar on the left allows filtering by 'Visible to the public' (Yes), 'Status' (In Progress), 'Assigned To' (Public Works), and 'Resolved On'. The bottom right of the interface features a map of Naperville with numerous colored pins indicating the locations of reported problems.

Category	Type of Problem	Visible to the public	Status	Submitted On	Full Name
Road	Pothole	Yes	Submitted	May 09, 2019	John Smith
Land Use	Illegal Outdoor Sales	Yes	Submitted	May 07, 2019	Ashley Mac
Utility	Water Quality - Taste	Yes	Submitted	May 06, 2019	David Garb
Blight	Abandoned Vehicle	Yes	In Progress	May 06, 2019	Aurora Hen
Blight	Abandoned Vehicle	Yes	Received	May 06, 2019	Jocelyn Re
Blight	Dilapidated Building	Yes	Completed	May 06, 2019	Jamal Baxte
Animal	Barking or Noisy Dog	Yes	Received	May 06, 2019	Jair Butler
Animal	Rodent Activity	Yes	In Progress	May 06, 2019	Amani And



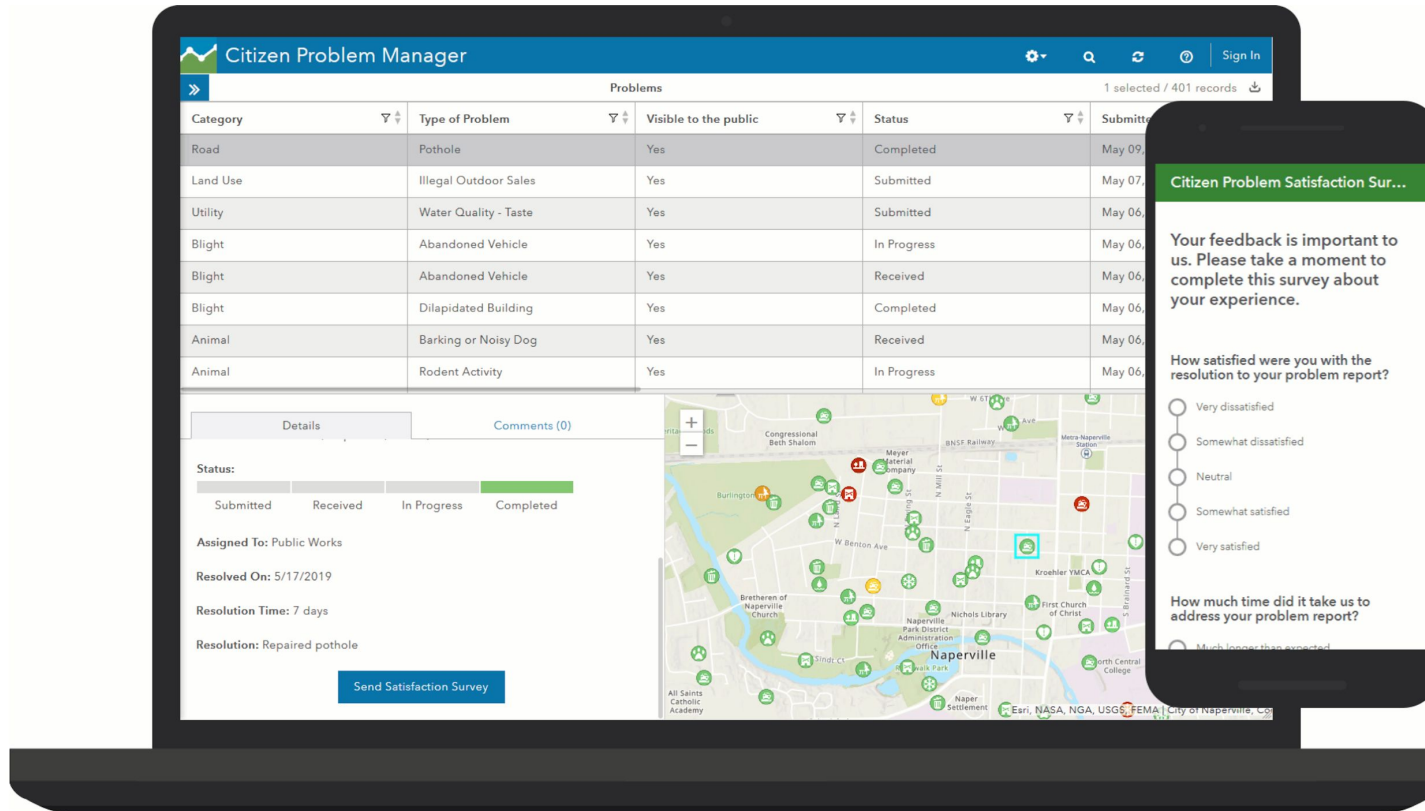
## Respond to Requests

Getting the general public through the “right” door is the first step to providing a consistent customer experience. Location-enabled problem reports helps efficiently triage the report to the correct person or department responsible for its resolution.



# Citizen Problem Reporter - SURVEY

Service Request  
Portal



**Citizen Problem Manager**

Problems 1 selected / 401 records

Category	Type of Problem	Visible to the public	Status	Submitted
Road	Pothole	Yes	Completed	May 09, 2019
Land Use	Illegal Outdoor Sales	Yes	Submitted	May 07, 2019
Utility	Water Quality - Taste	Yes	Submitted	May 06, 2019
Blight	Abandoned Vehicle	Yes	In Progress	May 06, 2019
Blight	Abandoned Vehicle	Yes	Received	May 06, 2019
Blight	Dilapidated Building	Yes	Completed	May 06, 2019
Animal	Barking or Noisy Dog	Yes	Received	May 06, 2019
Animal	Rodent Activity	Yes	In Progress	May 06, 2019

**Details** Comments (0)

**Status:**

Submitted Received In Progress **Completed**

Assigned To: Public Works

Resolved On: 5/17/2019

Resolution Time: 7 days

Resolution: Repaired pothole

[Send Satisfaction Survey](#)

**Citizen Problem Satisfaction Survey**

Your feedback is important to us. Please take a moment to complete this survey about your experience.

How satisfied were you with the resolution to your problem report?

☐ Very dissatisfied

☐ Somewhat dissatisfied

☐ Neutral

☐ Somewhat satisfied

☐ Very satisfied

How much time did it take us to address your problem report?

☐ Much longer than expected



## Collect Citizen Satisfaction

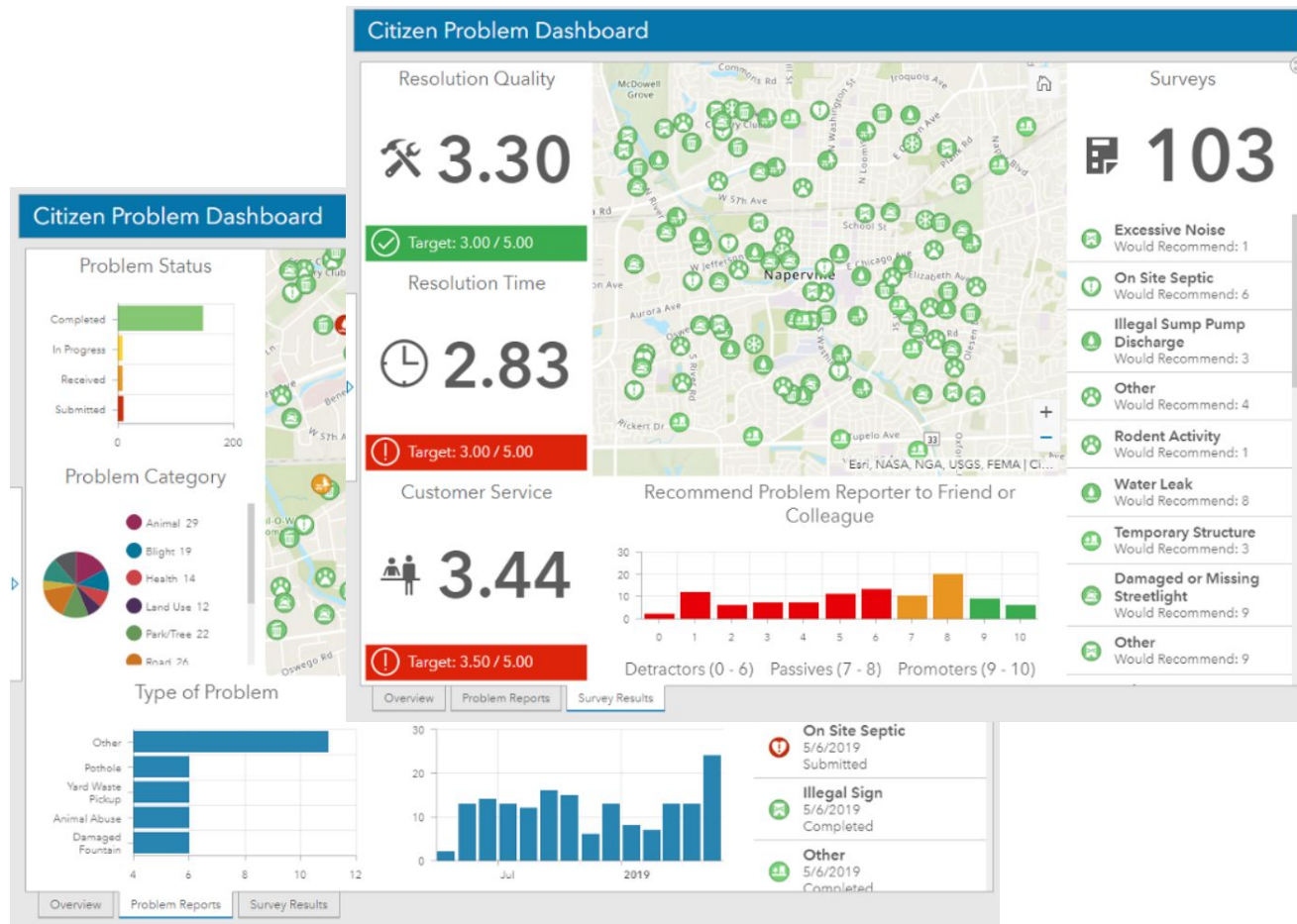
The Citizen Problem Satisfaction Survey can be used by operations managers to solicit feedback or satisfaction with the Town's resolution of a problem report. Using Citizen Problem Manager, mark the status "Completed" and send a survey to the individual that reported the problem.





# Citizen Problem Reporter - MONITOR

Service Request  
Portal



## Monitor Reports

The Citizen Problem Dashboard can be used by operations managers and executives to monitor non-emergency problem reports submitted by the general public. Relevant metrics can be viewed at a glance or examined in more detail if time permits.





# Citizen Problem Reporter – REQUIREMENTS

- Survey 123 Connect and ArcGIS Online or ArcGIS Enterprise are required to support the Citizen Problem Reporter and Citizen Problem Manager
- Citizen Problem Manager can be integrated to a Work Management System to support the allocation of problem requests to work orders
- Work order status changes and comments can be reported to the Citizen Problem Manager through an integration with a Work Management System

Survey 123

ArcGIS  
Online

ArcGIS Hub

ArcGIS  
Dashboard

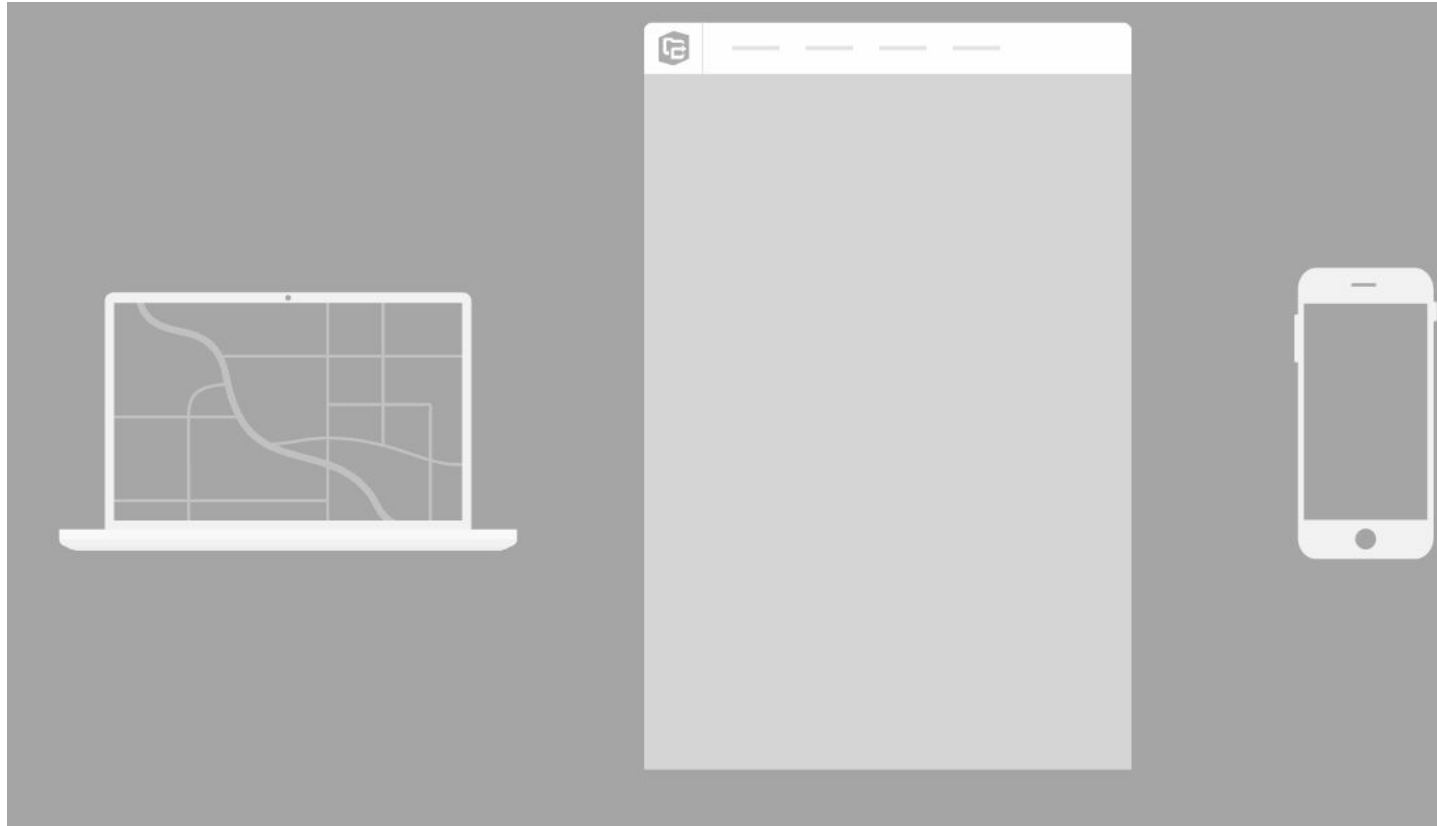
## **Application Requirements**

Crowdsorce Reporter and Crowdsorce Manager are the application templates upon which the Citizen Problem Reporter is built.



# Workforce – COLLABORATE

Work / Asset  
Management



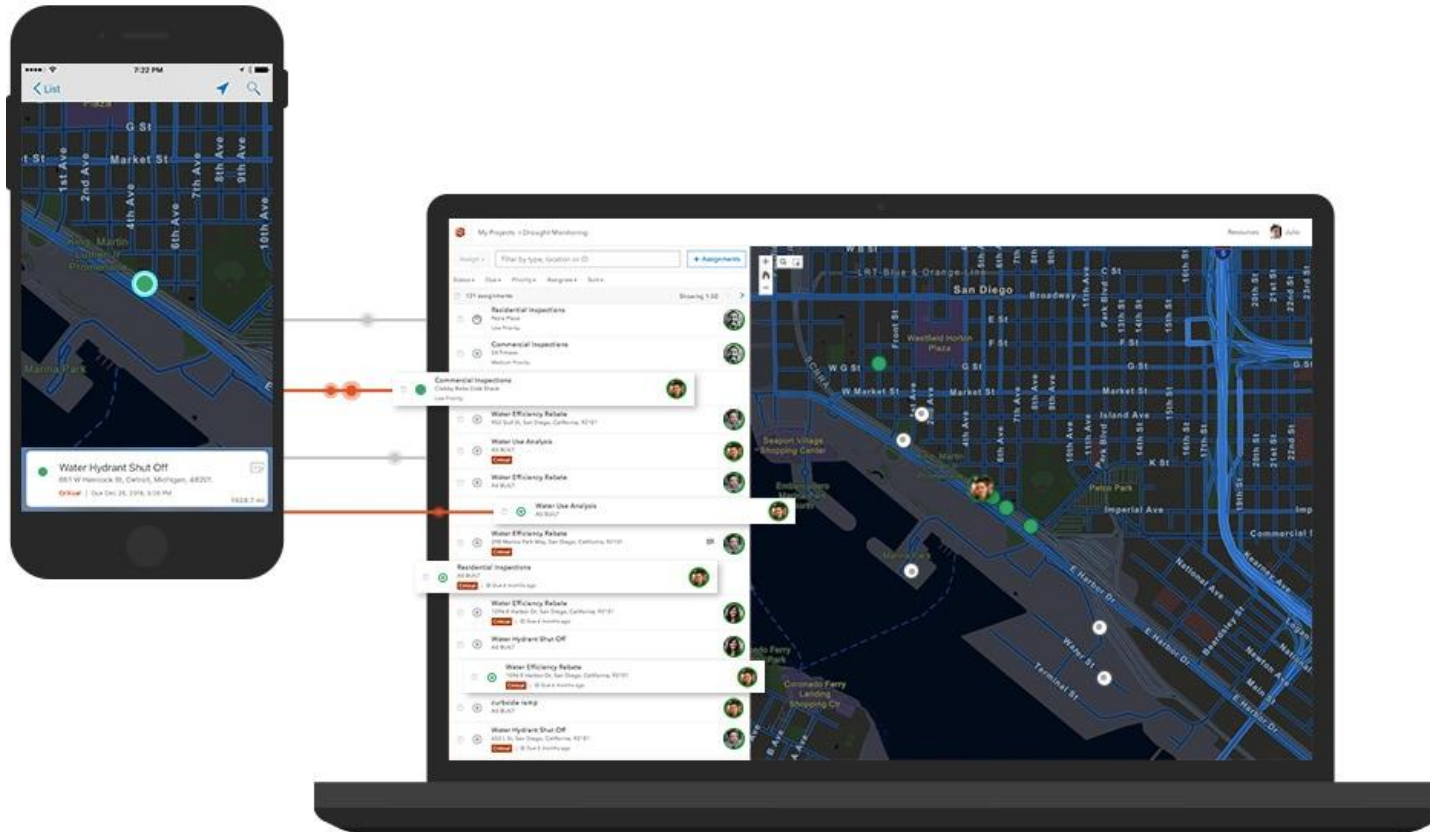
## Common View of Work

A common view of all work information and location shared by fieldworkers and back office. Work assignments, current status, and fieldworker location is visible. Fieldworker location is hidden when on break or off shift.



# Workforce - ASSIGN

Work / Asset  
Management



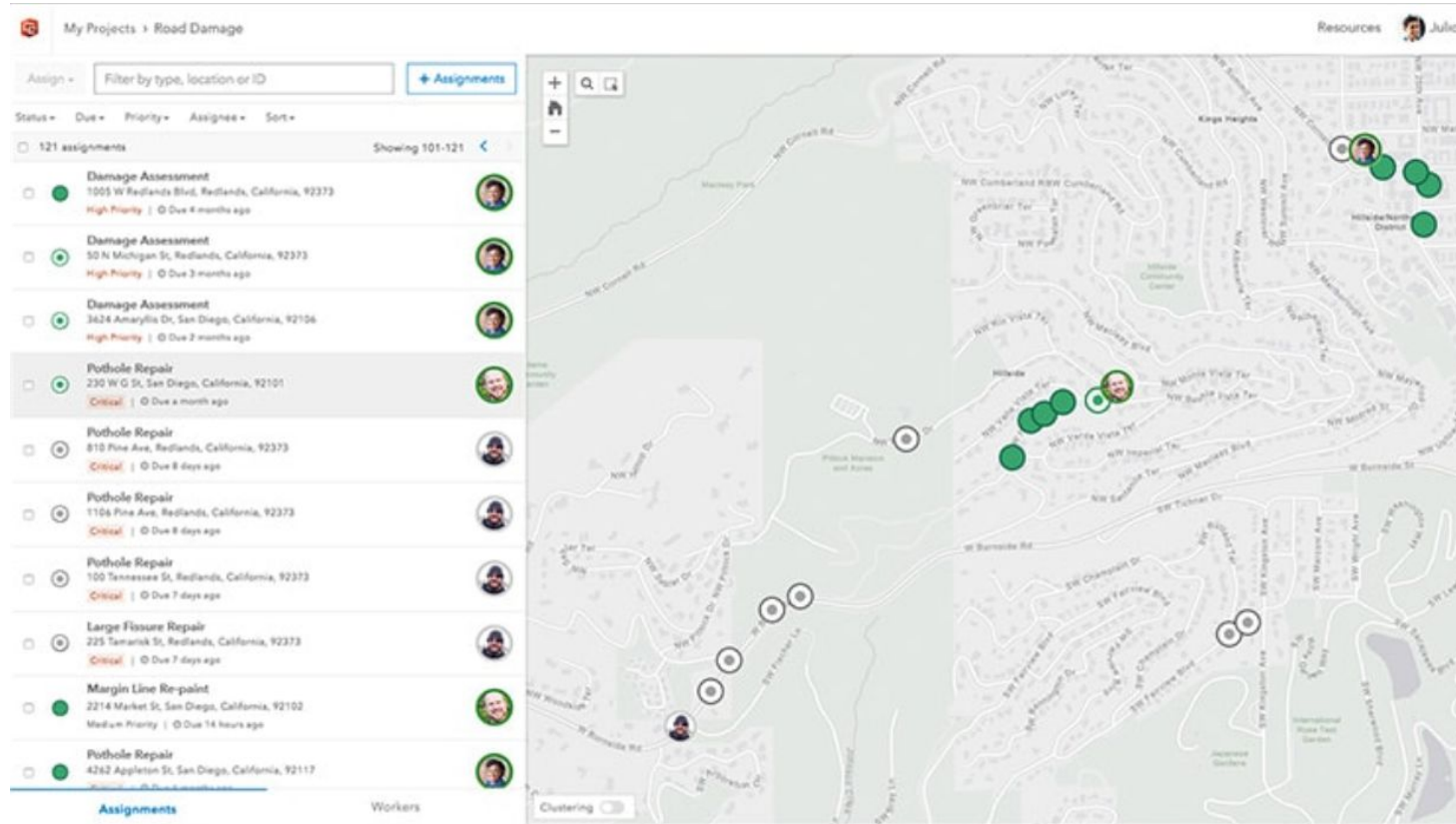
## Streamlined Work Assignments

Streamline the process of managing and assigning field work. Fieldwork projects are created and distributed into discrete assignments. Then, fieldworkers receive and report on assignments through mobile devices.



# Workforce – STATUS

Work / Asset  
Management



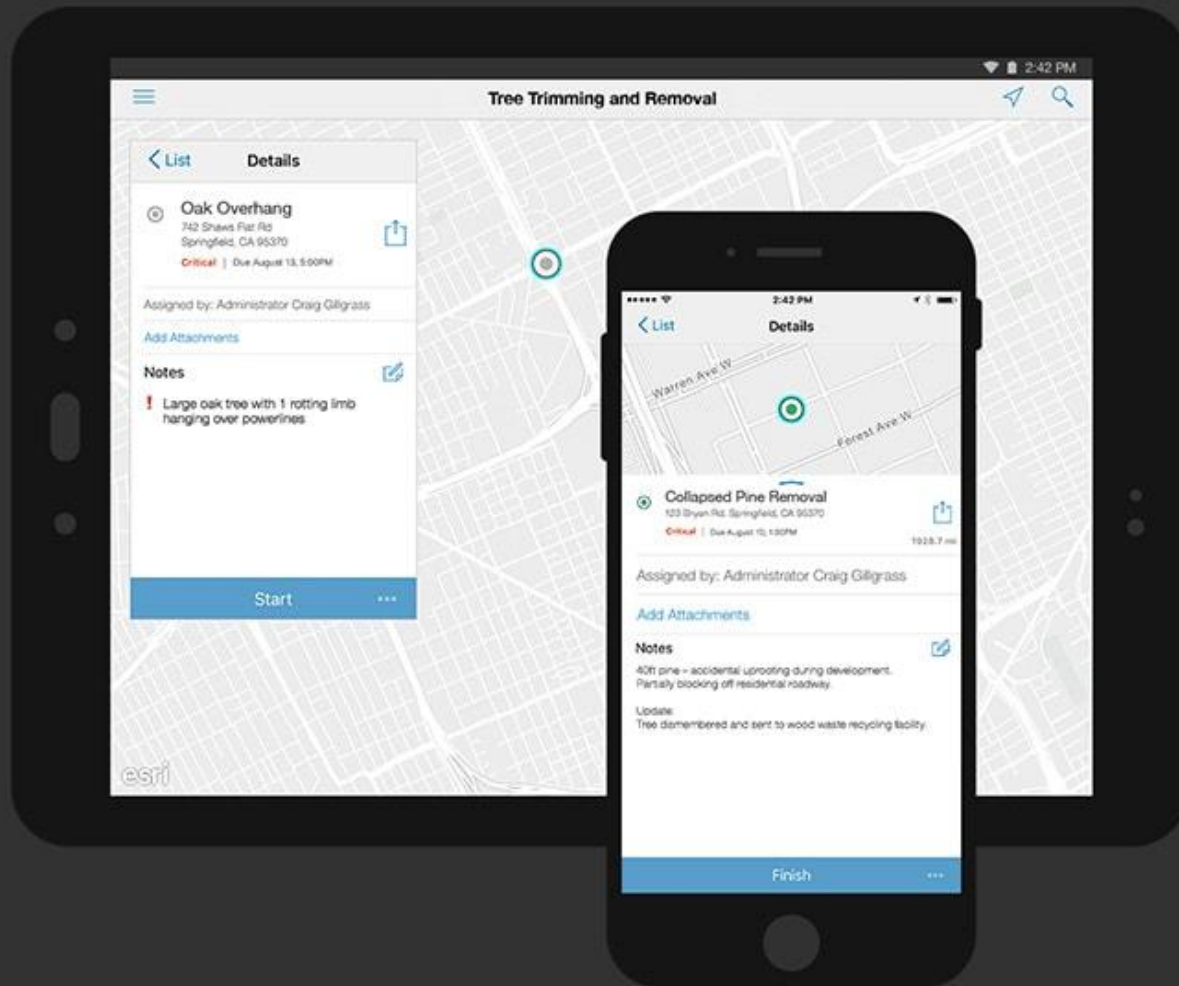
## Realtime Awareness

Understand where work assignments are, who has been assigned, and when the work is completed. As field crews update work in their mobile devices, the assigned work is shown in the Workforce project dashboard.



# Workforce - DISCONNECTED

Work / Asset  
Management



## Disconnected Editing

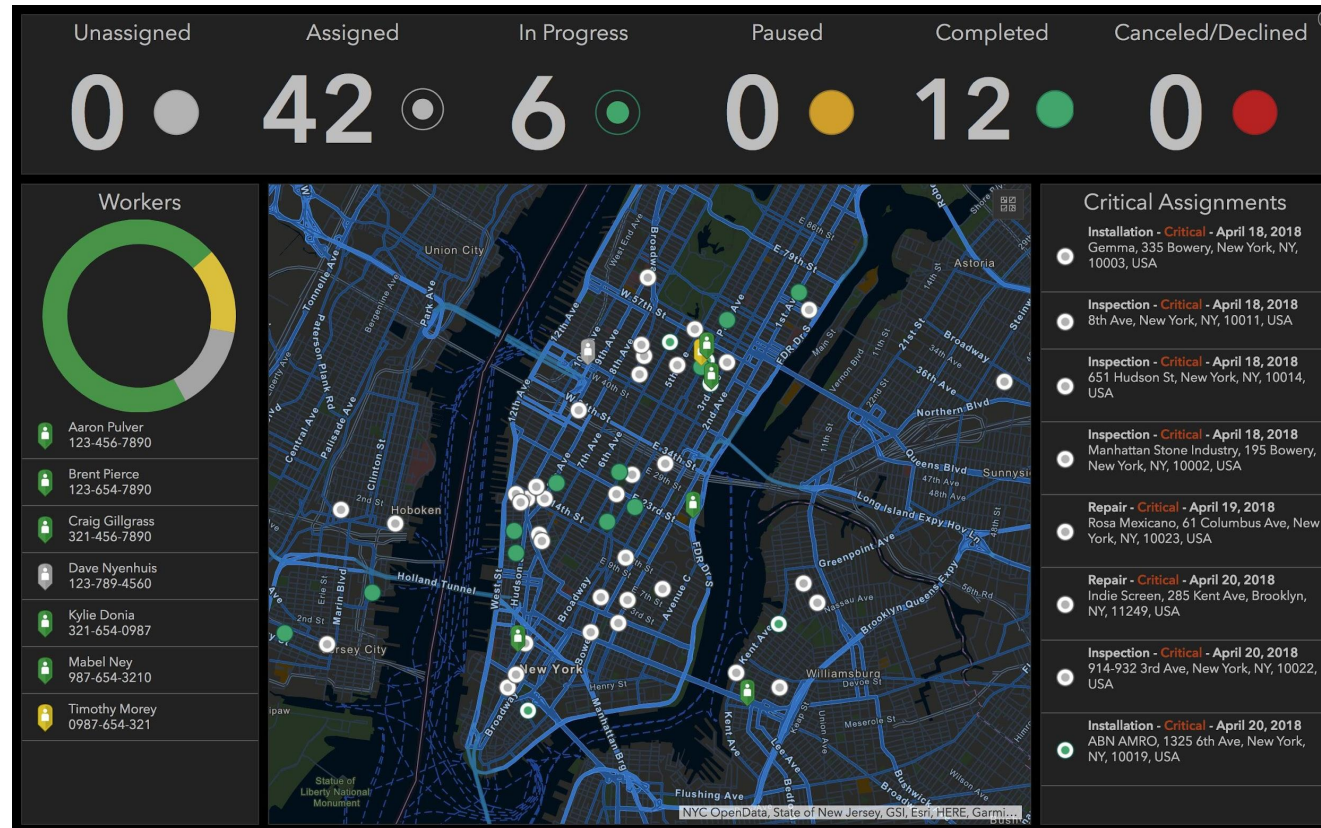
Fieldworkers carry their maps and assignments on smartphones or tablets, making it easy and convenient for them to stay organized, report progress, call for assistance, and stay productive.





# Workforce - REPORT

Work / Asset  
Management



## Workforce Project Dashboard

Leverage ArcGIS Operations Dashboard to provide visibility to supervisors and council on the currently assigned work and work status.



# Workforce – REQUIREMENTS

Work / Asset  
Management

- Workforce is an application template built on ArcGIS Online or ArcGIS Enterprise
- Workforce can be integrated with ArcGIS Field Maps to enable map- and form-driven workflows in the field by work type
- Workforce can be integrated with ArcGIS Citizen Problem Reporter through ArcGIS Online to retrieve citizen problem reports and coordinate status updates
- Workforce can also be integrated with a Work Management System to generate assignments and incorporate more sophisticated inspections and preventative maintenance schedules and workflows

Workforce  
Project

ArcGIS  
Online

Workforce  
App

ArcGIS  
Dashboard

## Application Requirements

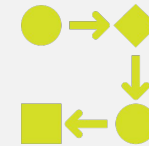
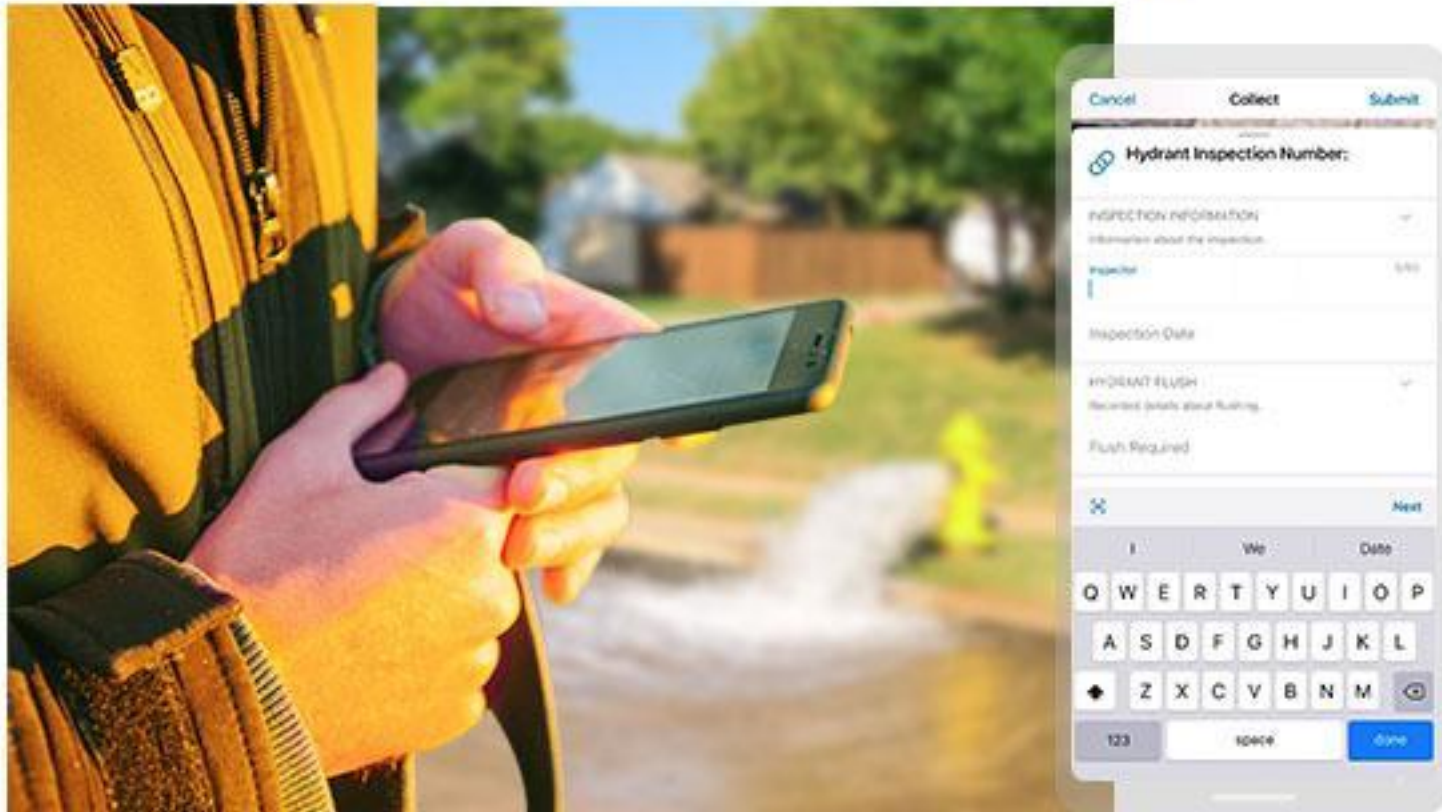
Workforce is an application template built on ArcGIS 10.9. There is also a Workforce mobile app on Google Play or Apple Store for fieldworkers.





# Field Maps - CAPTURE

Field App(s)



## Streamline Field Workflows

Figure the specific workflows of your field workforce. Fieldworkers use the preconfigured field maps and forms they need on their mobile devices to efficiently and accurately complete their work.



# Field Maps - MARKUP

Field App(s)



## Add Notes & Markups

Fieldworkers can easily locate assets and data and even add markups and notes to document and share findings with others.

Maps are dynamic even in disconnected environments.



# Field Maps - SHARE

Field App(s)



## Access Data on Capture

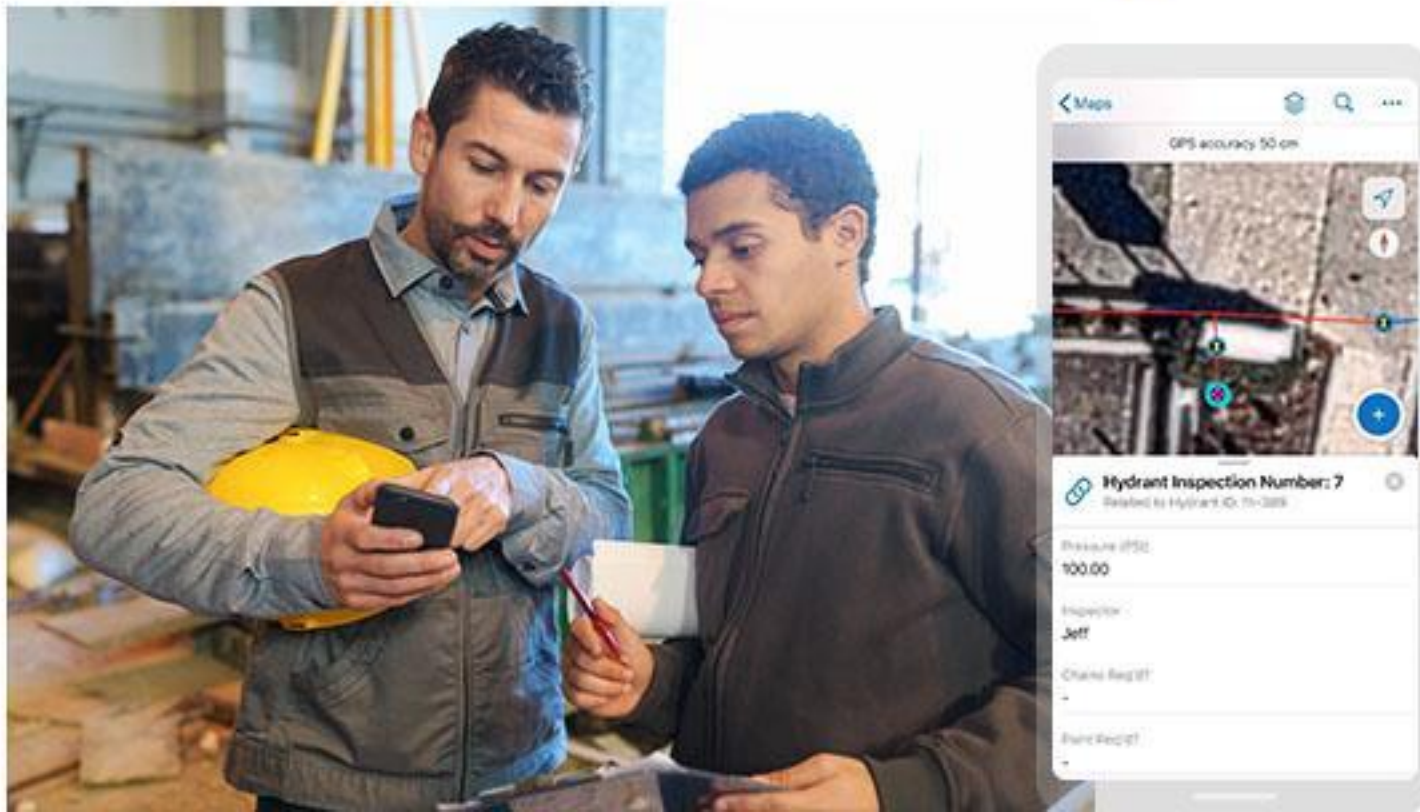
greater accuracy when reporting data from the field by using a mobile data collection and editing app that avoids errors introduced from transcription, transfer, and other manual and paper-based processes. Now or edited data is automatically accessible across the organization.





# Field Maps - VERIFY

Field App(s)



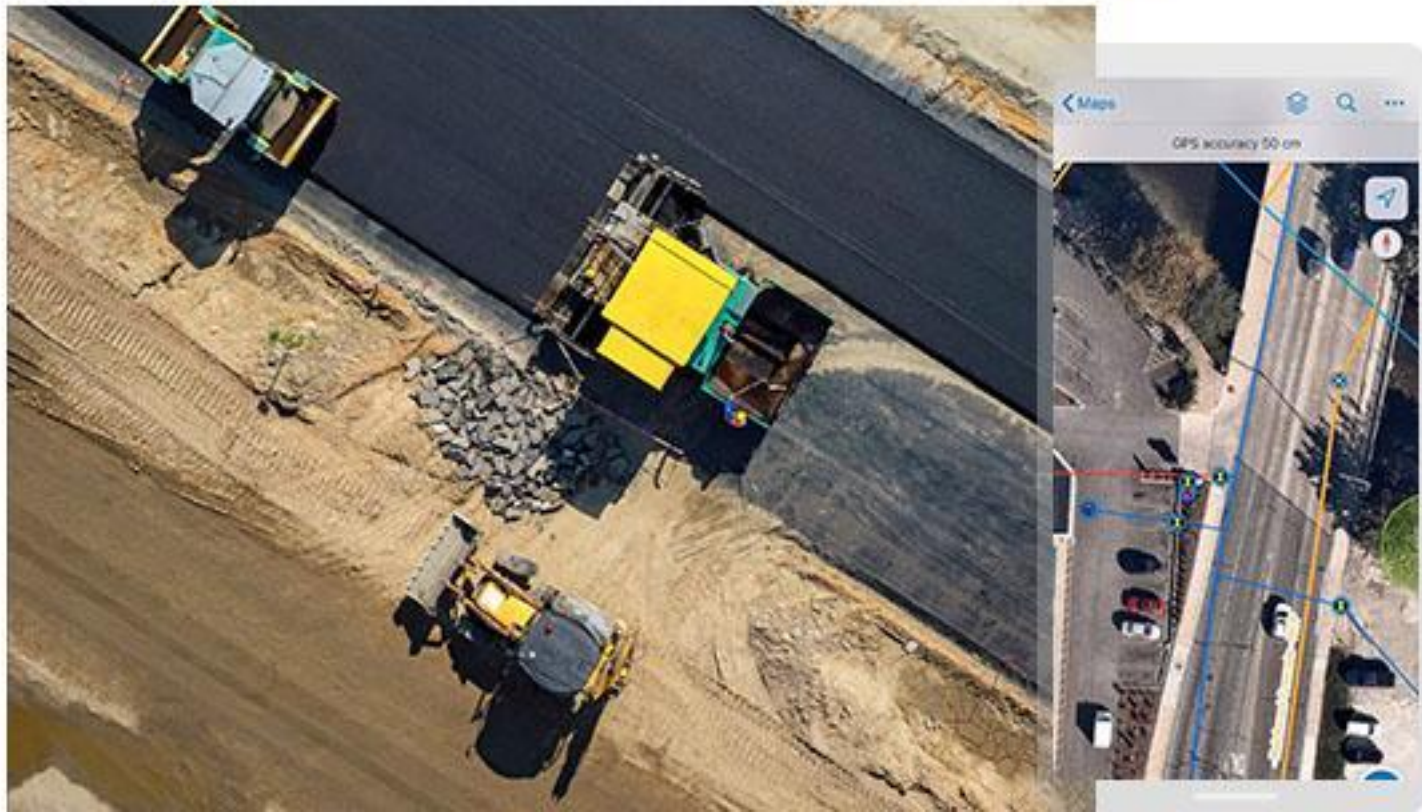
## Verify When & Where

Confirm when and where work occurred. This is particularly useful when investigating claims for damage from potholes or other road deficiencies. All information is immediately available in maps.



# Field Maps - DEPLOY

Field App(s)



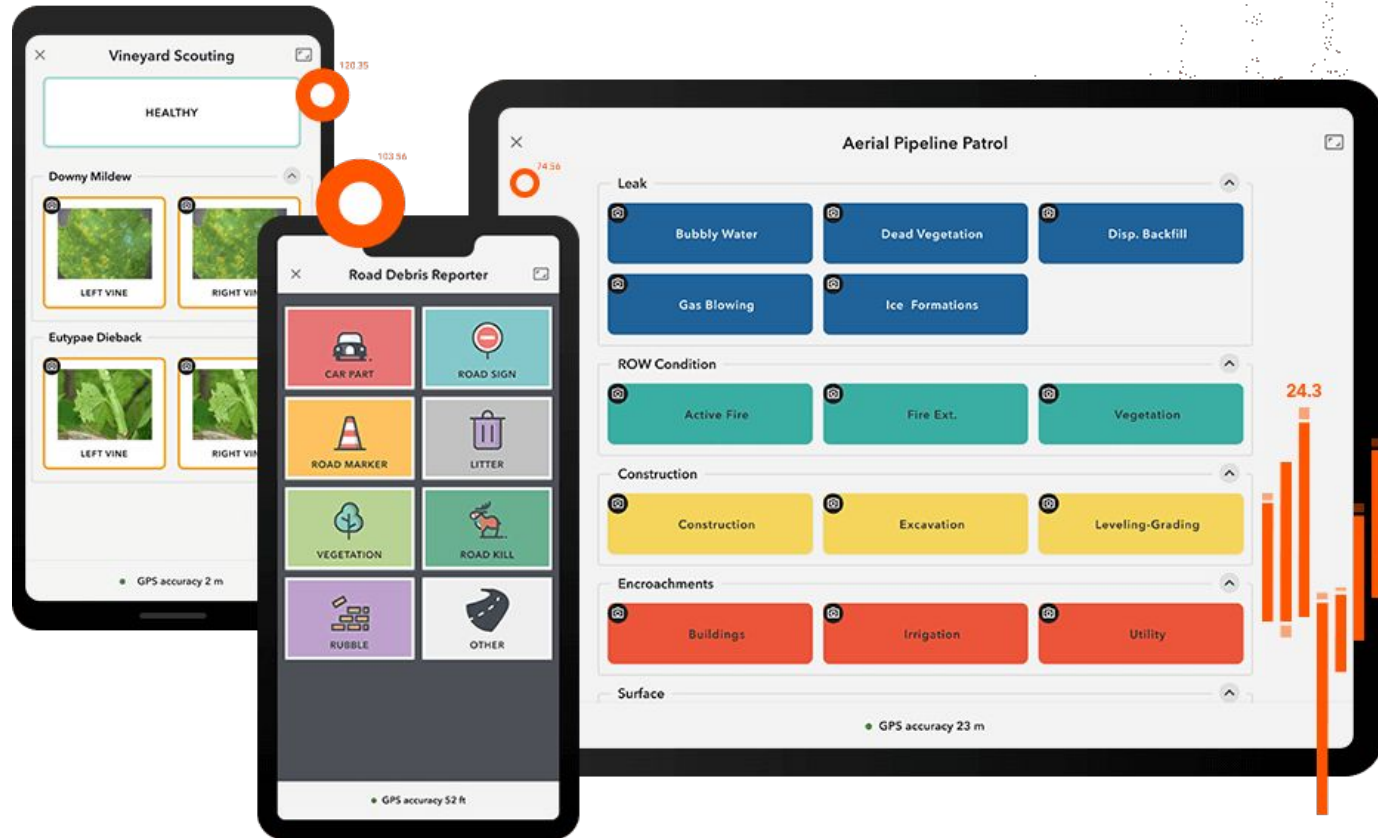
## Deploy New Work Types & Process

New Work Types and context-sensitive forms are quickly deployed into the field with no need for fieldworkers to sync to a central system. Configure Work Types and process in ArcGIS Online.



# QuickCapture - DESIGN

Road  
Patrol



## Design Vehicle-Based Data Capture

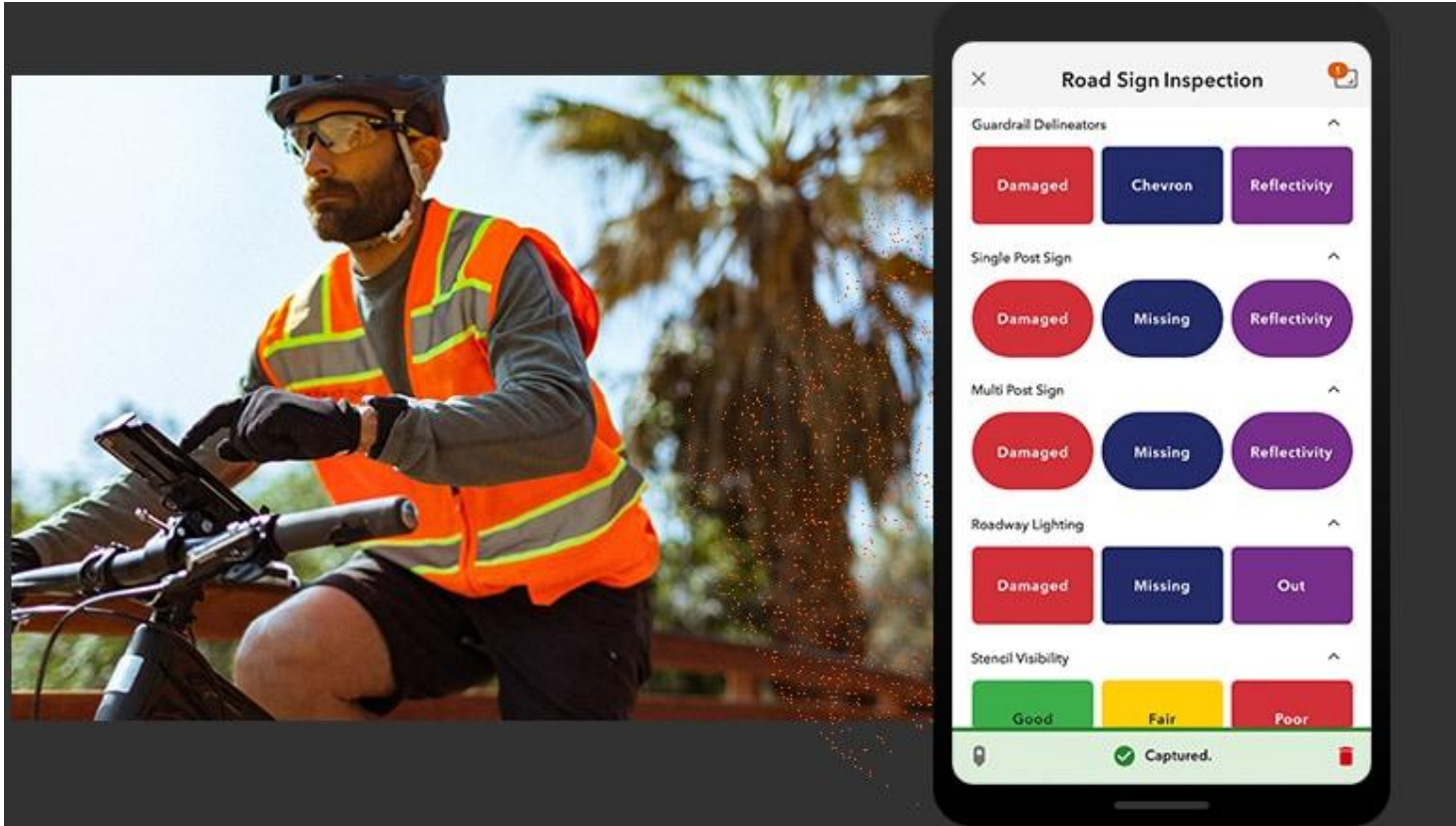
Design vehicle-based inspection workflows such as Road Patrol to capture locations, field conditions, and even photos quickly while operating a vehicle or bike. Sync with your back-office in real-time and eliminate time spent manually processing handwritten notes.





# QuickCapture - COLLECT

Road  
Patrol



## Collect Data

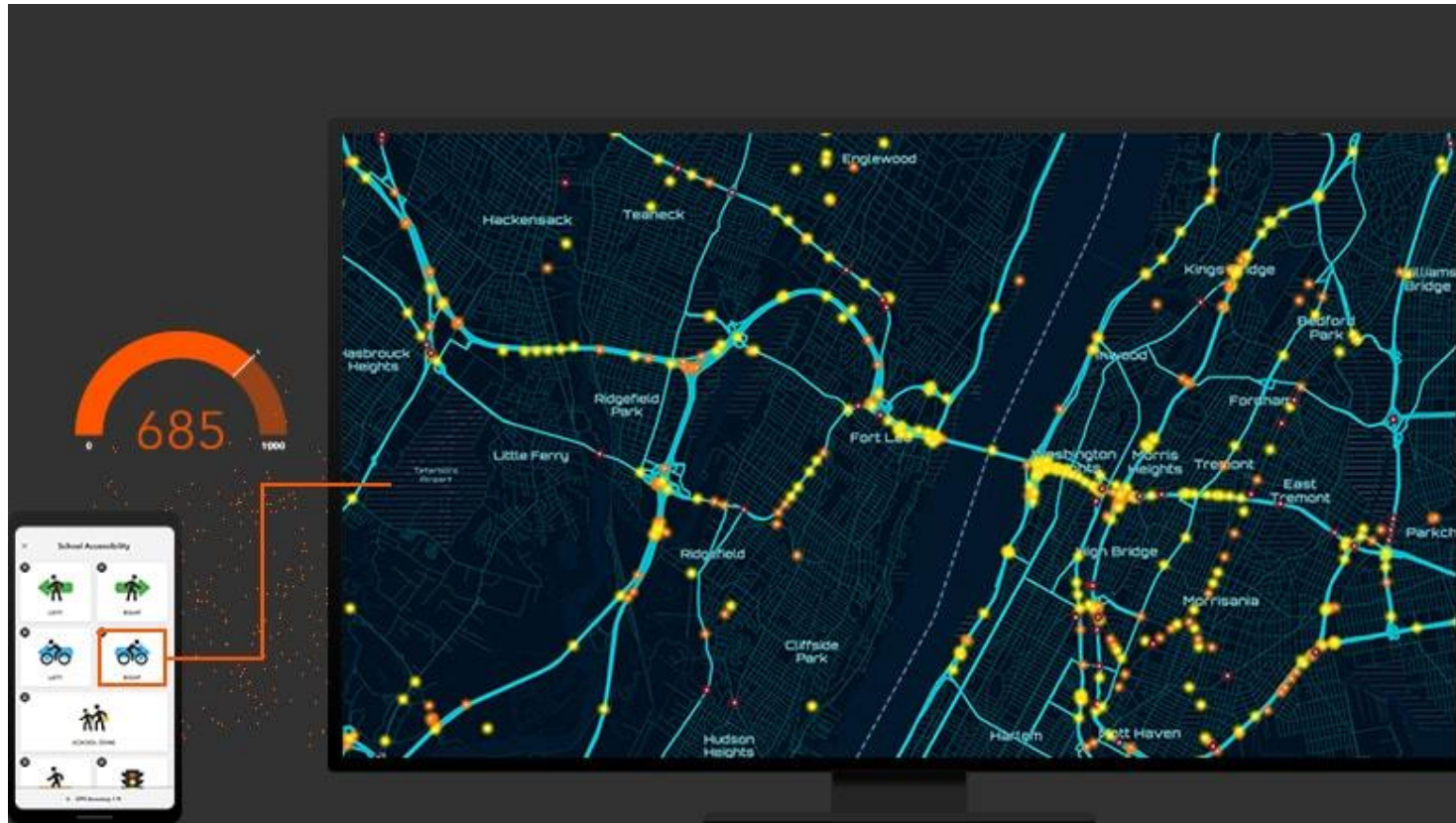
While in a moving vehicle, open the app and tap a button to per deficiency. No time is spent writing notes or finding GPS coordinates—the app knows where users are.





# QuickCapture - ANALYSE

Road  
Patrol



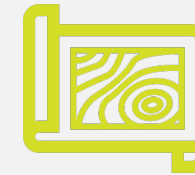
## Analyse Data

Evaluate Road Patrol data by street segment and generate work orders by deficiency. Select deficiencies to group into work orders and integrate into your work management application.



# ArcGIS Online – MAPS

GIS



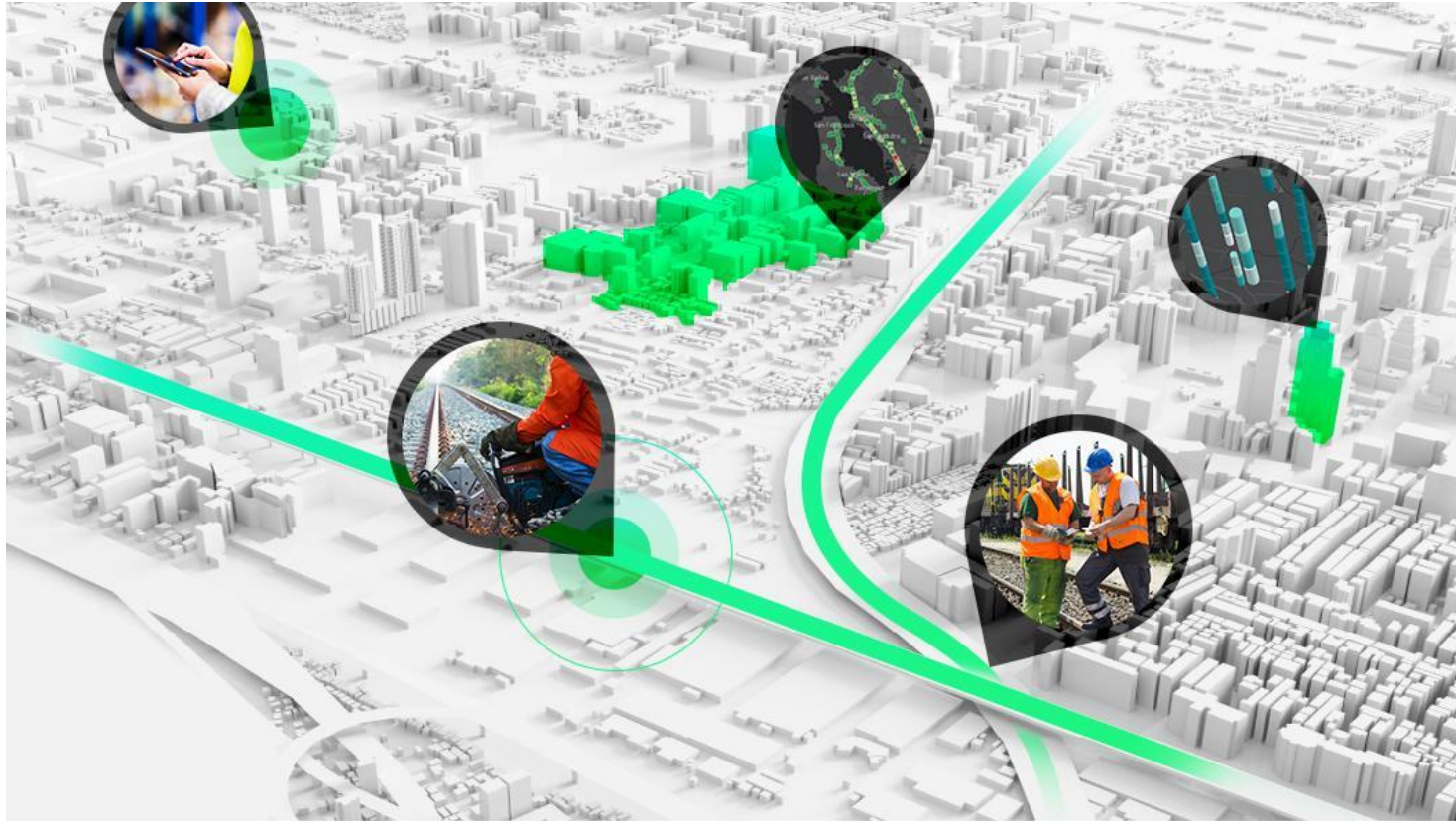
## Make Maps

Share your maps with specific groups or everyone. Create web apps with your maps for a focused, interactive experience.



# ArcGIS Online – ASSETS

GIS



## Manage Field Activities on Assets

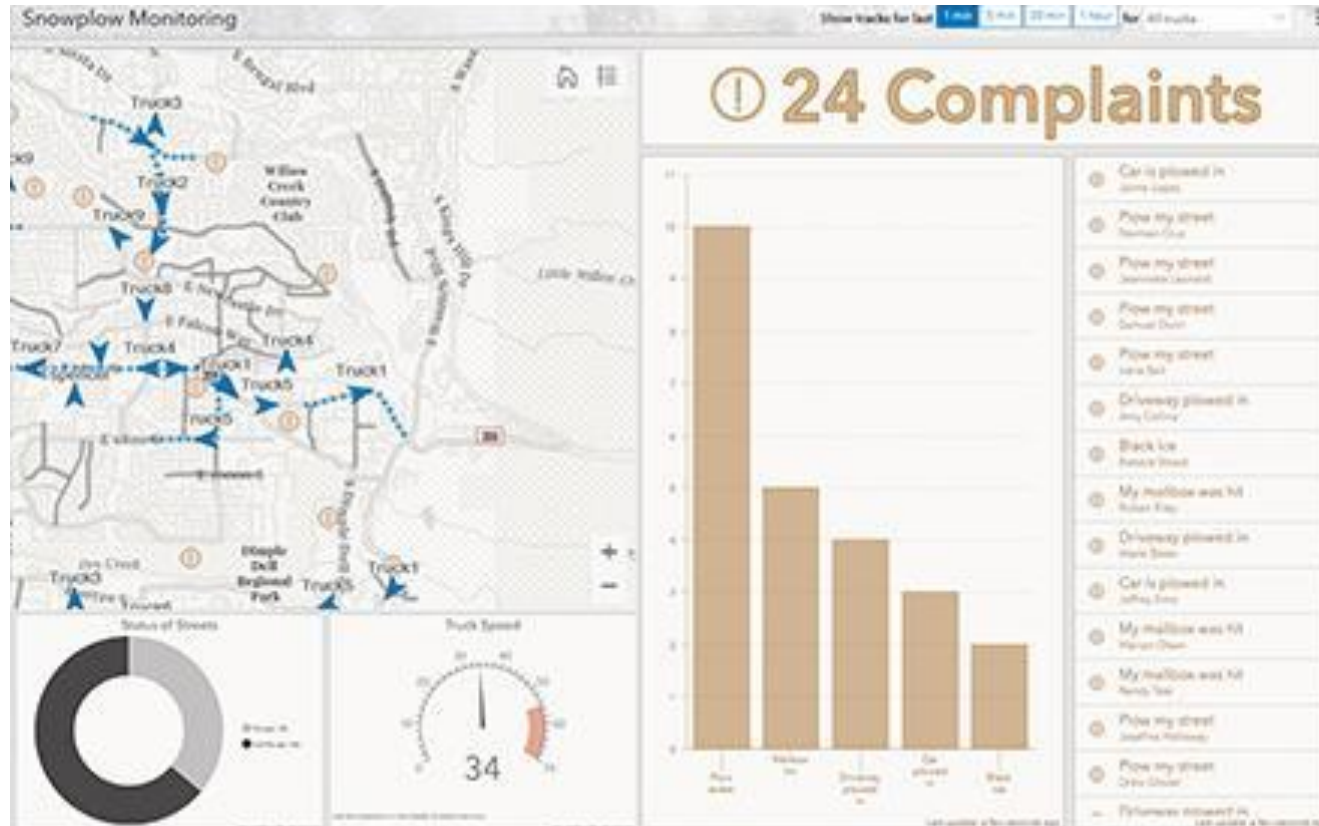
Improve coordination and operational efficiency in workforce activities. Replace paper, modernize workflows for reliable and accessible data, and access the power of location anywhere





# ArcGIS Online – DASHBOARDS

GIS



## Interactive Dashboards

Map-based dashboards that incorporate location feeds, map data, and your business data and key performance indicators can be visualized and enable users to drill down into any level of detail.

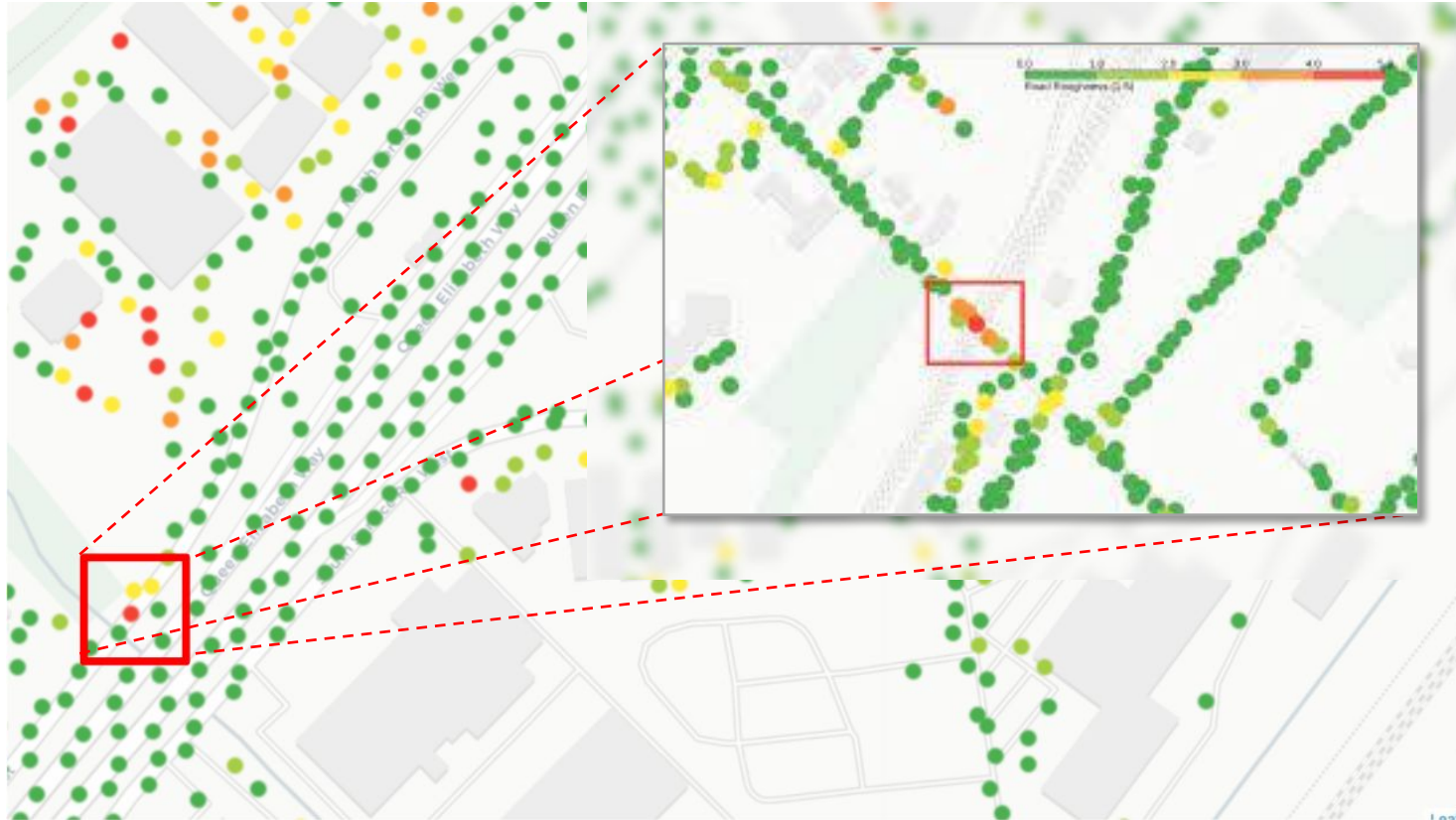


The background image is a dark blue-toned photograph of a person standing on a wide staircase, viewed from behind. The person is wearing a light-colored long-sleeved shirt and dark trousers, and their right arm is extended forward. In the background, a city skyline with several tall buildings is visible under a dark sky. Overlaid on the left side of the image is a white network diagram consisting of interconnected dots and lines. The overall composition suggests themes of technology, urban infrastructure, and forward-looking architecture.

# Solution Architecture

Service Request Portal. Work Management. Maps & Asset Register. Mobile + Fleet.

# GeoTab Road Impediment Data

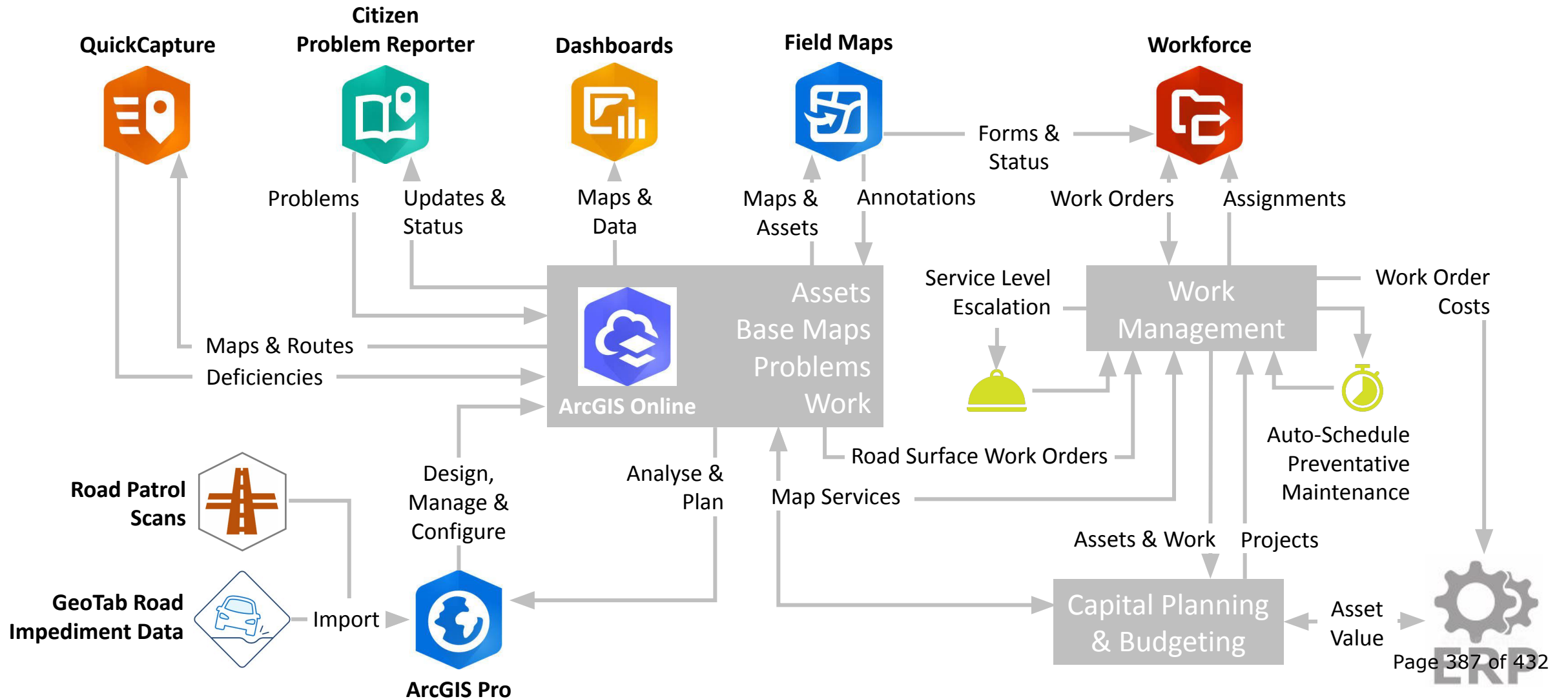


## Road Impediment Data

GeoTab devices installed in commercial trucks and Town vehicles contain accelerometers and are constantly reporting road roughness, drop-offs, potholes, and other issues. Available Monthly.



# Solution Architecture





# Summary

The overall process for citizen service request and work management can be completely digitized, reducing reliance on paper and providing visibility on work activities to staff, citizens, and council.

Esri provides a number of apps and templates built on their mobile tools or ArcGIS to digitize and simplify service requests, field work, and reporting.

The Town will need a cloud-based work management system that supports preventative maintenance schedules and service-level escalation and assignment workflows to enable digitization of the full process.



People



Process



Technology



## ROADMAP Initiatives.

*Identify* outcomes achieved through a series of initiatives

*Create* action plans to realize each initiative

*Prioritize* initiatives into a schedule with cost estimates



People



Process



Technology



# A G E N D A

Project Overview

Outcomes

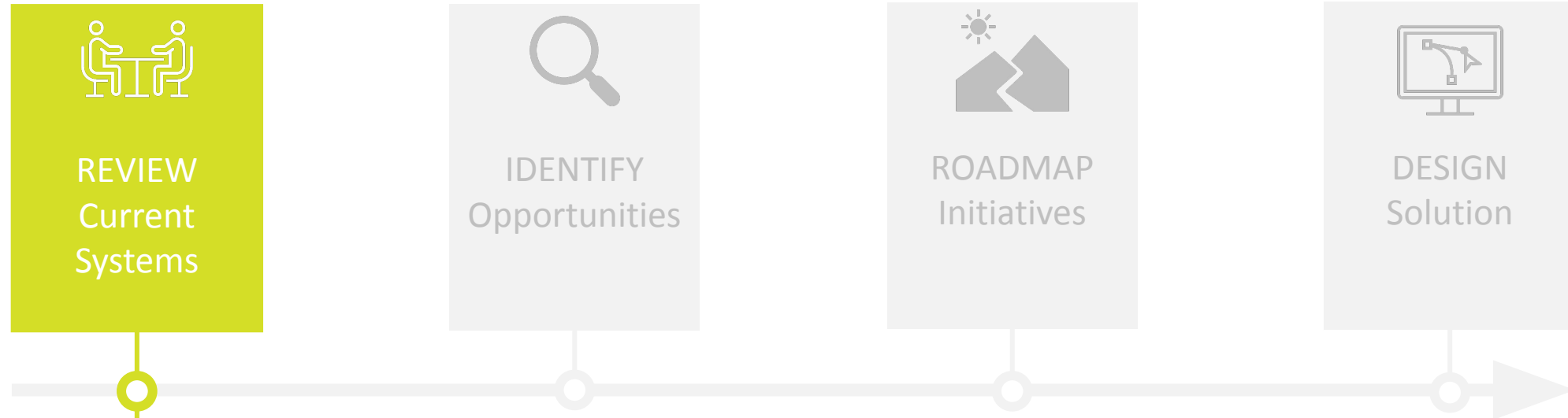
Initiatives & Action Plans

Timeline

Summary



# Project Overview - REVIEW



- Participate in demonstration by Town staff of current system functionality and manual activities to pass work between departments
- Review system documentation and any documented workflows
- Categorize system components into a set of required system capabilities
- Document cross-departmental work processes where required



# Project Overview - IDENTIFY



- Explore optimal work processes that enable digital capture, transfer, and management of information, based on required system capabilities
- Evaluate which capabilities can be delivered through the Esri ArcGIS Platform
- Identify systems that need to remain in place and suggest interface changes for integration
- Outline high-level integrations that automate and digitize cross-system and/or cross-department workflows
- Group Esri ArcGIS Platform capabilities, existing systems and required changes to interface points, and high-level integration workflows into opportunities





# Project Overview - ROADMAP

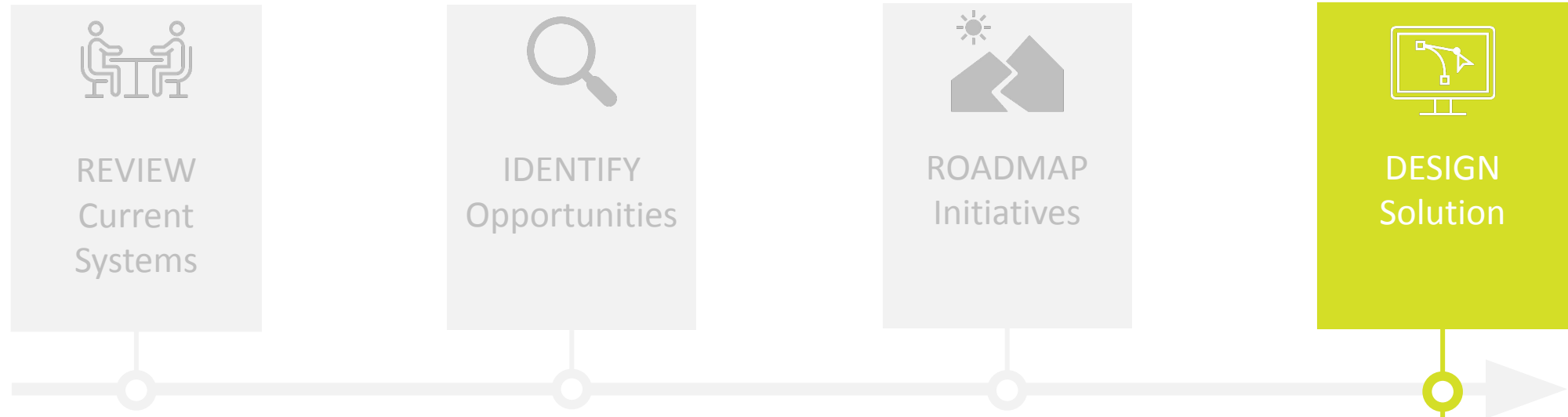


- Group identified opportunities based on a small set of outcomes to form initiatives
- Decompose initiatives into a set of action steps to form action plans to achieve each outcome defined for the initiative
- Prioritize initiatives and provide a budgetary estimate for each
- Organize initiatives and action plans into a high-level schedule that fits the budget expectations for the Town





# Project Overview - DESIGN



- Design the technical architecture that outlines all of the major systems and the integrations between
- List the modules and services in the Esri ArcGIS Platform to license to support all capabilities identified
- Identify the customization requirements for the Esri ArcGIS Platform to fully deliver the identified capabilities
- Specify the data exchange requirements and integration workflows between systems
- Generate an overall listing of use cases and requirements that define the solution architecture



A person is standing on a set of stairs, reaching out towards a bright light. The background is a dark blue cityscape with a network of white dots and lines, suggesting a digital or technological theme. The overall mood is one of achievement and progress.

# Outcomes

Digital Transformation of Service Request to Field Completion Work Processes

# List of Identified Opportunities

## 1. Citizen service request portal:

- a. ArcGIS Citizen Problem Reporter
- b. ArcGIS Citizen Problem Manager

## 2. Road patrol tools:

- c. ArcGIS QuickCapture
- d. Road scanner data & analysis
- e. GeoTab Road Impediments Data

## 3. Maps, Assets, Reporting:

- f. Manage assets in ArcGIS Online
- g. Reports with ArcGIS Dashboards
- h. Visualize fleet operations

## 4. Work Management:

- a. Preventative maintenance schedules
- b. Link work to assets
- c. Capture vehicle maintenance metrics from GeoTab and generate vehicle work
- d. Capture work order costs (labour, material, equipment usage)
- e. Capital planning
- f. Level of service by work type

## 5. Fieldwork applications:

- g. ArcGIS Field Maps
- h. ArcGIS Workforce



# Outcomes



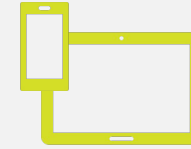
## Goodbye Paper Processes

The entire request to field completion process and SLA escalations are captured digitally



## Responsive to Citizens

Citizens report through one process and can receive regular updates on progress and status.



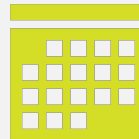
## Fieldworkers Go Digital

Fieldwork is assigned digitally, and mobile devices collect notes, costs, asset condition, and work status



## Work Associated to Assets

An asset register stores infrastructure, facility, fleet, and natural assets to which work is linked



## Preventative Maintenance Schedule

Preventative maintenance schedules are associated to all infrastructure, equipment, and vehicles



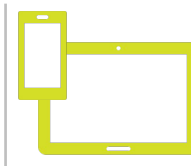
## Transparent Reporting

Managers and council have dashboard reports on citizen reports and all work activities.



## Opportunities:

## Outcomes:



1a. ArcGIS Citizen Problem Reporter



1b. ArcGIS Citizen Problem Manager



2a. ArcGIS QuickCapture



2b. Road scanner data & analytics



2c. GeoTab Road Impediment Data



3a. Manage assets in ArcGIS Online



3b. Reports with ArcGIS Dashboards



3c. Visualize fleet operations



4a. Preventative maintenance



4b. Link work to assets



4c. Capture vehicle operation metrics



4d. Capture work order costs



4e. Capital planning



4f. Level of service by work type



5a. ArcGIS Field Maps



5b. ArcGIS Workforce



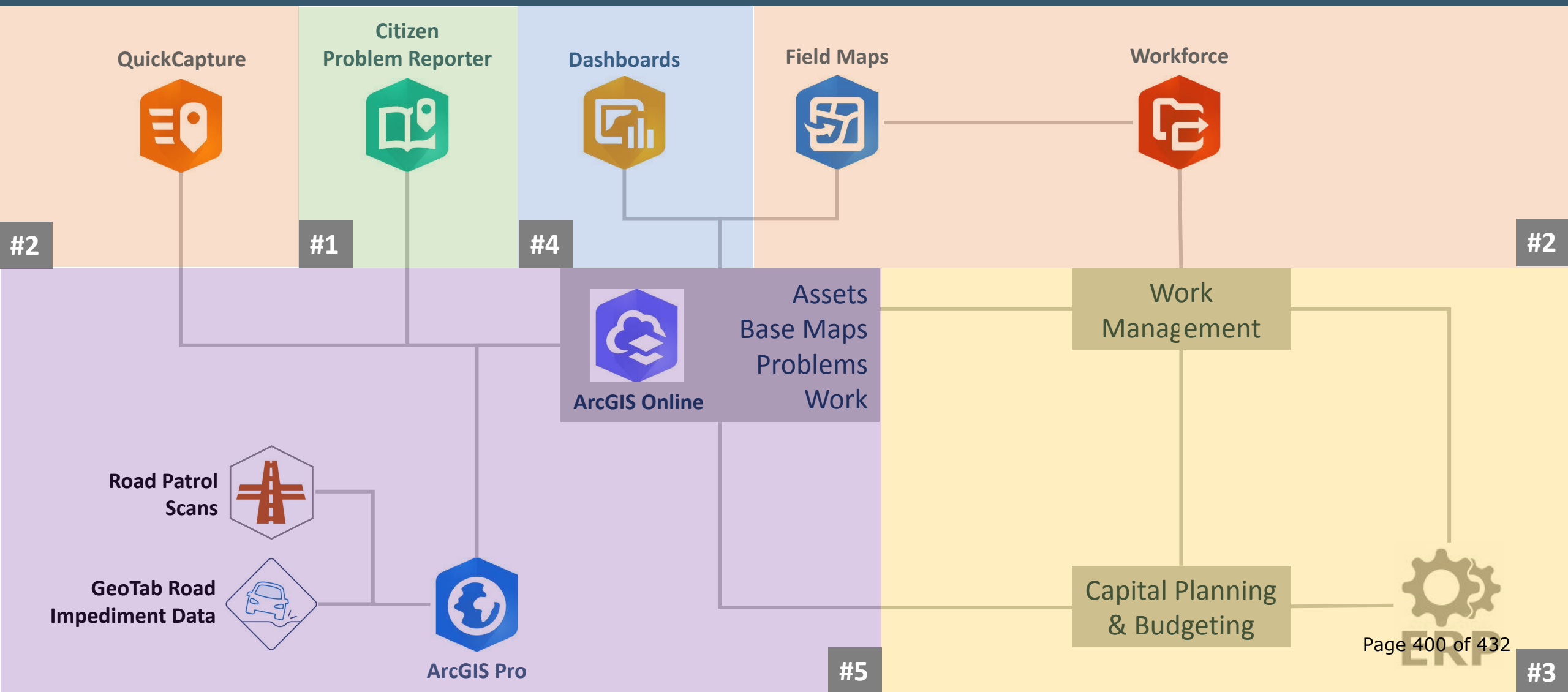


# Initiatives & Action Plans










Service Request Portal. Mobile for Fieldwork. Work & Capital Planning. Reporting.



# Solution Architecture Divided into Initiatives



# List of Initiatives and Technologies

1	Replace Service Request Portal	 Citizen Problem Reporter			
2	Deploy Mobile Fieldworker Tools	QuickCapture 	Field Maps 	Workforce 	
3	Implement Work & Capital Planning Solution	Work Management		Capital Planning & Budgeting	
4	Build Map-Based Dashboards to Visualize Work	Dashboards 			
5	Setup GIS Operations & System Support	ArcGIS Online 	ArcGIS Pro 	GeoTab 	Road Scans 



# #1

# Replace Service Request Portal

- Leverage ArcGIS Citizen Problem Reporter & Manager to digitally capture citizen problem requests, and associate to assets where appropriate.
- Citizen Problem Reporter also enables upload of photos, notes, and allows for subscription to existing problems.
- Configure IVR solution to ensure one mechanism to call into a call coordinator for all issues. Call coordinator enters citizen service requests into Citizen Problem Reporter.
- Field staff can report changes to status of reported problems. They can also enter private (internal) or public (subscribers to problem) notes to communicate more details.



#1

# AP: Replace Service Request Portal

Roadmap	Number	Action Steps
\$35,000	1a	Create a set of 3-6 categories based on location or asset type that a citizen may report. Build a 1-3 level hierarchy of work types below the category that enables drill-down to a problem a citizen can report without too much detail.
	1b	Build a prototype app and service for 1 category of problems. Invite a small set of users to test out and comment on issues or shortcomings.
	1c	Configure one workflow and supporting map service per problem type.
\$5,000	1d	Create the roundtrip communication from Field Maps / Workforce to Citizen Problem Reporter of public comments and changes to status.
	1e	Negotiate Service Level Agreements per problem type
\$5,000	1f	Configure work management system to escalate service requests and associated work orders based on negotiated Service Level Agreements.

Timeframe (months):

2022

2023

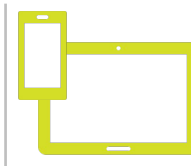
2024

Outcomes:



## Opportunities:

## Outcomes:



1a. ArcGIS Citizen Problem Reporter



1b. ArcGIS Citizen Problem Manager



2a. ArcGIS QuickCapture



2b. Road scanner data & analytics



2c. GeoTab Road Impediment Data



3a. Manage assets in ArcGIS Online



3b. Reports with ArcGIS Dashboards



3c. Visualize fleet operations



4a. Preventative maintenance



4b. Link work to assets



4c. Capture vehicle operation metrics



4d. Capture work order costs



4e. Capital planning



4f. Level of service by work type



5a. ArcGIS Field Maps



5b. ArcGIS Workforce



# Deploy Mobile Fieldwork Tools

- Simplify field-based workflows by provided a mobile app that allows for configuration of context-driven forms by work type AND attach location to all collected information.
- Digitally collecting inspection information and enabling staff to add notes and annotate work orders digitally, as well as change status or close will remove the need for paper work orders in the field.
- A light-weight field workforce management tool will allow supervisors to know where fieldworkers are deployed, assign or monitor tasks and progress, and provide map-based planning for projects and preventative maintenance.
- Integration of the workforce management app with a work management system enables the automated assignment of preventative maintenance and work based on team-based workflows.
- The tools identified to support mobile fieldwork are ArcGIS Field Maps, ArcGIS Workforce, ArcGIS Online, and the new cloud-based work management system.





# AP: Deploy Mobile Fieldwork Tools

Roadmap	Number	Action Steps
\$30,000	2a	Create a complete asset registry in ArcGIS Online. Associate assets to geography where appropriate, or link to geographic objects such as facilities. Iterate by asset class.
	2b	Build a prototype Workforce and Field Maps app and workflows for 1 asset class. Invite a small set of users to test out and comment on issues or shortcomings.
	2c	Develop workflows for each work type and asset class. Iterate by work type.
	2d	Configure and deploy ArcGIS QuickCapture for Road Patrol activities.
\$5,000	2e	Update Workforce and Field Maps workflows to include estimated material consumed, equipment usage, and labour effort.
\$10,000	2f	Integrate Workforce with Work Management System to automate the assignment of work, number of work orders, and receipt of preventative maintenance work orders.

Timeframe (months):

2022

2023

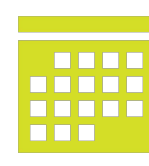
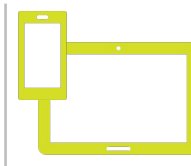
2024

Outcomes:



## Opportunities:

## Outcomes:



1a. ArcGIS Citizen Problem Reporter



1b. ArcGIS Citizen Problem Manager



2a. ArcGIS QuickCapture



2b. Road scanner data & analytics



2c. GeoTab Road Impediment Data



3a. Manage assets in ArcGIS Online



3b. Reports with ArcGIS Dashboards



3c. Visualize fleet operations



4a. Preventative maintenance



4b. Link work to assets



4c. Capture vehicle operation metrics



4d. Capture work order costs



4e. Capital planning



4f. Level of service by work type



5a. ArcGIS Field Maps



5b. ArcGIS Workforce



# Implement Work & Capital Planning Solution

- Purchase a new work and asset management solution that includes a capital planning and budget module. Any solution should be cloud-based to simplify infrastructure management. Ease of use and configuration is a paramount consideration.
- Both work and capital planning solutions should interface directly with ArcGIS Online to link geographic representations of assets where appropriate.
- Linear and areal infrastructure such as water, wastewater, streets, and parcels should maintain an asset genealogy (history of splits and merges) to enable historical work orders to reference the appropriate geographic representation.
- Preventative maintenance schedules enable the creation of work orders against assets to ensure that supplier-mandated upkeep is recorded and performed.
- A service request module configured to support escalation based on service-level agreements will support better responses to citizen service requests.
- Capital planning and budgeting supports various scenarios to meet a level of service for each asset class, leverage current asset condition and consideration of the asset lifecycle to recommend remediation or replacement.



#3

# AP: Implement Work & Capital Planning Solution

Roadmap	Number	Action Steps
nil	3a	Interview suppliers and select a cloud-based work and asset management solution with capital planning and budgeting module.
\$140,000	3b	Configure Esri map services to support work & capital planning solution.
	3c	Design new work management and capital planning workflows.
	3d	Configure work and asset management system iteratively by asset class. Configure capital planning and budgeting module, including interfaces to ERP.
	3e	Integrate GeoTab vehicle maintenance measures and enable generation of fleet work orders.
	3f	Deploy work and capital planning solution to staff, iteratively by asset class.

Timeframe (months):

2022

2023

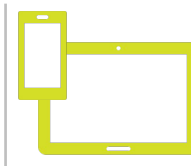
2024

Outcomes:



## Opportunities:

## Outcomes:



1a. ArcGIS Citizen Problem Reporter



1b. ArcGIS Citizen Problem Manager



2a. ArcGIS QuickCapture



2b. Road scanner data & analytics



2c. GeoTab Road Impediment Data



3a. Manage assets in ArcGIS Online



3b. Reports with ArcGIS Dashboards



3c. Visualize fleet operations



4a. Preventative maintenance



4b. Link work to assets



4c. Capture vehicle operation metrics



4d. Capture work order costs



4e. Capital planning



4f. Level of service by work type



5a. ArcGIS Field Maps



5b. ArcGIS Workforce



## Build Map-Based Dashboards to Visualize Work

- ArcGIS Dashboards enable the visualization of key performance metrics and styled maps based on service requests, planned or in-process work, and capital spending scenarios for various asset classes.
- Dashboards can be deployed to roll up information to supervisors and management, to summarize progress and status on key projects or performance metrics to Council, or to inform citizens about key aspects of project work in their Town.
- Interactive Dashboards enable the drill-down of trends into more detailed data that can provide additional insight or questions regarding Town issues.
- Transparency – in a word, Dashboards shine a light on the status of current and planned work and the performance of Town staff against service level targets.





# AP: Build Map-Based Dashboards to Visualize Work

Roadmap	Number	Action Steps
see 5a	4a	Configure a Dashboard showing service request numbers, resolutions, locations, and problem types, along with typical resolution times against service level agreements.
	4b	Create an ArcGIS Dashboard that shows plow and sanding progress on a live map from the GeoTab GPS feed.
	4c	Build a Dashboard showing the current work, work locations, status by work location (scheduled, started, completed), and completion times by work type.
see 5b	4d	Create a series of Dashboards for Capital Planning that compares various investment scenarios, displays assets on a map by asset class and condition, and show changes to infrastructure based on various remediation or replacement activities.

Timeframe (months):

2022

2023

2024

Outcomes:







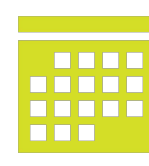
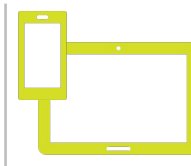






## Opportunities:

## Outcomes:



1a. ArcGIS Citizen Problem Reporter



1b. ArcGIS Citizen Problem Manager



2a. ArcGIS QuickCapture



2b. Road scanner data & analytics



2c. GeoTab Road Impediment Data



3a. Manage assets in ArcGIS Online



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4d. Capture work order costs



4e. Capital planning



4f. Level of service by work type



5a. ArcGIS Field Maps



5b. ArcGIS Workforce



# Setup GIS Operations & System Support

- GIS applications and data underpin the transition to the new solution architecture. Many of the Town's asset, including water/wastewater and road infrastructure are being digitized into GIS.
- By adding GIS applications to the portfolio of applications managed by the Town, there is a need for an additional GIS applications specialist position within the IT organization. GIS data management can continue within the Public Works purview.
- Additional analytics tasks supporting road patrol and resulting work order generation will add demands on the GIS data management role.
- Ongoing work that leverages external consultants to help in the digitization of assets and the inspection activities required to assess asset condition will make the data managed in ArcGIS Online and a new Work Management System more valuable.



# AP: Setup GIS Operations & System Support

Roadmap	Number	Action Steps
\$35,000	5a	Hire a consultant to provide the initial configuration of ArcGIS Online and related tools.
\$55,000	5b	Create a new position, GIS Applications Specialist, in the IT Department to support the GIS-based tools requiring configuration, workflow development, and maps.
\$80,000		
see 5a or 5b	5c	Develop a Wiki to store information on how various parts of the Solution Architecture are structured and configured and to provide user-level documentation and education to enable supervisors and other technically-able staff to iterate on work already done.
see 5b	5d	Build the analytical processes to consume road scan data and GeoTab Road Impediment Data to create remedial work orders for road surface improvements.

Timeframe (months):

2022

2023

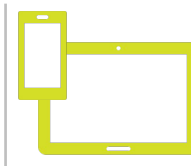
2024

Outcomes:



## Opportunities:

## Outcomes:



1a. ArcGIS Citizen Problem Reporter



1b. ArcGIS Citizen Problem Manager



2a. ArcGIS QuickCapture



2b. Road scanner data & analytics



2c. GeoTab Road Impediment Data



3a. Manage assets in ArcGIS Online



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4e. Capital planning



4f. Level of service by work type



5a. ArcGIS Field Maps



5b. ArcGIS Workforce

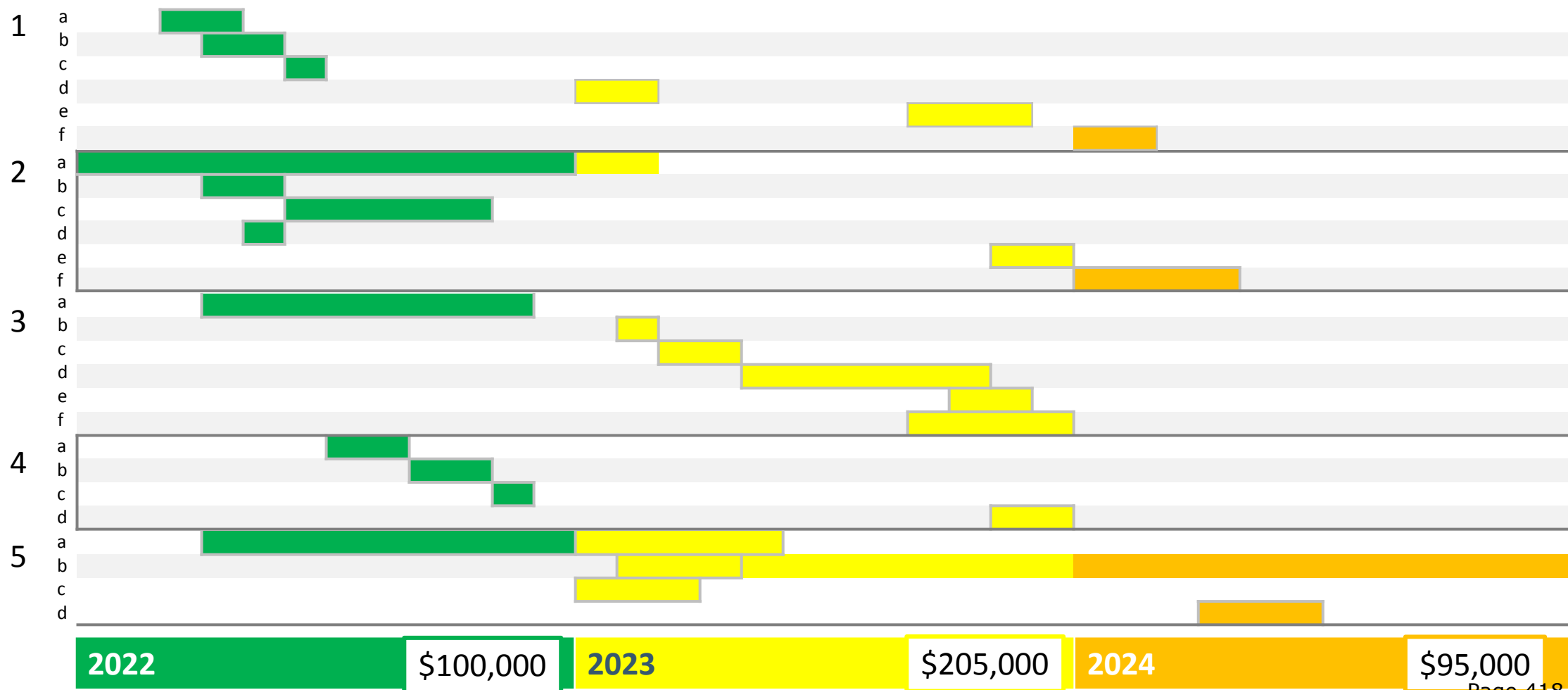


# Timeline

A conceptual image featuring a person standing on a wide staircase, reaching out towards a distant city skyline. The scene is overlaid with a blue-tinted network of white dots and lines, suggesting a timeline or a path forward. The person is seen from behind, wearing a light-colored shirt and dark pants. The city skyline is visible in the background, with several tall buildings. The overall mood is one of aspiration and progress.



# Action Plan Timeline



# Savings: Work Management Solution

- Biggest impact is on labour expenses. Typical municipalities have 80% reactive vs 20% planned maintenance. Moving this to 60/40 reactive vs. planned will drastically reduce overtime and extend equipment life.
- Implementing preventative maintenance (PM) on equipment leads to an average 20%\* reduction in equipment downtime.
- ~18%\* reduction in parts inventory expenses by tracking parts usage to work and eliminating money tied up in stale stock.
- ~28%\* increase in labour productivity by digitizing the tracking and assignment of their work:
  - Reduced overtime (optimize resource assignment)
  - Reduced emergency maintenance (PM program)
  - Reduced paperwork (it's digital)
  - Reduced time on purchase orders (it's digital)
- Capturing work order costs (material, equipment usage, labour effort) optimizes the PM program and reduces overall work costs



\* A.T. Kearny in Industry Week surveyed 558 companies to identify improvements

# Savings: Capital Planning Solution

- Moving to a level-of-service evaluation of facility and infrastructure assets will enable you to target your capital projects to improve or maintain your assets. Remediations contribute improvements to your Tangible Capital Assets.
- An asset condition assessment sets a baseline from which to base improvements
- Once a PM program is in-place, and asset condition assessments are complete, the Town will have a firm basis to target their capital improvement program to meet a level of service. This may mean a short-term increase to capital spending to improve deficient assets, but PM + level of service will optimize the Town's capital program.
- Additional savings by deferring maintenance activities to major infrastructure based on condition assessments.



# Savings: Digitizing Service Request Portal

- **50%** of PW Call Coordinator time is used in the following activities:
  - Entering problem reports into work management system
  - Capturing contract labour, material, and equipment costs and correlating these to individual work orders – all paper-based
  - Compiling reports to council for service requests
- Supervisors follow up with residents on most service requests:
  - ~800 service requests annually
  - ~15 minutes per follow-up call = 200 hours of supervisor time @ \$65/hour
  - \$13,000 annual savings
- Clarification of what is needed by PW for each problem type means that PW Call Coordinator can handle the follow-up information requests. This can be codified into a Wiki or other knowledgebase





# Summary

There are five initiatives identified to implement and support the Solution Architecture that realize six outcomes related to digital transformation.

The roadmap allocates activities and identifies required resources over the 2022-2024 fiscal years to achieve the digital transformation outlined in the Solution Architecture.



People



Process



Technology

**Subject:** Union Library Endorsement

**Recommendation:**

**BE IT RESOLVED THAT Council receive Report #2022-0010, Union Library Endorsement, for information;**

**AND THAT Council receive the report by Watson and Associates which was funded by the Modernization Grant Phase 2, for information;**

**AND THAT Council approve posting this final report on the Town's website as per the grant agreement,**

**AND THAT Council accepts and approved the recommendation of the Joint Lincoln/Pelham Library Board Committee and endorses the report on the Potential Operational Merger of Lincoln and Pelham Public Libraries, effective April 1, 2022;**

**AND THAT Council directs the Town Clerk to present a by-law appointing a new Library Board effective April 1, 2022.**

**Background:**

This report is being written to provide staff endorsement of the presentation and written report provided by Pelham Public Library and Lincoln Public Library staff and further to satisfy a condition of a provincial grant (Modernization Phase 2). The specific recommendations included in that report (see library delegation material) have been agreed to by staff at both the Town of Lincoln and the Town of Pelham. It is understood and appreciated by all parties that there will be some growing pains in this process, but by having some amount of administrative support provided by each municipality, it is believed that the burden shall be shared and problems solved more expeditiously.

The review process has been thorough and has involved the time and talents of all members of both library boards, staff at both libraries, staff at both municipalities, consultants at Watson & Associates and leadership from both municipal councils. There is a strong and general consensus that the administrative salary savings can



and will be plowed back into frontline salaries, so as to enhance the customer experience and increase institutional capacity. Both libraries have similar, client-focused cultures with high quality programming, and relatively little cultural friction is expected.

The new Lincoln Pelham Union Public Library will officially commence operations as a unified entity on April 1, 2022. This will be a 'soft opening' and at some point thereafter a formal celebration/grand opening event will occur, as Covid conditions permit, likely in the April-July.

### **Analysis:**

Formal analysis is contained in both the Watson & Associates report (attached) and in the report written by Lincoln Public Library and Pelham Public Library staff. There will be a division of labour between the respective town administrations, at least during a transitional period, and the future funding and operations will be reviewed at least once every four years, to ensure that funding remains in line with relative populations and that efficiency is maximized for back office operations. The concept and plans have been widely reviewed by a large number of professionals, which provides a degree of comfort that the undertaking will be highly successful.

### **Financial Considerations:**

The consultant review was financed in its entirety by the Modernization Phase 2 grant. There are no direct financial costs associated with the union process. Both municipalities have and will continue to provide support services, the cost of which is currently and will continue to be absorbed by existing operations budgets. While there will be financial savings as a result of the elimination of one CEO position, those dollars are being reinvested in front line staff and operations.

### **Alternatives Reviewed:**

The alternative is to abandon this opportunity and hire a CEO for the Pelham Public Library. Given the potential for enhanced service this is not an advisable course of action.

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

The new Lincoln Pelham Union Library will be a strong cultural and recreational asset for both communities. By shifting expenditures from administration to front line service, there is every expectation that both communities will benefit. This initiative is an excellent example of collaboration and co-operation amongst neighbours and proves that community spirit and managerial savvy are alive and well in Niagara.

**Consultation:**

Lincoln Public Library CEO  
Pelham Public Library, Acting CEO  
Lincoln, CAO  
Lincoln Treasurer

**Other Pertinent Reports/Attachments:**

Appendix 1: Library Integration for the Town of Lincoln and the Town of Pelham by Watson & Associates Inc. - See library delegation material

Appendix 2: Lincoln Pelham Public Library Report on Potential Merger of Lincoln and Pelham Public Libraries. - See library delegation material

**Prepared and Submitted by:**

Teresa Quinlin-Murphy, FCPA, FCA, MBA,  
Director Corporate Services & Treasurer  
David Cribbs, BA, MA, JD, MPA  
Chief Administrative Officer

The Corporation of the Town of Pelham

By-law No. 4426(2022)

**Being a by-law to amend By-law No. 4411(2022) to establish 2022 Fees and Charges to be collected by the Corporation of the Town of Pelham;**

**And to Add Fees and Charges to the Planning and Development Services Schedule.**

**WHEREAS** the *Municipal Act, 2001, S.O 2001, c.25*, provides that a municipality may pass by-laws imposing fees or charges on any class of persons; and,

**AND WHEREAS** By-law No. 4411(2022) establishes the 2022 Fees and Charges to be collected by the Corporation of the Town of Pelham;

**AND WHEREAS** the Corporation of the Town of Pelham deems it expedient to add Fees and Charges as they relate to the Community Dedication Program for the Town of Pelham;

**NOW THEREFORE** Council of the Corporation of the Town of Pelham Enacts as Follows:

- (1) THAT the Planning and Development Services Schedule to By-law #4411(2022) be amended as follows, detailed in the attached schedule, as it relates to Consent Fees, as below listed:

Add – Cancel Consent Application Fee - \$400.00  
Add – Cancel Consent Certificate Fee - \$100.00

- (2) Effective Date

That this By-law shall become effective from and after the date of passing thereof.

Read, Enacted, Signed and Sealed this  
22nd Day of February, 2022.

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Marvin Junkin, Mayor

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Holly Willford, Town Clerk



## Planning & Development Services

	2022
<b>Planning Fees (continued)</b>	
* Subdivision Agreements, Site Plan Agreements and Development Agreements requiring the extension of municipal services	
\$11,225.00 where the cost of construction of all Work is less than \$100,000.00;	
\$11,225.00 plus 4.0% of the costs between \$100,000.00 and \$400,000.00;	
\$24,382.00 plus three and one-half percent (3.5%) of the costs exceeding four hundred thousand dollars (\$400,000.00);	
** Site Plan Agreements; and, Development Agreements where municipal services are not required to be extended \$2,809.00	
*** Shall be paid in addition to the Official Plan Amendment, Zoning By-Law Amendment and other planning application fees	
Agreements for temporary Second Dwelling Units	\$1,082.00
Change of Address	\$124.00
Consent	\$1,560.00
Request for Change in Conditions	\$573.00
Rescheduling Fee	\$261.00
Final Certification	\$411.00
Recirculation Due to Change in Application	\$261.00
Special Hearing Fee (In Addition to Application Fee)	\$573.00
Minor Variance	\$1,144.00
Rescheduling Fee	\$261.00
Recirculation Due to Change in Application	\$261.00
Special Hearing Fee (In Addition to Application Fee)	\$573.00
Cancel Consent Application Fee	\$400.00
Cancel Consent Certificate Fee	\$100.00

The Corporation of the Town of Pelham

By-law No. 4428(2022)

**Being a By-law to authorize the Mayor and Clerk to enter into a Memorandum of Understanding with the 2021 Canada Games Host Society Inc. with respect to the 2022 Canada Games;**

**AND to authorize the Town, in collaboration with the 2021 Canada Games Host Society to organize and host a community event as part of the 13 for 13 Cultural Festival on Thursday, August 18, 2022 in Peace Park, 20 Pelham Town Square, Fonthill.**

**WHEREAS** the Council of the Corporation of the Town of Pelham deems it desirable to enter into a Memorandum of Understanding with the 2021 Canada Games Host Society INC;

**AND WHEREAS** the Council of the Corporation of the Town of Pelham deems it desirable to host and organize a community event as part of the 13 for 13 Cultural Festival in collaboration with 2021 Canada Games Host Society INC including arranging all necessary logistics, partnerships, and promotions as identified in the agreement attached hereto;

**NOW THEREFORE** Council of the Corporation of the Town of Pelham Enacts as Follows:

1. **THAT** the agreement attached hereto and forming part of this By-law between the Corporation of the Town of Pelham and 2021 Canada Games Host Society INC be and the same is hereby approved; and
2. **THAT** the Mayor and Clerk be and are hereby authorized and instructed on behalf of the Corporation of the Town of Pelham to execute said Agreement and the Clerk is hereby authorized to affix the Corporate Seal thereto.
3. Effective Date

That this By-law shall become effective from and after the date of passing thereof.

Read, Enacted, Signed and Sealed this  
22nd Day of February, 2022.

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Marvin Junkin, Mayor

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Holly Willford, Town Clerk

## NIAGARA 2022 CANADA SUMMER GAMES | JEUX D'ÉTÉ DU CANADA NIAGARA 2022

### MEMORANDUM OF UNDERSTANDING

#### BETWEEN:

**2021 CANADA GAMES HOST SOCIETY INC.**  
**(the "Host Society")**

#### AND

**THE TOWN OF PELHAM**  
**(the "Municipality")**

- 1. PREAMBLE.** The Niagara 2022 Canada Summer Games will take place in Ontario's Niagara region in August 2022. These Games will welcome our nation's next generation of national and international champions as the best young athletes from across the nation assemble to compete in Canada's largest multi-sport event.
- 2. PURPOSE.** This MOU is not legally binding but is intended to set out the understanding of the Host Society and the Municipality regarding their respective contributions and responsibilities for the community event to be hosted by the Municipality as part of the 13 For 13 Cultural Festival..
- 3. TERM.** This MOU shall be effective as of February 10, 2022 and shall continue until August 21, 2022.

#### **4. CONTRIBUTIONS BY MUNICIPALITY.**

The Municipality agrees that:

- (a) it will organize and host a community event as part of the 13 For 13 Cultural Festival on Thursday, August 18, 2022 at Peace Park, 20 Pelham Town Square, Fonthill, ON (the "Event") and that;
- (b) it will collaborate with the Host Society and its contractor(s) concerning the plan for the Event, including the theme and scope of the Event;
- (c) the Event will be paired with the Province of Alberta and efforts will be made to promote this partnership;
- (d) it will be responsible for organizing and hosting the Event, including obtaining, engaging or arranging for all necessary permits, insurance, security, volunteers, suppliers and service providers; and
- (e) it will permit the Host Society to activate at the Event, including: (i) installing a Games booth and signage to promote the Games and to recognize Event-presenting sponsors of the Games; and (ii) undertaking programming organized by the Host Society, including Indigenous programming. Such activations will require approximately ten (10) locations at the Event, each requiring an approximate 10 ft X 10 ft footprint.



## NIAGARA 2022 CANADA SUMMER GAMES | JEUX D'ÉTÉ DU CANADA NIAGARA 2022

### 5. CONTRIBUTIONS BY HOST SOCIETY.

The Host Society agrees that it:

- (a) will provide ten thousand (\$10,000.00) dollars CD to support programming or some other element of the "Event" that is proposed by the Municipality and acceptable to the Host Society;
- (b) will provide event planning consultation via the Host Society's Event Team and Absolute XM Events;
- (c) will assist the Municipality with the Event's production and execution; and (d) will assist in marketing and promoting the Event as part of its promotion of the Games; and assist the Municipality to obtain volunteers to help deliver the Event.

6. This MOU may be electronically executed in counterparts, each of which shall be deemed to be an original, but all of which shall constitute one document.

**on behalf of the 2021 Canada Games Host Society Inc.**

\_\_\_\_\_  
(Signature) (Printed Name)

\_\_\_\_\_  
(Title)

\_\_\_\_\_  
(Date)

**on behalf of the Town of Pelham**

\_\_\_\_\_  
(Signature) (Printed Name)

\_\_\_\_\_  
(Title)

(Date)

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(Signature) (Printed Name)

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(Title)

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(Date)

The Corporation of the Town of Pelham

By-law No. 4429(2022)

**Being a by-law to adopt, ratify and confirm the actions of the Council at its Regular Meeting held on the 22<sup>nd</sup> day of February 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 22nd day of February, 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  
22nd Day of February, 2022.

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Marvin Junkin, Mayor

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Holly Willford, Town Clerk