

REGULAR COUNCIL AGENDA

C-11/2023

Wednesday, June 7, 2023

9:00 AM

Meridian Community Centre - Accursi A and B

100 Meridian Way

Fonthill, ON

L0S 1E6

The Town of Pelham is holding hybrid meetings of Council and Committee in accordance with Procedure By-law 4507(2022). Public access to meetings will be provided in-person at the location indicated on the agenda, via Livestream: www.youtube.com/townofpelham/live and subsequent publication to the Town's website at www.pelham.ca.

Pages

1. Call to Order and Declaration of Quorum

2. 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.

3. Approval of the Agenda

4.	Disclosure of Pecuniary Interests and General Nature Thereof	
5.	Hearing of Presentation, Delegations, Regional Report	
5.1	Delegation	
5.1.1	Niagara Chapter Trout Unlimited Canada, Update on Rice Road Stormwater Management Outlet Project	6 - 22
	Dennis Edell, President Niagara Chapter	
5.1.2	Tim Nohara, Cannabis Control Committee Closing Memo, August 23, 2022 Ontario Land Tribunal Decision and Proposed Next Steps	23 - 68
6.	Adoption of Council Minutes	
6.1	C-10/2023 - Regular Council Meeting - May 17, 2023	69 - 80
7.	Request(s) to Lift Consent Agenda Item(s) for Separate Consideration	
8.	Consent Agenda Items to be Considered in Block	
8.1	Presentation of Recommendations Arising from Committee of Council, for Council Approval	81 - 81
	PCOW-03/2023 - May 10, 2023 - Public Meeting under the Planning Act	
8.2	Minutes Approval - Committee of Council	
8.2.1	1. PCOW 03/2023 - Public Meeting under the Planning Act - May 10, 2023	82 - 85
8.3	Staff Reports of a Routine Nature for Information or Action	
8.3.1	2022 Year-end Building Report, 2023-0125-Corporate Services	86 - 88
8.3.2	2022 Reserve and Reserve Fund Report, 2023-0124-Corporate Services	89 - 108
8.3.3	December 2022 Financial Reporting, 2023-0122-	109 - 125

Corporate Services

8.3.4	March 2023 Financials Reports, 2023-0126-Corporate Services	126 - 145
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8.4 Information Correspondence

8.4.1	Birchway Niagara Acknowledgment of Gift	146 - 146
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8.4.2	Brad Whitelaw - Additional Petition Signatures re: File Number AM-07-2022, Subject Land: 105 Welland Road	147 - 149
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8.4.3	Steven Soos correspondence re Mental Health, Homelessness, Addiction and Indigenous Wellness	150 - 151
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8.5 Regional Municipality of Niagara Correspondence for Information or Action

8.5.1	Niagara Region 2023 Property Tax Policy, Ratios and Rates	152 - 196
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8.6 Advisory Committee Minutes for Information

8.6.1	Joint Accessibility Advisory Committee Minutes - May 11, 2023	197 - 198
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8.6.2	Lincoln Pelham Union Public Library Board Minutes - April 18, 2023	199 - 200
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8.6.3	Pelham Finance and Audit Committee Minutes - February 22, 2023	201 - 209
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9. Consent Agenda Item(s) Lifted for Separate Consideration, if any

10. Presentation and Consideration of Reports

10.1 Members of Council Reports

10.1.1	Councillor Hildebrandt - Peninsula West Power Inc. Update
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10.1.2	Councillor Olson - Relay of Message from Probus Club of Pelham
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**10.1.3 Councillor Ker - Update, Niagara Central Dorothy
Rungeling Airport Commission**

10.2 Staff Reports Requiring Action

10.2.1	2024 Budget Schedule, 2023-0127-Corporate Services	210 - 212
10.2.2	Pelham Audit and Finance Committee- Recommendation Letter, 2023-0132-Corporate Services	213 - 251
10.2.3	Pelham Minor Ball Association Batting Cage Lease Agreement, 2023-0137-Recreation	252 - 253
10.2.4	Recreation Master Plan Approval, 2023-0136- Recreation	254 - 417
10.2.5	Invasive Species Policy , 2023-0130-Public Works	418 - 451
10.2.6	Award of Pelham Street Phase 4, 2023-0131-Public Works	452 - 457

11. Unfinished Business

12. New Business

13. Resolution to Move In Camera

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

1 (c) - proposed or pending disposition of land by the municipality; (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose (1 item - Unopened Road Allowance - Ward 1)

2 (f) advice that is subject to solicitor-client privilege (1 - item)

14. Rise From In Camera

15. Confirming By-Law **458 - 458**

16. Adjournment

Please fill out and return no later than 12 p.m. noon ten (10) days prior to the Meeting you wish to appear. Completed forms, including presentation materials are to be submitted to the Clerk's department and can be dropped off or emailed to clerks@pelham.ca

Name or Organization or Firm: Niagara Chapter Trout Unlimited Canada	
Name and Title of Presenter(s): Dennis Edell, President Niagara Chapter	
Address: 2494 Fifteenth Street, Jordan L2R6P7	
Telephone: 416 918 4448	Email: dennisedell@tucniagara.ca

Date of Meeting Requested: June 7, 2023

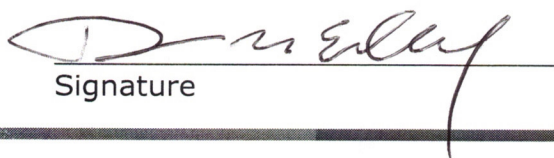
How will you attend Council? ☐ In-person ☐ Electronically
 *The delegate shall notify the Clerk at least five (5) business Days in advance.

Subject matter to be discussed:	Update on Rice Road Stormwater Management Outlet Project
If not for information, identify the desired action requested:	Information and to request resolution of First Nations survey costs.

Have you previously spoken on this issue? ☒ Yes ☐ No
 If a group or individual has previously appeared as a delegate, a further delegation from the same group or individual on the same topic will not be permitted, unless there is significant new information to be brought forward.

Do you have presentation material or speaking notes? ☒ Yes ☐ No
 Delegations are required to provide the Clerk's department presentation materials for publication in Council's agenda package. Materials must be provided no later than 12 p.m. noon ten (10) days prior to the Meeting.

I have read and understand the Delegation Protocol attached to this form and understand that the information contained on this form, including any attachments submitted, will become public documents and listed on the Town's meeting agenda and posted to 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.


 Signature

MAY 29, 2023
 Date



Update Stormwater Management Pond Outlet Erosion Issue



The Niagara Chapter of Trout Unlimited Canada is a registered charitable organization made up of volunteers who care about the last remaining cold water aquatic system in Niagara: Twelve Mile Creek.

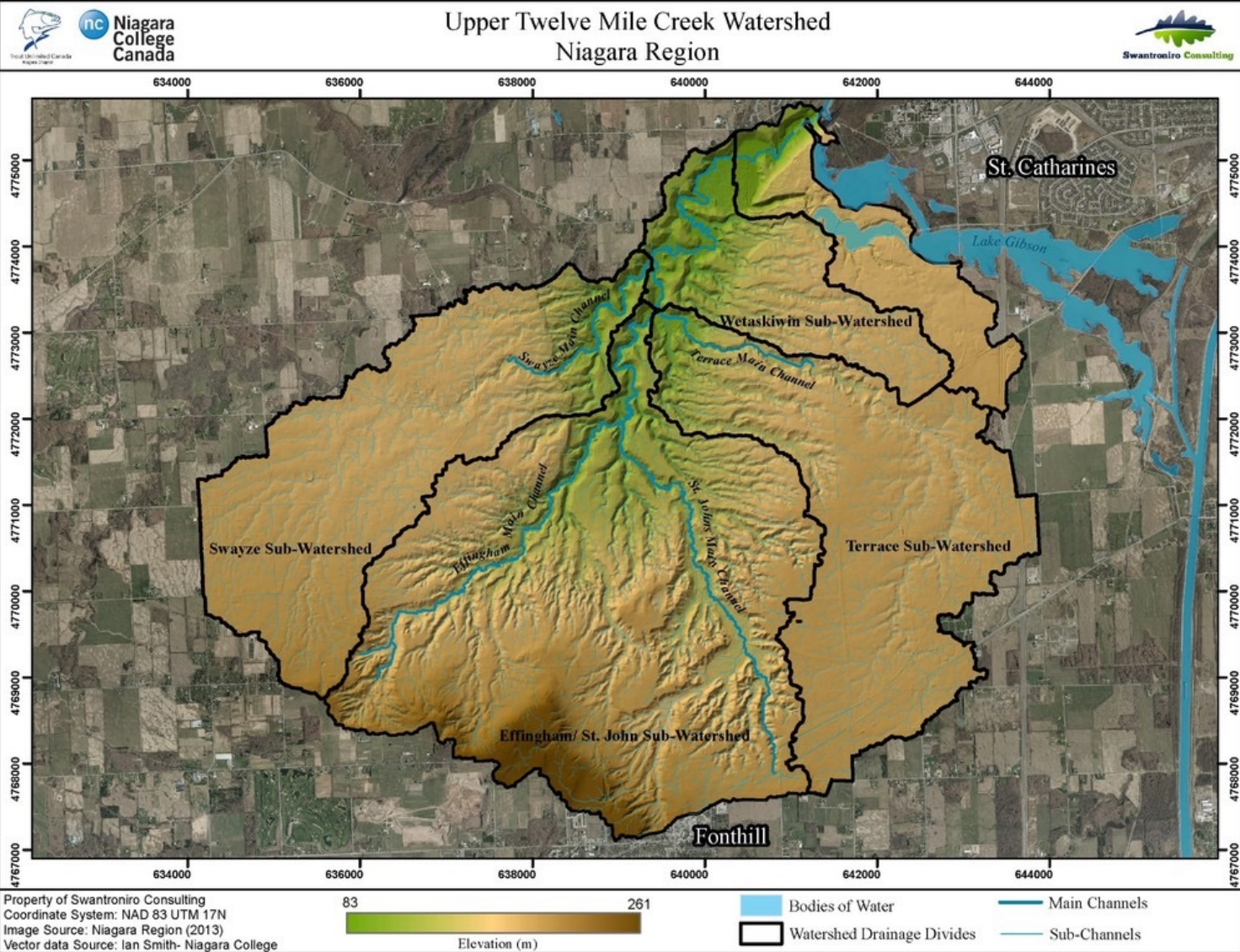
With our partners and the community, we work to preserve, protect, and enhance the Twelve for this and future generations.



We are one of the pre-eminent environmental organizations in Niagara winning several awards for our work.



Our volunteers undertake robust community outreach programs including our annual Healing Waters Program for ill or injured Canadian Soldiers.



Upper Twelve Mile Creek is Niagara's most significant watershed and home to the Region's only year-round population of native Brook Trout, an indicator of a healthy watershed. Brook Trout populations are dwindling due to habitat loss from climate change, development (erosion) and invasive species.



The tributary outlet at the Stormwater Management Pond is an area of Concern:

A – Stormwater Management Pond (Town of Pelham)

B. Outlet at Hwy 20
Niagara Region

C. Pelham Cares Building

D. Fonthill Lions Club

E. Thorold/Pelham line

E



Why is this happening?

- SWMP and outlet design exceeded by increased pace of development above the SWMP and unique weather events related to Climate Change
- = Excessive water volume and energy at the outlet causing:
 - Scouring
 - Sediment washing downstream
 - Property Damage
 - Habitat Destruction



As a first step towards a solution, the Town approved funding of \$70K for the design engineering of a solution. TUC volunteered to manage this process.

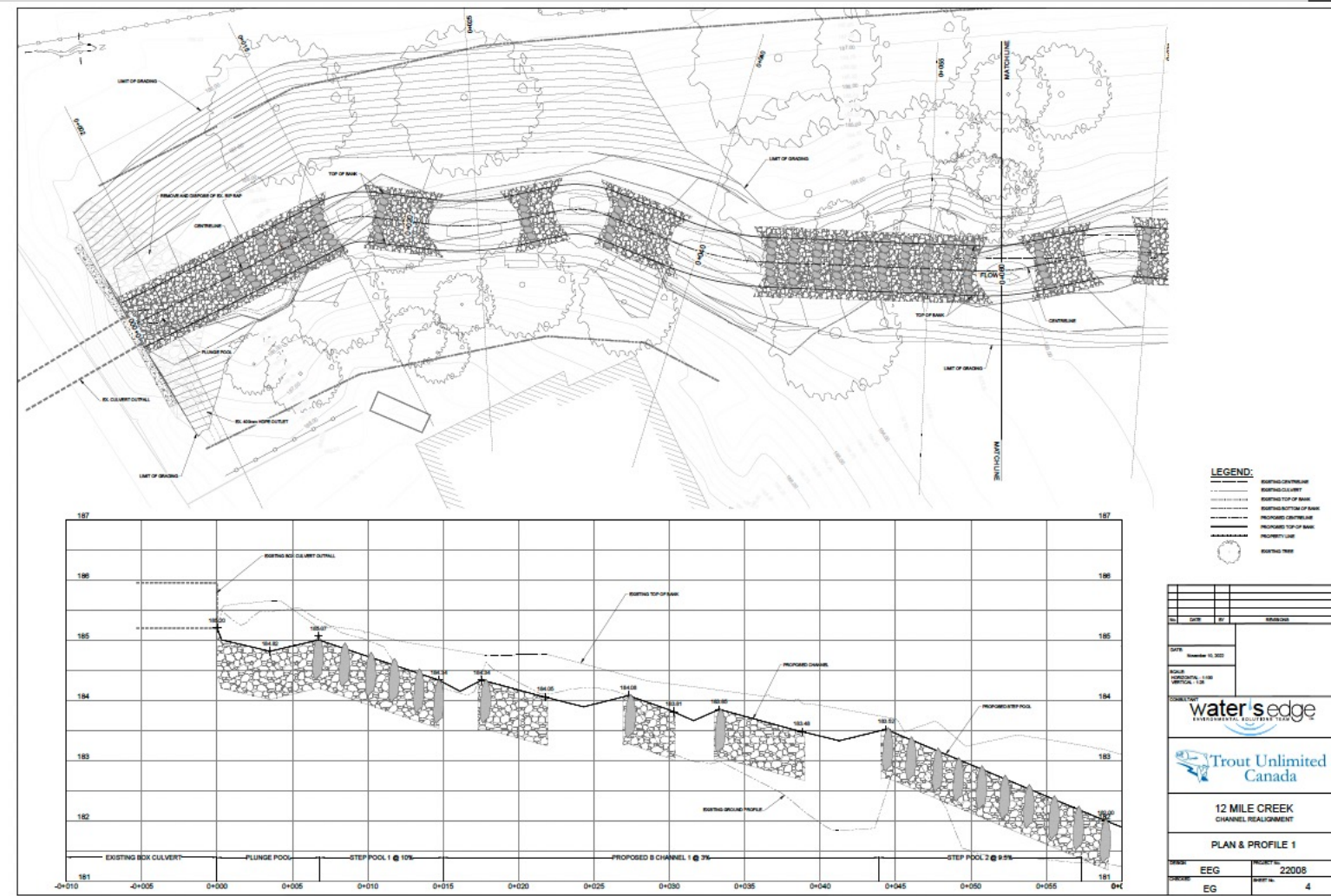
A working group chaired by TUC Niagara was formed to review all aspects of this project including Pelham, Thorold, NPCA. Property owners Fonthill Lions Club, Pelham Cares and TUC stream remediation experts.

Water's Edge was vetted and hired for the design engineering stage.

The final design approved by the working group = 100 meters of riffles and step pools to mitigate the energy.

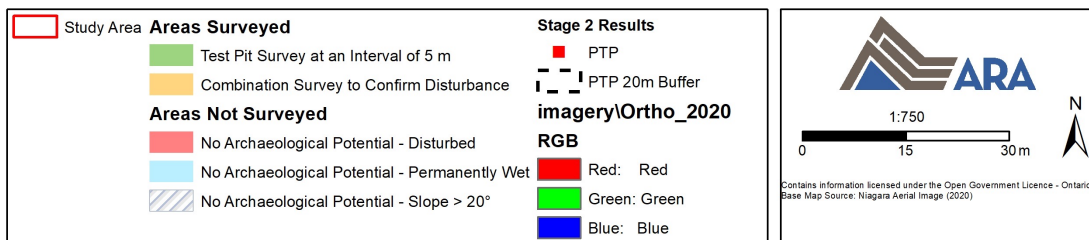
This design has DFO and NPCA technical approval.

A Nature Park will be part of the site rehabilitation.





A stage one archaeology study is required and was built into the cost of the design phase. However, a new requirement is to have First Nations observers on site. This cost of \$7,340 was not anticipated.



The initial research did not indicate any sign of First Nation activity. However, the onsite investigation turned up one 'flake' which requires a second field trip with observers. This has resulted in a cost overrun of \$19, 400.

Cost item	Total	Raised	Funding source	New Funds Required
Contract to Water's Edge Design/Engineering to include Archaeology study	\$ 70,000	\$70,000	Town of Pelham	
Site visit and inspection by First Nations*	\$ 7,340.			
ARA Supplementary inspection	\$ 4,600			
First Nations 2nd Inspection	\$ 7,500			
SAR Survey	\$ 30,000	\$30,000	NPCA (in-kind)	
Project management	\$34,320	\$34,320	TUCN (in-kind)	
Permits	\$1,000			
Total Pre Construction	\$ 154,760	\$134,320.		\$ 20,440

We are asking the Town to allocate an additional \$20,440 so that we can complete the design phase of the project this year.

*
Haudenosaunee Development Institute
Mississaugas of the Credit First Nation
SIX NATIONS OF THE GRAND RIVER

Project Supervision (TUC)	\$ 82,000
Design Contract	\$ 70,000
Archaeology additional	\$ 19,400
Construction	\$ 161,250
Contingency	\$ 40,312
Contract management – Water’s Edge	\$ 20,000
Total	\$ 393,962
Received from Pelham	\$ (70,000)
TUC In-Kind	\$ (82,000)
Funds Required	\$ 241,962
Funding in Negotiation	\$ (105,000)
Shortfall	\$ 136,962

Financial Snapshot
We are looking for at least \$140,000 – \$150,000

Sources of funding being pursued:

- Federal and Provincial - Programs
- Private Partners
- Niagara Region



Questions?

February 16, 2023

Ed Gazendam
Manager of Development
Water's Edge Environmental Solutions Team Ltd.



RE: Change Order for Stage 1-2 Archaeological Assessment, Rice Road/Highway 20 Storm Water Management Pond, Pelham. Project # 2022-0103

Dear Mr. Gazendam,

Archaeological Research Associates Ltd. (ARA) would respectfully like to take this opportunity to submit a change order to Water's Edge Environmental Solutions Team Ltd. for the Stage 1-2 archaeological assessment conducted in support of the design of the Storm Water Outlet Rehabilitation at the Rice Road/Hwy 20 Storm Water Management Pond. The study area is approximately 0.43 ha (1.06 ac) in size and located on part of Lot 161 in the Geographic Township of Thorold, former Welland County.

ARA has completed the test pit survey of the property presented in the original proposal, which resulted in the discovery of a single Indigenous site. This site can be recommended for Stage 3 in the forthcoming Stage 1 and 2 archaeological report. However, due to the low artifact yield currently identified at the site, ARA suggests that further intensification at the site location be conducted to obtain additional information and confirm its cultural heritage value or interest (CHVI). If the location continues to be low yielding there is potential that it will not meet Ministry of Citizenship and Multiculturalism (MCM) criteria for a recommendation of further work. If Stage 3 assessment is required, this work would aid in the formulation of an appropriate site-specific excavation strategy.

Based on the initial fieldwork productivity rates and deeper than anticipated soils, costs for an additional mobilization with a field crew of five crew members (1 Field Director and 4 Field Technicians) has been included in this change order request. ARA has further assumed, based on previous work conducted for the current project, that the engaged Indigenous communities (SNEC, MCFN and HCC) will participate during the proposed archaeological fieldwork.

It is anticipated that the draft Stage 1 and 2 archaeological report will be provided three weeks after fieldwork completion. The draft report will be presented to you for review in electronic format and upon approval, will be submitted to the engaged Indigenous communities for comment. ARA will request a review period of two to four weeks from the Indigenous communities depending on project timelines. Once all comments have been addressed, the report will be submitted to the MCM for Review and Entry into the Ontario Public Register of Archaeological Reports.

Please note, the turnaround time at the MCM is typically 25–30 business days, when a request for expedited review is made at the time of report submission. The request for expedited review would require a signed letter from the client describing the need for an expedited review and the desired review date. ARA can provide a sample letter prior to submission at no additional cost.

The total estimated cost for the additional fieldwork, laboratory analyses and reporting beyond the current scope of work can be found in Table 1. If the project takes less time to complete than estimated, cost savings will be reflected in our invoicing. ARA reserves the right to reallocate time as necessary to complete the project on time and on budget. This budget is in addition to the previously approved proposal amount of \$7,730.00 (+HST).

Table 1: Change Order for Stage 2: Site Intensification

Water's Edge – Rice Road/Hwy 20 Storm Water Outlet Rehabilitation, Pelham					
Change Order – ARA Project # 2022-0103					
Activity		Position	Number of Hours	Price per Hour	Total
Task 1	Project Coordination	Operations Manager	1	\$125.00	\$125.00
		Project Archaeologist	6	\$100.00	\$600.00
Task 2	Fieldwork	Field Director	10	\$90.00	\$900.00
		Field Technician	32	\$75.00	\$2,400.00
Task 3	Cartography	Heritage Cartographer	2	\$75.00	\$150.00
Task 4	Data Analysis	Laboratory Technician	2	\$75.00	\$150.00
Task 5	Report Preparation	Technical Writer	2	\$75.00	\$150.00
Activity – Total					\$4,475.00
Disbursements					
			Units	Unit Price	Total
Company Car Allowance (Daily Rate/Vehicle)			1	\$125.00	\$125.00
Disbursements – Total					\$125.00
Stage 2 Intensification Change Order Total					\$4,600.00 +HST

If you have any questions regarding this document, please contact our office at your earliest convenience.

Yours truly,



Paul Racher, MA, CAHP, RPA
Principal - Management and Senior Review

Please fill out and return no later than 12 p.m. noon ten (10) days prior to the Meeting you wish to appear. Completed forms, including presentation materials are to be submitted to the Clerk's department and can be dropped off or emailed to clerks@pelham.ca

Name or Organization or Firm: Tim J. Nohara	
Name and Title of Presenter(s): Tim J. Nohara, former Cannabis Control Committee Chair, Town of Pelham	
Address: P.O. Box 366, Fonthill, ON, L0S 1E0	
Telephone: 905-892-0998	Email: tnohara@accipiterradar.com

Date of Meeting Requested: Wednesday 7 June 2023

How will you attend Council? ☒ In-person ☐ Electronically
 *The delegate shall notify the Clerk at least five (5) business Days in advance.

Subject matter to be discussed:	(1) The Cannabis Control Committee Closing Memo with recommendations to Council dated 9 August 2022, updated to reflect the Town's success with the Ontario Land Tribunal's Decision on 23 August 2022; and (2) the small steps the present Council needs to take protect residents & the Town well into the future.
If not for information, identify the desired action requested:	Receive the presentation material for information, as well as vote on at least one resolution concerning the proposed next steps. I will work with the Clerk's department to prepare the resolution(s).

Have you previously spoken on this issue? ☐ Yes ☒ No
 If a group or individual has previously appeared as a delegate, a further delegation from the same group or individual on the same topic will not be permitted, unless there is significant new information to be brought forward.

Do you have presentation material or speaking notes? ☒ Yes ☐ No
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Tim J. Nohara
 Signature

23 May 2023
 Date

Delegation Protocols

The Clerk shall list a maximum of four (4) delegations per meeting. Delegations will be considered on a first come first serve basis, unless prioritized otherwise at the discretion of the Clerk, in consultation with the Chief Administrative Officer.

The purpose of the delegation process is 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:

1. The delegate shall arrive to the meeting by 8:45 am.
2. A presentation by a delegate, who is a member of the public, shall be a maximum of five (5) minutes (whether the Delegation consists of an individual or a group). A presentation by a delegate, who is a member of Town or Regional staff, shall be a maximum of twenty (20) minutes.
3. Where the delegate is a group of persons, a primary speaker is to be assigned to address Council.
4. Discussion topics, other than the subject matter of the written request to appear as a delegation, will not be permitted. Subsequent delegations on the same topic, without significant new information, will not be permitted.
5. A delegate shall not speak disrespectfully, use offensive language and/or disobey the rules of procedure or a decision of the Chair. Remarks or questions concerning topics identified within Section 28.7 of the Procedural By-law shall be immediately ruled out of order. A subsequent offense during the same presentation will result in the speaker forfeiting their right to speak. The Chair reserves the right to immediately end the delegation if the remarks are considered severe.
6. Upon completion of remarks, the speaker(s) will remain in position to allow for any questions from Members. Members may ask questions for clarification purposes. After completion of any questions, the speaker will be asked to be seated or will be placed into the waiting room of the Zoom meeting.
7. Delegations will not be permitted on items that will be the subject of an upcoming or closed public meeting pursuant to the *Planning Act*, unless exceptional circumstances apply, which have been reviewed and approved by Council. Persons should present their concerns and opinions at the scheduled Public Meeting where their comments can be considered along with other submissions.

August 09, 2022

To: Mayor Marvin Junkin

Councillors: Lisa Haun, Marianne Stewart, Bob Hildebrandt, Ron Kore, Wayne Olson, John Wink

Dear Mayor and Councillors,

Subject: Closing Memo from the Cannabis Control Committee & Recommendations for Next Council

The Cannabis Control Committee (CCC), established by this Council in the Spring of 2019, will complete its mandate with this Closing Memo on August 22, 2022, as a result of the Fall municipal elections.

This Closing Memo is intended to succinctly report to this Council and the next a summary of the *Pelham Cannabis Regulations* we have developed for and with the Town, along with recommendations and guiding principles we believe the next Council should adopt to complete this pioneering work.

This Closing Memo and the Pelham Cannabis Regulations have been informed by literally thousands of hours of work by the CCC members Carla Baxter, Louis Damm, Bill Heska, Jim Jeffs, John Langendoen, James Steele and myself, countless hours from staff led by Barbara Wiens and David Cribbs and supported by Bob Lymburner, Jennifer Stirton, Shannon Larocque, Jodi Legros, & Craig Genesse, countless hours from councillor Bob Hildebrandt and the late councillor Mike Cioffi, and the full support of Council who provided us with outside professional experts including legal (Aird & Berlis LLP: Laura Dean, John Mascarin and Patrick Harrington), planning (Meridian Planning Consultants: Nick McDonald), and odour (PG Compliance Management Inc: Phil Girard). It has been a pleasure working with such a committed, focused, intelligent and diverse group of individuals where occasional disagreements and the openness to debate them led to better work product. I thank them for their efforts, I have learned so much from them, and I am honored to have had a part in leading this team to fulfil the CCC's mandate.

Summary of the Pelham Cannabis Regulations as of this date

The CCC developed these municipal/planning tools to mitigate adverse effects from cannabis facilities:

Municipal & Planning Tools	Approved by Council	Legally Challenged by Redecan, CannTrust (now called Phoena) and/or Woodstock Biomed
Official Plan Amendment (OPA)	Bylaw 4251 (2020) adopted OPA No.9 on July 13, 2020 https://www.pelham.ca/en/town-hall/resources/Documents/cannabis/4251-2020_Complete.pdf	The OPA/ZBA were appealed to the Ontario Land Tribunal (OLT). Hearings were held January 24-26, 2022 and July 25, 2022.
Zoning Bylaw Amendment (ZBA)	Bylaw 4252 (2020) amended the Town's Zoning Bylaw 1136 (1987) on July 13, 2020 https://www.pelham.ca/en/town-hall/resources/Documents/By-law-4252-2020-Zoning-By-law-Amendment-for-Cannabis.pdf	Hearing results: The hearings are complete. Redecan settled with the Town and CannTrust withdrew their appeal. Woodstock remained. The OLT Decision is expected in the Fall 2022.
Odorous Industries Nuisance Bylaw (OINBL)	Bylaw 4202 (2020) was approved on March 23, 2020 and amended by Bylaw 4263 (2020) on July 27, 2020 https://www.pelham.ca/en/town-hall/resources/Documents/bylaws/4202-2020.pdf https://www.pelham.ca/en/town-hall/resources/Documents/bylaws/4263-2020.pdf	The OINBL was appealed to the Ontario Superior Court. Hearings will likely not occur until 2023.
Site Plan Control Bylaw	Bylaw 4262 (2020) was approved on July 27, 2020 to amend the Site Plan Control Bylaw 1118 (1987)	The bylaw is in effect. There are no legal challenges.
Light Bylaw	A light bylaw was drafted but deferred pending legal challenges of a similar bylaw in Leamington	Pelham can proceed as the Leamington bylaw was enacted and settled on June 14, 2022.

The purpose and summary of each of these regulations, along with links to the regulations themselves as approved by Council can be found at https://www.pelham.ca/en/town-hall/resources/Documents/cannabis/CCC-TwoPager-CannabisRegulations_22020605.pdf¹.

Recommendations

OPA/ZBA

The cannabis OPA and ZBA are the Town's first line of defence to ensure that adverse effects (especially odour) from new or expanding indoor cannabis and industrial hemp facilities are avoided completely or suitably mitigated.

The purpose of the OPA is to establish permissions for indoor cannabis and industrial hemp cultivation, subject to a zoning by-law amendment, and to establish approval criteria. Outdoor cultivation in agricultural areas is allowed. New facility approval requires adverse effects to be avoided or appropriately mitigated with setbacks determined on a case-by-case basis through peer reviewed odour and light studies and contingency mitigation plans, and subject to Site Plan Control in accordance with Section E1.4 of the Plan.

The purpose of the ZBA is to add two specific Agricultural-Cannabis and General-Industrial-Cannabis zones to regulate newly approved indoor and outdoor cannabis facilities. The ZBA sets a 300m setback for outdoor uses and lot area, coverage, frontage, front yard, rear yard and side yard standards for indoor uses, as well as parking standards.

Once the MOS (see item 3 below), OPA and ZBA are approved by the OLT, we recommend the following:

1. Staff publish the OPA and ZBA on the Town website: <https://www.pelham.ca/en/town-hall/cannabis.aspx>
2. Staff create a one-page report explaining the typical process the public can expect for new applications for indoor cannabis or industrial hemp and publish the same at <https://www.pelham.ca/en/town-hall/cannabis.aspx>
3. The next Council direct staff to implement the Community Liaison Committee (CLC) for the Redecan facility at 182 Foss Rd. as soon as possible in early 2023, in accordance with the Minutes of Settlement (MOS) agreed between Redecan and the Town as reported at the OLT Hearing on July 25, 2022. A senior staff member should be tasked with reporting to Council at a public Council Meeting at least semi-annually on the progress of the Redecan CLC.
4. Considerable care was taken in the OPA and ZBA to organize their contents into separate sections so there is no conflict with our existing Official Plan and Zoning By-law. It is critical that this separation be maintained in future amendments to our Official Plan and Zoning By-law. Council to

¹ There may be some modest changes to the OPA, ZBA or the OINBL as a result of the legal actions described in the table above. We have every confidence to believe we will be successful in defending these as Aird & Berlis LLP, Meridian Planning Consultants, and PG Compliance Management Inc. advised in their development and the bylaw drafting to be defensible to legal challenges.

direct staff to ensure the provisions of our OLT-approved cannabis OPA/ZBA are maintained precisely in their approved form in future revisions to our Town's Official Plan and Zoning By-law(s).

OINBL

The Odorous Industries Nuisance Bylaw (OINBL) is the Town's second line of defence and is designed to encourage indoor cannabis and industrial hemp facilities to eliminate the release of nuisance odours into their neighboring community. The OINBL is an enforcement tool that provides for small AMPS (Administrative Monetary Penalty System) fines as well as larger fines/offences under the Municipal Act including seeking a Court order to shutdown a facility which continues to be non-compliant and causing adverse odour impacts in the community.

The purpose of the OINBL is to regulate certain matters related to odorous industrial facilities including cannabis, landfill, slaughter house and rendering operations. In order to avoid adverse effects (such as material discomfort or loss of enjoyment of one's property) from obnoxious odours, facilities are required to employ air filtration systems and take corrective action to prevent the escape of obnoxious odours. A professional odour contractor regularly measures and publishes odour levels in accordance with an ambient neighbourhood odour monitoring program (ANOMP) to be paid for by the cannabis facilities; and Bylaw Enforcement takes random or spot measurements in response to complaints to ensure odour levels are within specified limits.

The OINBL uses the same air quality tools found in our OPA and in the Redecan MOS as recommended by the Town's odour expert. The Town competed and was ready to award the ANOMP in summer 2021 when it pulled back as a result of CannTrust and Redecan filing an "order to quash" lawsuit with the Ontario Superior Court against the OINBL. It is critical that Council removes this unwarranted lawsuit brought over a year after the OINBL was passed by Council, in order to ensure the ANOMP's full implementation proceeds. We believe we have a strong case for our day in Court against these parties².

We recommend the following:

1. The next Council instruct Aird & Berlis LLP to expedite the legal action brought against the OINBL so that it is either withdrawn by the applicants, dismissed, or ruled upon by the Court as soon as possible.
2. The next Council contract the Town's Odour Expert, Mr. Phil Girard, P.Eng, to revise the ANOMP design so that it is appropriate for the indoor cannabis facilities operating at the time and causing odour-based adverse effects in their respective local communities. For example, the ANOMP will likely be needed for the Phoena (formerly called CannTrust) facility on Balfour St., but may not be needed to the same extent or at all for the Redecan facility on 182 Foss Rd. if its CLC is functioning well in accordance with the Redecan MOS.

² An order to quash requires the litigants to prove that Pelham acted in bad faith in approving the OINBL. This allegation couldn't be further from the truth, and Pelham can easily defend against this allegation. No municipality has worked harder, been more transparent, brought in more experts and sought more feedback from stakeholders to develop this bylaw. Furthermore, Woodstock Biomed, Redecan and CannTrust (now called Phoena) have already accepted the merits of the odour measurement methods employed in the OINBL as they are also found in the OPA odour management policies and the Redecan MOS which the relevant parties agreed to at the OLT on July 25, 2022.

3. Update the Fees and Services Bylaw or introduce a cannabis licencing framework to charge the cost of the ANOMP to the respective indoor cannabis facilities. The CCC, through the initiative of the Town's solicitor and a review by Aird & Berlis, drafted such a licencing framework to support the implementation of the OINBL. This draft OINBL amendment is ready for Council's review and approval, and provides an excellent starting point for the next Council.
4. Council to direct Bylaw Enforcement to fully enforce the OINBL.
5. Once the new PSR system that the Town is developing is operational, Council to direct staff to communicate to the public how to file odour nuisance complaints on the new system.
6. Council to direct staff to quantify the cost burden of mitigating the adverse impact of the unintended cannabis odour on the community and to draft resolutions which Council could endorse to seek the means for requesting financial support from the Provincial and/or Federal governments for municipalities with indoor cannabis facilities in their jurisdictions that are experiencing the impacts of unintended cannabis odour in their communities. These costs include the added costs to Bylaw Enforcement, outside experts, and third-party contractors.
7. Council to direct staff to report regularly to the public on progress with respect to the above, and on how the public can assist the Town with odour nuisance awareness and enforcement.

Site Plan Control By-law

The purpose of the Site Plan Control By-law is to ensure that indoor cannabis and industrial hemp facilities are subject to site plan control. The prior exemption for cannabis and industrial hemp agricultural uses was removed. We have no further recommendations to make here.

Light Bylaw

A dark skies bylaw was drafted by staff and the CCC reviewed it but deferred it pending legal challenges of another light abatement bylaw in Leamington. Leamington adopted a new light bylaw being Bylaw 41-22 on June 14, 2022 which resolved the disputes and court challenge with the original light bylaw and has been accepted by the local greenhouse industry. This bylaw is specifically a light abatement bylaw for greenhouses and requires sidewall curtains fully closed, and ceiling curtains which are to be closed 90% or more.

Based on the above, we recommend that:

1. Council develop a light bylaw for greenhouse light abatement patterned after the Leamington Light Bylaw as those goal posts (i.e., a collection of requirements with legal precedent) have now been set.

Guiding Principles

Pelham has been a pioneer in developing planning and municipal instruments to guide how new cannabis and industrial hemp facilities can establish in the Town, while proactively and reactively mitigating their adverse effects on the neighbouring community. Some key guiding principles have supported our successful work and should continue to guide the future completion of this work.

1. The expert advice we have sought and obtained and incorporated into our work product is necessary and money well spent, and should continue to complete any future cannabis bylaws. This approach ensures that:
 - a. We will have instruments that will stand up in Court;
 - b. While these instruments will be challenged, we can be confident that the challengers will either withdraw their challenges on the eve of the hearing or trial, or come to an agreed and equitable settlement with the Town.
 - c. Once tested through a judicial process, we can have confidence that the goal posts have been set once and for all, which allows all parties to move forward with better collaboration. The Redecan CLC is an example of this.
 - d. We will have reduced the burden on staff who have too many other responsibilities competing for their time.
2. Reducing and eliminating odour emissions from indoor cannabis facilities is the single most important challenge. This challenge arises because of the failure of the federal government to enforce their licencing requirements related to the *no odour off site requirement* of the Cannabis Regulations (see Section 85 of the Cannabis Regulations SOR/2018-144). In Pelham where our variable terrain makes odour dispersion especially challenging, the key to co-existence is separation. For this reason, the OPA we developed requires odour studies to determine the appropriate separation on a case-by-case basis, with peer review by the Town's odour expert. Our work has settled on a 300m separation for outdoor cultivation, where strong odour periods are seasonal as compared to indoor operations; and this separation is reflected in the ZBA we developed.

The CCC recommends that Council should continue to lobby the federal government to enforce their (licencing) air filtration requirements to prevent the escape of odours and the provincial government to develop standards for commercial cannabis growing operations that relate to odour and light pollution with appropriate emission standards. Any progress in this direction can only help municipalities like us better address odour and light pollution from indoor cannabis facilities to the satisfaction of the community.

Closing Remarks

In closing, we ask Council to receive this Closing Memo as the CCC's final work product, and to endorse and recommend it to the incoming Council as a starting point and guide for them to safely see these Pelham Cannabis Regulations through to completion for the benefit of our community.

Sincerely,



Tim J. Nohara, Chair
Cannabis Control Committee
Town of Pelham

Cc: Carla Baxter, Louis Damm, Bill Heska, Jim Jeffs, John Langendoen, James Steele, Barbara Wiens, David Cribbs, Bob Hildebrandt

Ontario Land Tribunal
Tribunal ontarien de l'aménagement
du territoire



ISSUE DATE: August 23, 2022

CASE NO(S).: OLT-22-001930
(Formerly) PL200426

PROCEEDING COMMENCED UNDER subsection 17(24) of the *Planning Act*, R.S.O. 1990, c. P.13, as amended

Appellant:	CannTrust Inc.
Appellant:	Redecan & Redecan Pharm
Appellant:	Woodstock Biomed Inc.
Subject:	Proposed Official Plan Amendment No. OPA 09
Municipality:	Town of Pelham
OLT Case No.:	OLT-22-001930
Legacy Case No.:	PL200426
OLT Lead Case No.:	OLT-22-001930
Legacy Lead Case No.:	PL200426
OLT Case Name:	Woodstock Biomed Inc. v. Pelham (Town)

PROCEEDING COMMENCED UNDER subsection 34(19) of the *Planning Act*, R.S.O. 1990, c. P.13, as amended

Appellant:	CannTrust Inc.
Appellant:	Redecan & Redecan Pharm
Appellant:	Woodstock Biomed Inc.
Subject:	By-law No. BL 4252(2020)
Municipality:	Town of Pelham
OLT Case No.:	OLT-22-001931
Legacy Case No.:	PL200427
OLT Lead Case No.:	OLT-22-001930
Legacy Lead Case No.:	PL200426

Heard: January 24 to 27 and July 25, 2022 by video hearing

APPEARANCES:**Parties**

Phoena Inc. (CannTrust Inc.)
("Phoena")

Redecan & Redecan Pharm
("Redecan")

Woodstock Biomed Inc.
("Woodstock")

Town of Pelham ("Town")

Counsel

Sara J. Premi
Danielle Thomas (observing)

Andrew D. Pelletier
Brian Duxbury

Mark Russell

Patrick Harrington
Laura Dean

DECISION DELIVERED BY T. PREVEDEL AND INTERIM ORDER OF THE TRIBUNAL

INTRODUCTION

[1] The Town adopted Official Plan Amendment No. 9 ("OPA"), dated April 7, 2020 (By-Law No. 4251(2020)), to establish a Cannabis Overlay designation that would apply to the Good General Agricultural designation and the Industrial designation as identified on Schedule A: Land Use Plan of the Town's Official Plan.

[2] A Zoning By-Law Amendment ("ZBLA") No. 4252 (2020) was enacted at the same time to implement the OPA.

[3] The matters before the Tribunal are multiple appeals under s. 17(24) and s. 34(19) of the *Planning Act* filed against the above OPA and ZBLA.

ADMINISTRATIVE MATTERS

[4] Prior to the Hearing, the Parties, on consent, requested an extension of five days to the total Hearing time allotted. This was not possible, due to scheduling restrictions,

and it was agreed, on consent, to commence the Hearing as scheduled and discuss the potential for a second phase.

[5] At the outset of the Hearing, Patrick Harrington, the Town's counsel, advised the Tribunal that two of the Appellants, namely Phoena and Redecan, were currently in active discussions with the Town towards a potential settlement agreement, which would be presented to Town Council during the month of February. He asked the Tribunal to schedule a second phase to the Hearing sometime after February 2022.

[6] Mr. Harrington proposed that the Town call its evidence-in-chief first, followed by Woodstock, and that Redecan and Phoena stand down until the second phase of the Hearing. He opined that the second phase could potentially be a settlement hearing. Counsel for Redecan and Phoena were in agreement with Mr. Harrington's approach to Phase 1 of this Hearing.

[7] Mr. Russell, counsel for Woodstock, expressed his concern with respect to this proposal, as he felt that this went against paragraph 20 of the Procedural Order and could potentially prejudice his client as he had no expert on odour issues and was relying on his cross-examination of Brian Sulley, Redecan's odour expert, which would now be excluded from Phase 1 of the Hearing.

[8] The Tribunal ruled that the Hearing would proceed as scheduled, for the sake of efficient use of resources, as per Mr. Harrington's suggestion. Mr. Russell was reassured that his client would not be prejudiced and that the Tribunal would take this matter into account during the upcoming proceedings to ensure fairness and transparency.

[9] The second phase of this Hearing was scheduled for July 25, 2022 for a five-day period and details were issued to all Parties by the Case Coordinator.

THE PHASE 1 HEARING

[10] The Hearing of Phase 1 of this Appeal took place over the course of four days. The conduct of the Hearing was governed by a Procedural Order issued on October 20, 2021.

[11] This Phase of the Hearing was focussed on the Town's evidence-in-chief with respect to the OPA and the ZBLA and Woodstock's issues as they relate to the Town's OPA and ZBLA.

[12] The Tribunal heard from four (4) expert witnesses, on behalf of the Parties. All expert witnesses were qualified to provide expert evidence in their respective fields. The Tribunal also heard from one witness that provided insight on the operations of Woodstock.

Town's Witnesses

- Nick McDonald – land use planning
- Philip Girard – environmental odour

Woodstock's Witnesses

- Kevin Bechard – land use planning
- Sean Colville – agrologist
- Paul Gri – land use and operations, Woodstock BioMed.

BACKGROUND AND CHRONOLOGICAL CONTEXT

[13] Mr. McDonald provided the Tribunal with a thorough and comprehensive overview of the background and chronological context leading up to the passing of the OPA, the ZBLA and the subsequent appeals.

[14] He stated that in early 2018, the Town began receiving complaints from residents regarding the impacts they were experiencing from the operation of the existing cannabis facilities in the municipality.

[15] The following is a chronology of key dates and events as presented by Mr. McDonald:

- On October 15, 2018, Town Council passed Interim Control By-law No. 4046-2018 ("ICBL") that applied to all lands within the municipality, except those under the Development Permit Control Area of the Niagara Escarpment Commission. The ICBL had the effect of restricting the use of all land within the municipality for any cannabis-related land uses for a period of one year.
- In the spring of 2019, Council formed an advisory committee known as the Cannabis Control Committee ("CCC") to provide advice to Council on opportunities to mitigate against adverse land use impacts of cannabis production facilities and cannabis-related uses in the Town. As part of their updates to Council, the CCC prepared a number of Draft Recommendation Reports.
- As a result of a statutory Public Meeting held on September 10, 2019 to discuss planning controls to regulate cannabis-related uses, staff prepared a recommendation report which was considered by Council at a Special Meeting held on September 23, 2019. The Recommendation Report noted that additional time was warranted to make modifications and improvements to several of the draft land use planning policies, regulations and procedures which had been prepared by Town staff. Accordingly, the Recommendation Report recommended that Council consider approval of a by-law to extend the ICBL.
- On September 23, 2019, Town Council passed By-Law No. 4159 (2019) to extend the ICBL for an additional nine (9) months to July 15, 2020. During this time, it was intended that the Town would continue its efforts to

develop an approach to regulating cannabis. At a regular meeting of Council held on February 18, 2020, Community Planning & Development staff presented the Cannabis Land Use Report, dated February 2020. The staff report accompanying the Cannabis Land Use Report indicated that the Cannabis Land Use Report served as the statutorily required review and study of land use impacts and it recommended proposed policy changes and a regulatory framework for cannabis production and related land uses in the Town.

- At a regular meeting of Council held on March 23, 2020, the CCC presented a 3rd Draft Recommendation Report on Managing Cannabis Nuisances in the Town (referred to hereinafter as the “CCC Cannabis Report”). The CCC Cannabis Report covered similar topic areas as the staff Cannabis Land Use Report, and included a review of regulatory considerations, public concerns, and a brief overview of the planning context. Other sections of the CCC Cannabis Report also spoke to the Odorous Industries Nuisance By-law (adopted by Council on March 23, 2020), and potential future Noise Nuisance and Light Nuisance By-laws. The primary focus of the CCC Cannabis Report was how the adverse effects of odour from cannabis facilities could be dealt with by the Town.

[16] Mr. McDonald told the Tribunal that, according to the staff Cannabis Land Use Report, there are approximately 1,674 sensitive receptors in the Town’s agricultural areas.

[17] Based on the above chronology, Mr. McDonald advised that he was retained in January 2020 to provide professional planning advice on the planning approach and planning instruments to regulate cannabis within the community.

[18] Mr. McDonald told the Tribunal that a draft OPA and ZBLA dated April 7, 2020 was then posted on the Town’s website and notices were sent out in an appropriate

manner. The Town received 44 comments from the public, comments from the Niagara Escarpment Commission, Niagara Region ("Region") and the cannabis industry, namely Phoenia, Woodstock and Redecan.

[19] In response to feedback and comments received, Mr. McDonald advised the Tribunal that an Addendum Report was prepared dated June 22, 2020 (and revised July 5, 2020) which proposed changes to the OPA and the ZBLA dated June 19, 2020.

[20] After meeting with Town staff, the CCC and the Region, minor editorial revisions were made and a final version of the OPA and the ZBA was posted on July 5, 2020.

[21] Mr. McDonald further advised the Tribunal that the final versions of the planning documents were supported by the Region and therefore exempted from the Region's approval.

OVERVIEW OF THE THREE APPELLANTS

1. Redecan

[22] Redecan first received licensing approval from Health Canada on June 25, 2014, for a medical cannabis production facility to grow cannabis located at 1760 Effingham Road in the Town. The facility is currently in operation and compliant with the requirements of Health Canada, and has carried on business as a federally licensed cannabis cultivator and processor.

[23] Redecan received a second licensing approval from Health Canada on September 29, 2017 for a second farm at 182 Foss Road in the Town. The facility is currently in operation and compliant with the requirements of Health Canada and has carried on business as a federally licensed cannabis cultivator and processor continuously and uninterrupted since receiving licensing approval.

[24] Currently, Redecan employs approximately 500 people; with approximately 250 employees working in Redecan's Pelham facility.

2. Phoena (formerly Canntrust)

[25] Phoena is a federally regulated licensed producer of medical and recreational cannabis, with a head office in the City of Vaughan. Phoena has been in existence since 2013, initially delivering standardized cannabis products to physicians to provide accurate dosage to patients.

[26] All of Phoena's Pelham lands are found outside the urban boundary in the agricultural area.

[27] In 2017, Phoena acquired a greenhouse facility at 1396 Balfour Street in the Town that had previously been used for the cultivation of ornamental flowers. The facility was approved for a licence for processing and cultivation through Health Canada on October 6, 2017. As part of the approval and licensing process, notification was provided to the local municipality, local fire officials and local law enforcement.

[28] On October 10, 2018, the Appellant acquired the adjacent property at 1350 Balfour Street for a planned expansion of its agricultural operations. Parcels 1350 and 1396 have since merged in title.

[29] The licensed Pelham facility constitutes a 450,000 square foot hydroponic perpetual harvest facility and is the first of its kind in Canada, producing 100% pesticide-free cannabis.

[30] In 2019, the Town issued a Building Permit for the construction of an additional 39,760 square metres of greenhouse space. Phoena has applied for and been issued related building permits as Accessory Building(s) to Farm Use. While construction has yet to begin, the Town has renewed these permits on an annual basis.

3. Woodstock

[31] The Subject Property is municipally known as 770 Foss Road and is bounded by Foss Road to the north, Church Street to the west, Sumbler Road to the south and a railway to the east in the Town (the "Subject Property"). The Subject Property is irregular in shape, is approximately 12.4 hectares in size and maintains approximately 6.1 metres of frontage along Foss Road per the Survey Sketch prepared by P.D. Reitsma Surveying (2005) Ltd. and dated August 18, 2006.

[32] Access is provided via a private road from Foss Road.

[33] The Subject Property is currently occupied by a greenhouse which was formerly utilized to grow cucumbers. The existing production facility has an approximate ground floor area of 2.42 hectares. A future expansion is contemplated on the Subject Property.

[34] The Subject Property is located within an agricultural area as described below:

- North: A greenhouse is located immediately to the north of the existing facility. A low-rise residential neighbourhood comprised of single detached houses is located on the north side of Foss Road and extending west of Church Street.
- South: The Property has frontage on Sumbler Road to the south, but with a generous setback, containing a portion of a wooded area. A few single detached houses are located along Sumbler Road. There are a number of farms located on the south side of Sumbler Road, opposite of the Property's rear lot line.
- East: A railway is located immediately to the east of the Property. Various farm lots are located east of the railway.

- West: Residential lots containing single detached houses are located along the east side of Church Street.

[35] The Subject Property is located approximately 3.1 kilometres and 4.7 kilometres from the existing Redecan and Phoena Inc. cannabis production facilities which located at 182 Foss Road and 1396 Balfour Street in the Town, respectively, as measured from the current building footprints.

OVERVIEW OF THE OFFICIAL PLAN AMENDMENT

[36] Mr. McDonald told the Tribunal that, as noted in the final version of the OPA dated July 5, 2020, the purpose of the OPA is to establish permissions for indoor cannabis and industrial hemp cultivation and processing in the Town's agricultural area, subject to a zoning by-law amendment, and to establish the criteria to be relied upon when considering applications for these uses. Establishing the need for a zoning by-law amendment is a key foundational component of the OPA, since it triggers a process whereby studies can be asked for and reviewed in an open and transparent process involving members of the public and other stakeholders.

[37] He opined that the OPA recognizes that, because of the type of product being grown in these indoor facilities and the character of the odour, the potential for adverse effects from odour is significant and that as a first principle, the avoidance of adverse effects is preferred. However, if avoidance is not possible, adverse effects are to be minimized and appropriately mitigated. Determining how the avoidance of adverse effects can be achieved is a key element of the planning process established by the OPA.

[38] In his written and oral testimony, Mr. McDonald told the Tribunal that the OPA also recognizes that the cultivation of cannabis is an agricultural use and is permitted in agricultural areas by the Provincial Policy Statement ("PPS"). However, in the absence of Provincial standards on the adverse effects of odour from indoor cannabis and industrial hemp cultivation facilities, the OPA also recognizes that there is a need to

control the siting of such uses in relation to sensitive uses as a result of the known adverse effects from the cultivation of cannabis.

[39] He advised the Tribunal that the OPA identifies required studies to support the establishment of an indoor cannabis and industrial hemp cultivation facility. These studies include, but are not limited to, an Air Quality Study, a Contingency Odour Mitigation Plan, a Light Mitigation Plan and a Traffic Impact Study. The results of these studies will guide the establishment of minimum setbacks and a maximum size of the facility.

[40] Mr. McDonald opined that, given the known adverse effects from these facilities in the Town, the OPA is an appropriate response to community concerns about this type of use, represents good planning and is in the public interest. He further opined that the OPA conforms with and is consistent with Provincial plans and policies and conforms to the Town's Official Plan ("OP") and the Region's OP. In this regard, the Region agrees by virtue of exempting the OPA from its approval.

OVERVIEW OF THE ZONING BY-LAW AMENDMENT

[41] Mr. McDonald provided an overview of the proposed ZBLA. He explained that the purpose of the ZBLA is to create two new zones that would only be applied in the future to new indoor cannabis and industrial hemp facilities, subject to Council approval in accordance with the process and criteria established by the OPA.

[42] He further explained that these new zones would not be applied to those properties on which there were legally established cannabis operations when the ICBL was passed (Phoena and Redecan), meaning these operations would become legal non-conforming uses in accordance with the *Planning Act* once and if the ZBLA is approved. The Woodstock property was not the site of a legally established cannabis operation at the time the ICBL was passed. The new zones would also not be applied

to lands that are subject to Development Control pursuant to the Niagara Escarpment Plan, such as the lands owned by Redecan at 1760 Effingham Street.

[43] Under cross examination, Mr. McDonald remained steadfast in his professional opinion that the three key studies identified in the OPA, namely the Air Quality Study, the Light Mitigation Study and the Traffic Impact Study should be undertaken at the ZBLA stage in order to determine feasibility. To undertake these key studies at the Site Plan stage assumes that the use is already permitted.

EVIDENCE OF PHILIP GIRARD REGARDING ODOUR CONTROL AND MITIGATION

[44] Mr. Girard advised the Tribunal that he has been providing advice to the Town and its CCC, as an odour consultant, since June 2019 and has provided guidance and input into the OPA and the ZBLA, which are the subject of this Hearing.

[45] Mr. Girard provided the Tribunal with a thorough and comprehensive overview with respect to air quality controls, atmospheric dispersion modelling and general industry best practices with respect to odour control and odour mitigation plans.

[46] Mr. Girard reminded the Tribunal that the Town and its residents have experienced odour problems related to the existing cannabis facilities. He further stated that the community has clearly and emphatically provided input to the planning process as a result of historical concerns.

[47] He explained that the use of atmospheric dispersion modelling would identify releases in advance, thus allowing Town staff to work with the proponent in assessing risk. This would be a useful tool for the Town to have at its disposal.

[48] Mr. Girard also explained that there are no provincial permitting requirements for cannabis facilities, therefore the Town needs to develop its own assessment tools.

[49] Mr. Girard told the Tribunal that this approach to cannabis facilities is not unique to the Town and explained that this approach has also been adopted by many other municipalities in the immediate area in response to resident concerns.

THE WOODSTOCK APPEAL

[50] Mr. Bechard advised that Woodstock are predominantly within the Prime Agricultural Area, with a small portion of the noted private road being within Settlement Areas.

[51] By way of chronological context, he explained that Leviathan Cannabis Group, the parent company of Woodstock, submitted an application in December 2018 to amend the ICBL and permit a cannabis production facility consisting of: a retrofitted 8,361.3 square metre greenhouse for the purpose of cannabis cultivation, a retrofitted 2,787.1 square metre headhouse with a 929 square metre addition for the purpose of cannabis harvesting and utility infrastructure, and a 464.5 square metre office accessory to the cannabis production facility.

[52] He further advised that Town Planning Staff prepared a Recommendation Report regarding the proposed amendment dated April 15, 2019, which recommended its approval to Council. The Report also recommended that the proposed facility be subject to Site Plan Control and that the Site Plan Control By-Law No. 1118 (1987) be amended to require greenhouses to be subject to Site Plan Control. Staff believed the compatibility concerns expressed by residents, including those at the February 25, 2019 public meeting, could be addressed satisfactorily through a Site Plan Agreement requiring measures such as odour and light mitigation plans. The Region Planning Staff had previously noted no objections to the proposed amendment or to the Town's opinion that the compatibility concerns could be addressed through a Site Plan Agreement in its commenting letter dated January 31, 2019.

[53] The proposed amendment to the ICBL was not passed by Council. The By-Law was later extended until July 15, 2020. OPA No. 9 and ZBLA 4252 were enacted on July 13, 2020 to establish permissions and provisions for indoor cannabis and industrial hemp cultivation.

[54] At the beginning of his oral testimony, Mr. Bechard stated that the outstanding issues were fewer than before as a result of the recent revisions identified by Mr. McDonald to the OPA during his oral testimony. He also stated that the Cannabis Land Use Report prepared by staff was thorough and well prepared.

[55] Mr. Bechard told the Tribunal that Woodstock has been engaged with the Town for the past four years, but it fails to be recognized as an existing cannabis facility in the same fashion as Redecan and Phoena.

[56] Mr. Bechard also reminded the Tribunal that no industry representatives were appointed to the CCC, despite the staff recommendation as to the proposed make-up of this body.

[57] Under cross-examination, Mr. Bechard admitted that there was no application filed by Woodstock for a cannabis operation at the time that the ICBL was enacted by Council.

[58] He also agreed, under cross-examination, that the revised OPA is a good planning instrument and can be approved. As mentioned earlier, his only concern was that Woodstock should be included as a site-specific exception.

THE PHASE 2 HEARING

[59] The Hearing of Phase 2 of this Appeal took place on July 25, 2022.

[60] In advance of this Hearing, the Tribunal was advised by correspondence dated July 22, 2022, that Phoena was formerly withdrawing its appeal of the OPA 9 and the ZBLA.

[61] The Tribunal was also advised, on July 15, 2022, that the Town had reached a settlement with Redecan and Redecan Pharm on a set of site-specific zoning exceptions.

[62] Fully executed Minutes of Settlement (“MOS”) between the Town and Redecan were submitted to the Tribunal’s Case Coordinator in advance of the Hearing.

THE REDECAN SETTLEMENT

[63] Mr. Harrington submitted that the MOS primarily deal with Redecan’s ongoing commitment to odour management, complaint tracking and associated actions for mitigation of substantiated odour complaints.

[64] Messrs. McDonald and Girard were called as a panel to provide the Tribunal with an overview of the proposed settlement.

[65] Mr. McDonald made reference to his previous planning evidence and spoke to the planning merits of the Redecan-related portions of the ZBLA.

[66] He explained that the last section of the revised ZBLA provides for a site-specific regulation for the provision of an office building and warehouse with an associated standard for parking spaces that has been agreed to by Redecan.

[67] Mr. McDonald concluded by opining that, in his professional opinion, the ZBLA, as amended, conforms with the Town’s OP and the OPA, conforms to the Region’s OP, conforms to the PPS, represents good planning and is in the public interest.

[68] Mr. Girard made reference to his previous comprehensive evidence with respect to odour control and mitigation and took the Tribunal through the relevant sections of the MOS, which provided a roadmap and action plan for odour mitigation.

[69] He explained that a Community Liaison Committee ("CLC") would be created for the Redecan site, consisting of invited landowners within a one-kilometre perimeter of the site, as well as a representative from Redecan to act as liaison and an appointee from the Town, who will be a qualified professional engineer with experience in the measurement and quantifying of air contaminant and odour emissions.

[70] He advised that the CLC will meet quarterly unless otherwise determined by the CLC and the Parties acting reasonably, and Minutes of each CLC meeting shall be distributed to each of the Parties and the attendees.

[71] Mr. Girard concluded that the MOS represented a solid foundation for the ongoing commitment to odour management by Redecan and was satisfied, in his professional opinion, that the Town and Redecan had bargained in good faith.

ANALYSYS AND FINDINGS

1. The Redecan Settlement

[72] The Tribunal has had the benefit of a thorough and comprehensive overview of the proposed OPA and ZBLA, both orally and in written submissions, by the Town's expert witnesses during Phase 1 of this Hearing.

[73] After careful consideration of the earlier evidence presented, and the more recent overview of the MOS and the revised ZBLA, the Tribunal finds that the proposed settlement between the Town and Redecan conforms to the PPS, conforms to the Town's OP and the OPA, conforms to the Region's OP, represents good planning and is in the public interest.

2. The Woodstock Appeal

[74] Woodstock is predominantly within the Prime Agricultural Area.

[75] Mr. Russell re-iterated that an application was made by his clients in December 2018 to amend the ICBL and permit a cannabis production facility.

[76] Mr. Russell further explained that Town Planning Staff prepared a report to Council on April 15, 2019, recommending its approval, subject to Site Plan Control. However, this was not passed by Council.

[77] Mr. Russell insisted that the Woodstock facility should be recognized as an existing cannabis facility in the same fashion as Redecan and Phoena. This was supported by the testimony provided to the Tribunal by Mr. Bechard, Woodstock's expert witness, during Phase 1 of this Hearing.

[78] He explained that Town staff had originally been supportive of Woodstock's request, and, on the basis of this support, Woodstock had retained experts and expended significant time and resources to move the process forward.

[79] Mr. Russell made reference to a case law, *Richmond Hill (Town) v. Miller Paving Ltd.* 1978 CarswellOnt 741, where a municipality passed a by-law restricting certain uses in the midst of an ongoing approval process by the proponent. In particular, he pointed to paragraphs 13 and 14 of this prior decision, where it was deemed that "intention" is a factor to be taken into consideration.

[80] Notwithstanding the above, the Tribunal notes that Woodstock's expert witness, Mr. Bechard, agreed under cross-examination that the revised OPA is a good planning instrument and can be approved. His only concern was that Woodstock should be included as a site-specific exception.

[81] The Tribunal notes that the OPA and the ZBLA, as presented during the four days of the Phase 1 Hearing, was a product of thorough analysis, studies and public input. The OPA and the ZBLA was not opposed by the major players, and it was approved by Town Council.

[82] Mr. Russell admitted that the exception to the ICBL requested by his client was denied by Council, and that Woodstock has never formally filed an application. This was also confirmed during Mr. Bechard's testimony.

[83] In this instance, the task of the Tribunal is to rule on the merits of the OPA and the ZBLA, as well as the proposed settlement between the Town and Redecan. The determination of whether Woodstock is a legal non-conforming use is not within authority of the Tribunal to determine.

[84] The Tribunal finds that Woodstock still has the opportunity to initiate an approval process with the Town, which would result in reports to Council and a public process guided by the OPA. The Tribunal feels that the process described above is the appropriate vehicle to pursue approvals through the "front door".

[85] On the basis of the written and oral testimony considered during the course of this two-phase Hearing, the Tribunal finds that the appeal by Woodstock is not justifiable and should be denied.

INTERIM ORDER

[86] The Tribunal Orders that the appeal against Official Plan Amendment No. 9 by Woodstock BioMed Inc. is dismissed.

[87] The Tribunal Orders that the appeal against the proposed Zoning By-Law Amendment No. 4252 by Woodstock BioMed Inc. is dismissed.

[88] The Tribunal confirms the withdrawal of the appeal by Phoena Inc. (formerly CannTrust Inc.) as of July 22, 2022.

[89] The Tribunal grants in part the appeals filed by Redecan & Redecan Pharm and approves the following:

- (a) the version of Official Plan Amendment No. 9 attached as Schedule 1 to this Decision; and
- (b) the version of Zoning By-Law Amendment No. 4252 (2020) attached as Schedule 2 to this Decision.

[90] The Tribunal confirms that the approval of Official Plan Amendment No. 9 and Zoning By-Law Amendment No. 4252 (2020) as it relates to the Redecan Site is based on the duly executed Minutes of Settlement between the Town of Pelham and Redecan & Redecan Pharm.

[91] The Tribunal Orders that Official Plan Amendment No. 9 shall come into immediate force and effect within the Town of Pelham.

[92] The Tribunal's Final Order approving the portion of the Settlement Zoning By-Law Amendment containing the site-specific exceptions for the Redecan Site, attached as Schedule 2 to this Decision, shall be withheld until the Town of Pelham advises the Tribunal in writing that the requirements of Section "D" of the Minutes of Settlement have been satisfied, as follows:

- Redecan & Redecan Pharm shall provide the following to the satisfaction of the Town of Pelham in respect of the Redecan Site before the Town of Pelham will issue its letter authorizing release of the Final Order:
 - (a) a description of the current odour control and management systems being employed;

- (b) a site plan drawing showing the location of existing buildings, building heights and emission sources including identification; and
- (c) a Contingency Odour Management Plan.

[93] In the event that there are any difficulties implementing the above, the Tribunal may be spoken to.

"T. Prevedel"

T. PREVEDEL
MEMBER

Ontario Land Tribunal

Website: www.olt.gov.on.ca Telephone: 416-212-6349 Toll Free: 1-866-448-2248

The Conservation Review Board, the Environmental Review Tribunal, the Local Planning Appeal Tribunal and the Mining and Lands Tribunal are amalgamated and continued as the Ontario Land Tribunal ("Tribunal"). Any reference to the preceding tribunals or the former Ontario Municipal Board is deemed to be a reference to the Tribunal.

OLT-22-001930 – Schedule 1

AMENDMENT NO. 09

TO THE OFFICIAL PLAN (2014)

FOR THE

CORPORATION FOR THE TOWN OF PELHAM

CONTENTS

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Section 2: Purpose of this Amendment

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PART “B” – THE AMENDMENT

Introductory Statement

Details of the Amendment

PART “A” – THE PREAMBLE

SECTION 1 – TITLE AND COMPONENTS

This document was approved in accordance with sections 17 and 21 of the *Planning Act*, R.S.O. 1990, c.P.13, as amended and shall be known as Amendment No. 09 to the Official Plan adopted by By-law No. 3259 (2012) and confirmed by the Ontario Municipal Board decision of July 18, 2014, for the Town of Pelham Planning Area.

Part “A”, the Preamble, does not constitute part of this Amendment.

Part “B”, the Amendment, consisting of the following text constitutes Amendment No. 09 to the Official Plan adopted by By-law 3259 (2012) and confirmed by the Ontario Municipal Board decision of July 18, 2014 for the Town of Pelham Planning Area.

SECTION 2 – PURPOSE OF THIS AMENDMENT

The purpose of the Amendment is to establish permissions for indoor cannabis and industrial hemp cultivation in the agricultural area, subject to a zoning by-law amendment, and to establish the criteria to be relied upon when considering such applications. These criteria would also be relied upon when an application to expand a legal non-conforming indoor cannabis cultivation facility is submitted. This Amendment does not deal with the outdoor cultivation of cannabis or industrial hemp as this is already permitted in the agricultural area.

SECTION 3 – LOCATION OF THE AMENDMENT

This Amendment applies to the Good General Agricultural, Specialty Agricultural and Industrial designations and the Niagara Escarpment Plan Area as identified on Schedule A: Town of Pelham Land Use Plan.

SECTION 4 – BASIS OF THE AMENDMENT

On April 13, 2017, the Government of Canada introduced Bill C-45 (the *Cannabis Act*) in the House of Commons. Based in large part on the advice provided by the Task Force on Cannabis Legalization and Regulation, Bill C-45 proposed to create the foundation for a comprehensive national framework to provide restricted access to regulated cannabis, and to control its production, distribution, sale, importation, exportation, and possession. Following parliamentary review, the *Cannabis Act* received royal assent on June 21, 2018 and it became law on October 17, 2018.

The Federal Cannabis Regulation SOR-2018-144 and the Federal Industrial Hemp Regulation SOR-2018-145 also came into effect on October 17, 2018. These two regulations implement the *Cannabis Act*.

The indoor cultivation of cannabis and industrial hemp is anticipated to occur within greenhouse or industrial type buildings that can in some cases be larger than other similar buildings used for other purposes. As a consequence of the type of product being grown in these indoor facilities and the character of the odour, the potential for adverse effects from odour is significant.

As a first principle the avoidance of adverse effects is preferred, however, if avoidance is not possible, adverse effects shall be minimized and appropriately mitigated. In order to minimize and mitigate adverse effects, it is anticipated that new indoor cannabis and industrial hemp cultivation facilities will be required to be set back an appropriate distance from sensitive uses and from each other to minimize and mitigate against potential adverse effects. In this regard, appropriate setbacks will be dictated by process specific odour emission rates and the effectiveness of the proposed odour controls.

This Amendment recognizes that the cultivation of cannabis is an agricultural use and is permitted in agricultural areas by the Provincial Policy Statement (2020), which indicates that all types, sizes and intensities of agricultural uses and normal farm practices shall be promoted and protected in accordance with Provincial standards. However, in the absence of Provincial standards on the adverse effects of odour from indoor cannabis and industrial hemp cultivation facilities, this Amendment also recognizes that there is a need to control the siting of such uses in relation to sensitive uses as a result of the known adverse effects from the cultivation of cannabis.

There is already a precedent for the establishment of setbacks from sensitive uses for odour reasons in agricultural areas in the form of the Minimum Distance Separation (MDS) guidelines established by the Province. The MDS guidelines are intended to provide the minimum distance separation between proposed new development and any existing livestock barns, manure storages and/or anaerobic digesters (MDS1) and provide the minimum distance separation between proposed new, expanding or remodelled livestock barns, manure storages and/or anaerobic digesters and existing or approved development (MDS2). Compliance with the MDS guidelines is also required by the Provincial Policy Statement (2020) when new land uses including the creation of lots or expanding livestock facilities are proposed.

The application of the MDS2 guidelines result in the establishment of setbacks that are intended to minimize the impacts of odour from livestock barns, manure storages and/or anaerobic digesters and have the effect of restricting the location of these facilities.

However, the MDS2 guidelines do not apply to cannabis and in the absence of Provincial guidance on this matter, it is up to local municipalities to establish a policy framework to avoid adverse effects, and if avoidance is not possible, to minimize and mitigate adverse effects through setbacks for indoor cannabis and industrial hemp cultivation from sensitive uses.

In this regard, the purpose of this Amendment is to establish the study requirements to determine whether the avoidance of adverse effects is possible and if not, how adverse effects can be minimized and appropriately mitigated through the use of setbacks and other measures on a case-by-case basis. Given the known adverse effects from these facilities in the Town, this Amendment is an appropriate response to community concerns about this type of use, represents good planning and is in the public interest.

Given the above, this Amendment does the following:

1. This Amendment identifies the studies that are required to support the establishment of an indoor cannabis and industrial hemp cultivation facility to ensure that all potential adverse effects are studied in advance.

In this regard, required studies include an Air Quality Study, Contingency Odour Mitigation Plan, Light Mitigation Plan, Contingency Light Mitigation Plan and Traffic Impact Study. These studies would be in addition to all other required studies typically submitted as part of an application for re-zoning or which may be required to support an application to expand a legal non-conforming indoor cannabis cultivation facility.

The results of these studies are intended to establish the minimum setback from sensitive land uses to be included, if necessary, in the required site-specific zoning by-law amendment and may establish a maximum size for the facility, if it has been determined that the siting of the facility can be supported. These studies may also establish minimum separation distances between a proposed facility and any existing indoor cannabis or industrial hemp cultivation facilities, as required, to mitigate adverse effects.

A supporting zoning by-law amendment has been prepared to implement this Amendment.

PART B – THE AMENDMENT

All of this Part of the document entitled Part B - The Amendment consisting of the following text constitutes Amendment No. 09 to the Official Plan of the Town of Pelham.

Details of the Amendment

The Town of Pelham Official Plan is hereby amended as follows:

1. That Section B2.1.2 (**Permitted Uses - Good General Agricultural Designation**) be amended to include a new sub-section l) as follows:
 - l) Indoor cannabis and industrial hemp cultivation in accordance with Section B2.1.5.
2. That Section B2.1 – (Good General Agricultural Designation), be amended by including a new Section B2.1.5 and re-numbering the remaining sections accordingly:

B2.1.5 Indoor Cannabis and Industrial Hemp Cultivation

B2.1.5.1 Development Criteria

- a) Indoor cannabis and industrial hemp cultivation facilities that are authorized by the Federal Government may be permitted in the Good General Agricultural designation subject to the passage of an amendment to the implementing zoning by-law and will, if approved through such a process, be subject to Site Plan Control in accordance with Section E1.4 of this Plan. Prior to considering the approval of a zoning by-law amendment or an application to expand a legal non-conforming indoor cannabis facility, Council or the Committee of Adjustment (as the case may be) shall be satisfied that:
 - i) The proposed greenhouse or other type of building will be designed and sited to blend in with surrounding land uses such that the existing agricultural and rural character of the area is maintained;
 - ii) The adverse effects of the noise, dust, odour and light from the proposed facility on sensitive land uses in the area can be avoided and if avoidance is not possible, minimized and appropriately mitigated, as demonstrated by the required studies identified in Section B2.1.5.2 of this Plan;
 - iii) Sensitive surface water features and sensitive ground water features in the area will be protected, improved or restored with consideration given to the taking of water and the generation of effluent;

-) Adequate parking facilities are available on the lot for the proposed facility and the traffic generated by the proposed facility can be accommodated on area roads;
- i) The proposed facility can be serviced with an appropriate water supply and an appropriate means of sewage disposal;
- ii) Stormwater management needs can be met on site;
- iii) The waste generated from the facility can be appropriately managed; and
- iv) The proposed setback, as determined by the required studies in Section B2.1.5.2 of this Plan, from sensitive land uses in the area is appropriate to avoid, and if avoidance is not possible, minimize and appropriately mitigate any adverse effects.
- b) In addition to sub-section a), and if a component(s) of the proposed facility includes value-added components that would make this component of the facility an agricultural-related use, it must be demonstrated that this component of the facility:
 - i) Shall be compatible with and shall not hinder surrounding agricultural operations;
 - ii) Is directly related to farm operations in the area;
 - iii) Supports agriculture;
 - iv) Benefits from being in close proximity to farm operations; and,
 - v) Provides direct products and/or services to farm operations as a primary activity.

In order to assist with the consideration of a proposed agricultural-related use involving cannabis or industrial hemp, regard should be had to the Guidelines on Permitted Uses in Ontario's Prime Agricultural Area. An Amendment to this Plan is not required for a proposed agricultural-related use involving cannabis or industrial hemp.

B2.1.5.2 Specific Required Studies

The studies listed in this Section shall be required to satisfy the development criteria set out in Section B2.1.5.1 a) of this Plan and peer reviews of these studies may be carried out by the Town at no cost to the Town. The studies listed in this section would be in addition to any of the other studies required by Section E3 of this Plan.

a) Air Quality Study

- i) At no cost to the Town, the proponent will submit an Air Quality Study (AQS) that is prepared by a Licensed Engineering Practitioner (which means that they must be licensed by Professional Engineers Ontario). The AQS will document the emission sources at the facility and quantify the emission rates of air contaminants including odour, chemicals and particulate matter.
- ii) The AQS shall detail the proposed air filtration and odour control systems and other mitigation measures that will be used to manage odour. The AQS shall include atmospheric dispersion modelling predictions that show odour and contaminant concentration predictions along the property line and extend outward 5 kilometres from the facility into the surrounding community. The AQS shall include a review of the impacts of other cannabis and industrial hemp facilities within the area to determine the extent of the potential cumulative adverse effects.
- iii) In addition to sub-section ii) above, and to minimize the likelihood of adverse effects, the AQS should target a sensitive receptor impact of two odour units, however the Town will consider other odour impact predictions. An electronic copy of the atmospheric dispersion model files used in the AQS shall be included with the submission.
- iv) In addition to the above, the proponent of the proposed facility will submit a Contingency Odour Mitigation Plan, prepared by a Licensed Engineering Practitioner that considers additional air filtration systems or other mitigation measures for use in the event of substantiated future complaints after the use has been established. Agreement on the appropriate triggers for additional mitigation will be made in advance.

b) Light Mitigation Plan

- i) At no cost to the Town, the proponent will submit a Light Mitigation Plan, prepared by a Licensed Engineering Practitioner that fully describes the proposed light mitigation measures and demonstrates that the proposed facility will not cause light pollution, including sky glow or light trespass, onto neighbouring properties.
- ii) In addition to sub-section i), the proponent will also submit a Contingency Light Pollution Mitigation Plan, prepared by a Licensed Engineering Practitioner that considers additional mitigation measures and implementation timelines for use in the event of substantiated future complaints after the use has been established. Agreement on the appropriate triggers for additional mitigation will be made in advance.

c) Traffic Impact Study

- i) At no cost to the Town, the proponent will submit a Traffic Impact Study, to the satisfaction of the Town and/or the Region that demonstrates that the proposed facility will not cause any traffic hazards or an unacceptable level of congestion on roads in the area.

B2.1.5.3 Scope of Required Studies

In accordance with Section E3.1 of this Plan, the Town will determine what supporting information (i.e. reports and studies) are required as part of the complete application submission involving a re-zoning and inform the proponent of these requirements, following the holding of a pre-consultation meeting. If an application is proposed to be submitted to the Committee of Adjustment to expand a legal non-conforming indoor cannabis cultivation facility, the proponent is encouraged to consult with the Town to determine study requirements.

B2.1.5.4 Need for Setbacks

- a) In recognition of the known adverse effects of odour, the avoidance of adverse effects shall be a first principle. If adverse effects cannot be avoided, the minimization and mitigation of adverse effects has to be considered. One of the ways to avoid, minimize and mitigate adverse effects is through the separation of incompatible uses through the use of setbacks.

- b) The setbacks that are derived as a result of the review of an application to amend the zoning by-law or to expand a legal non-conforming indoor cannabis cultivation facility will depend on:
 - i) Whether the facility is a greenhouse or an industrial-type building and if a greenhouse is proposed, whether the proposed greenhouse is purpose built for cannabis or industrial hemp or already exists;
 - ii) The size and scale of the proposed facility;
 - iii) The proximity and number of sensitive uses in the area including the potential for additional sensitive uses on vacant lots that are zoned to permit a sensitive use;
 - iv) The location of the proposed facility in relation to prevailing winds;
 - v) The nature of the adverse effects that exist at the time in relation to existing indoor cannabis cultivation facilities; and
 - vi) The impact of topography on the dispersion of odour.

B2.1.5.5 Implementing Zoning By-law

Only lands that have satisfied the requirements of this Section of the Plan shall be placed in a zone that permits indoor cannabis and industrial hemp cultivation facilities in the implementing Zoning By-law.

- 3. That Section B2.2.2 (**Permitted Uses - Specialty Agricultural Designation**) be amended to include a new sub-section k) as follows:
 - k) Indoor cannabis and industrial hemp cultivation in accordance with Section B2.2.9.
- 3. That Section B2.2 – (**Specialty Agricultural Designation**), be amended by including a new Section B2.2.9 and re-numbering the remaining sections accordingly:

B2.2.9 Indoor Cannabis and Industrial Hemp Cultivation

Indoor cannabis and industrial hemp cultivation facilities that are authorized by the Federal Government may be permitted in the Specialty Agricultural designation subject to the passage of an amendment to the implementing zoning by-law or an application to expand a legal non-conforming indoor cannabis facility, in accordance with Section B2.1.5 of this Plan and will, if approved through such a process, be subject to Site Plan Control in accordance with Section E1.4 of this Plan.

Given the rolling topography of this area and the resultant creation of numerous microclimates, it is anticipated that it will be more difficult to avoid adverse effects in this area when compared to the Good General Agricultural designation if an indoor cannabis or industrial hemp cultivation facility was proposed.

Only lands that have satisfied the requirements of Section B2.1.5 of the Plan shall be placed in a zone that permits indoor cannabis and industrial hemp cultivation facilities in the implementing Zoning By-law.

4. That Section B2.3.2 (**Permitted Uses - Industrial Designation**) be amended to include a new sub-section k) as follows:

k) Indoor cannabis and industrial hemp cultivation in accordance with Section B2.1.5.

5. That Section B3.1.1 (**Conflict and Conformity - Niagara Escarpment Plan Area**) be amended to include a new fourth paragraph as follows:

Section B2.1.5 of this Plan shall apply to the consideration of a Development Permit application to establish a new indoor cannabis or industrial hemp cultivation facility.

6. That Section E1.4 (**Site Plan Control**), be amended by including a new paragraph at the end of the section as follows:

It is the intent of this Plan that Site Plan Approval will be required for all proposed indoor cannabis and industrial hemp cultivation facilities that may be permitted in accordance with Policies B2.1.5, B2.2.9 or B2.3.2 k) to the maximum extent afforded under the *Planning Act*, in order to proactively mitigate adverse effects where possible and to maximize compatibility with land uses in the area.

Any construction of a building or structure associated with a proposed indoor cannabis or industrial hemp cultivation facility is subject to the Ontario Building Code and will require the submission of Mechanical and Electrical Design Specifications and Drawings for review prior to the issuance of a building permit. Final as-built drawings will also be required. These specifications and drawings include those associated with air/odour filtration systems and equipment for light pollution mitigation.

OLT-22-001930 – Schedule 2

**THE CORPORATION OF THE
TOWN OF PELHAM
By-law Number XXXX (2022)**

**Being a By-law passed pursuant to the provisions of
Section 34 of The Planning Act, R.S.O. 1990, c.P.13, as amended to
amend the Town of Pelham Zoning By-law No. 1136 (1987), as
otherwise amended.**

Whereas the Council of the Corporation of the Town of Pelham has initiated an application to amend By-Law No. 1136 (1987) otherwise known as the Zoning By-Law, insofar as is necessary to establish provisions that apply to cannabis-related uses and industrial hemp-related uses in the Town of Pelham;

And Whereas the Council of the Corporation of the Town of Pelham conducted a public hearing in regard to this application, as required by subsection 34(12) of the Planning Act, R.S. O. 1990, c.P.13, as amended;

And Whereas the Council of the Corporation of the Town of Pelham deems it advisable to amend Zoning By-law 1136 (1987), as otherwise amended, with respect to the above described lands, and under the provisions of the Planning Act has the authority to do so;

Now therefore the Council of the Corporation of the Town of Pelham enacts as follows:

1. **That** Section 3.0 of this By-law No. 1136 (1987), as amended, is further amended to add the new zones and symbols as follows:

Zone	Symbol
Agricultural - Cannabis	A – CAN
General Industrial - Cannabis	M2 – CAN

2. **THAT** By-law 1136 (1987), as amended, is hereby amended by the addition of definitions in Section 5.0, as follows:
- i) "Cannabis-related use - indoor" means those activities authorized in accordance with the Federal Cannabis Regulation SOR-2018-144 as amended that are carried out within an enclosed building or structure.
 - ii) "Cannabis-related use - outdoor" means those activities authorized in accordance with the Federal Cannabis Regulation SOR-2018-144 as amended that only involve the growing and harvesting of cannabis outdoors.
 - iii) "Industrial hemp-related use - indoor" means those activities authorized in accordance with the Federal Industrial Hemp Regulation SOR-2018-145 as amended that are carried out within an enclosed building or structure.
 - iv) "Industrial hemp-related use - outdoor" means those activities authorized in accordance with the Federal Industrial Hemp Regulation SOR-2018-145 as amended that only involve the growing and harvesting of hemp outdoors.
 - v) "Sensitive land use" means school, day care, playground, sporting venue, park, recreational area, residence, place of worship, community centre or any other place where people regularly gather or sleep.
3. **THAT** By-law 1136 (1987), as amended, is amended by the addition of parking requirements in Section 6.16 (a), as follows:
- "Cannabis-related uses - indoor and industrial hemp-related uses - indoor - 1 parking space per 100 m² (1076.39 ft²) of gross floor area"
4. **THAT** By-law 1136 (1987), as amended, is hereby amended by the addition of a new subsection 7.2 (h):
- "(h) Minimum setback for a cannabis-related use - outdoor and an industrial hemp-related use - outdoor from a sensitive land use - 300 metres (984 feet)."

5. **THAT** By-law 1136 (1987), as amended, is hereby amended by the addition of a new Section 7A - Agricultural - Cannabis A-CAN Zone:

"SECTION 7A – AGRICULTURAL CANNABIS - A-CAN ZONE

Subject to the general provisions of Section 6 and all other applicable requirements of this By-law, the provisions of this section shall apply throughout the Agricultural Cannabis Zone.

7A.1 PERMITTED USES

- (a) Cannabis-related Use - indoor
- (b) Industrial Hemp-related Use - indoor

7A.2 REGULATIONS FOR PERMITTED USES IN SUBSECTION 7A.1

- (a) A retail store is not permitted as an accessory use to any of the permitted uses listed in Subsection 7A.1.
- (b) Minimum Lot Frontage for micro-processing and micro-cultivation as defined by the Federal Cannabis Regulation SOR-2018-144 - 100 metres.
- (c) Minimum Lot Frontage for standard processing and standard cultivation as defined by the Federal Cannabis Regulation SOR-2018-144 - 200 metres.
- (d) Minimum Lot Frontage for industrial hemp-related uses as defined by the Federal Industrial Hemp Regulation SOR-2018-145 - 200 metres.
- (e) Minimum Lot Area for micro-processing and micro-cultivation as defined by the Federal Cannabis Regulation SOR-2018-144 - 3 hectares.
- (f) Minimum Lot Area for standard processing and standard cultivation as defined by the Federal Cannabis Regulation SOR-2018-144 - 10 hectares.

- (g) Minimum Lot Area for industrial hemp-related uses as defined by the Federal Industrial Hemp Regulation SOR-2018-145 - 10 hectares.
- (h) Maximum Lot Coverage - 30 percent.
- (i) Minimum Front Yard for micro-processing and micro-cultivation as defined by the Federal Cannabis Regulation SOR-2018-144 - 20 metres.
- (j) Minimum Front Yard for standard processing and standard cultivation as defined by the Federal Cannabis Regulation SOR-2018-144 - 80 metres.
- (k) Minimum Front Yard for industrial hemp-related uses as defined by the Federal Industrial Hemp Regulation SOR-2018-145 - 80 metres.
- (l) Minimum Side Yard or Rear Yard for micro-processing and micro cultivation uses as defined by the Federal Cannabis Regulation SOR-2018-144 - 15 metres, except where ventilating fans in a wall exhaust into the respective side or rear yard, the minimum yards shall be 25 metres.
- (m) Minimum Side Yard or Rear Yard for standard processing and standard cultivation uses as defined by the Federal Cannabis Regulation SOR-2018-144 - 40 metres, except where ventilating fans in a wall exhaust into the respective side or rear yard, the minimum yards shall be 60 metres.
- (n) Minimum Side Yard or Rear Yard for industrial hemp-related uses as defined by the Federal Industrial Hemp Regulation SOR-2018-145 - 40 metres, except where ventilating fans in a wall exhaust into the respective side or rear yard, the minimum yards shall be 60 metres.
- (o) Minimum Exterior Side Yard for micro-processing and micro-cultivation as defined by the Federal Cannabis Regulation SOR-2018-144 - 20.5 metres.

- (p) Minimum Exterior Side Yard for standard processing and standard cultivation as defined by the Federal Cannabis Regulation SOR-2018-144 - 80 metres.
- (q) Minimum Exterior Side Yard for industrial hemp-related uses as defined by the Federal Industrial Hemp Regulation SOR-2018-145 - 80 metres.
- (r) No storage area shall be permitted within 30 metres of a street or the lot line of an adjacent lot with a residential use.

6. **THAT** By-law 1136 (1987), as amended, is hereby amended by the addition of a new Section 23A - General Industrial - Cannabis M2-CAN Zone

SECTION 23A – GENERAL INDUSTRIAL - M2-CAN ZONE

Subject to the general provisions of Section 6 and all other applicable requirements of this By-law, the provisions of this section shall apply throughout the General Industrial Cannabis Zone.

23A.1 PERMITTED USES

- (a) Cannabis-related Use - Indoor
- (b) Industrial Hemp-related Use - Indoor

23A.2 REGULATIONS FOR PERMITTED USES IN SUBSECTION 23A.1

- (a) A retail store is not permitted as an accessory use to any of the permitted uses listed in Subsection 23A.1.
- (b) The provisions of Subsection 22.2 shall apply to all permitted uses within the General Industrial Cannabis M2-CAN Zone

7. **THAT** Schedule 'A' to Zoning By-law No. 1136 (1987), as amended, is hereby amended by changing the zoning of lands known municipally as 182 Foss Road and shown on Schedule 'A' attached hereto and forming part of this By-law, from the Agricultural (A) Zone to the Agricultural 'A-CAN-319' Zone.

8. **THAT** By-law 1136 (1987), as amended, is hereby amended by the

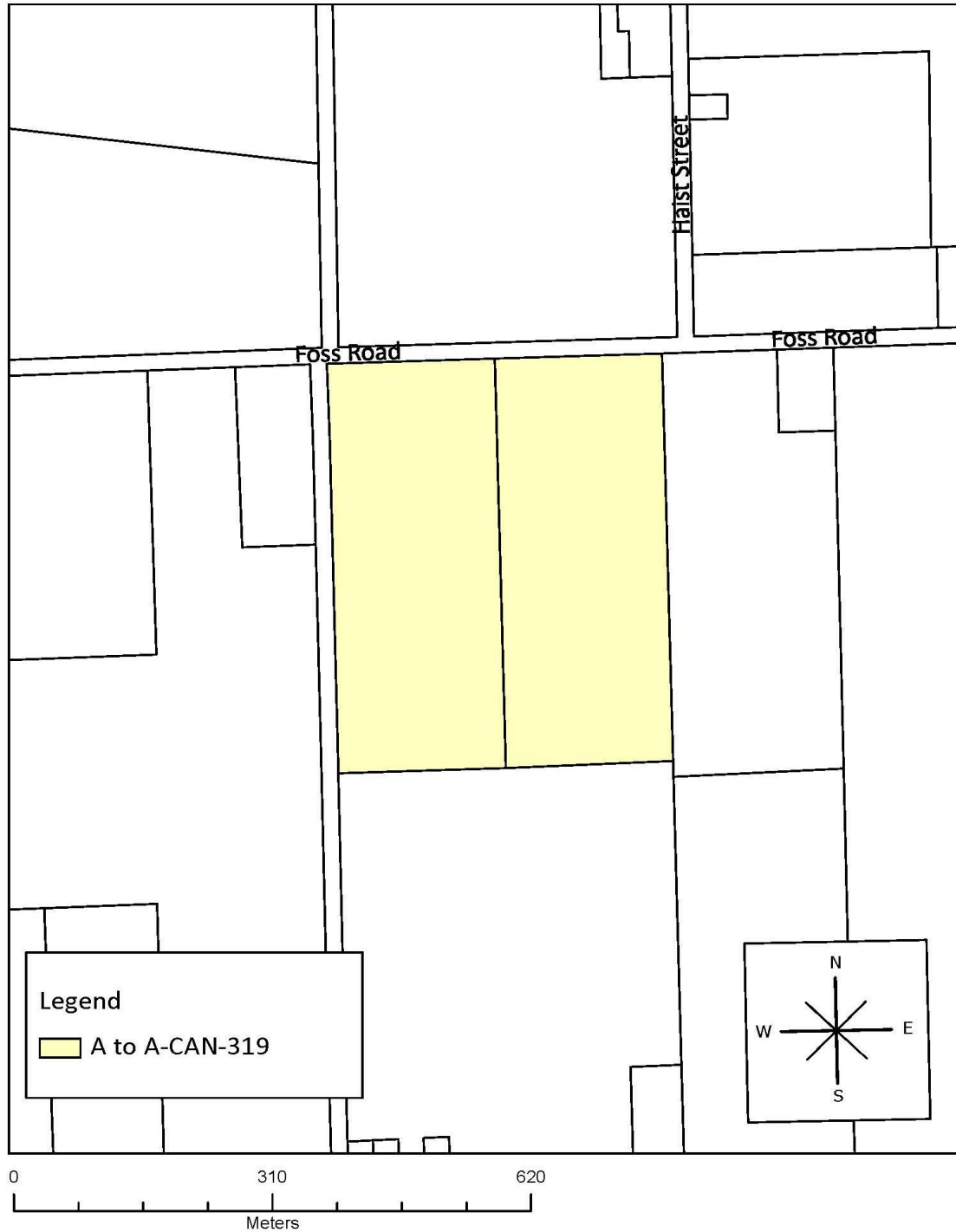
addition of a new Section A-CAN-319 (182 Foss Road) to Section 30 as set out below:

A-CAN-319 Notwithstanding the regulations of the Agricultural Cannabis (A-CAN) zone, the following site-specific regulations also apply:

- a) Maximum gross floor area of greenhouses associated with cannabis-related use - indoor - 31,600 m²
- b) Minimum Front Yard for standard processing and standard cultivation as defined by the Federal Cannabis Regulation SOR-2018-144 - 70 metres.
- c) Minimum Side Yard or Rear Yard for standard processing and standard cultivation as defined by the Federal Cannabis Regulation SOR-2018 -144 - 37 metres
- d) Parking spaces for all uses - 1 parking space per 80 m² of gross floor area to a maximum of 469 total parking spaces
- e) An office building that is accessory to the cannabis related use - indoor is permitted provided it has a gross floor area of less than 1,000 square metres
- f) A warehouse is permitted provided that it
 - (i) has a gross floor area of less than 11,200 square metres;
 - (ii) is accessory to the cannabis related use - indoor use that is permitted on the site; and
 - (iii) is not used for cultivation associated with any cannabis-related or hemp-related uses.

By-law approved by the Ontario Land Tribunal this _____ day of _____, 2022.

Schedule 'A'



This is Schedule 'A' to By-law No. _____ (2022) approved by the Ontario Land Tribunal the _____ day of _____, 2022.

REGULAR COUNCIL MINUTES

Meeting #: C-10/2023
Date: Wednesday, May 17, 2023
Time: 9:00 AM
Location: Meridian Community Centre - Accursi A and B
100 Meridian Way
Fonthill, ON
L0S 1E6

Members Present: Mayor Marvin Junkin
Councillor Bob Hildebrandt
Councillor Wayne Olson
Councillor John Wink
Councillor Kevin Ker
Councillor Shellee Niznik
Councillor Brian Eckhardt

Staff Present: David Cribbs
Bob Lymburner
Jason Marr
Teresa Quinlin-Murphy
Jennifer Stirton
Vickie vanRavenswaay
Barbara Wiens
Sarah Leach
Brianna Langohr
William Tigert

1. Call to Order and Declaration of Quorum

Noting that a quorum was present, the Mayor called the meeting to order at approximately 9:00 am.

2. Land Recognition Statement

The Councillor Wink read the land acknowledgement into the record.

Councillor Ker announced the upcoming Fenwick parade.

Councillor Niznik announced June as Seniors month.

3. Approval of the Agenda

Moved By Councillor Bob Hildebrandt

Seconded By Councillor Wayne Olson

BE IT RESOLVED THAT the agenda for the May 17, 2023, Regular meeting of Council be adopted, as circulated.

For (7): Mayor Marvin Junkin, Councillor Bob Hildebrandt, Councillor Wayne Olson, Councillor John Wink, Councillor Kevin Ker, Councillor Shellee Niznik, and Councillor Brian Eckhardt

Carried (7 to 0)

4. Disclosure of Pecuniary Interests and General Nature Thereof

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

5. Hearing of Presentation, Delegations, Regional Report

5.1 Delegations

5.1.1 Overview of MPAC (Municipal Property Assessment Corporation)

Moved By Councillor Brian Eckhardt

Seconded By Councillor John Wink

BE IT RESOLVED THAT Council receive the presentation from Kailie Pyott providing an overview of the Municipal Property Assessment Corporation, for information.

For (7): Mayor Marvin Junkin, Councillor Bob Hildebrandt, Councillor Wayne Olson, Councillor John Wink, Councillor Kevin Ker, Councillor Shellee Niznik, and Councillor Brian Eckhardt

Carried (7 to 0)

5.1.2 Town of Pelham Recreation Master Plan, Monteith Brown Planning Consultants

Moved By Councillor Shellee Niznik

Seconded By Councillor Wayne Olson

BE IT RESOLVED THAT Council receive the presentation from Steve Langlois, Principal Planner at Monteith Brown Planning Consultants regarding the Town of Pelham Recreation Master Plan, for information.

For (7): Mayor Marvin Junkin, Councillor Bob Hildebrandt, Councillor Wayne Olson, Councillor John Wink, Councillor Kevin Ker, Councillor Shellee Niznik, and Councillor Brian Eckhardt

Carried (7 to 0)

6. Adoption of Council Minutes

Moved By Councillor Kevin Ker
Seconded By Councillor John Wink

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

1. C-09/2023 Regular Council - May 3, 2023

For (7): Mayor Marvin Junkin, Councillor Bob Hildebrandt, Councillor Wayne Olson, Councillor John Wink, Councillor Kevin Ker, Councillor Shellee Niznik, and Councillor Brian Eckhardt

Carried (7 to 0)

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

Mayor Junkin - Lift 8.1.1 Municipal Drain Process (consideration deferred until after the closed-session)

Councillor Olson - Lift 8.1.2 Town Hall Building Update

Councillor Hildebrandt - Lift 8.2.2 Call for Nominations Niagara Region

Councillor Niznik - Lift 8.3.1 Resolution Township of Perry Bill 5

Councillor Olson - Lift 8.3.2 Emergency Management Ontario

8. Consent Agenda Items to be Considered in Block

Moved By Councillor Bob Hildebrandt
Seconded By Councillor Brian Eckhardt

BE IT RESOLVED THAT the Consent Agenda items as listed on the May 17, 223 Council Agenda be received and the recommendations contained therein be approved, save and except items 8.1.1, 8.1.2, 8.2.2, 8.3.1 and 8.3.2:

8. Consent Agenda Items to be Considered in Block

8.1 Staff Reports of a Routine Nature for Information or Action

~~8.1.1 Municipal Drain Process, 2023-0117 Planning~~

~~BE IT RESOLVED THAT Council receive Report #2023-0117 Municipal Drain Process, for information.~~

**~~8.1.2 Town Hall Building Addition May Update, 2023-0116-
Public Works~~**

**~~BE IT RESOLVED THAT Council receive Report #2023-0116-
Public Works—Town Hall Building Addition May Update, for
information.~~**

8.2 Action Correspondence of a Routine Nature

**8.2.1 Brain Tumour Foundation of Canada Proclamation
Request for Brain Tumour Awareness Month**

**BE IT RESOLVED THAT the Town of Pelham receive the
proclamation request from Brain Tumour Foundation of
Canada, for information;**

**AND THAT THE Corporation of the Town of Pelham hereby
proclaims May 2023 as Brain Tumour Awareness Month.**

~~8.2.2 Call for Nominations: Niagara Region Committees~~

**~~BE IT RESOLVED THAT Council receive the Call for Nominations
to Committees from the Niagara Region;~~**

**~~AND THAT Council for the Town of Pelham hereby support
Councillor _____ nomination to serve on the _____
Committee.~~**

8.3 Information Correspondence

**~~8.3.1 Township of Perry Resolution: Bill 5 Stopping Harassment
and Abuse by Local Leaders Act~~**

**~~BE IT RESOLVED THAT Council receive the correspondence from
the Township of Perry regarding Bill 5, for information.~~**

**~~8.3.2 Emergency Management Ontario: Town of Pelham
Compliance Results~~**

**~~BE IT RESOLVED THAT Council receive the correspondence from
Emergency Management Ontario regarding the Town of
Pelham's emergency management compliance with the
Emergency Management and Civil Protection Act, for
information.~~**

**8.4 Regional Municipality of Niagara Correspondence for
Information or Action**

8.4.1 Niagara Region Implementation of Red Light Camera

**BE IT RESOLVED THAT Council receive correspondence from
Niagara Region regarding Implementation of Red Light Camera,
for information.**

8.5 Advisory Committee Minutes for Information

8.5.1Agricultural Advisory Committee March 22, 2023, Minutes

BE IT RESOLVED THAT Council receive the March 22, 2023, Agricultural Advisory Committee Meeting Minutes, for information.

For (7): Mayor Marvin Junkin, Councillor Bob Hildebrandt, Councillor Wayne Olson, Councillor John Wink, Councillor Kevin Ker, Councillor Shellee Niznik, and Councillor Brian Eckhardt

Carried (7 to 0)

9. Consent Agenda Item(s) Lifted for Separate Consideration if any

9.1 Town Hall Building Addition May Update, 2023-0116-Public Works

Council unanimously decided not to proceed with purchasing a fourth clock or logo for the clock tower.

Moved By Councillor Brian Eckhardt

Seconded By Councillor Shellee Niznik

BE IT RESOLVED THAT Council receive Report #2023-0116-Public Works – Town Hall Building Addition May Update, for information.

For (7): Mayor Marvin Junkin, Councillor Bob Hildebrandt, Councillor Wayne Olson, Councillor John Wink, Councillor Kevin Ker, Councillor Shellee Niznik, and Councillor Brian Eckhardt

Carried (7 to 0)

9.2 Call for Nominations: Niagara Region Committees

Moved By Councillor Bob Hildebrandt

Seconded By Councillor Wayne Olson

BE IT RESOLVED THAT Council receive the Call for Nominations to Committees from the Niagara Region;

AND THAT Council for the Town of Pelham hereby support Councillor Hildebrandt's nomination to serve on the Niagara Road 12 Landfill Site Public Liaison Committee.

For (7): Mayor Marvin Junkin, Councillor Bob Hildebrandt, Councillor Wayne Olson, Councillor John Wink, Councillor Kevin Ker, Councillor Shellee Niznik, and Councillor Brian Eckhardt

Carried (7 to 0)

9.3 Township of Perry Resolution: Bill 5 Stopping Harassment and Abuse by Local Leaders Act

Moved By Councillor Shellee Niznik
Seconded By Councillor Wayne Olson

BE IT RESOLVED THAT Council receive the correspondence from the Township of Perry regarding Bill 5, for information;

AND WHEREAS municipally elected leaders do not have an appropriate accountability structure when it comes to perpetrating violence and harassment in the workplace;

AND WHEREAS a fundamental, underlying principle of broadening diversity, equity, and inclusion in politics rests on the assumption that the workplace is safe;

AND WHEREAS Bill 5, the Stopping Harassment and Abuse by Local Leaders Act would require members of Council to comply with the workplace violence and harassment policies of the municipality they represent, permit municipalities to direct the Integrity Commissioner to apply to the court to vacate a member's seat for failing to comply with the municipality's workplace violence and harassment policies as well as restrict officials

whose seat has been vacated from seeking immediate subsequent re-election;

AND WHEREAS over 67 municipalities have formally endorsed and communicated public support for Bill 5;

AND WHEREAS Bill 5 would both hold accountable and protect all municipal officials;

NOW THEREFORE BE IT RESOLVED THAT Town of Pelham Council express its support for Bill 5, Stopping Harassment and Abuse by Local Leaders Act;

AND THAT this resolution be circulated to the Hon. Doug Ford, Premier of Ontario, Sam Oosterhoff, MPP and the Association of Municipalities of Ontario.

For (7): Mayor Marvin Junkin, Councillor Bob Hildebrandt, Councillor Wayne Olson, Councillor John Wink, Councillor Kevin Ker, Councillor Shellee Niznik, and Councillor Brian Eckhardt

Carried (7 to 0)

9.4 Emergency Management Ontario: Town of Pelham Compliance Results

Moved By Councillor Wayne Olson
Seconded By Councillor Brian Eckhardt

BE IT RESOLVED THAT Council receive the correspondence from Emergency Management Ontario regarding the Town of Pelham's emergency management compliance with the Emergency Management and Civil Protection Act, for information.

For (7): Mayor Marvin Junkin, Councillor Bob Hildebrandt, Councillor Wayne Olson, Councillor John Wink, Councillor Kevin Ker, Councillor Shellee Niznik, and Councillor Brian Eckhardt

Carried (7 to 0)

10. Presentation and Consideration of Reports

10.1 Staff Reports Requiring Action

**10.1.1 Becoming a Living Wage Employer, 2023-0047-
Chief Administrator Officer**

Moved By Councillor Kevin Ker
Seconded By Councillor Brian Eckhardt

BE IT RESOLVED THAT Council receive Report #2023-0047 - Becoming a Living Wage Employer, for information;

AND THAT Council direct staff to develop a Living Wage Policy to be reviewed by Council in August.

For (7): Mayor Marvin Junkin, Councillor Bob Hildebrandt, Councillor Wayne Olson, Councillor John Wink, Councillor Kevin Ker, Councillor Shellee Niznik, and Councillor Brian Eckhardt

Carried (7 to 0)

**10.1.2 Proposed Changes to Planning Act and
Provincial Planning Statement, 2023-0121-Planning**

Moved By Councillor Shellee Niznik
Seconded By Councillor Bob Hildebrandt

BE IT RESOLVED THAT Council approve Report #2023-0121 – Proposed Changes to *Planning Act* and Provincial Planning Statement;

AND THAT this report be forwarded to the Ministry of Municipal Affairs and Housing as Pelham’s comments on the proposed changes to the *Planning Act* through Bill 97, regulation regarding site plan requirements for residential developments of 10

units or fewer and the draft new Provincial Planning Statement.

For (7): Mayor Marvin Junkin, Councillor Bob Hildebrandt, Councillor Wayne Olson, Councillor John Wink, Councillor Kevin Ker, Councillor Shellee Niznik, and Councillor Brian Eckhardt

Carried (7 to 0)

10.1.3 Tax Rate By-law, 2023-0120-Corporate Services

Moved By Councillor Wayne Olson
Seconded By Councillor Brian Eckhardt

BE IT RESOLVED THAT Council receive the Memo 2023-0120 Corporate Services entitled Tax Rate By-Law 2023 , for information;

AND THAT Council consider approving By-law 34-2023, being a Tax Levy By-law for 2023.

For (7): Mayor Marvin Junkin, Councillor Bob Hildebrandt, Councillor Wayne Olson, Councillor John Wink, Councillor Kevin Ker, Councillor Shellee Niznik, and Councillor Brian Eckhardt

Carried (7 to 0)

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

Moved By Councillor John Wink
Seconded By Councillor Shellee Niznik

BE IT RESOLVED THAT the Council of the Town of Pelham, having given due consideration to the following By-law 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-law:

1. By-law 33-2023 - Being a By-law to appoint Julia Taylor (Officer No. 872) as a By-law Enforcement Officer, Property Standards Officer, and Provincial Offences Officer for the Corporation of the Town of Pelham.

2. By-law 34-2023 - Being a By-law to set the rates of taxation for the year 2023.

3. By-law 35-2023 - Being a By-law to authorize the execution of Public Event Agreements with four (4) licensed establishments in the Town of Pelham and to repeal By-law 4218(2020).

For (7): Mayor Marvin Junkin, Councillor Bob Hildebrandt, Councillor Wayne Olson, Councillor John Wink, Councillor Kevin Ker, Councillor Shellee Niznik, and Councillor Brian Eckhardt

Carried (7 to 0)

14. Motions and Notices of Motion

14.1 Councillor Olson

Moved By Councillor Wayne Olson

Seconded By Councillor Brian Eckhardt

WHEREAS the strategic use of town lands and a recreation and culture master plan have both been established as actionable components of Pelham's Strategic Plan;

AND WHEREAS Old Pelham Town Hall, located at the corner of Memorial Drive and Canboro Road, is an important, but potentially under-utilized community asset and recreational space owned and operated by the Town of Pelham;

AND WHEREAS Council for the Town of Pelham desires to maximize the utilization of Town facilities for the purpose of culture, activity, and social connection;

NOW THEREFORE BE IT RESOLVED THAT Council direct staff to prepare a report on the current use of the Old Pelham Town Hall and investigate the feasibility of repurposing Old Pelham Town Hall as a cultural centre for purposes such as, but not limited to art gallery, archive, museum, and theatre space;

AND THAT Council direct staff to explore potential grant funding opportunities to support possible re-purposing and include such opportunities within the report;

AND THAT Council direct staff to report back to Council in Q3 of 2023;

AND THAT staff be directed to include in the 2024 budget, funding to engage a consultant to perform a building condition assessment providing estimates on the required capital upgrades to achieve accessibility and zero environmental impact, for Council's consideration.

For (7): Mayor Marvin Junkin, Councillor Bob Hildebrandt, Councillor Wayne Olson, Councillor John Wink, Councillor Kevin Ker, Councillor Shellee Niznik, and Councillor Brian Eckhardt

Carried (7 to 0)

15. Resolution to Move In Camera

Moved By Councillor Brian Eckhardt

Seconded By Councillor Bob Hildebrandt

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:

(c) - proposed or pending acquisition of land by the municipality; (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose (1 item - Property located in Ward 2)

Item 2 pursuant to consent originally agenda item 8.1.1

(a) the security of the property of the municipality or local board; (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose in relation to drainage liability concerns.

For (7): Mayor Marvin Junkin, Councillor Bob Hildebrandt, Councillor Wayne Olson, Councillor John Wink, Councillor Kevin Ker, Councillor Shellee Niznik, and Councillor Brian Eckhardt

Carried (7 to 0)

16. Rise From In Camera

Moved By Councillor Kevin Ker

Seconded By Councillor John Wink

BE IT RESOLVED THAT Council adjourn the In Camera Session and that Council do now Rise: With Report

For (7): Mayor Marvin Junkin, Councillor Bob Hildebrandt, Councillor Wayne Olson, Councillor John Wink, Councillor Kevin Ker, Councillor Shellee Niznik, and Councillor Brian Eckhardt

Carried (7 to 0)

Moved By Councillor Wayne Olson

Seconded By Councillor Shellee Niznik

BE IT RESOLVED THAT the Chief Administrative Officer be and is hereby authorized to undertake the directions provided during the In Camera meeting of May 17, 2023.

For (7): Mayor Marvin Junkin, Councillor Bob Hildebrandt, Councillor Wayne Olson, Councillor John Wink, Councillor Kevin Ker, Councillor Shellee Niznik, and Councillor Brian Eckhardt

Carried (7 to 0)

17. Municipal Drain Process, 2023-0117-Planning

Moved By Councillor Wayne Olson

Seconded By Councillor Bob Hildebrandt

THAT Council request legal advice on the Town's liability regarding the drainage study during the in-camera session of May 17, 2023;

AND that Council defer consideration of report 2023-0117 Municipal Drain Process to after the in-camera session of May 17, 2023.

For (7): Mayor Marvin Junkin, Councillor Bob Hildebrandt, Councillor Wayne Olson, Councillor John Wink, Councillor Kevin Ker, Councillor Shellee Niznik, and Councillor Brian Eckhardt

Carried (7 to 0)

Moved By Councillor Wayne Olson

Seconded By Councillor John Wink

BE IT RESOLVED THAT Council receive Report #2023-0117 Municipal Drain Process, for information;

THAT staff be directed to invite all landowners within the watershed as identified within the consultants report, to attend a voluntary public meeting at the Meridian Community Centre in July to discuss and review the potential and ramification of a municipal drain;

AND should a petition for a municipal drain initiated by any private property owner, the Town Clerk be directed to sign on behalf of the Corporation as a participatory landowner.

For (7): Mayor Marvin Junkin, Councillor Bob Hildebrandt, Councillor Wayne Olson, Councillor John Wink, Councillor Kevin Ker, Councillor Shellee Niznik, and Councillor Brian Eckhardt

Carried (7 to 0)

18. Confirming By-Law

Moved By Councillor Brian Eckhardt
Seconded By Councillor Wayne Olson

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

Being a By-law No. 36-2023 to Adopt, Ratify and Confirm the proceedings of Council of the Town of Pelham at its Regular Meeting held on the 17th day of May 2023.

For (7): Mayor Marvin Junkin, Councillor Bob Hildebrandt, Councillor Wayne Olson, Councillor John Wink, Councillor Kevin Ker, Councillor Shellee Niznik, and Councillor Brian Eckhardt

Carried (7 to 0)

19. Adjournment

Moved By Councillor John Wink
Seconded By Councillor Bob Hildebrandt

BE IT RESOLVED THAT this Regular Meeting of Council be adjourned until the next regular meeting scheduled for June 7, 2023, at 9:00 am.

For (7): Mayor Marvin Junkin, Councillor Bob Hildebrandt, Councillor Wayne Olson, Councillor John Wink, Councillor Kevin Ker, Councillor Shellee Niznik, and Councillor Brian Eckhardt

Carried (7 to 0)

Mayor: Marvin Junkin

Town Clerk: William Tigert

Recommendations of the Public Meeting under the *Planning Act* held May 10, 2023 – PCOW-03/2023

BE IT RESOLVED THAT COUNCIL HEREBY approves the following Recommendations Resulting from the Public Meeting under the *Planning Act* meeting of May 10, 2023:

- 1. THAT the agenda for the May 10, 2023, Public Meeting Under the Planning Act, Special Meeting of Committee of the Whole, be adopted as circulated.**
- 2. THAT the public portion of the meeting be closed.**
- 3. THAT Committee receive Report #2023-114 for information as it pertains to File Nos. 26T19-01-2023 & AM-03-2023;**

AND THAT Committee direct Planning staff to prepare the Recommendation Report on this topic for Council's consideration.

- 4. THAT Committee receive the applicant's presentation for information.**
- 5. THAT Committee receive the written correspondence as listed on the agenda.**
- 6. THAT this Special Committee of the Whole, Public Meeting Under the Planning Act, be adjourned.**

Committee of the Whole Meeting
Public Meeting under the Planning Act
Minutes

Meeting #: PCOW-04/2023
Date: Wednesday, May 10, 2023
Time: 5:30 PM
Location: Meridian Community Centre - Accursi A and B
100 Meridian Way
Fonthill, ON
L0S 1E6

Members Present: Councillor Bob Hildebrandt, Councillor Wayne Olson,
Councillor John Wink, Councillor Kevin Ker, Councillor
Brian Eckhardt, Councillor Shellee Niznik

Staff Present: Barbara Wiens, Shannon Larocque, William Tigert, Jodi
Legros

1. Call to Order and Declaration of Quorum

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

2. Land Recognition Statement

Councillor Olson read the land acknowledgement into the record.

3. Adoption of Agenda

Moved By Councillor Wayne Olson

THAT the agenda for the May 10, 2023, Public Meeting Under the Planning Act, Special Meeting of Committee of the Whole, be adopted as circulated.

For (6): Councillor Bob Hildebrandt, Councillor Wayne Olson, Councillor John Wink, Councillor Kevin Ker, Councillor Brian Eckhardt, and Councillor Shellee Niznik

Carried (6 to 0)

4. Disclosure of Pecuniary Interest and General Nature Thereof

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

5. Planning Act Application: 26T19-01-2023 & AM-03-2023 - 1112 Haist Street

The Clerk read the Notice Requirements into the record regarding this application.

5.1 Planning Report and Presentation

Shannon Larocque, Town Planner provided an overview of the application before Council. A copy is available through the Clerk.

5.2 Applicant's Presentation

The Agent, Craig Rohe of Upper Canada Consultants provided a short presentation to further explain the application. A copy is available through the Clerk.

A Member of Council asked if the intent is single-dwelling units on the four subject lots. Mr. Rohe confirmed. Ms. Larocque clarified there are other permitted uses in the R2 zone and identified the potential to build something other than a single-detached dwelling on the lots.

5.3 Public Input

Mr. Tigert, Town Clerk, confirmed there were no members of the public wishing to provide verbal comment.

Ms. Jodi Legros, Legislative and Committee Coordinator indicated she checked the clerks@pelham.ca email address and confirmed no e-mails have been received with regard to the subject application.

The Committee agreed to close the public portion of the meeting and move to Committee input.

Moved By Councillor Wayne Olson

THAT the public portion of the meeting be closed.

For (6): Councillor Bob Hildebrandt, Councillor Wayne Olson, Councillor John Wink, Councillor Kevin Ker, Councillor Brian Eckhardt, and Councillor Shellee Niznik

Carried (6 to 0)

5.4 Committee Input

A Member of Council asked if there was opportunity for reconsideration to remove the centre median.

A Member of Council expressed concern that the four homeowners may cut through the oncoming traffic lane for ease of access to the lots.

The Director of Community Planning and Development, Ms. Barb Wiens stated the median is required to comply with building code requirements and was part of the design for the Emerald Trail subdivision. Ms. Wiens stated the Public Works department identified concern regarding access which is to be addressed with the applicant and designers.

A Member of Council expressed displeasure with the median requirement. The Member asked if there was opportunity for an extended road to go into the subdivision to create a second access. Ms. Wiens confirmed there is no opportunity to get

access through to Rhodes Court or Rolling Meadows without impacting the subdivision.

A Member of Council requested additional information regarding the highlighted area on the functional serving report with respect to storm water drainage calculations. Ms. Wiens indicated that Public Works sought clarification from the design engineer regarding the manhole capture area. The Member asked for confirmation that drainage in the rear yards of the development will be captured in a swale and directed westbound to the Emerald Trail where a storm manhole is located. Mr. Rohe confirmed that the amount of flow in the area was accounted for and confirmed there is adequate capacity.

In response to the written public concern, Ms. Wiens confirmed that an infiltration trench exists at the back of the properties which back onto the property in question to capture drainage and avoid runoff.

A Member of Council asked if the agent had a response to the Public Works concern regarding the proposed location of the driveways. Mr. Rohe stated the submitted plan illustrated preliminary grading and a general demonstration that the lots can be serviced and graded properly. He indicated more information was to come.

5.5 Presentation of Resolutions

Moved By Councillor Bob Hildebrandt

THAT Committee receive Report #2023-114 for information as it pertains to File Nos. 26T19-01-2023 & AM-03-2023;

AND THAT Committee direct Planning staff to prepare the Recommendation Report on this topic for Council’s consideration.

For (6): Councillor Bob Hildebrandt, Councillor Wayne Olson, Councillor John Wink, Councillor Kevin Ker, Councillor Brian Eckhardt, and Councillor Shellee Niznik

Carried (6 to 0)

Moved By Councillor Brian Eckhardt

THAT Committee receive the applicants presentation for information.

For (6): Councillor Bob Hildebrandt, Councillor Wayne Olson, Councillor John Wink, Councillor Kevin Ker, Councillor Brian Eckhardt, and Councillor Shellee Niznik

Carried (6 to 0)

Moved By Councillor Shellee Niznik

THAT Committee receive the written correspondence as listed on the agenda.

For (6): Councillor Bob Hildebrandt, Councillor Wayne Olson, Councillor John Wink, Councillor Kevin Ker, Councillor Brian Eckhardt, and Councillor Shellee Niznik

Carried (6 to 0)

6. Adjournment

The meeting was adjourned at 6:15 pm.

Moved By Councillor Shellee Niznik

THAT this Special Committee of the Whole, Public Meeting Under the Planning Act, be adjourned.

For (6): Councillor Bob Hildebrandt, Councillor Wayne Olson, Councillor John Wink, Councillor Kevin Ker, Councillor Brian Eckhardt, and Councillor Shellee Niznik

Carried (6 to 0)

Deputy Mayor: John Wink

Town Clerk: William Tigert

Subject: 2022 Year-end Building Department Report**Recommendation:**

BE IT RESOLVED THAT Council receive Report #2023-0125 – 2022 Year-end Building Department Report, for information.

Background:

Section 7(4) of the *Building Code Act* requires that an annual report be prepared regarding building permit fees collected. Specifically, Division C, Section 1.9.1.1. of the Regulations state that the report must contain:

- (a) total fees collected in the 12-month period,
- (b) direct and indirect costs of delivering services related to administration and enforcement of the Act, broken out by category, and
- (c) the amount of the reserve fund at the end of the 12-month period.

The attached 2022 Building Department revenue and expenditure statement details the 2022 year-end results. The report shows the gross revenues received and the direct and indirect costs associated with providing building department permit fee services.

Analysis:

In 2022, it was budgeted that the Building Department would end the year at a breakeven point, while transferring \$88,779 to the reserve. However, the department revenues were \$319,695 higher than projected for 2022 excluding reserve interest, and expenditures were below budget, resulting in a surplus of \$318,492 being transferred to reserve, in addition to the \$88,779 budgeted, for a total operating surplus of \$407,271.

Additions to the Building Department reserve include the operating surplus and interest of \$30,027. A reduction in the reserve resulted from a transfer to the Town for indirect administrative costs of \$187,534. The reserve balance at December 31, 2022 is \$1,973,804.

Total direct costs were \$562,924 and total indirect costs were \$187,534.

These results are included in the Town's 2022 audited financial statements.

Financial Considerations:

The Building Department complies with the requirements of the *Ontario Building Code Act*, which encourages self-supporting fees, calculated at rates whereby the department is expected to be fully supported by development that occurs within the Town. The reserve balance cannot be used for general municipal purposes and is designed to be drawn down in years when activity is insufficient to support the department's operating costs.

Alternatives Reviewed:

Not applicable.

Strategic Plan Relationship: Financial Sustainability

By reviewing the 2022 Year-end Building Department Report, Council can remain informed about the results of operations and the financial sustainability of the department.

Consultation:

Not applicable.

Other Pertinent Reports/Attachments:

Appendix 1 – 2022 Building Department Year-end Financial Report

Prepared by:

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

Prepared and Submitted by:

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

**Town of Pelham
Building Department
2022 Year End Financial Statement**

Building Department Results				
Description	2022 Budget	2022 Actual	Variance	Variance
	\$	\$	\$	%
Revenues				
Permits - Other	500	988	488	97.60%
Permits - Building	650,000	961,738	311,738	47.96%
Reserve Interest	-	30,027	30,027	100.00%
Other Revenues	-	4,767	4,767	100.00%
Transfer from Reserve		2,702	2,702	100.00%
Total Building Revenues	650,500	1,000,222	349,722	53.76%
Expenditures				
Building Administration				
Salaries and Benefits	478,824	485,698 (1)	6,874	1.44%
Materials and Supplies	37,897	33,514 (1)	(4,383)	-11.57%
Contracted Services	45,000	43,712 (1)	(1,288)	-2.86%
Transfer to Reserve	88,779	437,298	348,519	392.57%
Total Building Expenditures	650,500	1,000,222	349,722	53.76%
NET (EXPENSE)/REVENUE	-	-	-	-

Building Department Reserve	
	2022 Actual
	\$
Balance at Dec. 31, 2021	1,724,040
Reserve Additions	
Operating Surplus	407,271
Interest	30,027
Total Reserve Additions	437,298
Reserve Reductions	
Transfer to Town for Administration	187,534 (2)
Transfer for Capital	- (1)
Total Reserve Reductions	187,534
Balance at Dec. 31, 2022	1,973,804

(1) Total direct costs \$ 562,924
(2) Total indirect costs \$ 187,534

Subject: 2022 Reserve and Reserve Fund Report

Recommendation:

BE IT RESOLVED THAT Council receive Report #2023-0124-Corporate Services 2022 Reserve and Reserve Fund Report, for information;

AND THAT Council direct the 2022 Annual Treasurer's Statement of Reserve Funds for Development Charges and 2022 Annual Treasurer's Parkland Dedication Reserve Fund Statement be made available to the public upon request.

Background:

This report provides information about reserve and reserve fund balances as at December 31, 2022, based on transfers to and from those reserves and reserve funds as approved by Council. Reserves and reserve funds are important long-term financial planning tools for municipalities and are used to set aside funds for future purposes. The guiding principles in the Town's Reserve and Reserve Fund Policy S400-08 ("the Policy") are adherence to statutory requirements, promotion of financial stability and flexibility, provision for major capital expenditures, and liquidity.

The Town has four general categories of reserves and reserve funds:

1. Obligatory reserve funds are created when a senior government statute or agreement requires that revenue received for special purposes be segregated from the general revenues of the municipality and must be segregated in liquid assets. (Note 4 to the financial statements)
2. Discretionary reserve funds are created by Council to set aside revenue for a future expenditure and must be segregated in liquid assets. (Note 8 to the financial statements)
3. Non-discretionary reserves are created by Council as an appropriation from net revenue and/or cost savings and are non-tax supported. Drawdowns from non-discretionary reserves must be for expenditures related to their revenue source. (Note 8 to the financial statements)

4. Discretionary reserves are created by Council as an appropriation from net revenue and/or cost savings and are tax supported. Transfers to and from these reserves can be approved for any purpose at the discretion of Council. (Note 8 to the financial statements)

2021 Reserve and Reserve Fund Year-end Balances

The Policy requires that the Treasurer prepare a Reserve and Reserve Fund Report annually, which shall include opening balance, additions, and reductions, and closing balance for the previous fiscal year, tying the report to the audited financial statements. The report shall include an analysis of the Town cash position in the audited financial statements in comparison to the total balance of Reserves and Reserve Funds, as well as discussion regarding the investment of Reserves and Reserve Funds during that fiscal year.

Parkland Dedication Reserve Fund Statement

Parkland Dedication is addressed under Section 42 of the *Planning Act*:

42(17) The treasurer of the municipality shall each year, on or before the date specified by the council, give the council a financial statement relating to the special account.

42(18) The statement shall include, for the preceding year,

- a. statements of the opening and closing balances of the special account and of the transactions relating to the account;
- b. statements identifying
 - (i) any land or machinery acquired during the year with funds from the special account,
 - (ii) any building erected, improved or repaired during the year with funds from the special account,
 - (iii) details of the amounts spent, and
 - (iv) for each asset mentioned in subclauses (i) and (ii), the manner in which any capital cost not funded from the special account was or will be funded; and
- c. any other information that is prescribed.

42(19) The treasurer shall give a copy of the statement to the Minister on request.

42(20) The council shall ensure that the statement is made available to the public.

The Treasurer's statement is included as Appendix A6 and A9 to this report.

Development Charge Reserve Fund Statement

In accordance with the *Development Charges Act, 1997* (DCA), and the Town's Development Charges By-law 4149(2019) amending By-law 4023(2018) the Treasurer is required to provide Council with an annual financial statement on Development Charges. Section 12 of O.Reg. 82/98 prescribes the information that must be included in the Treasurer's statement, as follows:

- opening balance;
- closing balance;
- description of each service and/or service category for which the reserve fund was established;
- transactions for the year (e.g. collections, draws);
- list of credits by service or service category (outstanding at beginning of the year, given in the year and outstanding at the end of the year by holder);
- amounts borrowed, purpose of the borrowing and interest accrued during previous year;
- amount and source of money used by the Town to repay municipal obligations to the fund;
- schedule identifying the value of credits recognized by the Town, the service to which it applies, and the source of funding used to finance the credit; and
- for each draw, the amount spent on the project from the D.C. reserve fund and the amount and source of any other monies spent on the project.

Appendix A10 is the Annual Treasurer's Statement of Reserve Funds for Development Charges, as of December 31, 2022.

Analysis:

Reserves and Reserve Funds

The reserve balances as presented in appendices A1 to A10 are separated by category as reported for financial statement purposes. Total reserves and reserve funds at the end of 2022 were \$19,608,240 (see Note 4 and Note 8 to the financial statements). This balance includes the land acquisition reserve which is in a deficit position (negative balance), meaning that transfers from the reserve have exceeded transfers to the reserve and the positive balance will need to be restored. The airport reserve of \$28,357 is not reported as part of Pelham's unconsolidated reserve balances, and obligatory deferred revenue in the financial statements includes \$33,037 to be transferred to the Cemetery Care and Maintenance Trust.

Total reserves and reserve funds at December 31, 2022 were \$13,149,330. The decrease in reserve balances compared to the prior year are a result of capital projects being completed and a reduction in the elections reserve due to the 2022

election, this was offset by the in-year operating transfers of specific excess revenues and savings identified by the Treasurer in accordance with the Delegation of Authority By-law, and the Building Department rate-supported surplus, which was transferred to reserve in accordance with the Policy.

It is important to note that the vast majority of the Town's reserve and reserve fund balances have been committed to fund capital projects approved by Council, and therefore the reserve balances which are available to be spent are lower than the 2022 year-end balance. Of the total reserves and reserve funds, approximately \$10 million represents projects previously approved compared to \$4.0 million in 2021. The Building Department Reserve Fund of \$2 million is rate-supported and can only be used for related expenditures. Many other reserves and reserve funds, including the CIP, Elections, Library, Meridian Community Centre, and Volunteer Firefighter Life Insurance have been set aside for purposes which are not capital in nature, but are earmarked and committed for future expenditures. The remaining reserves and reserve funds are needed for planned future capital expenditures, as outlined in the forecast in the Capital Budget.

Reserves and reserve funds, excluding obligatory reserve funds, as found in appendix A1 have a total year-end balance of \$13,120,973 (excluding commitments for projects previously approved by Council but not completed). The target balance for the reserves and reserve funds as presented to the Audit Committee along with the Policy was \$16,147,400 based on preliminary estimates using historical amortization and capital forecasts (this includes both discretionary and obligatory reserves but excludes water and wastewater reserves). Capital projects already approved and carrying forward which will be funded from these reserves and reserve funds total approximately \$8.1 million compared to \$4.8 million in 2021, an increase of \$3.3 million because of capital projects delayed primarily due to COVID-19 supply chain issues with the fleet and some construction projects being deferred to 2024. Even though the reserves and reserve funds balance have been improving from prior years, the Town is still \$8.0 million short of the target balance as stated in the Policy, after taking into account the approved committed capital projects.

The Town has completed the Capital Asset Management Plan for the core assets, and it is in the process of completing the facilities assets, which will give a more thorough and fulsome forecast and inform the reserve and reserve fund targets moving forward. The 2023 budget included an increase in tax-levy supported transfers to reserves of approximately \$421,300, the Building Department transfer to reserve was budgeted to increase by \$55,000 and water and wastewater rate-supported transfers to reserves were budgeted to decrease by \$128,987. The long-term financial plan will involve continued investment in reserves to allow for greater

financial flexibility and sustainability.

The development charge (DC) obligatory reserve fund in appendix A10 shows the total balance of funds held as found in Note 4 to the financial statements, as well as the detailed breakdown of each service area.

The 2021 Development Charge Update Study, passed with By-law 4431-2022, involved some changes in order to comply with legislation, including combining indoor and outdoor recreation to form Parks and Recreation Services, and having a Growth Studies service area rather than Administration. As the by-law was passed in 2022, these changes are reflected on the 2022 Annual Treasurer's Statement of Reserve Funds for Development Charges.

The Indoor Recreation, and Water DC reserve funds are in a deficit (negative) position, which means that they are borrowing from other service areas until they are replenished. Intra-fund lending within the DC obligatory reserve fund is permissible in accordance with the Policy 4.2 e) i), and interest is being paid from the deficit DC obligatory reserve funds to the other DC obligatory reserve funds. The interest paid appears as a negative number and interest received appears as a positive number on the "Accrued Interest" line. DC collections for indoor recreation are expected to have increased when the DC background study and indoor recreation service standard ceiling was updated in 2022. A DC background study update was completed in 2021 and approved in 2022, and regular updates will be required in the future. A new DC Background Study will be completed in 2023. Deficits in one service area can also occur when capital projects are completed early within the 10-20-year horizon of the DC study and will be expected to be recovered in future years.

In 2022, \$3,522,259 of development charges were collected. This was significantly higher than total DC expenditures, including debt and capital expenditures, of \$1,858,959. This is partly a result of timing of development which can be somewhat unpredictable. In addition, DC collections are expected to increase when the DC background study is updated as discussed above.

Cash Position

As of December 31, 2022, the Town's cash and cash equivalents totaled \$18,163,039 and bank indebtedness related to operations was \$900,000, for a net operating cash position of \$17,263,039. This means that technically there is not sufficient cash so that reserves are represented by cash assets, and this is primarily due to grant receivables of \$3.0 million. The funds were spent on the capital project in 2022 and the Town is expecting to collect the receivable in 2023, resulting in a timing difference. In the prior year, reserves were represented by

cash assets at year-end. However, it must be noted that there are other items which have contributed to the increased cash balance, including increased deposits held in trust due to development, and therefore even once the receivables are collected, a portion of the increased operating cash is not related to reserves and reserve funds. There are other changes to non-cash assets and liabilities which have contributed to increased cash as well as well, as outlined in the Town's Consolidated Statement of Cash Flows in the financial statements.

Appendix A1 summarizes the subcategories of reserves and discretionary reserve funds. Discretionary reserve funds of \$5,868,973 found on appendix A1 as well as obligatory reserve funds of \$6,520,304 found in Note 4 to the financial statements require the physical segregation of money or liquid assets. The total of these reserve funds, being \$12,389,277, must be kept separately within the Town's bank accounts and adjusted by June 30, 2023, in accordance with the Policy 4.2 c) iv).

Investment of Reserves and Reserve Funds

In prior years, some of the reserves and reserve funds were represented by non-cash assets. As the cash is being replenished, funds are being invested in short-term investments and savings accounts to allow for flexibility in meeting capital requirements as well as debenture payments funded by the Development Charge Reserve Fund. During 2022, reserves and reserve funds were invested at an average rate of 4.5% vs 0.8% in 2021. Total interest earned by reserves and reserve funds was \$249,042 (\$95,886 in 2021). This interest is significantly higher than the prior year due to an increase in interest rates. Interest is generally allocated to reserves and reserve funds annually at year-end based on the average rate of interest as determined by the Treasurer multiplied by the previous year-end balance. Interest earned on obligatory deferred revenue related to development charges is allocated in accordance with the by-law and for obligatory deferred revenue related to grants in accordance with the agreement.

Trust Funds

The Town has three Trust Funds for Cemetery Care and Maintenance, Bradshaw Estate, and the Library Trust. The total fund balance for those trusts at December 31, 2022, was \$1,188,195. The statement of financial position and the statements of revenue and expenses and changes in fund balances are found in the Town's financial statements, pages 32-34. These balances are separate from the reserves and reserve funds discussed above and have not been included in this report.

Financial Considerations:

While there are no specific financial decisions related to this report, it provides Council with financial information regarding reserve and reserve fund balances and the cash position of the Town to assist Council in financial decision-making.

Alternatives Reviewed:

No alternatives are being presented, as this report is for information only.

Strategic Plan Relationship: Financial Sustainability

Maintaining a healthy balance in the Town's reserves will ensure that the Town can meet its capital financial plans and have the flexibility to respond to unplanned financial events.

Consultation:

Not applicable.

Other Pertinent Reports/Attachments:

Appendix A1 – Reserve (Deficit) Summary

Appendix A2 – Reserve (Deficit) Schedule – General Government

Appendix A3 – Reserve (Deficit) Schedule – Protection Services

Appendix A4 – Reserve (Deficit) Schedule – Transportation Services

Appendix A5 – Reserve (Deficit) Schedule – Health Services

Appendix A6 – Reserve (Deficit) Schedule – Recreation and Culture Services

Appendix A7 – Reserve (Deficit) Schedule – Planning and Development

Appendix A8 – Reserve (Deficit) Schedule – Environmental Services

Appendix A9 – Parkland Dedication Capital Fund Transfers

Appendix A10 – Annual Treasurer's Statement of Reserve Funds for Development Charges

Prepared by:

Usama Seraj, CPA, CMA
Manager Financial Services/Deputy Treasurer

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

Prepared and Submitted by:

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

Town of Pelham
Reserve (Deficit) - Summary
for the year ended December 31, 2022

A1

		Additions								Reductions						
	Opening Balance	Transfers operating	Land proceeds	Dividends / grants	Surplus distribution	Reserve redistributions	Capital donations	Interest	Total	Transfer to				Reserve redistributions	Total	Ending Balance
										Operating	Capital	Debenture	Reserve			
Building Department	1,724,040	88,779			318,492			30,027	437,298	(187,534)	-				(187,534)	1,973,804
Cemetery	78,190	83,000							83,000	-	(4,028)				(4,028)	157,162
CIP	296,520								-	(12,563)	-				(12,563)	283,957
Elections	98,455	30,000			-				30,000	(114,110)	-				(114,110)	14,345
Fire Service	876,935	426,125						16,198	442,323	(3,125)	(97,701)				(100,826)	1,218,432
Fleet	1,134,797	469,000						20,961	489,961	-	(71,864)				(71,864)	1,552,894
HR Capacity Building	588,910	-				-			-	(37,645)					(37,645)	551,264
IT	192,279	132,000			-				132,000	-	(219,314)				(219,314)	104,965
Land acquisition	(984,592)	147,000							147,000	-	-				-	(837,592)
Library	392,907	-						7,257	7,257	-	(11,714)				(11,714)	388,450
Meridian Community Centre	630,364	192,949							192,949	-	-	(221,567)			(221,567)	601,747
Municipal Building Facilities	593,277	525,000						10,958	535,958	-	(493,237)				(493,237)	635,999
Municipal Drainage	44,131	19,000							19,000	-	(1,368)				(1,368)	61,763
Parks & Recreation	321,524	570,044						5,939	575,983	-	(835,612)				(835,612)	61,895
Physician Recruitment	27,705								-	-	-				-	27,705
Planning	334,509	72,000							72,000	-	(43,152)				(43,152)	363,357
Roads	3,574,427	2,362,000							2,362,000	(164,370)	(3,302,221)				(3,466,591)	2,469,836
Volunteer FF Life Insurance	25,000	12,500							12,500						-	37,500
Water	1,331,322	533,495						23,187	556,682	(90,981)	(1,296,441)		-		(1,387,423)	500,581
Wastewater	2,115,558	836,794						36,846	873,640	(171,325)	(254,433)				(425,757)	2,563,441
Working Funds	472,101	-			187,406				187,406	(270,038)	-				(270,038)	389,468
Total	13,868,358	6,499,686	-	-	505,898	-		151,373	7,156,957	(1,051,691)	(6,631,085)		-	-	(7,904,344)	13,120,972

Notes

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Note 1: Total discretionary reserve funds requiring physical segregation of money or liquid assets	\$	5,868,973
Note 2: Total non-discretionary reserves prohibiting discretion to transfer to/from other reserves		3,064,022
Note 3: Total discretionary reserves		4,187,976
		<u>\$ 13,120,972</u>
		<u>28,357.00</u>
	Airport	

	DISCRETIONARY RESERVES AND RESERVE FUNDS										DEFERRED REVENUE - OBLIGATORY RESERVES				
	Working Funds Reserve	CIP Reserve	Physician Recruitment Reserve	Elections Reserve	Meridian Community Centre Reserve	Information Technology Reserve	Municipal Building/ Facilities Reserve Fund	HR Capacity Building	Volunteer Firefighters Life Insurance	Land Acquisition Reserve	Development Charges (A10 for detail)	Ontario Community Infrastructure Fund (OCIF)	Provincial Gas Tax (Transit)	Federal Gas Tax	Total
Balance at Dec. 31, 2021	472,101	296,520	27,705	98,455	630,364	192,279	593,277	588,910	25,000	(984,592)	3,026,874	-	89,515	572,765	7,072,971
Reserve Additions															
Transfer from operating				30,000	192,949	132,000	525,000		12,500	147,000					1,039,449
Surplus allocation 2022	139,180														139,180
MCC capital donations															-
Earned revenue											3,522,259				3,522,259
Government transfers												984,505	-	542,646	1,527,151
Interest							10,958				52,970	8,302	1,858	11,280	85,369
PWPI dividends															-
Total Additions	139,180	-	-	30,000	192,949	132,000	535,958	-	12,500	147,000	3,575,229	992,807	1,858	553,926	6,313,408
Reserve Reductions															
Transfer to operating	(265,038)			(114,110)				(37,645)			-	(43,500)			(460,294)
CIP grants		(12,563)													(12,563)
Applied to 2020 transit expenses													(30,000)		(30,000)
Transfer to operating	(265,038)	(12,563)	-	(114,110)	-	-	-	(37,645)	-	-	-	(43,500)	(30,000)	-	(502,857)
2019 surplus transfer to other reserves															-
															-
															-
100 170 IT 01-20 Computer Repair/Replace						(48,349)									(48,349)
100 181 IT 02-21 Innovation Technology						(62,583)									(62,583)
100 182 IT 03-21 Barracuda Spam Firewall						(10,679)									(10,679)
100 183 IT 01-22 Annual Equipment PSAB						(48,516)									(48,516)
100 184 IT 02-22 Server Replacement						(4,467)									(4,467)
100 185 IT 03-22 Main Cores Switch						(10,239)									(10,239)
100 250 IT 05-22 Microsoft Office 365						(30,975)									(30,975)
100 251 IT 06-22 iPad Replacement						(3,506)									(3,506)
300 524 FAC 01-22 Concrete & Asphalt							(19,900)								(19,900)
300 476 FAC 02-20 Masonry Repairs							(20,708)								(20,708)
300 477 FAC 03-20 Facility Condition/Access Assessment							(8,059)								(8,059)
300 509 FAC 02-21 Centennial Park Electrical							(8,700)								(8,700)
300 510 FAC 03-21 OPTH Foundation Repair							(22,896)								(22,896)
300 512 FAC 04-21 MSSP Electrical Upgrades							(5,241)								(5,241)
300 516 FAC 05-21 Videocameras for MCC							(47,926)								(47,926)
300 519 FAC 06-21 Energy Efficiency							(10,431)								(10,431)
300 523 FAC 08-21 Fire Station #1 Design							(4,472)							-	(4,472)
300 524 FAC 01-22 Concrete & Asphalt							(5,444)							-	(5,444)
301 091 FAC 06-22 MCC Add power for events							(6,655)							-	(6,655)
301 093 FAC 02-22 Fonthill Library Furnace							(3,791)								(3,791)
301 105 FAC 07-22 Community Event Space							(306,226)								(306,226)
301 173 Library Building							(22,787)								(22,787)
300 608 RD 02-22 Bridge Replacement: Balfour												(463,515)			(463,515)
300 622 RD 09-22 Road Rehabilitation												(485,793)			(485,793)
301 057 RD 13-22 Construction of Road - Effingham														(470,348)	(470,348)
700 353 WTR 06-21 Watermain ext. MSSP splash pad														(332,331)	(332,331)
Transfer to capital - A10											(435,081)				(435,081)
Transfer to capital	-	-	-	-	-	(219,314)	(493,237)	-	-	-	(435,081)	(949,307)	-	(802,679)	(2,899,618)
Transfer to debenture					(221,567)						(1,381,129)				(1,602,696)
Transfer to library											(42,750)				(42,750)
Total Reductions	(265,038)	(12,563)	-	(114,110)	(221,567)	(219,314)	(493,237)	(37,645)	-	-	(1,858,959)	(992,807)	(30,000)	(802,679)	(5,047,921)
Balance at Dec. 31, 2022	346,242	283,957	27,705	14,345	601,747	104,965	635,999	551,264	37,500	(837,592)	4,743,144	-	61,373	324,013	8,338,458

	DISCRETIONARY RESERVE FUNDS		
	Fire Equipment Reserve Fund	Building Department Rate Stabilization Reserve Fund	Total
Balance at Dec. 31, 2021	876,935	1,724,040	2,600,975
Reserve Additions			
Transfer from operating	426,125	88,779	514,904
Operating surplus		318,492	318,492
Interest	16,198	30,027	46,225
<i>Total Additions</i>	442,323	437,298	879,621
Reserve Reductions			
Transfer to Town for administration	(3,125)	(187,534)	(190,659)
200 123 FD 05-21 Replace SCBA Air System	(59,032)		(59,032)
200 141 FD 03-22 Digital Pager Upgrade	(38,669)		(38,669)
Building department vehicle lease			-
Transfer to capital	(97,701)	-	(97,701)
<i>Total Reductions</i>	(100,826)	(187,534)	(288,360)
Balance at Dec. 31, 2022	1,218,432	1,973,804	3,192,236

	DISCRETIONARY RESERVES AND RESERVE FUND		
	Roads Reserve	Fleet Reserve Fund	Total
Balance at Dec. 31, 2021	3,574,427	1,134,797	4,709,225
Reserve Additions			
Transfer from operating	2,362,000	469,000	2,831,000
Surplus in Winter Control (30320)			-
Interest		20,961	20,961
Proceeds on sale of vehicles			-
<i>Total Additions</i>	2,362,000	489,961	2,851,961
Reserve Reductions			
Transfer to Roads Reserve	(164,370)		(164,370)
Transfer to operating	(164,370)	-	(164,370)
300 876 VEH 01-22 Electric Vehicle-build		(450)	(450)
300 885 VEH 03-22 Combined Lease Payments		(32,987)	(32,987)
300 886 VEH 04-22 Seasonal Rental of Summer fleet		(17,170)	(17,170)
300 887 VEH 05-22 Seasonal Rental of Winter fleet		(21,256)	(21,256)
300 467 RD 08-19 Pelham Street Storm and Road Reconstruction	(205)		(205)
300 490 RD 01-20 Bridge Design Program	(25,968)		(25,968)
300 497 RD 08-20 Engineering	(8,967)		(8,967)
300 499 RD 10-20 Road Rehabilitation	(167,403)		(167,403)
300 503 RD 14-20 Station St Storm Pond Construct	(1,860)		(1,860)
300 506 RD 17-20 Rice Road Landscaping	(40,682)		(40,682)
300 585 RD 01-21 Bridge Replacement 16	(2,779)		(2,779)
300 590 RD 04-21 Engineering	(3,816)		(3,816)
300 593 RD 06-21 Road Rehabilitation	(60,928)		(60,928)
300 599 RD 15-22 LED Streetlight Replacement	(239,894)		(239,894)
300 603 RD 12-21 Roadside Ditching Program	(18,332)		(18,332)
300 604 RD 13-21 Road Reconstruction (Pelham St)	(1,221,385)		(1,221,385)
300 605 RD 14-21 Sulphur Springs Rd Rehab 1&2	(205,479)		(205,479)
300 606 RD 01-22 Bridge Design (Cream St)	(9,601)		(9,601)
300 608 RD 02-22 Bridge Replacement	(10,042)		(10,042)
300 612 RD 16-21 Design Pelham St	(158,690)		(158,690)
300 614 RD 03-22 Bridge/ Culvert Appraisal	(8,483)		(8,483)
300 618 RD 04-22 Concrete Repair & Replace	(107,318)		(107,318)
300 617 RD 06-22 Design Quaker: Pelham	(7,128)		(7,128)
300 618 RD 07-22 Engineering	(21,875)		(21,875)
300 620 RD 08-22 Road Base and Surface	(135,005)		(135,005)
300 622 RD 09-22 Road Rehabilitation	(91,039)		(91,039)
300 626 RD 10-22 Stormwater Facility	(1,160)		(1,160)
300 629 RD 11-22 Road Reconstruction	(652,621)		(652,621)
300 637 RD 12-22 Design 22R03 Canboro	(2,312)		(2,312)
301 028 RD 18-21 Design Effingham St	(42,391)		(42,391)
301 057 RD 13-22 Construction of Road	(8,299)		(8,299)
301 186 MCC Temporary Parking Lot	(48,560)		(48,560)
Transfer to capital	(3,302,221)	(71,864)	(3,374,085)
<i>Total Reductions</i>	(3,466,591)	(71,864)	(3,702,825)
Balance at Dec. 31, 2022	2,469,836	1,552,894	3,858,361

	DISCRETIONARY RESERVE
	Cemetery Reserve
Balance at Dec. 31, 2021	78,190
Reserve Additions	
Transfer from operating	83,000
Total Additions	83,000
Reserve Reductions	
Transfer to Town for maintenance	
4000 015 CEM 01-22 Fonthill Cemetery-Trust	(4,028)
Transfer to capital	(4,028)
Total Reductions	(4,028)
Balance at Dec. 31, 2022	157,162

	DISCRETIONARY RESERVE FUNDS		DEFERRED REVENUE - OBLIGATORY RESERVE FUND	Total
	Parks and Recreation Reserve Fund	Library Board Reserve Fund	Parkland Dedication (see A9 for capital detail)	
Balance at Dec. 31, 2021	321,523	392,907	1,335,478	2,049,909
Reserve Additions				
Transfer from operating	570,044	0		570,044
Earned income			393,696	393,696
Interest	5,939	7,257	23,260	36,456
				0
				0
Total Additions	575,983	7,257	416,956	1,000,196
Reserve Reductions				
Repayment of parkland overdedication			(393,696)	(393,696)
				-
				-
500 184 PRK 03-20 River Estates Park Dedication	(279,816)			(279,816)
500 188 PRK 01-21 MSSP Splash Pad	(164,795)			(164,795)
500 198 PRK 07-21 Centennial Park Diamond	(305)			(305)
500 200 PRK 01-22 Update Parks & Recreation	(49,698)			(49,698)
500 201 PRK 02-22 Centennial Park Tennis	(73,743)			(73,743)
500 203 PRK 03-22 Centennial Park Soccer	(305)			(305)
500 204 PRK 04-22 Centennial Park Fencing	(5,088)			(5,088)
500 206 PRK 05-22 General Park Furniture	(2,362)			(2,362)
500 214 PRK 06-22 Cenotaphs - Maintenace	(5,409)			(5,409)
500 242 PRK 08-21 Centennial Park Splash pad	(232,041)			(232,041)
500 298 PRK 08-22 Centennial Park Diamond	(20,301)			(20,301)
500 299 PRK 09-22 Centennial Park Batting	(1,749)			(1,749)
500 280 LIB 01-22 Computer Services Development		(6,370)		
500 278 LIB 01-21 Computer Services Development		(5,344)		
				-
Transfer to capital	(835,612)	(11,714)	(393,696)	(1,241,023)
Total Reductions	(835,612)	(11,714)	(393,696)	(1,241,023)
Balance at Dec. 31, 2022	61,894	388,450	1,358,738	1,809,083

	DISCRETIONARY RESERVES		Total
	Planning Reserve	Municipal Drainage Reserve	
Balance at Dec. 31, 2021	334,509	44,131	378,640
Reserve Additions			
Transfer from operating	72,000	19,000	91,000
Total Additions	72,000	19,000	91,000
Reserve Reductions			
	(8,800)		(8,800)
	(19,553)		
	(7,472)		
	(7,327)		
600 121 DRN 02-20 Update Schedule Big Creek		(1,368)	
Total Reductions	(43,152)	(1,368)	(44,520)
Balance at Dec. 31, 2022	363,357	61,763	425,120

NON-DISCRETIONARY RESERVES			
	Water	Wastewater	Total
Balance at Dec. 31, 2021	1,331,322	2,115,558	3,431,881
Reserve Additions			
Transfer from operating	533,495	836,794	1,370,289
2022 operating surplus			0
Interest	23,187	36,846	60,033
CSO Grants Receivable - Church St Upgrade WST 05-20			0
<i>Total Additions</i>	556,682	873,640	1,430,322
Reserve Reductions			
2022 operating deficit	(90,981)	(171,325)	(262,306)
Transfer to operating	(90,981)	(171,325)	(262,306)
Water			
300 497 RD 08-20 Engineering	(117)		(117)
700 274 WTR 01-21 Water System Repair	(3,809)		(3,809)
700 276 WTR 03-21 Claire Ave Watermain Replacement	(5,218)		(5,218)
700 277 WTR 04-21 Station St Watermain	(10,787)		
700 281 WTR 01-22 Pelham St Watermain	(1,244,955)		
700 284 WTR 02-22 Water system repair	(7,139)		
700 353 WTR 06-21 Watermain Ext - Splash	(5,853)		
700 354 WTR 03-22 Design: Canboro-Haist	(18,564)		
Wastewater			
600 146 DRN01-22 Drainage Study		(48,214)	(48,214)
700 162 WST 01-19 Design Church St upgrade		(9,995)	(9,995)
700 170 WST 01-20 Sanitary Study - Planning		(10,736)	(10,736)
700 179 WST 02-21 Sanitary Sewer Inspection, CCTV		(91)	(91)
700 180 WST 03-21 Sanitary Study Planning		(78,623)	(78,623)
700 182 WST 01-22 Church St Upgrade		(8,946)	(8,946)
700 186 WST 02-22 Sanitary Study Planning		(10,176)	(10,176)
700 189 WST 03-22 Sanitary Sewer inspection		(24,663)	(24,663)
700 192 WST 04-22 Sanitary Sewer Capital		(31,337)	(31,337)
700 276 WTR 03-21 Clare Ave Watermain		(10,787)	(10,787)
700 374 WST 05-22 confined Space Entry		(20,866)	(20,866)
Transfer to capital	(1,296,441)	(254,433)	(263,577)
<i>Total Reductions</i>	(1,387,423)	(425,757)	(525,883)
Balance at Dec. 31, 2022	500,582	2,563,441	4,336,320



TOWN OF PELHAM

Reserve Schedule

2022 Parkland Dedication Capital Fund Transfers

Eligible Services

A9

Capital Project and Description	Parkland Dedication Obligatory Reserve Fund	Other Revenue and Funding Sources	Total
Collection of receivable	393,696		393,696
Total	393,696	-	393,696

Figure 1
Municipality of Pelham
Annual Treasurer's Statement of Reserve Funds for By-Law #4149(2019), amending By-Law #4023(2018)

Description	Services to which the Development Charge Relates									Total
	Non-Discounted Services					Discounted Services				
	Related to a Highway	Water	Wastewater	Storm Water	Protection ⁴	General Government ⁶	Recreation Services ⁵		Library	
							Outdoor	Indoor		
Opening Balance, January 1, 2022	1,153,745	(720,250)	2,094,843	22,910	129,228	(35,023)	1,825,164	(1,452,456)	8,713	3,026,875
Plus:										
Development Charge Collections	1,840,511	196,724	464,794	-	68,832	133,803	334,760	371,863	110,971	3,522,259
Accrued Interest	20,191	(12,604)	36,660	401	2,261	(613)	31,940	(25,418)	152	52,970
Repayment of Monies Borrowed from Fund and Associated Interest ¹										
Sub-Total	1,860,701	184,120	501,454	401	71,094	133,191	366,701	346,445	111,124	3,575,229
Less:										
Amount Transferred to Capital (or Other) Funds ²	888,061	136,116	25,555	-	33,929	69,304	33,311	629,934	42,750	1,858,959
Amounts Refunded										
Amounts Loaned to Other D.C. Service Category for Interim Financing Credits ³										
Sub-Total	888,061	136,116	25,555	-	33,929	69,304	33,311	629,934	42,750	1,858,959
Closing Balance, December 31, 2022	2,126,385	(672,246)	2,570,743	23,311	166,393	28,863	2,158,554	(1,735,945)	77,086	4,743,145

¹ Source of funds used to repay the D.C. reserve fund

² See Attachment 1 for details

³ See Attachment 2 for details

⁴ Service category includes: Police Services and Fire Services

⁵ Service category includes: Indoor Recreation Services and Parkland Development Services

⁶ Administration Studies projects may be discounted or non-discounted depending as per the D.C. Background Study.

The Municipality is compliant with s.s. 59.1 (1) of the *Development Charges Act* , whereby charges are not directly or indirectly imposed on development nor has a requirement to construct a service related to development been imposed, except as permitted by the *Development Charges Act* or another Act.

Attachment 1
Municipality of Pelham
Amount Transferred to Capital (or Other) Funds - Capital Fund Transactions

Capital Fund Transactions	Gross Capital Cost	D.C. Recoverable Cost Share					Non-D.C. Recoverable Cost Share				
		D.C. By-Law Period			Post D.C. By-Law Period		Other Reserve/Reserve Fund Draws	Tax Supported Operating Fund Contributions	Rate Supported Operating Fund Contributions	Debt Financing	Grants, Subsidies Other Contributions
		D.C. Reserve Fund Draw	D.C. Debt Financing	Grants, Subsidies Other Contributions	Post-Period Benefit/Capacity Interim Financing	Grants, Subsidies Other Contributions					
General Government											
Sub-Total - General Government	-	-	-	-	-	-	-				
Services Related to a Highway											
RD 11-22 Road Reconstruction 2 300629	2,812,844	435,081	-	-	-	-	-	-	-	-	2,377,763
Parks and Recreation											
	-	-	-	-	-	-	-	-	-	-	-
Fire Protection											
	-	-									
Library Services											
Library Materials	47,500	42,750	-	-	-	-	-	4,750	-	-	-

Amount Transferred to Capital (or Other) Funds - Operating Fund Transactions

Operating Fund Transactions	Annual Debt Repayment Amount	D.C. Reserve Fund Draw		Post D.C. By-Law Period			Non-D.C. Recoverable Cost Share		
		Principal	Interest	Principal	Interest	Source	Principal	Interest	Source
General Government									
East Fonthill Study Debenture 600108	69,304	63,206	6,098						
Fire Protection									
Fire Station 2 Debenture 200050	33,929	33,329	600						
Services Related to a Highway									
Haist St./Pelham Debenture 300098	-	-	-						
Effingham (16-Kilman) Debenture 300007	22,186	20,945	1,241						
Hwy 20 (Station-Rice) Debenture 300046	6,571	6,203	368						
Port Robinson Debenture 300184	63,315	57,743	5,571						
Fenwick Downtown Revitalization Debenture 300243	264,143	240,065	24,078						
Port Robinson Road Reconstruction Debenture 300244	96,765	87,945	8,821						
Sub-Total - Services Related to Highways	452,980	412,902	40,078						
Parks and Recreation									
Skate Park Debenture 500124	33,311	30,380	2,931						
Pelham Community Centre Debenture 300403	629,934	278,553	351,381						
Sub-Total - Parks and Recreation	663,245	308,932	354,312						
Wastewater									
WST - Port Robinson Road Reconstruction Debenture 700137	25,555	23,103	2,452						
Water									
Rice Rd Watermain Debenture 700090	57,691	56,671	1,020						
Hwy 20 Water (Station-Rice) Debenture 700052	52,942	49,981	2,961						
Port Robinson Debenture 700124	25,482	23,240	2,242						
Sub-Total - Water	136,116	129,892	6,224						

Attachment 2
Municipality of Pelham
Statement of Credit Holder Transactions

Credit Holder	Applicable D.C. Reserve Fund	Credit Balance Outstanding Beginning of Year _____	Additional Credits Granted During Year	Credits Used by Holder During Year	Credit Balance Outstanding End of Year _____
Credit Holder A					
Credit Holder B					
Credit Holder C					
Credit Holder D					
Credit Holder E					
Credit Holder F					

Subject: December 2022 Financial Reporting**Recommendation:**

BE IT RESOLVED THAT Council receive Report #2023-0059-Corporate Services, December 2022 Financial Reporting, for information.

Background:

The Corporate Services Department has prepared the attached financial reports, as at December 31, 2022, for the information of Council. The MCC report also include non-financial indicators such as hydro usage.

Analysis:

Appendix 1 to this report summarizes operating revenues compared to budget as at December 31, 2022, with 100% of the year lapsed. Total revenues were at approximately 107% of budget.

Finance Department Revenues were 170% of budget and the main driving factors were as follows: increased penalty and interest due to higher taxes receivable balance, increased supplemental taxation revenue due to ongoing growth of Town, and increase in investment income due to significant improvement in interest rates and larger unspent capital balance from prior year approved projects.

Fire and By-law revenues were below budget due to shortfall in POA revenue from the Region.

Public Works Revenues include \$164,370 drawn from reserve to offset winter control net expenditures and higher revenue from cemetery operations.

The MCC facility was closed from January 5 to January 30 2022 and despite this closure, revenues for Recreation, Culture and Wellness have exceeded budget by 30%. The primary reason for increased revenues is higher demand for recreation programming and services and a resumption of special events such as Summerfest and Thursday Night Experience (Chill on the Hill) after easing of the pandemic restrictions.

Community Planning and Development revenues were above budget due to fees in the building and planning departments as a result of growth within the Town. This was a \$639,742 increase above budget.

Water and Wastewater revenues were slightly lower than budget due to change in consumption trends and weather patterns.

Appendix 2 to this report summarizes operating expenditures compared to budget as at December 31, 2022. Total expenses were at approximately 107% of budget. Most expenditures are in line with budget and detailed explanations of variances are found on the report. Specific identifiable savings or excess revenues were transferred to reserves by the Treasurer in accordance with the Delegation of Authority by-law, most of which are detailed in the report. Finance Department Expenditures are 187% of budget due to \$767,000 transfer to various reserves at year end. This transfer was offset by additional revenues from penalty and interest, investment income and supplemental taxes. Recreation, Culture, and Wellness expenditures are higher than budget due to increased cost of programs and services which is offset by additional revenues for these programs and services. Community Planning and Building departments expenditures are over budget, however the revenues are also higher. Total building department surplus of \$348,519 was transferred to the building reserve.

Appendix 3 summarizes the revenues and expenditures related to the MCC as at December 31, 2022. MCC revenues were at 134 % of budget. Even though MCC was closed for most of January 2022, increased recreation activity in the remaining 11 months resulted in higher than budgeted revenues for arenas, programming, and space rentals. Grant revenue was also significantly over budget due to new unbudgeted grants such as the Seniors Horizon grant and additional special grant for Seniors Active Living. MCC Expenses were 108% of budget and main drivers were Materials and Supplies for programming and higher cost for utilities such as natural gas and Fuel.

Appendix 4 is the capital report for 2022 budgeted capital projects and prior years' carryforward of capital projects. The total amount spent and committed for 2022 capital projects of \$13,158,681 is 78% of the adjusted budget of \$16,840,389. Of the carryforward amounts prior to 2022, 52% of the carryforward budget has been spent and committed in the amount of \$4,239,965. Capital projects that will be carried forward to 2023 total \$11,468,531. The deferral of most of these projects relates to the Town hall addition, Pelham St Road reconstruction phase 3, Rescue 2 Fire Vehicle, Church Street upgrade, Centennial Park lighting, Official Plan Review, Foss Rd reconstruction, Station Street storm pond and the splash pad at Marlene

Stewart Streit Park. A detail listing of the carryforward projects is in Appendix 4.

Financial Considerations:

There are no specific financial considerations with respect to this report as it is for information purposes.

Alternatives Reviewed:

Not applicable.

Strategic Plan Relationship: Strong Organization

By reviewing the monthly financial reports, Council can remain informed about whether there are any significant budget variances that would impact year-end financial results.

Consultation:

These reports have been provided to the Pelham Finance and Audit Committee for review.

Other Pertinent Reports/Attachments:

Appendix 1 – Monthly Revenue Report at December 31, 2022

Appendix 2 – Monthly Expenditure Report at December 31, 2022

Appendix 3 – Meridian Community Centre Report at December 31, 2022

Appendix 4- Capital Projects with Carryforward to 2023 as at December 31, 2022

Prepared and Recommended by:

Usama Seraj, B.Com, CPA, CMA
Manager Financial Services/Deputy Treasurer

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

Prepared and Submitted by:

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

Appendix 1

Monthly Revenue Report at December 31, 2022 (100% of time lapsed)

	Notes	2022			2021	
		Budget	Actual at Dec 31	Actual as a % of Budget	Budget	Actual at Dec 31
Taxation						
General Tax Levy		\$ 16,578,640	\$ 16,578,644	100 %	\$ 15,678,870	\$ 15,678,884
Payments in Lieu		300,471	304,501	101 %	300,471	304,304
Total Taxation		16,879,111	16,883,145	100 %	15,979,341	15,983,188
Finance Department						
Penalties and Interest	(1)	270,000	380,139	141 %	270,000	302,903
Supplemental Taxation Revenues	(2)	180,000	300,370	167 %	175,000	237,224
Transfer from Building Department		184,832	184,832	100 %	81,087	99,502
Grants		84,400	93,333	111 %	114,800	101,642
Miscellaneous	(3)	33,000	70,127	213 %	18,000	31,678
Investment Income	(4)	10,000	420,845	4,208 %	10,000	72,632
Transfer from Working Funds and HR Capacity Building Reserve		227,000	232,000	102 %	-	24,701
COVID-19 Grant Funding		-	-	- %	602,350	954,812
Total Finance Department		989,232	1,681,646	170 %	1,271,237	1,825,094
Administration and Clerk's						
Committee of Adjustment		44,500	42,754	96 %	36,500	79,807
Clerk's Miscellaneous		14,250	20,388	143 %	14,250	15,799
Marketing Grants		-	-	- %	-	10,000
Total Administration and Clerk's		58,750	63,142	107 %	50,750	105,606
Fire and By-law Services						
Fire Department Revenues		40,786	42,609	104 %	40,786	89,357
By-law and Parking Enforcement		21,300	28,835	135 %	26,800	28,857
Provincial Offences Act Revenue	(5)	30,000	(6,677)	(22)%	25,000	26,826
Total Fire and By-law Services		92,086	64,767	70 %	92,586	145,040
Public Works						
Non-recreation Facilities and Beautification	(6)	10,000	43,729	437 %	20,000	20,761
Aggregate Resource Grant	(7)	40,000	33,106	83 %	40,000	38,064
Transfer from Reserve - Roads	(8)	-	164,370	- %	-	164,370
Miscellaneous		23,000	26,995	117 %	77,400	77,298
Fonthill/Hillside Cemeteries	(9)	81,500	121,742	149 %	76,500	104,858
Total Public Works		154,500	389,942	252 %	213,900	405,351
Recreation, Culture and Wellness						
Recreation and Wellness	(10)	331,850	487,322	147 %	195,100	282,409
Special Events and Festivals	(11)	147,770	167,831	114 %	147,770	40,054
Culture and Community Enhancement	(11)	73,500	112,998	154 %	75,000	43,373
Public Transit		130,000	130,035	100 %	120,000	120,008
MCC Facility	(12)	693,242	886,777	128 %	420,000	790,007
Total Recreation, Culture and Wellness		1,376,362	1,784,963	130 %	957,870	1,275,851
Community Planning and Development						
Building Department Revenues	(13)	650,500	1,000,222	154 %	650,500	938,220
Planning Fees	(14)	170,340	464,360	273 %	160,340	184,013
Municipal Drainage		4,000	-	- %	-	8,256
Total Community Planning and Development		824,840	1,464,582	178 %	810,840	1,130,489
Water and Wastewater						
Water Revenues		3,598,480	3,468,099	96 %	3,290,641	3,356,467
Wastewater Revenues		2,732,861	2,730,965	100 %	2,487,167	2,539,281
Total Water and Wastewater	(15)	6,331,341	6,199,064	98 %	5,777,808	5,895,748
GRAND TOTAL		\$ 26,706,222	\$ 28,531,251	107 %	\$ 25,154,332	\$ 26,766,367

Appendix 1

Monthly Revenue Report at December 31, 2022 (100% of time lapsed)

Explanatory Notes:

- (1) Taxes receivables have increased by \$1.0 million, partly due to an increase in supplemental taxes and unpaid utility bills that are now added to taxes.
- (2) The majority of supplemental revenue is collected June through November. All supplemental revenue for 2022 has been received and has exceeded budget.

Supplementary/omitted taxes result from an addition, renovation, construction or class change that occurred on a property that was not previously recorded on the assessment roll. When supplementary/omitted assessment is added to the roll, additional property taxes can be collected for the current year, and if applicable, for any part of all of the two previous years as described in Section 34 of the Assessment Act.
- (3) New fees being charged for mortgage company administration and ownership changes which were not budgeted and are approximately \$42,000 for the year.
- (4) Investment income is higher than budgeted due to improvement in interest rates in 2022 from 0.6% to approximately 4.5%. Timing difference in capital expenditures allowed for temporarily higher cashflow on which interest was earned. Approximately \$11.5 million of approved capital project from prior years were carryforwarded in to 2023.
- (5) The Region distributes net revenues from Court Services Program (POA) to Local Area Municipalities. Final 2022 operating results of Region's Court Services program resulted in an overall net expenditure and these cost were recovered from LAM's by the Region. The town had to pay a total of \$14,023 which was netted against previous Q1 payment of \$7,346 that was received from the Region.
- (6) Revenue is primarily related to Old Pelham Town Hall rental revenue, and also includes a one-time \$30,000 Grant from the Region for Tree planting.
- (7) Aggregate resource grant is declining from previous years.
- (8) Transfer for shortfall in the Winter Control budget in accordance with the Reserve and Reserve Fund policy.
- (9) Higher revenue due to increased activity.
- (10) Swim, Youth and Recreation and Wellness programs had a \$157,000 increase in revenue due to higher activity. Expenses have also increased due to higher activity, however overall these programs have resulted in a net surplus of \$68,000.
- (11) Special events such as Summerfest and Thursday night experience (Chill on the Hill) resumed to pre-pandemic levels after easing of restrictions in 2022. Increase in revenue if offset by increase in expenditures for these events and overall there was a \$7,000 increase in net cost over budget.
- (12) Increase in activity revenue is offset by increase in expenditures. Overall, MCC facility broke even for 2022 which was exceptional considering the fact that MCC was closed for January of 2022 due to COVID.
- (13) Increased building permit fees due to growth within the Town. Building department revenues in excess of expenditures were transferred to its reserve.
- (14) Continued growth within the Town resulted in revenues which exceeded budget for the year and were transferred to the parks reserve to be applied to future growth-related costs.
- (15) Water is billed more proportionately higher on a variable basis, therefore any change in consumption trends due to weather or conservation can lead to lower revenues.

Appendix 2

Monthly Expenditure Report at December 31, 2022 (100% of time lapsed)

	Notes	2022			2021	
		Budget	Actual at Dec 31	Actual as a % of Budget	Budget	Actual at Dec 31
Administration Services						
Members of Council	(1)	\$ 281,440	\$ 242,842	86 %	\$ 269,900	\$ 275,170
CAO's Office	(2)	355,955	377,372	106 %	337,130	325,243
Human Resources		135,003	138,069	102 %	104,140	137,086
Marketing and Communication		139,680	133,205	95 %	131,078	124,733
Total Administration Services		912,078	891,488	98 %	842,248	862,232
Clerk's Department						
Clerk's Department and COA		387,006	382,197	99 %	363,413	405,598
Corporate Services						
Finance Department	(3)	936,155	1,748,471	187 %	897,558	1,054,394
Shared Administrative Overhead	(4)	924,343	736,996	80 %	945,755	1,441,451
Shared Information Technology	(5)	653,121	666,938	102 %	586,330	703,084
Total Corporate Services		2,513,619	3,152,405	125 %	2,429,643	3,198,929
Fire and By-law Services						
Fire Services	(6)	1,689,899	1,764,169	104 %	1,585,820	1,635,205
By-law and Parking Enforcement		206,530	198,855	96 %	239,230	239,767
Health and Safety		8,130	3,487	43 %	8,030	7,792
Crossing Guards		52,021	57,216	110 %	50,048	32,305
Animal Control		39,000	39,000	100 %	37,800	37,601
Total Fire and By-law Services		1,995,580	2,062,727	103 %	1,920,928	1,952,670
Public Works						
General Administration		1,247,506	1,226,701	98 %	1,261,885	1,254,708
Roadway Maintenance	(7)	4,724,863	4,937,523	105 %	4,408,938	4,477,589
Non-recreation Facilities and Beautification	(8)	2,584,507	2,821,628	109 %	2,454,612	2,427,926
Street Lighting	(9)	260,000	288,678	111 %	200,000	199,770
Fonthill and Hillside Cemeteries	(10)	145,102	182,367	126 %	131,650	130,643
Niagara Central Airport		27,621	25,854	94 %	27,621	19,942
Total Public Works		8,989,599	9,482,751	105 %	8,484,706	8,510,578
Recreation, Culture and Wellness						
General Administration	(11)	289,477	311,699	108 %	270,019	274,159
Recreation and Wellness	(12)	452,507	542,219	120 %	320,031	369,117
Special Events and Festivals	(13)	293,114	320,373	109 %	275,331	167,495
Culture and Community Enhancement	(13)	182,163	249,345	137 %	171,897	145,141
Public Transit		309,137	304,361	98 %	299,486	301,079
MCC Facility	(14)	1,837,582	2,029,891	110 %	1,782,618	1,984,324
Libraries		894,707	894,707	100 %	877,164	877,164
Total Recreation, Culture and Wellness		4,258,687	4,652,595	109 %	3,996,546	4,118,479
Community Planning and Development						
Building Department	(15)	650,500	1,000,222	154 %	650,500	938,220
Planning and Zoning		632,637	639,707	101 %	653,978	679,171
Municipal Drainage	(16)	35,174	68,095	194 %	34,563	40,372
Total Community Planning and Development		1,318,311	1,708,024	130 %	1,339,041	1,657,763
Water and Wastewater						
Water	(17)	3,598,480	3,468,100	96 %	3,290,640	3,356,467
Wastewater		2,732,861	2,730,964	100 %	2,487,167	2,539,281
Total Water and Wastewater		6,331,341	6,199,064	98 %	5,777,807	5,895,748
GRAND TOTAL		\$ 26,706,222	\$ 28,531,251	107 %	\$ 25,154,332	\$ 26,601,997

Appendix 2

Monthly Expenditure Report at December 31, 2022 (100% of time lapsed)

Explanatory Notes:

- (1) Integrity Commissioner expenses were underspent by \$28,000. The amount spent on integrity commissioner reviews varies on the number of requests received.
- (2) Admin position was budgeted for part-time hours but worked full-time hours. Overage is funded from HR Capacity Building reserve at year-end.
- (3) Additional supplemental revenue, Interest and other revenue are above budget in Finance department. \$767,000 was transferred to various reserves at year end.
- (4) The net decrease in expenses is due to the following three items: (1) insurance increase of \$180,000 which is due to a rate increase and \$88,000 in year end accrual for potential outstanding claims; (2) decrease in WSIB expense of \$57,000 is due to receiving \$19,500 for the WSIB Excellence Program and \$68,000 surplus rebate for 2021 which is also shared with the building and utilities budgets; (3) decrease in legal expense due to the reversal of 2021 legal accruals of \$310,000 which did not materialize due to either positive settlements for the Town or cancelled claims. This is a total underspent to this budget of \$187,000.
- (5) Expenditure includes some new software for 2022 including Salesforce and MuniPaaS for public service request.
- (6) Volunteer firefighter stipends higher in 2022 by \$47,000 due to additional provincial legislated training.
- (7) Contract services for Winter Control has exceeded budget for the year by \$164,000;
- (8) Increase of approximately \$120,000 in expenses due to windstorm.
- (9) Hydro costs are \$10,000 over budget and maintenance and servicing costs are \$20,000 above budget.
- (10) Excess cemetery revenues of \$50,000 was transferred to Cemetery Reserve.
- (11) Includes a transfer of \$57,000 to the reserve as a result of excess revenue.
- (12) Swim, Youth and Recreation and Wellness programs had increased expenses due to to more activity. The increased expenditures were offset by additional revenues and these programs resulted in a net surplus of \$68,000.
- (13) Special events and festivals activity had reached pre-pandemic levels in 2022 due to easing of COVID restrictions. Higher cost of running these programs and activities are offset by Revenues for these programs and activities.
- (14) Increase in expenses is offset by additional in revenues. \$90,000 was transferred to the MCC reserve from additional revenue.
- (15) Surplus of \$349,722 was transferred to Building Department Reserve.
- (16) Includes \$33,000 in expenditures for the Town's portion of the Big Creek Municipal Drain.
- (17) Decrease in expenditures due to lower consumption of water which required less water to be purchased from the Region.

	Notes		2022			Actual 2022											
			Budget	Actual YTD Total	Actual as a % of Budget	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
MCC Revenues																	
Arena Revenues	(1)		\$ 574,242	\$ 686,447	120 %	\$ 14,116	\$ 77,928	\$ 57,547	\$ 39,744	\$ 37,286	\$ 29,144	\$ 39,966	\$ 70,450	\$ 62,858	\$ 84,049	\$ 82,567	\$ 90,792
Multi-Purpose Space Revenues	(1)		68,000	113,751	167 %	782	6,082	8,623	11,678	7,437	6,556	5,478	4,986	14,024	12,869	18,756	16,480
Gymnasium Revenues	(1)		63,000	95,142	151 %	552	9,466	10,333	9,173	9,019	8,158	6,543	4,328	7,280	11,520	10,203	8,567
Programming Revenues	(1)		110,000	152,426	139 %	105	84	12,123	-	1,050	-	59,957	72,385	4,337	-	2,385	-
Grants - Other	(2)		42,700	90,090	211 %	-	-	-	25,000	-	-	-	-	-	19,465	-	45,625
Other Rev. - Miscellaneous	(3)		41,550	93,465	225 %	(1,926)	9,659	10,445	6,053	7,808	4,236	4,445	3,649	7,198	9,584	20,892	11,422
Other Revenues - Advertising	(4)		30,000	14,783	49 %	11,133	-	-	-	-	(1,066)	5,050	(1,584)	1,000	-	-	250
Total Revenues		(a)	929,492	1,246,104	134 %	24,762	103,219	99,071	91,648	62,600	47,028	121,439	154,214	96,697	137,487	134,803	173,136
MCC Expenditures																	
Salaries and Benefits			1,511,940	1,525,119	101 %	85,884	107,975	109,238	112,489	103,859	159,588	147,392	147,016	130,080	106,813	122,814	191,971
Professional Development			10,900	12,447	114 %	-	2,323	416	-	-	-	2,739	135	2,193	946	2,804	891
Associations and Memberships			5,000	5,658	113 %	987	183	450	-	-	-	800	-	-	1,380	1,858	-
Travel			3,600	659	18 %	-	-	-	-	1,184	398	(1,130)	207	-	-	25	(25)
Hydro			350,000	335,670	96 %	21,261	23,575	25,281	21,794	21,198	26,230	39,063	47,294	-	58,112	23,381	28,481
Natural Gas	(5)		65,000	91,493	141 %	7,021	9,548	7,150	7,174	3,521	3,571	4,305	12,152	9,642	9,329	10,334	7,746
Water	(6)		40,000	57,033	143 %	-	7,972	-	9,104	-	7,434	-	11,758	-	10,268	-	10,497
Telephone			13,574	8,667	64 %	660	662	661	800	853	708	922	530	707	707	738	719
Materials and Supplies	(7)		75,250	156,989	209 %	5,934	9,629	9,469	19,965	6,283	16,333	24,744	6,612	9,146	21,112	17,711	10,051
Furniture and Equipment	(8)		6,000	25,044	417 %	-	-	71	-	-	-	-	-	-	7,632	1,824	15,517
Materials and Supplies - Janitorial			50,000	25,066	50 %	398	1,442	3,474	1,510	2,350	2,522	1,371	3,127	1,477	2,694	1,900	2,801
Fuel			4,850	8,493	175 %	242	551	873	975	468	412	627	829	1,012	702	606	1,196
Internet			13,300	10,373	78 %	824	825	824	824	824	830	903	904	904	903	904	904
Insurance			55,530	57,681	104 %	-	-	-	-	-	-	6,519	-	-	-	-	51,162
Contract Services - Other	(9)		162,050	228,097	141 %	8,580	12,017	16,214	18,408	12,085	7,675	35,944	28,450	17,640	21,293	19,615	30,176
Repairs and Maintenance	(10)		23,500	29,160	124 %	10,012	122	-	825	3,221	-	367	3,585	3,278	1,980	5,770	-
Total Expenditures before Debt and Other		(b)	2,390,494	2,577,649	108 %	141,803	176,824	174,121	193,868	155,846	225,701	264,566	262,599	176,079	243,871	210,284	352,087
Net Surplus (Deficit) before Debt and Other		(c)= (a) - (b)	(1,461,002)	(1,331,545)	91 %	(117,041)	(73,605)	(75,050)	(102,220)	(93,246)	(178,673)	(143,127)	(108,385)	(79,382)	(106,384)	(75,481)	(178,951)
MCC Debt Activity																	
Tax Levy Debenture Interest	(11)		(282,910)	(385,879)	136 %	-	(722)	(1,414)	-	(137,101)	(1,028)	22,109	(2,446)	-	(1,433)	(136,669)	(127,175)
Tax Levy Debenture Principal	(11)		(258,471)	(254,582)	98 %	-	(3,889)	(3,889)	(3,889)	(108,914)	(3,888)	(3,889)	(3,889)	(3,889)	(3,889)	(110,668)	(3,889)
Development Charge Revenue	(12)		629,936	629,934	100 %	317,023	-	-	-	-	-	312,911	-	-	-	-	-
Development Charge Debenture Interest	(12)		(351,383)	(351,381)	100 %	(178,859)	-	-	-	-	-	(172,522)	-	-	-	-	-
Development Charge Debenture Principal	(12)		(278,553)	(278,553)	100 %	(138,164)	-	-	-	-	-	(140,389)	-	-	-	-	-
Donation Revenue Applied to Debenture	(13)		209,015	-	- %	-	-	-	-	-	-	-	-	-	-	-	-
Donation Pledge Debenture Interest	(13)		(64,055)	-	- %	-	-	-	-	-	-	-	-	-	-	-	-
Donation Pledge Debenture Principal	(13)		(144,960)	-	- %	-	-	-	-	-	-	-	-	-	-	-	-
Pre-MCC RCW and Facility Net Costs			989,512	907,052	92 %	82,459	82,459	82,459	82,459	82,459	82,459	82,459	82,459	82,459	82,459	82,459	-
Transfer (to)/from MCC Reserve			-	(90,000)	- %	-	-	-	-	-	-	-	-	-	-	-	(90,000)
Net Debt and Other Items		(d)	448,131	176,591	39 %	82,459	77,848	77,156	78,570	(163,556)	77,543	100,679	76,124	78,570	77,137	(164,878)	(221,064)
NET SURPLUS (DEFICIT)		(e)= (c) + (d)	\$(1,012,871)	\$1,154,954	114 %	\$ (34,582)	\$ 4,243	\$ 2,106	\$ (23,650)	\$(256,802)	\$(101,130)	\$ (42,448)	\$ (32,261)	\$ (812)	\$ (29,247)	\$(240,359)	\$(400,015)

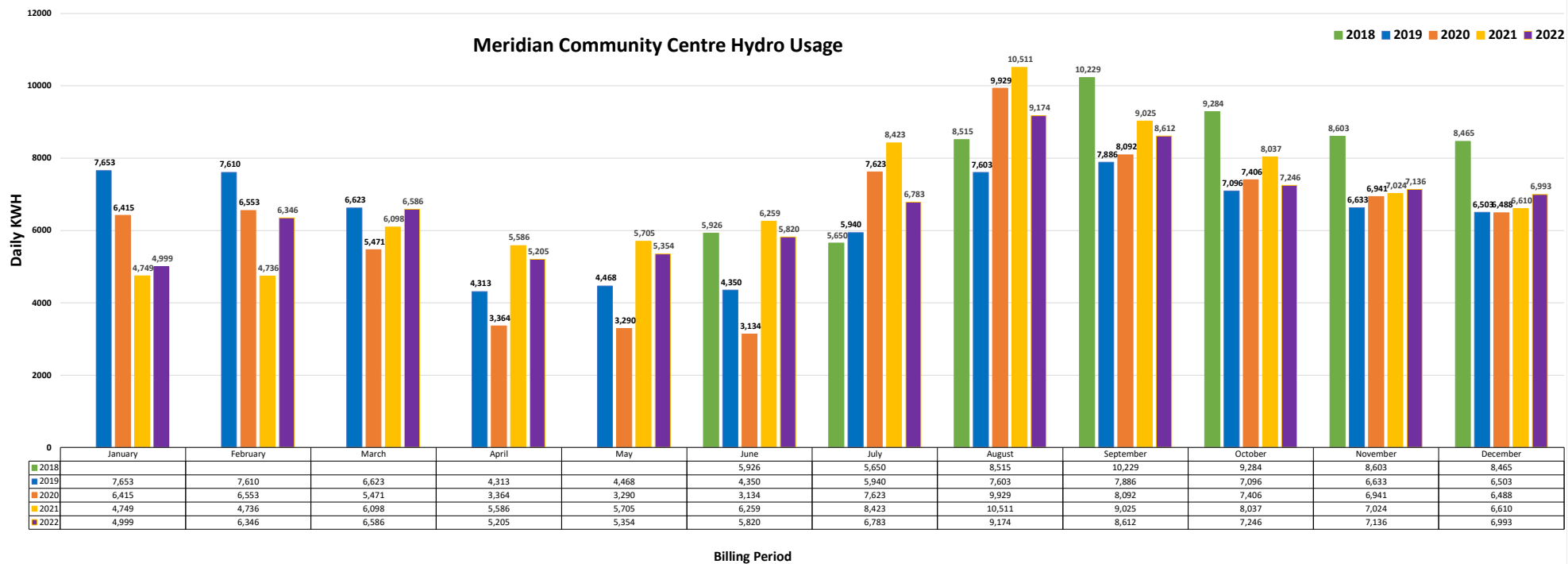
Meridian Community Centre

Appendix 3

Actual Results to Budget at December 31, 2022 (100% of time lapsed)

Explanatory Notes:

- (1) MCC was closed from January 5th 2022 to January 30th 2022 due to Covid Lookdown. Increased Recreation activity in the remaining 11 months of 2022 has led to higher arena and multi-purpose space rental revenues above budget.
- (2) Grant Revenue is higher due to unbudgeted Senior Active Living Centre special grant for capital (approximately \$22K), and New Horizon Seniors Grant (\$25K).
- (3) Miscellaneous revenue includes cost recoveries, equipment rentals, event revenue, donations, serverly sales, and other items that are individually too small to classify separately. Significant increase in concession sales.
- (4) Advertising revenues are lower in 2022 due to impacts from COVID.
- (5) Higher natural gas usage and rates.
- (6) Water is billed bi-monthly and usage was higher in 2022.
- (7) Increased cost of serverly supplies offset by increased revenues.
- (8) Cost is for SPIN Bikes which are fully covered by donations.
- (9) Additional cost incurred for programming which is offset by higher programming revenues.
- (10) Gym bleachers and roof maintenance.
- (11) Tax levy debenture payments for the MCC are due in June and December and are paid before the end of the previous month. CIBC loan payments occur throughout the year.
- (12) Development charge debenture payments for the MCC occur in January and July.
- (13) MCC Donation debenture payments occur in April and October.



Town of Pelham									Appendix 4		
2022 Capital Projects - Fourth Quarter Reporting			Expenditures						Status		C/F amount
			Original Budget	Revised Budget	Actual	Committed	Total (Actual & Committed)	Actual and Committed as a % of Revised Budget			
December 31, 2022		Cost Centre									
IT 01-22	Annual Equipment PSAB adds/replacements.	100183	33,000	33,000	48,516	-	48,516	147%	In progress.		
IT 02-22	Server Replacement	100184	16,000	16,000	4,467	-	4,467	28%	In progress.	c/F	11,533
IT 03-22	Main Cores Switch- Town Hall- 2nd Floor	100185	10,000	10,000	10,239	-	10,239	102%	Completed.		
IT 04-22	Innovation Technology	100186	40,000	40,000	-	-	-	0%	In progress.	c/F	40,000
IT 05-22	Microsoft Office 365 with Exchange Online	100250	32,000	32,000	30,975	867	31,843	100%	Completed.		
IT 06-22	iPad Replacement for Building Department	100251	7,500	7,500	3,506	-	3,506	47%	Completed		
Total Information Technology			138,500	138,500	97,703	867	98,570	71%			
FD 01-22	Electronic Sign Station 1 (red circle)	200118	30,000	30,000	-	-	-	0%	Red circled.		
FD 02-22	Rescue 2	200125	600,000	600,000	-	599,999	599,999	100%	In progress. Delivery date projected May 2023.	c/F	600,000
FD 03-22	Digital Pager Upgrade - Year 1 of 2	200141	40,000	40,000	38,669	-	38,669	97%	Completed		
Total Fire & By-Law Services			670,000	670,000	38,669	599,999	638,668	95%			
FAC 01-22	Concrete & Asphalt Repairs - Various Facilities.	300524	25,000	25,000	25,344	-	25,344	101%	Completed.		
FAC 02-22	Fonthill Library - Furnace (Lennox) Replacement	301093	6,000	6,000	3,791	-	3,791	63%	Completed.		
FAC 03-22	Model Railway Building - Exterior Window Replacement	301090	12,000	12,000	-	-	-	0%	Not started.	c/F	12,000
FAC 04-22	Town Hall - Fire Protection System	301089	20,000	20,000	-	20,000	20,000	100%	Part of Town Hall Addition project.	c/F	20,000
FAC 05-22	Flag Poles	301092	10,000	10,000	6,386	-	6,386	64%	Completed.		
FAC 06-22	MCC - Addition Power Supply for events on Accipiter Arena	301091	10,000	10,000	6,655	-	6,655	67%	Completed.		
FAC 07-22	Community Event Space for Peace Park	301105	1,210,000	1,824,000	926,755	1,124,862	2,051,617	112%	In progress. Completion date is March 31, 2023. Approved by funder.	c/F	897,245
Total Facilities			1,293,000	1,907,000	968,931	1,144,862	2,113,793	111%			
RD 01-22	Bridge Design (Cream Street, Roland Road) - Constructing in 2023 and 2024	300606	75,000	75,000	9,601	63,129	72,730	97%	In progress.	c/F	65,399
RD 02-22	Bridge Replacement Program: Balfour (100M south of Roland)	300608	650,000	650,000	473,557	65,466	539,023	83%	Completed.		
RD 03-22	Bridge/Culvert Appraisal (legislated)	300614	15,000	15,000	8,483	24	8,507	57%	Completed.		
RD 04-22	Concrete Repair & Replacement Program	300615	110,000	110,000	107,318	-	107,318	98%	Completed.		
RD 05-22	Culvert Replacement Program	300616	60,000	60,000	-	46,845	46,845	78%	In progress.	c/F	60,000
RD 06-22	Design - Quaker Rd: Pelham St to Line Ave	300617	50,000	50,000	7,128	34,612	41,740	83%	In progress.	c/F	42,872
RD 07-22	Engineering	300618	30,000	30,000	21,875	3,705	25,580	85%	In progress	c/F	8,125
RD 08-22	Road Base and Surface Repair Program	300620	150,000	150,000	135,005	8,494	143,499	96%	Completed.		
RD 09-22	Road Rehabilitation	300622	550,000	550,000	576,831	71,634	648,465	118%	Completed.		

Town of Pelham									Appendix 4		
2022 Capital Projects - Fourth Quarter Reporting			Expenditures						Status		C/F amount
			Original Budget	Revised Budget	Actual	Committed	Total (Actual & Committed)	Actual and Committed as a % of Revised Budget			
December 31, 2022		Cost Centre									
RD 10-22	Stormwater Facility Maintenance	300626	25,000	25,000	1,160	3,860	5,020	20%	In progress.	C/F	23,840
RD 11-22	Road Reconstruction - 22R01 - Pelham St: John Street to Spruceside Crescent (Sth Entr.)	300629	3,600,000	4,706,517	2,812,844	1,819,664	4,632,508	98%	In progress.	C/F	1,893,673
RD 12-22	Design - 22R03 - Canboro: Haist St to Highway 20	300637	150,000	150,000	2,312	114,169	116,481	78%	In progress.	C/F	147,688
RD 13-22	Construction of Road - 22R02 - Effingham St: Highway 20 to Tice Road	301057	825,000	601,167	478,647	134,566	613,212	102%	Completed.		
RD 14-22	Erosion Mitigation Construction at Highway 20 outlet from Storm Pond in East Fonhill (red circle)	301042	250,000	250,000	-	-	-	0%	red circled		
RD 15-22	LED Streetlight Replacement Year 1	300599	250,000	250,000	239,894	53	239,947	96%	In progress.	C/F	10,106
Total Roads			6,790,000	7,672,684	4,874,655	2,366,221	7,240,876	94%			
VEH 01-22	Electric Vehicle - Building Department (Replaces Unit 101 - 2009 Ford Ranger)	300876	55,000	55,000	450	45,925	46,375	84%	In progress.	C/F	54,550
VEH 02-22	Work Truck (Replaces Truck 129 - 2008 Dodge 1500) - deferred from 2020	300882	55,000	55,000	-	55,100	55,100	100%	Ordered. Delivery date is expected Q 4 of 2023.	C/F	55,000
VEH 03-22	Combined lease payments	300885	28,740	28,740	32,987	-	32,987	115%	Completed.		
VEH 04-22	Seasonal rental of summer fleet	300886	32,000	32,000	17,170	-	17,170	54%	Completed.		
VEH 05-22	Seasonal rental of winter fleet	300887	25,550	25,550	21,256	-	21,256	83%	Completed.		
VEH 06-22	Crew-Cab Truck with Landscape box (Replaces unit 132 - 2009 Dodge 2500)	300888	75,000	75,000	-	58,630	58,630	78%	Ordered. Delivery date is expected Q 4 of 2023.	C/F	75,000
VEH 07-22	Baseball Diamond Grooming Tractor (Replaces unit 518 2001 Kubota B7500 & unit 525 2013)	300892	28,000	48,000	-	48,560	48,560	101%	Ordered. Delivery date is expected Q 2 of 2023.	C/F	48,000
Total Fleet			299,290	319,290	71,864	208,215	280,078	88%			
CEM 01-22	Fonhill Cemetery - Trench Safety Device	400015	4,000	4,000	4,028	-	4,028	101%	Completed.		
Total Cemeteries			4,000	4,000	4,028	-	4,028	101%			
WST 01-22	Church Street Upgrade existing sewer from 250 to 350mm diam	700182	2,500,000	2,500,000	8,946	35,157	44,103	2%	In-progress.	C/F	2,491,054
WST 02-22	Sanitary I/I Study Program - Planned Replacements and Rehabilitation	700186	100,000	60,500	10,176	39,500	49,676	82%	In-progress.	C/F	50,324
WST 03-22	Sanitary Sewer Inspection, CCTV and Flushing Program	700189	115,000	115,000	21,073	79,925	100,998	88%	In-progress.	C/F	93,927
WST 04-22	Sanitary Sewer Capital Construction Repairs	700192	140,000	140,000	31,337	3,770	35,107	25%	On-going.	C/F	108,663
WST 05-22	Confined Space Entry Air Monitoring and Calibration System	700374	30,000	30,000	20,866	-	20,866	70%	Completed.		
Total Wastewater			2,885,000	2,845,500	92,398	158,352	250,750	9%			
WTR 01-22	Pelham St Watermain Replacement - John St to Spruceside Crescent (Sth Entr.)	700281	600,000	1,217,365	1,244,955	-	1,244,955	102%	In-progress. Part of Phase 3.	C/F	-
WTR 02-22	Water System Repair Equipment	700284	30,000	30,000	7,139	-	7,139	24%	On going	C/F	22,861
WTR 03-22	Design: Canboro Road, Haist St to Highway 20, Watermain Replacement	700354	100,000	100,000	18,564	72,816	91,380	91%	In-progress.	C/F	81,436

Town of Pelham									Appendix 4		
2022 Capital Projects - Fourth Quarter Reporting		Cost Centre	Expenditures						Status		
			Original Budget	Revised Budget	Actual	Committed	Total (Actual & Committed)	Actual and Committed as a % of Revised Budget			
December 31, 2022											C/F amount
WTR 04-22	Design: Watermain Replacement - Daleview, Strathcona, Moote, Pinecrest, Hwy. 20	700366	100,000	100,000	18,703	42,940	61,642	62%	In-progress.	c/F	81,297
Total Water			830,000	1,447,365	1,289,360	115,756	1,405,116	97%			
PRK 01-22	Update Parks & Recreation Master Plan	500200	120,000	120,000	49,698	67,068	116,765	97%	In progress	c/F	70,302
PRK 02-22	Centennial Park Tennis Courts - Reconstruction	500201	270,000	270,000	275,493	-	275,493	102%	Completed.		
PRK 03-22	Centennial Park Soccer Field #2 Lighting	500203	220,000	220,000	305	-	305	0%	On going.	c/F	219,695
PRK 04-22	Centennial Park - Fence & Gate at Gerry Berkhout Trail Entrance	500204	5,000	5,000	5,088	-	5,088	102%	Completed.		
PRK 05-22	General Park Furniture (Benches/Picnic Tables/Receptacles)	500206	10,000	10,000	2,362	-	2,362	24%	In progress	c/F	7,638
PRK 06-22	Cenotaphs - Maintenance and Conservation Treatment Program	500214	9,000	9,000	5,409	-	5,409	60%	Completed.		
PRK 07-22	Park Entry Sign Replacements (6)	500222	30,000	30,000	-	-	-	0%	In progress	c/F	30,000
PRK 08-22	Centennial Park Diamond 2 - Foul Ball Netting	500298	25,000	25,000	20,301	-	20,301	81%	In progress	c/F	4,699
PRK 09-22	Centennial Park Batting Cage	500299	40,000	40,000	101,149	-	101,149	253%	Completed.		
PRK 10-22	Pickleball courts at Centennial Park	500318	479,800	479,800	488,456	-	488,456	102%	Completed.		
Total Park Facilities			1,208,800	1,208,800	948,261	67,068	1,015,329	84%			
PLN 01-22	Official Plan Review and Update	600123	225,000	225,000	-	61,377	61,377	27%	In progress.	c/F	225,000
Total Community Planning & Development			225,000	225,000	-	61,377	61,377	27%			
LIB 01-22	Computer Services Development	500280	10,000	10,000	6,370	-	6,370	64%	In progress.	c/F	3,630
LIB 02-22	Fonthill Branch Shelving (red circled)	500303	342,250	342,250	-	-	-	0%	Red Circle		
Total Library Services			352,250	352,250	6,370	-	6,370	2%			
DRN 01-22	Drainage Study for Webber Rd and Farr Rd	600146	50,000	50,000	15,371	28,355	43,726	87%	In progress	c/F	34,629
Total Municipal Drainage			50,000	50,000	15,371	28,355	43,726	87%			
Grand Total			14,745,840	16,840,389	8,407,609	4,751,072	13,158,681	78%			7,590,187

Town of Pelham									Appendix 4	C/F	
Prior Year's Carry Forward Capital Projects from 2021 and p		Cost Centre	Expenditures						Status (notes carried forward)	C/F	C/F amount
			Original Budget	Carry Forward Amount to 2022	Actual 2022	Committed	2022 Total to date (Actual & Committed)	Total to date as a % of Revised Carry Forward			
December 31, 2022											
INFORMATION TECHNOLOGY											
IT 04-19	Backup Generator for IT Server Room (Town Hall)	100165	46,000	30,912	-	-	-	0%	Funds have been approved for automation projects	C/F	30,912
IT 01-20	Computer and Hardware Repair and Replacement	100170	32,000	20,367	48,349	-	48,349	237%	Completed		
IT 02-20	Tab Fusion Electronic Enhancement	100171	25,000	19,921	19,167	-	19,167	96%	Completed.		
IT 03-20	Financial Reporting Software	100172	40,000	3,112	-	-	-	0%	Funds have been approved for automation projects		
IT 05-20	Innovation Technology	100174	40,000	40,000	30,630	10,565	41,195	103%	Funds have been approved for automation projects		
IT 01-21	Annual Equipment PSAB adds/replacements.	100180	32,000	28,125	-	-	-	0%	In progress.		
IT 02-21	Innovation Technology.	100181	40,000	39,743	60,701	50,849	111,550	281%	In progress.		
IT 03-21	Barracuda Spam Firewall.	100182	7,500	7,500	10,679	-	10,679	142%	In progress.		
IT 04-21	MFA (Multi Factor Authentication) or 2FA Software.	100247	3,500	3,500	-	-	-	0%	Not yet started.	C/F	3,500
IT 05-21	Winfluid Server and Software Upgrade.	100248	9,000	4,248	-	4,620	4,620	109%	In progress.	C/F	4,248
Total Information Technology			275,000	197,428	169,526	66,034	235,560	119%			
FIRE & BY-LAW SERVICES											
FD 05-21	Replace SCBA Air System	200123	70,000	70,000	59,032	-	59,032	84%	completed.		
Total Fire & By-Law Services			70,000	70,000	59,032	-	59,032	84%			
ROADS											
RD 01-17	Summersides: Station to Wellspring (E. Fonthill)	300254	2,088,774	14,315	2,522	23,738	26,259	183%	Completed.		
RD 10-19	Stormwater Facility Maintenance	300469	30,000	15,423	-	-	-	0%	In progress.	C/F	15,423
RD 01-20	Bridge Design Program - Balfour St and 16 Road	300490	100,000	28,837	25,968	29	25,996	90%	Completed.		
RD 03-20	Road Reconstruction - Pelham St: College St to Port Robinson Rd - connected to WTR 01-20	300492	1,079,519	96,229	-	-	-	0%	Completed. Complete. Savings on this project to be allocated to RD 13-21.		
RD 06-20	Culvert Replacement	300495	60,000	35,088	-	-	-	0%			
RD 07-20	Effingham Storm Design - Hwy 20 to Canboro	300496	50,000	50,000	-	-	-	0%	C/F 2023	C/F	50,000

Town of Pelham									Appendix 4	C/F		
Prior Year's Carry Forward Capital Projects from 2021 and p			Cost Centre	Expenditures					Status (notes carried forward)	C/F	C/F amount	
		Original Budget		Carry Forward Amount to 2022	Actual 2022	Committed	2022 Total to date (Actual & Committed)	Total to date as a % of Revised Carry Forward				
December 31, 2022												
13	RD 08-20	Engineering	300497	35,000	13,046	14,257	-	14,257	109%	In progress. Ongoing.	C/F	-
15	RD 12-20	Stormsewer Extension - Along Quaker	300501	200,000	200,000	-	-	-	0%	C/F 2023 Part of Niagara Region project	C/F	200,000
16	RD 13-20	Sulphur Springs Rd Rehabilitation - Site 1 & 2	300502	300,000	163,302	167,403	-	167,403	103%	In progress.	C/F	-
17	RD 14-20	Station Street Storm Pond	300503	300,000	284,999	1,860	119,766	121,626	43%	In progress.		283,139
18	RD 15-20	Foss Resurfacing (linked to WST 06-20)	300504	500,000	500,000	-	-	-	0%	C/F 2023	C/F	500,000
19	RD 17-20	Rice Road Landscaping Feature	300506	48,120	48,120	70,682	-	70,682	147%	Completed.		
	RD 02-21	Concrete Repair & Replacement Program.	300586	80,000	17,670	-	17,670	17,670	100%	Completed. Invoice outstanding.	C/F	17,670
	RD 03-21	Culvert Replacement Program.	300587	60,000	60,000	-	-	-	0%	In progress	C/F	60,000
	RD 04-21	Engineering.	300590	25,000	16,806	3,816	850	4,666	28%	In progress.	C/F	12,990
	RD 06-21	Road Rehabilitation.	300593	500,000	69,409	60,928	0	60,928	88%	Complete.		
	RD 09-21	Stormwater Facility Maintenance Repairs.	300597	20,000	19,501	-	510	510	3%	On-going.	C/F	19,501
	RD 10-21	Streetlights and Traffic Signal Maintenance.	300598	55,000	13,912	-	-	-	0%	Completed.		
	RD 11-21	Easement for Station Street storm outlet (previously RD 08-17).	300601	35,000	35,000	-	-	-	0%	On-going.	C/F	35,000
	RD 12-21	Roadside Ditching Program.	300603	71,690	26,642	18,332	50,040	68,372	257%	Completed.		
	RD 13-21	Road Reconstruction - Pelham St: Port Robinson Rd to John Street. Connected to WTR 02-21.	300604	3,892,500	1,451,208	625,358	218,013	843,371	58%	Completed.		
	RD 14-21	Sulphur Springs Rd Rehabilitation - Site 1 & Site 2.	300605	170,000	169,170	205,479	3	205,482	121%	Completed.		
	RD 16-21	Design - Pelham St: Phase 3 and 4.	300612	135,000	140,751	158,690	42,278	200,968	143%	In progress.	C/F	-
	RD 18-21	Design for Road Rehabilitation - Effingham St: Highway 20 to Tice.	301028	50,000	39,991	42,391	-	42,391	106%	Completed.		
	RD 19-21	Erosion Mitigation Project Storm Pond Outlet Hwy 20 & Rice Road		70,000	70,000	-	-	-	0%	In progress.	C/F	70,000
Total Roads				10,205,603	3,579,419	1,397,685	472,897	1,870,582	52%			
FACILITIES												
	FAC 02-20	Masonry Repairs - Highland Ave, Hillside/Fonthill Cemetery	300476	30,000	30,000	20,708	-	20,708	69%	Completed.		
	FAC 02-21	Centennial Park Electrical Upgrades (Switch Gear inside).	300509	10,000	9,634	8,700	-	8,700	90%	In progress	C/F	934
	FAC 03-21	Old Pelham Town Hall - Foundation and Brick Repairs.	300510	25,000	25,000	22,896	-	22,896	92%	Completed.		
	FAC 04-21	Marlene Stewart Streit Park Electrical upgrades.	300512	30,000	29,634	5,241	-	5,241	18%	Completed.		
	FAC 05-21	Clockwork Systems - Video Cameras for MCC.	300516	50,000	50,000	47,926	-	47,926	96%	Completed.		
	FAC 06-21	Electric Vehicle charging station -	300519	25,000	25,000	10,431	-	10,431	42%	Completed.		
	FAC 08-21	Fire Station #1 Design Consultant.	300523	50,000	46,891	4,472	-	4,472	10%	On-going.	C/F	42,419
Total Facilities				220,000	216,159	120,375	-	120,375	56%			
FLEET												

Town of Pelham									Appendix 4	C/F	
Prior Year's Carry Forward Capital Projects from 2021 and p		Cost Centre	Expenditures						Status (notes carried forward)		C/F amount
			Original Budget	Carry Forward Amount to 2022	Actual 2022	Committed	2022 Total to date (Actual & Committed)	Total to date as a % of Revised Carry Forward			
December 31, 2022											
VEH 02-21	Seasonal summer fleet rental.	300872	25,200	25,200	-	-	-	0%	Completed.		
VEH 03-21	Seasonal winter fleet rental.	300873	25,550	5,384	-	-	-	0%	Completed.		
VEH 07-21	Purchase one-tonne truck.	300989	90,000	90,000	-	60,085	60,085	67%	Ordered. Delivery date by Q4 2023.	C/F	90,000
Total Fleet			140,750	120,584	-	60,085	60,085	50%			
WASTEWATER											
WST 04-18	Foss Road Upgrade existing sewer from 350 to 450mm diam	700156	592,800	527,523	-	29,637	29,637	6%	In progress. Detailed design assignment currently being completed. Project delayed due to CP Rail.	C/F	527,523
WST 01-19	Design - Church Street Upgrade - connected to WST 05-20 and CC 700182 (2022 Project for \$1.5M to do the Church Street work)	700162	60,000	14,670	4,093	8,702	12,796	87%	In progress. Consultant Assignment awarded to Associated Engineering. Project delayed due to CP Rail.	C/F	10,577
WST 05-19	Sanitary Sewer Capital	700166	80,000	63,689	-	-	-	0%	Completed.		
WST 01-20	Sanitary I/I Study Program - Planned Replacements and Rehabilitation	700170	100,000	38,329	10,736	37,500	48,236	126%	Completed.		
WST 05-20	Church St Sanitary Upgrades - Permits and Reports - connected to WST 01-19 and CC 700182 (2022 Project for \$2.5M to do the Church Street work)	700174	50,000	7,129	-	-	-	0%	In progress. Waiting for CP Rail's approval.	C/F	7,129
WST 06-20	Foss Rd - Sanitary Sewer Installation (linked to RD 15-20)	700175	800,000	800,000	-	-	-	0%	C/F 2023	C/F	800,000
WST 03-21	Sanitary I/I Study Program - Planned Replacements and Rehabilitation.	700180	100,000	100,000	48,623	27,218	75,841	76%	In progress. Ongoing. GM Blue Plan	C/F	51,377
Total Wastewater			1,782,800	1,551,339	63,452	103,057	166,509	11%			
WATER											
WTR 01-18	Backflow Prevention Program	700158	50,000	36,015	-	-	-	0%	In progress. On-going program.	C/F	36,015
WTR 01-21	Water System Repair Equipment.	700274	30,000	3,743	3,809	-	3,809	102%	Completed.		
WTR 03-21	Clare Avenue Watermain Replacement - development driven.	700276	250,000	233,064	16,005	47,730	63,734	27%	In progress.	C/F	217,059
WTR 06-21	Watermain Extension to Service Splash Pad at MSSP. Station St: Hurricane Rd to Hwy 20, Watermain Replacement.	700353	200,000	302,386	338,184	16,870	355,054	117%	Completed.		
WTR 04-21	Replacement.	700277	175,000	175,000	10,787	-	10,787	6%	In progress.	C/F	164,213
WTR 05-21	Neptune Software Upgrade.	700352	14,000	14,000	-	-	-	0%	In progress.	C/F	14,000
Total Water			719,000	764,208	368,785	64,600	433,384	57%			
PARK FACILITIES											
PRK 03-20	River Estates Park Development	500184	300,000	300,000	279,816	-	279,816	93%	Completed.		

Town of Pelham									Appendix 4	C/F	
Prior Year's Carry Forward Capital Projects from 2021 and p		Cost Centre	Expenditures						Status (notes carried forward)	C/F	C/F amount
			Original Budget	Carry Forward Amount to 2022	Actual 2022	Committed	2022 Total to date (Actual & Committed)	Total to date as a % of Revised Carry Forward			
December 31, 2022											
PRK 01-21	MSSP - Splash Pad.	500188	491,815	488,882	107,422	389,313	496,735	102%	In Progress	C/F	381,460
PRK 08-21	Centennial Park - Splash Pad.	500242	350,000	341,920	344,372	-	344,372	101%	Completed.		
PRK 07-21	Centennial Park Diamond 3 Lighting.	500198	145,000	145,000	305	-	305	0%	In Progress. To be retender.	C/F	144,695
Total Park Facilities			1,286,815	1,275,802	731,915	389,313	1,121,228	88%			
COMMUNITY PLANNING & DEVELOPMENT											
PLN 01-19	Complete East Fenwick SP	600117	20,000	13,731	-	13,731	13,731	100%	In progress. Received Environment Impact Study.	C/F	13,731
PLN 02-19	Complete Zoning By-law	600118	20,000	20,000	-	9,537	9,537	48%	Complete. We paid for the mapping: Plan IT.		
PLN 01-20	Community Benefits Charge Strategy	600119	40,000	40,000	-	-	-	0%	Part of the 2023 DC Study. Watson will need to determine if the CBC study is the right strategy for the Town. If not, the Town will need to update the Parkland Dedication By-law.	C/F	40,000
PLN 01-21	Lot 177 Environmental Impact Study.	600122	45,000	45,000	-	-	-	0%	Not undertaking. Funds will go back to reserve.		
PLN 02-21	Vision and Design for Town Square.	600138	20,000	20,000	19,553	-	19,553	98%	Complete.		
PLN 03-21	Comprehensive Parking Study	600139	60,000	26,325	7,472	-	7,472	28%	Complete.		
PLN 04-21	Future Urban Land Needs Analysis.	600141	20,000	20,000	-	-	-	0%	Not required. Niagara Region did this as part of the Official Plan. Funds to return to reserve.		
PLN 05-21	East Fenwick Secondary Plan.	600142	10,000	10,000	-	-	-	0%	In progress.	C/F	10,000
Total Community Planning & Development			235,000	195,056	27,025	23,268	50,292	26%			
MUNICIPAL DRAINAGE											
DRN 01-20	Replace Farm Culverts	600120	30,000	30,000	-	-	-	0%	Completed.		
DRN 02-20	Update Assessment Schedule for Big Creek Drain	600121	65,000	65,000	72,747	-	72,747	112%	the invoice for Big Creek drain also included other drains. Completed Big Creek Drain.		
DRN 01-21	Ridgeville and Nunn Municipal Drains Update to Assessment Schedule.	600140	50,000	50,000	25,170	25,000	50,170	100%	Now doing Keenan Drain for \$25,000.		24,830
Total Municipal Drainage			145,000	145,000	97,917	25,000	122,917	85%			
Grand Total			\$ 15,079,968	\$ 8,114,995	\$ 3,035,711	\$ 1,204,253	\$ 4,239,965	52%			\$3,878,344

Subject: March 2023 Financial Reports**Recommendation:**

BE IT RESOLVED THAT Council receive Report #2023-0126-Corporate Services, March 2023 Financial Reports, for information.

Background:

The Corporate Services Department has prepared the attached financial reports, as at March 31, 2023, for the information of Council. The MCC reports also include non-financial indicators such as hydro usage.

Analysis:

Appendix 1 to this report summarizes operating revenues compared to budget as at March 31, 2023, with approximately 25% of the year lapsed. Total revenues were at approximately 23% of budget. Two months of water and wastewater had been billed and are at 15% of budget because consumption tends to be higher in the summer months.

Appendix 2 to this report summarizes operating expenditures compared to budget at March 31, 2023. Total expenses were at approximately 22% of budget and appeared to be on track.

Appendix 3 summarizes the revenues and expenditures related to the MCC at March 31, 2023. MCC revenues were at 36% of budget. Senior Active Living Centre grant funds continue to be received, MCC expenses were at 24% of budget, which tend to be lower in the first quarter of the year since Recreation, and Wellness programming occurs mostly in the third quarter.

Appendix 4 to this report includes the 2023 capital report at March 31, 2023. Most capital projects are proceeding, totaling \$8.1 million, and of those, 31% of the budget had been spent. The total approved and carryforward projects total \$26.5 million.

Financial Considerations:

There are no specific financial considerations with respect to this report as it is for information purposes.

Alternatives Reviewed:

Not applicable.

Strategic Plan Relationship: Strong Organization

By reviewing the monthly financial reports, Council can remain informed about whether there are any significant budget variances that would impact year-end financial results.

Consultation:

These reports have been provided to the Pelham Finance and Audit Committee for review.

Other Pertinent Reports/Attachments:

Appendix 1 – Monthly Revenue Report at March 31, 2023

Appendix 2 – Monthly Expenditure Report at March 31, 2023

Appendix 3 – Meridian Community Centre Report at March 31, 2023

Appendix 4 – Capital Projects – First Quarter Reporting at March 31, 2023

Prepared and Recommended by:

Usama Seraj, B. Com., CPA, CMA
Manager Financial Services/Deputy Treasurer

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

Prepared and Submitted by:

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

Appendix 1
Monthly Revenue Report at March 31, 2023 (25% of time lapsed)

	Notes	2023			2022	
		Budget	Actual at Mar 31	Actual as a % of Budget	Budget	Actual at Dec 31
Taxation						
General Tax Levy		\$ 17,786,836	\$ 4,446,709	25 %	\$ 15,678,870	\$ 15,678,884
Payments in Lieu		350,471	87,618	25 %	-	304,304
Total Taxation		18,137,307	4,534,327	25 %	15,678,870	15,983,188
Finance Department						
Penalties and Interest	(1)	278,000	106,942	38 %	-	302,903
Supplemental Taxation Revenues	(2)	200,000	-	- %	-	237,224
Transfer from Building Department		184,832	46,208	25 %	-	99,502
Grants	(3)	78,500	23,262	30 %	-	101,642
Miscellaneous		62,000	17,031	27 %	-	31,678
Investment Income	(4)	10,000	116,675	1,167 %	-	72,632
Transfer from Working Funds and HR Capacity Building Reserve	(5)	160,000	40,000	25 %	-	24,701
COVID-19 Grant Funding		-	-	- %	602,350	954,812
Total Finance Department		973,332	350,118	36 %	602,350	1,825,094
Administration and Clerk's						
Committee of Adjustment	(6)	34,500	14,194	41 %	-	79,807
Clerk's Miscellaneous		16,750	4,461	27 %	-	15,799
Marketing Grants		-	-	- %	-	10,000
Total Administration and Clerk's		51,250	18,655	36 %	-	105,606
Fire and By-law Services						
Fire Department Revenues		41,286	11,721	28 %	-	89,357
By-law and Parking Enforcement		22,300	6,405	29 %	-	28,857
Provincial Offences Act Revenue		-	-	- %	-	26,826
Total Fire and By-law Services		63,586	18,126	29 %	-	145,040
Public Works						
Non-recreation Facilities and Beautification	(7)	10,000	-	- %	-	20,761
Aggregate Resource Grant	(8)	40,000	-	- %	-	38,064
Miscellaneous		23,000	4,402	19 %	-	77,298
Fonthill/Hillside Cemeteries		91,500	24,000	26 %	-	104,858
Total Public Works		164,500	28,402	17 %	-	240,981
Recreation, Culture and Wellness						
Recreation and Wellness		440,150	114,716	26 %	-	282,409
Special Events and Festivals	(9)	156,271	12,900	8 %	-	40,054
Culture and Community Enhancement	(9)	71,500	603	1 %	-	43,373
Public Transit		130,000	19,353	15 %	-	120,008
MCC Facility	(10)	845,000	312,552	37 %	-	790,007
Total Recreation, Culture and Wellness		1,642,921	460,124	28 %	-	1,275,851
Community Planning and Development						
Building Department Revenues	(11)	749,909	84,947	11 %	-	938,220
Planning Fees		170,000	15,000	9 %	-	184,013
Municipal Drainage		8,000	-	- %	-	8,256
Total Community Planning and Development		927,909	99,947	11 %	-	1,130,489
Water and Wastewater						
Water Revenues		3,763,086	544,671	14 %	-	3,356,467
Wastewater Revenues		2,996,458	447,365	15 %	-	2,539,281
Total Water and Wastewater	(12)	6,759,544	992,036	15 %	-	5,895,748
GRAND TOTAL		\$ 28,720,349	\$ 6,501,735	23 %	\$ 16,281,220	\$ 26,601,997

Appendix 1

Monthly Revenue Report at March 31, 2023 (25% of time lapsed)

Explanatory Notes:

- (1) Higher penalty and interested revenue due to a higher balance on taxes receivable in 2022.
- (2) The majority of supplemental revenue is collected June through November..

Supplementary/omitted taxes result from an addition, renovation, construction or class change that occurred on a property that was not previously recorded on the assessment roll. When supplementary/omitted assessment is added to the roll, additional property taxes can be collected for the current year, and if applicable, for any part of all of the two previous years as described in Section 34 of the Assessment Act.
- (3) OMPF payment for Q1; OCIF grant funding will be applied to the Asset Management/GIS Analyst position.
- (4) interested will be allocated to non-discretionary and obligatory reserves at year end. With significant improvement in interest rates and higher cashflows due to timing of capital expenditure, investment income is expected to exceed budget for the year.
- (5) Transfer from reserve for compensation grid review for non-unionized staff.
- (6) Committee of Adjustment revenue fluctuates from year to year depending on applications received.
- (7) Revenue is primarily related to Old Pelham Town Hall rental revenue, and is expected to be higher in Q2-Q3.
- (8) Aggregate resource grant is received in September.
- (9) Most Special events, festivals and recreation culture activity occurs in Q2-Q3.
- (10) Increase in activity revenue is offset by increase in expenditures.
- (11) Building revenues are received throughout the year and any shortfall in budgeted revenue is transferred from building reserve.
- (12) Water and Wastewater have been billed for January and February. Consumption tends to be higher in the summer.

Appendix 2

Monthly Expenditure Report at March 31, 2023 (25% of time lapsed)

	Notes	2023			2022	
		Budget	Actual at Mar 31	Actual as a % of Budget	Budget	Actual at Dec 31
Administration Services						
Members of Council	(1)	\$ 284,315	\$ 83,348	29 %	\$ -	\$ 275,170
CAO's Office		491,396	122,580	25 %	-	325,243
Human Resources		180,868	32,690	18 %	104,140	137,086
Marketing and Communication		180,252	31,982	18 %	-	124,733
Total Administration Services		1,136,831	270,600	24 %	104,140	862,232
Clerk's Department						
Clerk's Department and COA		444,946	90,494	20 %	-	405,598
Corporate Services						
Finance Department		994,302	203,584	20 %	-	1,054,394
Shared Administrative Overhead		856,747	122,613	14 %	-	1,441,451
Shared Information Technology	(2)	707,930	262,409	37 %	-	703,084
Total Corporate Services		2,558,979	588,606	23 %	-	3,198,929
Fire and By-law Services						
Fire Services	(3)	1,869,044	283,502	15 %	1,585,820	1,635,205
By-law and Parking Enforcement		219,072	43,217	20 %	-	239,767
Health and Safety		8,130	437	5 %	-	7,792
Crossing Guards		70,314	14,614	21 %	-	32,305
Animal Control		39,000	9,750	25 %	-	37,601
Total Fire and By-law Services		2,205,560	351,520	16 %	1,585,820	1,952,670
Public Works						
General Administration	(4)	1,260,216	141,332	11 %	-	1,254,708
Roadway Maintenance	(5)	5,182,943	1,451,062	28 %	-	4,477,589
Non-recreation Facilities and Beautification	(6)	2,918,958	365,498	13 %	-	2,427,926
Street Lighting	(7)	194,000	64,379	33 %	-	199,770
Fonthill and Hillside Cemeteries		159,851	30,929	19 %	-	130,643
Niagara Central Airport	(8)	27,621	27,858	101 %	-	19,942
Total Public Works		9,743,589	2,081,058	21 %	-	8,510,578
Recreation, Culture and Wellness						
General Administration		378,910	89,805	24 %	270,019	274,159
Recreation and Wellness	(9)	500,922	77,633	15 %	320,031	369,117
Special Events and Festivals	(10)	312,416	13,127	4 %	-	167,495
Culture and Community Enhancement	(10)	185,157	18,251	10 %	171,897	145,141
Public Transit		142,360	29,048	20 %	-	301,079
MCC Facility	(11)	2,026,538	497,552	25 %	-	1,984,324
Libraries		865,962	216,492	25 %	-	877,164
Total Recreation, Culture and Wellness		4,412,265	941,908	21 %	761,947	4,118,479
Community Planning and Development						
Building Department		749,908	146,246	20 %	-	938,220
Planning and Zoning		671,997	148,358	22 %	-	679,171
Municipal Drainage		36,730	8,105	22 %	-	40,372
Total Community Planning and Development		1,458,635	302,709	21 %	-	1,657,763
Water and Wastewater						
Water		3,763,086	841,959	22 %	-	3,356,467
Wastewater		2,996,457	722,337	24 %	-	2,539,281
Total Water and Wastewater		6,759,543	1,564,296	23 %	-	5,895,748
GRAND TOTAL		\$ 28,720,349	\$ 6,191,191	22 %	\$ 2,451,907	\$ 26,601,997

Appendix 2

Monthly Expenditure Report at March 31, 2023 (25% of time lapsed)

Explanatory Notes:

- (1) Most municipal grants and associations and memberships have been paid for the year.
- (2) Some software licenses and support fees have been paid for the full year.
- (3) Volunteer firefighter stipends are paid in November.
- (4) Significant debenture principal and interest are yet to be paid for 2023.
- (5) Contract services for Winter Control is at 80% of budget for the year, any shortfall is drawn from winter reserve.
- (6) Significant debenture principal and interest payments are yet to be paid. Cost still to be incurred from programs such as Spongy Moth (LDD Moth) and municipal grass cutting.
- (7) Hydro costs are expected to be lower in Q3-Q4 as Phase 2 of LED street light conversions continues in 2023.
- (8) Contribution to the airport paid for the year.
- (9) Most recreation wellness camps and swim activity occurs in Q2 - Q3.
- (10) Most Special events and festivals activity occurs in Q2-Q3.
- (11) Increase in expenses is offset by additional in revenues.

Meridian Community Centre
Appendix 3
Actual Results to Budget at March 31, 2023 (25% of time lapsed)

			2023			Actual 2023		
	Notes		Budget	Actual YTD Total	Actual as a % of Budget	Jan	Feb	Mar
MCC Revenues								
Arena Revenues	(1)		\$ 648,000	\$ 217,201	34 %	\$ 84,287	\$ 69,449	\$ 63,463
Multi-Purpose Space Revenues	(1)		149,000	83,410	56 %	31,656	23,993	27,762
Gymnasium Revenues	(1)		90,000	25,532	28 %	9,069	8,302	8,162
Programming Revenues	(2)		135,000	21,114	16 %	7,996	720	12,398
Grants - Other	(3)		42,700	10,675	25 %	10,675	-	-
Other Rev. - Miscellaneous	(4)		60,550	47,599	79 %	21,493	17,817	8,288
Other Revenues - Advertising			50,000	13,883	28 %	9,633	4,000	250
Total Revenues		(a)	1,175,250	419,414	36 %	174,809	124,281	120,323
MCC Expenditures								
Salaries and Benefits			1,686,250	346,202	21 %	90,838	126,789	128,577
Professional Development	(5)		12,000	10,934	91 %	1,423	9,422	90
Associations and Memberships	(5)		5,000	3,006	60 %	598	1,959	450
Travel			3,600	35	1 %	-	-	35
Hydro			371,000	73,122	20 %	24,566	22,885	25,671
Natural Gas	(6)		90,000	37,020	41 %	14,096	12,541	10,383
Water	(7)		45,000	13,638	30 %	-	13,638	-
Telephone			11,000	2,090	19 %	707	706	675
Materials and Supplies	(8)		83,850	50,564	60 %	15,926	17,197	17,441
Furniture and Equipment			6,000	-	- %	-	-	-
Materials and Supplies - Janitorial			50,000	7,770	16 %	2,912	2,804	2,054
Fuel			6,000	2,983	50 %	893	1,035	1,056
Internet			13,300	3,110	23 %	1,037	1,037	1,037
Insurance			62,189	-	- %	-	-	-
Contract Services - Other	(9)		164,450	71,215	43 %	18,781	31,846	20,588
Repairs and Maintenance			29,500	2,871	10 %	-	2,635	236
Total Expenditures before Debt and Other		(b)	2,639,139	624,560	24 %	171,777	244,494	208,293
Net Surplus (Deficit) before Debt and Other		(c)= (a) - (b)	(1,463,889)	(205,146)	14 %	3,032	(120,213)	(87,970)
MCC Debt Activity								
Tax Levy Debenture Interest	(10)		(269,087)	120,546	(45)%	123,845	-	(3,299)
Tax Levy Debenture Principal	(10)		(265,604)	(11,667)	4 %	(3,889)	(3,889)	(3,889)
Development Charge Revenue	(11)		629,936	317,023	50 %	317,023	-	-
Development Charge Debenture Interest	(11)		(351,383)	(174,374)	50 %	(174,374)	-	-
Development Charge Debenture Principal	(11)		(278,553)	(142,649)	51 %	(142,649)	-	-
Donation Revenue Applied to Debenture	(12)		209,015	-	- %	-	-	-
Donation Pledge Debenture Interest	(12)		(64,055)	-	- %	-	-	-
Donation Pledge Debenture Principal	(12)		(144,960)	-	- %	-	-	-
Pre-MCC RCW and Facility Net Costs			1,009,302	252,324	25 %	84,108	84,108	84,108
Net Debt and Other Items		(d)	474,611	361,203	76 %	204,064	80,219	76,920
NET SURPLUS (DEFICIT)		(e)= (c) + (d)	\$ (989,278)	\$ 156,057	(16)%	\$ 207,096	\$ (39,994)	\$ (11,050)

Meridian Community Centre

Appendix 3

Actual Results to Budget at March 31, 2023 (25% of time lapsed)

Explanatory Notes:

- (1) Increased Recreation activity in Q1 of 2023 has led to higher arena and multi-purpose space rental revenues.
- (2) The majority of camp revenue is earned in the summer.
- (3) Senior Active Living Centre grant payment for Q1.
- (4) Miscellaneous revenue includes cost recoveries, equipment rentals, event revenue, donations, serverly sales, and other items that are individually too small to classify separately. Significant increase in concession sales.
- (5) Majority of Professional Development and Membership fees are incurred in Q1 for the year.
- (6) Higher natural gas usage and rates.
- (7) Water is billed bi-monthly and usage is higher in Q1 of 2023.
- (8) Increased cost of serverly supplies offset by increased revenues.
- (9) Includes IT Cost for software licenses that have been paid for the year and maintenance service requests as scheduled and required.
- (10) Tax levy debenture payments for the MCC are due in June and December and are paid before the end of the previous month. CIBC loan payments occur throughout the year.
- (11) Development charge debenture payments for the MCC occur in January and July.
- (12) MCC Donation debenture payments occur in April and October.

Town of Pelham		Appendix 4										
2023 projects including carryforward projects		Year	Cost Centre		Expenditures						Status	
					Original Budget	Revised Budget	2023 Approved Budget and Carryforward Amounts to 2023	Actual 2023	Committed	2023 Total to date (Actual & Committed)		Total to date as a % of Revised Carry Forward
Q1 2023												
INFORMATION TECHNOLOGY												
IT 04-19	Backup Generator for IT Server Room (Town Hall)	2019	100165		46,000	30,912	-	-	-	0%	Funds have been approved for automation projects	
IT 04-21	MFA (Multi Factor Authentication) or 2FA Software.	2021	100247		3,500	3,500	-	-	-	0%	On-going.	
IT 05-21	Winfluid Server and Software Upgrade.	2021	100248		9,000	4,248	-	4,620	4,620	109%	In progress.	
IT 02-22	Server Replacement	2022	100184		16,000	11,533	-	-	-	0.00	Completed.	
IT 04-22	Innovation Technology	2022	100186		40,000	40,000	-	-	-	0%	In progress.	
IT 01-23	Annual Equipment PSAB adds/replacement	2023	100189		33,000	33,000	11,696	-	11,696	35%	In progress.	
IT 02-23	Innovation Technology	2023	100190		50,000	50,000	-	-	-	0%	In progress.	
IT 03-23	e-Permitting	2023	100191		30,000	30,000	-	-	-	0%	In progress.	
IT 04-23	Claims and Risk Management Solution	2023	100192		12,500	12,500	-	-	-	0%	Not started.	
IT 05-23	Asset Management Solutions Module	2023	100256		140,000	140,000	-	-	-	0%	In progress.	
IT 06-23	FOI Request Management System	2023	100260		4,000	4,000	-	-	-	0%	Not started.	
IT 07-23	QA and AODA Website Solution	2023	100261		6,000	6,000	-	-	-	0%	In progress.	
IT 08-23	GHD Form Builder	2023	100262		8,500	8,500	-	8,500	8,500	100%	Completed.	
Total Information Technology					398,500	-	374,193	11,696	13,120	24,816		
FIRE & BY-LAW SERVICES												
FD 02-22	Rescue 2	2022	200125		600,000	600,000	-	599,999	599,999	100%	In progress. Delivery date projected May 2023.	
FD 01-23	Pumper 3	2023	200126		900,000	922,314	-	906,375	906,375	0%	(BT-1) Council approved March 22, 2023. Delivery date Q2 2024.	
FD 02-23	Station 3 Utility response vehicle	2023	200127		100,000	100,000	-	-	-	0%	RFP will be part of the Niagara Region fleet purchase.	
FD 03-23	Hurst Jaws Station 2	2023	200128		150,000	150,000	124,620	-	124,620	0%	In progress.	
FD 04-23	Digital Pager Upgrade - Year 2	2023	200155		40,000	40,000	45,588	-	45,588	0%	Completed.	
Total Fire & By-Law Services					1,790,000	922,314	1,812,314	170,209	1,506,374	1,676,583	93%	
ROADS												
RD 10-19	Stormwater Facility Maintenance	2019	300469		30,000	15,423	-	-	-	0%	In progress. Link with 2021 and 2022. Awarded to Matrix Consulting	
RD 07-20	Effingham Storm Design - Hwy 20 to Canboro	2020	300496		50,000	50,000	-	-	-	0%	RFP out with RD 14-23	
RD 12-20	Stormsewer Extension - Along Quaker	2020	300501		200,000	200,000	-	-	-	0%	C/F 2024 Part of Niagara Region project	
RD 14-20	Station Street Storm Pond	2020	300503		300,000	283,139	-	119,466	119,466	42%	In progress.	
RD 15-20	Foss Resurfacing (linked to WST 06-20)	2020	300504		500,000	500,000	-	-	-	0%	C/F 2024	
RD 02-21	Concrete Repair & Replacement Program.	2021	300586		80,000	17,670	-	17,670	17,670	100%	Completed. Invoice outstanding.	
RD 03-21	Culvert Replacement Program.	2021	300587		60,000	60,000	-	-	-	0%	RFP out	
RD 04-21	Engineering.	2021	300590		25,000	12,990	661	3,150	3,811	29%	In progress.	
RD 09-21	Stormwater Facility Maintenance Repairs.	2021	300597		20,000	19,501	-	510	510	3%	RD 10-19 linked to it	
RD 11-21	Easement for Station Street storm outlet (previously RD 08-17).	2021	300601		35,000	35,000	-	-	-	0%	on-going (jennifer resident issue)	
RD 01-22	Bridge Design (Cream Street, Roland Road) - Constructing in 2023 and 2024	2022	300606		75,000	65,399	-	63,129	63,129	97%	In progress.	

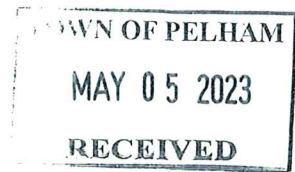
Town of Pelham		Appendix 4										
2023 projects including carryforward projects		Year	Cost Centre		Expenditures						Status	
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Q1 2023												
RD 19-21	Erosion Mitigation Project Storm Pond Outlet Hwy 20 & Rice Road	2021	350001		70,000		70,000	-	70,000	70,000	100%	In progress.
RD 05-22	Culvert Replacement Program	2022	300616		60,000		60,000	10,447	36,579	47,026	78%	In progress.
RD 06-22	Design - Quaker Rd: Pelham St to Line Ave	2022	300617		50,000		42,872	-	34,612	34,612	81%	In progress.
RD 07-22	Engineering	2022	300618		30,000		8,125	-	3,450	3,450	42%	In progress
RD 10-22	Stormwater Facility Maintenance	2022	300626		25,000		23,840	2,610	1,295	3,905	16%	linked to RD 10-19
RD 11-22	Road Reconstruction - 22R01 - Pelham St: John Street to Spruceside Crescent (Sth Entr.)	2022	300629		4,706,517		1,893,673	119,660	1,717,295	1,836,955	97%	In progress.
RD 12-22	Design - 22R03 - Canboro: Haist St to Highway 20	2022	300637		150,000		147,688	672	113,509	114,181	77%	In progress.
RD 15-22	LED Streetlight Replacement Year 1	2022	300599		250,000		10,106	44,806	-	44,806	443%	Completed.
RD 01-23	Pavement Condition Assessment	2023	300591		30,000		30,000	-	27,800	27,800	0%	In progress
RD 02-23	Cream Street Bridge Replacement	2023	300595		750,000		750,000	-	2,624	2,624	0%	In progress
RD 03-23	Design - Pancake: Pelham St to Haist St	2023	300613		300,000		300,000	-	79,545	79,545	0%	In progress.
RD 04-23	LED Streetlight Replacement Year 2	2023	300631		700,000		700,000	1,586	719,033	720,619	0%	In progress.
RD 05-23	Concrete Repair & Replacement Program.	2023	300633		110,000		110,000	-	-	-	0%	Not started.
RD 06-23	Culvert Replacement Program	2023	300636		60,000		60,000	-	-	-	0%	Linked to RD 05-22
RD 07-23	Engineering	2023	300639		35,000		35,000	3,867	-	3,867	0%	on-going
RD 08-23	Road Base and Surface Repair Program	2023	300641		200,000		200,000	-	-	-	0%	linked to pavement condition assessment
RD 09-23	Road Rehabilitation	2023	300643		1,000,000		1,000,000	-	-	-	0%	linked to pavement condition assessment
RD 10-23	Sign Retro-Reflectivity Assessment	2023	300648		25,000		25,000	-	-	-	0%	Not started.
RD 11-23	Stormwater Facility Maintenance	2023	300650		100,000		100,000	-	60,888	60,888	0%	linked to RD 10-19
RD 12-23	Canboro Road Cycling Initiative	2023	300669		843,750	(843,750)	-					(BT-2) Council approved on April 5, 2023. Grant not approved.
RD 13-23	Road Reconstruction - Quaker Rd	2023	300683		2,100,000	(2,100,000)	-	-	-	-	0%	(BT-2) Council approved on April 5, 2023. Deferred to 2024.
RD 14-23	Design for Road Rehabilitation	2023	301024		85,000		85,000	-	-	-	0%	RFP out with RD 14-23
RD 15-23	Summersides Blvd secondary servicing	2023	301063		263,200		263,200	-	-	-	0%	Not started.
RD 16-23	Bridge Design - Constructing 2024 and 2025	2023	301074		75,000		75,000	-	-	-	0%	Not started.
RD 17-23	Road/Slope Failure Investigation- Sulphur Springs	2023	301075		250,000		250,000	-	-	-	0%	Not started.
RD 18-23	Construction - Additional Parking- Ridgeville	2023	301076		50,000		50,000	-	-	-	0%	Linked to RD 08-23
RD 19-23	Parking Lots at Emerald Trails	2023	301078		75,000		75,000	-	-	-	0%	contribution to developer once they constructed the parking lot
RD 20-23	Wellington Height School crossing	2023	301079		50,000		50,000	-	-	-	0%	Not started.
RD 21-23	Pelham St Phase 4	2023	300649			3,436,000	3,436,000				0%	(BT-2) Council approved on April 5, 2023. RFP closes May 18.
Total Roads					13,818,467	492,250	11,109,626	184,310	3,070,555	3,254,865	12	
FACILITIES												
FAC 02-21	Centennial Park Electrical Upgrades (Switch Gear inside).		300509		10,000		934	-	-	-	0%	In progress
FAC 08-21	Fire Station #1 Design Consultant.	2021	300523		50,000		42,419	-	-	-	0%	RFP ready to be issued.
FAC 03-22	Model Railway Building - Exterior Window Replacement	2022	301090		12,000		12,000	-	-	-	0%	Not started

Town of Pelham		Appendix 4										
2023 projects including carryforward projects		Year	Cost Centre		Expenditures						Status	
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Q1 2023												
FAC 04-22	Town Hall - Fire Protection System	2022	301089		20,000		20,000	-	20,000	20,000	100%	Done. Waiting for Payment Certificate.
FAC 07-22	Community Event Space for Peace Park	2022	301105		1,824,000		897,245	952,088	256,846	1,208,934	135%	In progress
FAC 01-23	Concrete & Asphalt Repairs - Various Facilities	2023	300529		50,000		50,000	-	-	-	0%	Not started
FAC 02-23	Town Hall - Asphalt Parking Lot repaving	2023	301100		34,000		34,000	-	-	-	0%	linked with RD 08-23
FAC 03-23	Operations Centre - Replace Furnace & HVAC	2023	301102		12,000		12,000	-	7,300	7,300	0%	In progress
FAC 04-23	Rental Table & Chair Replacement	2023	301104		10,000		10,000	-	-	-	0%	In progress
FAC 05-23	Fonthill Library - Architectural design	2023	301174		200,000		200,000	-	-	-	0%	Not started
FAC 06-23	Centennial Park Concession Design and Construction	2023	301176		185,000	250,000	250,000	-	-	-	0%	In progress. Increase budget due to additional grant funding.
Total Facilities					2,407,000	250,000	1,528,598	952,088	284,146	1,236,234	81%	
CEMETERIES												
CEM 01-23	Fonthill and Hillside Cemetery	2023	400025		12,000		12,000		7,000	7,000	0%	In progress. Delivery date projected May 2023.
Total Cemeteries					12,000	-	12,000	-	7,000	7,000	58%	
FLEET												
VEH 07-21	Purchase one-tonne truck.	2021	300989		90,000		90,000	-	-	-	0%	Ordered. Delivery date by Q4 2023.
VEH 01-22	Electric Vehicle - Building Department (Replaces Unit 101 - 2009 Ford Ranger)	2022	300876		55,000		54,550	42,657	-	42,657	78%	Complete.
VEH 02-22	Work Truck (Replaces Truck 129 - 2008 Dodge 1500) - deferred from 2020	2022	300882		55,000		55,000	-	55,300	55,300	101%	Ordered. Delivery date is expected Q 4 of 2023.
VEH 06-22	Crew-Cab Truck with Landscape box (Replaces unit 132 - 2009 Dodge 2500)	2022	300888		75,000		75,000	-	58,630	58,630	78%	Ordered. Delivery date is expected Q 4 of 2023.
VEH 07-22	Baseball Diamond Grooming Tractor (Replaces unit 518 2001 Kubota B7500 & unit 525 2013 Kubota B2920	2022	300892		48,000		48,000	-	48,560	48,560	101%	Ordered. Delivery date is expected Q 2 of 2023.
VEH 01-23	Small SUV By-Law (Replaces Unit 104-2009 Ford Ranger)	2023	300875		55,000		55,000	42,360	185	42,545	0%	Complete.
VEH 02-23	1-ton truck with landscape box (replaces unit 303)	2023	300877		80,000		80,000	-	-	-	0%	RFP with Niagara Region
VEH 03-23	Utility Van Water (Replaces 2009 Dodge Sprinter)	2023	300878		80,000		80,000	-	-	-	0%	RFP with Niagara Region
VEH 04-23	Backhoe (Replaces unit 519 - 2003 Case 580 Super M)	2023	300889		240,000		240,000	-	-	-	0%	Awarded. Delivery date Sept 2023.
VEH 05-23	Combination Snow Plow & Spreader (Replaces Truck 4)	2023	300890		350,000		350,000	-	-	-	0%	Awarded. Delivery date May 2024.
VEH 06-23	2018 Lease Payments-Heavy Duty Work Truck with Landscape)	2023	300893		28,740		28,740	10,970	21,560	32,530	0%	On-going.
VEH 07-23	Seasonal rental of summer fleet (4 seasonal vehicles)	2023	300894		32,000		32,000	-	-	-	0%	On-going.
VEH 08-23	(2) Tractors w/plow & spreader (replaced Truck 422) Lease	2023	300895		25,550		25,550	18,113	4,450	22,563	0%	Leased
VEH 09-23	Electric Vehicle Charging Stations	2023	301080		195,000		195,000	-	-	-	0%	Not started.
Total Fleet					1,409,290	-	1,408,840	114,100	188,685	302,785	21%	
WASTEWATER												

Town of Pelham		Appendix 4										
2023 projects including carryforward projects		Year	Cost Centre		Expenditures						Status	
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Q1 2023												
WST 04-18	Foss Road Upgrade existing sewer from 350 to 450mm diameter	2018	700156		592,800	527,523	-	-	-	0%	In progress. Detailed design assignment currently being completed. Project delayed due to CP Rail. Linked to WST 07-23.	
WST 01-19	Design - Church Street Upgrade - connected to WST 05-20 and CC 700182 (2022 Project for \$1.5M to do the Church Street work)	2019	700162		60,000	10,577	-	8,702	8,702	82%	In progress. Consultant Assignment awarded to Associated Engineering. P	
WST 05-20	Church St Sanitary Upgrades - Permits and Reports - connected to WST 01-19 and CC 700182 (2022 Project for \$2.5M to do the Church Street work	2020	700174		50,000	7,129	-	-	-	0%	In progress.	
WST 06-20	Foss Rd - Sanitary Sewer Installation (linked to RD 15-20)	2020	700175		800,000	800,000	-	-	-	0%	C/F 2024	
WST 03-21	Sanitary I/I Study Program - Planned Replacements and Rehabilitation.	2021	700180		100,000	51,377	15,363	12,121	27,484	53%	In progress.	
WST 01-22	Church Street Upgrade existing sewer from 250 to 350mm diameter	2022	700182		2,500,000	2,491,054	-	35,157	35,157	1%	In progress. Linked to WST 05-23	
WST 02-22	Sanitary I/I Study Program - Planned Replacements and Rehabilitation	2022	700186		60,500	50,324	-	39,500	39,500	78%	In progress	
WST 03-22	Sanitary Sewer Inspection, CCTV and Flushing Program	2022	700189		115,000	93,927	3,602	72,858	76,460	81%	In progress	
WST 04-22	Sanitary Sewer Capital Construction Repairs	2022	700192		140,000	108,663	19,207	11,760	30,967	28%	On-going	
WST 01-23	Sewage Pumping Station Northwest Fenwick	2023	700185		600,000	600,000	-	-	-	0%	Not started.	
WST 02-23	Sanitary I/I Study Program - Planned Replacements	2023	700194		70,000	70,000	-	-	-	0%	Not started.	
WST 03-23	Sanitary Sewer Inspection, CCTV and Flushing Program	2023	700199		115,000	115,000	-	-	-	0%	In progress. Linked to WST 03-22	
WST 04-23	Sanitary Sewer Capital Construction Repairs	2023	700200		140,000	140,000	-	-	-	0%	Not started.	
WST 05-23	Church Street Sanitary Upgrades	2023	700347		1,500,000	1,500,000	1,450	-	1,450	0%	linked with WST 01-22.	
WST 06-23	Quaker Road Sanitary Replacement	2023	700357		1,050,000	(1,050,000)	-	-	-	0%	(BT-2) Council approved on April 5, 2023, Deferred to 2024.	
WST 07-23	Foss Rd Sanitary Sewer Design & Excess Soil management	2023	700359		300,000	300,000	-	-	-	0%	Not started.	
Total Wastewater					8,193,300	(1,050,000)	6,865,574	39,623	180,098	3%		
WATER												
WTR 01-18	Backflow Prevention Program	2018	700158		50,000	36,015	-	-	-	0%	In progress. On-going program.	
WTR 03-21	Clare Avenue Watermain Replacement - development driven.	2021	700276		250,000	217,059	415	47,322	47,737	22%	In progress. Deferred t o 2024 with Quaker Rd.	
WTR 04-21	Station St: Hurricane Rd to Hwy 20, Watermain Replacement.	2021	700277		175,000	164,213	-	-	-	0%	In progress.	
WTR 05-21	Neptune Software Upgrade.	2021	700352		14,000	14,000	-	-	-	0%	In progress.	
WTR 02-22	Water System Repair Equipment	2022	700284		30,000	22,861	-	-	-	0%	On-going.	
WTR 03-22	Design: Canboro Road, Haist St to Highway 20, Watermain Replacement	2022	700354		100,000	81,436	2,137	70,716	72,853	89%	In progress.	
WTR 04-22	Design: Watermain Replacement - Daleview, Strathcona, Moote, Pinecrest, Hwy. 20	2022	700366		100,000	81,297	7,488	35,582	43,069	53%	In progress.	
WTR 01-23	Quaker Rd: Pelham St to Line Ave., Watermain replacement	2023	700272		800,000	(800,000)	-	-	-	0%	(BT-2) Council approved on April 5, 2023. Deferred to 2024.	
WTR 02-23	Water System Repair Equipment	2023	700287		30,000	30,000	6,547	-	6,547	0%	On-going.	
WTR 03-23	Water Rate Study	2023	700289		20,000	20,000	-	-	-	0%	Not Started.	
WTR 04-23	Pelham St Watermain replacement phase 4	2023	700286			685,000	685,000				(BT-2) Council approved on April 5, 2023. RFP closed May 18.	

Town of Pelham		Appendix 4									
2023 projects including carryforward projects		Year	Cost Centre		Expenditures						Status
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Q1 2023											
Total Water					1,569,000	(115,000)	1,351,881	16,587	153,619	170,206	13%
PARK FACILITIES											
PRK 01-21	MSSP- Splash Pad	2021	500188		491,815		381,460	-	389,313	389,313	102% In Progress.
PRK 07-21	Centennial Park Diamond 3 Lighting.	2021	500198		145,000		144,695	-	144,695	144,695	100% In Progress.
PRK 01-22	Update Parks & Recreation Master Plan	2022	500200		120,000		70,302	41,872	25,920	67,792	96% In Progress
PRK 03-22	Centennial Park Soccer Field #2 Lighting	2022	500203		220,000		219,695	-	244,250	244,250	111% In Progress
PRK 05-22	General Park Furniture (Benches/Picnic Tables/Receptacles)	2022	500206		10,000		7,638	-	-	-	0% In Progress
PRK 07-22	Park Entry Sign Replacements (6)	2022	500222		30,000		30,000	-	-	-	0% RFP is going out.
PRK 08-22	Centennial Park Diamond 2 - Foul Ball Netting	2022	500298		25,000		4,699	-	-	-	0% In Progress
PRK 01-23	Ball Diamond Upgrades - Bulk Clay	2023	500210		5,000		5,000	2,584	1,474	4,058	0% In progress.
PRK 02-23	General Park Furniture (Benches/Picnic Tables/Receptacles)	2023	500217		20,000		20,000	-	5,000	5,000	0% In progress.
PRK 03-23	Playground Turf Repair	2023	500218		5,000		5,000	-	-	-	0% On-going.
PRK 04-23	Redevelopment of Peace Park (Red Circled)	2023	500266		200,000		200,000	-	-	-	0% Red circled - waiting for grant
PRK 05-23	Park Entry Sign Replacements (6)	2023	500317		30,000		30,000	-	-	-	0% Linked with PRK 07-22
PRK 06-23	Centennial Park Diamond 3 Lighting.	2023	500324		155,000		155,000	-	76,796	76,796	0% In progress. Linked with PRK 08-22
Total Park Facilities					1,456,815	-	1,273,489	44,456	887,448	931,903	73%
COMMUNITY PLANNING & DEVELOPMENT											
PLN 01-19	Complete East Fenwick SP	2019	600117		20,000		13,731	-	13,731	13,731	100% In progress. Received Environment Impact Study. Linked with PLN 05-21.
PLN 01-20	Community Benefits Charge Strategy	2020	600119		40,000		40,000	-	-	-	0% Part of the 2023 DC Study. Watson will need to determine if the CBC study is the right stratetgy for the Town. If not, the Town will need to update the Parkland Dedication By-law.
PLN 05-21	East Fenwick Secondary Plan.	2021	600142		10,000		10,000	-	-	-	0% In progress. Linked with PLN 01-19.
PLN 01-22	Official Plan Review and Update	2022	600123		225,000		225,000	19,058	45,879	64,937	29% In Progress
PLN 01-23	Development Charge Background	2023	600124		40,000		40,000	11,142	20,402	31,544	0% In Progress.
PLN 02-23	Natural Heritage Inventory and Management Plan	2023	600147		100,000		100,000	6,062	94,043	100,105	0% In Progress.
PLN 03-23	Secondary Plan for South Fonthill	2023	600148		150,000		150,000	-	-	-	0% Not started.
PLN 04-23	Ward Boundary & Council composition review	2023	600149		51,000		51,000	-	-	-	0% Not started.
Total Community Planning & Development					636,000	-	629,731	36,262	174,055	210,317	33%
LIB 01-22	Computer Services Development	2022	500280		10,000		3,630	-	-	-	0% In progress
LIB 01-23	Computer Services Development	2023	500281		10,000		10,000	-	-	-	0% In progress
LIB 02-23	Library Bookmobile (Red Circled)	2023	500304		58,500		58,500	-	-	-	0% Red Circled waiting for grant
Total Library					78,500	-	72,130	-	-	-	0%

Town of Pelham		Appendix 4									
2023 projects including carryforward projects		Year	Cost Centre		Expenditures						Status
					Original Budget	Revised Budget	2023 Approved Budget and Carryforward Amounts to 2023	Actual 2023	Committed	2023 Total to date (Actual & Committed)	
Q1 2023											
MUNICIPAL DRAINAGE											
DRN 01-21	Ridgeville and Nunn Municipal Drains Update to Assessment Schedule.	2021	600140		50,000	24,830	-	25,000	25,000	101%	Keenan Drain to be completed in Q3 2023.
DRN 01-22	Drainage Study for Webber Rd and Farr Rd	2022	600146		50,000	34,629	32,843	6,080	38,923	112%	Completed.
DRN 01-23	Replace Road Culvert	2023	600133		40,000	40,000	-	-	-	0%	On-going as needed.
Total Municipal Drainage					140,000	-	99,459	32,843	31,080	63,923	64%
Grand Total					\$ 31,908,872	499,564	\$ 26,537,835	\$ 1,602,173	\$ 6,496,180	\$ 8,098,353	31%



Allied against abuse.

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

Dear Mayor Marvin Junkin and Council,

What a wonderful gift you have given.

Your generous donation is already being put to use to protect, change and even save lives in our community. Did you know that every \$1,000 you donate provides groceries for everyone in our shelter for one week?

The simple truth is, Birchway Niagara can only offer critical services to help rebuild lives free from abuse thanks to supporters like YOU!

Your gift helps provide essential services including safe shelter, counselling, legal advocacy, transitional housing support, safety planning and 24-hour support lines.

You are welcome to reach out to learn more about how your gift is making a difference or how to get involved by contacting me, Amanda Braet, Director of Development and Stewardship, at 905-356-3933 ext. 240 or amandab@birchway.ca

Thank you for the hope you bring,

Amanda Braet

Amanda Braet
Director of Development & Stewardship

*Thank you for
your life-
changing gift
and for being
allied against
support!*

t: 905-356-3933 f: 905-356-5522
8930 McLeod Rd
Niagara Falls ON L2H 3S6

 
[@birchwayniagara](https://www.birchwayniagara.org)

www.birchway.ca
Charitable Registration Number
131135717R0001

Sarah Leach

To: Shannon Larocque; Brad Whitelaw
Subject: RE: Update on Town of Pelham's Council Report...

From: Brad Whitelaw [REDACTED]
Sent: Monday, May 22, 2023 10:45 AM
To: Shannon Larocque <SLarocque@pelham.ca>; Holly Willford <HWillford@pelham.ca>; Barbara Wiens <BWiens@pelham.ca>
[REDACTED]

Subject: RE: Update on Town of Pelham's Council Report...

Good Morning Shannon:

Please find attached a list of 25 additional signatures for the petition re. rejection of the application of File Number: AM_07-2022, Subject Lands: 105 Welland Road, for the Zoning By-law Amendment, for inclusion in your Council recommendation report. These signatures were collected after your January 16 Public Meeting deadline for submission, so I was unable to include them, as part of in my presentation.

Please let us know if you have any update on the timing of your report to Council.

Sincerely,

Brad Whitelaw

PRESCRIBED FORM OF PETITION

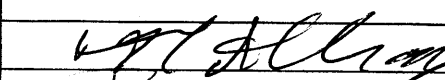
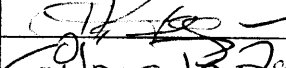

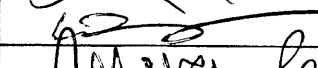

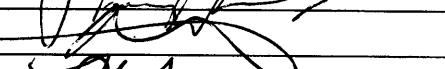

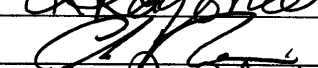
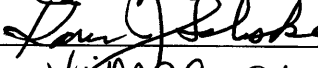

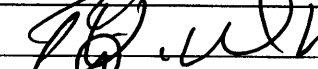

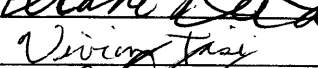

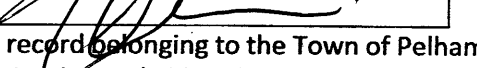
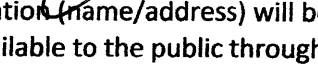




TO: The Mayor and Council, Town of Pelham
c/o Town Clerk
20 Pelham Town Square,
PO Box 400 Fonthill, ON L0S 1E0

I/We the undersigned, petition the Council of the Town of Pelham as follows:

To reject, in its entirety, the application regarding File Number AM_07-2022, Subject Lands: 105 Welland Road, for the Zoning By-law Amendment received for the property known as 105 Welland Road, and described legally as Part 2, Part of Lot 1, Concession 10.

The proposed Zoning By-law Amendment would rezone the lands from the Institutional (I) zone to a site-specific Residential Multiple 2 (RM2) zone to permit a 6-story apartment dwelling containing 48 units as shown on the submitted site plan. The requested amendment would also recognize the location of the existing church and permit a new parking area.

I/We the undersigned are not against appropriate development. We are, however, opposed to any development that does not suit this established residential neighborhood. This proposed development would negatively affect and impact the character of this neighborhood, and would have many negative environmental, traffic, pedestrian safety and quality of life impacts on this established community.

PRINTED NAME	PRINTED ADDRESS	SIGNATURE
MIKE ATHEY	20 WHITEHALL GATE	
ROBERTA HEINS	20 Whitehall Gate	
Gilma Lopez Torra	7 Emily Lane	
Samuel Moreno	7 Emily Lane	
MARINA LISATI	8 MICHAELA CRESCENT	
Jessica Perrons	140 Welland Rd.	
Travis Perrons	140 Welland Rd.	
Malcolm Hartman	2 Trillium Ct.	
Kathleen Vanderburg	3 Meadowsbrook Lane	
Katie Ragona	6 Townsend Circle	
Chris Ragona	6 Townsend Circle	
Karen Schiske	11 Townsend Circle	
Fiona Chase	5 Townsend Cir.	
Travis Chase	5 Townsend Cir.	
Virginia Whittle	126 Welland Rd	
Jim Whittle	126 Welland Rd	
Diane Reed	3 Marreen St Fonthill	
Vivian Tisi	4 Fern Gate	
Raymond Tisi	4 Fern Gate	
Carlin Garner	1 Hunters Court	

By signing this petition, I hereby acknowledge that this petition will become a record belonging to the Town of Pelham and that all information contained in this petition, including personal information (name/address) will be available for viewing by the public and may be reproduced in a future Council Agenda, available to the public through the municipal website.

TO: The Mayor and Council, Town of Pelham
c/o Town Clerk
20 Pelham Town Square,
PO Box 400 Fonthill, ON L0S 1E0

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[illegible]

Page 149 of 458

From: Roman Soos [REDACTED]
Sent: Tuesday, May 16, 2023 8:10 AM
To: William Tigert <wtigert@pelham.ca>
Cc: Marvin Junkin <MJunkin@pelham.ca>; Wayne Olson <WOlson@pelham.ca>
Subject: Fw: Written Submission to Pelham Town Council with Proposed Motion

ATTN Acting Clerk

From: Roman Soos
Sent: Tuesday, May 16, 2023 8:08 AM
To: hwillford@pelham.ca <hwillford@pelham.ca>
Cc: Wayne Olson <WOlson@pelham.ca>; Marvin Junkin <MJunkin@pelham.ca>
Subject: Written Submission to Pelham Town Council with Proposed Motion

Hello Clerk Wilford, I hope you are well!

I would like to submit the following request (for this resolution) for Pelham Town Council to consider and I would like to add it as an item of correspondence for the next regular Council meeting, which gives Councillors an opportunity to pull the motion for discussion if they choose. I would be seeking a mover and seconder for endorsement of the resolution if there is flavor for the proposed resolution...

The resolution would read:

Request for Town of Pelham Council Endorsements:

That the Town of Pelham endorse the Niagara Region, City of Hamilton, motions declaring states of emergency for mental health, homelessness, addiction

That the Town of Pelham endorse Town of Grimsby motion declaring declare a housing affordability emergency

That the Town of Pelham endorse City of St Catharines motion condemning the discrimination of the mentally ill, homeless and addicted.

That the Town of Pelham endorse City of Toronto motion declaring a state of emergency on homelessness.

Actions for Pelham Town Council on Reconciliation:

That the Town of Pelham commit to highlighting and showcasing more literature on Indigenous wellness in the Town of Pelham library.

That the Town of Pelham endorse Steven Soos' initiative for an Indigenous mobile mental health crisis unit pilot project for the Niagara Region. Article to be included: [Soos advocates for Indigenous mobile crisis unit - Niagara-on-the-Lake Local \(notllocal.com\)](http://notllocal.com)

Copied on the Resolution:

Doug Ford-Premier of Ontario and Ontario Minister of Intergovernmental Affairs, Lorne Coe, Parliamentary Assistant to the Premier, Paul Calandra-Ontario's Government House Leader and Minister of Legislative Affairs, Greg Rickford- Ontario Minister of Indigenous Affairs, All Niagara-area municipalities, all Niagara area MPPs, all Niagara area MPs, Chrystia Freeland, Deputy Prime Minister of Canada, Mark Holland, Leader of the Government in the House of Commons, Patty Hajdu, Minister Indigenous Services Canada, City of Toronto, City of Hamilton, County of Peterborough, Ontario Federation of Indigenous Friendship Centres (OFIFC), Lincoln Pelham Public Library Board, AMO.

Please also CC the rest of Pelham Council and I do offer any Councillors to reach out to me if they have questions about this proposed resolution. My direct line is [REDACTED] and my email is [REDACTED]

May 19, 2023

CL 7-2023, April 20, 2023

CSC 4-2023, April 5, 2023

CSD 22-2023, April 5, 2023

LOCAL AREA MUNICIPALITIES

SENT ELECTRONICALLY

2023 Property Tax Policy, Ratios and Rates

CSD 22-2023

Regional Council, at its meeting held on April 20, 2023, passed the following recommendation of its Corporate Services Committee:

That Report CSD 22-2023, dated April 5, 2023, respecting 2023 Property Tax Policy, Ratios and Rates, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Council **APPROVE** the following tax ratios and sub-class reductions for the 2023 taxation year:

Property Classification	Tax Ratio	Sub-Class Reduction
Residential	1.000000	
New Multi-Residential	1.000000	
Multi-Residential	1.970000	
Commercial	1.734900	
Commercial – Excess Land	1.734900	7.50%
Commercial – Vacant Land	1.734900	7.50%
Industrial	2.630000	
Industrial – Excess Land	2.630000	7.50%
Industrial – Vacant Land	2.630000	7.50%
Pipeline	1.702100	
Farmland	0.250000	
Managed Forest	0.250000	
Farmland Awaiting Development 1	1.000000	25.00%
Farmland Awaiting Development 2	Class Ratio	
Landfill Sites	2.940261	

2. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration and **BE CIRCULATED** to the Councils of the Area Municipalities for information; and
3. That Report CSD 22-2023 **BE CIRCULATED** to the Councils of the Area Municipalities for information.

Subsequently, Regional Council, at it's meeting held on May 18, 2023, passed By-law 2023-37, being a By-law to amend By-law 2023-31, resulting in updates to Schedules A and B of By-law 2023-31.

Report CSD 22-2023, By-law No. 2023-31 (as amended) and By-law No. 2023-32 are enclosed for your reference.

Yours truly,



Ann-Marie Norio
Regional Clerk

:kl

CLK-C 2023-045

cc:

S. Doma, Senior Tax and Revenue Analyst
T. Harrison, Commissioner/Treasurer, Corporate Services
H. Furtado, Director, Financial Management & Planning/Deputy Treasurer
K. Beach, Executive Assistant to the Commissioner/Treasurer, Corporate Services

Subject: 2023 Property Tax Policy, Ratios and Rates

Report to: Corporate Services Committee

Report date: Wednesday, April 5, 2023

Recommendations

1. That Regional Council **APPROVE** the following tax ratios and sub-class reductions for the 2023 taxation year:

Property Classification	Tax Ratio	Sub-Class Reduction
Residential	1.000000	
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2. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration and **BE CIRCULATED** to the Councils of the Area Municipalities for information; and
3. That Report CSD 22-2023 **BE CIRCULATED** to the Councils of the Area Municipalities for information.

Key Facts

- The purpose of this report is to set the tax policy for 2023, which includes tax ratios, rates and other policy considerations. Tax policy accounts for property assessment

changes and affects the distribution of actual taxes paid by property owners or classes.

- The recommended tax policy for 2023, supported by Regional staff and Area Treasurers, is to maintain the status quo tax ratio adopted for the 2023 taxation year.
- This is the last year of the Council approved phase-out schedule of the commercial/industrial vacant/excess land subclass discounts from 15.00% to 7.50%.
- In order for the Area Municipalities to complete final tax billings in June, Regional by-laws need to be established no later than April.
- The analysis in Appendix 1 to Report CSD 22-2023, is based on the actual General Levy for 2022 being \$422 million. The 2023 Budget presentation excluded transit costs in the adjusted 2022 Levy of \$406 million for a consistent comparison therefore the \$7.4 million assessment growth dollars are 1.74% on approved 2022 Levy rather than 1.85% on the adjusted Levy.
- Area Municipal budgets range from decreases of 3.05% to increases of 8.46% for those that have approved budgets at this time.
- The proposed tax policy and approved Regional tax levy will result in an increase of approximately \$123 for the typical residential property with a current value assessment (CVA) of \$278,764 in 2022, for an annual Regional property tax of \$1,743.

Financial Considerations

There are no direct costs to the Region as a result of setting 2023 tax policy. There are however, taxpayer impacts as a result of tax shifts between property classes due to assessment growth and tax ratio/discount decisions. Detailed analysis of these impacts are included in the Tax Policy Study, attached as Appendix 1 to Report CSD 22-2023.

Some of the analysis will differ in format from that presented with the 2023 budget as the 2023 budget, for transparency and consistency, reflected comparisons to similar base services as the 2022 budget which required the exclusion of transit costs which have been transferred to the NTC Special Levy budget.

Readjusted 2022 Tax rates

For illustration purposes only, the 2022 tax rate calculations have been readjusted from \$422 million to \$406 million, to account for the removal of transit services. These rates

do not reflect the true 2022 notional tax rates however have been provided to reconcile the information provided in the 2023 budget to this Tax Policy report (See Table 1). Tax policy has been prepared on the unadjusted 2022 general levy as this represents the actual levy dollars collected by the Region for the 2022 year.

Table 1 – Comparison of Budget By-law to Tax Policy (in millions)

	2022 General Levy (A)	Assessment Growth \$	2023 Levy Impacts (B)	2023 Approved Levy	2023 Levy Increase (B/A)
Per 2023 Budget Presentation (excludes Transit)	\$406.1	\$7.4 or 1.85%	\$30.9	\$444.4	7.58%
Per Tax Policy (see Table 2)	\$422.3	\$7.4 or 1.74%	\$14.7	\$444.4	3.51%
Difference	(\$16.2)	\$ -	\$16.2	\$ -	4.07%

Table 1 above, provides a summary comparing the information per the 2023 Budget including the removal of \$16.2 million for Transit services to the information provided in this Tax Policy report. Assessment Growth (AG) used in the Budget By-law of 1.85% is on the revised 2022 Base Budget (excluding Transit) whereas the AG per Tax Policy of 1.74% is based on the actual unadjusted 2022 General Levy. This has resulted in the difference in tax impact of 3.51% versus 7.58% as noted above.

Analysis

The Municipal Act provides the Region with the responsibility to establish tax policy to raise levy requirements. Reassessment impacts, assessment growth and Provincial legislation can create tax shifts in burden across all property classes (see Table 2). These factors are outside the control of Niagara Regional Council and the budget process. The only opportunity to affect these is through a thorough analysis of options available for ratios and resulting impacts.

Regional staff engaged the Area Treasurers in the review of the tax study as completed by the Region's external tax consultant as well as discussed potential scenarios for 2023. Based on the feedback provided, both Regional staff and Area Treasurers are recommending to maintain the status quo tax ratio for the 2023 taxation year including

the commercial/industrial vacant/excess land subclass discount phase-out from 15.00% to 7.50%, as recommended and approved by Council in 2019 (Report CSD 3-2019). This report included recommendations on amendments to the commercial/industrial vacant unit rebate, which went from 30% to 0% between 2018 and 2021, as well as vacant/excess land subclass property tax rate reduction programs which went from 30% in 2018 to 0% by 2024. See Appendix 4 to Report CSD 22-2023 for additional details. The 2023 impact results in a benefit to the residential taxes class of 0.11%, or \$0.3 million.

The following are the key factors that support the recommendation; these are expanded on further in this report:

- The most recent update from MPAC identifies that reassessment increases could be greater for residential properties than non-residential which will shift taxes onto the residential properties.
- The BMA study demonstrates that all residential taxation categories are above the BMA study average and data provided by the Region's Affordable Housing Strategy Steering Committee indicates that many of the households in core housing need currently reside in single detached homes (included in the residential tax class).
- The Region and local area municipalities offer many incentive programs including tax increment and development charge related grants that reduce the actual tax burden experienced by some property classes in Niagara including industrial.

Analysis of Current State

1. Assessment Growth

The overall assessment growth that occurred in 2022 for the Region was \$7.4 million in tax dollars from new taxpayers equivalent to 1.74% of the \$422 million General Levy for 2022. The overall assessment growth is net of reduction in assessment due to property assessment appeals.

Table 2 summarizes the overall assessment growth that occurred in 2022 (column 3) as well as the impacts affecting each of the tax classes based on maintaining the status quo tax ratios and the adjustment to the vacant/excess land subclass discounts from 15.00% to 7.50% as per the Council approved phase-out schedule (column 4). Note this phase-out schedule was approved by the Province and has been written into Provincial

legislation. Any subsequent changes to the phase-out schedule would require Council to lobby the Province to amend the Ontario regulations 325/01. This will result in minor municipal shifts. These impacts have been summarized in Appendix 1, Table 6 and range from -0.08% (Wainfleet) to 0.09% (Niagara Falls). A negative number represents a decrease in the relative total municipal burden while a positive number represents an increase.

The residential increase noted previously of 3.41% (which is below the 2023 Regional levy impact of 3.51%) is net of the shift due to the subclass discount reduction (See Appendix 1, Table 5).

Table 2 – 2023 Tax Levy Impacts by Property Class (Status Quo Policy)

Property Class	2022 Approved Levy	Assessment Growth (AG) Impacts	Inter-class Shift*	2023 Levy Impacts (net of AG)	2023 Approved Levy (before AG)	Avg. tax % Increase
Residential	\$309,408,552	\$6,233,521	\$(332,612)	\$10,877,162	\$326,186,623	3.41%
New Multi-Res	\$1,175,386	423,470	(1,685)	\$55,130	\$1,652,301	4.55%
Multi-Residential	\$16,364,700	(261,635)	(16,956)	\$555,252	\$16,641,361	3.29%
Farm	\$3,664,646	27,338	(3,890)	\$133,894	\$3,821,988	3.55%
Managed Forest	\$25,068	(155)	(26)	\$860	\$25,747	3.33%
Commercial	\$74,469,603	771,921	203,979	\$2,598,607	\$78,044,110	3.76%
Industrial	\$14,523,388	129,748	153,965	\$491,467	\$15,298,568	4.44%
Pipelines	\$2,613,127	17,516	(2,773)	\$90,708	\$2,718,578	3.37%
Landfill	\$55,944	-	(59)	\$1,929	\$57,814	3.34%
Total	\$422,300,414	\$7,341,724	(57)	\$14,805,009	\$444,447,090	3.51%
% Increase		1.74%	0.00%	3.51%	5.24%	

* Represents a tax shift away from residential of 0.11% as a result of the decrease in vacant/excess land subclass discount from 15.00% to 7.50% as per Council approved phase-out schedule.

2. Re-Assessment Phase-In and Tax Shift

Reassessments of all properties is mandated by the Province every four years, however, as a result of COVID-19, the 2020 re-assessment has been delayed and the Province has not provided any guidance as to when the next assessment cycle will take place. Therefore, the destination values for the 2023 tax year will remain the same resulting in no tax shift impacts caused by assessment phase-in changes.

Table 3 shows the relative tax share of each tax class from 2022 to 2023. The 2023 amounts are based on the recommended tax policy. The table represents a starting point for any further ratio analysis.

Table 3 – Multi-Year Tax Distribution by Tax Class

Realty Tax Class (Taxable)	2022 Year End (As Revised)	% Share	2023 Levy (As Revised)	% Share
Residential	\$315,642,073	73.47%	\$326,186,623	73.39%
New Multi-Residential	1,598,856	0.37%	1,652,301	0.37%
Multi-Residential	16,103,065	3.75%	16,641,361	3.74%
Farm	3,691,984	0.86%	3,821,988	0.86%
Managed Forest	24,913	0.01%	25,747	0.01%
Commercial	75,241,524	17.51%	78,044,110	17.56%
Industrial	14,653,136	3.41%	15,298,568	3.44%
Pipelines	2,630,643	0.61%	2,718,578	0.61%
Landfill	55,944	0.01%	57,814	0.01%
Total	\$429,642,138	100%	\$444,447,090	100%

3. Education Rates (no change)

The education tax rates are established by the Province to meet their revenue targets for the year. Typically, the education tax rates decrease from one year to the next as the Provincial policy is to maintain revenue neutrality. In prior years, this Provincial policy has created savings in Niagara which generally assist in offsetting municipal increases. For 2023 however, the Province has maintained the education tax rates from 2022 for all classes. The Province has identified this as a priority as a result of the COVID-19 pandemic and has left the education tax rates unchanged since 2020. What this means is that with no changes in property assessment due to reassessment properties will typically pay the same dollars in education taxes as in the prior year.

4. Waste Management Rates

Waste management tax rates are also set based on the Regional tax ratios. The waste management requisition by municipality was approved through Report CSD 2-2023; however the by-law setting for the waste management rates for the 2023 requisitions are brought forward with the 2023 general tax levy by-law as the rates are based on each municipality's assessment and are dependent on the tax ratios (with the exception of Niagara-on-the-Lake). The household impacts reported with the budget were net of assessment growth and based on status quo policy so remain unchanged.

5. Transit Rates

Similar to Waste Management, Transit tax rates are also set based on the Regional tax ratios. The Transit requisition by municipality was approved through Report CSD 10-2023; however, the by-law setting for transit rates for the 2023 requisitions are also brought forward with the 2023 general tax levy by-law as the rates are based on each municipality's assessment and are dependent on the tax ratio. The household impacts reported with the budget were net of assessment growth and based on status quo policy so remain unchanged.

Tax Policy Considerations

The Region considers council priorities, the current environment, as well as utilizing several BMA tax related performance metrics as seen in Appendix 3 of Report CSD 22-2023 to assess policy options.

- Residential taxpayer - The residential class is responsible for 73.39% of the overall tax levy. Under the recommended tax policy, the tax shift away from the residential class will mitigate the overall levy increase on the class from 3.51% to 3.41% (see Table 2). In previous years, the Region has considered utilizing the tax shifts away from the residential class to implement other policy objectives such as reductions to multi-residential and commercial tax classes through reduced tax ratios (see Appendix 2). As identified in the most recent BMA study, Niagara's average household income was slightly below the BMA average (2022 – Niagara \$104,320 versus BMA average \$110,000), while Niagara's average residential property taxes (including water and wastewater) payable as a percentage of household income is above the BMA study average (2022 - Niagara 5.33% versus BMA average 4.90%). This gap between Niagara's average residential property taxes payable and the BMA average has increased from last year (2021 - Niagara 5.20% versus BMA

average 4.90%). The benefit of reducing the subclass discount for commercial/industrial vacant/excess lands from 15.00% to 7.50% will assist with narrowing the gap between Niagara and the BMA average.

- Multi-Residential Tax Class - the multi-residential tax category consists of two property tax classes. The multi-residential class is responsible for 3.74% of the overall tax levy while the new-multi-residential category (which includes multi-residential structures constructed after 2003) is responsible for 0.37%. It is important to note that new construction of purpose built rental would be in the new multi-residential class, which is taxed at the same rate as residential.

Appendix 3 to Report CSD 22-2023, provides BMA metrics related to two multi-residential structure types (Walk-up and Mid/High-Rise). The walk-up style structure was identified as above the survey average by \$253 and the high-rise structure types are below the average by \$36 for 2022.

- Industrial Tax Class - The relative tax burden averages for standard industrial for the Region is higher than the BMA survey average as provided in Appendix 3 (Niagara is taxing \$1.89/square foot, while the BMA average is \$1.59/square foot). However, this is partially offset by the many incentive programs currently offered by the Region including tax increment and development charge related grants, specifically under the Employment and Brownfield pillars, that reduce the actual tax burden experienced by some industrial properties in Niagara.
- Commercial Tax Class - This property class has the second largest share (after residential) of Regional taxes at 17.56%. Appendix 3 illustrates that Niagara taxation of office buildings is lower than the BMA average (\$2.95 tax/square foot vs. \$3.11 tax/square foot), while Niagara's taxation of motels (\$1,157 tax/unit vs. \$1,223 tax/unit) and shopping centres (\$4.17 tax/square foot vs. \$3.78 tax/square foot) are moderately below/above the BMA average, respectively. Niagara taxation of hotels (\$1,935 tax/unit) is higher than the BMA average (\$1,636 tax/unit). The Region has seen an increase in new appeals related to COVID-19 in the Commercial Tax Class which once settled may increase the overall burden experienced by properties in other classes. This property class is also eligible for Employment and Brownfield related tax increment grant programs.

2022 Property Tax Impacts

Table 4 – Regional Tax Increases for Status Quo Policy

Taxation Class	2022 Avg. CVA	2022 Adjusted Taxes	2023 Avg. CVA	2023 Regional Taxes*	\$ Increase
Residential	\$278,764	\$1,620	\$278,764	\$1,743	\$123
Multi-Residential	\$2,543,766	\$29,120	\$2,543,766	\$31,256	\$2,136
Commercial - Occupied	\$814,152	\$8,208	\$814,152	\$8,810	\$602
Industrial - Occupied	\$786,286	\$12,017	\$786,286	\$12,898	\$881
Farmland	\$400,452	\$582	\$400,452	\$624	\$42

*Based on draft rates utilizing the recommended 2023 tax policy.

Alternatives

Regional staff considered alternatives to the recommendations proposed in this report. After engaging with the Area Treasurers and reviewing the tax study and historical Regional tax ratios, it was determined to maintain the status quo tax ratio for the 2023 taxation year.

Relationship to Council Strategic Priorities

This tax policy report is aligned to Sustainable and Engaging Government.

Other Pertinent Reports

- Bill 2023-18 – 2023 Operating Budget and Tax Levy
- CSD 3-2019 – Vacancy Program Revisions to Ministry of Finance
- CSD 2-2023 - Waste Management Services Operating Budget and Requisition
- CSD 10-2023 – NTC 2023 Operating Budget Additional Information

Prepared by:

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Recommended by:

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Commissioner/Treasurer
Corporate Services

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Blair Hutchings, Manager, Revenue Planning and Strategy, Margaret Murphy, Associate Director, Budget Planning & Strategy, and reviewed by Helen Furtado, Director, Financial Management & Planning.

Appendices

Appendix 1	2023 Tax Policy Study
Appendix 2	History of Regional Tax Ratios
Appendix 3	Performance Measures
Appendix 4	History of Rebate/Subclass Reductions

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THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. 2023-31

A BY-LAW TO SET AND LEVY THE RATE OF TAXATION FOR REGIONAL GENERAL AND SPECIAL PURPOSES FOR THE YEAR 2023

WHEREAS the Regional Council of The Regional Municipality of Niagara (hereinafter referred to as “The Regional Corporation”) has prepared and adopted a budget including estimates of all sums it required during the year 2023 for the purposes of the Regional Corporation pursuant to Section 289 (1) of the Municipal Act 2001, S.O. 2001, c. 25, as amended (hereinafter referred to as the “Municipal Act”);

WHEREAS Regional Council by By-law No. 2023-02 adopted the 2023 Waste Management Budget; and by By-law No. 2023-16 adopted the Transit Budget; and by By-law No. 2023-18 adopted the 2023 Operating Budget and Tax Levy;

WHEREAS for the purposes of raising the general levy for the Regional Corporation, the Regional Corporation shall pass a by-law directing each Lower-Tier Municipality to levy a separate tax rate, as specified in the by-law, on the assessment in each property class in the Lower-Tier Municipality rate table for the purposes of The Regional Corporation, pursuant to Section 311 (2) of the Municipal Act;

WHEREAS the tax ratios and the tax rate reductions for prescribed property classes for the 2023 taxation year have been set out in By-law No. 2023-31 of The Regional Corporation dated the 20th of April 2023;

WHEREAS The Regional Corporation is responsible for providing Waste Management services pursuant to By-laws 8280-96, 8281-96, 8282-96 and 8283-96;

WHEREAS Regional Council is desirous of imposing a special levy for Waste Management purposes and the sums required by taxation in the year 2023 for the said purposes are to be levied by separate rates by the applicable Area Municipalities as directed by Regional by-law pursuant to Subsection 311 (4) of the Municipal Act;

WHEREAS Regional Council is desirous of imposing a special levy for Transit purposes and the sums required by taxation in the year 2023 for the said purposes are

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to be levied by separate rates by the applicable Area Municipalities as directed by Regional by-law pursuant to Subsection 311 (4) of the Municipal Act;

Whereas By-law No. 2023-01 assessed a special charge for Transit purposes representing 50% of the Area Municipalities 2022 general levy for Transit;

WHEREAS Regional Council established tax rates for property classes, and other decisions consistent with setting and levying rates of taxation for regional purposes for 2023.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That for the year 2023 in The Regional Municipality of Niagara the lower-tier municipalities shall levy upon the property tax classes set out in Schedule "A" the property tax rates applicable thereto.
2. That payment of all amounts directed to be levied pursuant to the provisions of this by-law and due to The Regional Corporation shall be due and payable in the amounts and at the times shown on Schedule "B" attached to this by-law.
3. That for the year 2023 in The Regional Municipality of Niagara, the Town of Niagara-on-the-Lake be required to pay \$1,953,442 to the Regional Corporation as the charges for Waste Management purposes set out in Schedule "C". The remaining area municipalities shall levy upon the property tax classes and applicable subclasses the tax rates for Waste Management purposes set out in Schedule "C" attached to this by-law.
4. That payment of all amounts directed to be levied pursuant to the provisions of this bylaw respecting Transit and due to The Regional Corporation shall be due and payable in the amounts and at the times shown on Schedule "D" attached to this by-law.
5. That for the year 2023 in The Regional Municipality of Niagara, the area municipalities shall levy upon the property tax classes and applicable subclasses the tax rates for Transit purposes set out in Schedule "E" attached to this by-law.
6. That if a lower-tier municipality fails to make any payment or portion thereof as provided in this by-law, the lower-tier municipality shall pay to the Regional Corporation interest due on the amount in default at the rate of fifteen (15) per cent per annum from the due date of the payment until the payment is made.

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7. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA


James Bradley, Regional Chair


Ann-Marie Norio, Regional Clerk

Passed: April 28, 2023

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Schedule A

2023 Tax Ratios, Sub-Class Reductions, and Rates

Property Classification	Tax Ratio	Sub-Class Reduction	Tax Rate by Class
Residential	1.000000		0.00623692
New Multi-Residential	1.000000		0.00623692
Multi-Residential	1.970000		0.01228673
Commercial	1.734900		0.01082043
Commercial - Excess	1.734900	7.5%	0.01000890
Commercial - Vacant	1.734900	7.5%	0.01000890
Landfill	2.940261		0.01833817
Industrial	2.630000		0.01640310
Industrial - Excess	2.630000	7.5%	0.01517287
Industrial - Vacant	2.630000	7.5%	0.01517287
Pipelines	1.702100		0.01061586
Farmland	0.250000		0.00155923
FAD 1	1.000000	25.0%	0.00467769
FAD 2	Class Ratio		Class Ratio
Managed Forests	0.250000		0.00155923

Bill 2023-31	Authorization Reference: CSC 4-2023 Minute Item 5.1
As amended by By-law No. 2020-37	CL 8-2023 Minute Item 18.1

Schedule B – 2023 GENERAL TAX LEVY

2023 Upper-Tier General Levy and Dates by Local Municipality (Taxable Levy Only)

Municipality	Interim Payment Due March 8, 2023	Interim Payment Due May 10, 2023	Final Payment Due August 9, 2023	Final Payment Due October 11, 2023	2023 Approved General Levy	Regional Dept.	Niagara Regional Police	Niagara Regional Housing	Niagara Peninsula Conserv Authority	Court Services
Fort Erie	6,621,553	6,621,553	7,298,171	7,298,171	27,839,448	16,011,412	11,140,723	248,019	444,764	(5,470)
Grimsby	8,068,372	8,068,372	8,823,096	8,823,096	33,782,936	19,429,714	13,519,173	300,969	539,718	(6,638)
Lincoln	6,468,734	6,468,734	7,354,448	7,354,448	27,646,364	15,900,363	11,063,455	246,299	441,680	(5,432)
Niagara Falls	22,229,296	22,229,296	24,280,244	24,280,244	93,019,079	53,498,431	37,224,149	828,698	1,486,077	(18,276)
Niagara-on-the-Lake	9,126,887	9,126,887	9,991,766	9,991,766	38,237,305	21,991,573	15,301,712	340,652	610,881	(7,513)
Pelham	4,510,329	4,510,329	4,976,594	4,976,594	18,973,845	10,912,503	7,592,907	169,036	303,127	(3,728)
Port Colborne	3,366,263	3,366,263	3,668,936	3,668,936	14,070,397	8,092,363	5,630,657	125,352	224,789	(2,765)
St. Catharines	26,961,492	26,961,492	29,456,928	29,456,928	112,836,839	64,896,298	45,154,772	1,005,252	1,802,687	(22,170)
Thorold	4,524,348	4,524,348	5,472,520	5,472,520	19,993,737	11,499,077	8,001,045	178,122	319,421	(3,928)
Wainfleet	1,580,980	1,580,980	1,744,219	1,744,219	6,650,398	3,824,870	2,661,340	59,248	106,247	(1,307)
Welland	8,756,222	8,756,222	9,838,567	9,838,567	37,189,578	21,388,989	14,882,435	331,318	594,142	(7,307)
West Lincoln	3,360,631	3,360,631	3,742,995	3,742,995	14,207,250	8,171,072	5,685,423	126,571	226,976	(2,791)
Regional Total Taxable Only	105,575,105	105,575,105	116,648,483	116,648,483	444,447,090	255,616,665	177,857,789	3,959,536	7,100,509	(87,324)

Bill 2023-31	Authorization Reference: CSC 4-2023 Minute Item 5.1
As amended by By-law No. 2020-37	CSC 5-2023 Minute Item 6

Schedule C – 2023 WASTE MANAGEMENT TAX RATES & LEVY

2023 Upper-Tier Special Levy (Waste Management) and Dates by Local Municipality (Taxable Levy Only)

Municipality	Interim Payment Due March 8, 2023	Interim Payment Due May 10, 2023	Final Payment Due August 9, 2023	Final Payment Due October 11, 2023	2023 Approved Special Levy
Fort Erie	813,772	813,772	899,312	899,312	3,426,168
Grimsby	596,407	596,407	664,444	664,444	2,521,701
Lincoln	500,038	500,038	569,570	569,570	2,139,217
Niagara Falls	2,090,626	2,090,626	2,373,590	2,373,590	8,928,431
Niagara-on-the-Lake	461,341	461,341	514,773	514,773	1,952,227
Pelham	376,077	376,077	413,080	413,080	1,578,314
Port Colborne	534,869	534,869	578,009	578,009	2,225,755
St. Catharines	3,220,093	3,220,093	3,502,446	3,502,446	13,445,078
Thorold	471,916	471,916	560,226	560,226	2,064,283
Wainfleet	163,802	163,802	176,976	176,976	681,556
Welland	1,200,638	1,200,638	1,320,885	1,320,885	5,043,047
West Lincoln	273,683	273,683	307,306	307,306	1,161,977
Regional Total Taxable Only	10,703,261	10,703,261	11,880,616	11,880,616	45,167,754

Bill 2023-31	Authorization Reference: CSC 4-2023 Minute Item 5.1
As amended by By-law No. 2020-37	CSC 5-2023 Minute Item 6

Schedule C – 2023 WASTE MANAGEMENT TAX RATES & LEVY

Fort Erie Property Classification	2023 Roll Return CVA	Tax Rate by Class	Waste Management Levy by Class
Residential	3,733,901,870	0.00076757	2,866,031
New Multi-Residential	0	0.00076757	-
Multi-Residential	42,365,000	0.00151211	64,061
Commercial	248,951,864	0.00133166	331,519
Commercial - Excess	5,785,188	0.00123178	7,126
Commercial - Vacant	18,262,700	0.00123178	22,496
Landfill	0	0.00225686	-
Industrial	43,990,954	0.00201871	88,805
Industrial - Excess	1,003,541	0.00186731	1,874
Industrial - Vacant	5,853,400	0.00186731	10,930
Pipelines	17,104,000	0.00130648	22,346
Farmland	56,233,300	0.00019189	10,791
FAD 1	0	0.00057568	-
Managed Forests	982,700	0.00019189	189
Taxable Total	4,174,434,517		\$3,426,168

Grimsby Property Classification	2023 Roll Return CVA	Tax Rate by Class	Waste Management Levy by Class
Residential	4,549,499,070	0.00046555	2,118,019
New Multi-Residential	0	0.00046555	-
Multi-Residential	27,616,000	0.00091713	25,327
Commercial	334,732,463	0.00080768	270,357
Commercial - Excess	9,973,525	0.00074711	7,451
Commercial - Vacant	15,654,500	0.00074711	11,696
Landfill	0	0.00136884	-
Industrial	51,384,200	0.00122440	62,915
Industrial - Excess	3,726,200	0.00113257	4,220
Industrial - Vacant	4,140,600	0.00113257	4,690
Pipelines	8,281,000	0.00079241	6,562
Farmland	89,050,695	0.00011639	10,365
FAD 1	0	0.00034916	-
Managed Forests	849,300	0.00011639	99

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Grimsby Property Classification	2023 Roll Return CVA	Tax Rate by Class	Waste Management Levy by Class
Taxable Total	5,094,907,553		\$2,521,701

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As amended by By-law No. 2020-37	CSC 5-2023 Minute Item 6

Schedule C – 2023 WASTE MANAGEMENT TAX RATES & LEVY

Lincoln Property Classification	2023 Roll Return CVA	Tax Rate by Class	Waste Management Levy by Class
Residential	3,535,780,219	0.00048260	1,706,368
New Multi-Residential	0	0.00048260	-
Multi-Residential	21,426,200	0.00095072	20,370
Commercial	219,839,781	0.00083726	184,063
Commercial - Excess	8,019,300	0.00077447	6,211
Commercial - Vacant	4,928,500	0.00077447	3,817
Landfill	0	0.00141897	-
Industrial	99,498,458	0.00126924	126,287
Industrial - Excess	3,187,900	0.00117405	3,743
Industrial - Vacant	6,453,000	0.00117405	7,576
Pipelines	21,675,000	0.00082143	17,804
Farmland	520,807,373	0.00012065	62,835
FAD 1	0	0.00036195	-
Managed Forests	1,188,500	0.00012065	143
Taxable Total	4,442,804,231		\$2,139,217

Niagara Falls Property Classification	2023 Roll Return CVA	Tax Rate by Class	Waste Management Levy by Class
Residential	9,300,310,789	0.00059865	5,567,631
New Multi-Residential	50,630,500	0.00059865	30,310
Multi-Residential	326,799,289	0.00117934	385,407
Commercial	2,401,362,990	0.00103860	2,494,056
Commercial - Excess	36,385,098	0.00096070	34,955
Commercial - Vacant	137,025,900	0.00096070	131,641
Landfill	3,152,500	0.00176019	5,549
Industrial	107,079,192	0.00157445	168,591
Industrial - Excess	5,248,457	0.00145637	7,644
Industrial - Vacant	29,528,600	0.00145637	43,005
Pipelines	46,246,000	0.00101896	47,123
Farmland	82,041,400	0.00014966	12,278
FAD 1	0	0.00044899	-
Managed Forests	1,607,300	0.00014966	241

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Niagara Falls Property Classification	2023 Roll Return CVA	Tax Rate by Class	Waste Management Levy by Class
Taxable Total	12,527,418,015		\$8,928,431

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Schedule C – 2023 WASTE MANAGEMENT TAX RATES & LEVY

Niagara-on-the-Lake Property Classification	2023 Roll Return CVA	Tax Rate by Class	Waste Management Levy by Class
Residential	N/A	N/A	N/A
New Multi-Residential	N/A	N/A	N/A
Multi-Residential	N/A	N/A	N/A
Commercial	N/A	N/A	N/A
Commercial - Excess	N/A	N/A	N/A
Commercial - Vacant	N/A	N/A	N/A
Landfill	N/A	N/A	N/A
Industrial	N/A	N/A	N/A
Industrial - Excess	N/A	N/A	N/A
Industrial - Vacant	N/A	N/A	N/A
Pipelines	N/A	N/A	N/A
Farmland	N/A	N/A	N/A
FAD 1	N/A	N/A	N/A
Managed Forests	N/A	N/A	N/A
Taxable Total			\$1,952,227

Pelham Property Classification	2023 Roll Return CVA	Tax Rate by Class	Waste Management Levy by Class
Residential	2,722,860,343	0.00051881	1,412,647
New Multi-Residential	544,000	0.00051881	282
Multi-Residential	18,604,000	0.00102206	19,014
Commercial	105,659,646	0.00090008	95,102
Commercial - Excess	674,511	0.00083258	562
Commercial - Vacant	8,227,000	0.00083258	6,850
Landfill	0	0.00152544	-
Industrial	4,436,700	0.00136447	6,054
Industrial - Excess	45,100	0.00126214	57
Industrial - Vacant	101,000	0.00126214	127
Pipelines	17,877,000	0.00088307	15,787
Farmland	164,728,000	0.00012970	21,365
FAD 1	0	0.00038911	-
Managed Forests	3,597,900	0.00012970	467

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Pelham Property Classification	2023 Roll Return CVA	Tax Rate by Class	Waste Management Levy by Class
Taxable Total	3,047,355,200		\$1,578,314

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As amended by By-law No. 2020-37	CSC 5-2023 Minute Item 6

Schedule C – 2023 WASTE MANAGEMENT TAX RATES & LEVY

Port Colborne Property Classification	2023 Roll Return CVA	Tax Rate by Class	Waste Management Levy by Class
Residential	1,678,627,031	0.00098660	1,656,133
New Multi-Residential	913,000	0.00098660	901
Multi-Residential	39,890,000	0.00194360	77,530
Commercial	138,428,236	0.00171165	236,941
Commercial - Excess	501,900	0.00158328	795
Commercial - Vacant	2,349,900	0.00158328	3,721
Landfill	0	0.00290086	-
Industrial	74,945,738	0.00259476	194,466
Industrial - Excess	2,735,766	0.00240015	6,566
Industrial - Vacant	6,291,400	0.00240015	15,100
Pipelines	10,846,000	0.00167929	18,214
Farmland	57,324,774	0.00024665	14,139
FAD 1	1,407,700	0.00073995	1,042
Managed Forests	838,900	0.00024665	207
Taxable Total	2,015,100,345		\$2,225,755

St. Catharines Property Classification	2023 Roll Return CVA	Tax Rate by Class	Waste Management Levy by Class
Residential	12,537,454,954	0.00074316	9,317,335
New Multi-Residential	111,376,920	0.00074316	82,771
Multi-Residential	671,350,768	0.00146403	982,878
Commercial	2,014,700,274	0.00128931	2,597,573
Commercial - Excess	11,592,829	0.00119261	13,826
Commercial - Vacant	24,261,700	0.00119261	28,935
Landfill	0	0.00218508	-
Industrial	160,165,398	0.00195451	313,045
Industrial - Excess	4,609,059	0.00180792	8,333
Industrial - Vacant	17,629,100	0.00180792	31,872
Pipelines	31,291,000	0.00126493	39,581
Farmland	155,708,800	0.00018579	28,929
FAD 1	0	0.00055737	-
Managed Forests	0	0.00018579	-

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As amended by By-law No. 2020-37	CSC 5-2023 Minute Item 6

St. Catharines Property Classification	2023 Roll Return CVA	Tax Rate by Class	Waste Management Levy by Class
Taxable Total	15,740,140,802		\$13,445,078

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Schedule C – 2023 WASTE MANAGEMENT TAX RATES & LEVY

Thorold Property Classification	2023 Roll Return CVA	Tax Rate by Class	Waste Management Levy by Class
Residential	2,479,354,460	0.00064394	1,596,556
New Multi-Residential	73,019,800	0.00064394	47,020
Multi-Residential	43,783,800	0.00126856	55,542
Commercial	176,570,004	0.00111717	197,259
Commercial - Excess	3,007,013	0.00103338	3,107
Commercial - Vacant	7,056,200	0.00103338	7,292
Landfill	0	0.00189335	-
Industrial	50,736,758	0.00169356	85,926
Industrial - Excess	3,394,734	0.00156655	5,318
Industrial - Vacant	18,114,900	0.00156655	28,378
Pipelines	26,768,000	0.00109605	29,339
Farmland	52,552,340	0.00016099	8,460
FAD 1	0	0.00048296	-
Managed Forests	531,400	0.00016099	86
Taxable Total	2,934,889,409		\$2,064,283

Wainfleet Property Classification	2023 Roll Return CVA	Tax Rate by Class	Waste Management Levy by Class
Residential	955,662,725	0.00063918	610,841
New Multi-Residential	0	0.00063918	-
Multi-Residential	457,000	0.00125918	575
Commercial	19,289,805	0.00110891	21,391
Commercial - Excess	1,064,600	0.00102574	1,092
Commercial - Vacant	541,500	0.00102574	555
Landfill	0	0.00187936	-
Industrial	4,401,200	0.00168104	7,399
Industrial - Excess	85,300	0.00155497	133
Industrial - Vacant	132,000	0.00155497	205
Pipelines	5,988,000	0.00108795	6,515
Farmland	203,812,715	0.00015980	32,569
FAD 1	0	0.00047939	-
Managed Forests	1,758,989	0.00015980	281

Bill 2023-31	Authorization Reference: CSC 4-2023 Minute Item 5.1
As amended by By-law No. 2020-37	CSC 5-2023 Minute Item 6

Wainfleet Property Classification	2023 Roll Return CVA	Tax Rate by Class	Waste Management Levy by Class
Taxable Total	1,193,193,834		\$681,556

Bill 2023-31	Authorization Reference: CSC 4-2023 Minute Item 5.1
As amended by By-law No. 2020-37	CSC 5-2023 Minute Item 6

Schedule C – 2023 WASTE MANAGEMENT TAX RATES & LEVY

Welland Property Classification	2023 Roll Return CVA	Tax Rate by Class	Waste Management Levy by Class
Residential	4,547,937,705	0.00084575	3,846,418
New Multi-Residential	25,382,500	0.00084575	21,467
Multi-Residential	138,259,700	0.00166613	230,359
Commercial	382,602,600	0.00146729	561,389
Commercial - Excess	8,702,628	0.00135724	11,812
Commercial - Vacant	19,739,500	0.00135724	26,791
Landfill	0	0.00248673	-
Industrial	126,571,843	0.00222432	281,536
Industrial - Excess	3,647,200	0.00205750	7,504
Industrial - Vacant	9,526,300	0.00205750	19,600
Pipelines	21,774,000	0.00143955	31,345
Farmland	21,649,400	0.00021144	4,578
FAD 1	0	0.00063431	-
Managed Forests	1,172,700	0.00021144	248
Taxable Total	5,306,966,076		\$5,043,047

West Lincoln Property Classification	2023 Roll Return CVA	Tax Rate by Class	Waste Management Levy by Class
Residential	1,850,967,253	0.00051010	944,178
New Multi-Residential	0	0.00051010	-
Multi-Residential	7,043,000	0.00100490	7,078
Commercial	79,449,872	0.00088497	70,311
Commercial - Excess	732,500	0.00081860	600
Commercial - Vacant	2,967,300	0.00081860	2,429
Landfill	0	0.00149983	-
Industrial	36,408,700	0.00134156	48,844
Industrial - Excess	305,200	0.00124095	379
Industrial - Vacant	1,227,000	0.00124095	1,523
Pipelines	29,148,000	0.00086824	25,307
Farmland	478,278,784	0.00012753	60,995
FAD 1	0	0.00038258	-
Managed Forests	2,581,600	0.00012753	329

Bill 2023-31	Authorization Reference: CSC 4-2023 Minute Item 5.1
As amended by By-law No. 2020-37	CSC 5-2023 Minute Item 6

West Lincoln Property Classification	2023 Roll Return CVA	Tax Rate by Class	Waste Management Levy by Class
Taxable Total	2,489,109,209		\$1,161,973

Bill 2023-31	Authorization Reference: CSC 4-2023 Minute Item 5.1
As amended by By-law No. 2020-37	CSC 5-2023 Minute Item 6

Schedule D – 2023 TRANSIT TAX RATES & LEVY

2023 Upper-Tier Special Charge and Special Levy (Transit) and Dates by Local Municipality (Taxable Levy Only)

Municipality	Special Charge Due March 8, 2023 (per Bylaw 01-2023)	Special Charge Due May 10, 2023 (per Bylaw 01-2023)	Final Payment Due August 9, 2023	Final Payment Due October 11, 2023	2023 Approved Special Levy
Fort Erie	313,294	313,294	1,124,650	1,124,650	2,875,888
Grimsby	62,500	62,500	777,400	777,400	1,679,800
Lincoln	33,835	33,835	679,896	679,896	1,427,461
Niagara Falls	2,032,002	2,032,002	5,248,992	5,248,992	14,561,989
Niagara-on-the-Lake	245,725	245,725	1,046,769	1,046,769	2,584,988
Pelham	45,500	45,500	513,760	513,760	1,118,519
Port Colborne	41,425	41,425	427,594	427,594	938,038
St. Catharines	3,511,000	3,511,000	7,374,451	7,374,451	21,770,900
Thorold	178,598	178,598	709,112	709,112	1,775,418
Wainfleet	-	-	124,698	124,698	249,396
Welland	869,892	869,892	2,654,548	2,654,548	7,048,878
West Lincoln	-	-	265,060	265,060	530,120
Regional Total Taxable Only	7,333,770	7,333,770	20,946,927	20,946,927	56,561,395

Bill 2023-31	Authorization Reference: CSC 4-2023 Minute Item 5.1
As amended by By-law No. 2020-37	CSC 5-2023 Minute Item 6

Schedule E – 2023 TRANSIT TAX RATES & LEVY

Fort Erie Property Classification	2023 Roll Return CVA	Tax Rate by Class	Transit Levy by Class
Residential	3,733,901,870	0.00064429	2,405,716
New Multi-Residential	0	0.00064429	-
Multi-Residential	42,365,000	0.00126925	53,772
Commercial	248,951,864	0.00111778	278,273
Commercial - Excess	5,785,188	0.00103395	5,982
Commercial - Vacant	18,262,700	0.00103395	18,883
Landfill	0	0.00189438	-
Industrial	43,990,954	0.00169448	74,542
Industrial - Excess	1,003,541	0.00156740	1,573
Industrial - Vacant	5,853,400	0.00156740	9,175
Pipelines	17,104,000	0.00109665	18,757
Farmland	56,233,300	0.00016107	9,057
FAD 1	0	0.00048322	-
Managed Forests	982,700	0.00016107	158
Taxable Total	4,174,434,517		\$2,875,888

Grimsby Property Classification	2023 Roll Return CVA	Tax Rate by Class	Transit Levy by Class
Residential	4,549,499,070	0.00031012	1,410,891
New Multi-Residential	0	0.00031012	-
Multi-Residential	27,616,000	0.00061094	16,872
Commercial	334,732,463	0.00053803	180,096
Commercial - Excess	9,973,525	0.00049768	4,964
Commercial - Vacant	15,654,500	0.00049768	7,791
Landfill	0	0.00091183	-
Industrial	51,384,200	0.00081562	41,910
Industrial - Excess	3,726,200	0.00075444	2,811
Industrial - Vacant	4,140,600	0.00075444	3,124
Pipelines	8,281,000	0.00052786	4,371
Farmland	89,050,695	0.00007753	6,904
FAD 1	0	0.00023259	-
Managed Forests	849,300	0.00007753	66

Bill 2023-31	Authorization Reference: CSC 4-2023 Minute Item 5.1
As amended by By-law No. 2020-37	CSC 5-2023 Minute Item 6

Grimsby Property Classification	2023 Roll Return CVA	Tax Rate by Class	Transit Levy by Class
Taxable Total	5,094,907,553		\$1,679,800

Bill 2023-31	Authorization Reference: CSC 4-2023 Minute Item 5.1
As amended by By-law No. 2020-37	CSC 5-2023 Minute Item 6

Schedule E – 2023 TRANSIT TAX RATES & LEVY

Lincoln Property Classification	2023 Roll Return CVA	Tax Rate by Class	Transit Levy by Class
Residential	3,535,780,219	0.00032203	1,138,627
New Multi-Residential	0	0.00032203	-
Multi-Residential	21,426,200	0.00063440	13,593
Commercial	219,839,781	0.00055869	122,822
Commercial - Excess	8,019,300	0.00051679	4,144
Commercial - Vacant	4,928,500	0.00051679	2,547
Landfill	0	0.00094685	-
Industrial	99,498,458	0.00084694	84,269
Industrial - Excess	3,187,900	0.00078342	2,497
Industrial - Vacant	6,453,000	0.00078342	5,055
Pipelines	21,675,000	0.00054813	11,881
Farmland	520,807,373	0.00008051	41,930
FAD 1	0	0.00024152	-
Managed Forests	1,188,500	0.00008051	96
Taxable Total	4,442,804,231		\$1,427,461

Niagara Falls Property Classification	2023 Roll Return CVA	Tax Rate by Class	Transit Levy by Class
Residential	9,300,310,789	0.00097638	9,080,637
New Multi-Residential	50,630,500	0.00097638	49,435
Multi-Residential	326,799,289	0.00192347	628,589
Commercial	2,401,362,990	0.00169392	4,067,717
Commercial - Excess	36,385,098	0.00156688	57,011
Commercial - Vacant	137,025,900	0.00156688	214,703
Landfill	3,152,500	0.00287081	9,050
Industrial	107,079,192	0.00256788	274,967
Industrial - Excess	5,248,457	0.00237529	12,467
Industrial - Vacant	29,528,600	0.00237529	70,139
Pipelines	46,246,000	0.00166190	76,856
Farmland	82,041,400	0.00024410	20,026
FAD 1	0	0.00073229	-
Managed Forests	1,607,300	0.00024410	392

Bill 2023-31	Authorization Reference: CSC 4-2023 Minute Item 5.1
As amended by By-law No. 2020-37	CSC 5-2023 Minute Item 6

Niagara Falls Property Classification	2023 Roll Return CVA	Tax Rate by Class	Transit Levy by Class
Taxable Total	12,527,418,015		\$14,561,989

Bill 2023-31	Authorization Reference: CSC 4-2023 Minute Item 5.1
As amended by By-law No. 2020-37	CSC 5-2023 Minute Item 6

Schedule E – 2023 TRANSIT TAX RATES & LEVY

Niagara-on-the-Lake Property Classification	2023 Roll Return CVA	Tax Rate by Class	Transit Levy by Class
Residential	4,403,999,285	0.00042164	1,856,902
New Multi-Residential	3,041,000	0.00042164	1,282
Multi-Residential	16,745,500	0.00083063	13,909
Commercial	757,217,332	0.00073150	553,904
Commercial - Excess	15,833,678	0.00067664	10,714
Commercial - Vacant	17,756,000	0.00067664	12,014
Landfill	0	0.00123973	-
Industrial	42,423,400	0.00110891	47,044
Industrial - Excess	192,700	0.00102574	198
Industrial - Vacant	15,270,500	0.00102574	15,664
Pipelines	19,074,000	0.00071767	13,689
Farmland	564,649,916	0.00010541	59,520
FAD 1	0	0.00031623	-
Managed Forests	1,402,100	0.00010541	148
Taxable Total	5,857,605,411		\$2,584,988

Pelham Property Classification	2023 Roll Return CVA	Tax Rate by Class	Transit Levy by Class
Residential	2,722,860,343	0.00036767	1,001,114
New Multi-Residential	544,000	0.00036767	200
Multi-Residential	18,604,000	0.00072431	13,475
Commercial	105,659,646	0.00063787	67,397
Commercial - Excess	674,511	0.00059003	398
Commercial - Vacant	8,227,000	0.00059003	4,854
Landfill	0	0.00108105	-
Industrial	4,436,700	0.00096697	4,290
Industrial - Excess	45,100	0.00089445	40
Industrial - Vacant	101,000	0.00089445	90
Pipelines	17,877,000	0.00062581	11,188
Farmland	164,728,000	0.00009192	15,142
FAD 1	0	0.00027575	-
Managed Forests	3,597,900	0.00009192	331

Bill 2023-31	Authorization Reference: CSC 4-2023 Minute Item 5.1
As amended by By-law No. 2020-37	CSC 5-2023 Minute Item 6

Pelham Property Classification	2023 Roll Return CVA	Tax Rate by Class	Transit Levy by Class
Taxable Total	3,047,355,200		\$1,118,519

Bill 2023-31	Authorization Reference: CSC 4-2023 Minute Item 5.1
As amended by By-law No. 2020-37	CSC 5-2023 Minute Item 6

Schedule E – 2023 TRANSIT TAX RATES & LEVY

Port Colborne Property Classification	2023 Roll Return CVA	Tax Rate by Class	Transit Levy by Class
Residential	1,678,627,031	0.00041580	697,973
New Multi-Residential	913,000	0.00041580	380
Multi-Residential	39,890,000	0.00081913	32,675
Commercial	138,428,236	0.00072137	99,858
Commercial - Excess	501,900	0.00066727	335
Commercial - Vacant	2,349,900	0.00066727	1,568
Landfill	0	0.00122256	-
Industrial	74,945,738	0.00109355	81,957
Industrial - Excess	2,735,766	0.00101154	2,767
Industrial - Vacant	6,291,400	0.00101154	6,364
Pipelines	10,846,000	0.00070773	7,676
Farmland	57,324,774	0.00010395	5,959
FAD 1	1,407,700	0.00031185	439
Managed Forests	838,900	0.00010395	87
Taxable Total	2,015,100,345		\$938,038

St. Catharines Property Classification	2023 Roll Return CVA	Tax Rate by Class	Transit Levy by Class
Residential	12,537,454,954	0.00120336	15,087,072
New Multi-Residential	111,376,920	0.00120336	134,027
Multi-Residential	671,350,768	0.00237062	1,591,518
Commercial	2,014,700,274	0.00208771	4,206,110
Commercial - Excess	11,592,829	0.00193113	22,387
Commercial - Vacant	24,261,700	0.00193113	46,852
Landfill	0	0.00353819	-
Industrial	160,165,398	0.00316484	506,898
Industrial - Excess	4,609,059	0.00292747	13,493
Industrial - Vacant	17,629,100	0.00292747	51,609
Pipelines	31,291,000	0.00204824	64,091
Farmland	155,708,800	0.00030084	46,843
FAD 1	0	0.00090252	-
Managed Forests	0	0.00030084	-

Bill 2023-31	Authorization Reference: CSC 4-2023 Minute Item 5.1
As amended by By-law No. 2020-37	CSC 5-2023 Minute Item 6

St. Catharines Property Classification	2023 Roll Return CVA	Tax Rate by Class	Transit Levy by Class
Taxable Total	15,740,140,802		\$21,770,900

Bill 2023-31	Authorization Reference: CSC 4-2023 Minute Item 5.1
As amended by By-law No. 2020-37	CSC 5-2023 Minute Item 6

Schedule E – 2023 TRANSIT TAX RATES & LEVY

Thorold Property Classification	2023 Roll Return CVA	Tax Rate by Class	Transit Levy by Class
Residential	2,479,354,460	0.00055383	1,373,141
New Multi-Residential	73,019,800	0.00055383	40,441
Multi-Residential	43,783,800	0.00109105	47,770
Commercial	176,570,004	0.00096084	169,656
Commercial - Excess	3,007,013	0.00088878	2,673
Commercial - Vacant	7,056,200	0.00088878	6,271
Landfill	0	0.00162840	-
Industrial	50,736,758	0.00145657	73,902
Industrial - Excess	3,394,734	0.00134733	4,574
Industrial - Vacant	18,114,900	0.00134733	24,407
Pipelines	26,768,000	0.00094267	25,233
Farmland	52,552,340	0.00013846	7,276
FAD 1	0	0.00041537	-
Managed Forests	531,400	0.00013846	74
Taxable Total	2,934,889,409		\$1,775,418

Wainfleet Property Classification	2023 Roll Return CVA	Tax Rate by Class	Transit Levy by Class
Residential	955,662,725	0.00023389	223,520
New Multi-Residential	0	0.00023389	-
Multi-Residential	457,000	0.00046076	211
Commercial	19,289,805	0.00040578	7,827
Commercial - Excess	1,064,600	0.00037534	400
Commercial - Vacant	541,500	0.00037534	203
Landfill	0	0.00068770	-
Industrial	4,401,200	0.00061513	2,707
Industrial - Excess	85,300	0.00056900	49
Industrial - Vacant	132,000	0.00056900	75
Pipelines	5,988,000	0.00039810	2,384
Farmland	203,812,715	0.00005847	11,917
FAD 1	0	0.00017542	-
Managed Forests	1,758,989	0.00005847	103

Bill 2023-31	Authorization Reference: CSC 4-2023 Minute Item 5.1
As amended by By-law No. 2020-37	CSC 5-2023 Minute Item 6

Wainfleet Property Classification	2023 Roll Return CVA	Tax Rate by Class	Transit Levy by Class
Taxable Total	1,193,193,834		\$249,396

Bill 2023-31	Authorization Reference: CSC 4-2023 Minute Item 5.1
As amended by By-law No. 2020-37	CSC 5-2023 Minute Item 6

Schedule E – 2023 TRANSIT TAX RATES & LEVY

Welland Property Classification	2023 Roll Return CVA	Tax Rate by Class	Transit Levy by Class
Residential	4,547,937,705	0.00118214	5,376,299
New Multi-Residential	25,382,500	0.00118214	30,006
Multi-Residential	138,259,700	0.00232882	321,982
Commercial	382,602,600	0.00205089	784,676
Commercial - Excess	8,702,628	0.00189708	16,510
Commercial - Vacant	19,739,500	0.00189708	37,447
Landfill	0	0.00347580	-
Industrial	126,571,843	0.00310903	393,516
Industrial - Excess	3,647,200	0.00287585	10,489
Industrial - Vacant	9,526,300	0.00287585	27,396
Pipelines	21,774,000	0.00201212	43,812
Farmland	21,649,400	0.00029554	6,398
FAD 1	0	0.00088661	-
Managed Forests	1,172,700	0.00029554	347
Taxable Total	5,306,966,076		\$7,048,878

West Lincoln Property Classification	2023 Roll Return CVA	Tax Rate by Class	Transit Levy by Class
Residential	1,850,967,253	0.00023272	430,757
New Multi-Residential	0	0.00023272	-
Multi-Residential	7,043,000	0.00045846	3,229
Commercial	79,449,872	0.00040375	32,078
Commercial - Excess	732,500	0.00037346	274
Commercial - Vacant	2,967,300	0.00037346	1,108
Landfill	0	0.00068426	-
Industrial	36,408,700	0.00061205	22,284
Industrial - Excess	305,200	0.00056615	173
Industrial - Vacant	1,227,000	0.00056615	695
Pipelines	29,148,000	0.00039611	11,546
Farmland	478,278,784	0.00005818	27,826
FAD 1	0	0.00017454	-
Managed Forests	2,581,600	0.00005818	150

Bill 2023-31	Authorization Reference: CSC 4-2023 Minute Item 5.1
As amended by By-law No. 2020-37	CSC 5-2023 Minute Item 6

West Lincoln Property Classification	2023 Roll Return CVA	Tax Rate by Class	Transit Levy by Class
Taxable Total	2,489,109,209		\$530,120

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. 2023-32

A BY-LAW TO SET TAX RATIOS AND TAX RATE
REDUCTIONS FOR PRESCRIBED PROPERTY
SUBCLASSES FOR REGIONAL PURPOSES AND AREA
MUNICIPAL PURPOSES FOR THE YEAR 2023

WHEREAS pursuant to Section 308 (5) of the *Municipal Act, 2001*, S.O. 2001, c. 25 as amended (referred hereinafter as “the *Municipal Act, 2001*”), The Regional Municipality of Niagara (referred hereinafter as “The Regional Corporation”) may establish the tax ratios for The Regional Corporation and the Area Municipalities;

WHEREAS the tax ratios determine the relative amount of taxation to be borne by each property class;

WHEREAS the property classes have been prescribed by the Ministry of Finance pursuant to Section 7 of the *Assessment Act*, R.S.O. 1990, c. A.31, as amended;

WHEREAS pursuant to Section 313 (1) of the *Municipal Act, 2001*, The Regional Municipality of Niagara may establish tax reductions for prescribed property subclasses for The Regional Corporation and the Area Municipalities; and,

WHEREAS the property subclasses for which tax rate reductions are to be established are in accordance with Section 8 of the *Assessment Act*.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows for the 2023 taxation year:

1. That the tax ratio for property in:
 - a. The residential property class is 1.000000;
 - b. The new multi-residential property class is 1.000000;
 - c. The multi-residential class is 1.970000;
 - d. The commercial property class is 1.734900;
 - e. The industrial property class is 2.630000;
 - f. The pipelines property class is 1.702100;
 - g. The farm property class is 0.250000;

- h. The managed forest property class is 0.250000;
 - i. The landfill property class is 2.940261.
- 2. That the municipal purpose tax reduction for:
 - a. The vacant land and excess land subclasses in the commercial property class is 7.5%;
 - b. The vacant land and excess land subclasses in the industrial property class is 7.5%;
 - c. The first class of farmland awaiting development in the residential, multi-residential, commercial or industrial property classes is 25%;
 - d. The second class of farmland awaiting development in the residential, multi-residential, commercial or industrial property classes is 0%.
- 3. That for the purposes of this by-law:
 - a. The industrial property class includes all properties classified as industrial and large industrial as per Ontario Regulation 282/98;
 - b. The first class of farmland awaiting development and the second class of farmland awaiting development consists of land as defined in accordance with Ontario Regulation 282/98.
- 4. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA


James Bradley, Regional Chair


Ann-Marie Norio, Regional Clerk

Passed: April 20, 2023

**Joint Accessibility Advisory Committee of
Lincoln, West Lincoln, Pelham, Thorold, Niagara-on-the-Lake,
Grimsby and Port Colborne
Meeting Agenda
Thursday, May 11, 2023
Zoom Meeting**

6:00 p.m. – 8:30 p.m.

JAAC Present: Dave Antaya (NOTL), Lauren Bubnic (NOTL), Dianne Rintjema (Lincoln), Rebecca Hill (Lincoln), Joey Hewitt (Thorold), Janice Desroches (Thorold), Rhys Evans (Pelham), Dan Whipple (Pelham), Lisa Peso (Grimsby), Laura Slade (Port Colborne).

Guests: Sarah Ane, Jessica Wilson, Olivia Rozema (Town of Lincoln – Lincoln Museum).

JAAC Regrets: Jennifer Korstanje (Grimsby), Sue Langdon (West Lincoln), Jennifer Thiessen (Grimsby)

JAAC Admin Group Present: Jessica Dyson (West Lincoln)

JAAC Admin Group Regrets: Julie Kirkelos (Lincoln), William Tigert (Pelham), Matthew Trennum (Thorold), Lauren Kruisbosch (NOTL), Katie Viccica (Grimsby), Mary Murray (Port Colborne)

Absent: Jamie Kramer (Port Colborne)

Introductions were made by all members. The JAAC expressed their disappointment in not having Administrative Group members present for the meal and meeting, with the exception of Jennifer from West Lincoln.

The assembled group had dinner from 6:00 p.m. – 7:00 p.m.

1. **Call to order:** Donna called the meeting to order at 7:00 pm.
2. **Presentation:** Sarah, Jessica and Olivia were introduced to the group. They provided a presentation of the accessibility efforts at the Town of Lincoln Museum. A copy of this presentation is attached to these minutes.

3. **Election of Chairperson and Vice Chairperson:** After discussions and nominations, Dan Whipple was elected as Chairperson and Rhys Evans was elected as Vice-Chairperson of the JAAC.
4. **Review of JAAC Work Plan:** Donna reviewed the workplan of the JAAC determined at the last meeting. A copy of this presentation is attached to these minutes.
5. **Chamber of Commerce Presentation:** The JAAC will present at a future “Lunch and Learn” meeting of the Chamber of Commerce in Lincoln. JAAC members suggested the following topics:
 - a. “What’s in it for me?”; who isn’t coming into the business? Addressing the business case for accessibility.
 - b. Use statistics, awareness.
 - c. Provide funding opportunities for businesses.
 - d. Discuss the benefits of hiring people with disabilities.
 - e. Website/digital accessibility/social media
 - f. “No cost” options – social, attitudinal, access for everyone
 - g. Intersectionality between people with disabilities and other communities (LGBTQ2S+)

Dianne reminded the group that the meeting is 1 hour and so time/topics will be brief/limited.

6. Housekeeping Items

The JAAC provides reimbursement for transportation costs incurred to participate in meetings. Therefore, mileage is reimbursed for those who drive. Donna will distribute an Expense Claim form (attached to these minutes). Reimbursement is usually provided at the end of the calendar year (December). However, if members require it sooner, they can submit the form to Donna for payment.

7. **Next Meeting – Thursday, July 13, 2023, from 6:30-8:00 pm. Location and format (in person/Zoom) to be determined.** Donna will explore hybrid options.

8. Adjournment

The meeting adjourned at 8:23 pm.

Minutes of a Meeting of the Lincoln Pelham Union Public Library Board
Tuesday 18 April 2023 at 7:00PM
Via Zoom

Present: Donna Burton (Chair), Nicole Nolan (Vice-Chair), Councillor Shellee Niznik, Councillor Mike Mikolic, Andrew Colgoni, Ruth Gretsinger, Joanna Kocsis, Linda Roote, Terry Teather, Jayme Toms, Stephanie Xamin

Staff: Julie Andrews (CEO), Susan DiBattista (Director, Community Engagement), Amy Guilmette (Director, Customer Experience)

Regrets: none

Absent: none

1. D. Burton called the meeting to order at 7:02 PM and read the Land Acknowledgment

2. Approval of Agenda

23-14	Moved: R. Gretsinger	Seconded: C. Niznik
	Be it resolved that the agenda for the meeting of April 18, 2023, be approved. Carried.	

3. Conflict of Interest Declarations

No conflict of interest was declared.

4. Request to lift Consent Agenda Items for separate consideration

No requests were made to pull items from the Consent Agenda

5. Consent Agenda to be considered in Block:

5.1 Draft Minutes of the Board of Directors Meeting held 21 March 2023

5.2 Draft Charitable account report for March 31, 2023

23-15	Moved: J. Toms	Seconded: N. Nolan
	Be it resolved that the Consent Agenda be approved. Carried.	

6. Items for separate consideration if any

No items were pulled.

7. CEO Report

7.1 CEO Report – April 2023

J. Andrews spoke to the CEO Report and addressed any questions.

23-16	Moved: S. Xamin	Seconded: T. Teather
	Be it resolved that the CEO Report for April 18, 2023, be approved. Carried.	

8. Financial Report

A.Guilmette presented the Financial Report.

23-	Moved: N. Nolan	Seconded: R. Gretsinger
17	Be it resolved that the financial report for 31 March 2023 be approved. Carried.	

9. Business Arising

9.1 OLA Presentation

J. Andrews, S. DiBattista and A. Guilmette presented a condensed version of the presentation they made at OLA in February on the formation of the union library.

9.2 Library Board Fundraising Committee

J. Andrews reported on the Fundraising Committee's meeting, which included information on Books on the Bench, Rittenhouse Reimagined, and the Fonthill Branch Renovation. J. Andrews also discussed how the Committee is looking into a Fundraising Feasibility Study.

10. Next Library Board meeting date: Tuesday, May 16, 2023 at the Rittenhouse Branch in Vineland.

11. Adjournment

23-	Moved: J. Kocsis
18	Be it resolved that the meeting be adjourned at 8:05 PM. Carried.

Library Board Chair

Donna M. Burton

Date:

May 20/23

Secretary/Treasurer

J. Kocsis

Date:

16 May 2023.

Date: Wednesday February 22, 2023

Time: 4:00 pm

Location: Zoom

Members Present: Wayne Olson, Councillor
John Wink, Councillor
Brian Eckhardt, Councillor
Michael Cottenden, Member
Bill Crumm, Chair

Staff Present: David Cribbs, CAO (part time)
Teresa Quinlin-Murphy, Director of Corporate
Services & Treasurer
Usama Seraj, Manager of Financial Services &
Deputy Treasurer
Holly Willford, Town Clerk (part time)
Sarah Leach, Deputy Clerk (part time)
Andrea Metler, Secretary

Other: Trevor Ferguson, Deloitte (part time)
Heather LaPlante, Deloitte (part time)

Regrets: Caroline Mann, Member

1. Call to Order and Declaration of Quorum

Noting that quorum was present, Secretary Ms. Metler called the meeting to order at approximately 4:00 pm.

2. Land Recognition Statement

Ms. Metler recited the land recognition statement.

3. Election of Chair and Vice Chair

The Town Clerk called for nominations for Chair from the floor. Member Bill Crumm accepted the nomination of Chair. The Town Clerk announced Member Bill Crumm acclaimed to the position of Chair.

The Town Clerk called for nominations for Vice-Chair from the floor. Member Wayne Olson accepted the nomination of Vice-Chair. The Town Clerk announced Member Wayne Olson acclaimed to the position of Vice-Chair.

Moved by Councillor Brian Eckhardt
Seconded by Member Michael Cottenden

THAT Member Bill Crumm be appointed as Chair of the Pelham Finance and Audit Committee.

THAT Councillor Wayne Olson be appointed as Vice-Chair of the Pelham Finance and Audit Committee.

Carried

4. Approval of Agenda

Through discussion the Committee brought forth an amendment to the agenda to include the staff presentation on the Debt and Reserves under Item 13.

Moved by Councillor Brian Eckhardt
Seconded by Councillor John Wink

THAT the agenda for the February 22, 2023, regular meeting of the Pelham Finance and Audit Committee be adopted, as amended.

Carried

5. Declaration of Pecuniary Interest and General Nature

No pecuniary interest was identified by the members present.

6. Approval of Minutes

The Committee approved the minutes from the May 25, 2022, Pelham Finance and Audit Committee meeting.

Moved by Councillor Wayne Olson
Seconded by Member Michael Cottenden

THAT the minutes of the May 25, 2023, Pelham Finance and Audit Committee be approved.

Carried

7. Audit

7.1. Presentation by Trevor Ferguson, Deloitte Partner: Audit Service Plan 2023

Trevor Ferguson from Deloitte presented the Audit Service Plan 2023. Mr. Ferguson noted that the year end audit will be starting soon and reviewed the Audit and Fraud Risks.

Heather LaPlante, Manager on the audit presented the Audit Service Plan 2023 Executive Summary.

The Committee discussed the tight turnaround for the timing of the Audit from April 10 – 21, 2023. Teresa Quinlin-Murphy, Treasurer and Director of Corporates Services stated that the Airport Audit Financial Statements are going to their board on March 31, 2023, and that the Town should have these documents soon after. Peninsula West Power Inc. (PWPI) is the same timeline as last year which is the third week of April. Also, as of January 1, 2023 the Library and Lincoln will have their own bookkeeper and will do their own book keeping next year.

The Committee also discussed the risk-based auditor approach and the Auditor, Mr. Ferguson explained that analytics are used quite in depth but not to the same extent as on a larger audit.

THAT the Town of Pelham Finance and Audit Committee receive the Audit Service Plan 2023 presented by Deloitte for information.

Moved by Councillor Wayne Olson
Seconded by Member Michael Cottenden

Carried

8. Operating Financial Report

8.1. Report to Council: November 30, 2022, Financial Report

The Treasurer clarified for the committee that these reports will be going to the March 1, 2023, Council meeting. Ms. Quinlin-Murphy commented that staff wanted to be able to bring something to the Finance and Audit Committee meeting and the November cut off was a good point to share with the Committee where the Town is, at this point in time. Staff are unable to share the December numbers because of the accruals that they are working on.

8.2. Revenue Report November 30, 2022

The Committee reviewed the Revenue Report dated November 30, 2022.

The Treasurer highlighted the larger changes on the revenue report. Noting that the budget was \$180,000 and the Town is at \$300,000 which is much higher for supplemental taxation revenue than last years actual of \$237,000. The Treasurer pointed out that the recreation programs are much higher than budgeted because in 2022 the Meridian Community Centre (MCC) was closed for one month due to COVID Shutdown. The Building and Planning Department budget was \$825,000 and the Town is close to \$1.4 million due to growth in development in the Town.

The Committee also discussed the percentage of the investment income.

8.3. Expenditure Report November 20, 2022

The Committee discussed the Expenditure Report dated November 30, 2022.

The Treasurer pointed out that overall, the Town is doing well. The Recreation programs are higher, but the revenue is higher as well. There were some additional expenses that were not budgeted for, these being the Volunteer Firefighter Stipends which is over by \$75,000 due to additional mandatory training that the Town didn't know about when the 2022 budget was approved. Also, the windstorm in July and August of last year cost the Town an additional \$120,000 in expenses for clean up due to fallen trees especially in the cemetery and for road work. This additional expense was not budgeted for in the beautification budget.

9. MCC Operating Financial Report

9.1. November 30, 2022, MCC Report

The Committee discussed the MCC operating Financial Report dated November 30, 2022.

The Treasurer noted that the budget was \$929,000 and the Town is over \$1,072,000 due to programming revenues. All of the camps sold out and the Town had to add more due to children from Welland attending Town programs because the Welland YMCA wasn't running any of their programming. Also, other expenses, and some salaries and benefits were lower due to the COVID shutdown at the MCC in January and some part-time staff were laid off. Natural gas was also much higher than budgeted but overall, the Town is still under budget with regards to expenses.

Moved by Councillor John Wink
Seconded by Councillor Brian Eckhardt

THAT the Pelham Audit and Finance committee receive the

**November 2022 Financial Reports as presented by staff
for information.****Carried****10. Reserves*****13.1. 2023 Debt and Reserve Presentation**

The Committee discussed the 2023 Debt presented by the Treasurer, Teresa Quinlin-Murphy.

The Treasurer noted that the 2023 budgets usually go to the Audit Committee first and then to Council, but the committee didn't exist yet.

The Treasurer commented that since she started at the Town, her focus has been to finance capital projects without issuing debt and to try and bring down the debt limit and she will continue to do so.

The Treasurer commented to the Committee that this is the original presentation to Council but since then there were changes added for the debt for the new library at the MCC. The Treasurer noted that at the Council meeting that took place the night before the Finance and Audit Committee meeting, Council passed a motion to not pursue the new library at the MCC because the cost increased from \$9.9 million to over \$17 million and the Town would have to take out debt. Council directed staff to reapply for a grant to renovate the existing library. The Treasurer pointed out that the Town is applying for a \$3 million dollar grant at the end of the week for retrofitting a building and this would cover the cost of the renovation.

The Committee discussed the use of the Asset Management Plan by staff to look at projects that are critical for renewal.

The Treasurer commented on the committee discussion of inflation and huge increases in project costs that these are putting the Town back, dipping into reserves and pushing

projects back. The Treasurer mentioned that if there was a permanent increase to the community benefit grant, then this would make a big difference to the Town and other municipalities and noted the need for reliable funding. A big pressure on the Town is the debt from the MCC funding by development charges revenue. The province keeps changing the rules on the development charges. For the next 27 years, the first \$700,000 of development charge revenue has to go towards the debt principal and interest and if it isn't there then it will have to come out of taxes. It is difficult because there is only so much growth this town has available because there is not much land.

The Treasurer responded to committee questions that the Debt Financial Indicators document and the Debenture Forecast for 2025, 2026 and 2027 will be updated in May when the financial statements are presented at the next Finance and Audit Committee meeting.

The Treasurer highlighted the Parks and Recreation Reserve and noted that this is going to be in a deficit due to the capital needs for parks.

Ms. Quinlin-Murphy also discussed with the Committee that when the budget was presented, staff were not prepared to present the Water and Wastewater Budget and therefore, it does not reflect an accurate picture. The Town is projecting a deficit for the next number of years and there is a long-range financial plan done by consultants every 5 years which is being updated in 2023. The Treasurer added that if the Town renovates the library, they may use some of these funds for new shelving but that has not been identified currently.

The Committee discussed the Reserves and Reserve funds of the 2023 Budget presented by the Deputy Treasurer, Usama Seraj.

The Treasurer discussed with the Committee the summary of the contributions to the Reserve funds that have been broken down to tax supported water and wastewater. Ms. Quinlin-

Murphy noted that the total contribution was \$4,015,500 from the operating tax supported budget to capital reserves and the Town is increasing the contribution to \$4,421,800 keeping in line with the Reserve Fund Policy and being mindful that the Town cannot pass on a huge tax increase. Forecasting by increasing it by \$400,000 for every year for the next number of years will get us to those targets identified in the policy, which is about a 2.5% tax levy increase. The Treasurer pointed out that by eliminating the civic square and library addition projects, this would eliminate this debt and bring down the tax levy increase.

The Committee discussed the Parks and Recreation Reserve and the high expense of park equipment. The Treasurer commented that the Town received grants for park related facilities for pickleball courts, and for tennis courts and 2 splashpads and this would not have happened without grant funding.

The Committee discussed the need for park equipment for adults and the Treasurer commented that she would pass this onto the Director of Recreation, Culture and Wellness and also made the suggestion of staff reaching out to the community to people who want to sponsor or to a service club.

The committee discussed the aggressive increases for water and wastewater. The Treasurer stated that the biggest increase was due to the 25% increase by the Region. The Town increased the water rates by 6.5% and 9.5% for wastewater which works out to a monthly increase of \$6.07 for the average household. The biggest cost in the last 6 month was due to pipe costs doubling.

The Treasurer and Deputy Treasurer will schedule a meeting with committee members Bill Crumm, Michael Cottenden and Caroline Mann and provide a presentation on the 2023 Budget.

THAT the Town of Pelham Finance and Audit Committee receive the 2023 Debt and Reserve presentation from staff for information.

Moved by
Seconded by

Member Michael Cottenden
Member Wayne Olson

Carried

11. Next Meetings

The committee will meet in May 2023 and Staff will conduct a poll and schedule both the May and November 2023 meeting dates.

The Treasurer indicated that the Auditor's would prefer the next meeting to be in-person.

Committee also discussed adding meeting options in person, zoom or hybrid as an agenda item for the next meetings in May and November.

12. Adjournment

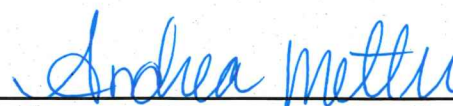
Moved by Member Michael Cottenden
Seconded by Councillor John Wink

THAT this Regular Meeting of the Pelham Finance and Audit Committee be adjourned at approximately 5:45 pm.

Carried



Chair, Bill Crumm



Administrative Assistant, Corporate Services, Andrea Metler

Subject: 2024 Budget Schedule**Recommendation:**

BE IT RESOLVED THAT Council receive Report #2023-0127-Corporate Services – 2024 Budget Schedule, for information;

AND THAT Council direct staff to include the “Budget Open House Public Meeting” to be conducted at the Public Meeting scheduled on Wednesday, September 13, 2023;

AND THAT the Rules of Procedure as contained in the Town of Pelham Procedural By-law, be suspended as they pertain to Delegations, to allow unlimited delegations to register to speak on the 2024 Budget as part of the Public Meeting on September 13, 2023;

AND THAT Council approve the 2024 Budget Schedule attached hereto;

AND THAT Council direct staff to include the approved 2024 Budget Schedule dates as part of Council’s 2024 Regular Meeting Schedule.

Background:

The attached 2024 Budget Schedule details the progression of the budget process to completion for capital, operating, and water and wastewater budgets.

Analysis:

The capital and operating budget process has been scheduled for completion in December 2023 to enable staff to plan and prepare for 2024. The rates budget for water and wastewater is scheduled for February 2024 since the Town needs to wait for the Niagara Region to approve its water and wastewater budgets in order to get the (anticipated) new rate increase data.

The proposed 2024 Budget Schedule will act as a guide to help the Corporate Services Department plan budget events during the course of the budget process.

Financial Considerations:

There are no financial considerations with respect to this report.

Alternatives Reviewed:

Council could choose a later date for approval of the 2024 capital, operating and water and wastewater budgets. This would result in delayed planning for procurement and operational delays for staff, which will have cost or productivity consequences.

Strategic Plan Relationship: Strong Organization

A schedule that guides the budget process will allow staff to plan and prepare, communicate anticipated timelines to the public, and will facilitate co-operation with all departments.

Consultation:

The Senior Leadership Team has been consulted regarding budget meeting dates.

This schedule has been reviewed by the Pelham Finance and Audit Committee.

Other Pertinent Reports/Attachments:

Appendix 1: 2024 Budget Schedule

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

2024 Draft Budget Schedule

DATE	PURPOSE
Wednesday, September 13, 2023 4:30 p.m.	Public Meeting To receive input into Town's 2024 Budget
Wednesday, November 15, 2023	Draft Capital and Operating Budgets Available for Council & Pelham Finance and Audit Committee Review
Wednesday, November 22, 2023 4:00 p.m.	Draft Capital and Operating Budgets Finance and Audit Committee Review
Wednesday, November 29, 2023 1:00 p.m.	Capital Budget Special Meeting Presentation at Committee of the Whole
Wednesday, December 13, 2023 Following Regular Council Meeting	Operating Budget Special Meeting Presentation at Committee of the Whole
Wednesday, December 20, 2023 9:00 a.m.	Capital & Operating Budget Consideration for Approval at Council
Wednesday, January 25, 2024	Draft Water and Wastewater Budgets Available for Council & Pelham Finance and Audit Committee Review
Wednesday, January 31, 2024 4:00 p.m.	Water & Wastewater Budgets Finance and Audit Committee Review
Wednesday, February 8, 2024 9:00 a.m.	Water & Wastewater Budgets Special Meeting Presentation at Committee of the Whole
Wednesday, February 22, 2024 9:00 a.m.	Water & Wastewater Budgets Consideration for Approval at Council

Subject: Pelham Audit and Finance Committee -
Recommendation Letter

Recommendation:

BE IT RESOLVED THAT Council receive Report #2023-0132 Pelham Audit and Finance Committee Recommendation Letter, for information;

AND THAT Council approve and endorse the recommendation made by the Pelham Finance and Audit Committee in the letter dated May 26, 2023, being:

WHEREAS the Pelham Finance and Audit Committee received the 2022 Town of Pelham Consolidated Financial Statements;

NOW THEREFORE the Committee hereby recommends that Council approve the 2022 Town of Pelham Consolidate Financial Statements.

Background:

Pelham Finance and Audit Committee met on May 23, 2023 to review the Consolidated Audited Financial Statements as at December 31, 2022. Staff presented the financial statements along with Management's Financial Report.

Trevor Ferguson, Deloitte partner, presented Deloitte's Auditors Report.

The Committee Chair has written a resolution, which was adopted by the Pelham Audit and Finance Committee. This letter requests Council to approve and endorse the Pelham Finance and Audit Committee recommendation.

Analysis:

N/A

Financial Considerations:

N/A

Alternatives Reviewed:

N/A

Strategic Plan Relationship: Financial Health

The audited Financial Statements are a legislative requirement for the Town of Pelham. These statements report on the financial health of the Town which is improving annually by the continual reduction of the net debt position.

Consultation:

N/A

Other Pertinent Reports/Attachments:

Pelham Finance and Audit Committee Recommendation Letter

Consolidated Financial Statements of Corporation of the Town of Pelham as at December 31, 2022

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

May 26, 2023

Town of Pelham
20 Pelham Town Square
Fonthill, Ontario
L0S 1E0

Attention: Town of Pelham Council

RE: Pelham Finance and Audit Committee Recommendation

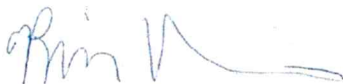
Please see the resolution, which was adopted by the Pelham Audit and Finance Committee at its meeting on May 23, 2023.

WHEREAS the Pelham Finance and Audit Committee received the 2022 Town of Pelham Consolidated Financial Statements;

NOW THEREFORE, THAT the Committee hereby recommends that Council approve the 2022 Town of Pelham Consolidated Financial Statements.

The Committee therefore requests Council approve and endorse the Pelham Audit and Finance Committee recommendation enclosed herewith.

Yours very truly,



Bill Crumm
Chair, Pelham Audit and Finance Committee

cc: William Tigert, Acting Town Clerk

Consolidated Financial Statements of

CORPORATION OF THE TOWN OF PELHAM

December 31, 2022

Draft

CORPORATION OF THE TOWN OF PELHAM

December 31, 2022

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Independent Auditor's Report

To the Members of Council of the
Corporation of the Town of Pelham

Opinion

We have audited the consolidated financial statements of the Corporation of the Town of Pelham (the "Town"), which comprise the consolidated statement of financial position as at December 31, 2022, and the consolidated statements of operations, change in net debt and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Town as at December 31, 2022, the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards ("PSAS").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Town in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with PSAS, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Town's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Town to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Town's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Town's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Town's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Town to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Town to express an opinion on the consolidated financial statements. We are solely responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants
Licensed Public Accountants
June XX, 2023

CORPORATION OF THE TOWN OF PELHAM

Consolidated Statement of Financial Position

December 31, 2022

	2022	2021
FINANCIAL ASSETS		
Cash and cash equivalents	\$ 18,163,039	\$ 18,850,877
Taxes receivable	2,788,518	1,663,629
User charges receivable	953,193	967,228
Accounts receivable	6,992,230	6,264,347
Investment in subsidiary (Note 2)	5,659,632	5,594,552
	34,556,612	33,340,633
LIABILITIES		
Bank indebtedness (Note 3)	900,000	1,033,333
Accounts payable and accrued liabilities	5,834,422	5,005,336
Other liabilities	2,129,087	2,461,513
Deposits and deferred revenue	399,467	419,537
Deferred revenue - obligatory reserve funds (Note 4)	6,520,304	5,054,470
Long-term debt (Note 5)	28,745,764	31,032,054
Employee benefit obligations (Note 6)	529,504	425,250
	45,058,548	45,431,493
Contingencies (Note 17)		
Net debt	(10,501,936)	(12,090,860)
NON FINANCIAL ASSETS		
Tangible capital assets (Schedule 2)	146,104,135	140,465,822
Prepaid expenses	669,256	305,566
	146,773,391	140,771,388
Accumulated surplus (Note 7)	\$ 136,271,455	\$ 128,680,528

Signed on behalf of the Town:

Marvin Junkin, Mayor

Teresa Quinlin-Murphy, Treasurer

The accompanying notes to the consolidated financial statements are an integral part of this consolidated financial statement.

CORPORATION OF THE TOWN OF PELHAM

Consolidated Statement of Operations

For the Year Ended December 31, 2022

	Budget 2022 (Note 14)	Actual 2022	Actual 2021
REVENUE			
Taxation (Note 9)	\$ 17,059,111	\$ 17,183,515	\$ 16,220,412
User charges (Note 10)	8,253,379	9,071,959	7,965,644
Grants (Note 12)	4,809,563	5,668,326	4,435,549
Contributions from developers	4,309,958	1,861,481	1,916,379
Contributed tangible capital assets	-	-	5,775,896
Other (Note 13)	878,150	1,722,550	1,201,872
Equity earnings in subsidiary (Note 2)	-	146,000	142,153
Gain on disposal of tangible capital assets and assets held for sale	-	96,848	13,586
	35,310,161	35,750,679	37,671,491
EXPENSES			
General government	4,156,384	4,397,503	4,200,643
Protection to persons and property	2,265,310	2,258,046	2,219,754
Transportation services	6,358,984	6,587,938	6,007,186
Environmental services	6,164,012	6,058,908	5,545,852
Health services	128,523	118,573	107,328
Recreation and culture services	7,496,285	7,985,727	6,715,269
Planning and development	677,101	753,057	639,038
	27,246,599	28,159,752	25,435,070
Annual surplus	8,063,562	7,590,927	12,236,421
Accumulated surplus, beginning of year	128,680,528	128,680,528	116,444,107
Accumulated surplus, end of year	\$ 136,744,090	\$ 136,271,455	\$ 128,680,528

The accompanying notes to the consolidated financial statements are an integral part of this consolidated financial statement.

CORPORATION OF THE TOWN OF PELHAM

Consolidated Statement of Change in Net Debt

For the Year Ended December 31, 2022

	Budget 2022	Actual 2022	Actual 2021
ANNUAL SURPLUS	\$ 8,063,562	\$ 7,590,927	\$ 12,236,421
Amortization of tangible assets	6,100,000	5,930,971	5,812,954
Contributed tangible capital assets	-	-	(5,775,896)
Acquisition of tangible capital assets	(14,026,590)	(11,709,825)	(5,660,168)
(Gain) loss on disposal of tangible capital assets	-	(96,848)	(13,586)
Proceeds on disposal of tangible capital assets	-	237,389	20,536
	136,972	1,952,614	6,620,261
Acquisition of prepaid expenses	-	(662,210)	(282,035)
Use of prepaid expenses	-	298,520	81,119
	-	(363,690)	(200,916)
Decrease in net debt	136,972	1,588,924	6,419,345
Net debt, beginning of year	(12,090,860)	(12,090,860)	(18,510,205)
Net debt, end of year	\$ (11,953,888)	\$ (10,501,936)	\$ (12,090,860)

The accompanying notes to the consolidated financial statements are an integral part of this consolidated financial statement.

CORPORATION OF THE TOWN OF PELHAM

Consolidated Statement of Cash Flows

For the Year Ended December 31, 2022

	2022	2021
OPERATING ACTIVITIES		
Annual surplus	\$ 7,590,927	\$ 12,236,421
Items not involving cash:		
Amortization of tangible assets	5,930,971	5,812,954
Gain on disposal of tangible capital assets and assets held for sale	(96,848)	(13,586)
Contributed tangible capital assets	-	(5,775,896)
Net earnings from investment in subsidiary	(146,000)	(142,153)
Employment benefit obligations	104,254	20,334
Change in non-cash assets and liabilities:		
Taxes receivable	(1,124,889)	303,659
User charges receivable	14,036	(166,775)
Accounts receivable	(727,883)	(1,948,499)
Accounts payable and accrued liabilities	829,086	(671,582)
Other liabilities	(332,426)	247,207
Deferred revenue - obligatory reserve funds	1,465,834	1,827,442
Deposits and deferred revenue	(20,070)	(370,947)
Prepaid expenses	(363,690)	(200,916)
	13,123,302	11,157,663
CAPITAL ACTIVITIES		
Proceeds on disposal of tangible capital assets	237,389	20,536
Acquisition of tangible capital assets, net of construction in process capitalized	(11,709,825)	(5,660,168)
	(11,472,436)	(5,639,632)
FINANCING ACTIVITIES		
Decrease in bank indebtedness	(133,333)	(133,334)
Dividends received from investment in subsidiary (Note 2)	80,920	40,358
Repayment of long-term debt	(2,286,290)	(2,433,289)
	(2,338,703)	(2,526,265)
Net (decrease) increase in cash	(687,837)	2,991,766
Cash and cash equivalents, beginning of year	18,850,877	15,859,111
Cash and cash equivalents, end of year	\$ 18,163,040	\$ 18,850,877

The accompanying notes to the consolidated financial statements are an integral part of this consolidated financial statement.

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

1. Significant accounting policies

The Corporation of the Town of Pelham ("the Town") is a municipality that provides municipal services such as fire, public works, planning, parks and recreation, library and other general government operations.

The consolidated financial statements of the Town are the representation of management prepared in accordance with Canadian public sector accounting standards ("PSAS"). Significant aspects of the accounting policies adopted by the Town are as follows:

a. Basis of consolidation

These consolidated financial statements reflect the assets, liabilities, non-financial assets, revenues, and expenses and include all activities of all committees of Council and the following local boards and municipal entities which are under the control of Council:

i. Pelham Public Library Board (2021, and up to March 6, 2022)

Interdepartmental and organizational transactions and balances are eliminated.

The following joint local board is proportionately consolidated:

ii. Niagara Central Airport Commission (Joint Board)

Related party transactions are eliminated (Note 15).

iii. Peninsula West Power Inc.

Peninsula West Power Inc., a subsidiary corporation of the Town is accounted for on a modified equity basis, consistent with the generally accepted accounting treatment for government enterprises (Note 2). Under the modified equity basis, the business enterprise's accounting principles are not adjusted to conform with those of the Town, and interorganizational transactions and balances are not eliminated.

iv. Lincoln Pelham Union Public Library (from March 7, 2022 onward)

Effective March 7, 2022, the Lincoln Pelham Union Public Library was established pursuant to and in accordance with the provisions of the *Public Libraries Act* to serve Lincoln and Pelham. This board is under the management and control of a union board as described in the *Public Libraries Act*, which is a corporation incorporated pursuant to the Non-for-Profit Corporations Act, 2010, S.O. 2010 C.15. Lincoln and Pelham are responsible for their proportionate share of the operating budget based on population. For 2022, Lincoln's portion is 58% and Pelham's portion is 42%. The library facilities will remain the responsibility and asset of the respective municipality.

The consolidated statements exclude trust funds that are administered for the benefit of external parties (Note 16).

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

1. Significant accounting policies (continued)

b. Basis of accounting

The consolidated financial statements are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they become available and measurable; expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

c. Deferred revenue - obligatory reserve funds

Receipts which are restricted by legislation of senior governments or by agreement with external parties are deferred and reported as restricted revenues. When qualifying expenses are incurred, restricted revenues are brought into revenue at equal amounts. Revenues received in advance of expenses which will be incurred in a later period are deferred.

d. Employee future benefits

The present value of the cost of providing employees with future benefit programs is expensed as employees earn these entitlements through service. The cost of the benefits earned by employees is determined using the projected benefit method pro-rated on service and management's best estimate of retirement ages of employees and expected health care and dental costs.

e. Cash and cash equivalents

For the purpose of the consolidated financial statements, the Town considers all short-term investments with an original maturity of three months or less to be cash equivalents.

f. Deposits and deferred revenue

Deposits and deferred revenue represent user fees and charges that have been collected but for which the related services have yet to be performed. These amounts will be recognized as revenue in the fiscal year the services are performed.

g. Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

1. Significant accounting policies (continued)

h. Tangible capital assets

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to the acquisition, construction, development or betterment of an asset. The cost, less residual value of the tangible capital asset is amortized on a straight line basis over the estimated useful life as follows:

Classification	Useful life
Land improvements	15 to 40 years
Buildings	20 to 60 years
Machinery and equipment	7 to 40 years
Furniture and fixtures	5 to 10 years
Computer hardware	4 years
Computer software	5 years
Library collection	15 years
Linear assets	2 to 90 years
Vehicles	3 to 20 years

Half year amortization is charged in the year of acquisition and no amortization is taken in year of disposal. Assets under construction are not amortized until the asset is available for productive use.

The Town does not capitalize interest as part of the costs of its capital assets.

Tangible capital assets received as contributions are recorded at their fair market value at the date of receipt and also are recorded as revenue.

Works of art, artifacts, cultural or historic assets are not recorded as assets in the consolidated financial statements.

Leases are classified as capital or operating leases. Leases that transfer substantially all benefits incidental to ownership are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

i. Subdivision infrastructure

Subdivision streets, lighting, sidewalks, drainage and other infrastructure are required to be provided by subdivision developers. Upon completion they are turned over to the Town. The Town is not involved in the construction.

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

1. Significant accounting policies (continued)

j. Reserves for future expenses

Certain amounts, as approved by Town Council, are set aside in reserves and reserve funds for future current and capital expenses.

k. Government transfer payments

Government transfers are recognized as revenues by the Town in the period during which the transfer is authorized and any eligibility criteria are met. Government transfers are deferred if they are restricted through stipulations that require specific actions or programs to be carried out in order to keep the transfer. For such transfers, revenue is recognized when the stipulation has been met.

l. Local improvements

The Town records capital expenses funded by local improvement agreements as they are incurred. Revenues are recognized in the year they become receivable.

m. Tax revenue

Tax revenue is recognized on all taxable properties within the Town that are included in the tax roll provided by the Municipal Property Assessment Corporation, using property values included in the tax roll or property values that can be reasonably estimated by the Town as it relates to supplementary or omitted assessments, at tax rates authorized by Council for the Town's own purposes in the period for which the tax is levied.

n. Region and school board transactions

The taxation, other revenues, expenses, assets and liabilities with respect to the operations of the school boards and the Region of Niagara are not reflected in the accumulated surplus of these consolidated financial statements.

o. Development charges

Development charges, collected under the authority of Sections 33 to 35 of the Development Charges Act, 1997, are reported as deferred revenue - obligatory reserve funds in the consolidated statement of financial position in accordance with Canadian public sector accounting standards. Amounts applied to qualifying capital projects are recorded as revenue in the fiscal period in which the funds are expended on qualifying capital projects. Development charges will also be applied to cover costs for servicing debt including interest on borrowings and contributions to sinking funds to retire debt.

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

1. Significant accounting policies (continued)

p. Management estimates

The preparation of these consolidated financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates. Significant estimates include accounts receivable, accrued liabilities, deferred revenue, employee benefit obligations and useful lives of tangible capital assets.

2. Subsidiary operations

Peninsula West Power Inc. (PWPI), established by Council under Municipal By-law 2004-45, is an amalgamation of hydro-electric commissions from the Municipalities of Lincoln, West Lincoln and Pelham. PWPI owns a 25.5% share of Niagara Peninsula Energy Inc., which provides electric distribution services and wholly-owns Peninsula West Services Ltd. (PWSL), which provides water heater, sentinel lights and related services. The Town of Pelham has a 17% interest in PWPI.

The following table provides condensed supplementary financial information for Peninsula West Power Inc.:

	2022	2021
Financial position		
Current assets	\$ 1,717,662	\$ 1,646,498
Capital assets	69,265	79,889
Investment	37,784,856	36,873,000
Total assets	39,571,783	38,599,387
Current liabilities		
Accounts payable and accrued liabilities	58,433	56,753
Future payments in lieu of taxes	6,226,804	5,638,911
Total liabilities	6,285,237	5,695,664
Net assets	33,286,546	32,903,723
Town of Pelham's interest - 17%	\$ 5,659,632	\$ 5,594,552

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

2. Subsidiary operations (continued)

	2022	2021
Change in equity investment in subsidiary		
Revenues	\$ 240,493	\$ 179,733
Expenses	(205,739)	(170,380)
Payment in lieu of income taxes	(597,786)	(2,081)
Gain (loss) from operations	(563,032)	7,272
Gain on investment	1,421,855	828,921
Net earnings	858,823	836,193
Dividends	(476,000)	(237,400)
Net increase in equity of subsidiary	382,823	598,793
Change in equity of subsidiary - 17%	\$ 65,080	\$ 101,795

The financial position, long-term debt, capital lease and contingent liabilities information is as reported by Peninsula West Power Inc. at December 31, 2022 and the results of operations is as reported for the year ended December 31, 2022. The comparative financial position and results of operations figures are as reported by Peninsula West Power Inc. at December 31, 2021.

The following summarizes the Town's related party transactions with Peninsula West Power Inc. for the year. All transactions are in the normal course of operations, and are recorded at the exchange value based on normal commercial rates, or as agreed to by the parties.

	2022	2021
Electricity purchased	\$ 58,594	\$ 31,620
Administration expense	4,685	4,685
	\$ 63,279	\$ 36,305

3. Bank indebtedness

The Town has an authorized revolving line of credit of \$11,500,000 (2021 - \$11,500,000) at prime minus 0.25%, of which \$11,500,000 (2021 - \$11,500,000) remained unused at year-end. The line of credit is secured by a borrowing by-law for operating line of \$11,500,000 held. Payment is due on demand. The Town has a non-revolving demand instalment loan of \$900,000 (2021 - \$1,033,333) at prime minus 0.10%. Payment is due on demand.

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

4. Deferred revenue - obligatory reserve funds

A requirement of PSAS is that obligatory reserve funds be reported as deferred revenue. This requirement is in place as legislation restricts how these funds may be used and under certain circumstances these funds may be refunded.

The net change during the year in the legislatively restricted deferred revenue balances is as follows:

	Development charges	Parkland	Canada Community- Building Fund	Ontario Gas Tax	Other	2022 Total	2021 Total
Balance, beginning of year	\$ 3,026,873	\$ 1,335,479	\$ 572,765	\$ 89,515	\$ 29,838	\$ 5,054,470	\$ 3,227,028
Restricted funds received	3,522,259	393,696	542,646	-	1,017,542	5,476,143	5,657,659
Interest earned	52,970	23,260	11,280	1,858	8,301	97,669	43,472
Collection of receivable	-	(393,696)	-	-	-	(393,696)	(765,370)
Revenue recognized	(1,858,959)	-	(802,679)	(30,000)	(1,022,644)	(3,714,282)	(3,108,319)
Balance, end of year	\$ 4,743,143	\$ 1,358,739	\$ 324,012	\$ 61,373	\$ 33,037	\$ 6,520,304	\$ 5,054,470

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

5. Long-term debt

- (a) The balance of net long-term debt reported on the consolidated statement of financial position is made up of the following:

	2022	2021
The Town has assumed responsibility for the payment of principal and interest charges on certain long-term debt issued by the Region of Niagara. At the end of the year, the outstanding principal amount of this debt is	\$ 28,745,764	\$ 31,032,054

- (b) The net long-term debt:

Debenture number	Purpose	Interest rates	Maturity dates	2022	2021
73-2012	Haist St & Rice Rd	1.35% to 3.10%	2022	\$ -	\$ 90,000
72-2013	Effingham & Hwy 20	1.40% to 3.75%	2023	78,856	155,986
78-2014	Pelham St & Fire Stn #2	1.20% to 3.30%	2024	392,848	580,680
75-2015	Fire Stn #3 & Pt Robinson	1.94%	2025	1,070,000	1,410,000
35-2016	Fenwick & Pt Robinson	1.20% to 2.40%	2026	2,416,733	2,991,888
72-2016	Meridian Community Centre	3.34%	2046	7,894,467	8,106,271
55-2017	Meridian Community Centre	3.22%	2047	10,830,692	11,109,245
59-2019	East Fonthill Roads	2.40%	2029	2,899,266	3,280,119
58-2020	Meridian Community Centre	1.98%	2040	3,162,902	3,307,865
				\$ 28,745,764	\$ 31,032,054

- (c) Principal repayments due in each of the next five years and thereafter are as follows:

2023	\$ 2,248,376
2024	2,222,719
2025	2,074,693
2026	1,752,359
2027	1,159,134
Thereafter	19,288,483
	\$ 28,745,764

The Town paid \$982,220 (2021 - \$924,280) of interest on long-term debt during the year.

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

6. Employee benefit obligations

The Town completes a valuation for accounting purposes annually using the projected benefit method prorated on service.

The valuation was based on a number of assumptions about future events, such as inflation rates, interest rates, medical inflation rates, wage and salary increases, and employee turnover and mortality. The assumptions used reflect management's best estimates. The main assumptions employed for the valuation are as follows:

Discount rate	beginning of year	2.67%
	end of year	2.67%
Medical cost increases	ultimate trend rate	4.35%

The post-employment benefit expense is reported as a component of expenses on the consolidated statement of operations. Composition of the amount is as follows:

	2022	2021
Current service cost	\$ 126,352	\$ 33,040
Interest on post-employment benefit liability	11,346	10,803
Total expense related to post-employment benefits	\$ 137,698	\$ 43,843

Vested sick leave benefits

Under the sick leave benefit plan, which was in place until 1994, unused sick leave could accumulate and employees were entitled to a cash payment. All the vested sick leave benefits have been paid out.

Post-employment benefit liability

The Town sponsors a defined benefit plan for post-employment benefits other than pensions for substantially all of its employees. The plan provides extended health and life insurance coverage to age 65 for full-time employees. The plan is unfunded and requires no contribution from employees. Total benefit payments for retirees during the year were \$33,456 (2021 - \$23,509).

Pension agreement

The Town makes contributions to the Ontario Municipal Employees' Retirement Fund (OMERS), which is a multi-employer plan, on behalf of 75 members of its staff. The Town also makes contributions to OMERS on behalf of 7 members of its library staff. The plan is a defined benefit plan which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay. The Town accounts for its participation in OMERS as a defined contribution plan. The OMERS Plan ended 2022 with a funding deficit of \$6.7 billion (2021 - \$3.1 billion). The funded ratio decreased from 97% in 2021 to 95% in 2022, which is the first decline in the Plan's funded ratio since 2012. The primary reason for the decrease in funded ratio and the increase in the funding deficit is higher-than-expected price inflation. The amount the Town contributed to OMERS for 2022 was \$641,463 (2021 - \$601,040) for current service which is included as an expense in the consolidated statement of operations.

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

7. Accumulated surplus

Accumulated surplus consists of individual fund surplus (deficit) and reserves as follows:

	2022	2021
Surplus (deficit)		
Town	\$ 925,111	\$ 565,416
Library (Schedule 1)	(274,361)	(343,371)
Niagara Central Airport Commission (Note 15)	(17,124)	(15,901)
	633,626	206,144
Investment in tangible capital assets (Schedule 2)	146,104,135	140,465,822
Investment in subsidiary	5,659,632	5,594,552
Unfunded		
Long-term debt	(28,745,764)	(31,032,054)
Employee benefit obligations	(529,504)	(425,250)
	(29,275,268)	(31,457,304)
Reserves and reserve funds (Note 8)	13,149,330	13,871,314
	\$ 136,271,455	\$ 128,680,528

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

8. Reserves and reserve funds

	2022	2021
Reserves and reserve funds set aside for specific purposes by Council		
Airport (Note 15)	\$ 28,357	\$ 2,955
Building department	1,973,804	1,724,040
Cemetery	157,162	78,190
Community improvement plan	283,957	296,520
Elections	14,345	98,455
Fire equipment	1,218,432	876,935
Fleet	1,552,894	1,134,797
Human resource capacity building	551,264	588,910
Information technology	104,965	192,279
Land acquisition	(837,592)	(984,592)
Library (Schedule 1)	388,450	392,907
Meridian Community Centre	601,747	630,364
Municipal building facility	635,999	593,277
Municipal drainage	61,763	44,131
Parks and recreation	61,894	321,524
Physician recruitment	27,705	27,705
Planning	363,357	334,509
Roads	2,469,836	3,574,427
Volunteer firefighter life insurance	37,500	25,000
Wastewater	2,563,441	2,115,558
Water	500,582	1,331,322
Working capital	389,468	472,101
	\$ 13,149,330	\$ 13,871,314

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

9. Taxation

	Budget 2022 (Note 14)	Actual 2022	Actual 2021
Taxation - real property	\$ 41,820,176	\$ 42,391,752	\$ 40,179,468
Payments in lieu of taxes	300,471	304,502	304,304
	42,120,647	42,696,254	40,483,772
Less: taxation collected on behalf of			
Region of Niagara	19,678,307	20,032,668	18,969,367
School boards	5,383,229	5,480,071	5,293,993
	25,061,536	25,512,739	24,263,360
Net taxes available for municipal purposes	17,059,111	17,183,515	16,220,412
Residential and farm	15,535,084	15,632,005	14,813,044
Multi-residential	206,285	210,077	202,523
Commercial	1,251,118	1,273,681	1,142,846
Industrial	66,552	67,752	61,999
	\$ 17,059,039	\$ 17,183,515	\$ 16,220,412

10. User charges

	Budget 2022 (Note 14)	Actual 2022	Actual 2021
Operating			
Fees and service charges	\$ 1,284,388	\$ 1,965,657	\$ 1,156,118
Water charges	3,577,480	3,426,210	3,331,059
Sewer charges	2,712,861	2,675,016	2,514,188
Licenses and permits	678,650	1,005,076	964,279
	\$ 8,253,379	\$ 9,071,959	\$ 7,965,644

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

11. Collections for the Region of Niagara and school boards

Total taxation and development charges received or receivable on behalf of the Region of Niagara and the school boards were as follows:

	2022	2021
Region of Niagara	\$ 24,136,175	\$ 22,881,532
School boards	5,480,071	5,293,993
	\$ 29,616,246	\$ 28,175,525

The Town is required to levy and collect taxes on behalf of the Region of Niagara and the school boards. The taxes levied over (under) the amounts requisitioned are recorded as accounts payable (receivable).

The Town collects development charges on behalf of the Region of Niagara. Development charges collected in excess of those paid to the Region are recorded as accounts payable.

12. Grants

	Budget 2022 (Note 14)	Actual 2022	Actual 2021
Operating			
Government of Canada	\$ 14,650	\$ 83,383	\$ 89,564
Province of Ontario	782,288	1,872,751	956,418
Region of Niagara	2,000	40,089	26,400
Other	-	1,100	15,700
	798,938	1,997,323	1,088,082
Capital			
Government of Canada	3,046,620	2,690,302	1,611,432
Province of Ontario	964,005	857,298	1,691,035
Region of Niagara	-	123,403	45,000
	4,010,625	3,671,003	3,347,467
	\$ 4,809,563	\$ 5,668,326	\$ 4,435,549

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

13. Other revenue

	Budget 2022 (Note 14)	Actual 2022	Actual 2021
Operating			
Penalties and interest on taxes	\$ 270,000	\$ 380,139	\$ 302,903
Investment income	33,000	510,905	108,442
Fines and other penalties	52,500	31,272	55,031
Other	382,650	446,842	505,656
	738,150	1,369,158	972,032
Capital			
Investment income	-	-	-
Donations	-	353,392	229,840
Other	140,000	-	-
	\$ 878,150	\$ 1,722,550	\$ 1,201,872

14. Budget amounts

The operating tax rate supported budget was approved by Council on January 24, 2022 to establish the tax rates for the year. In addition, the tax rates supported capital budget was approved by Council on December, 20, 2021 and the water and wastewater budgets were approved on January 24, 2022.

An amount for amortization expense has been added and is based on management's best estimate of amortization expense determined at the beginning of the year. Amortization expense was not included in the original Council approved budget.

Amounts included in the original Council approved capital budget which are not recognized as tangible capital assets are included in consolidated statement of operations under the appropriate functional expense category, while those recognized as tangible capital assets are include in the consolidated statement of change in net debt.

The chart below reconciles the approved budget to the budget amounts reported in the consolidated financial statements.

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

14. Budget amounts (continued)

	Budget Amount
Revenues	
Approved operating budget	\$ 20,374,879
Approved water and wastewater budget	6,331,341
Approved library budget - other than Town contribution	118,138
Add capital:	
Development charges	4,047,475
Recreational Land (the Planning Act)	220,000
Federal Gas Tax	825,000
Ontario Community Infrastructure Fund	941,005
Other grants	3,051,420
	9,084,900
Less:	
Transfers from reserves - operating	(411,832)
	(411,832)
Total revenues	35,497,426
Expenses	
Approved operating budget	20,374,879
Approved water and wastewater budget	6,331,341
Approved library operating budget	1,012,845
Add:	
Amortization	6,100,000
Employee future benefits	40,000
Estimated capital budget items expense in nature	737,000
Debt interest payments - development charges	410,032
	7,287,032
Less:	
Debt principal payments (development charge excluded)	(1,168,623)
Town contribution to library	(894,707)
Transfers to reserves, including capital	(5,504,568)
	(7,567,898)
Total expenses	27,438,199
Annual surplus	\$ 8,059,227

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

15. Niagara Central Airport Commission

The Niagara Central Airport Commission operates a two runway airport offering a year round fixed base operation. The Commission is funded by the four nearby municipalities, City of Welland, City of Port Colborne, Town of Pelham and the Township of Wainfleet. The Town of Pelham has a non-controlling interest in the airport of 18%.

	2022	2021
Financial assets		
Cash and temporary investments	\$ 291,278	\$ 280,455
Receivables	34,503	6,485
	325,781	286,940
Liabilities		
Accounts payable and accrued liabilities	40,758	30,376
Loans payable and capital lease liability	277,696	367,184
	318,454	397,560
Net debt	7,327	(110,620)
Non-financial assets		
Prepaid expenses	14,738	14,783
Fuel inventory	15,805	23,912
Tangible capital assets	1,624,743	1,421,197
	1,655,286	1,459,892
Accumulated surplus	1,662,613	1,349,272
Accumulated surplus		
Operating deficit	(95,133)	(55,462)
Reserves	157,539	16,164
Investment in tangible capital assets	1,600,207	1,388,570
	1,662,613	1,349,272
Revenues		
Grants	154,770	154,770
Fuel and rentals	95,191	101,463
Other	350,882	29,973
Expenses	(287,502)	(230,772)
Annual surplus	\$ 313,341	\$ 55,434

The financial position information is as reported by the Niagara Central Airport Commission as at December 31, 2022 and the results of operations are as reported for the year ended December 31, 2022.

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

15. Niagara Central Airport Commission (continued)

The Town has recorded in the financial statements its 18% share of the Niagara Central Airport Commissions' assets, liabilities, accumulated surplus, revenues, expenses, and annual surplus.

The following summarizes the Town's related party transactions with the Niagara Central Airport Commission for the year. All transactions are in the normal course of operations, and are recorded at the exchange value based on normal commercial rates, or as agreed to by the parties.

		2022		2021
Grants	\$	25,854	\$	23,307
Donations		3,116		1,563
Loan payments received	\$	-	\$	9,308

16. Trust funds

Trust funds administered by the Town amounting to \$1,188,195 (2021 - \$1,108,089) have not been included in the Consolidated Statement of Financial Position nor have these operations been included in the Consolidated Statement of Operations.

17. Contingencies

From time to time, the Town is the subject of litigation. In the opinion of management, any litigation outstanding, if successful, would not have a material impact on the financial statements.

18. Financial instruments

The Town's financial instruments consist of cash and cash equivalents, user charges and accounts receivable, bank indebtedness, accounts payable and accrued liabilities, other liabilities and long-term debt. It is management's opinion that the Town is not exposed to significant interest, currency or credit risks arising from these financial instruments. The fair values of these financial instruments approximate their carrying values.

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

19. Segmented information

The Town provides a diverse range of services to its citizens. The Consolidated schedule of segment disclosure has grouped various services into segments to provide a further breakdown of the revenues and expenses attributable to each segment. For each reported segment, revenues and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis.

The services included in each segment are as follows:

(i) General government

General government is comprised of governance, corporate management and program support.

(ii) Protection services

Protection is comprised of fire, protective inspection and control, emergency measures and provincial offences.

(iii) Transportation services

Transportation is comprised of roads, winter control, transit, parking, street lighting and air transportation.

(iv) Environmental services

Environmental is comprised of storm sewer systems and water collection.

(v) Health services

Health services is comprised of cemeteries.

(vi) Recreation and culture services

Recreation and culture is comprised of parks, recreation programs, recreation facilities, libraries and cultural services.

(vii) Planning and development

Planning and development is comprised of planning and zoning, commercial and industrial development, residential development, agricultural and reforestation, heritage matters and municipal drainage.

CORPORATION OF THE TOWN OF PELHAM

Consolidated Schedule of Library Operations - Schedule 1

For the Year Ended December 31, 2022

	Budget 2022 (Note 14)	Actual 2022	Actual 2021
Revenue			
Municipal contribution (Library)	\$ 894,707	\$ 894,707	\$ 877,164
Library - grants	41,388	28,132	55,430
Deferred revenue earned (Development Charges)	42,750	42,750	42,750
Library - other revenue	34,000	29,147	13,175
	1,012,845	994,736	988,519
Expenses			
Administration	55,300	57,216	54,284
Amortization of books, periodicals and media	-	56,498	58,751
Books, periodicals and other media	58,000	46,874	-
Electronic resources and maintenance	37,798	15,083	56,751
Equipment rental	3,000	1,828	1,399
Furnishings and office equipment	500	6,710	159
Insurance	3,800	4,067	3,727
Programs	10,000	15,217	8,201
Repairs and maintenance	50,000	36,393	46,856
Salary, wages and employee benefits	767,947	684,185	657,945
Supplies	3,000	2,093	2,740
Utilities	23,500	22,133	21,149
	1,012,845	948,297	911,962
Annual surplus	-	46,439	76,557
Accumulated surplus, beginning of year	422,720	422,720	346,163
Accumulated surplus, end of year	422,720	469,159	422,720
Accumulated surplus consists of the following			
Operating deficit	-	(274,361)	(343,371)
Investment in library collection	-	385,473	395,096
Reserves	-	388,450	392,907
Unfunded employee benefit obligations	-	(30,403)	(21,912)
	\$ -	\$ 469,159	\$ 422,720

CORPORATION OF THE TOWN OF PELHAM

Consolidated Schedule of Tangible Capital Assets - Schedule 2

For the Year Ended December 31, 2022

	2022							
	Land	Land improvements	Buildings	Machinery, equipment, furniture, fixtures and computers	Vehicles	Linear assets	Construction in process	Total
Cost								
Beginning of year	\$ 19,036,546	\$ 6,967,551	\$ 47,500,950	\$ 9,131,907	\$ 6,484,234	\$140,850,936	\$ 3,804,139	\$233,776,263
Add additions	-	935,032	18,744	1,016,006	-	6,265,480	6,888,317	15,123,579
Less construction in process capitalized	-	-	-	-	-	-	(3,413,754)	(3,413,754)
Less disposals during the year	(123,650)	-	-	(19,000)	(778,666)	(18,900)	-	(940,216)
End of year	18,912,896	7,902,583	47,519,694	10,128,913	5,705,568	147,097,516	7,278,702	244,545,872
Accumulated amortization								
Beginning of year	-	2,188,053	7,681,295	6,260,146	4,965,241	72,215,705	-	93,310,440
Add amortization during the year	-	367,940	1,311,388	564,020	240,777	3,446,847	-	5,930,972
Less amortization on disposals	-	-	-	(17,500)	(763,275)	(18,900)	-	(799,675)
End of year	-	2,555,993	8,992,683	6,806,666	4,442,743	75,643,652	-	98,441,737
Net book value	\$ 18,912,896	\$ 5,346,590	\$ 38,527,011	\$ 3,322,247	\$ 1,262,825	\$ 71,453,864	\$ 7,278,702	\$146,104,135

CORPORATION OF THE TOWN OF PELHAM

Consolidated Schedule of Tangible Capital Assets - Schedule 2

For the Year Ended December 31, 2022

	2021							
	Land	Land improvements	Buildings	Machinery, equipment, furniture, fixtures and computers	Vehicles	Linear assets	Construction in process	Total
Cost								
Beginning of year	\$ 18,931,537	\$ 5,673,216	\$ 47,470,980	\$ 8,816,728	\$ 6,367,497	\$129,653,001	\$ 5,670,467	\$222,583,426
Add additions	105,009	355,754	29,970	315,179	342,803	6,377,781	3,538,763	11,065,259
Add contributed tangible capital assets	-	938,581	-	-	-	4,837,315	-	5,775,896
Less construction in process capitalized	-	-	-	-	-	-	(5,405,091)	(5,405,091)
Less disposals during the year	-	-	-	-	(226,066)	(17,160)	-	(243,226)
End of year	19,036,546	6,967,551	47,500,950	9,131,907	6,484,234	140,850,937	3,804,139	233,776,264
Accumulated amortization								
Beginning of year	-	1,881,412	6,371,708	5,702,438	4,888,385	68,889,821	-	87,733,764
Add amortization during the year	-	306,641	1,309,587	557,708	295,975	3,343,043	-	5,812,954
Less amortization on disposals	-	-	-	-	(219,117)	(17,159)	-	(236,276)
End of year	-	2,188,053	7,681,295	6,260,146	4,965,243	72,215,705	-	93,310,442
Net book value	\$ 19,036,546	\$ 4,779,498	\$ 39,819,655	\$ 2,871,761	\$ 1,518,991	\$ 68,635,232	\$ 3,804,139	\$140,465,822

CORPORATION OF THE TOWN OF PELHAM

Consolidated Schedule of Segment Operations - Schedule 3

For the Year Ended December 31, 2022

	2022							
	General government	Protection services	Transportation services	Environmental services	Health services	Recreation and cultural services	Planning and development	Total
Revenue								
Taxation	\$ 9,836,917	\$ 1,161,830	\$ 1,438,220	\$ -	\$ (3,169)	\$ 4,573,078	\$ 176,639	\$ 17,183,515
User charges	77,483	1,015,858	101,706	6,101,226	48,994	1,226,064	500,628	9,071,959
Grants	390,298	-	3,340,873	321,034	-	1,616,121	-	5,668,326
Contributions from developers	-	33,929	1,520,517	161,670	-	76,061	69,304	1,861,481
Other	818,024	46,429	186,622	97,838	72,748	494,403	6,486	1,722,550
Equity earnings in subsidiary	146,000	-	-	-	-	-	-	146,000
Gain (loss) on disposal of tangible capital assets and assets held for sale	96,848	-	-	-	-	-	-	96,848
Total revenues	11,365,570	2,258,046	6,587,938	6,681,768	118,573	7,985,727	753,057	35,750,679
Expenses								
Salaries and wages	2,432,046	1,516,197	1,195,984	1,499,226	87,486	3,156,419	536,334	10,423,692
Long term debt interest	-	22,099	111,173	8,674	-	834,176	6,098	982,220
Materials	1,266,220	197,291	750,686	347,063	10,005	1,284,563	36,130	3,891,958
Contracted services	510,507	216,872	1,666,509	3,188,660	9,547	1,008,827	106,580	6,707,502
Rents & financials	41,784	-	135,297	-	-	1,828	-	178,909
External transfers to others	42,000	-	-	-	-	2,500	-	44,500
Amortization of tangible assets	104,946	305,587	2,728,289	1,015,285	11,535	1,697,414	67,915	5,930,971
	4,397,503	2,258,046	6,587,938	6,058,908	118,573	7,985,727	753,057	28,159,752
Annual surplus	\$ 6,968,067	\$ -	\$ -	\$ 622,860	\$ -	\$ -	\$ -	\$ 7,590,927

CORPORATION OF THE TOWN OF PELHAM

Consolidated Schedule of Segment Operations - Schedule 3

For the Year Ended December 31, 2022

	2021							
	General government	Protection services	Transportation services	Environmental services	Health services	Recreation and cultural services	Planning and development	Total
Revenue								
Taxation	\$ 8,781,604	\$ 1,045,113	\$ 772,029	\$ -	\$ 2,470	\$ 5,334,653	\$ 284,543	\$ 16,220,412
User charges	37,995	979,562	57,354	5,845,247	34,455	758,707	252,324	7,965,644
Grants	678,797	14,800	3,452,720	45,000	-	235,976	8,256	4,435,549
Contributions from developers	-	91,381	1,445,723	215,556	-	81,300	82,419	1,916,379
Contributed tangible capital assets	5,775,896	-	-	-	-	-	-	5,775,896
Other	404,810	88,898	271,134	50,498	70,403	304,633	11,496	1,201,872
Equity earnings in subsidiary	142,153	-	-	-	-	-	-	142,153
Gain on disposal of tangible capital assets and assets held for sale	5,360	-	8,226	-	-	-	-	13,586
Total revenues	15,826,615	2,219,754	6,007,186	6,156,301	107,328	6,715,269	639,038	37,671,491
Expenses								
Salaries and wages	2,083,628	1,454,562	1,095,600	1,350,518	79,617	2,661,084	486,084	9,211,093
Long term debt interest	-	28,747	139,674	14,219	-	734,184	7,456	924,280
Materials	914,974	161,866	627,313	341,414	4,928	1,004,898	24,351	3,079,744
Contracted services	1,046,744	202,846	1,372,700	2,887,208	11,247	654,857	53,232	6,228,834
Rents & financials	23,520	-	116,376	-	-	2,919	-	142,815
External transfers to others	32,850	-	-	-	-	2,500	-	35,350
Amortization of tangible assets	98,927	371,733	2,655,523	952,493	11,536	1,654,827	67,915	5,812,954
	4,200,643	2,219,754	6,007,186	5,545,852	107,328	6,715,269	639,038	25,435,070
Annual surplus	\$ 11,625,972	\$ -	\$ -	\$ 610,449	\$ -	\$ -	\$ -	\$ 12,236,421

Independent Auditor's Report

To the Members of Council of the
Corporation of the Town of Pelham

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of the Corporation of the Town of Pelham Trust Funds (the "Trust Funds"), which comprise the statement of financial position as at December 31, 2022, and the statements of revenue and expenses and change in fund balances for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Trust Funds as at December 31, 2022, and the results of its operations for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Trust Funds in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Trust Fund's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Trust Funds or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Trust Fund's financial reporting process

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Trust Fund's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Trust Fund's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Trust Fund to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants
Licensed Public Accountants
June XX, 2023

CORPORATION OF THE TOWN OF PELHAM TRUST FUNDS

Statement of Financial Position

As at December 31, 2022

	Cemetery Care and Maintenance Funds	Bradshaw Estate	Library Trust Funds	Total 2022	Total 2021
Assets					
Cash	\$ 855,503	\$ 146,627	\$ 152,474	\$ 1,154,604	\$ 1,063,562
Receivables and accrued interest	3,261	559	-	3,820	488
Investments (Note 2)	-	-	19,719	19,719	19,261
Due from the Town of Pelham (Note 3)	13,770	-	-	13,770	25,015
	872,534	147,186	172,193	1,191,913	1,108,326
Liability					
Due to the Town of Pelham (Note 3)	-	-	3,718	3,718	237
Fund balance	\$ 872,534	\$ 147,186	\$ 168,475	\$ 1,188,195	\$ 1,108,089

CORPORATION OF THE TOWN OF PELHAM TRUST FUNDS

Statement of Revenue and Expenses and Change in Fund Balances

Year ended December 31, 2022

	Cemetery Care and Maintenance Funds	Bradshaw Estate	Library Trust Funds	Total 2022	Total 2021
Revenue					
Interest	\$ 19,267	\$ 3,322	\$ 3,399	\$ 25,988	\$ 6,853
Realized gain	-	-	(32)	(32)	-
Donations	-	-	67,897	67,897	28,390
Marker fees	7,650	-	-	7,650	3,600
Plot sales	25,387	-	-	25,387	26,238
	52,304	3,322	71,264	126,890	65,081
Expenses					
Purchase of equipment, books, periodicals and misc	-	-	26,384	26,384	1,326
Maintenance	19,267	-	-	19,267	4,823
	19,267	-	26,384	45,651	6,149
Excess of revenues over expenses	33,037	3,322	44,880	81,239	58,932
Fund balance, beginning of year	839,497	143,864	123,595	1,106,956	1,049,157
Fund balance, end of year	\$ 872,534	\$ 147,186	\$ 168,475	\$ 1,188,195	\$ 1,108,089

CORPORATION OF THE TOWN OF PELHAM TRUST FUNDS

Notes to the Financial Statements

December 31, 2022

1. Accounting policies

The financial statements of the Corporation of the Town of Pelham Trust Funds are prepared by management in accordance with Canadian accounting standards for not-for-profit organizations. Significant aspects of the accounting policies adopted are as follows:

(a) Basis of accounting

Sources of revenue and expenses are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they become available and measurable; expenses are recognized as they are incurred and measurable.

(b) Investments

Investments are recorded at cost.

(c) Financial instruments

Cash, due to Town of Pelham and due from the Town of Pelham are recorded at amortized cost.

(d) Use of estimates

The preparation of the financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenues and expenses during the period. Actual results could differ from those estimates.

2. Investments

The total for investments by the trust funds of \$19,719 (2021 - \$19,261) reported on the statement of financial position at cost, have a market value of \$19,719 (2021 - \$19,261) at the end of the year.

3. Due to/from Town of Pelham

The amounts due to/from the Town of Pelham are unsecured, interest bearing with no specific terms of repayment.

4. Statement of cash flows

A statement of cash flows has not been provided as the related information is readily determinable from the financial statements presented.

Subject: Pelham Minor Baseball Association Batting Cage
Licencing Agreement

Recommendation:

**BE IT RESOLVED THAT Council receive Report #2023 -0137
Recreation – Pelham Minor Baseball Association Batting Cage
Licencing Agreement, for approval;**

**AND THAT Council authorize and directs staff to negotiate a licence
agreement with the Pelham Minor Baseball Association**

Background:

Through a partnership with Pelham Minor Ball Association a grant was successfully received for \$100,000 to build a batting cage and purchase a pitching machine. The batting cage was completed this spring at Centennial Park and is now ready for use.

Pelham Minor Baseball Association is well respected in the Community, affiliated with the Ontario Baseball Association, the Niagara District Baseball Association and has been in existence for many years. The Association provides organized youth hardball and t-ball to Pelham and surrounding areas, including both rep and house league divisions. A batting cage has been a request by the Association at past Capital Budget open houses and through this partnership and a grant opportunity it has become a reality.

Analysis:

It is now appropriate to enter into a licence agreement with the Association for sole use of the facility. The licence agreement will be for a 5-year period with the option for renewal, for a sum of \$1.00. The batting cage is the property of the Town of Pelham, and the pitching machine is the property of the Association.

The Association will be required to provide the Town with a 5-million-dollar general liability insurance, including batting cage, annually. The Town of Pelham will inspect and maintain the batting cage on a regular basis. The Association will maintain the pitching machine in good working order. The Facility will be limited to Pelham

Minor Baseball players over the age of 6 and only allow qualified Coaches, Managers covered under the Associations insurance. The Association will be required to abide by the Rules and Regulations as posted on the facility.

The Town Solicitor will prepare the said licence agreement.

Financial Considerations:

The agreement will be for a sum of \$1.00 with no rental fee, as the funding for the facility was a partnership with the Association and the Town would not have qualified for the funding without the Association.

Alternatives Reviewed:

No other alternatives were considered as this was a partnership with the Pelham Minor Baseball Association from the beginning.

Strategic Plan Relationship: Community Development and Growth

The facility will enhance the development of local players and the quality of programming offered by the Association.

Consultation:

Jennifer Stirton, Town Solicitor

Bryan Secord, Supervisor of RCW Facilities & Programs

Pelham Minor Baseball Association

Other Pertinent Reports/Attachments:

NIL

Prepared and Recommended by:

Vickie vanRavenswaay, RRFA
Director of Recreation, Culture and Wellness

Prepared and Submitted by:

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

Subject: Recreation, Culture & Parks Master Plan Endorsement

Recommendation:

**BE IT RESOLVED THAT Council receive Report #2023-0136-
Recreation, for information;**

**AND THAT Council officially adopt the Town of Pelham Recreation,
Culture & Parks Master Plan that will provide guidance through a ten
year (2023-2032) outlook for municipal recreation, culture and parks
facilities and services.**

Background:

The Town of Pelham's Recreation, Culture & Parks Master Plan provides Council, Staff, community stakeholders and the public with meaningful guidance through a ten-year outlook for municipal recreation, culture and park facilities and services.

The Master Plan project began in the summer of 2022. Information gathering took place through Project Website, Community Surveys, Pop-up Consultations, Virtual Open House and Stakeholder Consultations.

The draft master plan was presented to Council on April 19, 2023, for input, then released for public feedback. Feedback was received through a public open house and written submissions. The final Master Plan was presented to Council on May 17th for information.

This report is now being presented to Council for the official adoption of the Town of Pelham's Recreation, Culture & Parks Master Plan (2023-2032).

Analysis:

The plan contains 59 recommendations with priority and timing identified for each. The recommendations are supported by background research and consultation. Many involve policies and practices (identified by the framework for Recreation in Canada audit). Most recommendations do not have direct cost implications, but alternative funding and cost-sharing are encouraged.

Financial Considerations:

At this time there are no financial considerations required.

Alternatives Reviewed:

Do not adopt Master plan

Strategic Plan Relationship: Enhancing Capacity and Future Readiness

The Master Plan provides a long-range vision, strategic direction, and coordinated guidance for decision making in areas vital to the local quality of life and identity.

Consultation:

Senior Management Team

Other Pertinent Reports/Attachments:

Final Recreation, Culture & Parks Master Plan

Prepared and Recommended by:

Vickie vanRavenswaay, RRFA
Director of Recreation, Culture and Wellness

Prepared and Submitted by:

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

Recreation, Culture & Parks Master Plan

May 2023





Recreation, Culture & Parks Master Plan

May 2023

Prepared by:



Wickens Greenspace
Consultants |



Acknowledgements

The Recreation, Culture & Parks Master Plan has been created with the assistance of hundreds of individuals whose diverse range of interests and viewpoints have helped to shape this important document. We wish to thank all members of the community that have contributed their time and input through the consultation process, as well as members of Town Council and Staff that provided critical oversight during the process. Your collective efforts are appreciated and we hope that the Master Plan results in meaningful change through continued enhancement of the facilities serving the parks and recreational needs of Pelham residents for years to come.

Town of Pelham Council (2022-26)

Mayor Marvin Junkin
Councillor Kevin Ker (Ward 1)
Councillor Wayne Olson (Ward 1)
Councillor Brian Eckhardt (Ward 2)
Councillor John Wink (Ward 2)
Councillor Bob Hildebrandt (Ward 3)
Councillor Shellee Niznik (Ward 3)
Regional Councillor Diana Huson

Master Plan Steering Committee

Vickie vanRavenswaay – Director of Recreation, Culture and Wellness
Halee Braun – Recreation Facilities Coordinator
Brianna Harford – Administrative Assistant
Brittany MacLeod – Active Living Programmer / Seniors Centre
Lauren Phillips – Culture and Community Enhancement Programmer
Bryan Secord – Supervisor of Recreational Programs and Facilities
Jodi Shishkov – Special Events and Festivals Programmer

Project Consultants

Monteith Brown Planning Consultants Ltd.
Tucker-Reid & Associates
Wickens Greenspace Consultants

Land Acknowledgement

We acknowledge that the land on which the Town of Pelham is situated is the traditional territory of the Haudenosaunee and Anishinaabe peoples. 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 land is home to many First Nations, Metis, and Inuit peoples and acknowledging this reminds us that our great standard of living is directly related to the resources and friendship of Indigenous peoples.

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1. Introduction



1.1 Master Plan Overview

This Recreation, Culture and Parks Master Plan provides Town Council, Staff, community stakeholders and the public with meaningful guidance through a ten-year (2023-2032) outlook for municipal recreation, culture and parks facilities and services. In doing so, the Master Plan provides a long-range vision, strategic direction, and coordinated guidance for decision-making in areas vital to the local quality of life and identity.

The scope of the Master Plan includes:

- Indoor recreation facilities, such as arenas, gymnasiums and program space;
- Outdoor recreation facilities, such as sports fields and courts, playgrounds, and pools;
- Arts and cultural opportunities, such as special events and cultural appreciation;
- Parks and open spaces, including parkland acquisition and design; and
- Programs and service delivery, such as activities, policies, best practices and **partnerships (note: the department's organizational structure and staffing levels are addressed in the Recreation, Culture and Wellness Organizational Review completed by KPMG in 2023).**

This is the Town's first comprehensive plan for recreation, culture and parks. The Plan responds to several evolving characteristics in the town, such as:

- community needs and expectations;
- demographics, growth and urban structure;
- participation trends (including those influenced by the pandemic); and
- legislative and policy frameworks.

To address these and other factors, the Master Plan follows an approach that is community-driven and responsive to current and future needs, with the goal of ensuring that the Town is positioned to be active and healthy, environmentally sustainable, culturally vibrant, economically strong, and engaged with residents and tourists.

1.2 Benefits of Recreation, Culture & Parks

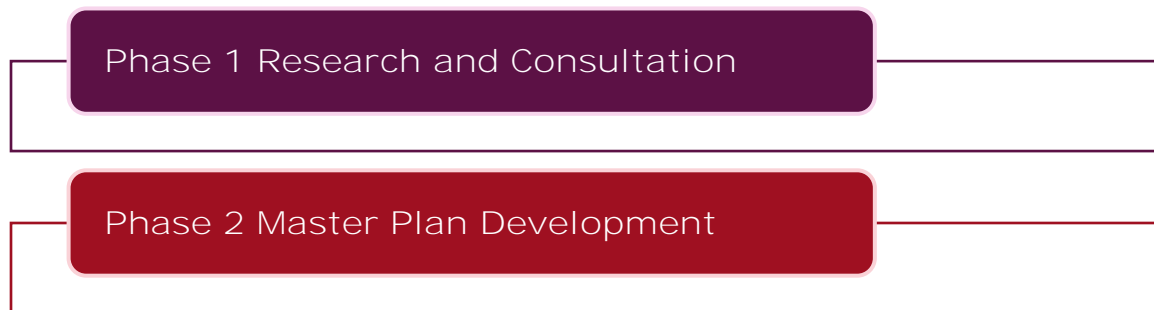
The Town of Pelham's recreation, culture and parks collectively contribute to the well-being of residents and to the municipality as a whole. The facilities and programs related to these **community services provide Pelham's residents with several economic, environmental,** health, psychological and physical benefits. These community services offer participants the benefits of a healthy lifestyle through physical and social opportunities, contributing to a vibrant community.

There is plentiful support for recreation, culture and parks at local, provincial and national levels. Supporting charters consist of Parks for All, the Framework for Recreation in Canada, and the Ontario Culture Strategy. This Recreation, Culture and Parks Master Plan (herein **referred to as "The Master Plan"**) **identifies the Town's high-level needs and priorities.** This Master Plan will help the Town and its community partners provide for the needed programming and servicing for recreation, culture and parks to engage participants in meaningful physical and social opportunities.

1.3 Project Methodology

This Recreation, Culture and Parks Master Plan project began in the summer of 2022. A team led by Monteith Brown Planning Consultants Ltd. was retained to direct the development of this study with assistance and oversight from a Town Staff project team. The **Master Plan's** process entails two phases to achieve a community responsiveness plan, guided by a terms of reference prepared by the Town.

Figure 1 – Master Plan Process



Phase 1 of the Master Plan consisted of addressing the current state and providing analysis, conducting public & stakeholder consultation through a variety of community engagement tactics, and identifying key findings & strategic direction.

Phase 2 builds upon the initial phase by developing a needs assessment & gap analysis. Recommendations were developed around key priorities. The Draft Master Plan was released for public review and comment prior to finalization.

2. Community Context



This section provides an overview of the Town of Pelham's community context, including a look at recreation, culture and park influences such as historical and trajectory of population growth, age cohorts, income, education, immigration, diversity and language.

2.1 About Pelham

The Town of Pelham is centrally located in Niagara Region and supports a population of 18,192 residents. The Town is comprised of a mixed rural and urban land structure, represented by the communities of Effingham, Fenwick, Fonthill, North Pelham and Ridgeville. The kame and topography in Pelham represent higher elevation throughout North Fonthill and east of Fenwick.

Both Pelham and Niagara Region are above the provincial and national growth rate, reflecting a need to align recreation, culture and park servicing with local demand. It is essential that the Master Plan demonstrates a comprehensive understanding of **the community's context** to effectively guide the Town in optimizing services and encouraging high levels of engagement. This section provides an extensive overview of the corporate frameworks, current trends, a demographic profile and population growth that represents the community.

Pelham has a large representation of seniors and its median age increased to 50.4 years in 2021. The community is a renowned retirement destination and has **seen high levels of migration from other regions, which contributes to Pelham's aging population.** Increasingly, however, the town is also beginning to attract younger families due to its high quality of life and growing housing options.

The Town supports a diversifying community profile and is a contributor to the vast growth **occurring in Niagara Region.** The Town's main areas of population growth and intensification consist of Fenwick and Fonthill, supported by the Regional and Town Official Plans, secondary plans, and provincial policy. **The Town's diverse changes in its growing population** are represented by different abilities, ages, cultural backgrounds, employment and incomes.

Figure 2: Map of the Town of Pelham



To ensure a locally-responsive approach, this Master Plan aligns with existing frameworks and prioritizes **the recreation, culture and park demands of Pelham's current and forecasted demographic profile.**

2.2 Recreation, Culture & Parks in Pelham

The Town's Recreation, Culture and Wellness (RCW) and Public Works Departments deliver recreation, culture, and parks services in Pelham. The RCW **Department's** non-unionized staff team provides and facilitates much of the programming within municipal facilities, while also maintaining indoor and outdoor sports facilities (i.e., field lines, sport amenities). The Public Works **Department's** unionized staff are responsible for a broader range of service items within parks (i.e., grass cutting, irrigation, trimming), in addition to **maintaining the Town's roads/transportation system, water/wastewater system, fleet, facilities, etc.**

The Town of Pelham has several facilities and parks that service individual users, organized programs and public events. Major municipal facilities and parks in Pelham include:

- Meridian Community Centre, which is a multi-use community hub consisting of two gymnasiums, two ice pads, walking track, **the Senior's Active Living Centre**, multi-purpose rooms, and more;
- Peace Park, a primary outdoor event venue in Pelham that contains a bandshell and hosts the farmers market, supper market and concerts on Thursday nights in the summertime;
- Centennial Park, **which contains many of the town's sports fields and sport courts**, as well as a new splash pad;
- Marlene Stewart Streit Park, **home to the town's municipal outdoor pool**, skateboard park, and new splash pad;
- North Pelham Park, **located in the town's rural area and serving as a popular destination for baseball activities**; and
- Harold Black Park, which provides several sports fields serving the Fonthill and broader community.

The Town provides a variety of programs for children, youth, adult and senior groups, often in partnership with volunteers and other providers. The Town takes pride in its ability to create positive and memorable experiences for residents and opportunities for them to connect and develop friendships. Services for all age groups continues to keep older members engaged with the community and support-life long relationships. The Town has adopted a strengths-based service provision model whereby the provider that is best suited to deliver a service takes the lead, with support from others. In many cases, the Town of Pelham is a direct service provider (e.g., camps, outdoor aquatics, registered and drop-in programming, major events, etc.), while other groups are responsible for rounding out the leisure offerings (e.g., minor sports, seniors programming, etc.). To ensure accessible and optimal service delivery, community input for programming is frequently collected and quarterly measurements and feedback are presented to the Town Council.

As the town grows, maintaining an active and engaged community remains central to **Pelham's identity. A comprehensive planning approach to recreation, culture and parks will continue to promote this and other local values, including the Town's strong reputation for event hosting and community partnerships.**

2.3 Recent Accomplishments

The Town of Pelham is well-known for delivering high quality and responsive recreation, culture and parks services **to its residents. The Town's facilities, parks and special events** are a major contributor the local quality of life for people of all ages. **Pelham's small-town** atmosphere is personified in its approach to customer service, **while the community's ability** to deliver a wide range of programs and events extends beyond the level of service seen in most communities of similar size.

The local hub for community and recreation activities is the 143,000 square foot Meridian Community Centre (MCC), which opened in late 2018. The MCC is **the Town's only** recreation centre and its many activity spaces makes it a true destination for residents and visitors. Notably, the centre is recognized as a Seniors Active Living Centre and its ice pads and gymnasiums are heavily used by local and regional sports teams. The facility contains:

- Two NHL sized arenas
- Two full-size gymnasiums
- Multi-purpose community rooms
- Indoor walking/running track
- Concession areas
- Change rooms & washrooms
- Atrium/lobby area
- Art displays
- Offices for the Recreation, Culture & Wellness Department

From a wide range of special events to age-**specific programs, the Town's recreation** services are progressive and responsive to community needs. For example, the Town provides camps for children and youth (including specialty camps, often in partnership with others), a wide range of swimming programming at the Pelham Community Swimming Pool, and drop-in programming at the Meridian Community Centre gyms and arenas (skating, pickleball, fitness, etc.). All ages from children to seniors are afforded opportunities to stay active. In addition, the Town is well known for its extensive special event programming, which includes (but is not limited to) Summerfest, Summer Chill Series, Canada Day, National Day for Truth and Reconciliation, and several other holiday events.

Furthermore, the Town has been very successful in recent years in securing senior government grants to support new and improved capital infrastructure, particularly within its parks system. Some of the more significant capital grants are identified in the table below.

Table 1 – Recent Town of Pelham Recreation, Culture and Parks Investments

Location	Funding
Centennial Park	<p>In 2022, the Town opened a new splash pad at Centennial Park in Fenwick. About one-third of the costs were provided through the Investing in Canada Plan (ICIP) and the COVID-19 Resilience Stream supported by the provincial and federal governments.</p> <p>The Town also received support through the Canada Community Revitalization Fund to assist with the revitalization of tennis courts in 2022. Another grant was received to install a batting cage in 2023.</p> <p>Additionally, funding was provided by the Government of Ontario's Community Building Fund to transform the Centennial Park multi-purpose court into a basketball and ball hockey court with the addition of six new dedicated pickleball courts in 2022.</p>
Peace Park	<p>In 2022, the Town received support from the Federal Economic Development Agency for Southern Ontario's Canada Community Revitalization Fund to support the addition of accessible washrooms and a community room adjacent to Peace Park.</p>
Marlene Stewart Streit Park	<p>In 2022, the Town opened a splash pad and pavilion with grant funding from the ICIP program. Additional grant funding is allocated to the replacement of the outdoor pool in 2026. Provincial and Federal funding total \$2.3 million, covering 73.33% of the project.</p> <p>Additionally, in 2014 the award-winning Isaac Riehl Memorial Skatepark was opened through generous community donations and the Aviva Community Fund.</p>
Steve Bauer Trail	<p>Pelham received a grant of just over \$75,000 through the Ontario Municipal Commuter Cycling (OMCC) grant program and \$21,250 through the 2021 Canada Summer Games that contributed to the paving of Steve Bauer Trail between Line Avenue and Port Robinson Road in 2020. This has improved cycling and walking connections with the neighbouring municipalities of Welland and Thorold, and provides linkages to the Meridian Community Centre, East Fonthill and Niagara College.</p>

2.4 Existing Corporate Frameworks & Relevant Studies

The Town of Pelham is supported by corporate frameworks consisting of municipal and regional legislations and studies. These **assess the Town's planning approach** and guide the provision and service delivery of recreation, culture and parks in the community. Key documents are summarized in Appendix B, with a focus on those with relevance to recreation, culture and parks. The list includes:

- Strategic Plan (revised 2021-2022); a new Strategic Plan will be prepared in 2023
- Official Plan (2014)
- Recreation, Culture and Wellness Organizational Review (2023)
- Active Transportation Plan & Implementation Strategy (2016)
- Corporate Climate Change Adaptation Plan (2021)
- Cultural Master Plan (2013)

- Facilities Feasibility Study (2008)
- Heritage Master Plan (2012)
- Public Art Master Plan (2016)

2.5 Trends in Participation & Provision

This section identifies trends that are influencing the demand for and delivery of parks and recreation services in Canadian municipalities. Some of these trends have emerged as a result of the COVID-19 pandemic, while others have been affecting service provision for several years. We firmly believe that long-term planning and strategic investment are vital to support the significant role that the parks and recreation sector plays in our personal, social, and economic recovery and revitalization.

For continuity with leading sector resources, the trends are organized by the five goals of the Framework for Recreation in Canada (FRC). The FRC was developed in 2015 by a team led by the Canadian Parks and Recreation Association. It presents a renewed definition of recreation and supports coordinated policies and practices in recreation and related sectors in Canada. Its aim is to improve the wellbeing of individuals, communities, and the built and **natural environments**. **Part of the FRC's legacy is how it has created a common language for recreation professionals**, with its goals being used to align community priorities with initiatives in the sector.

Figure 3: Goals from the 2015 Framework for Recreation in Canada



Table 2: Listing of Key Parks, Recreation and Trails Trends by FRC Goal

FRC Goal	Trend
Active Living	<ul style="list-style-type: none"> • Parks and Recreation are Essential Services • Combating High Levels of Physical Inactivity • Popularity of Unstructured, Self-Directed Activities • Encouraging Free Play • Pandemic Impacts on Community Sport • Pandemic Impacts on Programming • Engaging the Aging Population in Healthy Activities • Emerging Recreational Activities
Inclusion & Access	<ul style="list-style-type: none"> • Growing Concerns over Affordability • Making Recreation Accessible for Persons with Disabilities • Improving Gender Equity in Sports • Using Parks and Recreation to Support Indigenous Reconciliation • Safe Spaces for Marginalized and Displaced Populations

FRC Goal	Trend
Connecting People & Nature	<ul style="list-style-type: none"> • Rising Use of Parks and Outdoor Recreation • Improving our Connections with Nature • Supporting Active Transportation • Keeping Pace with Parkland Needs in Growing Communities • Increasing Focus on Environmental Design and Climate Change
Supportive Environments	<ul style="list-style-type: none"> • Multi-Use Recreation Facilities as Community Hubs • Providing High Quality, Multi-functional and Flexible Facilities • Rationalizing and Addressing Aging Infrastructure • Designing Facilities to be Sport-Friendly
Recreation Capacity	<ul style="list-style-type: none"> • The Great Resignation – Significant Turnover in Recreation Programming Staff • Declining Volunteerism • Pandemic Challenges for Canadian Recreation Sport Organizations • The Necessity of Partnerships • Data, Technology and Digital Transformation • Evolving Financial Challenges
Arts & Culture	<ul style="list-style-type: none"> • Culture can be Difficult to Define • Arts & Culture Attendance and Participation is Growing and Evolving • Pandemic Impacts on Arts and Culture • Digital Transformation of Arts and Culture • Theatre Audiences are Changing • Racial Inequity in the Cultural Sector • Demand for Local and Authentic Festivals and Events • Looking to the Past and Documenting our Living Heritage • Creative and Cultural Hubs are Important for Smaller Communities • Rising Land Values are Impacting Cultural Venues • Empowering the Community through Tactical Urbanism & Placemaking • Targeted Support to the Cultural Sector

These trends are elaborated on further in Appendix C.

2.6 Demographic Profile

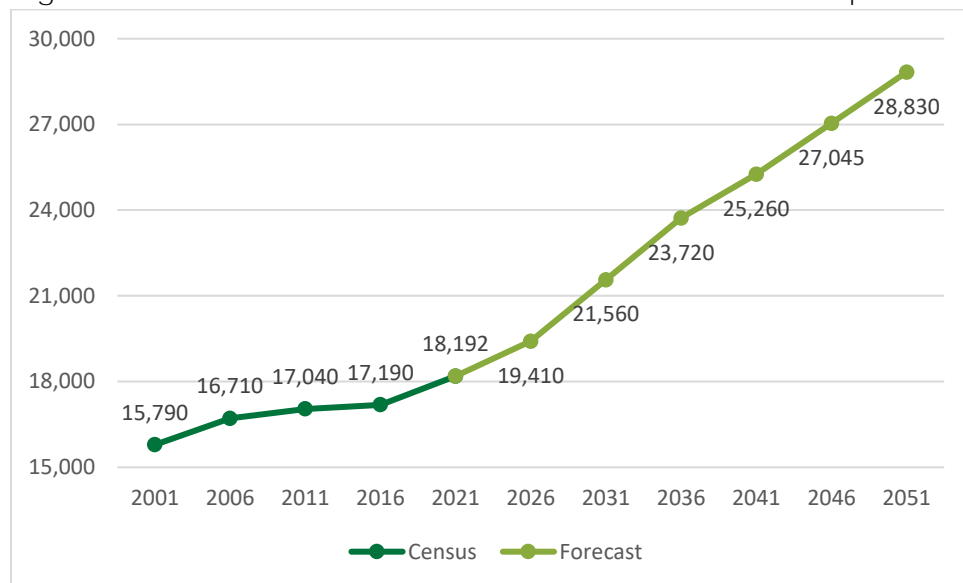
The Town of Pelham supports a growing community with a diverse demographic profile. The Town is represented by an aging population, and is growing at a faster rate than the province alongside the entirety of Niagara Region. As a result, the Town is experiencing changes in **employment, income, and mobility**. **This section examines Pelham’s demographic profile along with the potential implications these changes may have on the Town’s servicing of recreation, culture and parks.**

Population and Growth

Over the past decade, Pelham has seen its population grow by 10%, reaching 18,192 persons in 2021. The entire Niagara Region experienced 5% growth over the same time period, **indicating that Pelham’s population is increasing at a faster rate**. Collectively, both Pelham and Niagara Region have grown at a quicker pace than the province during this time.

Looking to the future, **Pelham's population is forecasted by** the Niagara 2041 Plan to reach 21,560 by the year 2031, representing a growth rate of 18.5% (Ontario population projections, 2022). **Furthermore, the Niagara Official Plan has forecasted Pelham's population to reach 28,830 by 2051** (Niagara Official Plan, 2022).

Figure 4 – Town of Pelham Historical and Forecasted Population



Source: Niagara 2041 – Niagara Region <https://www.niagararegion.ca/2041/pdf/mcr-pic3-boards.pdf>

The majority of growth in Pelham under the Official Plan is directed to the urban settlements of East and South Fonthill (primarily) and Fenwick (to a lesser extent). The Town of **Pelham's Development Charge Background Study from 2018 identifies the distribution of housing growth over a 20-year period to include:**

- 70% of housing growth occurring in Fonthill;
- 25% of housing growth occurring in Fenwick; and
- 5% of housing growth occurring in rural areas.

Pelham's future growth will also be impacted by immigration and migration. Due to the impacts of COVID-19, many industries across Canada have permitted employees to work remotely which has contributed to many people moving from larger urban centres to smaller sized communities that have more affordable housing choices and a desired quality of life. Growth coupled with changing expectations means that demands are growing for culture, recreation, and park services within Pelham.

Age Profile

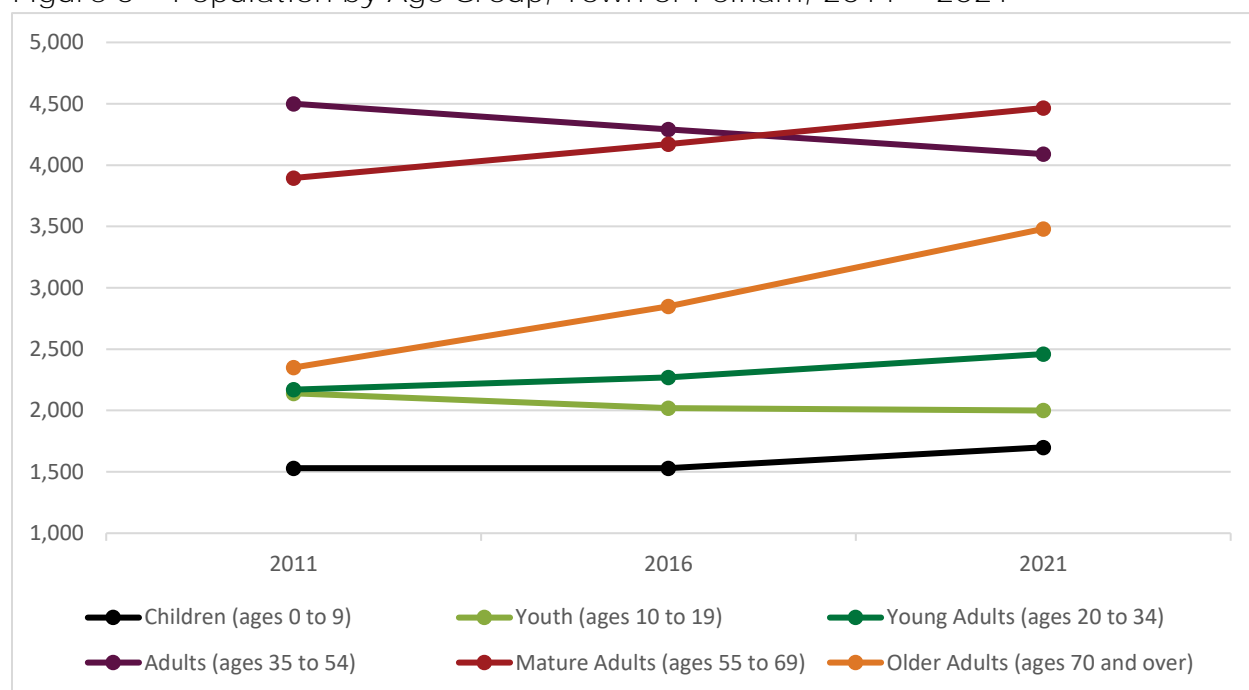
Pelham's population is substantially older in comparison to the Province and Niagara Region, and it continues to age although there is some evidence that this is slowing. In 2021, the **Town's population's median age was 50.4 years, which represents a 2.9-year increase from the median age of 2011.** Compared to the rest of Ontario, Pelham has higher rates of mature adults ages 55 to 69 (24.5% v. 19.8%) and ages 70 and over (15.6% v. 12.9%).

Table 3 – Population by Age Group, Town of Pelham, 2011 – 2021

Age Cohort	2011	2016	2021	Change from 2011-2021
Children (ages 0 to 9)	1,530	1,530	1,700	+11%
Youth (ages 10 to 19)	2,140	2,020	2,000	-7%
Young Adults (ages 20 to 34)	2,170	2,270	2,460	+13%
Mature Adults (ages 35 to 54)	4,500	4,290	4,090	-9%
Older Adults (ages 55 to 69)	3,895	4,170	4,465	+15%
Seniors (ages 70 and over)	2,350	2,850	3,480	+48%
Total	16,595	17,110	18,192	+10%
Median Age	47.5	49.5	50.4	+2.9 years

Source: Statistics Canada, Census of Canada

Figure 5 – Population by Age Group, Town of Pelham, 2011 – 2021



Source: Statistics Canada, Census of Canada

Looking ahead, although there are currently no official age cohort-based population projections for the town, the projections prepared by the Ontario Ministry of Finance are reasonable indicators of anticipated age-based population changes across the entire Niagara Region. As shown in the following table, the greatest amount of growth is forecasted in the seniors age group (which is anticipated to increase by 38% by 2031), followed by young adults (23% growth by 2031). Most other age cohorts are expected to see more modest growth, though as major users of the parks system, it is notable that the number of children and youth are projected to increase at a slower rate than the overall population.

Table 4 – Niagara Region Population Forecast by Age Group (2021-2041)

Census Year	Change (2021 – 2031)	Change (2021-2041)
Children (ages 0 to 9)	8%	24%
Youth (ages 10 to 19)	9%	19%
Young Adults (ages 20 to 34)	23%	36%
Mature Adults (ages 35 to 54)	9%	24%
Older Adults (ages 55 to 69)	-2%	-8%
Seniors (ages 70 and over)	38%	70%
Total Population	14%	26%

Source: Ontario Ministry of Finance projections (Summer 2022); Reference Scenario

Income, Employment & Education

Research has found that income and education levels influence (or at least are an indicator of) participation levels in recreation, culture and parks opportunities. As indicated by the **2021 Census, the Town of Pelham's** median total income of households in 2020 was \$110,000, above the Niagara Region and provincial medians, and representing a 16% increase from 2015.

Table 5 –Median Total Income of Households (\$)

	2016	2021
Pelham	\$95,052	\$110,000
Niagara Region	\$65,086	\$79,000
Ontario	\$74,287	\$91,000

Source: Statistics Canada, Census of Canada

The Town of Pelham also has a lower proportion of low-income residents, with (5%) living below the low-income measure (after tax) in 2021. By comparison, (10.4%) of residents within Niagara Region and (10.1%) of residents in the province live below the low-income measure (after tax). Collectively, the rates for Pelham, Niagara Region and Ontario decreased between 2016 and 2021.

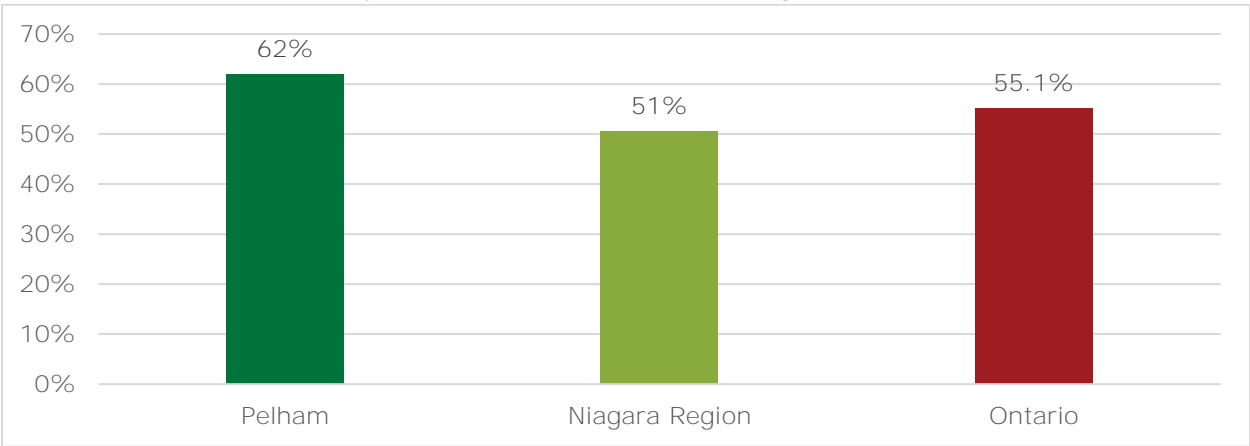
Table 6 – Prevalence of low income based on the Low-income measure, after tax

	2016	2021
Pelham	5.4%	5.0%
Niagara Region	14.5%	10.4%
Ontario	14.4%	10.1%

Source: Statistics Canada, Census of Canada

In addition, the proportion of residents in Pelham who have completed a post-secondary certificate, degree or diploma (62%) is higher compared to Niagara Region (51%) and Ontario (55.1%).

Table 7 – Post-secondary Certificate, Diploma or Degree



Source: Statistics Canada, 2016 Census of Canada

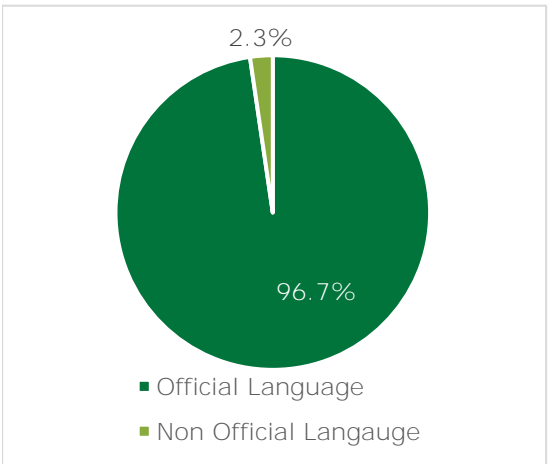
The Town’s income and education profile suggests more residents may be able to pay user fees for culture, recreation and parks programs and services. The Town’s provision of affordable culture, recreation and parks opportunities sees to it that all residents can participate.

Immigration & Language

The Town of Pelham’s population has maintained a steadily declining rate of immigration over recent census periods, indicating that most of the town’s growth has come from non-immigrants. Approximately 13% of Pelham’s population was comprised of immigrants, representing 2,245 persons in 2021.

Furthermore, the distribution of official languages spoken most often at home are represented by 96.3% by English and 0.4% by French. Non-official languages mainly consist of a combination of Indo-European languages (1.6%), with the balancing 0.7% of this group represented by several language categories.

Figure 6 – Language spoken most often at home, Pelham



Source: Statistics Canada, 2021 Census of Canada

3. Community Engagement



3.1 Consultation Overview

The Town of Pelham has involved residents through several community consultations to collect input pertaining to the enhancement of municipal parks and recreational services. Each consultation is designed to maximize participation to collect input representing demand and community expectations.

Figure 7 – Public Engagement Tactics



Engagement opportunities were promoted through the project website, media releases, social media, and email networks. The Recreation, Culture and Parks Master Plan project included a blend of in-person and virtual/online community engagement tactics in response to the COVID-19 pandemic, creating new opportunities for the public and stakeholders to become involved in the planning process.

Note: It is important to note that the information and suggestions presented in this section should not be interpreted as recommendations. Community input has not been altered even **in instances where comments may incorrectly reflect the Town's actual policies, practices or level of provision.**

3.2 Introducing the Plan to the Public

Pop-up Consultations

Two pop-up open houses were held to introduce the Master Plan project to the community. An evening pop-up was held on September 1, 2022 at Town Hall Park during a Summer Chill Series community gathering, and two morning and evening sessions on October 26, 2022 at the Meridian Community Centre.

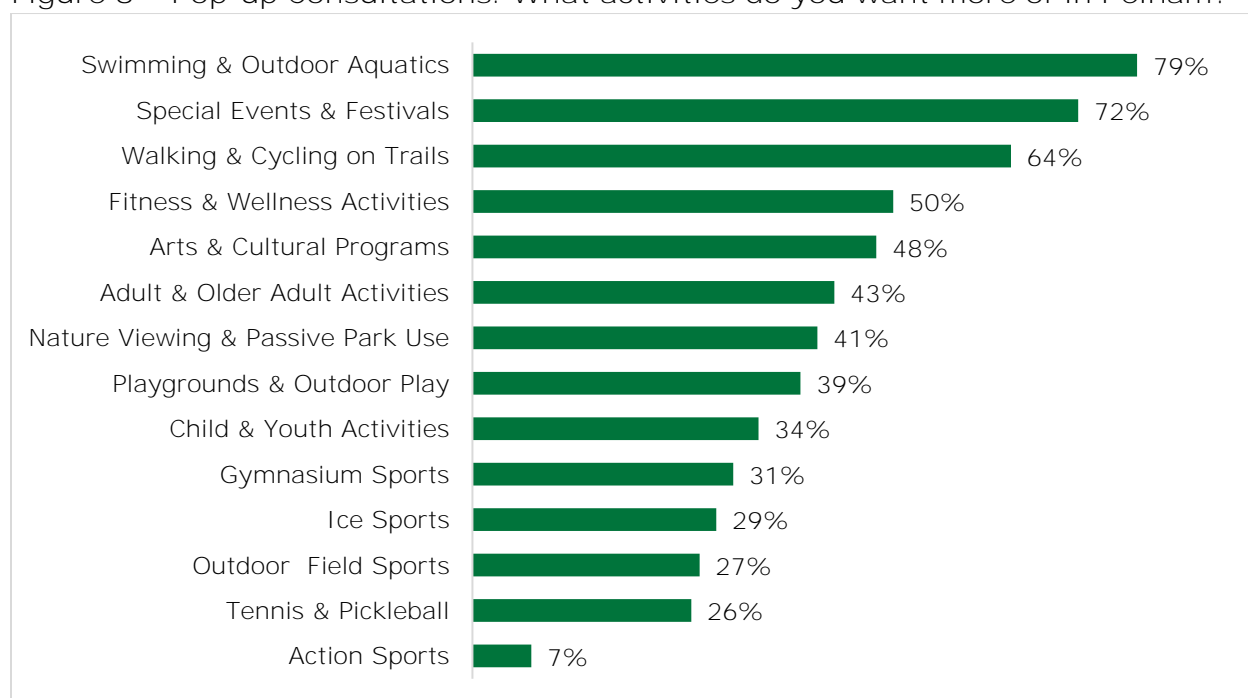
These events consisted of information boards detailing the study scope and process, as well as an interactive voting station to identify public priorities. Commenting stations were also available for gathering qualitative input regarding strengths, challenges and future needs. In addition to joining these promoted events, both sessions were promoted through the Town's website, Town committees, social media accounts, and traditional media. Between the three events, over 220 participants were engaged.



Through the interactive voting stations, respondents were provided five blocks to distribute amongst the recreation, culture and parks activities that they wanted to see more of. Top priorities included:

- Swimming & outdoor aquatics (79%)
- Special events & festivals (72%)
- Walking & cycling on trails (64%)

Figure 8 – Pop-up Consultations: What activities do you want more of in Pelham?



Additionally, display boards were provided for respondents to post suggestions for improving local recreation, culture and parks services. Common themes included:

- 25 respondents suggested improvements to recreation & culture activities & facilities that included the provision of several types of additional programming, an indoor pool, fitness equipment, improved accessibility and more parking.
- 19 respondents suggested improvements to parks & outdoor recreation activities & facilities that included the provision of additional sports fields, trail connections and maintenance, protecting outdoor greenspace, and the addition of additional park amenities.
- 14 respondents identified what they like most about recreation, culture and parks in Pelham, with the **Town's** summer festival concert series being the most common response, as well as **appreciation for the Town's** indoor walking track, Lincoln Pelham Public Library, splash pads and Steve Bauer trail.

Virtual Open House Session

A virtual open house was held on October 19, 2022 for residents to learn about the Master Plan and provide input on local needs and priorities. The Town provided a link for pre-registration on their website and promoted the event through several platforms (e.g., Town committees, library, MCC programming instructors, the local high school, local businesses, seniors database, ad in the local paper, social media, etc.). Accommodations were made available for registrants upon request. A total of 12 participants attended the session.

When asked about what participants like most about recreation, culture and parks, participants indicated that the Town has a close-knit and engaged community supported by people who are willing to take the extra step to improve the experiences of others. The **Town's trails and their connection to other communities was also complemented**. The **Town's** parks and inventory of amenities was mentioned to be impressive for a municipality of its size. **Pelham's dog park** (operated by the Region) was also viewed as exceptional.

Suggested improvements to recreation and culture programming consisted of the provision of safe and welcoming spaces for younger residents and continuing to pursue strategies to engage new residents. Demand was suggested for additional seniors programming, especially opportunities for social interaction. The provision of an indoor pool was a suggested **improvement to the Town's recreation facilities, which could assist with** providing year-round affordable swim programming. It was indicated that the current availability of basketball courts was limited.

Suggested improvements to outdoor recreation activities and facilities included continuing to value outdoor recreational greenspace in new residential areas as parks are essential to community and individual health and well-being. The addition of water features in parks was suggested to be an improvement as there is a current a lack of these accessories (note: two splash pads were installed in Town parks in late 2022). Lastly, there was a request for indoor or outdoor bocce courts.

3.3 Community Online Survey

A community survey was prepared to support the Master Plan's development. It was available for ten (10) weeks beginning in August 2022 and extending through October 2022. The survey was extensively promoted by the Town (social and traditional media, email

networks, website, within municipal facilities, etc.). Community members could complete **the survey online through the Town's public engagement site or through hard copies** available at Town Hall and the Meridian Community Centre.

A total of 414 unique responses were received. Responses rates varied by questions as a reflection of the self-directed and voluntary survey structure.

The purpose of the community survey was to prompt residents needs for recreation, culture and parks. Questions were designed to gather information regarding:

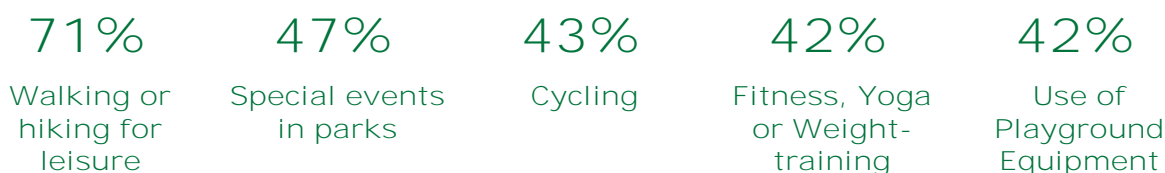
- participation rates in organized and unorganized activities;
- barriers to activity;
- park and facility use;
- recommended improvements;
- support for investment; and
- opinion / agreement with various statements.

Furthermore, the survey helped to establish a profile of community participants by collecting relevant demographic information. Tabulated survey response data has been provided in Appendix A.

Participation in Recreation, Culture & Parks Activities

The following figure summarizes the five (5) most popular recreation, culture and parks activities respondents have participated in Pelham or elsewhere since 2019 (the period both before and since the onset of the COVID-19 pandemic). Interestingly, these suggest that casual, self-directed activities are among the most accessible for participants in the Town.

Figure 9 – Most Popular Recreation, Culture and Parks Activities in Pelham



The following figure displays the full list of activities along with household participation data. In addition to the top five activities, the following pursuits were mentioned by at least one in four respondent households:

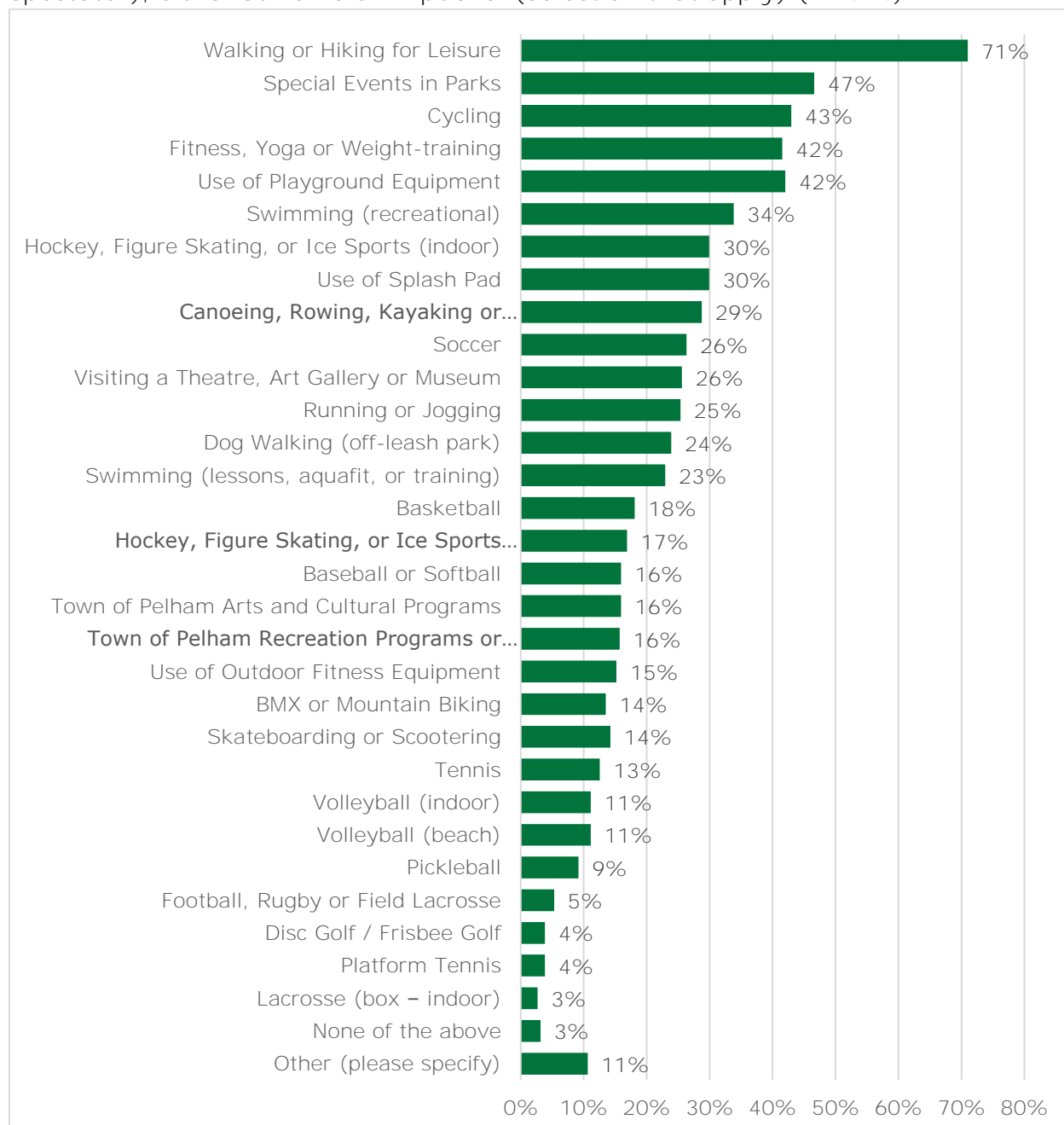
- swimming (recreational) (34%)
- hockey, figure skating, or ice sports (indoor) (30%)
- use of splash pad (30%)
- canoeing, rowing, kayaking or paddleboarding (29%)
- soccer (26%)
- visiting a theatre, art gallery or museum (26%)
- running or jogging (25%)

This suggests that there is a high demand for low to no cost outdoor activities and programming, with the exception of hockey, figure skating or ice sports (indoor).

Some of the most popular indoor recreation activities include fitness, yoga or weight training, swimming (recreational), hockey, figure skating, or ice sports (indoor). Lower

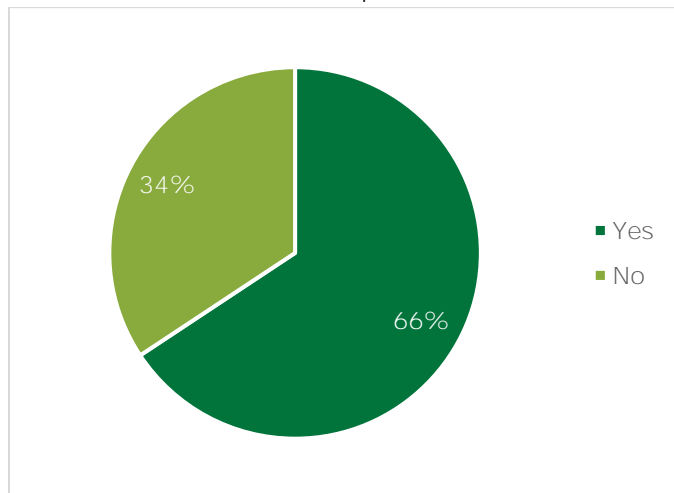
participation activities include lacrosse, platform tennis, disc golf, and football/rugby, which are all sports that have a more limited appeal often based on age or ability.

Figure 10 : Since 2019, in which of the following activities did you or anyone in your household participate, in Pelham or elsewhere? Participation refers to situations where you or a member of your household actively take part (not as a spectator), either at home or in public. (select all that apply) (n=414)



Respondents were asked if they are able to participate in recreation, culture and parks activities as often as they would like. Two-out-of-three (66%) indicated that they are able to participate as often as they would like, while one-out-of-three (34%) indicated that they are not.

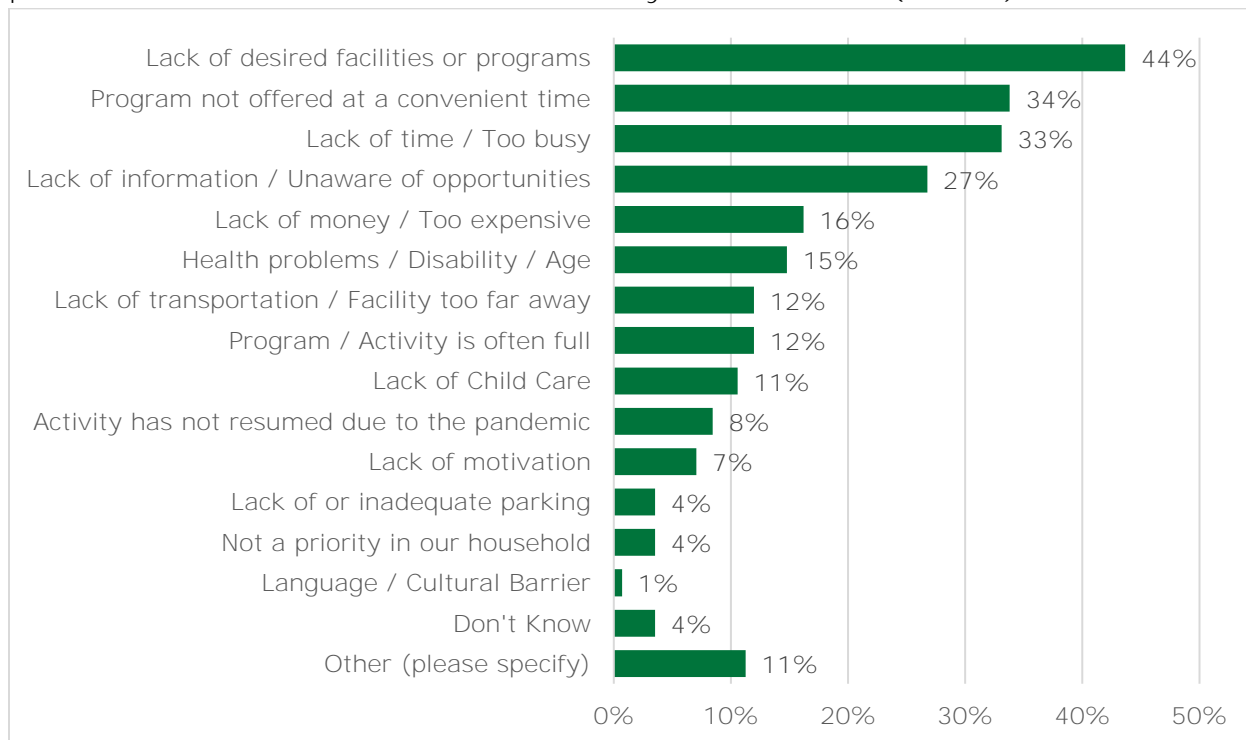
Figure 11 – Are you and members of your household able to participate in recreation, culture and parks activities as often as you would like? (n=414)



Amongst this group, top barriers to participation included:

- Lack of desired facilities or programs (44%)
- Program not offered at a convenient time (34%)
- Lack of personal time / too busy (33%)
- Lack of information /unaware of opportunities (27%)

Figure 12 :Why are you and members of your household not able to participate in parks and recreation activities as often as you would like? (n=142)



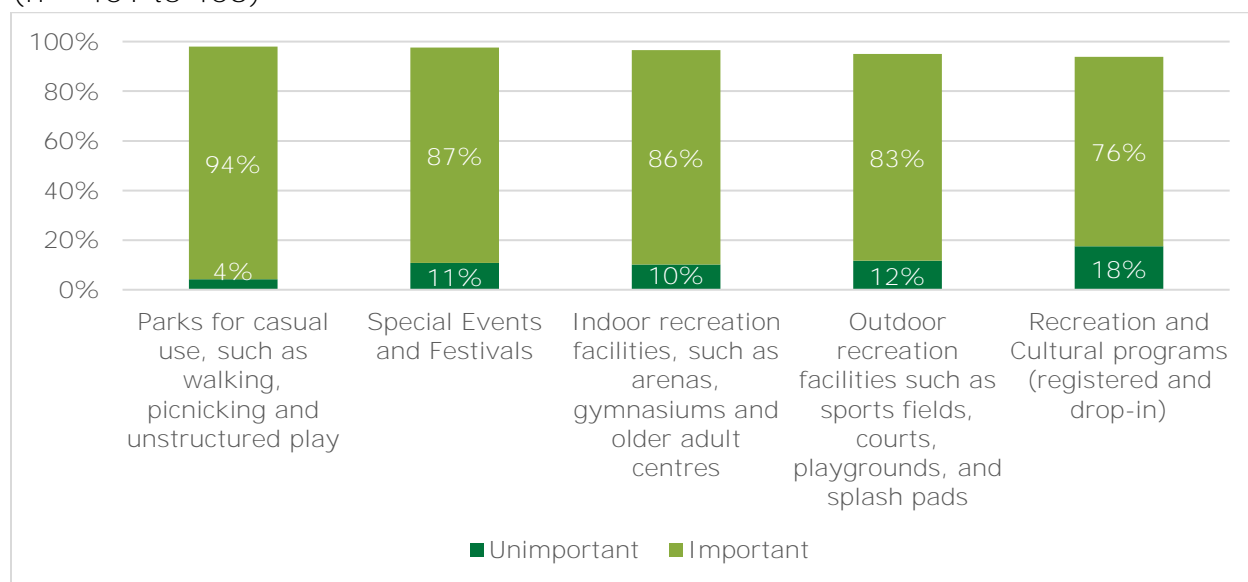
Importance and Satisfaction

Levels of importance and satisfaction with respect to specific categories of recreation, culture and parks facilities are illustrated through the two figures below. Amongst these categories:

- 94% indicated that parks for casual use, such as walking, picnicking and unstructured play were important to them, with 81% indicating that they were satisfied with this service area.
- 87% indicated that special events and festivals were important to them, with 84% indicating that they were satisfied with this service area.
- 86% indicated **indoor recreation facilities, such as arenas, pools and seniors'** centres were important to them, with 75% indicating that they were satisfied with this service area.
- 83% indicated that outdoor recreation facilities such as sports fields, tennis or pickleball courts, and skate parks were important to them, with 66% indicating that they were satisfied with this service area.
- 76% indicated that recreation and cultural programs (registered and drop-in) were important to them, with 56% indicating that they were satisfied with this service area.

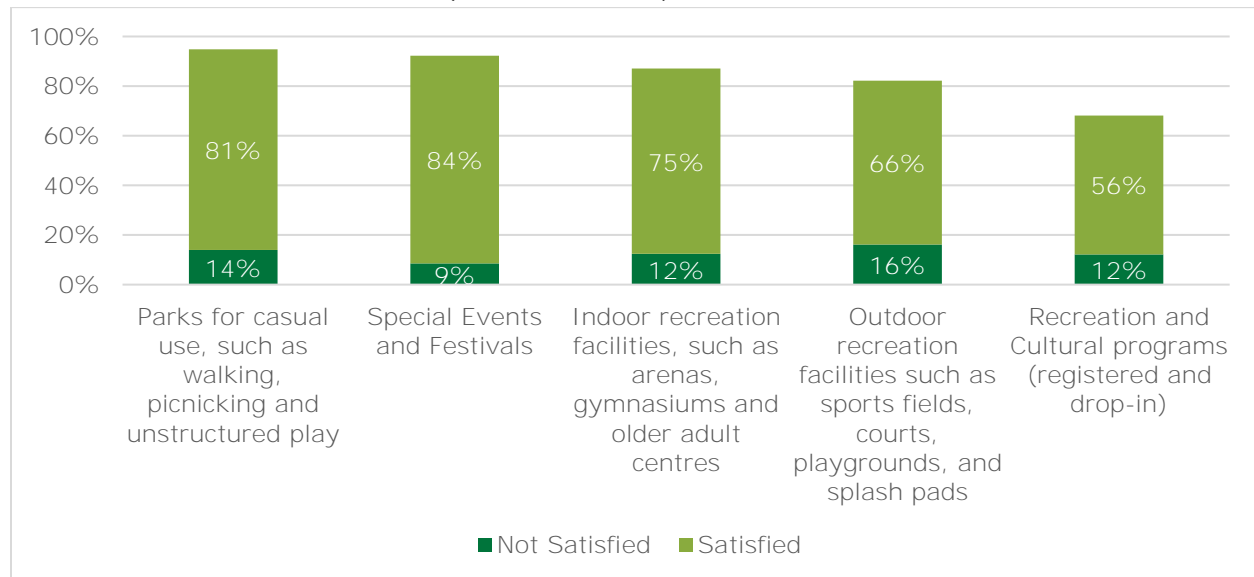
While it is not unusual in surveys such as this to have higher stated levels of importance than levels of satisfaction, it is notable that the gap between these two measures is highest for recreation and cultural programs (registered and drop-in) and outdoor recreation facilities. This suggests that current levels of service may not be meeting many needs in these service areas (recreation/cultural programs and outdoor recreation facilities). Conversely, there was only a small gap between the importance and satisfaction ratings for special events and festivals, indicating that the Town is meeting expectations in this area.

Figure 13 : In general, how important are the following items to your household? (n = 401 to 406)



"Don't Know" responses not shown.

Figure 14 : What is your level of satisfaction with the following Recreation, Culture & Parks services in Pelham? (n=400 to 403)



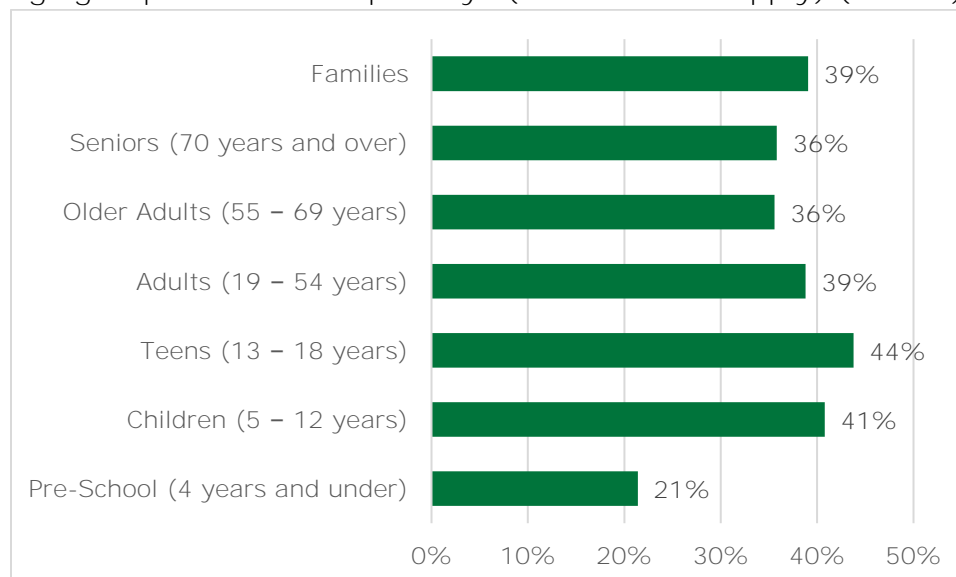
"Don't Know" responses not shown.

Programs Gaps and Facility Priorities

Respondents were asked to identify the age groups they felt should be a priority if the Town were to provide additional programs or activities. There was little difference between most age groups; however, the highest identified priority groups were:

- Teens aged 13 - 18 years (44%)
- Children aged 5 - 12 years (41%)
- Adults aged 19 - 54 years (39%)

Figure 15 : If the Town were to provide additional programs or activities, which age groups should be a priority? (select all that apply) (n=402)



Over one-half (56%) of respondents identified specific activities that are not currently available (or they were not aware are available) but would like to see offered in the Town of Pelham. The top ten open-ended responses are identified below, with and indoor pool / swim programming being the most common request.

Figure 16 – Are there any Recreation, Culture & Parks activities that you or members of your household would like to see offered in the Town of Pelham that are not currently available? (n = 407)

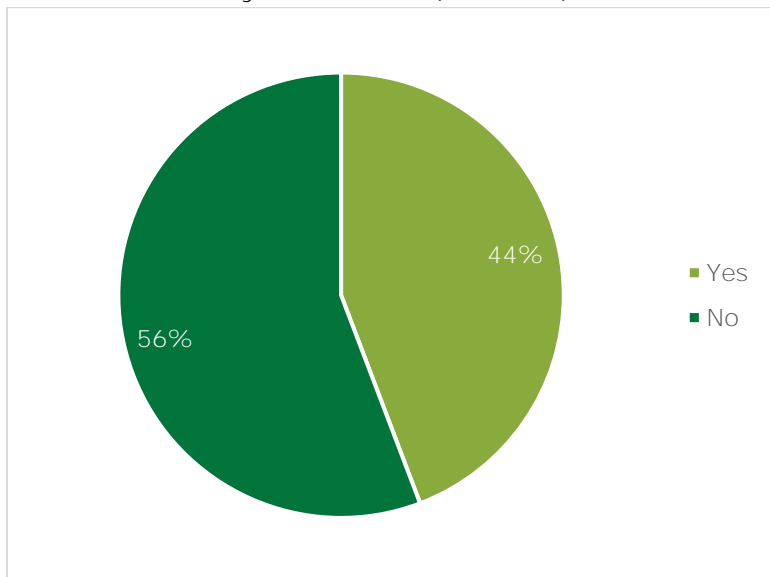
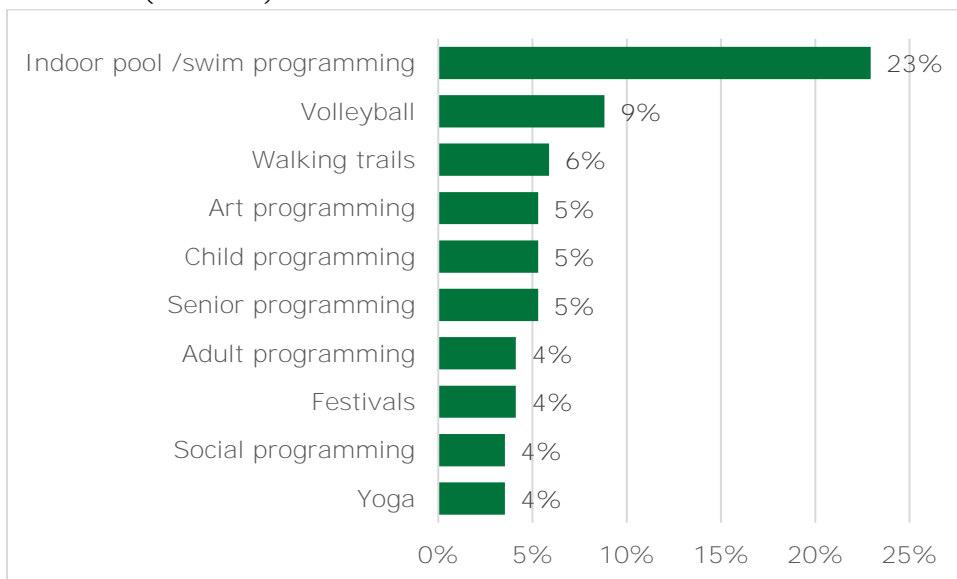


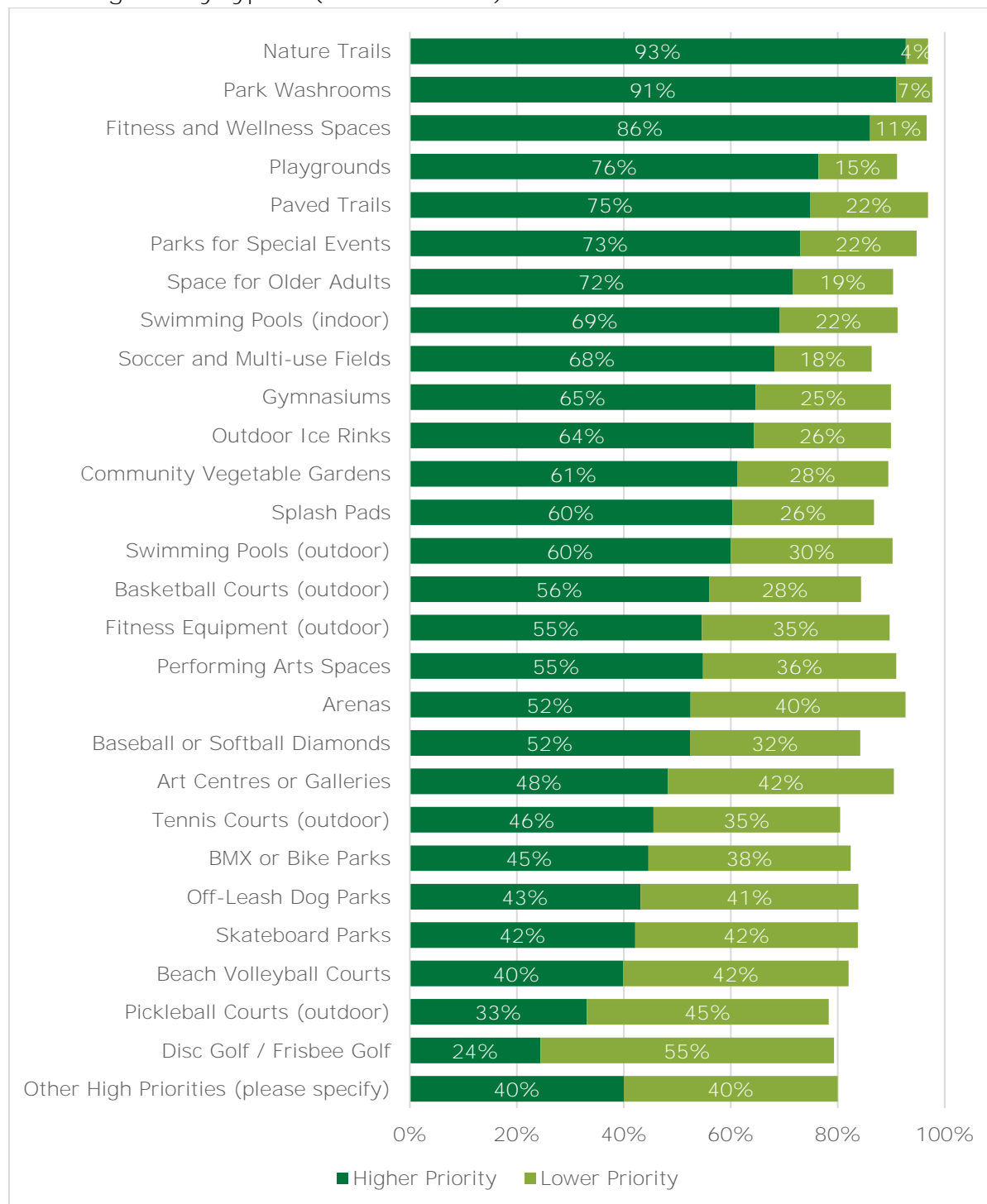
Figure 17: What Recreation, Culture & Parks activities would you like to see offered? (n= 170)



Note: percentages represent proportion of subset that requested additional activities and does not represent the full survey sample.

To guide municipal capital spending decisions, the survey asked about priorities for improving or developing a variety of indoor and outdoor facility types.

Figure 18 : To assist the Town in prioritizing spending, please indicate the level of priority that you feel should be placed on improving or developing each of the following facility types? (n=235 to 387)



"Don't know" responses are not shown.

The highest priorities for additional capital investment include:

- Nature trails (93%)
- Park washrooms (91%)
- Fitness and Wellness Spaces (86%)
- Playgrounds (76%)
- Paved trails (75%)

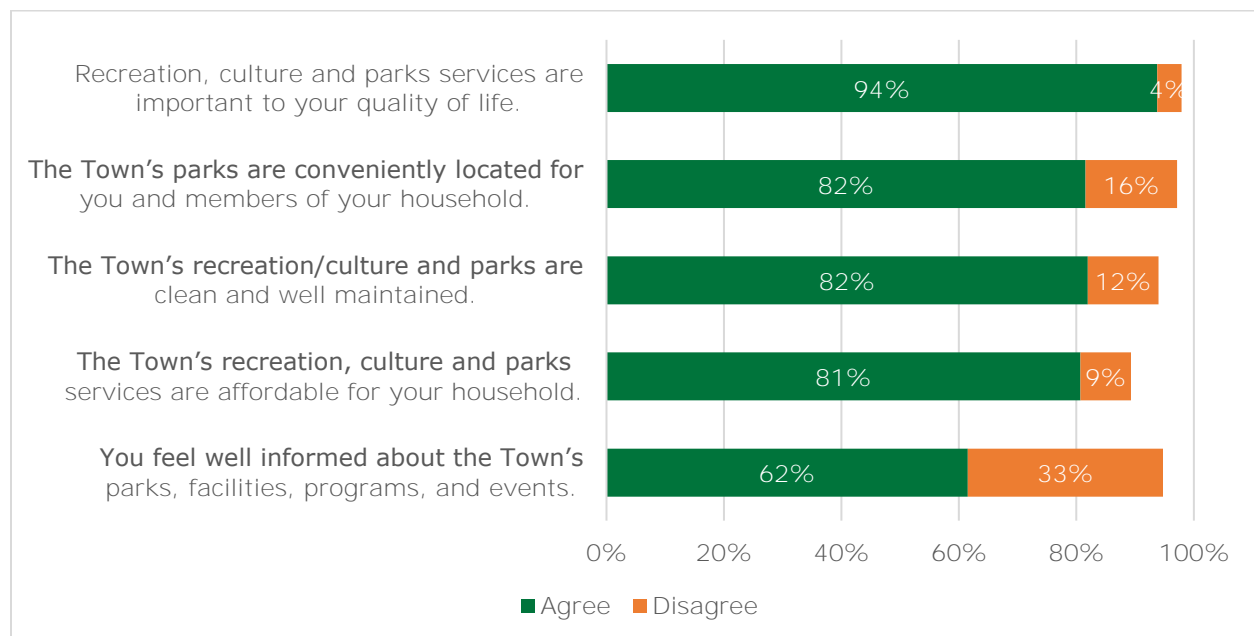
The findings generally reflect the activities that respondents like to participate in the most, with outdoor, casual use amenities being the highest priority for future investment. Other high priorities included parks for special events (73%), space for older adults (72%), swimming pools (indoor) (69%), and soccer and multi-use fields (68%). Lower priority facility types (such as disc golf, frisbee golf and pickleball courts) have a more limited appeal in the community or are currently well supplied.

Statements

Public opinion was tested for a series of key statements:

- 94% agree that "Recreation, culture and parks services are important to your quality of life."
- 82% agree that "The Town's parks are conveniently located for you and members of your household."
- 82% agree that "The Town's recreation/culture and parks are clean and well maintained."
- 81% agree that "The Town's recreation, culture and parks services are affordable for your household."
- 62% agree that "You feel well informed about the Town's parks, facilities, programs, and events." One-third (33%) disagreed with this statement, suggesting that additional marketing efforts would be well-received.

Figure 19 : Please indicate your level of agreement with the following statements (n=382 to 385)



"Don't Know" responses are not shown.

Comments

Nearly two-out-of-five (38%) of respondents provided additional open-ended input regarding recreation, culture and parks in the Town of Pelham. The following categories represent the top key themes from the comments provided:

- Requests for additional programming (18%)
- Greenspaces (13%)
- Accessibility (11%)
- Outreach (7%)
- Pool (7%)
- Park maintenance (5%)
- Splash pad (4%)
- Multi-use trails (4%)
- Sport Fields (4%)
- Bike lanes (3%)
- Playgrounds (3%)
- Tennis Courts (2%)
- Washrooms (2%)
- Fitness Centre (1%)
- Pickleball Courts (1%)

A sampling of typical comments from survey respondents regarding recreation, culture and parks in the Town of Pelham consist of:

- **"Cannot emphasize enough how important recreational activities are to a community- especially for the very young and for seniors!"**
- **"We are extremely satisfied and grateful for the Recreation, Culture & Parks in the Town of Pelham."**
- **"Very well run, [I] saw this first hand with Summerfest!"**
- **"The addition of the Meridian Centre has been fantastic! I find there is a great community for recreation and culture in this town. I appreciate the effort that goes into it and am happy to enjoy it!"**
- **"Programming in local parks would be a great addition to the community, inviting local families to the parks closest to their homes."**
- **"I feel like I am well-informed about events and activities because I know where to look for that information. For Someone who isn't often on a computer, I'm not sure how they would know about recreational activities around Pelham."**
- **"Accessibility to all for aging population should be priority. Indoor Pool is overdue, especially with influx of new residents formerly from communities that have municipal indoor pools."**

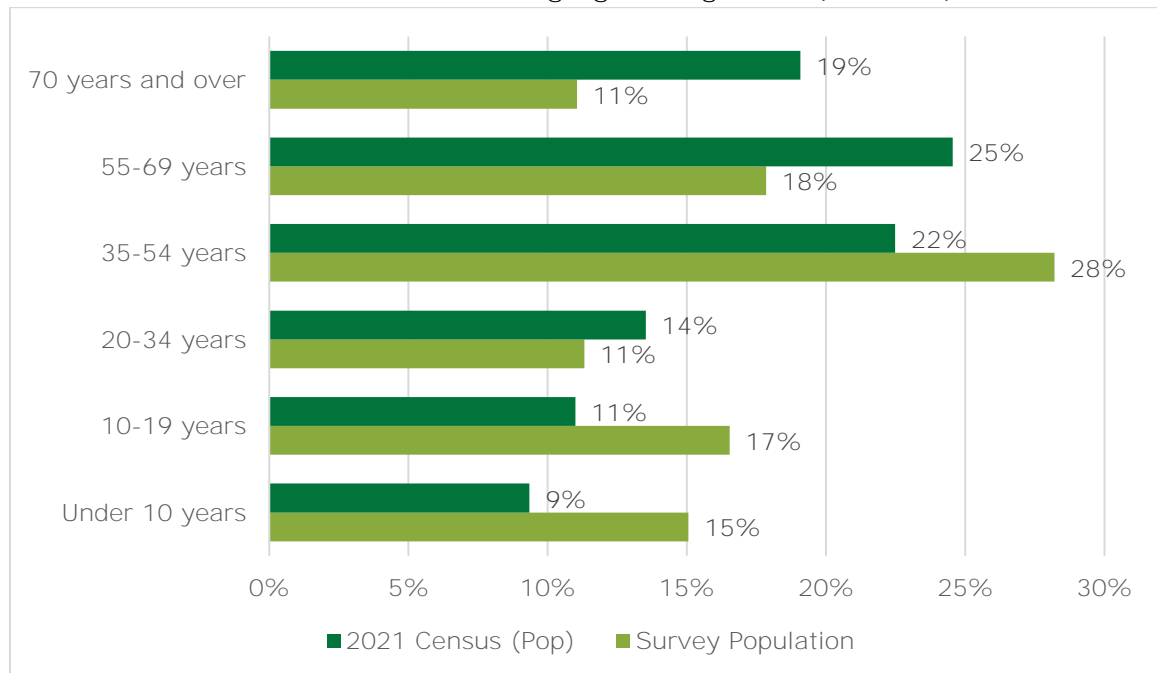
Profile of Survey Respondents

Key household characteristics of community survey respondents are noted below:

- **The average household size was 3.1 persons, higher than the Town's average of 2.6 persons per private household (2021 Census).**
- **It is estimated that the survey represents the opinions of approximately 2.3% of Pelham's population. The response rate (414 surveys) is satisfactory and – when combined with other consultation tactics and inputs – provides a strong basis for future planning.**

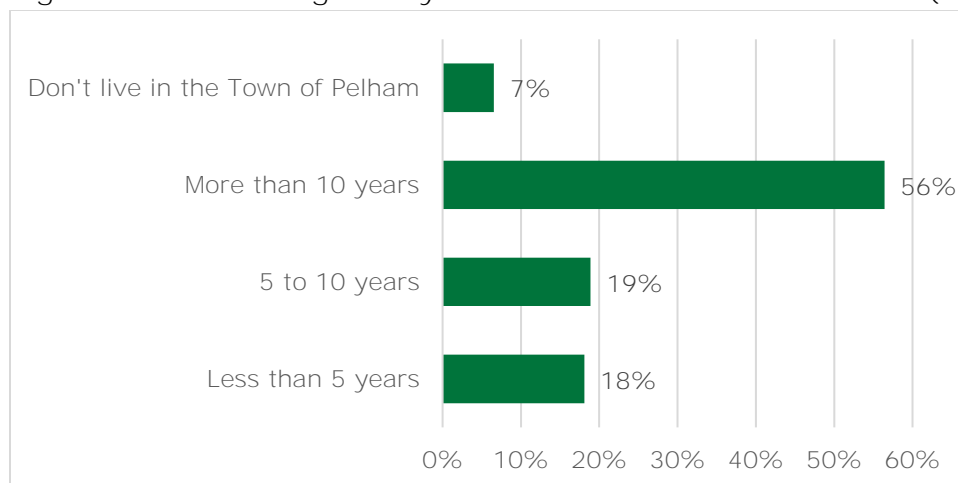
- The survey gathered input from residents of all ages. Compared to the Town's population, families with younger children were more likely to complete the survey – this is a common finding in these types of studies. Efforts were made to reach the older adult and **seniors'** population through hard copy surveys at the Meridian Community Centre and pop-up consultations.

Figure 20: – Please indicate the total number of persons within your household that fall into the following age categories. (n = 374)



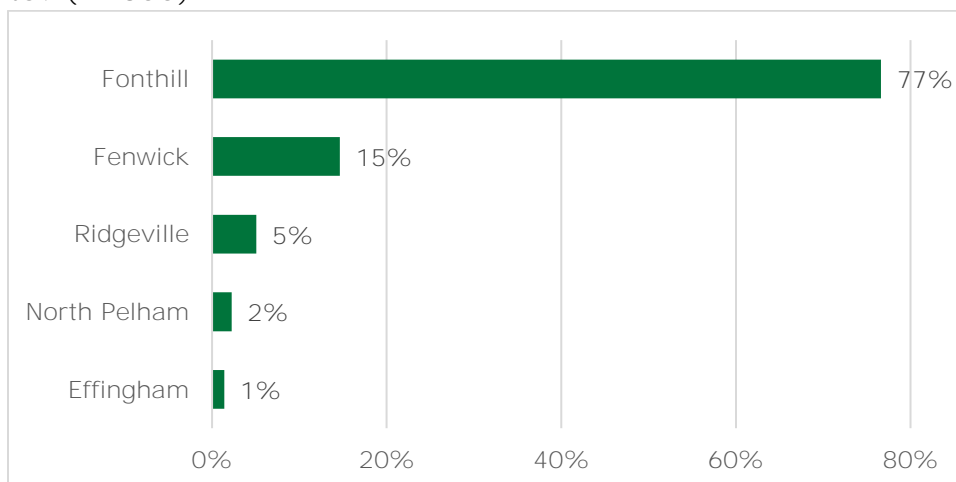
- Over half (56%) of survey respondents have lived in Pelham for more than 10 years, while 37% have moved to Pelham within the past ten years, indicating a number of new residents. Newer residents of Pelham (those moving to the community in the past 10 years) tended to be younger, use splash pads, and indicate an indoor swimming pool as a priority.

Figure 21 – How long have you lived in the Town of Pelham? (n=381)



- 7% of respondents do not live in Pelham, but most use facilities and parks in the town. Nearly half (48%) of the non-residents live in Welland.
- Of those living in the Town of Pelham, 77% live closest to Fonthill and 15% live closest to Fenwick. The following graph illustrates all of the responses.

Figure 22 – Pelham Residents Only: Which community do you live closest to? (n=355)



3.4 Stakeholder Consultation

Pelham is home to numerous service clubs, sports groups, community organizations, and committees that provide a wide variety of recreation, sport, event and community services to residents and visitors. Approximately 20 groups were invited to contribute input into this Master Plan through a stakeholder workshop on December 1, 2022.

The following ten (10) groups attended the session and/or provided submissions relating to the Master Plan process:

- Fenwick Lions Club & Fenwick Lionettes
- Fonthill Lions Club & Fonthill Lionettes
- Fonthill Platform Tennis Club
- Joint Accessibility Advisory Committee
- Kinsmen Club of Fonthill
- Pelham Pickleball Volunteers
- Pelham Tennis Club
- Pelham Soccer Club
- Rotary Club of Fonthill
- Summerfest Committee

Stakeholder input is summarized below.

Strengths of recreation, culture and parks in Pelham

Stakeholders identified the following as being core strengths of the local leisure system:

- Several groups commented that Town staff provide exceptional service and park maintenance and are responsive to requests from local organizations.

- There is a strong volunteer commitment in Pelham, including many service clubs that contribute to community improvement projects.
- The Meridian Community Centre is a large, modern facility that is the envy of much larger communities. The facility and has helped basketball grow in Pelham.
- Other recreation facilities such as the Pelham outdoor pool, playgrounds, tennis courts, and trails were also recognized as vital amenities in the community.
- Groups were thankful for recent facility improvements, such as new splash pads, resurfaced tennis courts and new pickleball courts.
- Local trails were identified as a strength, particularly the paved portions of the Steve Bauer Trail and the **Town's commitment to snow removal.**

Trends and barriers to participation

The Town of Pelham's organizations are influenced by several trends, some of which contribute to barriers to participation. Stakeholders identified:

- **Pelham's** evolving demographics were noted by some groups, including the aging population and a growing number of newcomers to the town (which tend to be younger and more culturally diverse).
- It was suggested that parking availability at the MCC and many parks (e.g., Centennial Park, Peace Park, Marlene Stewart Streit Park, etc.) can be limiting for events (and associated fundraising) and a deterrent to participation. Additional accessible parking spaces at the MCC were requested.
- Safety concerns relating to access to Marlene Stewart Streit Park were raised. Access consists of one (narrow) entrance off a busy highway.
- Park washrooms are not accessible for all users, and at times may not open (e.g., Centennial Park, Marlene Stewart Streit Park, etc.).
- Soccer programming in Pelham has seen substantial growth (30+% increase over last three years), resulting in a lack of training opportunities and overused fields. It was suggested that additional fields are needed to address population growth and increased participation.
- Improved accessibility of trails was requested, possibly through additional signage and improved surfacing. One example was the Gerry Berkhout Trail, recognizing that consideration needs to be given to all trail users, including cross-country skiing in the winter months. Additional trail development (and trailheads) was also suggested for the Lathrop Nature Preserve (owned by the Nature Conservancy of Canada).
- Some groups expressed challenges with attracting and retaining volunteers.

Park, facility and service needs

Existing parks, facilities and services meet each organization's needs on different levels. Stakeholders provided several suggestions, ranging from general to site-specific:

- In addition to improved parking, the following suggestions were identified for the Meridian Community Centre and/or other indoor facilities:
 - Demand for gymnasium time is significant, particularly for pickleball. Modifications to how the Town allocates gym time to activities and groups were suggested, including moving fitness activities to the Accursi Room,

- reducing rentals to non-residents and introducing a non-resident surcharge, and offering additional online booking options.
- o Improved audio/video capabilities within the Accursi Multi-purpose Community Room
- o There was a suggestion for a splash pad near the MCC.
- o Some suggested that there is a need for additional accessible (first floor) dedicated space for seniors, similar to seniors' centres in Welland or St. Catharines. A desire was expressed for more social activities and amenities geared toward seniors, such as coffee, shuffleboard, card games, etc.
- The sale of a portion of the former Pelham Arena site and subsequent delay in residential construction has impacted two specific user groups:
 - o The clubhouse for the Fonthill Platform Tennis (approximately 100 members) does not currently have running water (there is one portable washroom) and the re-establishment of this connection has been affected by construction delays. Accessible parking at this location was also requested.
 - o The site also has two small soccer fields (5v5 and 7v7) that cannot be permitted due to the lack of public parking. The Pelham Soccer Club has indicated that they have struggled with finding additional field times to support current programming demands. The Club indicated that a plan is needed to replace these fields, develop new fields, and add lighting to fields.
- Groups were pleased with recent improvements to Centennial Park, but noted the following future considerations:
 - o The addition of a practice wall was suggested for the tennis complex.
 - o The Pelham Soccer Club supports adding an additional full-size lit soccer field at this park and indicated a willingness to assist in providing an accessible clubhouse.
 - o The single park access can create challenges relating to accessibility and safety. Use of the secondary exit at the rear (through the firehall property) was requested during special event times.
 - o It was noted that the Fenwick Lions have a 5-year plan to redevelop their building that is adjacent to Centennial Park. The goal is to create a community hall with a capacity of 150 persons.
- The following suggestions were noted for Harold Black Park:
 - o Improved soccer field drainage.
 - o Moving the play structure closer to the parking lot to improve access and usage.

3.5 Feedback on Draft Master Plan

The Draft Master Plan was received by Town Council on April 19, 2023. Public feedback on the draft Master Plan was then sought through an in-person open house and email submissions. **The full plan was posted on the Town's public engagement website and publicized through various media channels and notice boards.**

Approximately 20 residents participated in the open house held at the Meridian Community Centre on the evening of May 2, 2023. In addition, four email submissions were received by the comment deadline. The following points summarize the input received from these sources, focusing on the comments that were raised most frequently:

1. Suggestion for additional trail improvements for walking and cycling (5 comments);
2. Consideration of an art gallery / cultural centre (2 comments);
3. Park-specific improvements, including consideration of impacts of grading changes at Harold Black Park (2 comments); and
4. Support for renovating the outdoor pool (2 comments).

This input has been considered in the finalization of the Master Plan.

3.6 Internal Consultation

Consultation was undertaken with municipal staff involved in the management, operation and maintenance of recreation, culture and parks facilities and services. Input from these sources was wide-ranging and has been used to inform the Master Plan.

3.7 Summary of Key Themes from Consultations

Key findings of the initial public engagement and research phase are summarized below. These themes have been assessed along with community profiles, usage data, and promising practices from other communities to inform the **Master Plan's recommendations**.

1. Recreation, culture, and parks services are very important to Pelham residents. **The Town's recent investments in the MCC and its parks and trails** system are paying dividends as 94% of survey respondents agree that these services are important to their quality of life. Long-term planning and strategic investment are vital to support the significant role that the recreation, culture and parks play in our personal, social, and economic recovery and revitalization.
2. Pelham has an older population, and accessible spaces and services are very important to the community. **Pelham's population is significantly older than most** other communities (the median age is 50 years). With an aging population comes greater demand for accessible opportunities, not just for seniors but also for persons with disabilities of all ages. There is also evidence that more younger families and residents are moving to the community, generating additional demand for parks and facilities such as the MCC.
3. Pelham is growing and those coming from larger urban centres often have different expectations around service levels. The town is projected to add 3,660 persons by 2031, for an annual growth rate of 1.9%. This will place upward pressure on existing resources and infrastructure. As the town grows, it can also expect to become more culturally diverse. This suggests growing demand for activities that appeal to a broader range of interests, abilities, and age groups. Requests for amenities that are not financially viable for most small towns (such as indoor pools) can be expected, as well as growing interest in cultural services and civic spaces.

4. The pandemic has highlighted the vital role of parks, trails and outdoor recreation opportunities in staying active and connected. Unstructured park and trail use has increased during the pandemic and these spaces have become more important to supporting resident health and wellness. Accessible washrooms in parks and public spaces are also required to support these uses. There is also great potential in creating an active transportation link between Fonthill and Fenwick, as well as establishing partnerships to manage community access to public open spaces.
5. Recent park improvements help to support the growing demand for unstructured activities for all ages. The survey found that the most popular activities in Pelham are those that appeal to all ages and abilities, such as use of parks, walking/hiking, special events, cycling, fitness, swimming, and drop-in programs. The Town has responded to these and other self-directed pursuits through recent investments (often supported by senior government grants) in splash pads, trails, and sport courts. A grant has also been secured to assist with the replacement of the aging Pelham outdoor pool.
6. Customer service is responsive and special events are highly valued. The Town offers more and larger community events (e.g., Summerfest, Summer Chill, etc.) than most communities its size. These events help to keep people connected, support local fundraising, and also attract tourists to Pelham. Many events are also supported by local organizations, some of which expressed challenges with recruiting and retaining volunteers. It was frequently noted how Town staff go above and beyond to work with groups and address resident concerns.
7. The Meridian Community Centre is a tremendous asset that has untapped potential to serve as a true community hub. Opening in late 2018, operation of the MCC was interrupted by the pandemic and the Town is only now just able to continue its roll-out of new programs and services. Extended use of the gymnasiums, arenas and multi-use rooms can be expected over time as demand grows. Additional staff resources, partnerships, and updated policies and practices may be needed to assist in maximizing community access and participation for all ages.
8. **The Town's parks are largely built-out** with little ability to accommodate new amenities or more parking, and parkland provision standards are declining. This will place more pressure on existing parks and amenities and will require greater emphasis on capital maintenance and pedestrian connections to parks. Population growth and community expectations suggest a need for additional parkland; however, the legislation governing parkland conveyance is changing, making it more difficult to secure parks of adequate size and location.

4. Our Strategic Framework




This section **identifies the strategic framework that will guide the Master Plan's development and implementation.**

4.1 Vision

Based on local research and public input, the following vision has been established to lead the development and implementation of this Master Plan. This strategy reflects the values and aspirations articulated by the Town and the community as a whole, while also having regard to the Framework for Recreation in Canada, the guiding document for public recreation providers nationwide.

Setting a "vision" for the Town in the delivery of recreation, culture and parks services is the initial step in setting a strategic path forward. A strategic vision depicts how the Town wants to be viewed in the future and compels Council, staff, and the community to work together to achieve their collective goals over time.

The following vision statement is proposed:



We facilitate fun,
connect the community
and enable
participation by all.

4.2 Master Plan Goals

The Master Plan's development and implementation are also guided by a series of goals that have been designed to reflect the expectations articulated by the **community and the Town's** overall commitment moving forward. Together, these goals describe the core objectives that the Town of Pelham and community partners should strive to achieve over time.

Goal #1: Respond to Growth

- The community is growing and becoming more diverse. We will maintain our high quality of life and small-town character by proactively planning for the future, monitoring needs, and aligning investment with growth.

Goal #2: Expand Activity Choices

- As the town grows and new interests emerge, a wider variety of programs will be necessary. We will support an expanded range of activities in collaboration with others in order to foster active lifestyles, skill development, and social connections for residents of all ages and abilities.

Goal #3: Optimize our Facilities and Parks

- Parks and recreation facilities provide safe places to gather, stay active, and connect with nature. We will improve public enjoyment of our assets through equitable access, welcoming and barrier-free spaces, and high standards of maintenance and sustainability.

Goal #4: Enhance Service & Capacity

- Services bring people together and help to build strong, caring communities. We will show leadership, strive to eliminate barriers to participation, strengthen community engagement, and work together to support volunteers.

Goal #5: Ensure Financial Sustainability

- The community expects high quality municipal services, administered efficiently and effectively. We will offer value to taxpayers through a coordinated approach to service delivery, innovative management, and the pursuit of partnerships and external funding.

5. Recreation Services & Programs



This section examines the Town's service delivery model, including a review of program offerings and services intended to strengthen organizational capacity in Pelham.

5.1 Recreation Service Delivery Goals

Pelham's Role in the Delivery of Recreation Services

It is important to clarify the responsibility of the Town in engaging residents in building and maintaining healthy lifestyles. This will serve to inform the relationships with other service providers and not-for-profit groups as they define the work of Pelham staff. The Town has a strong commitment to its residents in promoting all opportunities, providing support to not-for-profit groups, and coordinating a wide range of services through partnerships and third-party providers.

Specifically, the role of the Recreation, Culture and Wellness Department includes consideration of the following:

- a) Pelham will be clear about what its core recreation, culture and wellness services are and how these services will be delivered.
- b) All residents will be provided either by the Town or another provider a range of choices including active, sports, creative, STEM (Science, Technology, Environmental and Mathematics) general interest opportunities, and special events.
- c) Opportunities must be available for residents of all ages, abilities, and backgrounds.
- d) Intentional efforts will be undertaken to include underrepresented communities and/or individuals through policy and deliberate actions.
- e) Priority allocation and supports will be offered to not-for-profit and volunteer community groups (especially those serving children). A broader range of opportunities can be offered through these community groups and volunteerism is recognized as the backbone of the sport and recreation delivery system.
- f) Regardless of the service delivery methodology, staff must be able to report participation numbers by age group and include the capacity, utilization, and fill rates per age group. This will assist in determining the participation levels by age group.
- g) Staff will work to ensure quality assurance, safety, and legislative compliance in the delivery of service regardless of who is providing the program or service.
- h) Pelham will identify gaps in service and will address these gaps directly should there not be a community-driven service provider
- i) A range of service price points should include free universal programs, low-cost opportunities, and enhanced service levels to include all residents.
- j) The Town will measure its effectiveness in the delivery of recreation, culture and wellness services and set performance targets to demonstrate increased participation, transparency, evidenced-based decision making, and quality assurance.

Service Delivery Model

The Town of Pelham's current Service Delivery Model is designed to engage as many community groups and organizations as possible in the delivery of service. The advantage is that more residents can be engaged and included in recreation, culture and wellness services. The clear aim of contemporary departments in Canada is to increase participation year over year so that residents can lead healthier lives.

The key is to provide the right infrastructure and program mix. Communities respond well when there is a blend of safe and enjoyable opportunities including active, creative, general interest and STEM programming. Providing a full range of programs allows residents and visitors to expand their knowledge, gain skill mastery, and have choice. Engagement in these pursuits is the way to ensure that individuals, families, and the community is achieving a positive state of health and wellness.

The evidence is strong – an active and engaged community is healthier overall, is cohesive, and demonstrates community pride. Active individuals and families have better life outcomes. All efforts of Council, the community, and staff must be directed at providing and enabling quality recreation, cultural, and wellness pursuits.

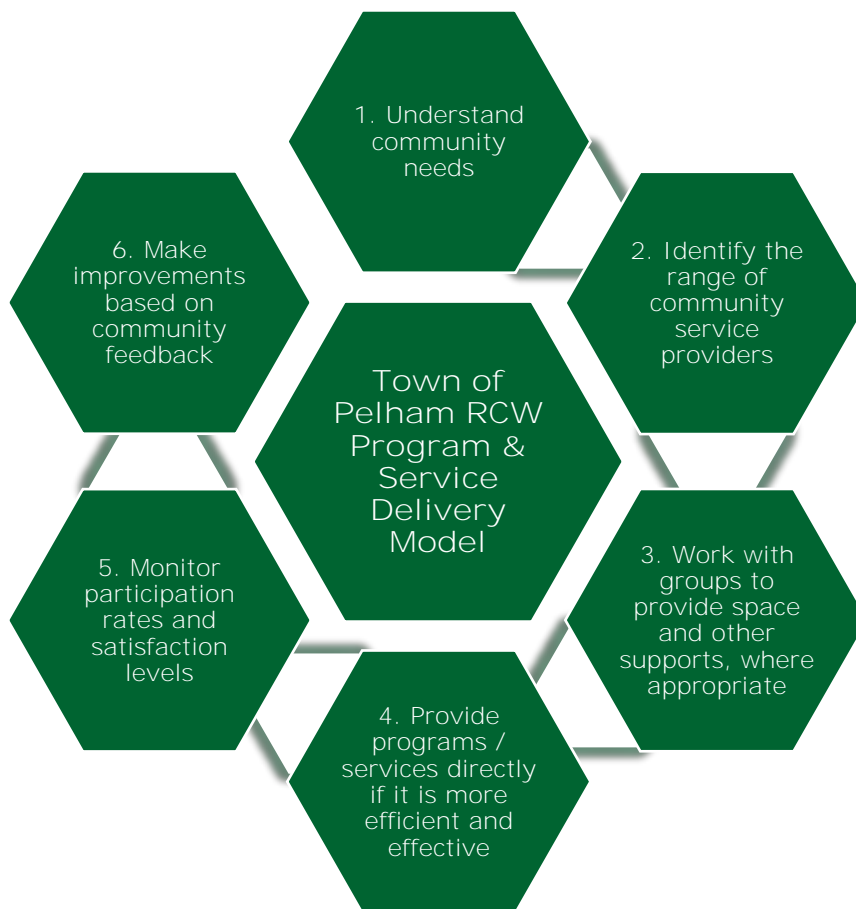
The goal is to provide and assist in delivering a range of choices for all ages and abilities and to include all residents and visitors regardless of their background. The four main methods of providing and enabling services include: (1) direct provision by the municipality; (2) community development practices in supporting community-based groups; (3) promoting other providers (e.g., not-for-profit and for-profit services); (4) and contracting third-party providers. This takes a holistic approach and the key driver is to provide services efficiently and effectively. Consideration is given to ensure all age groups are included, to engage and hear the citizens voices and include underrepresented residents.

Municipal staff in Pelham tend to provide opportunities directly in aquatics, programs, Summer, March/Holiday break and PA Day camps (including many special interest camps), and generally where there are not other local providers.

Support is offered to local community groups who provide sport, recreation, and cultural experiences by providing spaces (often at reduced rental rates) as well as grants for **initiatives that meet the Town's criteria. The Town meets regularly with service clubs** and sport organizations to discuss upcoming initiatives, discuss challenges, and share information.

The Town of Pelham Recreation, Culture and Wellness Department follows best practices in the delivery of programs and services. The following illustration depicts the process that staff follow in providing/enabling programs and services. Staff first identify needs and the most likely provider. If the program or service is already provided locally, discussions would centre on what supports the municipality could provide. Partnerships are formed whereby the municipality may provide space or promotion and other support. If there is not a community-based provider, the municipality will look to provide the program or service directly. In all cases, staff will promote all opportunities, monitor participation and the quality of the service, and address any improvements that are needed.

Figure 23 – Town of Pelham RCW Program & Service Delivery Model



5.2 Programs, Physical Activity & Special Events

Overview of Programs and Services

One of the baseline evaluation methodologies for recreation programs and services is to assess what opportunities exist for each age group. This is to ensure that each age cohort has barrier free access to a wide range of programs and services (at a minimum: aquatics, drop-in opportunities, active/sport, general interest, creative and STEM programs). The value in this exercise is to look at any gaps in the delivery of service and to ensure that programming addresses emerging demographic groups (such as the growth of young people and families moving to the Niagara Region). Further assessments will include compliance with legislative and industry standards, quality assurance mechanisms, levels of satisfaction, and more.

Table 8 – Current Town of Pelham RCW Program Offerings

Age Grouping	Active/Sport	Creative	STEM	General Interest
Pre-School	Public Skate Stick & Puck Swim Lessons Playgrounds/ Splashpad Parks & Trails	Arts & Cultural Programs	--	--
Children	Public Skate Stick & Puck Bike Camp Tennis Camp Tennis lessons Swim Lessons Swim Team Parks & Trails Playgrounds Splashpad Various Sports	Art & Theatre camp Arts & Cultural Programs	STEM Camps Artificial Intelligence for Change Innovative Mobile Applications Virtual Reality Worlds	March & Winter Break Camp Animal Adventure Camp Junior Firefighter Camp
Youth	Public Skate Stick & Puck Youth Volleyball Swim Lessons Swim Team Leadership Training Spin Classes Parks & Trails Various Sports	Arts & Cultural Programs	--	--
Adults	Public Skate Fitness/Yoga Aqua Zumba Spin Classes Parks & Trails	Arts & Cultural Programs	--	--
Older Adults/Seniors	Public Skate Fitness Classes (Brock U) Aqua Zumba Spin Classes Parks & Trails	Arts & Cultural Programs	--	--
Families	Public swim Public skate Parks and trails	--	--	--

Potential program gaps to further explore include STEM, wellness, drop-in, and general interest programming for pre-school, youth, adults, older adults, and families. With the Meridian Community Centre being used to near capacity at times, opportunities to offer

more programming in parks and outdoor settings, as well as through local schools, churches, and in collaboration with local organizations, should be explored.

Increasing Physical Activity Levels

Governments continue to emphasize the health of Canadians through the continued promotion of increasing physical activity levels. Canada has made very little progress over the last few decades – the Physical Activity Report Card for 2022 gave adults a C and children an overall D. These ratings continue to be unacceptable and require focused effort. Recreation, Culture and Wellness staff need to continue to work with partners in aligned sectors such as health promotion, education, and more to address this inactivity issue in Pelham.

Canada's 24-Hour Movement Guidelines

Canada's 24-Hour Movement Guidelines have replaced the Physical Activity Guidelines. The new guidelines were introduced in 2020 and depict the amount of time various age groups should **"Sweat, Step, Sleep and Sit"** in a 24-hour timeframe. For example, in each day children between 5 and 17 years should achieve the following.

Table 9 – Canada's 24-Hour Movement Guidelines

Activity	Time / Day
Sweat	60 minutes of moderate to vigorous physical activity
Step	Several hours of moderate physical activity
Sleep	9-11 hours for 5 – 13-year-olds 8-10 hours for 14 – 17-year-olds
Sit	Limit sitting for extended periods No more than 2 hours of recreational screen time per day

Source: <https://csepguidelines.ca/guidelines/children-youth/>

These new guidelines have been developed for all age cohorts and should be communicated and promoted to the public within facilities, online, and in promotional materials. Opportunities to co-develop and promote activities alongside community partners should be pursued, including efforts to track community progress.

Physical Literacy

One approach to increasing physical activity is to ensure that community members have the basic physical skills to participate in active opportunities. The Canadian Sport for Life Movement has developed a Physical Literacy program for all age groups to ensure that they can run, throw, catch, etc. Physical literacy can be taught in existing programs and environments such as in daycares, seniors centres, schools, sport clubs, etc. Once people are comfortable with the skills to be more active, it is hoped that some barriers to their participation in physical activities will be alleviated.

ParticipACTION Active App

ParticipACTION has developed and released a free App that serves to motivate and incentivize Canadians to be more active. As an initial approach, the Recreation, Culture and Wellness Department could make efforts to promote its use. The App includes daily quick

tips, articles, videos, can connect to tracking devices and provides weekly, monthly, and yearly rewards. The App will also remind users to be active at pre-set times and continues to include upgrades. This is another opportunity for Pelham to continue to promote physical activity without utilizing significant staff or financial resources.

The Canadian Community Health Survey

Statistics Canada administers the Canadian Community Health Survey which is a national survey that collects health data and distributes it by Health Region. The survey is voluntary and is confidential for those who choose to participate. As well as behaviours related to physical activity, the survey collects information on physical and mental health status, chronic health conditions, smoking, alcohol consumption, and fruits and vegetable consumption. Data is also collected on socio-economic backgrounds to decipher behaviours by region, age, and socio-economic status. This is valuable information that can be used to inform physical activity plans and strategies at the local level. It is suggested that staff use this data to better inform plans to increase physical activity levels.

Special Events

Pelham hosts and enables a wide variety of special events for residents on an annual basis. The Town recognizes that special events bring residents and visitors together and result in strengthened community pride and cohesion. The events promote the attributes and uniqueness of the community and bring an economic spin off to local businesses.

Nearly one-half (47%) of the Community Survey respondents indicated that they participated and attended outdoor festivals and special events. A sample of annual events include:

- Summerfest
- Summer Chill Series
- Canada Day
- National Day for Truth and Reconciliation
- Christmas in Pelham

As the population grows and requests for special events increase, the Town should be prepared to allocate staff and resources to the events with the highest community benefit. A Special Events Policy will serve to categorize events and provide an equitable level of funding based on whether the event is sponsored by the Town of Pelham, a community-based group, or a commercial venture. Measuring the return on the investment can be done from a financial perspective, such as taking the total municipal costs for the event and dividing it by the number of attendees to arrive at a cost per participant. This can also be achieved by identifying spending patterns per attendee. Quantifying the success of an event would be completed by asking participants their satisfaction levels, monitoring social media activity, and sponsor recognition. Both qualitative and quantitative measures should be undertaken to ensure the best use of public funding.

Selected Observations for Pelham

Selected observations are offered from an analysis of the participation data provided by Pelham staff, considering current trends and social issues as well predominant themes captured from community and staff inputs.

Recreation Programs are Important to Pelham Residents and Require Review

The Master Plan Community Survey indicates residents' thoughts on both the importance and satisfaction levels of each program/service type (recreation, culture, parks, etc.). There is an average importance level of 85% for unstructured play, special events, indoor and outdoor facilities, and programs, while there is an average satisfaction level of 72% for the same services. These questions about importance and satisfaction determine if there are any appreciable gaps in expectations – one would like to see both indicators at high levels, which would be a measure of a successful program and delivery. Municipalities should strive to achieve scores of 80% or more. In Pelham, there was an appreciable gap between importance (76%) and satisfaction levels (56%) when it came to recreation programs, with many respondents indicating that there is a lack of programs available. Some spoke to needing more social/casual program offerings for older adults (men in particular), while the **recent KPMG Review noted potential demand for more “wellness” activities for all age groups**. Staff will need to further consult with participants within each age cohort as to how they can increase satisfaction levels in programs and respond accordingly to meet the recommended targets.

A preliminary review of Town and community-based offerings found a variety of program types for all age cohorts including pre-school, school-aged children, youth, adults, and older adults. Opportunities in active and sport, creative, general interest and STEM type programming were assessed. The apparent gaps include greater opportunities for youth, adults, and older adults in STEM and general interest programs. Any new program ideas would need to engage these age groups to test their level of interest.

Drop-In Opportunities Continue to be Popular

There is an overall trend nationwide to move from registered program offerings toward casual drop-in type recreational opportunities. Many communities have witnessed a decrease in participation in registered programs and an increase in drop-in or more casual opportunities. Continued monitoring of both the capacity and utilization of registered and drop-in programs require monitoring to ensuring the maximization of use of public spaces. There is pent-up demand for primetime which is currently utilized by licensees. Maximizing utilization of spaces based on community need will need to be addressed as these agreements come due for renegotiation.

What Percentage of the Population Participate in all Activities?

The role of the Recreation, Culture and Wellness Department is to ensure that there are ample and varied opportunities. Further work is required to determine the number of unique clients (number of residents participating). For example, what percentage of the varying age cohort is participating and what percentage is not? Determining an approximate penetration rate and addressing where most registrants are coming from (using postal codes from the registration system) would assist staff with analysing further. The identification of geographical gaps is critical in focusing on barriers or specific interests and will assist in increasing participation.

Pelham is Nimble and Responds to New Trends and Interests

A successful recreation program model is nimble enough to respond to new trends and interest in each age group. Having the ability to try new programs and free up space to do so is a sign of innovative and responsive staff members. Currently in Pelham, there is little to no leeway in enabling staff to fund new programs and experiences without proposing

these as part of the annual budget process. It is suggested that a small amount be placed in the budget to try new programs and services.

Continue to Support Youth in Pelham

Efforts are currently taken to keep youth engaged within the community and recreation pursuits to be a community that supports their voice and self-governing endeavours. Youth engagement and empowerment requires continued attention to provide friendly and safe environments where youth can decide what leisure opportunities interest them. The Department must remain nimble and responsive to the needs of this age cohort.

The Playworks Partnership has Valuable Quality Assurance Criteria

Ontario's Playworks Partnership for Active and Engaged Youth is comprised of a group of youth-serving organizations. This community has researched, defined, and promoted a well-recognized quality assurance framework that articulates what must exist in a community to demonstrate support for youth. Youth Friendly Communities work to increase the commitment and interest in increasing recreation services for youth. Communities work with partners to address ten criteria within the community to establish and validate a real commitment toward youth. Communities are awarded Youth Friendly status at varying levels by demonstrating their provision of services and youth engagement efforts. Using these criteria in Pelham will ensure quality experiences for youth.

The ten criteria include:

1. Youth have options for play.
2. Youth are formally connected community wide.
3. It is easy for youth to find information about activities in the community.
4. The community recognizes and celebrates youth.
5. The community formally commits funding for youth play.
6. The community supports positive youth development.
7. Youth feel valued by their community.
8. Schools and school boards support the youth friendly application.
9. Play is accessible to youth.
10. Play is socially inclusive.

While Playworks as an organization is currently experiencing some operational challenges, the research stands and communities should still strive to meet the quality assurance criteria.

Older Adults and Seniors Make Up 44% of the Pelham Population

Older adults and seniors (those over 55 years) currently make up 44% of the population of Pelham and, as the community grows over the next ten years, this percentage may increase. This is a significant portion of the community, and every effort must be taken to engage and empower older adults in program development and provision.

Interest was expressed in adding more social/casual programming to augment the active pursuits available currently. There are trends for older adults to join adult programs and for elders to self-organize their own social, creative, general interest and physical activities. Ensuring that there are adequate opportunities for this growing population will require working in partnership with older adult serving organizations and elders themselves. Older adults do exemplary work to self-organize and the municipality should only look to provide

and enable programs and services where there are gaps, and the community is unable to **respond through volunteerism. Use of the Meridian Centre for seniors' programs has proved** to be a central location for older adults to participate. An analysis of potential program choices should be posed to older adults as well as possible space allocation during desirable times to provide a full range of desirable program opportunities.

The Principles of Healthy Aging Ensure Quality Experiences for Older Adults

Parks and Recreation Ontario has developed a quality assurance program in the offering of recreation programs and services to older adults and seniors. The course offers staff an insight into the unique requirements of service delivery and engagement with the older population. It builds on the Principles of Healthy Child development for children and **strengthens staff's ability to plan programs, respect what elders face with ageism, physical literacy, social connectedness, and overall enhancements to the quality of life for older adults.** This is a suggested requirement for any full or part time staff working with older adults and seniors.

Outdoor Aquatics a Well Appreciated Asset in Pelham

Swimming is a popular activity in Pelham – recreational swimming is within the top six leisure activities that residents enjoy the most. The outdoor pool is well utilized for swim lessons, aquafit classes and drop-in activities.

The role of the municipality in providing aquatic experiences is primarily to ensure that residents can be safe in and around water. Drowning prevention is a key goal in offering learn to swim lessons and water survival. The National Drowning Report produced by the Lifesaving Society of Canada indicates that 1.2 people in every 100,000 population drown in Ontario annually. Drowning is considered a preventable accidental death and knowledge and swimming skills can assist in drowning prevention. As the community grows, staff will need to maximize the use of the outdoor pool for lessons and drop-in opportunities.

The Aquatic Safety Management Program is a Strong Preventative Measure

The Lifesaving Society – Ontario Branch has developed an Aquatic Safety Management Program to ensure that pool operators and aquatic service providers can comply with legislative requirements and industry standards. This is critical from a liability and quality assurance standpoint and another measure in preventing the possibility of water incidents. The Society offers an audit service to review all aspects of safety in and around water at pools and waterfronts. An Aquatic Safety Accreditation Program demonstrates levels of compliance. The Pelham outdoor pool is not accredited at this time.

Special Events Build Community Pride and Cohesion

The Town of Pelham invests resources to both host and support special events throughout the year. These events benefit the community in terms of strengthening pride and cohesion and as offering a return to local businesses and in supporting tourism efforts. 87% of the respondents to the community survey felt that special events are important while 84% of indicated that they participated and are satisfied with special events in Pelham. This is an excellent benchmark and requires little change to the way special events are organized and executed.

As the need and requests for special events increase, the Town should be prepared to allocate staff and resources to the events with the highest community benefit. A Special

Events Policy will serve to categorize events and provide an equitable level of funding and support to the events that most require them. Quantifying the success of a special events in terms of local spending and satisfaction levels are ways of measuring the effectiveness of the event choices on an annual basis.

Recommendations

- #1 Regularly solicit requests for program offerings and complete a review of program availability, capacity, and utilization to ensure that public spaces is maximized and all age groups (e.g., pre-school, children, youth, adults, older adults and families) have access to a range of physical activity and sport, creative opportunities, general interest and STEM programming.
- #2 Promote the Canadian 24-Hour Movement Guidelines and the use of **ParticipACTION'S Physical Activity App within facilities and the "Life in Pelham" Community Guide. Consider applying to become Canada's Most Active Community** through ParticipACTION once pre-pandemic service recovery levels are achieved.
- #3 **Develop a Special Events Policy to clarify the Town's role in providing** special events, identify resource requirements, and establish the municipal supports provided to external event providers.

5.3 Including all Residents is Job One

The Town of Pelham strives to include all residents in recreation, culture and wellness services. A standard approach is taken of developing programs and services based on resident interests and ensuring these services are refined based on participant input. Most residents can navigate the system of seeking out and registering for opportunities; however, some residents may face barriers to participation. Pelham has specific policies and approaches to include some residents who face barriers, specifically those who are experiencing low income and those with disabilities. This section explores approaches to better serve other groups that may be marginalized. Recreation Departments across Canada are recognizing the importance of ensuring all residents can participate and are working to reduce barriers for marginalized or underrepresented groups .

The Role of the Recreation, Culture and Wellness Department in Providing "Access for All"

Municipalities in Ontario are unique and different from each other, and the provision of services must respect and celebrate these differences. Recreation programs and services become more meaningful by knowing the make up of the community and by engaging residents in the determining their needs and addressing any apparent barriers. Formerly, municipalities made accommodations for persons with disabilities and residents experiencing low income and that was the extent of reducing barriers for underrepresented populations. Human Rights legislation ensures that services are open to everyone and requires more proactive efforts.

Many municipal public-facing departments are now developing policies and procedures aimed at increasing participation in programs and services by diverse populations. One key

guiding principle is to “engage the population that you are serving” to ensure that policies, procedures, and programs are meaningful.

The following actions **are provided to best inform the Town of Pelham’s actions in better serving marginalized populations.**

- Understand the demographics and socio-economics of the community and strengthen dialogue with support organizations of marginalized populations.
- Develop a Policy **to identify the Town’s Commitment to inclusion and what actions** will be taken.
- Take intentional actions to improve access to increase participation among marginalized and underrepresented populations.
- Assess and monitor affordable access to programs and services.
- Develop opportunities with Indigenous Peoples, including those organizations that promote Truth and Reconciliation through the recreation and parks system.
- Develop or adhere to legislation, policies and promising practices that speak to including marginalized residents within services and develop resource materials for staff.
- Form partnerships in providing leisure programs and services to provide spaces.
- Ensure that staff are trained to reach out and welcome marginalized/ underrepresented populations.
- Create a sense of belonging and to create safe and welcoming community spaces.
- Work with partners to increase participation of persons identifying as female in recreational pursuits.
- Create welcoming and safe environments for the LGBTQ2S+ community through training and demonstrating compliance with best practices.
- Work to ensure that staff and volunteers reflect the makeup of the community.
- Measure participation and the effectiveness of reaching out and including marginalized populations.

Selected Observations for Pelham

The Town of Pelham, as a public institution, is clear about its obligation to include all residents. Specific and intentional approaches must be taken to welcome residents who may have differing needs and/or face barriers to participation. No longer can municipalities offer generalized programs and services in the hope that marginalized residents will participate – any barriers should be identified and addressed as the program is developed or in the evaluation phase. Staff need to identify who might face barriers within Pelham and become more intentional about including diverse and underrepresented populations by better understanding their needs. This can only be done by connecting and listening to diverse and underrepresented populations.

Both staff and volunteers need to be trained in being competent in inclusion strategies and in creating welcoming and safe environments. The makeup of staff and volunteers should represent the population that they serve. Ongoing discussions should be facilitated to continue to work together to reflect the community within recreation programs, services, staff, and volunteers.

Pelham enjoys an increasingly diverse population and has employed varying methods to better include all residents. The approach with the most promising results is the building and strengthening of relationships with the diverse and underrepresented groups that are active in the community. Initial discussions centre on understanding recreation and sport participation needs, how to provide access, and navigate Municipal government. Program-

related initiatives include the introduction of traditional Canadian sports and activities and introducing all residents to diverse activities and leisure pursuits.

Overall, the Town of Pelham continues to be responsive to community needs and demonstrates proactive practices to include persons with disabilities and residents experiencing low income, as well as to recognize the contributions of Indigenous Peoples. As described below, further work is required to touch base with marginalized communities, **intentionally welcome the LGBTQ2S+ community, and work to increase girls and women's** participation in sport and recreation.

Persons Experiencing Low Income Face Financial Barriers to Participation

Pelham RCW staff recognize that 5% of its population (approximately 900 residents) are experiencing low income and staff attempt to include as many as possible. Leading edge work in this area of service measures participation rates and targets participation to be at the same rate as the general population. , Universally free special events and access to public spaces is offered to all residents to reduce any stigmas attached to participation and low-cost programming is offered in the mix of program opportunities. Promoting free opportunities and offering equipment lending libraries to provide equipment have also been successful in engaging more residents experiencing low income.

To encourage greater levels of participants, the Youth Sport & Recreation subsidy provided through Pelham Cares offers financial assistance for families who qualify to participate in sports, recreation, and educational activities. Additionally, Pelham Cares also provides support for qualifying residents through its food and hygiene bank, holiday hampers, transportation to medical appointments, back to school backpacks, birthday program, information and referrals, and emergency response, which plays a significant importance in removing potential barriers to participation in the community. It would be helpful for the Town to monitor uptake in this program to ensure persons experiencing low income feel welcomed to utilize this offering.

Determining the Recreation and Sport System Capacity for All Residents

Further work should be undertaken every three years to determine the full capacity of directly offered programs, drop-in opportunities, and activities offered by community groups. The objective is to ensure that there are ample opportunities to accommodate a growing diverse community and that spaces and activities are allocated equitably. Working collectively with community groups and agencies representing marginalized residents to address identified gaps, gender equity, participation by marginalized populations, and participation by community (at a minimum) is recommended.

Persons with Disabilities Require Modified Approaches to Participate

Pelham staff work with the Accessibility Committee to ensure that physical access and customer service meets the legislative requirements. Pelham RCW staff employ methodologies to ensure that persons with disabilities can enjoy participating in programs and services through understanding individual needs and making meaningful accommodations. Caregivers are welcomed to assist participants in accessing programs and drop-in opportunities at no additional entrance fee. More discussions with support organizations for persons with disabilities is needed to address increasing participation in recreation and wellness programs and services, especially since as the population ages more recreational opportunities will need to be offered to address therapeutic needs.

Newcomers may Need Assistance in Navigating Systems

Nearly one in seven Pelham residents (13% or 2,245 persons) are immigrants. Canada's immigration policy proposes a significant increase in newcomers in the years to come, creating conditions where all municipalities may welcome more recent immigrants to their communities. For many newcomers, their initial priorities are likely to focus on finding sustainable employment and housing. Research shows that engaging in sport and recreation encourages newcomers to feel connected to their new communities and address settlement issues with less stress. Recreation and sport are often complex systems to navigate to register and understand the requirements in a new country. Working with settlement agencies to encourage newcomers to participate and utilize trails and parks systems will result in greater knowledge and participation.

Proving Safe Spaces/ Positive Spaces Better Includes the LGBTQ2S+ Community

The Lesbian, Gay, Bisexual, Transsexual, Questioning, and Two-Spirited (LGBTQ2S+) community often experience exclusionary behaviours. With the recognition that 13% of the Canadian population identifies as LGBTQ2S+, which could equate to approximately 2,365 Pelham residents. More intentional efforts are needed to provide welcoming recreational **environments to this community. The introduction of "Safe Spaces" is one way of welcoming** this community to public places. Safe Spaces was developed by Safe Spaces Canada whereby signage on the front entrance of a community space indicates that staff have been trained in reducing homophobic and transphobic gestures and slurs and in creating welcoming environments.

Discussions and Cooperative Efforts with Indigenous Peoples Prove Successful

All communities have a role to play in recognizing the land that Indigenous Peoples lived on before land settlements and development and in being inclusive of this population. Pelham is located on the traditional territories of the Haudenosaunee and Anishinaabe peoples and is covered by the Upper Canada Treaties and is within the land protected by the Dish with One Spoon Wampum Agreement. Staff are making efforts to meet with Indigenous Peoples and groups to best represent them within the provision of recreation, cultural and wellness services.

The Truth and Reconciliation Report (2015) and the Parks for All Report (2017) speak to the role that Canadians have in reconciling with Indigenous Peoples over past history. The following excerpt from the Truth and Reconciliation Report articulates the call to action through sport.

Truth and Reconciliation Commission of Canada Calls to Action (2015) – Sports and Reconciliation (all levels of government):

87. We call upon all levels of government, in collaboration with Aboriginal peoples, sports halls of fame, and other relevant organizations, to provide public education that tells the national story of Aboriginal athletes in history.

88. We call upon all levels of government to take action to ensure long-term Aboriginal athlete development and growth, and continued support for the North American Indigenous Games, including funding to host the games and for provincial and territorial team preparation and travel.

Before Council meetings Pelham offers a Land Recognition Statement to recognize the Indigenous Peoples that inhabited the land in and around the municipality. The Town also

hosts a special event to recognize National Day for Truth and Recognition. Communities and organizations are emphasizing the role of Indigenous Peoples through education, arts, sports, parks amenities, and interpretation. For example, with greater awareness being **raised regarding Indigenous Peoples and the Federal government's focus towards Truth and Reconciliation**, municipalities are showcasing Indigenous history through public art in community centres and parks along with exploring programs reflective of First Nations sports and culture. Leading practices in addressing Truth and Recognition include municipalities hosting discussions with Indigenous Peoples and organizations that represent them to discuss meaningful ways to introduce and educate Indigenous sport and recreation within communities.

Female Participation in Sport and Recreation is at Canada's Lowest Levels

Participation in sport and recreation by girls and women is on a downward trend in Canada. Canadian Women in Sport in concert with the Canadian Tire Jumpstart Charities released a national report in June 2020 regarding sport participation for girls aged six to 18. The **findings noted that girl's participation in sport is** much lower than boys the same age and that girls experience a significant drop-out rate by late adolescence. One in three girls leave sport as compared to one in ten boys. Among the barriers cited, girls stated low levels of confidence, low body image, lack of skills, and feeling unwelcomed in a sport environment.

In 1992, over half of females over 15 participated in sport. By 2019, 28% of females participated in sport while 62% do not. Current studies are demonstrating that one in four girls are not committed to returning to sport after the pandemic. This declining participation rate is alarming, yet the Federal government has declared that we will achieve gender equity in sport by 2035 in Canada. The Canadian Women in Sport (CWS) supports and enables girls, women, and gender diverse people in pursuing sport and active lifestyles, **keeping women actively engaged in building community capacity. CWS's priority and focus** is to develop and support sustainable models where women are trained to lead and promote active opportunities in concert with community partners such as municipalities, universities, and not-for-profit organizations. They have many resources that are readily available to audit policies and practices and build capacity within the organization. Female participation in community-driven sport and recreation has not been prioritized specifically in Pelham. This is a national priority and Pelham should utilize tools provided by CSW and audit which interventions and inclusionary efforts are required.

Recommendations

- #4 Create an Internal Staff Team to address increasing participation in recreation, culture, and wellness activities by marginalized populations. Preliminary actions should include (but not be limited to):
 - a. Develop an Access and Inclusion Policy which identifies the underrepresented populations in Pelham and the efforts that will be made to be more inclusive in recreation, wellness, and culture. Consult organizations representing marginalized populations in its development.
 - b. Provide training and professional development opportunities for staff and volunteers with respect to better including marginalized populations in the delivery of service.

- c. Complete visual audits of facilities and public spaces to ensure that recreational use reflects the full citizenry of Pelham. Identify the people who are not regularly utilizing public spaces and engage them to understand any barriers.
- d. Complete a top line analysis of the number of females and those identifying as females participating in recreation and sport pursuits by age group. Address gaps through community discussions with females and those who identify as female to address barriers to participation. Work with regional, provincial, and national organizations to increase female participation in active and sport pursuits.
- e. Meet with groups representing persons with disabilities and persons experiencing low income to develop programs and approaches to increase participation in recreation programs and services.
- f. Ensure that all public spaces and facilities are safe and welcoming spaces for the LGBTQ2S+ community.
- g. Continue to engage with the Indigenous community to best understand how to better include and represent Indigenous Peoples in sport and recreation.

5.4 Strengthening Internal Capacity

The willingness and ability of the Town, community groups, organizations, and volunteers to work toward the same goal of increased participation is imperative and will continue to be so as Pelham grows in population. The Town of Pelham has many internal strengths in leading and managing a strong recreation, wellness, and cultural network of opportunities.

It is in the Town's best interests to ensure that departmental policies and processes exemplify best practices in organizational effectiveness.

Some promising practices in strengthening internal capacity for Pelham to consider include:

- a) Ensure that Recreation, Culture and Wellness receives an approved mandate through comprehensive Policies and Standards.
- b) Demonstrate compliance with legislative requirements and industry standards.
- c) Strengthen community engagement and enhance services through volunteerism.
- d) Promote opportunities through comprehensive marketing and communications.
- e) Utilize technology to streamline operations, produce efficiencies, and form a relationship with residents and visitors.
- f) Increase the number of meaningful community partnerships that serve to engage more residents in leisure opportunities.
- g) Seek out alternate revenues through sponsorships and grants.
- h) Understand the cost of providing services in the development of a fair-minded fee structure.
- i) Demonstrate a strong organizational culture and responsive structure.
- j) Provide continuous staff development and training opportunities.
- k) Set targets, measure, and report out on Departmental performance.

Selected Observations for Pelham

Legislative Compliance is Imperative

Reviewing adherence to legislative and industry standards ensures that operations are compliant and embrace the highest standards. Compliance should be tested on an annual basis at a minimum. Each discipline has indicated that they feel that they are compliant for the most part but have not completed an audit to ensure that they are implementing changes to legislation. Legislative compliance is required and must be demonstrated in operations and the delivery of service.

Policies Set Clear Expectations and Offer Guidance

The Department continues to develop new policies that are relevant to their current operations. A Special Events Policy and an Access and Inclusion Policy (discussed in previous sections) are recommended. This section recommends a Sponsorship and Partnership Policy to look to alternate revenues to fund recreation and other services. Staff are now administering the Rink Board Advertising Program and an evaluation of the staff effort in costs versus the revenues as compared to the net gain in revenues would be appropriate. A review of the Allocation Policy is also required to ensure that facilities and spaces are allocated equitably and according to needs rather than historical precedent (which may or may not be defensible). Each policy that is developed should engage the public and relevant stakeholders to understand their priorities and how certain policy statements may impact their ability to operate groups or access services. Staff should develop a system for automatically reviewing policies on a consistent basis.

Setting Levels of Service

While levels of service are mostly understood, they are undocumented and it is important to articulate and have levels of service approved by Council. Each discipline (aquatics, programs, camps, maintenance, etc.) will list their services, the frequency, duration, and the staff effort that it takes to offer/ enable these programs and services. This effort **confirms the Town's commitment to the public and identifies what it takes to deliver the service.** Costs can then be tracked and alternate methods of achieving the same level of service can be addressed. Articulating levels of service gains commitment from the public and approval from Council. Further, the resources for any service expansions due to growth or demand can be identified.

Volunteerism Enhances Service Provision

During the community consultation to support the development of the Master Plan, some community stakeholder groups indicated that they were having issues with the recruitment and retention of volunteers. It would be prudent to meet with community groups to discuss volunteer promotion, a common and central location to list opportunities, and a streamlined approach to matching volunteers with opportunities. Pelham lists all volunteer opportunities on its website which helps to promote the scope of opportunities available. Interested volunteers are directed to the respective department for selection, training, and orientation. Most volunteerism occurs in special events and within community sport groups. The Town recognizes volunteers on an annual basis.

One current best practice in volunteerism involves the use of online software. Pelham lists volunteer opportunities and encourages online applications which assists in streamlining the process and making it easier for volunteers to match their skills with current opportunities.

Many municipalities have implemented an online system to match volunteers with volunteer needs and the department will list their opportunities with this organization as well as recruitment using other mechanisms. It would be prudent to investigate more comprehensive online systems that serve not only to recruit but track hours, and train volunteers in standard practices. This may save staff many hours of repeated training time.

Volunteer Canada's Code for Volunteer Involvement and other resources can also assist in strengthening volunteerism in Pelham.

Costing of Services in Setting Fair Minded Fees is Defensible

Pelham partially offsets the financial costs of providing recreation and cultural services through several revenue streams, most notably user fees, entrance fees, taxation and, to a lesser extent, sponsorships/grants/partnerships. The Department also accepts that there are non-financial and intangible benefits that offset fiscal expenditures by way of increased physical and social health among residents, contributions to community vibrancy and **cohesion, etc. Therefore, the degree to which quantifiable costs are "recovered" is dictated by Town's philosophy surrounding the "value" of the service that it provides to residents and the community.** The first step in setting fair minded fees and cost recovery levels is understanding the cost to provide the service. This is a first step and an arduous task and will involve guidance and assistance from the Finance Department (to set corporate guidelines) and allocate costs fairly.

Once costs are known (e.g., to produce an hour of ice), the current cost recovery levels can be ascertained by understanding the percentage of the costs that are recovered through the current fee structure. A comparison to the market rate is usually undertaken to determine if fees can be modified. Setting of fees can be developed by determining which age groups or types of programs should receive greater subsidies. Costing of services provides transparency in setting of fees.

Community Partnerships and Sponsorships Expand Service Provision

The Recreation, Culture and Wellness Department works with partners to provide the highest level of service to the public. As partnerships are a key tactic used by the Town in **the Master Plan's implementation, an analysis of the Town's approach to partnerships and sponsorships** is contained in Section 9.3.

Organizational Effectiveness and Structural Considerations Strengthen Staff Capacity

Strong employee engagement and satisfaction levels were observed within the Recreation, Culture and Wellness work team. Leadership has worked to empower staff to readily suggest improvements for their respective disciplines. There is a sense of dedication and a belief in the value of the services in strengthening the health of the community. This common vision has served to engage staff and create a strong Departmental culture. The culture, values, and respective behaviours are evident but not captured in writing and agreed to by departmental staff. This would be a worthwhile undertaking to create a charter of engagement for current staff and volunteers.

KPMG and the Refined Organizational Structure in Recreation, Culture and Wellness

In 2022, KPMG was contracted to complete an overview of the organizational effectiveness and structure of the Recreation, Culture and Wellness Department. The scope of the

exercise included considerations surrounding the following key result areas and operational processes:

- Governance and Strategy;
- Service Standards;
- Process and Service Delivery Model;
- Data and Technology, and
- People.

Seventeen recommendations and considerations were offered by KPMG and received by Council. Many of the recommendations are aligned with the findings of the current master planning undertaking. The analysis within this Master Plan supports the findings and recommendations housed in the Organizational Review. The scope of this Master Plan supports the implementation of the primary findings in the KPMG report, including key performance indicators, programming, and standard operating procedures.

The KPMG report also examined the Department's organizational structure with the goal of creating greater efficiencies and effectiveness in service delivery. This review allows the Department to rethink the allocation of staff and continue to place like functions and serve like customer objectives together. KPMG found that there is currently an absence of a middle management layer of staff to oversee the development of policies, refine processes, and ensure that there are standard levels of service and operating procedures. Further, the turnover in part-time Customer Service staff is placing pressures in recruitment, selection, training, and onboarding. KPMG recommends the consideration of replacing the equivalent part-time customer service positions with one full-time position. The intent is to lessen the administrative burden and allow for consistent service with less turnover. At the time of writing, the Department has been directed by Council to bring back a follow-up report on implementation and consider alternate models of structuring the Department.

Measuring Performance Strengthens Accountability and Improves Services

Performance measures hold staff accountable for their work and provide valuable information in comparing performance against intended service targets. This information provides baseline data on which to refine performance year over year. This approach to enhance service delivery provides a vehicle to analyze what is important and allows staff to change course if refinements are warranted. The objective is to align measures with the goals and objectives of the department(s) through Key Performance Indicators. For example, if the goal is to increase participation and utilize facilities to their maximum capacity with high levels of satisfaction, then measures will centre around increasing participation from the previous year, communicating the capacity and utilization of public facilities, and testing public satisfaction levels. Measures need not be complex – they just need to tell a story, praise a job well done, and influence future actions.

Measuring performance allows an organization to quantify various elements of service delivery and to demonstrate if progress is being made toward intended targets. For example, if hypothetical public satisfaction rests at 70% in camps in year one, the target for the next year would be set at 75% with a long-term target of 90% or more. Staff would test satisfaction levels and address participant concerns toward improving service delivery. This data provides the information needed to complete an annual report or program end analysis and to ensure that program decisions are knowledge-based. This data must also be utilized to compare participation and utilization levels year-to-year.

A framework for measuring performance is suggested and implemented in each discipline. The KPMG Organizational Review noted and recommended that Key Performance Indicators be developed. Data to support these measures is most likely being collected currently. Annual reporting should also be a simple illustration that staff and the public can glean and determine if targets are being met or have been exceeded.

A typical performance measurement framework for Recreation, Culture and Wellness includes capturing the inputs (resources approved to deliver service), outputs (what was achieved within the approved resources, such as number of participants, pool attendance, square metres of facilities tended, etc.), efficiencies (the unit costs to deliver each service) and effectiveness (public and user satisfaction levels).

Table 10 – Sample Performance Measures for RCW

Performance Measure Type	Answers These Questions	Suggested Measures
Inputs	What resources are allotted to Recreation, Culture and Wellness (staff, financial and physical spaces)	Full time equivalents (FTEs) in staff FTEs per service area Budget for key service areas Asset inventory Volunteerism in annual hours
Outputs	What did the Department achieve with the resources provided? Were there increases/decreases in certain areas? How did these outputs compare to previous years and program related targets?	Levels of service achieved Performance against targets Participation in programs and drop-in opportunities Results compared to the previous year or the average of the previous three years Identify pent up demands
Efficiencies	What are the high-level unit costs and have any been reduced by increased participation/productivity?	Impact on unit costs (increased participation might result in a reduction of unit costs over all) Efficiencies achieved Cost savings realized through partnerships and grants or alternate revenue streams
Effectiveness	How do users and public rate services? Have there been satisfaction level improvements in targeted areas?	Overall public and satisfaction levels Number of complaints Comparison to previous year ratings as compared to the average of the last three years

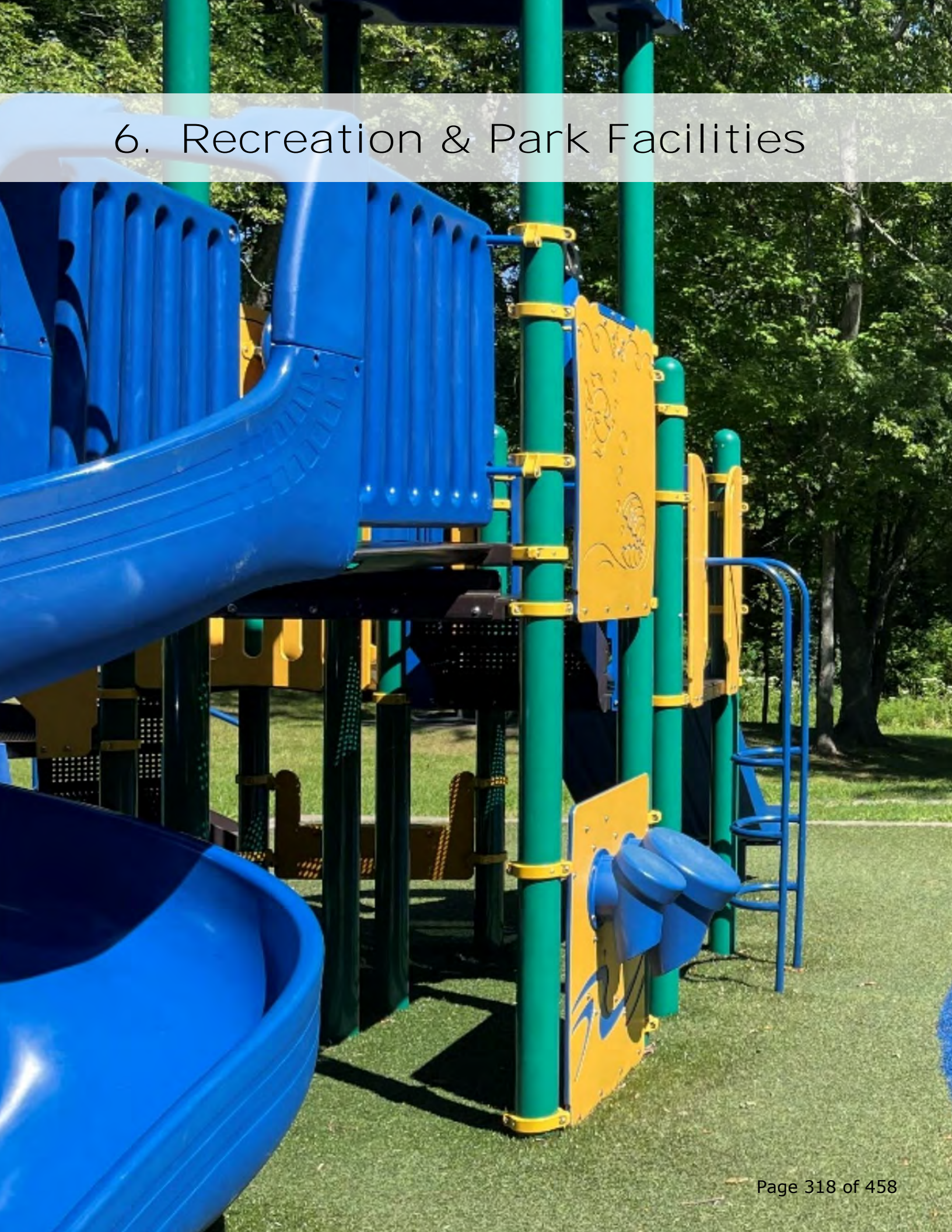
Recommendations

- #5 **Identify RCW's levels of service and corresponding policy, process, and resource requirements for each discipline within the Department for Council's approval. Identify the operational resources required to**

implement the recommendations in the Recreation, Culture and Wellness Master Plan for annual approval as part of the budget deliberation process.

- #6 Complete an audit of current legislation affecting the delivery of Recreation, Culture, and Wellness services and ensure that the Town of Pelham is compliant with these requirements.
- #7 Investigate the efficiencies created through a standard online App to recruit, train, track hours, and serve to recognize volunteers supporting Recreation, Culture and Wellness services.
- #8 Apply a consistent methodology to better understand the costs to provide **RCW's** various services and to determine current cost recovery levels. Develop a fair minded and transparent Pricing Policy to ensure that fees are equitable and respect the value that the program/service provides to the community.
- #9 Develop a meaningful set of performance measures for the Recreation, Culture and Wellness Department that describe the inputs, outputs, efficiencies, and effectiveness measures employed in each discipline.

6. Recreation & Park Facilities



Recreation facilities and outdoor amenities play an important role in the daily life of Pelham residents. The Town invests in infrastructure to promote physical activity, healthy lifestyles, skill development, athletic competition, community building, and economic growth. These **assets have positive impacts on residents and contribute to the community's wellbeing.**

This section identifies needs and considerations for the indoor and outdoor recreation and parks facilities in Pelham.

6.1 Current Inventory of Recreation & Park Facilities

A summary of notable community facilities and amenities owned and/or operated by the Town of Pelham is shown in the table below.

Table 11 – Summary of Municipal Recreation Facilities in the Town of Pelham

Facility Type	Number	Location
Community Centres	1	Meridian Community Centre
Community Halls	1	Old Pelham Town Hall <i>Note: The Town also owns the Quaker Meeting House, which is leased to a third-party</i>
Ice Pads	2	Meridian Community Centre: Accipiter Arena and Duliban Insurance Arena
Gymnasiums	2	Meridian Community Centre
Rectangular Fields	9	Centennial Park (2 full lit), Glynn. A. Green Public School* (4 mini), Harold Black Park (3 mini, lit)
Full-size (lit)	2	
Mini	7*	
Ball Diamonds	7	Centennial Park (1 Lit Hardball, 2 Lit Softball), Harold Black Park (1 Lit Softball, 1 Unlit Hardball), North Pelham Park (2 Unlit Softball, one senior and one junior)
Hardball – Lit	1	
Hardball – Unlit	1	
Softball – Lit	3	
Softball – Unlit	2	<i>Note: Gordon Klager Lions Park also contains one lit softball diamond.</i>
Tennis Courts	6	Centennial Park (5), North Pelham Park (1)
Platform Tennis Courts	2	Rolling Meadows Park/Former Pelham Arena (2)
Pickleball Courts	6	Centennial Park
Outdoor Basketball Courts	2	Centennial Park (full court), North Pelham Park (full court)
Skateboard Parks	1	Isaac Riehl Memorial Skatepark (Marlene Stewart Streit Park)
Outdoor Pools	1	Marlene Stewart Streit Park
Splash Pads	2	Centennial Park, Marlene Stewart Streit Park
Cool Misters	1	River Estates Park
Off-Leash Dog Parks	1	Centre Street – Leash Free Park (Region of Niagara)

Facility Type	Number	Location
Playgrounds	12	Centennial Park, Cherry Ridge Park, Harold Black Park, Hurleston Park, Lookout Park, Marlene Stewart Streit Park, North Pelham Park, Pelham Corners Park, River Estates Park, Rolling Meadows Park/Former Pelham Arena, Weiland Heights Park, Woodstream Park

* These fields are used by groups under agreement with local schools.

In addition to these municipal facilities, the community also has access to amenities owned and managed by other providers (note: some may have limited access). These include:

- Schools such as E.L Crossley Secondary School and several elementary schools that offer gymnasiums, playgrounds, outdoor courts and fields.
- Conservation Areas consist of Comfort Maple Conservation Area, E.C. Brown Conservation Area, and St. Johns Conservation Area, which are maintained by the Niagara Peninsula Conservation Authority. Short Hills Provincial Park also borders Pelham. The Lathrop Nature Preserve is located in Fonthill and is owned by the Nature Conservancy of Canada.
- Non-profit providers such local churches and the Fonthill and Fenwick Lions Club which maintain halls for community use, among other amenities (e.g., lit ball diamond and outdoor ball hockey rink at Gordon L Klager Fonthill Lions Park).
- For-profit providers include local golf courses, fitness operators, dance and martial arts studies, etc.
- Adjacent Municipalities provide several recreation, culture and parks facilities that may be available to Pelham residents. For example:
 - The City of Welland has Main Arena and Jack Ballantyne Memorial Youth Arena, which are home to Jr. B Hockey, Welland Minor Hockey Association and the Niagara Centre Skating Club. The City has three outdoor large pools and two wading pools amongst its parks. The Welland Community Centre also provides a gymnasium, theatre, three multipurpose rooms, and therapeutic pool. In addition, the membership-based Niagara Centre YMCA contains a five-lane lap pool, a leisure pool, a fitness centre, a gymnasium and an indoor walking track.
 - The Town of West Lincoln is home to the West Lincoln Arena Community Centre, that includes a regulation sized single ice pad with 450 seating capacity, a gymnasium, an indoor walking track and three multi-purpose community rooms. This recreational hub is also adjacent to skateboard park **and splash pad. In addition, the Town's Leisureplex Township Park provides** fourteen different sized soccer fields.
 - The City of Thorold has a community arena with two ice pads, an outdoor community pool and three type A sport fields that possess lights, changerooms and washrooms. The City is also home to Canada Games Park, that includes two ice pads, a para sport gymnasium with four courts, a health and wellbeing **centre, and a 200m indoor track. The Park's outdoor amenities** consist of six beach volleyball courts, a cycling centre, an outdoor storage area, and a track-and-field facility including a full 400m track and areas for jumps and throw disciplines.

- o The City of St Catharines is home to the indoor Kiwanis Aquatics Centre, three Older Adult Centres, and seven total ice pads amongst four arenas (including the Meridian Centre event venue). **In addition, the City's** outdoor recreation facility inventory is highlighted by 32 rectangular fields, 28 tennis courts and 22 multi-use courts.
- o The Town of Lincoln is home to two arenas with two total ice pads, as well as two outdoor pools. Other notable facilities include a Seniors Club and the Lincoln Museum and Culture Centre.
- o Additionally, the athletic facilities at Brock University – such as the Walker Centre pool – provide access for many residents in the region. This also includes the Walker Sports and Abilities Centre, a legacy of the 2022 Canada Summer Games that is operated in partnership with the University, City of St. Catharines, and City of Thorold. This facility contains a twin pad arena, fitness centre and sport performance centre, indoor track, gymnasiums, sports fields and courts, outdoor track, and more.

6.2 Community Centres, Halls & Gymnasiums

The Meridian Community Centre (MCC) has been serving Pelham since it opened in late 2018, addressing a wide range of recreation and culture needs. As a large multi-use facility, the MCC serves both a local and regional audience and accounts for the majority of the RCW **Department's budget. The facility's operations have been continuously evolving and** maturing during this time, including throughout the pandemic. The Town took out a long-term debenture to fund the facility's construction.

The MCC contains two full-sized gymnasiums, facilitating a variety of activities including basketball, volleyball, pickleball, badminton, martial arts, fitness, and dance classes. Basketball is one **of Pelham's most popular sports with a large number of participants, and** Pelham Minor Basketball has an agreement for access to the gymnasiums. Also located on the main level are two arenas (discussed separately in this plan) as well as a concession lounge near the **building's north entrance.**

There are several rentable community rooms on **the MCC's second floor,** including the Dr. Gary and Mall Accursi community room (3708 sq ft, including a catering kitchen) and the Kinsmen community room (1334 sq ft, divisible space). The second floor also features: a two-lane walking track that is open seven days a week and free for the public to use; a flex space between the two pads that is currently being used as a spin bike studio; food service concession; art gallery displays; and offices for the RCW department.

The Town also owns Old Pelham Town Hall in Ridgeville, which features a large 150-person capacity hall, small activity room, and kitchen. The 1888 Victorian style build possesses heritage status, and is generally used for small weddings, meetings, receptions, family gatherings and bridal or baby showers.

Town facilities are well used by many sports groups, community organizations, and service clubs. Based on current trends and the evolution of municipal programming, there may be a need for additional program space in the longer-term; community partnerships for access to non-municipal spaces (e.g., schools, churches, etc.) should be explored as appropriate.

More immediately, with a key focus toward the optimization of facility space, the KPMG Organizational Review for the RCW Department recommends that the Town develop formalized operating plans for the MCC to guide its programming and performance.

Recommendations

- #10 Continue to support programming, rentals, and partnerships that optimize utilization of the Meridian Community Centre and Old Pelham Town Hall. Develop formalized operating plans for the MCC to guide programming and performance in keeping with the recommendations of the 2023 KPMG Report.
- #11 Seek out spaces in schools and other appropriate locations for additional programming to augment programs offered at the Meridian Community Centre.

6.3 Arenas

The Accipiter Arena (premier rink) and the Duliban Insurance Arena are located at the Meridian Community Centre. Both are NHL-sized surfaces and are heavily used by the Pelham Minor Hockey Association, Pelham Panthers Jr B, Pelham Figure Skating Club, and Southern Tier AAA Admirals, among others. These pads have replaced the single pad at **Town's** former Pelham Arena, which was recently demolished.

Competitive and organized sports in general require access to "competition-ready" specialized facilities. The MCC's possesses the amenities essential to hosting tournaments and arena events of large capacities, a broad trend that many communities are encouraging for economic benefit of sport-tourism opportunities.

Ice time is offered within the Duliban Insurance Area year-round, while the Accipiter Arena offers ice time from mid-August through to the end of March, and used is for lacrosse during the summer (serving as the home of Raiders Lacrosse, Youth/Service Club and Adult rental groups). Additionally, the pads are used for ceremonies, concerts, and trade shows, amongst other events. These arenas have had success with ice rentals, servicing both local **and regional demand guided by an ice allocation policy. Amongst the MCC's approximate 49** pledge agreements, many five-year licensing agreements are set to expire in 2023.

The two ice pads were built **to meet the Town's long-term** needs. Hockey, figure skating, and ice sports are among the most popular indoor activities in Pelham, with 30% of households participating. In order to monitor longer-term needs, the Town is encouraged to collect registration data from its core user groups. As a rule of thumb, typical capacities area approximately 400 to 450 youth participants per municipal ice pad, assuming that youth have preferred access to prime time ice. If **and when Pelham's ice pads approach** these thresholds, changes to the ice allocation policy may be required to ensure fair access for priority groups such as local organizations and residents.

Recommendations

- #12 Monitor ice usage trends and collect registration data to inform a review of the Ice Allocation Policy (at minimum every five years), with the goal of ensuring fair access for priority groups such as local organizations and residents.

6.4 Indoor Pools

There are no public indoor swimming pools in Pelham. Residents seeking indoor swimming opportunities are likely to facilities in nearby municipalities (e.g., Niagara Centre YMCA in Welland, Brock Aquatics Centre in St. Catharines, the Kiwanis Aquatics Centre in St. Catharines, etc.). During the summer months the outdoor pool at Marlene Stewart Streit Park offers instructional, fitness, and recreational swimming opportunities to residents.

Nevertheless, resident interest in an indoor pool is high. The community survey found that 69% of respondents identified an indoor swimming pool as a high priority for Pelham. These requests are common in smaller communities that do not provide indoor pools as swimming is an activity that appeals to people of all ages and abilities, and an indoor aquatic centre provides access during the colder months when the outdoor pool is closed. The option of building an indoor pool in Pelham was considered prior to the Meridian Community Centre **being built and was not supported at that time due to the town's small population** and high associated capital and operating costs.

Indoor pools are more commonly provided in communities with larger populations (typically 30,000 or more) or those without ready-access to other pools beyond their community. Pelham is not expected to achieve this population level until beyond 2051.

The decision to provide an indoor aquatic centre is heavily influenced by cost, as municipal indoor pools are highly subsidized facilities that require approximately in the range of \$750,000 of tax support annually (this would be equivalent to a 4.5% **of the Town's 2022** tax levy). Further, construction costs tend to range from \$12 to \$20 million, which can be difficult for smaller communities to afford. While partnerships, grant opportunities, and more minimalistic designs may help to mitigate some costs, sustainable funding strategies are needed to ensure a viable operation.

The Town should continue to encourage the use of the indoor aquatic facilities in adjacent municipalities as there is insufficient demand to warrant the development of an indoor aquatic centre in Pelham over the planning period. Should a public-private partnership opportunity arise for the development and/or operation of an indoor aquatic facility, the Town may evaluate the proposal and consider low-risk participation in such an initiative.

6.5 Soccer Fields

Pelham's user groups make use of nine (9) local soccer fields (5 municipal and 4 school fields used under agreement), including two full-size fields at Centennial Park and three mini fields at Harold Black Park. All Town fields will have lights for evening play when **Centennial Park's current unlit field is upgraded** in 2023 (offset by grant funding). Additionally, groups currently use four mini fields at Glynn A. Green Public School to accommodate demand. The Town also will occasionally permit ball diamond outfields at North Pelham Park for soccer when necessary (though not ideal).

The Pelham Soccer Club (minor soccer) indicates **that the Town's current inventory** does not adequately support their registration levels and potential future growth. Input from the community survey finds that one-in-four households participate in soccer, and 68% of respondents identify soccer and multi-use fields to be a high priority investment (ranking 9th out of 27 facility types). The loss of an intermediate and mini field at the recently reconfigured Rolling Meadows Park / Former Pelham Arena (which now lacks the parking

required to support soccer) has impacted Pelham's user groups. Furthermore, Pelham's usage of Concordia School for overflow is not viewed as a sustainable long-term option.

A provision target of one soccer field per 90 participants is recommended to assess current and future demand. **The Town's inventory** offers an equivalent of 8.5 unlit fields (1 lit field is equivalent to 1.5 unlit fields, while mini fields are slightly discounted due to their limitations to accommodate higher levels of play). There are currently 920 participants enrolled in the Pelham Soccer Club (nearly one out of every three children), for an average of one unlit equivalent field per 108 players, indicating that the Town is not achieving the provision target. The following table forecasts the number of youth participants **using the Town's** projected growth rate. If the number of youth participants experience this future growth, an additional 3.7 unlit field equivalents would be required in Pelham by 2031.

Table 12 - Forecasted Demand for Soccer Fields

	2022	2031	2041
Youth Participants (ages 5-19), based on 31% participation rate	920 (Actual)	1,095 (+19%)	1,270 (28%)
Provision Target	One soccer field (ULE) per 90 registered participants		
Number of Fields Required	10.2	12.2	14.1
Number of Fields Currently Provided	8.5 ULE (unlit equivalents)		
Deficit – Additional Fields Needed (ULE)	1.7	3.7	5.6

To meet Pelham's provision target for soccer fields, it is recommended that the Town employ a variety of strategies including field upgrades and conversions to increase capacity, formalizing agreements with schools for community access, and developing additional fields in future park sites.

Recommendations

- #13 Employ a variety of strategies to address current and future needs for community soccer fields, including:
- working with rectangular field users to ensure optimal access to existing fields, coupled with appropriate maintenance practices to support usage levels;
 - formalizing agreements to continue to use soccer fields at Glynn A. Green PS and expanding these agreements to appropriate fields at other school locations, such as E. L. Crossley Secondary School;
 - creating another lit full size soccer field at Centennial Park (as outlined in the 2003 park master plan);
 - consider site/drainage improvements to Harold Black Park to allow for one or two full size fields, including the possibility of converting the softball diamond to a lit full size soccer field;
 - designing new mini fields into new neighbourhood parks, where appropriate; and

- f. seeking to secure a future community park site to serve long-term needs, capable of accommodating 2 or more soccer fields and other needed recreational amenities.

6.6 Ball Diamonds

Pelham has a total of seven (7) ball diamonds located at Centennial Park (one lit hardball, two lit softball), Harold Black Park (one lit hardball, one unlit hardball), and North Pelham Park (two unlit softball). Centennial Park had lighting recently installed on the hardball diamond, and will be adding a batting cage this year. Additionally, there is a lit softball diamond owned and operated by the Fonthill Lions Club that is not part of the municipal inventory.

One-half (52%) of survey respondents indicated that they feel that improving or developing baseball and softball diamonds should be a priority, ranking 19th out of 27 facility types. This suggests that the current supply is generally meeting needs and that improvements are a lower priority.

To inform long-term diamond needs, registration data may be collected and applied using a participant-based target of one ball diamond per 80-100 participants. There are 240 **participants in Pelham's minor baseball user groups**; however, data on all user groups is not currently available. Broader trends suggest baseball participation in many communities has been growing as organizations emphasize skill development and build more competitive streams of play.

There would appear to be ample capacity within the current inventory to accommodate future demand. To address more pressing needs for soccer, it is recommended that the softball diamond at Harold Black Park be converted to a soccer field to create a two-field complex at this site. It is also recommended that the Town continue to work with user groups to ensure that localized diamond conditions continue to respond to their more pressing needs.

Recommendations

- #14 Continue to maintain the existing inventory of ball diamonds (with the possible exception of the softball diamond at Harold Black Park, which may be considered for conversion to a soccer field).
- #15 Consider installing lights on the hardball diamond at Harold Black Park should demand warrant.

6.7 Tennis & Pickleball Courts

Pelham has a total of six (6) tennis courts with five (5) located at Centennial Park and one (1) located at North Pelham Park. **Centennial Park's tennis courts are run by the town with** key fob access, primarily used by members with limited access by instructors and the public. Six (6) pickleball courts were recently built at Centennial Park through a grant (which also supported the resurfacing of the tennis courts at this park).

In addition, two (2) platform tennis courts are open year-round at the former Pelham Arena Park adjacent to Rolling Meadows Park, managed by the Fonthill Platform Tennis Club. This

Club has between 400 and 500 members and offers several leagues. Services to the clubhouse were connected to the former Pelham Arena, which has resulted in no running water and portable washrooms. The Town and Club are working to update their agreement to ensure that these items and future responsibilities are clarified.

Input from the community survey found that 13% of households have played tennis recently, with 46% support additional investment in tennis courts (ranking 21st out of 27 facility options). Slightly fewer households have played pickleball (9%), though this may have been a function of having no outdoor venues until late in 2022. With the new pickleball complex at Centennial Park, only 33% felt that additional investment was required in outdoor pickleball courts (ranking 26th out of 27 options). At the open house vents, requests were also received for the provision of tennis courts in Fonthill and the addition of a tennis wall in Centennial Park.

The recommended provision target for outdoor tennis is one court per 5,000 residents, indicating the Town is well supplied (**the town's current ratio is 1: 3,640 persons**). Tennis is a well-established sport and is maintaining its popularity through provision of accessible outdoor recreation in neighbourhood parks. To address future demand for tennis and improve geographic access, it is recommended that the Town consider establishing a two-court complex in a future park in Fonthill. Additionally, the tennis court at North Pelham Park is aging and is recommended to be reconfigured as a multi-sport pad once it has reached its end of life, removing tennis as a primary use.

There is no industry standard for the provision of pickleball courts, but most Ontario municipalities are quickly adopting strategies to accommodate the sport, both indoors and outdoors. Demand for the sport has increased rapidly in Pelham, with the MCC gymnasiums being a primary venue for play in a controlled environment year-round. Trends indicate that pickleball has become an emerging activity and social sport, accessible to people of all ages **and growing in popularity amongst Canada's aging population.** As a result, the Town should monitor usage of the new Centennial Park courts and consider establishing a multi-court pickleball complex in an appropriate location in Fonthill should demand materialize; due to the need for supporting infrastructure (e.g., parking, washrooms, etc.) and distancing from residential uses to reduce noise impacts, community parks are the preferred location for pickleball courts; this Master Plan recommends land acquisition to support a future community park in Fonthill.

Recommendations

- #16 Work with the Fonthill Platform Tennis Club to establish a new agreement pertaining to their use of the courts and clubhouse in Rolling Meadows Park/Former Arena Park.
- #17 Identify a location within a future neighbourhood park in Fonthill for tennis courts (2).
- #18 Monitor the demand for outdoor pickleball in Fonthill and consider a multi-court complex in a future community park, if required.

6.8 Outdoor Basketball Courts

Pelham has two full-sized basketball courts, located at Centennial Park and North Pelham Park. **Centennial Park's court was recently developed, while the court at North Pelham Park**

is approaching the end of its functional life. The Fonthill community is currently without a public court (some hoops may be available at local schools after hours) and input from the community has indicated that the current availability of public basketball courts is limited.

Basketball is an established sport that is very popular in Pelham, with close to 900 registrants enrolled in the Pelham Minor Basketball Association. From the community survey, 18% of respondent households participate in basketball, and 56% identified outdoor basketball courts as a high priority for investment (ranking 15th out of 27 facility types). **The sport's popularity amongst youth suggests that the distribution of courts should consider proximity to residential areas.**

One municipal basketball court per 1,000 youth residents between the ages of 10 and 19 is **a common target. Pelham's two courts** align with this provision target. However, having the **Town's distribution of courts extend into the Fonthill community would make courts more** accessible to this community; the Town should look to establish half courts in two future neighbourhood parks in Fonthill. Further, it is recommended that the existing basketball / tennis pad at North Pelham Park is redeveloped into a multi-use sport court, along with the addition of a small pavilion to support broader use of the site.

Recommendations

- #19 Redevelop the existing basketball / tennis pad at North Pelham Park into a multi-use sport court for basketball and ball hockey. Add a small pavilion to support the site.
- #20 Establish half basketball courts in two (2) new neighbourhood parks in Fonthill to improve access for local youth.

6.9 Skate & Bike Parks

Pelham is home to the Isaac Riehl Memorial Skatepark located at Marlene Stewart Streit Park. **This concrete skate park has been in the community since 2014, serving as Pelham's** sole all-wheels location (used by skateboards, scooters, and bikes). Input from the community survey identified BMX or Bike Parks (45%) and skateboard parks (42%) to be a high priority, ranking 22nd and 24th **amongst 27 facility types. The Town's input and level of** demand for skate and bike parks **suggest that Pelham's current provision** levels are sufficient, and no additional facilities are recommended at this time.

Increasingly communities are considering smaller-**scale amenities such as "skate spots" or "bicycle playgrounds" to provide younger** children and those residing in the community with accessible opportunities to learn how to skate, bike, etc. These are strategies that could be considered to respond to future demands, should they materialize.

6.10 Splash Pads

Pelham has two splash pads located at Centennial Park and Marlene Stewart Streit Park, as well as a misting pole at River Estates Park. The Town received grants to develop the two splash pads in 2022, and they have been well received by the community. Input from the community survey indicated that 30% of households have used splash pads, and this **number that will likely increase once Pelham's splash pads have been open for a full season.**

Additionally, 60% of respondents indicated improving or developing splash pads should be a high priority, ranking 13th out of 27 facility types.

In smaller municipalities like Pelham, provision targets are typically one per community, **suggesting that the Town's current provision is sufficient. In the longer-term**, the Town may benefit from incorporating misting poles in community parks and/or a splash pad in east or south Fonthill to improve geographic distribution (such as in a future community park).

Recommendations

- #21 Consider installing a splash pad in a future community park if the location enhances access for residents in Fonthill (east or south).

6.11 Outdoor Pools

Pelham's sole outdoor pool is about 60-years old, consisting of a 6-lane 25 metre tank with a bathhouse at Marlene Stewart Streit Park. The Town received a grant to replace this pool, scheduled to take place between 2025 and 2026. The pool at Marlene Stewart Streit Park is well used, although it is supported by limited parking and has a limited window for use (8 to 10 weeks per year).

Outdoor pools are desired public amenities during the summer months and provide a low-cost recreational opportunity, particularly in areas where private backyard pools are not common. **Pelham's Public Pool supports swim lessons (617 registrants in 2022 – a 25% increase over 2019**, indicating a desire amongst many residents to catch-up for time lost during the pandemic), aquatic fitness, recreational swimming, and a swim team. One-third (34%) of survey respondents have recently participated in outdoor swimming (not specifically at the Pelham Public Pool) and 60% of households support investment in this facility type (ranking 14th out of 27 options).

The planned reconstruction of the Pelham Public Pool will substantially extend the life of the facility and address barrier-free accessibility through a modern pool design that also considers upgraded change rooms and washrooms. The regulatory and footprint constraints of the site may limit the **range of potential design options, but the community's long-time** support for this site is strong and this investment will retain local swimming options in Pelham for years to come.

Recommendations

- #22 Continue with plans to redevelop the Pelham Public Pool at Marlene Stewart Streit Park, with consideration of barrier-free access to the pool and bathhouse (change rooms, washrooms, etc.).

6.12 Off-Leash Dog Parks

There is one off-leash dog park in Pelham – the Centre Street Leash Free Park, managed by the Region of Niagara. Featuring two fenced areas for small and large dogs, parking, a pavilion, picnic areas, and public trails and paths, the park is well used by the community.

Input from the community survey indicated that 24% of respondent households participated in dog walking (off-leash park). Additionally, more than two-fifths (43%) of survey

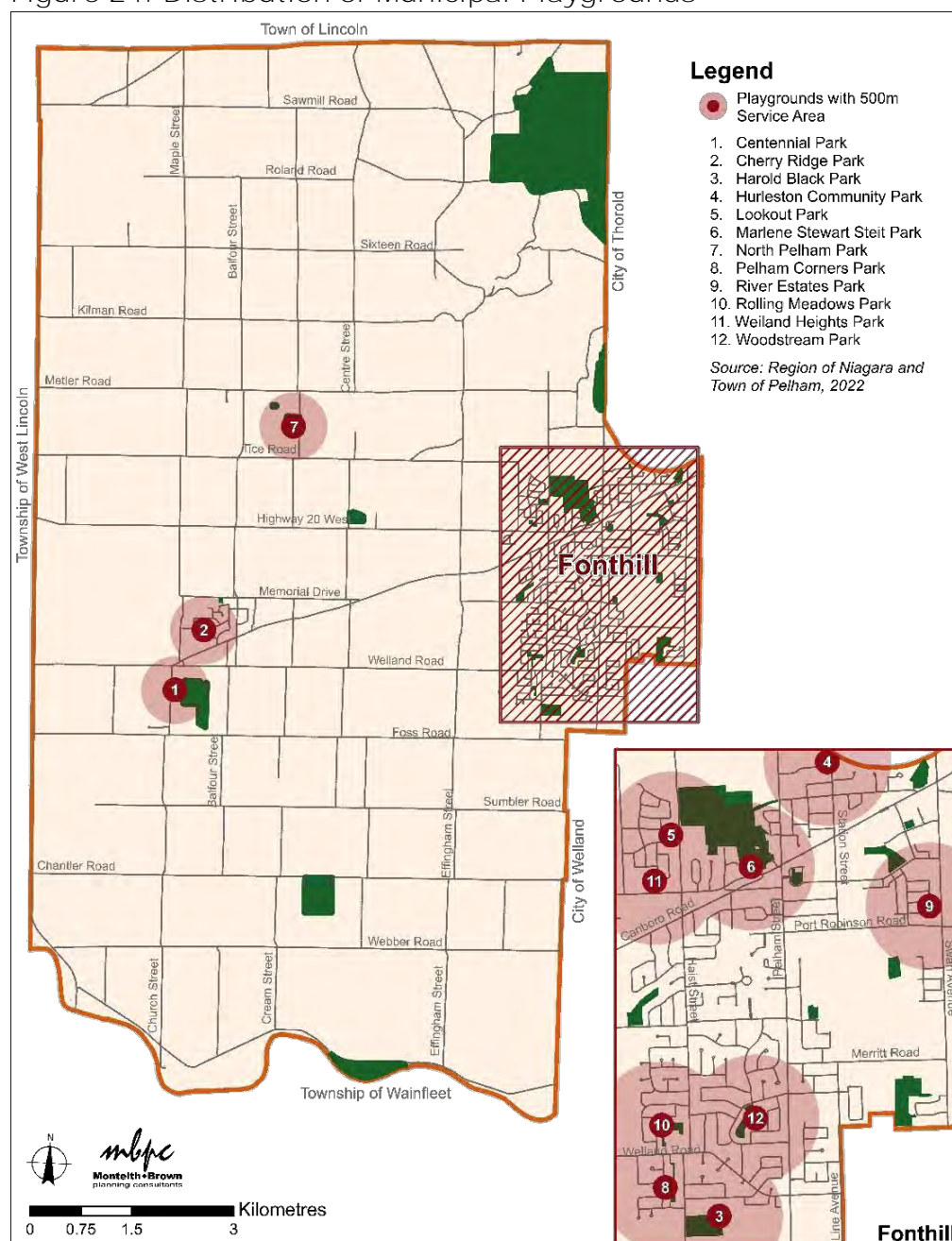
respondents placed a high priority on improving or developing dog walking (off-leash park), ranking 23rd amongst 27 facility types.

Some suggestions were made for a dog park in the Fonthill urban area, but the addition of another off-leash dog park would be very challenging as there are no existing parks that would be capable of sufficiently accommodating this type of facility (which requires approximately 2 acres of land and sufficient setbacks from residential uses). The establishment of another off-leash dog park is not a priority at this time.

6.13 Playgrounds

Pelham has 12 playgrounds located throughout the town. Most playgrounds have artificial turf surfacing and are well maintained, with many structures being newly replaced through a grant received by the Township. Many playgrounds also include outdoor fitness equipment for use by adults and seniors.

Figure 24: Distribution of Municipal Playgrounds



Input from the community survey indicated that 42% respondent households participated in use of playground equipment, and was an important activity to 76% of respondents, ranking 4th out of 27 facility types. It is common to see strong support for playgrounds and **other children's services in surveys of this nature.**

To ensure accessibility, playgrounds should be located within 500 metres of residential neighbourhoods (excluding rural areas). New playgrounds will need to be constructed in new residential areas (e.g., East Fonthill) to meet this target. In central Fonthill, there is a gap in playground distribution between Haist Street and Pelham Street in the vicinity of Pancake Lane. This is an area that is already developed, but would benefit from the

provision of a playground to meet the intent of 500-metre distribution target. Furthermore, despite not being a municipal facility, the playground at Gordon L. Klager Park is very old and should be considered for replacement.

Recommendations

- #23 Establish a target of providing playgrounds within 500-metres of all urban residential areas. Where necessary, install playgrounds in new subdivisions (e.g., East Fonthill, East Fenwick) and seek opportunities to address gaps (e.g., central Fonthill).
- #24 Work with the Fonthill Lions Club to advance the replacement of the playground equipment at Gordon L. Klager Park.

6.14 Outdoor Skating Rinks

Pelham currently has one outdoor skating rink, consisting of a flooded space next to Fire Station #3 in North Pelham. Improving or developing outdoor ice rinks was identified as a high priority for 64% of community survey respondents, ranking 11th out of 27 facility types. Ice skating is one of several outdoor activities that has grown in interest during the pandemic as people sought safe outdoor places to recreate.

While recreational skating is a Canadian tradition, the ability to maintain natural outdoor ice rinks has become increasingly difficult due to climate change. Natural outdoor rinks are more affordable to build and operate than refrigerated pads, although they can be unreliable when temperatures are near or above freezing. The Town should explore safe and cost-effective ways to facilitate public outdoor ice skating on a demand-driven basis. For example, the Town may facilitate community-supported volunteer rinks within appropriate park types; this requires access to nearby parking, water connections, and consideration of washroom facilities.

Recommendations

- #25 Consider opportunities to support outdoor skating through park development and redevelopment projects, including volunteer-led rinks in appropriate park sites.

6.15 Other Recreation Facilities

The Town occasionally provides other recreation facilities within its parks system that are not specifically addressed within this Master Plan (e.g., bocce courts, etc.). There are no service targets for these types of facilities as there are several factors that need to be considered including, but not limited to, park context, geography, market demand, alternate providers, partnership opportunities, and/or available resources.

Requests for municipal participation in capital projects not identified in this Plan can be expected. In the interest of providing facilities and recreation options that support healthy, active lifestyles for residents, the Town should be open to exploring and discussing opportunities for new and emerging activities. The Town may consider low-risk participation in projects that address unmet demands, make use of underutilized resources, promote healthy living/physical activity, encourage public access, and support other municipal objectives. The Master Plan may be used as a starting point in determining if a proposal serves a priority need in the community.

More specifically, the evaluation of potential capital partnerships should require the proponent to provide information to the satisfaction of the Town, such as (but not limited to):

- a comprehensive business plan, including a needs analysis and operating and capital costs;
- **the organization's financial capacity** (including fundraising commitments) and a demonstration of the sustainability of the project;
- detailed evidence of community benefits; and
- full risk analysis.

Recommendations

- #26 Municipal provision of recreation facilities not explicitly addressed within this Master Plan will generally not be made a priority, but may be considered in partnership with local organizations where demonstrated demand exists. A standardized partnership framework should be used to evaluate and respond to such requests.

7. Arts & Culture



Like many small municipalities, Pelham is home to an active arts and cultural community consisting of business owners, artisans, and other organizations that are dedicated to enriching the lives of others through visual, performing, and creative arts.

This section examines municipal arts and cultural assets, policies and programs. For the purposes of this Plan, **“culture” is broadly defined as the arts, cultural industries and heritage resources.** It includes (but is not limited to) the following opportunities and assets:

- artistic talent and expression (music, theatre, dance, visual art, film, media arts and literature);
- built heritage;
- natural heritage landscapes;
- museums and archives; and
- events, festivals and tourism.

A Brief History of Pelham

The following summary provides valuable context for understanding Pelham’s local history and cultures. The reader is encouraged to refer to the Town of Pelham’s 2012 Heritage Master Plan and 2013 Cultural Master Plan for more detail.

Pelham is situated on the traditional territory of the Haudenosaunee and Anishinaabe peoples. While Pelham was likely occupied for thousands of years by hunter gatherer groups, no permanent agricultural villages have been found.

*The area was settled mainly by Quakers and Mennonites as early as 1790, with many fleeing persecution in the United States for their political or religious beliefs. Being the highest point on the Niagara peninsula, the area is defined by its geography, with the northern part being quite hilly, the interior being comprised of gently rolling hills, and the southern portion near the Welland River being predominately flat. This terrain, **combined with the area’s rich soils and warm climate, allowed agriculture to thrive for many decades.** The rural-agricultural environment includes the Short Hills, vineyards, orchards, sand quarries on the Fonthill Kame, and Canada’s oldest sugar maple tree.*

*Pelham incorporated as a town in 1970; the area is an amalgamation of the five historical communities of Fonthill, North Pelham, Ridgeville, Effingham and Fenwick. Today, thoroughfares and scenic routes through the town continue to offer travelers a **glimpse of the town’s past.** The location of the town presents a unique opportunity with respect to the preservation of local culture. **Pelham’s geographical centrality in the Region has allowed the town to benefit from Niagara’s industrial development yet is distant enough to maintain its small town charm, a characteristic that continues to attract new residents to the municipality.***

7.1 Cultural Spaces & Amenities

There is a limited base of cultural facilities in Pelham. One of the **Town's most prominent** assets is the bandshell in Peace Park, which is the host site for the Summer Chill concert series and several other well-attended events. Public libraries are also provided in Fonthill and Fenwick.

The Town does not operate any art galleries, theatres, museums or archives, although the Town does accommodate theatre groups and manages an art exhibit space within the Meridian Community Centre, in addition to multi-use spaces that can be used for various activities (e.g., Old Town Hall). Pelham is also home to a variety of historic sites and heritage buildings maintained by private interests and other sectors.

Many creative and visual arts take place in home-based or private studios, area churches and schools, or spaces outside of the Pelham. For example, the nearby City of Welland is home to several notable cultural spaces that may also serve Pelham residents to a degree, such as the Welland Museum, Welland Community Wellness Complex performance theatre (385-person capacity), and Merritt Park Floating Stage and Amphitheatre (750-person capacity).

Cultural Master Plan

Municipal policies and investments provide the foundation through which the arts and cultural community can grow. For example, the Town encourages the preservation and **maintenance of the Town's historic assets through its Official Plan, Heritage Master Plan,** and related strategic plans and policies.

Additionally, a Cultural Master Plan (see Appendix B for a summary) is in place, but is nearing the end of its 10-year horizon. Developed in 2013, this strategic planning document provides a framework of action to direct, sustain and leverage cultural investment in Pelham, founded on **the following vision: "Where people, arts, history, and creativity connect". The Plan focuses on inter-generational and inter-community participation, local and regional partnership opportunities for cultural tourism and heritage celebration, and celebrates the Town's heritage identity.**

Based on increasing attendance at events and an increasing array of arts-related programs at the Meridian Community Centre, the Town has been effective at implementing many of the recommendations from the Cultural Master Plan. This includes growth in cultural programming and partnerships, new and expanded promotional tactics, event support and expansion, and more.

In the short-term, the Town is encouraged to update the Cultural Master Plan to re-examine facility needs given the recent development of the Meridian Community Centre, as well as to explore how Pelham can further strengthen relationships and promote growing opportunities. There is also value in reviewing leading trends in the arts and culture sector (e.g., creative cultural hubs, interactive and participatory experiences, placemaking, etc.) and to assess their applicability to the local community.

Cultural Hub

In terms of facilities, the 2013 Cultural Master Plan supports a three-fold approach to the provision of cultural spaces:

1. Developing new spaces and partnerships for new spaces: The Cultural Plan recommended that an infrastructure needs analysis be prepared to guide the design and functional programming for a future cultural facility (this has not been completed). Further, the Plan recommends the development of a new cultural complex and hub in partnership with others, potentially housing art/gallery space, small classrooms/public studio spaces (potentially a community theatre/performance space), conference and meeting rooms.
2. Optimizing existing space: The Cultural Plan speaks to using future recreation spaces (e.g., Meridian Community Centre) for cultural gatherings, education, participation, and public art.
3. Adaptive re-use of spaces for cultural activity (e.g., restoration of heritage-significant buildings to accommodate multiple uses): The Cultural Plan suggests restoring heritage-significant buildings (e.g., Old Town Hall) to accommodate multiple uses, including the potential for a creative hub.

To date, the need for an arts centre has not been fully demonstrated, but may be studied further. Demand for arts space was not identified as a strong priority through the Master Plan survey, with performing arts spaces and art centres ranking 17th and 20th respectively amongst 27 types of parks, recreation and cultural facility types. While only 26% of survey respondents indicated that they have visited theatres, art galleries or museums since 2019, 47% have attended special events in parks and 73% want to see more events in parks.

It was indicated that the community lacks archival space (formerly housed in the basement of the Fonthill library) and broader trends in the sector suggest that there is growing interest in cultural gathering spaces and teaching/programming spaces that encourage collaboration, innovation, and creation. Additional consultation with the arts and cultural sector, as well as the broader public, is needed to establish a deeper understanding of potential gaps and interests. Space needs should be explored further through an update to **the Town's** Cultural Master Plan, and possibly through a subsequent business plan. One option for the Town to consider is repurposing surplus municipal buildings for arts and cultural uses prior to disposal, such as Old Pelham Town Hall.

Furthermore, where possible, new public spaces – such as the proposed civic square – **should consider designs that are “arts and culture-friendly” and that can accommodate performances, events, public art, and more.**

Public Library

The Town's 2008 Facilities Feasibility Study established a long-term goal of redeveloping the Fonthill library branch as part of the facility that would become the Meridian Community Centre, with the intent of consolidating both facilities into a single building. In September 2022, it was announced that the Town of Pelham received \$5.4 million in federal funding for the construction of a new 18,000 square foot library in Fonthill, to be located adjacent to the Meridian Community Centre. However, due to rising capital cost estimates, the new library is no longer being pursued. Rather, the Town will be focusing on renovations to the existing public library building at 43 Pelham Town Square.

Lincoln Pelham Public Library (LPPL) partners with many community groups to offer cultural programming, workshops, classes and events. There is merit in pursuing coordination between the Town of Pelham and The LPPL to plan and deliver community programs and to avoid duplication. The renovation of the Fonthill branch is being explored and the hope is that an extensive renovation of the library will include additional space for programs and services that would benefit the community, including a makerspace for STEAM education as well as many other creative pursuits, and that The LPPL and the Town of Pelham may work together to help provide cultural programming to meet the needs of the community.

Public Art

Public art in Pelham currently takes the form of murals and temporary outdoor art installations structured around special events. Additionally, the Pelham arches in downtown Fonthill were originally built as a temporary structure for Pelham Summerfest, but recently reinstalled as a permanent feature. The Town has also taken steps to establish a public art installation at the East Fonthill gateway to the Town and art and/or water features are being contemplated for the future Pelham Civic Square project.

To guide these and other projects, the Town prepared a Public Art Master Plan in 2016 and has established a Public Art **Advisory Committee to oversee the Plan's implementation and** generally to advise Council on the advancement of arts and culture in Pelham.

Increasingly, municipalities are establishing public art programs, embedding policies within the Official Plans, and funding installations through the development approvals process (e.g., community benefits charges, voluntary contributions, etc.). **The Town of Pelham's** Official Plan supports the establishment of public art in parks, gateways and at the terminus of view corridors in the downtown (Section B1.2.5) and public art is also supported in the Downtown Master Plan for Fenwick and Fonthill. Funding to implement public art can also be secured by allocating a percentage (1%) of the capital cost of municipal projects, such as new civic buildings, parks, trails, etc. Additional policies requiring cash contributions for public art and integrating the recommendations within the Public Art Master Plan should be considered when the Town prepares its next Official Plan review.

Public art is often a symbol of a progressive municipality, showcasing a level of maturity and inspiration that appeals to prospective residents and employers. Parks and civic facilities **provide linkages to Pelham's natural heritage and facilitate** healthy lifestyles; thus these public spaces provide ideal opportunities for public art installations. Such features may provoke reflection on environmental issues, provide interactive elements to engage with children and families, be integrated with the design of the park such as benches, paving and pedestrian **bridges and celebrate the community's past, present, and future, and more.**

The Public Art Master Plan provides provide direction to the municipality with respect to the location, selection and management of public art, as well as maintaining a reserve fund to assist with development and maintenance. The Town should continue to take a proactive **approach that demonstrates Pelham's commitment to recognizing local artisans, supporting** arts and culture in the community, and creating inviting public spaces that are welcoming of **all residents. As a part of the Town's review of its Cultural Master Plan, consideration should** be given to further exploring strategies to encourage and guide public art in Pelham, as well as how public art can be integrated within indoor and outdoor public spaces to increase awareness and appreciation for the history, heritage and stories that are unique to Pelham.

Recommendations

- #27 **Review the Town's 2013 Cultural Master Plan to update** strategies for promoting and supporting local arts and culture endeavours, including the assessment of programming and space requirements. Revisit the recommendation to develop an Arts and Culture Community Hub, with a focus on partnerships that may support third-party operation within an adaptive re-use building.
- #28 Support greater collaboration between the Recreation, Culture & Wellness Department and the Lincoln Pelham Public Library regarding cultural and community program delivery and promotion.
- #29 Examine opportunities for public art within all park and public space capital projects, as well as and temporary pop-up projects in underutilized civic spaces. Explore approaches to funding public art through the land development process and consider implementing policies through the next Official Plan review.

7.2 Cultural Programming & Events

At its core, culture is about the shared experiences between people that connect a community. The Town recognizes that the availability of arts and culture opportunities is very desirable, fostering vibrant and liveable neighbourhoods, contributing to local knowledge, and supporting the local economy. The arts and cultural community in Pelham provides several benefits, such as:

- Creating a sense of local pride through community building, placemaking, and providing quality experiences;
- Working together as a loose collective to promote the arts and support a growing creative class (artists, architects, designers, chefs, etc.); and
- Generating tourism/cultural tourism benefits through unique cultural events and talents.

With the support of Council, the Town of Pelham invests in its arts and cultural system primarily through an extensive schedule of events, programs, and community development **opportunities. Led by the RCW Department's** Culture and Community Enhancement Programmer, the Town has actively developed partnerships with local businesses and volunteer groups that support festivals and special events, as well as the display of local **artists' works at the Meridian Community Centre**. The Town of Pelham is also working to create a local online artist directory to serve both the cultural community and the general public in discover local artisans, performers, teachers, art, music, photography, etc.

The provision of arts and cultural programs is important for people of all ages, but is particularly critical for younger children and older adults – two key demographic groups in Pelham. Involvement in the arts facilitates self-expression, which in turn can develop feelings of confidence and self-worth for children and youth. Participation in the arts at an early age can lead to life-long involvement, something that is also important during older adulthood to minimize cognitive deterioration, dementia, and social isolation.

Examples of cultural and special events organized or sponsored by the Town Pelham include (not a complete list):

- Ballroom Dance Social
- Big Band Dance Night
- Canada Day Parade & Canada Day in the Park
- Comedy Shows
- Culture Days
- Fenwick Lions Spring Parade
- Lincoln Pelham Public Library programming and resources (various)
- **National Indigenous People's Day, workshops and flag raising**
- Pelham Art Festival (Southern Ontario's premier spring art exhibition)
- Santa Claus Parade
- SAY IT on Stage (Seniors and Youth Intergenerational Theatre on Stage)
- Summer Chill (**live music, farmer's market, etc.**)
- Summerfest
- Theatre Series
- Youth Theatre and Summer Camps (Cabar-EH)

Through the consultation process, suggestions were made with respect to expanding arts programming in Pelham, such as art, dance and music classes for younger children, as well as events that celebrate culture and food. Finding qualified instructors will be an important step to deliver the arts and cultural programs that the community desires, which underscores the importance of forming strong partnerships to meet these needs. For example, the Town may wish to bring in local artists to share their craft through registered programming.

Festivals and events are a defining aspect of life in Pelham and were consistently identified as an area that the Town meets or exceeds resident expectations. The Town recognizes the positive impact that festivals and events have on residents, the local business community, and cultural tourism and has established a level of service that would rival that of a much larger municipality. Event planning, coordination, promotion, and implementation are notable strengths of the **Town's staff team. Further, many of** these events take place in parks (in addition to the Bandshell, the Town has a portable stage), animating these public spaces and drawing in visitors.

The trends research (see Appendix C) suggests that event attendance is growing along with the appreciation **for arts and culture across the country. Residents' value authentic** experiences and the unique attributes of communities. People are also experiencing and appreciating arts and culture in less traditional ways and have increasing expectations for **programs and events. With Ontario's population becoming increasingly culturally diverse, a** broadening of arts and cultural activities and interests can be expected in the region.

Recommendations

- #30 Seek opportunities to expand arts programming and build relationships with local partners that bolster participation and optimize under-utilized spaces.
- #31 Collect cultural asset and participation data (e.g., event attendance, revenues, sponsorships, programs, etc.) to assist in measuring growth in the cultural sector.

8. Parks & Trails



Public parks are important places for sporting events, casual leisure activities, special events, building a sense of community, and social belonging. To ensure that the Town keeps pace with land-based demands, this **section examines Pelham's parks and open space** system, along with future requirements and policy considerations.

8.1 Parkland Form & Function

Parkland Classification and Inventory

Most municipalities use parkland classification systems to guide park development, design and level of service (including maintenance). By identifying intended uses, size, form, function and/or level of amenity, a parkland classification system allows the public to understand what a park may include and positions parkland to be compatible with adjacent land uses.

At present, the Town lacks a formal classification system to define the function, permitted uses, and maintenance levels of each type of park. While **Pelham's** Official Plan includes reference to various park types, it lacks definition and consistency.

To establish a consistent and town-wide approach that reflects the evolving role of parks in the Town – including a greater emphasis on events, active uses, passive uses and accessibility – an approach for classifying parks is recommended herein. This model blends the effective elements of past approaches with one that is based on park functions and experiences, where all parks have a clear purpose and work together as a system to complement each other and reduce duplication. This will enable the Town to direct its financial and operational resources where they are needed most.

Moving forward, it is recommended that the Town consider the following proposed parkland and open space classification system:

1. **Parkland:** refers to all lands owned, leased and/or managed by the Town and classified as Community Parks, Neighbourhood Parks, and Village Squares. Parkland typically consists of tableland suitable for the development or installation of built recreational or civic amenities (such as sports fields, playgrounds, courts, gardens, etc.) that may be used for both organized and unorganized activities, although these parks may also incorporate natural features.
2. **Open Space:** refers to all lands owned, leased and/or managed by the Town (and sometimes other public entities) and classified as Natural Areas and Open Space Linkages. These sites generally have no to low development potential and are primarily designated for purposes such as environmental protection/conservation, stormwater management, buffers, etc. The Town may choose to assume open space lands, they should not generally be accepted as part of the parkland dedication requirements.

More detail on the proposed classification system is presented in the tables on the following pages.

Table 13: Proposed Parkland and Open Space Classification Hierarchy

Classification	General Description / Function / Design	Service Area	Current Town-wide Provision	Target Park Size
PARKLAND				
Community Park	Community Parks are used by groups of residents and tourists for community events, festivals and active recreation. They may contain athletic amenities for organized recreation (such as sports fields, support buildings, and community-wide recreation amenities), as well as pathways, pavilions and/or unique elements that make the park a "destination" . Full services (water, sanitary, etc.) are generally required. <i>Example: Centennial Park</i>	Town-wide and beyond	1.79 hectares per 1,000 population	3.0 hectares or more
Neighbourhood Park	Neighbourhood Parks primarily support children's play activities and are often situated within residential areas to promote walkability. Neighbourhood Parks contain playgrounds, local-level play features and activity areas, seating, and/or passive open space intended to serve the immediate area. Unlike community parks, most do not have off-street parking, although they may be coordinated with school sites. These parks may be referred to as "parkettes in the residential neighbourhoods" within the East Fonthill Secondary Plan. <i>Example: Woodstream Park</i>	Surrounding neighbourhood (500-metre radius)	0.73 hectares per 1,000 population	0.4 to 3.0 hectares
Village Square	Village Squares are publicly-owned lands that are located in highly visible and accessible locations, typically in gateways, commercial areas, or higher density mixed use areas. They serve to support the Town's social and cultural fabric and create a sense of place for pedestrians. They are typically characterized by hardscaped areas for events and gatherings, public art, seating areas, related civic uses, etc. These parks may be referred to as "parkettes in the commercial/ employment centre" within the East Fonthill Secondary Plan. <i>Example: Proposed Civic Square</i>	Localized	0.02 hectares per 1,000 population	Less than 0.4 hectares
OPEN SPACE				
Natural Area	Natural Areas are municipal open space and natural properties used for conservation and/or passive recreational activities (e.g., walking, nature appreciation, education). These lands will be largely undeveloped and contain open space or natural heritage features such as woodlots, wetlands, conservation habitat, etc. <i>Example: Bradshaw Memorial Park</i>	Variable	Not applicable	Variable
Open Space Linkage	Open Space Linkages – typically comprised of trails, linear parks or open space parcels – provide connections within the open space system (for habitat) and between local points of interest (for pedestrians and/or cyclists). They consist largely of unimproved open space and/or trail infrastructure. They may be Town-owned or controlled (e.g., easement, agreement, etc.). <i>Example: Portions of the Steve Bauer Trail</i>	Variable	Not applicable	Variable (minimum 7.5 metre width)

Table 14: Suitability of Potential Amenities by Park Type

Facility/Amenity	Parkland				
	Community Parks	Neighbourhood Parks	Village Squares	Natural Areas	Open Space Linkages
Recreation Facilities					
Ball Diamond	●				
Basketball / Multi-use Court	●	●			
Community Garden Plot	►	►		►	
Off-Leash Dog Park	►			►	
Outdoor Rink	●				
Pavilion / Shelter	●	►	►	●	
Pickleball Court	●				
Playground	●	●	►	►	
Recreational Trail	●	●	►	●	●
Skateboard / Bike Park	●				
Soccer Field – full size	●				
Soccer Field – mini	●	●			
Splash Pad	●				
Spray Mister		►	►		
Tennis Court	●	●			
Park Amenities					
Bike Rack	●	●	►	►	
Casual Play Area / Open Space	●	●	►	►	
Naturalized Areas	●	►		●	►
Parking Lot	●			►	
Potable Water Source	●		►		
Seating (fixed or portable)	●	●	●	►	►
Washrooms	●				

● = Permitted; ► = Conditional/Limited

Note: This table identifies potentially suitable uses by park type and is to be used as a guideline only. Site-specific analysis is required to inform park planning and design.

The Town of Pelham's parks system consists of 17 sites accounting for 46.5 hectares (39.5 hectares, excluding woodlots) of municipally-owned and managed active parkland; this includes the Gordon L. Klager Lions Park which is privately owned but serves an important public function. "Active parkland" refers to municipal lands that are suitable for the development or installation of built recreational amenities (such as sports fields, playgrounds, courts, etc.) and may be used for both organized and unorganized activities, although these parks may also incorporate natural features. Active parkland is the focus of parkland dedication under the Planning Act.

Table 15 – Inventory of Parks (Active Parks only)

Name	Hectares	Classification	Community
Centennial Park*	16.29	Community	Fenwick
Cherry Ridge Park	1.02	Neighbourhood	Fonthill
Civic Square (undeveloped)	0.44	Village Square	Fonthill
East Fonthill Park (undeveloped)	2.73	Neighbourhood	Fonthill
Gordon L. Klager Park (private, Fonthill Lions)	2.16	Community	Fonthill
Harold Black Park	4.77	Community	Fonthill
Hurleston Community Park	0.27	Neighbourhood**	Fonthill
Lookout Park	1.07	Neighbourhood	Fonthill
Marlene Stewart Streit Park*	4.73	Community	Fonthill
North Pelham Park	3.76	Community	North Pelham
Peace Park	0.93	Community	Fonthill
Pelham Corners Park	1.13	Neighbourhood**	Fonthill
River Estates Park	0.20	Neighbourhood	Fonthill
Rolling Meadows Park/Former Arena Park	2.03	Neighbourhood	Fonthill
Saffron Meadows Park	1.5	Neighbourhood	Fonthill
Weiland Heights Park	0.68	Neighbourhood	Fonthill
Woodstream Park	2.83	Neighbourhood**	Fonthill
Total Active Parks	46.53		
Active Parkland per 1,000 residents (2021)	2.55 ha/1000		
Active Parkland per 1,000 residents, less woodlots (2021)	2.17 ha/1000		

Source: Town of Pelham and Region of Niagara GIS, 2022

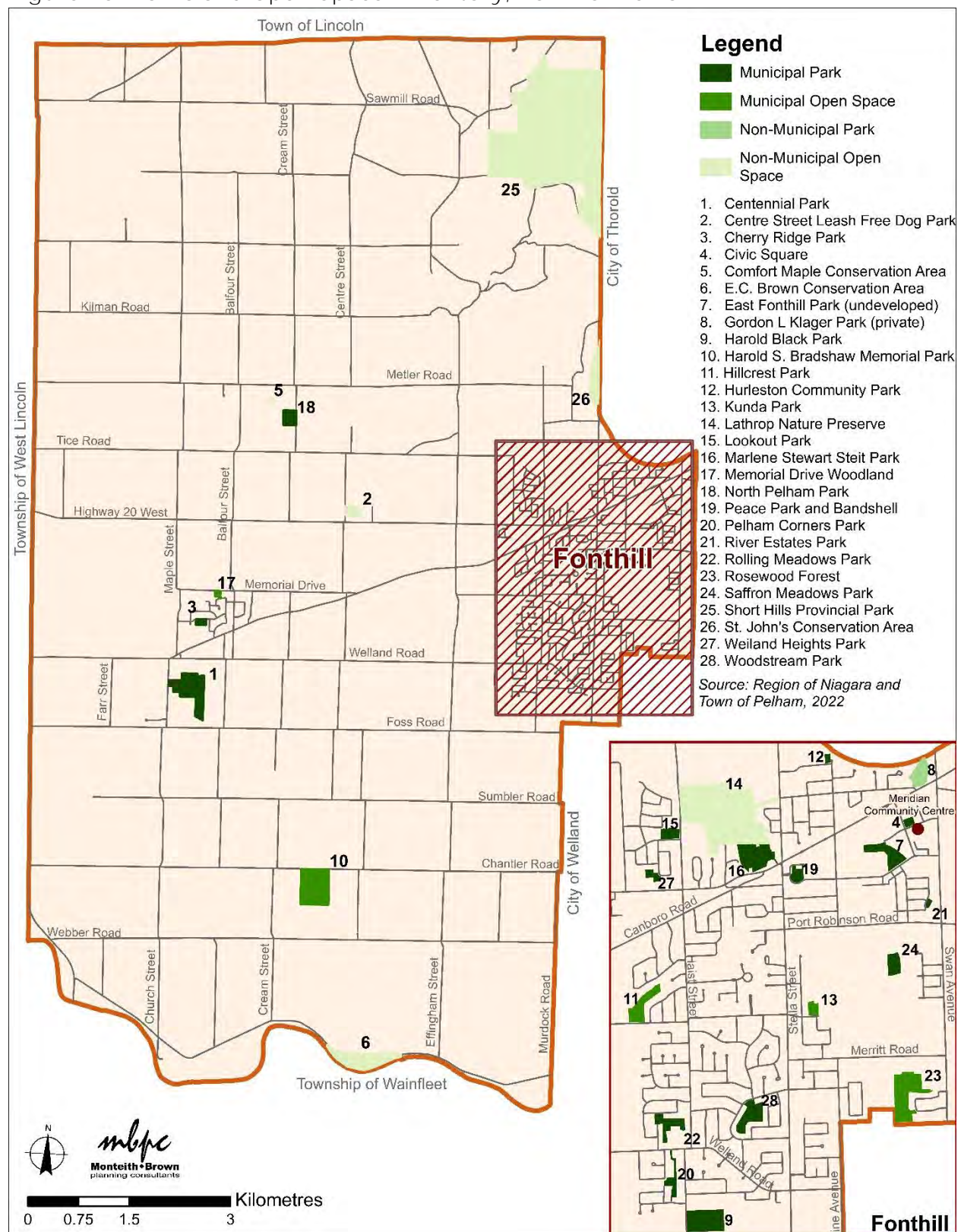
Per capita ratios are based on a 2021 population of 18,192 persons.

* These parks contain sizable woodlots that may be deducted from their overall size to arrive at a more accurate calculation of active parkland. For Centennial Park, the woodlot is 4.7 hectares (remaining active parkland is 11.59 hectares). For Marlene Stewart Streit Park, the woodlot is 2.36 hectares (remaining active parkland is 2.37 hectares).

** These parks are classified as "Community Parks" in the Town's Official Plan.

The map on the following page illustrates the location of these active parks and open space sites.

Figure 25: Parks and Open Space Inventory, Town of Pelham



The previous map also shows six municipally-owned and/or managed open space properties totalling 32.7 hectares. This includes the Centre Street Leash Free Park which is owned by the Region of Niagara, but excludes other open space lands owned by the **province and conservation authorities**. “Open space lands” refers to sites with no to low development potential and are primarily designated for purposes such as environmental protection and conservation, stormwater management, buffers, etc. Open space lands are not a direct focus of this plan.

Table 16: Inventory of Municipal Open Spaces

Name	Hectares	Classification	Community
Centre Street - Leash Free Park (Region)	2.27	n/a	Rural
Harold S. Bradshaw Memorial Park	20.44	Natural Area**	Rural
Hillcrest Park	2.61	Natural Area**	Fonthill
Kunda Park	0.77	Natural Area	Fonthill
Memorial Drive Woodland	0.48	Natural Area	Fenwick
Rosewood Forest	6.1	Natural Area	Fonthill
Total Open Spaces	32.67		

Source: Town of Pelham and Region of Niagara GIS, 2022

** These parks are classified as “Community Parks” in the Town’s Official Plan.

Unless otherwise noted, this inventory excludes the following open space lands owned and/or managed by non-municipal agencies, including:

- Comfort Maple Conservation Area (Niagara Peninsula Conservation Authority), 0.1 ha
- E.C. Brown Conservation Area (Niagara Peninsula Conservation Authority), 15.13 ha
- Lathrop Nature Preserve (Nature Conservancy of Canada), 26.0 ha
- Short Hills Provincial Park (Ontario Parks), 251.3 ha
- St. Johns Conservation Area (Niagara Peninsula Conservation Authority), 32.4 ha (7.4 ha in Pelham and 25.0 ha in Thorold)

Recommendations

- #32 **Use the Master Plan’s parkland** classification hierarchy to guide the development or redevelopment of parks and open spaces according to park type, size, service level and the amenities that they provide. Incorporate **the parkland classification hierarchy within the Town’s next Official Plan Review**.
- #33 Update the parks and open space inventory database and mapping regularly to assist in the assessment of land requirements.

Parkland Design

The size, use and location of each park is will generally define its function and value. Some of a **park’s** key roles can include accommodating special events, athletics, passive recreation, open space buffers, green space and habitat conservation, beautification and more.

Through recent investment, the Town has been expanding the range of recreation opportunities available within its parks system, with consideration of emerging amenities

such as splash pads, pickleball courts, and more. Although new parkland will be required to serve future residents and interests, a focus should be placed on making the best use of existing park sites, keeping parks relevant considering changing demographics, and improving connectivity within the Town.

Designing parks requires a strong understanding of community needs, contemporary design practices, operational requirements, and programmatic considerations. From our **observations, the Town's parks system is well maintained, but some older parks contain** aging buildings (e.g., washrooms) and equipment, lack sufficient parking, lack barrier-free features, and lack potential for expansion. Park renewal and new park development projects provide opportunities to address these some of these shortcomings.

Most of **Pelham's** parks are in good condition and the Town has recently invested in improvements at several locations with assistance from senior government grants. However, strategic improvements and enhancements will help the Town to respond to growth pressures, changing demographics, asset management, community priorities, etc.

Aside from initiatives that improve health, safety and environmental protection, park renewal projects should focus on those sites that receive the heaviest use. This means an emphasis on Community Parks. The possibilities for parkland renewal are limitless, but may include enhanced landscaping, provision of shade structures and other comfort amenities, improved parking, facility upgrades and more.

Some initial ideas received through the public input process are presented in the following table. The implementation of these and other parkland renewal and redevelopment projects should be accompanied by public consultation, park-specific master plans, and facility fit diagrams to obtain accurate costing associated with any capital works. The timing of these projects will be influenced by needs determined through consultation, demand indicators, coordination of works, and the availability of funding.

Table 17: Preliminary Ideas for Improvements to Selected Park Sites

Park	Examples of Possible Improvements
Centennial Park	<ul style="list-style-type: none"> Upgrade the washrooms (barrier-free) to improve service to the splash pad, playground and sports fields; full renovation or replacement of support building may be required, potentially as part of the proposed Fenwick Lions hall redevelopment Addition of 3rd full-size lighted soccer field at the rear (as identified in the 2003 Centennial Park Master Plan) Establish a support building (washrooms, storage) to serve the soccer complex in partnership with Pelham Soccer Club In the longer-term, establish a parks depot (building and works yard) to improve on-site maintenance and create efficiencies Improve parking in coordination with other park improvements, including consideration of secondary exit (through the firehall property) during special events

Park	Examples of Possible Improvements
Marlene Stewart Streit Park	<ul style="list-style-type: none"> Upgrade the washrooms (barrier-free) to improve service to the splash pad, playground and pool Replace outdoor pool (grant funding) by 2025/26 Expand parking, to degree possible Enhance safe access to site from Highway 20 – consider establishing egress roadway exiting to Elm Street
North Pelham Park	<ul style="list-style-type: none"> Redevelop tennis court / basketball pad as a multi-use court for basketball and ball hockey Add a small pavilion Upgrades to Diamond 1 (fencing, dugouts, bleachers)
Rolling Meadows Park /Former Arena Park	<ul style="list-style-type: none"> Connect platform tennis clubhouse to municipal water and address parking issues (the Tow is cost-sharing with the developer of the adjacent site on parking lot construction) Prepare a concept plan to guide the revitalization of the former soccer field into alternative uses
Harold Black Park	<ul style="list-style-type: none"> Improve soccer field drainage to degree possible to allow mini fields to be used as one full-size field, recognizing the importance of mitigating impacts on adjoining properties and sensitive environmental habitats Upgrade the washrooms (barrier-free) to improve service and universal accessibility Consider converting the existing softball diamond to lit full size soccer field Relocate the play structure to a more accessible and prominent location in the park Add lights to hardball diamond if needed Improving trail connections at rear of property
Civic Square Project	<ul style="list-style-type: none"> Prepare architectural designs to support future funding opportunities, grant applications, and the development of the Civic Square planned at the northeast corner of Meridian and Wellspring Way, across from the Meridian Community Centre
Harold S. Bradshaw Memorial Park	<ul style="list-style-type: none"> Improved maintenance, guided by a forest management plan Consideration of disc golf course if permitted by land use agreement

The following are best practices that the Town may adopt in designing new or redeveloped parks.

- Promote universal accessibility in all parks, such as wheelchair access, pathways and ramps to play structure areas, etc.
- Provide both junior and senior play opportunities in parks with playgrounds. Use artificial turf surfacing for play structures, where possible. Ensure appropriate sight lines to play areas.

- c) Consider activities and programming for the growing older adult population, including increased daytime use and emerging activities such as pickleball.
- d) Unstructured space within a park that allows for a wide variety of active and passive uses throughout all seasons is considered an asset.
- e) Locate shade structures and trees central to amenities to protect users from the harmful effects of the sun. Consideration may be given to shade pavilions, shade structures over playground equipment and tree planting.
- f) Provide informal seating opportunities. Locate seating in shaded areas, along accessible routes, and in proximity to active amenities.
- g) Maintained pathways should be a minimum of 3.0m wide, unless otherwise required. Provide clearance along pathways (waste receptacles, benches, trees, bike racks, etc.) for maintenance vehicles.
- h) Locate waste and recycle receptacles close to park entrances to facilitate maintenance. This includes pet waste receptacles in selected parks and trailhead areas.
- i) Select materials and equipment (e.g., park furniture) that are not easily vandalized and can be easily sourced for repair and/or replacement.
- j) Provide consistent branded signage at all public parks identifying the park name, address and current municipal branding. Additional signage should include emergency contact information and regulatory requirements (e.g., non-permitted uses, park hours, etc.).
- k) Encourage public art within appropriate park locations and in keeping with relevant municipal guidelines and in consultation with the Public Art Advisory Committee.
- l) Adding community vegetable garden plots (with access to a water source and parking) and orchards to expand urban agriculture opportunities and local food security.
- m) Use non-invasive native species in all plantings.
- n) Follow CPTED (Crime Prevention through Environmental Design) principles to enhance community security and safety features.
- o) Include buffer space between pathways and adjacent lot lines (minimum of 5.0 metres when abutting a residential property and 2.0 metres when abutting other land uses), as well as high-activity zones and residential lot lines.
- p) Provide naturalized buffers adjacent to natural features. Where appropriate, consider the piloting of naturalization initiatives and pollinator gardens in under-utilized portions of parks to support habitat creation and other environmental objectives.

Additionally, parks help us achieve many of our environmental goals through their ability to mitigate flooding, reduce our carbon footprint, cool urban areas, and build more resilient public spaces. A well-connected and equitably distributed parks system can also reduce vehicle travel and promote active forms of transportation and leisure (cycling, walking, cross-country skiing, etc.). The Town is encouraged to explore ways in which the parks system can contribute to its environmental goals.

Recommendations

- #34 Maintain a commitment to universal accessibility, safety and comfort **within the Town's parks system. Regularly consult with the Joint** Accessibility Advisory Committee and ensure compliance with the Accessibility for Ontarians with Disabilities Act (AODA). Emphasize the provision of amenities such as benches/seating areas, bike racks, shade (structures, tree canopy, etc.), and barrier-free washrooms in appropriate park types to address the needs of all age groups.
- #35 Undertake park amenity condition assessments on a regular basis to **inform the Town's asset management plan and long-term** capital plan.
- #36 Identify and plan for additional park renewal and redevelopment projects that address aging infrastructure and capital improvements. Candidates for consideration in the short-term include Centennial Park (e.g., washrooms, support building, new soccer field, etc.), Marlene Stewart Streit Park (e.g., access/egress improvements, washrooms, etc.), and Rolling Meadows Park/Formal Arena Park (concept plan development). Engage stakeholders and the public when designing new and redeveloped parks.
- #37 Prepare design plans for the Pelham Civic Square to support potential **funding opportunities (e.g., grant applications) and the site's future** development.
- #38 Establish consistent and high quality signage at all municipal facilities, parks and trailheads to enhance branding and wayfinding.
- #39 To guide the design of developer-**built parks, formalize the Town's** requirements for parkland design and development through a Park and Trail Design and Development Manual.

8.2 Parkland Needs

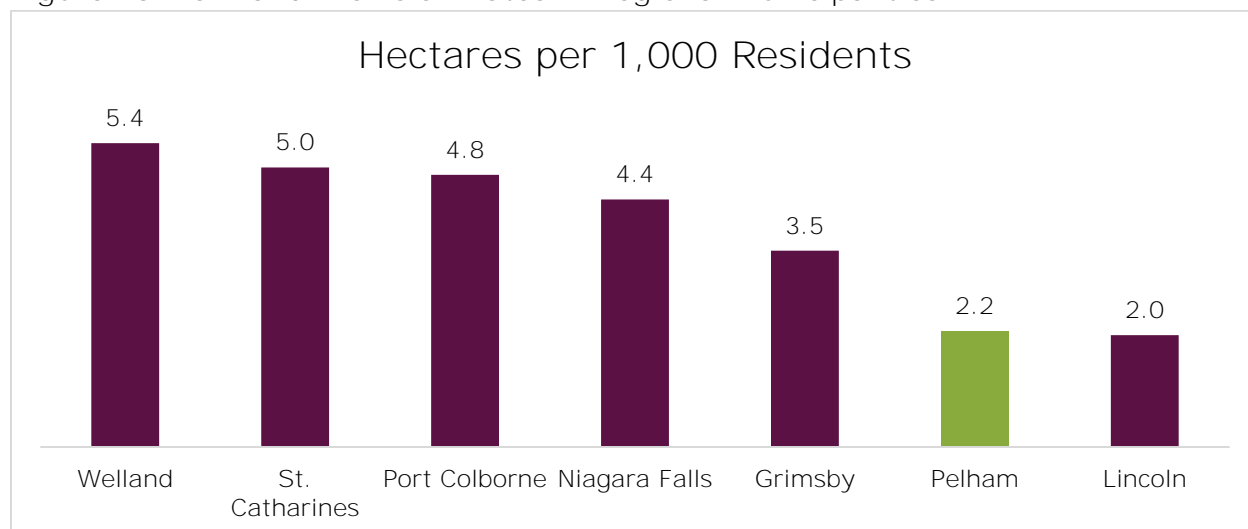
An appropriate level and equitable distribution of parkland is critical to ensuring a high quality of life and maximizing accessibility to services and amenities that achieve community objectives. Further, there is a growing need for more parkland to serve the increasing number of residents.

Most municipalities use population-based targets to calculate and plan parkland supply. A parkland target is particularly important because it is becoming more complex and costly to secure quality parcels for parkland within new higher density forms of development.

The Town's current parkland provision rate is 2.17 hectares per 1,000 residents, excluding open space parcels and woodlots within community parks. Comparable urban/rural municipalities typically strive to achieve provision rates in the range of 2 to 3 hectares per 1,000 residents to meet their active recreational needs associated with sports fields, playgrounds, courts and more. Actual provision rates are often much higher, sometimes exceeding 5 hectares per 1,000 residents. Pelham is near the bottom end of this recommended range.

A 2019 report examining large parks in Ontario's Golden Horseshoe found that Niagara Region ranked second lowest (behind Toronto) of the seven Greater Golden Horseshoe regions in parkland space per resident¹. **Niagara Region's parkland provision rate was approximately 3 hectares of parkland per 1000 residents.** The following chart illustrates the parkland provision rates of other municipalities in the region with approved parks plans.

Figure 26: Parkland Provision Rates in Regional Municipalities



Source: Council-approved Master Plans (2015-2022). Published data for Fort Erie, Niagara-on-the-Lake, Thorold, Wainfleet, West Lincoln was not available.

Note: some figures may include open space lands as these were not separately itemized in the reports.

Most of Pelham's larger parks were acquired decades ago. For many years, the parkland dedication tools within the Planning Act existed to respond primarily to the needs of communities that grew through lower density subdivision and greenfield site development. This served Pelham well, however, as the cost of land and residential densities rise, changes to the Planning Act (most recently through Bill 23) have reduced parkland requirements. While **the Town's** recent park improvements have gone a long way toward meeting current needs, **Pelham's** parkland supply is not keeping pace with growth.

Park demand is influenced by several factors, such as distribution and proximity to residential areas, non-municipal providers, urban density, population composition, amenity needs, existing park types, community objectives, and public input. For example, **Pelham's** population has a high proportion of older adults; thus, the demand for land-intensive park amenities such as sports fields may be lower, suggesting that a conservative provision target is in order. Conversely, community input indicates that the parks system is highly valued by residents and efforts should be made to ensure that provision levels remain appropriate – 94% of survey respondents indicated that parks for casual use, such as walking, picnicking and unstructured play were important to them.

¹ Toronto Region Conservation Authority and Credit Valley Conservation Authority. The State of Large Parks in Ontario's Golden Horseshoe.

https://greeninfrastructureontario.org/app/uploads/2019/06/StateofParks_Report-Final.pdf

Our observation of the Town's parks system is that most sites – especially Community Parks – are fully developed. The only significant park with even modest expansion potential is Centennial Park, which has land for one additional soccer field (although this would necessitate the removal of a portion of an existing woodlot). As Pelham grows, these parks could be subject to overuse which may lead to an accelerated need for renewal or redesign. In addition, most parks have little to no opportunity to add additional amenities as new demands emerge.

Further, as equity and accessibility are key elements of any parks system, it is recommended that the Town continue to strive to provide parkland in populated areas that are void of any park facilities. A review of parkland distribution **finds that the Town's parks** system provides good geographic coverage in **Pelham's** populated areas, although a notable gap exists in central Fonthill (generally in the vicinity of Pancake Lane between Haist Street and Pelham Street). Although this is largely a mature residential area, infill opportunities or development within nearby secondary plan areas may offer potential to partially resolve the shortfall.

On the basis of the previous analysis, a minimum Town-wide target of 2.2 hectares of parkland per 1,000 residents (excluding open space lands) is recommended. This target should be **included in the Town's Official Plan** and used to guide development applications and other planning exercises.

As shown in the following table, there is a current shortfall of 0.5 hectares of parkland (excluding open space), growing to 8.0 hectares by 2031 (for a total of 47.5 hectares). New parklands should include a mixture of active park types, including a larger community park (3 hectares or larger) to serve the Fonthill community, most likely in South Fonthill.

Table 18: Current and Projected Parkland Needs to 2031

Current Needs (2021)	
Current Population	18,192 persons
Current Parkland Supply, excluding open spaces and woodlots	39.5 ha
Current Parkland Needs, based on 2.2 ha/1000	40.0 ha
Current Parkland Shortfall (2021)	0.5 ha
Future Needs (2031)	
Forecasted Population	21,560 persons
Future Parkland Needs, based on 2.2 ha/1000	47.5 ha
Future Parkland Shortfall (2031)	8.0 ha

Some of these needs will be addressed through the development process as there is an estimated 0.8+ hectares of parkland anticipated to be conveyed to the Town through draft plans of subdivision in East Fonthill and East Fenwick. At this time, the Town anticipates that parkland will be dedicated in the short-term from development in the following locations:

- Forest Park (0.74 ha neighbourhood park), East Fonthill
- Tanner Subdivision (0.05 ha park), East Fonthill
- 3 neighbourhood parks (size tbd), East Fenwick

Recommendations

- #40 Maintain a minimum town-wide parkland provision rate of 2.2 hectares per 1,000 residents; this target excludes passive open space lands and woodlots. Approximately 8.0 additional hectares of parkland should be secured by 2031 to address gaps and meet growth-related needs. This should include a mixture of park types, including a larger community park (minimum 3 hectares) to serve the Fonthill community. Alternative acquisition strategies may be required to address the entirety of these needs.

8.3 Parkland Dedication & Acquisition Guidelines

Parkland Dedication Policies

There are several provincial and municipal regulations, policies and guidelines governing the acquisition and location of parkland. Key documents include:

- **Planning Act:** Sections 42, 51.1 and 53 of the Ontario Planning Act establish the authority for the dedication of parkland and alternatives. The amount of parkland may vary depending on the application and project type. Further, the Town may require parkland or cash-in-lieu of parkland from development and redevelopment projects.
- **Official Plan:** **The Town's Official Plan implements the Planning Act by setting out** objectives for public parkland, along with policies for dedication and development.
- **Parkland Dedication By-law:** The Town's Parkland Dedication By-law contains additional guidelines associated with parkland dedication and cash-in-lieu.

A note about changing Provincial planning legislation

In November 2022, the More Homes Built Faster Act, 2022 (Bill 23) partially received Royal Assent, impacting several provisions of the Planning Act and other pieces of legislation. The changes are significant and will impact how municipalities manage growth through implementation of the official plan and how they provide essential infrastructure and community services. Notable to this Master Plan, Bill 23 introduced changes that will reduce development charges revenue, community benefits charges, and parkland dedication requirements.

The changes to the Planning Act are significant and will reduce the amount of parkland the Town can receive as part of the development approval process.

Specific to parkland dedication, a summary of some of the recent changes introduced by Bill 23 include:

- The maximum alternative dedication rate has been reduced to 1 ha/600 units for parkland and 1 ha/1000 units for cash in lieu. Further, the legislation caps the maximum alternative dedication rates at 10% of the land for sites under 5 ha and at 15% for sites greater than 5 ha. This will dramatically reduce parkland dedication and cash-in-lieu for applications under Section 42 (development and redevelopment outside of plans of subdivision).

- Affordable residential units, attainable residential units, inclusionary zoning residential units, non-profit housing and additional residential unit developments are exempt from parkland dedication requirements. This will also reduce parkland dedication and cash-in-lieu amounts, possibly increasing the financial burden on taxpayers and/or leading to reduced levels of park service.
- Parkland rates are frozen as of the date that a zoning-by law or site plan application is filed. The freeze is effective for two years after approval. This will reduce cash-in-lieu payments to the Town.
- To take effect at a future date, developers will be able to identify the land they intend to convey to the municipality for parkland. These lands may include encumbered lands and privately-owned public space (POPs). If agreement cannot be reached, the municipality or the landowner can appeal to the Ontario Land Tribunal. This may result in less suitable lands being accepted as parkland dedication.
- There is a new requirement for municipalities to spend or allocate at least 60% of the monies in their parkland reserve account at the beginning of each year.
- Municipalities are required to develop a parks plan prior to passing a parkland by-law. Previously, this requirement applied only to those municipalities that authorized use of the Section 42 alternative rate, but now includes those that include the standard rate (e.g., 5% of lands as per Section 51.1).

The full impact of these modifications will continue to be assessed for the months to come and will be considered by the Town through a future Official Plan review. Reduced levels of service are possible if funding is reduced to growth-related services as is anticipated. This Master Plan reflects the legislative framework that is in place at the time of approval.

The Town's **Official Plan and Parkland Dedication By-law** include several policies that provide guidance on parkland dedication rates (including the alternative parkland requirement), parkland exemptions or reductions, suitable lands, privately-owned public spaces, cash-in-lieu of parkland, parkland acquisition tools, parkland siting and design, land valuation, reserve funds, and more. These policies are comprehensive, but do not reflect the legislative changes brought about by Bill 23 and will need to be updated at the appropriate time.

Further, in order to apply the alternative rate, an update to the Parkland Dedication By-law is required, as is a Parks Plan. This Master Plan can be used as the basis for a Parks Plan² that supports the development of a new parkland dedication by-law, as well as updates to the **Town's Official Plan when it is brought into conformity with** Provincial Policy and legislation.

Given Pelham's low ratio of parkland to population, it is recommended that the Town adopt a "parkland-first" approach that directs staff to prioritize the dedication of land in

² Municipalities are required to develop a parks plan prior to passing a parkland dedication by-law. It is a requirement of the Planning Act that the municipality shall consult with every school board that has local jurisdiction. This consultation was not undertaken as part of the scope of this Master Plan.

appropriate locations rather than cash-in-lieu of parkland during the development review process. This means that:

- Policies and practices that support on-site parkland dedication and encourage front-end acquisition of parkland should be encouraged.
- Parkland will be required when development will result in a park block that: (i) is at least 0.4 hectares in size; or (ii) expands an existing park site.
- The Town may still accept cash-in-lieu of parkland when it is determined to be more beneficial, especially for development projects that would not meet the minimum requirements. For example, cash-in-lieu may be considered for higher density development or redevelopment sites that cannot physically accommodate a typical park block (including village squares less than 0.4 hectares). In addition, privately-owned public spaces (POPS) may be permitted, subject to the execution of an agreement acceptable to the Town.
- **All lands to be dedicated for park purposes must be to the Town's satisfaction and** will not include restricted lands such as Environmental Protection designated lands, hazard lands, steep slopes, contaminated lands, easements, stormwater ponds, etc.

Parkland Acquisition Alternatives

Some **of the Town's future parkland requirements will be addressed through** the conveyance of lands through the land development process. However, the recent changes to Planning Act will reduce the amount of land and/or funding available for parkland dedication, making **it more difficult to achieve the Town's targets**. To address local needs, the Town may need to consider methods beyond the land development process.

The following alternative strategies are the most likely options for addressing parkland gaps and shortfalls, generally listed in order of priority:

- 1) On an ongoing basis, evaluate proposed development applications for future park dedication and connectivity opportunities (e.g., sidewalks, trails, etc.).
- 2) Evaluate other municipal or public lands (not currently designated as parks) within these areas for their ability to be used as parkland or – at a minimum – accommodate a public playground.
- 3) Consider improvements to parks to enhance active and passive recreational opportunities in the vicinity of the growth area.
- 4) Encourage voluntary conveyance, donations, gifts and bequests from individuals or corporations.
- 5) Monitor real estate opportunities and seek to purchase (or swap) one or more properties that could be developed as a municipal park. This may be the highest cost option and would require additional resources.

Recommendations

- #41 Seek to maximize parkland dedication through development and redevelopment applications, as well as alternative parkland acquisition strategies. Update **the Town's Official Plan and Parkland Dedication By-law** to align with amendments to the Ontario Planning Act and Bill 23, as well as the recommendations in this Master Plan. This Master Plan can be used as the basis for a parks plan that satisfies the legislative requirements.

- #42 **Adopt a “Parkland First” approach that prioritizes parkland conveyance** over cash-in-lieu of parkland in order to address parkland deficits. Parkland conveyances should: (a) be acceptable to the Town; (b) not include restricted lands; and (c) result in blocks that are at least 0.4 hectares in size (village squares may be smaller) or expand an existing park site.
- #43 Prepare a parkland acquisition strategy to enhance current and future community access to parks, with consideration of alternative acquisition tools (e.g., reallocation of surplus municipal lands, purchase/lease, land exchanges, partnerships, etc.). Where applicable, work with area school boards and other service providers to maximize community access to quality outdoor parks and recreation amenities on non-municipal sites.

8.4 Trails System

Pelham’s recreational trail system connects users through active transportation means such as walking, cycling, snowshoeing, and more. Recent initiatives have established off-road recreational trails connecting Pelham to adjacent municipalities, while enhancing opportunities for the community to stay active throughout all seasons.

Further, the Town is designated as a Bicycle Friendly Community, the first community of its size to achieve the silver award level. This program encourages the development of attractive, safe, convenient and practical multi-use trails, sidewalks, and amenities that connect neighborhoods to civic destinations and that make walking or cycling viable options for residents.

The most notable recreational trail systems in the Town of Pelham include:

1. Steve Bauer Trail – This trail connects Pelham to Thorold in the north and Welland in the south, while offering several looped trail opportunities that connect parks and destinations within Fonthill. Most of the recreational trail was built on a former rail bed, although portions of the trail remain on-road and other portions link neighbourhoods via off-road trails. A six-kilometre segment running from Fonthill to Welland was recently paved and is cleared of snow to promote winter use.
2. Gerry Berkhout Trail – This trail runs from Centennial Park in Fenwick to Murdoch Road in Welland. It was established on a former rail bed and consists of a gravel path.
3. John Nemy Trail – This trail is within the Lathrop Nature Preserve (owned by the Nature Conservancy of Canada) and can also be accessed from Marlene Stewart Streit Park.

These aforementioned trails are publicized on the Town’s website, including links to maps and rules of etiquette. In addition, there are several smaller trails and pathways within subdivisions, as well as new trails being established in growth areas (e.g., Rice Road Multi-purpose Trail, East Fonthill Trail, etc.).

Pelham residents strongly support their trail system and the paved section of the Steve Bauer Trail and other paved trails has been particularly well received by the community. The Master Plan survey found that nature trails and paved trails were among the highest priorities for future capital investment (ranking 1st and 5th respectively).

Strategies for developing cycling and trails routes are guided by the Pelham Active Transportation Committee, with reference to the **Pelham's 2016 Active Transportation (AT) Plan & Implementation Strategy**. Some key priority off-road recreational trail projects recommended in the AT Plan include:

- Establishing pedestrian and cycling networks within East Fonthill, including connections to the Steve Bauer Trail;
- Upgrading specific sections of the Steve Bauer Trail surface to asphalt (completed);
- Completing gaps within the Steve Bauer Trail; and
- Formalizing the connection to Lathrop Nature Preserve from Pelham Street.

In addition, the AT Plan identifies several desired connections that represent long-term projects, such as the use of unopened road allowances, improving winter maintenance, improving wayfinding and signage, etc.

Through the Master **Plan's** consultation process, there were also suggestions for creating a **trail connection between Fonthill and Fenwick. Pelham's AT Plan proposes to achieve this** through the use of paved shoulders within the road network.

With a strong network of trail routes and future plans already in place, the Town and its partners are in a position to continue to enhance the trail network over time. Initiatives that promote walkable and bike-friendly designs, destinations and businesses – including year-round opportunities – should continue to be supported by the Town.

Recommendations

- #44 Assign high priority to the continued maintenance and expansion of the recreational trails system, with consideration of unopened road allowances and other opportunities. Work with the Active Transportation Committee to establish a list of priority projects and work plans.
- #45 Establish and/or expand partnerships that promote public access to nature-based programming within municipal and non-municipal trails and natural areas (e.g., Harold S. Bradshaw Memorial Park, Short Hills Provincial Park, Lathrop Nature Preserve, E.C. Brown Conservation Area, etc.).

8.5 Parks & Trails Maintenance

This section provides an assessment of the parks, trails and outdoor amenities maintenance standards for properties owned and managed by the Town, with reference to benchmarks and practices used by peer municipalities and projected future needs for the Town.

For example, there are several trends and best practices related to municipal parks and trails that may impact maintenance and service levels, including:

- **greater diversity and changes in Pelham's demographics, including an increase in** older age groups and young families;
- more demand for accessible parks and trails (and greater regulatory obligations for accessibility);
- increased use of parks and trails, in particular for unstructured, self-directed activities such as hiking, walking and cycling;
- year-round use of parks and trails; and

- a demand for increased provision of park washrooms, shade (trees and structures), benches, and other park furniture.

Additionally, some notable best practices include:

- formal standards for, and tracking of, maintenance (through recording of service requests and work carried out);
- connection of trails wherever possible; surfacing and width of trails appropriate to usage types and levels;
- provision of natural shade, or shade structures and park furniture to accommodate older adults, children and those with mobility issues;
- provision of year-round washroom access, especially in heavily used parks and trails;
- availability of water fountains and filling stations;
- source separation of waste in parks through the provision of receptacles for recycling;
- installation of pet waste receptacles at selected parks and trailheads;
- winter maintenance of selected trails to facilitate year-round walking, cycling, running and other self-propelled activities; and
- regular inspections of all parks and trails – recording of any needed repairs, maintenance issues or safety concerns; monthly, documented inspections of all municipally owned play structures.

In addition to looking at trends and best practices, general industry standards for parks and open space maintenance and benchmarks for maintenance standards in peer municipalities have been reviewed. This information has been incorporated in the development of standards later in this section.

General Assessment of Parks and Trails Maintenance in Pelham

Based on site visits to the Town's parks and input from the public through Phase 1 of this study, parks and park amenities in the Town seem, in general, to be well maintained and elicit a high degree of public satisfaction. The Town has worked to meet the needs of current park users and the results show in the variety and good condition of park assets. Parkland turf is well maintained, there was no litter evident in parks during site visits, and playgrounds, splash pads, park furniture and other amenities are generally in good repair. A variety of outdoor sports facilities are provided by the Town including soccer and ball fields, tennis, basketball, pickleball and multi-use courts, and a skate park. These are also generally in good condition. Weekly park inspections and evening park patrols ensure parks are managed on an ongoing basis and that issues or problems are identified in a timely way.

Despite the current high level of satisfaction with Pelham's parks and the satisfactory level of maintenance within those parks, the Town is growing and will grow further in the future. In addition, the population is shifting in terms of both age profile and cultural preferences.

Over the past several years, the Town of Pelham has experienced an influx of new residents, many of whom have come from larger urban centres. This has been partially a reaction to the pandemic with individuals and families seeking a less crowded environment which is perceived as safer. In addition, semi-rural municipalities such as Pelham are experiencing new subdivision development, as the population of Ontario grows, and people seek more affordable housing.

Pelham staff are already hearing requests for new and different municipal park and recreation services and higher levels of maintenance on a year-round basis. These are

related to greater diversity and higher expectations given what newcomers may have been used to elsewhere.

Concerns related to service levels, amenities and maintenance in parks identified through our assessments include:

- Service levels for maintenance not being met at busy times, especially during the spring growing season.
- Inadequate, aging public washrooms which are too small for demand, difficult to keep clean and not fully accessible; not enough washrooms in parks.
- An insufficient number of soccer fields to meet demand.
- No clearing of snow and ice on some trails and walkways during the winter months.
- A lack of year-round spaces for gathering and casual play in parks and safe spaces for young people to gather.
- The need for additional dog parks and leash-free areas.
- Difficulties with the quality of contracted maintenance work.
- Inconsistent or inadequate tree maintenance in parks (mulching, pruning, dead tree removal, removal of “suckers”).

The trail sections visited were generally well maintained in terms of litter control, maintenance of a safe surface, cutting of vegetation along trail edges to improve sight lines and management of erosion and washouts where applicable. The Town has provided trail connectivity where opportunities present themselves and has taken advantage of road rights of way, an abandoned railway and parkland to develop its trail network.

There were some issues with the Town’s trails noted through site inspections and feedback from users and staff. These include a need for consistent and easy to follow wayfinding and signage, and consistency and regular maintenance of trail surfaces. Trails surfaces and widths vary, and wayfinding is inconsistent and not adequate for users to navigate. There was also a suggestion to remove the rumble strips along the shoulder of Canboro Road to improve active transportation connections between Fenwick and Fonthill. Many of these issues would be alleviated through the continued implementation of the trail design **standards identified in the Town’s 2016 Active Transportation (AT) Plan & Implementation Strategy.**

It should be noted that there was a Wayfinding and Signage Workshop carried out by the Town in 2014, and a report from this session was completed. It would appear that the recommendations of this workshop have not as yet, been implemented. Also, as noted in **the Town’s 2016 AT Plan**, year-round maintenance of selected trails based on established criteria remains desirable.

Staff Structure, Responsibilities and Resources

A few concerns related to the current organizational structure for the delivery of maintenance for outdoor spaces and facilities have been noted by staff, and in the recent organizational review for Recreation, Culture and Wellness (RCW) carried out by KPMG.

Parkland, trails, open spaces and outdoor facilities are operated and maintained primarily by Public Works (Works) under the Supervisor of Beautification. Works staff include:

- Supervisor of Beautification;
- Grounds Maintenance Operator;
- Student Parks Labourer (May 1 to September);
- 2 Seasonal Parks Operators (April 1 to Nov 30);

- Horticultural Technician; and
- Arborist.

While these staff address the bulk of parks and trails maintenance, staff indicate that preventative maintenance is a gap. Further, RCW staff have taken on specialized maintenance of outdoor facilities including lining of sports fields and ball diamond infield grooming. This arrangement is informal in nature and requires a high degree of coordination and communication between staff in the two units. Staff are also moved around frequently to carry out priority tasks and feel they do not have adequate cross-training to carry out all of the activities they are requested to do.

In terms of resources, the Public Works and RCW Departments share equipment and vehicles. These units are generally located where there is space to store them rather than where is most convenient for the work being done. This leads to inefficiencies, such as time spent picking up and moving equipment and equipment not being available when needed to complete critical tasks.

In consulting with staff, concerns were also heard related to inadequate numbers of staff and vehicles and equipment to meet existing service level standards. These issues have been driven by budget constraints and have been exacerbated by new park development and addition of park amenities. In addition, replacement of aging vehicles and equipment has not been done in a timely or systematic way, and there is not a proactive fleet maintenance program, leading to equipment breakdown and the need for regular emergency repairs. Issues related to inadequate resources will only increase as the Town continues to grow.

Public Works currently operates from a single depot and yard which is located on Tice Road in the western half of the Town of Pelham. Travel time to maintain parks and trails and to pick up needed equipment from storage is an ongoing issue. In the Public Works Operational Review commissioned 2020, some of the limitations of the existing Public Works yard and depot were noted in this study; however, the report did not specifically address the unique needs required for parks maintenance.

The various issues with staffing and resources identified in the previous section, have their roots in not enough full-time staff and physical resources, the need to better organize staff and equipment resources, and the need to clarify roles and responsibilities. As mentioned previously, these issues were noted both in the Public Works Operational Review (2020) and the Recreation, Culture and Wellness Organizational Review (2022). These reviews offered a number of suggestions and recommendations; implementing these and other needed changes will require a coordinated and cooperative approach involving both Public Works and RCW.

Parks & Trails Maintenance Standards and Implementation

Public Works has developed Parks Maintenance Levels of Service as part of their overall **operational standards. Current Levels of Service for “Beautification” in the Town of Pelham** are classified under:

- Turf: Sports Fields; Winter Restoration; General Parkland; Contracted Grass Cutting; Trails – Flail Mower
- Horticulture
- Artificial Turf (playgrounds)

- General Maintenance: Repairs – Benches, Picnic Tables, Fencing; Litter; Graffiti removal
- Forestry
- Trails: Inspection; Grooming

In order to meet the Town’s needs for parks management and maintenance for the future, it is important that Pelham implement a systematic approach, which can be adjusted to address future growth, changes in usage levels, and the inclusion of new activities and amenities. Experiences in other small municipalities suggests that Pelham’s current informal determination and documentation of maintenance priorities and practices, while adequate in the past will become overwhelmed by a growing resident population and increased expectations of parks and open space users.

The recommended parks and trails maintenance levels of service are contained in Appendix B.

At present the Town of Pelham does not formally track costs and resources used to carry out maintenance of the various park and open space-related spaces and amenities under its care. If the implementation of Levels of Service is to be successful, it is important for the Town to know whether the standards are being met, what resources are being used, and where deficiencies (or areas where service exceeds standards) are.

Public Works has indicated that it plans on implementing an integrated work order and management system in 2023. Ideally the new system should allow the tracking for each of the activities outlined in the Levels of Service including:

- Frequency (dates) of scheduled maintenance;
- Response time for demand maintenance;
- Location of maintenance;
- Person-hours involved, including cost;
- Equipment time, including operating cost; and
- Ideally, any material costs.

Once a full cycle or more of records has been compiled, it will be possible to determine whether Levels of Service are being met and where additional resources, or a shift or resources, are required.

Over time, circumstances, user needs and preferences in Pelham are likely to change. In addition, analysis of information generated by the new system will highlight where Levels of Service are being met, and possibly where these are being exceeded. With this in mind, it is recommended that the proposed Levels of Service be reviewed at least every two years, **and adjustments be made to ensure consistency of service and the Town’s ability to meet the needs of park users.** System information will also help to determine areas where service is deficient due to a lack of resources, or where resources need to be reallocated.

Recommendations

- #46 Move forward with a plan to ensure that Public Works has access to adequate yard and operational space to accommodate the growth of the Town over the next decade. Examine the possibility and value of satellite locations for Parks staff and parks-related vehicles and equipment to reduce travel time and improve efficiency.

- #47 Develop (or have a specialist consultant develop) a fleet and equipment management system to ensure that all units are properly maintained and are retired when repair costs and down-time justify replacement. This system should include a financial structure to ensure there are adequate capital funds in place to replace units when required.
- #48 Implement a budget protocol whereby new capital development of parks, park amenities, or trails triggers additional operating funds for staff and materials to maintain new assets.
- #49 Work cooperatively to develop a new organizational structure including staff job descriptions and responsibilities using the recommendations of the Public Works and RCW Organizational Reviews. This should include formal agreements addressing responsibilities, staff sharing or temporary transfer, reporting relationships, budgeting, etc.
- #50 Establish classifications for sports fields with appropriate levels of service based on maintenance standards.

9. Implementation Strategy



Active implementation of the Recreation, Culture and Parks Master Plan is fundamental to its success. This requires coordinated efforts and a commitment from Council, staff, stakeholders, and the public, as well as a variety of funding options to implement certain aspects of the Plan. **This section provides guidance on the Master Plan's implementation.**

9.1 Monitoring & Updating the Plan

The Town should regularly review and assess, and periodically revise, the recommendations of this Master Plan to ensure that they continue to reflect local conditions and that they are responsive to the changing needs of the community. This will require monitoring activity trends, tracking user satisfaction levels, coordinating with community organizations and the public, reporting on progress, and undertaking a comprehensive ten-year update to the Plan. Through these strategies – or as a result of other internal or external factors – adjustment of resource allocations and priorities identified in this Plan may be required.

The Plan should be reviewed annually as part of **the Town's budget** cycle. The following steps may be used to conduct an annual review of the Master Plan:

- a. Review of the past year (recommendations implemented, capital projects undertaken, success/failure of new and existing initiatives, changes in participation levels, issues arising from the public and community groups, etc.);
- b. Identification of issues impacting the coming year (anticipated financial and operational constraints, emerging opportunities, etc.);
- c. cursory review of the Plan for direction regarding its recommendations;
- d. Preparation of a staff report to indicate prioritization of short-term projects and determination of which projects should be implemented in the following year based on criteria established by staff (e.g., financial limitations, community input, partnership/funding potential, etc.);
- e. Communication to staff and Council regarding the status of projects, criteria used to prioritize projects and projects to be implemented in the following year; and
- f. Budget requests/revisions as necessary.

Recommendations

- #51 Develop a system for the regular monitoring and reporting on the progress of the Master Plan, which should include tracking of activity patterns, facility usage, activity levels, trends and completed recommendations to provide status reports to Council and the community.
- #52 Establish annual work plans that provide focus on Master Plan recommendations that staff will seek to implement within the coming year. Work plans should identify departmental leads, partners, funding requirements and sources, and other logistics required to implement the priority recommendations.
- #53 Undertake a comprehensive review and update of the Recreation, Culture and Parks Master Plan to begin no later than 2032. Timing may be adjusted based on the pace of implementation and changes within the community.

9.2 Financial Considerations

The Master Plan calls for continued financial investment and outlines a series of planning priorities for the provision of new and existing recreation, culture, and parks infrastructure for the next ten years. To assist the Town in establishing a financial strategy for the Master Plan, several assumptions have been highlighted. These assumptions provide direction towards the various opportunities and constraints that must be considered when budgeting for the Plan's implementation.

In the future, it is expected that:

- Increases in costs to develop, revitalize, and maintain recreation, culture and parks facilities will be greater than the rate of inflation because of rising land costs, **increasingly complex projects, the general public's heightened quality expectations,** legislated building, and accessibility standards, etc.
- The Town will be expected to adhere to fiscally-responsible revenue generation policies and practices, along with the allocation of sufficient capital and operating resources to fund core priorities.
- The magnitude of investments required to achieve and maintain facilities in acceptable condition will grow in proportion to an expanding volume of assets and the increasingly aged stock of facilities.
- The range of new types of parks and recreation infrastructure will continue to expand, which will increase the funding requirements to address a growing inventory.
- The need for sufficient, stable, and predictable infrastructure funding streams will be increasingly important to support sound and proactive facility planning.
- The need for creative infrastructure funding solutions will be greatest in periods of low-growth and where aging facilities need to be revitalized or replaced.
- Working collaboratively with the community, developers, and other partners will be important to successfully keeping pace with escalating needs for more and better amenities.
- It will take time and continued investment to assist the recreation, culture, and parks sector to recover from the COVID-19 pandemic.

The Town has limited resources and cannot afford to do everything that the community desires; underscoring the importance for undertaking the Master Plan in the first place. Although Pelham may experience various challenges in providing the applicable financial **and human resources to achieve the Master Plan's recommendations**, it is expected that the Town will make every effort to implement these strategies through appropriate means.

Full implementation of the Master Plan will require the use of numerous funding sources, including (but not limited to):

- Development Charges and Community Benefits Charges (if applicable)
- Parkland Cash-in-Lieu for land purchases
- Municipal Taxation and Reserves
- Fundraising, Donations and Sponsorships
- User Fees and Surcharges

- Debenture Financing
- One-Time Grants
- Ongoing Government Programs, such as Provincial Gas Tax Revenues (for active transportation projects)
- Partnerships and Sponsorships

Recommendations

- #54 Where appropriate and consistent with Town policies and priorities, consider alternative funding and cost-sharing approaches such as (but not limited to) fundraising, grants, private-public partnerships, sponsorships, surcharges, capital reserve contributions, and various forms of collaboration to provide the best value to residents.
- #55 **Use this Master Plan as a resource in establishing the Town's annual** budget documents, Development Charges, and other related studies.
- #56 Phase in a capital reserve to fund the repair and replacement of major capital infrastructure. This reserve should be an annual line item in the budget that could be linked to objectives in the Asset Management Plan.
- #57 Conduct feasibility studies and business plans (with input from the public) prior to undertaking major capital projects to ensure that projects are aligned with community needs, partnership opportunities, and financial capabilities.

9.3 Community Partnerships & Sponsorships

The Town works with community partners to provide the highest level of service to the public while maximizing resources. Examples of successful partnerships include strategic alliances with local service clubs for fundraising and facility operation (e.g., Fonthill and Fenwick Lions, etc.), rental agreements with sports groups (e.g., minor basketball, minor hockey, figure skating, etc.), and service agreements with program providers (e.g., STEM camps, etc.).

From time to time, the Town may consider various arrangements with the private sector, non-profit sector, or other levels of government to develop and/or operate various facilities and services to achieve the desired community and municipal benefits. The goal is to **maximize the community's assets and increase service** levels while sharing an appropriate balance of costs and risks.

Relationships with outside groups may be considered when:

- the Town does not have capacity or budget for direct program delivery or facility management;
- there is an established provider/partner already working with the Town;
- the provider fills or augments service gaps that are a priority to the Town; and/or
- the provider is the preferred/specialist for program delivery.

In all partnership arrangements, specifications and requirements must ensure that the **partner respects and aligns with the Town's key goals and objectives. The value in seeking out and formalizing partnerships provides a net benefit to both organizations and reduce**

costs to the municipality. Where possible, the Town is encouraged to work with community partners and in coordination with other public entities to implement recommendations contained in this Master Plan that would benefit from shared roles, responsibilities, and resources. It is recommended that staff develop written agreements with community partners who may share public spaces or work collectively to offer programs and services.

To assist the Town in evaluating current and future partnerships, the following criteria may be considered:

- The outcome of the partnership should be aligned with municipal values, mandate, and priorities.
- There should be an articulated need for the proposed program or service in the community.
- The financial and liability risks to the Town should be shared or reduced.
- The partner should be equipped and qualified to co-deliver the service through identified efficiencies, with the ability to reach an identified segment of the population.
- The quality of the program or service provided through the partnership should meet municipal quality assurance and risk management requirements and complies with legislation.
- Unsolicited for-profit partnership proposals should be dealt with transparently and through a competitive process as identified in a procurement process.
- Accountabilities and responsibilities should be clearly defined and complied with.
- Annual reporting requirements should capture participation numbers, expenditure reduction or revenue enhancement, and are clearly aligned with departmental objectives.

The Town does not employ a standard approach for developing arrangements with outside groups or for responding to unsolicited proposals, especially propositions arising from the private sector or involving non-traditional facility types. A standardized approach to partnership development would assist the Town to be consistent in its dealings with **individuals or organizations at arm's length to the municipality**. Additional detail on the requirement for a proponent-led business plan when assessing unsolicited proposals is included in Section 6.14 of this report.

Furthermore, the Town will want to ensure that all partnership agreements granting access to space at the Meridian Community Centre are equitable and maximize the use of publicly funded spaces. This is especially pertinent as there are pent up demands for spaces, such as municipal programming and drop-in opportunities. An audit of space utilization and alternative use options should be completed before agreements are developed or renewed.

Recommendations

- #58 Develop a Partnership and Sponsorship Policy to seek out alternate revenue sources to offset the cost to provide Recreation, Culture and Wellness services. Prepare a standardized partnership and/or sponsorship agreement to apply to various partnership types and to standardize municipal and partner expectations.
- #59 To inform the development and renewal of agreements, conduct an audit of community spaces covered by licensee agreements to ensure that spaces are effectively and equitably utilized given emerging needs and opportunities.

9.4 Summary of Recommendations – Priority and Timing

This section contains a summary of recommendations contained within the Master Plan. By approving this Plan, the Town is not bound to implementing every recommendation or providing facilities/services in the order, amount or timing indicated; rather, this Plan provides guidance on community priorities and sets a general course for meeting the needs as they are presently defined.

The timing of the recommendations proposed in this Master Plan recognizes the need for phased implementation and/or outside funding sources as some recommendations are based upon what is needed and not necessarily what may be financially achievable at the present time. As part of the annual budget process, this Plan will be reviewed to identify areas where the availability of resources may affect the timing of implementation. Analysis of implementation options and budget implications should be undertaken prior to approving major projects. The full implementation of this Plan will require the use of various funding sources and partnerships with others.

Determining priorities is an exercise that should be revisited each year prior to the **Town's capital and operating budget development exercise. It is expected that the** Town will make decisions on individual projects and funding sources annually through the budget process.

In addition to funding availability, factors that might change priorities year to year may include:

- capital lifecycle and considerations of safety;
- legislation and mandated requirements;
- changes to service standards;
- public input and community interests;
- emerging trends and changes in participation rates;
- availability of alternate providers; and
- socio-demographic changes and growth forecasts.

Priorities have been determined based on an assessment of need, as identified throughout the planning process (including public engagement, trend and demographic analysis, assessments of amenities and services, etc.). Municipalities generally seek to address the widest range of needs and achieve maximum community benefit through the efficient use of resources. Priority is often aligned with timing, except for those recommendations that are tied to population thresholds.

Within the tables that follow, the priority, timing, and high-level costing of the recommendations are organized into the following categories:

Priority

- High Priority: Immediate attention is strongly suggested during the timeframe recommended.
- Medium Priority: Attention is required when high priority recommendations have been initiated or completed, or when suitable partners have been identified for funding.
- Lower Priority: Attention is required when high and medium priority recommendations have been initiated/completed.

Timing

- Short-term: 2023 to 2025
- Medium-term: 2026 to 2028
- Longer-term: 2029 and beyond
- Ongoing: Guidelines and practices to be followed on a continual basis

Potential Cost Impacts

(note: all cost estimates are preliminary and to be confirmed through future study)

- Minor (\$): estimated at \$100,000 or less
- Moderate (\$\$): estimated to be between \$100,000 and \$500,000
- Major (\$\$\$): estimated at \$500,000 or more

Table 19: Summary of Recommendations – Priority and Timing

ID.	Recommendation	Priority	Timing	Costs / Comments
Section 5: Recreation Services & Programs				
#1	Regularly solicit requests for program offerings and complete a review of program availability, capacity, and utilization to ensure that public space is maximized and all age groups (e.g., pre-school, children, youth, adults, older adults and families) have access to a range of physical activity and sport, creative opportunities, general interest and STEM programming.	High	Ongoing	
#2	Promote the Canadian 24-Hour Movement Guidelines and the use of ParticipACTION'S Physical Activity App within facilities and the "Life in Pelham" Community Guide. Consider applying to become Canada's Most Active Community through ParticipACTION once pre-pandemic service recovery levels are achieved.	Medium	Medium-term	
#3	Develop a Special Events Policy to clarify the Town's role in providing special events, identify resource requirements, and establish the municipal supports provided to external event providers.	High	Short-term	
#4	Create an Internal Staff Team to address increasing participation in recreation, culture, and wellness activities by marginalized populations. Preliminary actions should include (but not be limited to): <ul style="list-style-type: none"> a. Develop an Access and Inclusion Policy which identifies the underrepresented populations in Pelham and the efforts that will be made to be more inclusive in recreation, wellness, and culture. Consult organizations representing marginalized populations in its development. b. Provide training and professional development opportunities for staff and volunteers with respect to better including marginalized populations in the delivery of service. c. Complete visual audits of facilities and public spaces to ensure that recreational use reflects the full citizenry of Pelham. Identify the people who are not regularly utilizing public spaces and engage them to understand any barriers. 	High	Short-term and Ongoing	

ID.	Recommendation	Priority	Timing	Costs / Comments
	<ul style="list-style-type: none"> d. Complete a top line analysis of the number of females and those identifying as females participating in recreation and sport pursuits by age group. Address gaps through community discussions with females and those who identify as female to address barriers to participation. Work with regional, provincial, and national organizations to increase female participation in active and sport pursuits. e. Meet with groups representing persons with disabilities and persons experiencing low income to develop programs and approaches to increase participation in recreation programs and services. f. Ensure that all public spaces and facilities are safe and welcoming spaces for the LGBTQ2S+ community. g. Continue to engage with the Indigenous community to best understand how to better include and represent Indigenous Peoples in sport and recreation. 			
#5	Identify RCW's levels of service and corresponding policy, process, and resource requirements for each discipline within the Department for Council's approval . Identify the operational resources required to implement the recommendations in the Recreation, Culture and Wellness Master Plan for annual approval as part of the budget deliberation process.	High	Short-term	
#6	Complete an audit of current legislation affecting the delivery of Recreation, Culture, and Wellness services and ensure that the Town of Pelham is compliant with these requirements.	High	Short-term	
#7	Investigate the efficiencies created through a standard online App to recruit, train, track hours, and serve to recognize volunteers supporting Recreation, Culture and Wellness services.	Medium	Short-term	
#8	Apply a consistent methodology to better understand the costs to provide RCW's various services and to determine current cost recovery levels. Develop a fair minded and transparent Pricing Policy to ensure that fees are equitable and respect the value that the program/service provides to the community.	Medium	Medium-term	\$ (<\$100,000)

ID.	Recommendation	Priority	Timing	Costs / Comments
#9	Develop a meaningful set of performance measures for the Recreation, Culture and Wellness Department that describe the inputs, outputs, efficiencies, and effectiveness measures employed in each discipline.	Medium	Short-term	
Section 6: Recreation & Park Facilities				
#10	Continue to support programming, rentals, and partnerships that optimize utilization of the Meridian Community Centre and Old Pelham Town Hall. Develop formalized operating plans for the MCC to guide programming and performance in keeping with the recommendations of the 2023 KPMG Report.	High	Short-term	Supported by the RCW Organizational Review
#11	Seek out spaces in schools and other appropriate locations for additional programming to augment programs offered at the Meridian Community Centre.	High	Ongoing	
#12	Monitor ice usage trends and collect registration data to inform a review of the Ice Allocation Policy (at minimum every five years), with the goal of ensuring fair access for priority groups such as local organizations and residents.	Medium	Medium-term	
#13	Employ a variety of strategies to address current and future needs for community soccer fields, including: <ol style="list-style-type: none"> working with rectangular field users to ensure optimal access to existing fields, coupled with appropriate maintenance practices to support usage levels; formalizing agreements to continue to use soccer fields at Glynn A. Green PS and expanding these agreements to appropriate fields at other school locations, such as E. L. Crossley Secondary School; creating another lit full size soccer field at Centennial Park (as outlined in the 2003 park master plan); consider site/drainage improvements to Harold Black Park to allow for one or two full size fields, including the possibility of converting the softball diamond to a lit full size soccer field; designing new mini fields into new neighbourhood parks; and seeking to secure a future community park site to serve long-term needs, capable of accommodating 2 or more soccer fields and other needed recreational amenities. 	High	Ongoing	\$\$\$ (>\$500,000); dependent upon strategies chosen

ID.	Recommendation	Priority	Timing	Costs / Comments
#14	Continue to maintain the existing inventory of ball diamonds (with the possible exception of the softball diamond at Harold Black Park, which may be considered for conversion to a soccer field).	Medium	Ongoing	
#15	Consider installing lights on the hardball diamond at Harold Black Park should demand warrant.	Lower	Longer-term	
#16	Work with the Fonthill Platform Tennis Club to establish a new agreement pertaining to their use of the courts and clubhouse in Rolling Meadows Park/Formal Arena Park.	High	Short-term	
#17	Identify a location within a future neighbourhood park in Fonthill for tennis courts (2).	Medium	Medium-to Longer-term	\$\$ (\$100,000 to \$500,000)
#18	Monitor the demand for outdoor pickleball in Fonthill and consider a multi-court complex in a future community park, if required.	Medium	Medium-to Longer-term	\$\$ (\$100,000 to \$500,000)
#19	Redevelop the existing basketball / tennis pad at North Pelham Park into a multi-use sport court for basketball and ball hockey. Add a small pavilion to support the site.	Medium	Medium-term	\$\$ (\$100,000 to \$500,000)
#20	Establish half basketball courts in two (2) new neighbourhood parks in Fonthill to improve access for local youth.	Medium	Medium-to Longer-term	\$ (<\$100,000)
#21	Consider installing a splash pad in a future community park if the location enhances access for residents in Fonthill (east or south).	Lower	Longer-term	\$\$ (\$100,000 to \$500,000)
#22	Continue with plans to redevelop the Pelham Public Pool at Marlene Stewart Streit Park, with consideration of barrier-free access to the pool and bathhouse (change rooms, washrooms, etc.).	High	Short-term	\$\$\$ (>\$500,000); grant has been secured to offset funding

ID.	Recommendation	Priority	Timing	Costs / Comments
#23	Establish a target of providing playgrounds within 500-metres of all urban residential areas. Where necessary, install playgrounds in new subdivisions (e.g., East Fonthill, East Fenwick) and seek opportunities to address gaps (e.g., central Fonthill).	High	Ongoing	Costs tbd (site-specific)
#24	Work with the Fonthill Lions Club to advance the replacement of the playground equipment at Gordon L. Klager Park.	High	Short-term	
#25	Consider opportunities to support outdoor skating through park development and redevelopment projects, including volunteer-led rinks in appropriate park sites.	Medium	Ongoing	
#26	Municipal provision of recreation facilities not explicitly addressed within this Master Plan will generally not be made a priority, but may be considered in partnership with local organizations where demonstrated demand exists. A standardized partnership framework should be used to evaluate and respond to such requests.	Lower	Ongoing	See also recommendation #58
Section 7: Arts & Culture				
#27	Review the Town's 2013 Cultural Master Plan to update strategies for promoting and supporting local arts and culture endeavours, including the assessment of programming and space requirements. Revisit the recommendation to develop an Arts and Culture Community Hub, with a focus on partnerships that may support third-party operation within an adaptive re-use building.	Medium	Short-term	\$ (<\$100,000)
#28	Support greater collaboration between the Recreation, Culture & Wellness Department and the Lincoln Pelham Public Library regarding cultural and community program delivery and promotion.	Lower	Short-term	Coordinate with Lincoln Pelham Public Library
#29	Examine opportunities for public art within all park and public space capital projects, as well as and temporary pop-up projects in underutilized civic spaces. Explore approaches to funding public art through the land development process and consider implementing policies through the next Official Plan review.	Medium	Ongoing	Costs tbd (site-specific)
#30	Seek opportunities to expand arts programming and build relationships with local partners that bolster participation and optimize under-utilized spaces.	High	Short- to Medium-term	

ID.	Recommendation	Priority	Timing	Costs / Comments
#31	Collect cultural asset and participation data (e.g., event attendance, revenues, sponsorships, programs, etc.) to assist in measuring growth in the cultural sector.	Lower	Ongoing	
Section 8: Parks & Trails				
#32	Use the Master Plan's parkland classification hierarchy to guide the development or redevelopment of parks and open spaces according to park type, size, service level and the amenities that they provide. Incorporate the parkland classification hierarchy within the Town's next Official Plan Review.	Medium	Ongoing	Coordinate with Planning & Development Dept.
#33	Update the parks and open space inventory database and mapping regularly to assist in the assessment of land requirements.	Medium	Short-term	
#34	Maintain a commitment to universal accessibility, safety and comfort within the Town's parks system. Regularly consult with the Joint Accessibility Advisory Committee and ensure compliance with the Accessibility for Ontarians with Disabilities Act (AODA). Emphasize the provision of amenities such as benches/seating areas, bike racks, shade (structures, tree canopy, etc.), and barrier-free washrooms in appropriate park types to address the needs of all age groups.	High	Ongoing	Costs tbd (site-specific)
#35	Undertake park amenity condition assessments on a regular basis to inform the Town's asset management plan and long-term capital plan.	Medium	Ongoing	\$ (<\$100,000)
#36	Identify and plan for additional park renewal and redevelopment projects that address aging infrastructure and capital improvements. Candidates for consideration in the short-term include Centennial Park (e.g., washrooms, support building, new soccer field, etc.), Marlene Stewart Streit Park (e.g., access/egress improvements, washrooms, etc.), and Rolling Meadows Park/Formal Arena Park (concept plan development). Engage stakeholders and the public when designing new and redeveloped parks.	High	Ongoing	\$\$\$ (>\$500,000); Additional consultation and designs required to determine options, costs, and timing
#37	Prepare design plans for the Pelham Civic Square to support potential funding opportunities (e.g., grant applications) and the site's future development.	High	Short-term	\$ (<\$100,000)

ID.	Recommendation	Priority	Timing	Costs / Comments
#38	Establish consistent and high quality signage at all municipal facilities, parks and trailheads to enhance branding and wayfinding.	Lower	Short-term	\$ (<\$100,000)
#39	To guide the design of developer- built parks, formalize the Town's requirements for parkland design and development through a Park and Trail Design and Development Manual.	Medium	Short-term	\$ (<\$100,000)
#40	Maintain a minimum town-wide parkland provision rate of 2.2 hectares per 1,000 residents; this target excludes passive open space lands and woodlots. Approximately 8.0 additional hectares of parkland should be secured by 2031 to address gaps and meet growth-related needs. This should include a mixture of park types, including a larger community park (minimum 3 hectares) to serve the Fonthill community. Alternative acquisition strategies may be required to address the entirety of these needs.	High	Ongoing	See also recommendation #43
#41	Seek to maximize parkland dedication through development and redevelopment applications, as well as alternative parkland acquisition strategies. Update the Town's Official Plan and Parkland Dedication By-law to align with amendments to the Ontario Planning Act and Bill 23, as well as the recommendations in this Master Plan. This Master Plan can be used as the basis for a parks plan that satisfies the legislative requirements.	High	Short-term	Coordinate with Planning & Development Dept.
#42	Adopt a "Parkland First" approach that prioritizes parkland conveyance over cash-in-lieu of parkland in order to address parkland deficits. Parkland conveyances should: (a) be acceptable to the Town; (b) not include restricted lands; and (c) result in blocks that are at least 0.4 hectares in size (village squares may be smaller) or expand an existing park site.	High	Ongoing	
#43	Prepare a parkland acquisition strategy to enhance current and future community access to parks, with consideration of alternative acquisition tools (e.g., reallocation of surplus municipal lands, purchase/lease, land exchanges, partnerships, etc.). Where applicable, work with area school boards and other service providers to maximize community access to quality outdoor parks and recreation amenities on non-municipal sites.	High	Short-term	Costs tbd through further study See also recommendation #40

ID.	Recommendation	Priority	Timing	Costs / Comments
#44	Assign high priority to the continued maintenance and expansion of the recreational trails system, with consideration of unopened road allowances and other opportunities. Work with the Active Transportation Committee to establish a list of priority projects and work plans.	High	Ongoing	
#45	Establish and/or expand partnerships that promote public access to nature-based programming within municipal and non-municipal trails and natural areas (e.g., Harold S. Bradshaw Memorial Park, Short Hills Provincial Park, Lathrop Nature Preserve, E.C. Brown Conservation Area, etc.).	Medium	Ongoing	
#46	Move forward with a plan to ensure that Public Works has access to adequate yard and operational space to accommodate the growth of the Town over the next decade. Examine the possibility and value of satellite locations for Parks staff and parks-related vehicles and equipment to reduce travel time and improve efficiency.	Medium	Longer-term	Costs tbd through further study
#47	Develop (or have a specialist consultant develop) a fleet and equipment management system to ensure that all units are properly maintained and are retired when repair costs and down-time justify replacement. This system should include a financial structure to ensure there are adequate capital funds in place to replace units when required.	High	Short-term	\$ (<\$100,000)
#48	Implement a budget protocol whereby new capital development of parks, park amenities, or trails triggers additional operating funds for staff and materials to maintain new assets.	High	Short-term	
#49	Work cooperatively to develop a new organizational structure including staff job descriptions and responsibilities using the recommendations of the Public Works and RCW Organizational Reviews. This should include formal agreements addressing responsibilities, staff sharing or temporary transfer, reporting relationships, budgeting, etc.	High	Short-term	Supported by the RCW Organizational Review
#50	Establish classifications for sports fields with appropriate levels of service based on maintenance standards.	Medium	Short-term	

ID.	Recommendation	Priority	Timing	Costs / Comments
Section 9: Implementation Strategy				
#51	Develop a system for the regular monitoring and reporting on the progress of the Master Plan, which should include tracking of activity patterns, facility usage, activity levels, trends and completed recommendations to provide status reports to Council and the community.	High	Short-term	
#52	Establish annual work plans that provide focus on Master Plan recommendations that staff will seek to implement within the coming year. Work plans should identify departmental leads, partners, funding requirements and sources, and other logistics required to implement the priority recommendations.	High	Ongoing	
#53	Undertake a comprehensive review and update of the Recreation, Culture and Parks Master Plan to begin no later than 2032. Timing may be adjusted based on the pace of implementation and changes within the community.	High	Longer-term	\$ (<\$100,000)
#54	Where appropriate and consistent with Town policies and priorities, consider alternative funding and cost-sharing approaches such as (but not limited to) fundraising, grants, private-public partnerships, sponsorships, surcharges, capital reserve contributions, and various forms of collaboration to provide the best value to residents.	High	Ongoing	
#55	Use this Master Plan as a resource in establishing the Town's annual budget documents, Development Charges, and other related studies.	High	Ongoing	
#56	Phase in a capital reserve to fund the repair and replacement of major capital infrastructure. This reserve should be an annual line item in the budget that could be linked to objectives in the Asset Management Plan.	High	Ongoing	Costs tbd through further study
#57	Conduct feasibility studies and business plans (with input from the public) prior to undertaking major capital projects to ensure that projects are aligned with community needs, partnership opportunities, and financial capabilities.	High	Ongoing	

ID.	Recommendation	Priority	Timing	Costs / Comments
#58	Develop a Partnership and Sponsorship Policy to seek out alternate revenue sources to offset the cost to provide Recreation, Culture and Wellness services. Prepare a standardized partnership and/or sponsorship agreement to apply to various partnership types and to standardize municipal and partner expectations.	Medium	Short-term	See also recommendation #26
#59	To inform the development and renewal of agreements, conduct an audit of community spaces covered by licensee agreements to ensure that spaces are effectively and equitably utilized given emerging needs and opportunities.	High	Short-term	

Appendix A: Record of Public Input

See following pages.

Participation in Recreation, Culture & Parks Activities

1) Since 2019, in which of the following activities did you or anyone in your household participate, in Pelham or elsewhere? Participation refers to situations where you or a member of your household actively take part (not as a spectator), either at home or in public. (select all that apply)

	#	%
Baseball or Softball	66	16%
Basketball	75	18%
BMX or Mountain Biking	56	14%
Canoeing, Rowing, Kayaking or Paddleboarding	119	29%
Cycling	178	43%
Disc Golf / Frisbee Golf	16	4%
Dog Walking (off-leash park)	99	24%
Fitness, Yoga or Weight-training	172	42%
Football, Rugby or Field Lacrosse	22	5%
Hockey, Figure Skating, or Ice Sports (indoor)	124	30%
Hockey, Figure Skating, or Ice Sports (outdoor)	70	17%
Lacrosse (box – indoor)	11	3%
Pickleball	38	9%
Platform Tennis	16	4%
Running or Jogging	105	25%
Skateboarding or Scootering	59	14%
Soccer	109	26%
Special Events in Parks	193	47%
Swimming (recreational)	140	34%
Swimming (lessons, aquafit, or training)	95	23%
Tennis	52	13%
Town of Pelham Recreation Programs or Camps	65	16%
Town of Pelham Arts and Cultural Programs	66	16%
Use of Outdoor Fitness Equipment	63	15%
Use of Playground Equipment	174	42%
Use of Splash Pad	124	30%
Visiting a Theatre, Art Gallery or Museum	106	26%
Volleyball (beach)	46	11%
Volleyball (indoor)	46	11%
Walking or Hiking for Leisure	294	71%
None of the above	13	3%
Other (please specify)	44	11%
answered question	414	

Other (top responses)	#
Dance Lessons	4
Golf	4
Community Events	3
Walking	3
Rollerblading	2
Dirt Biking	2
Karate / Tai Chi Classes	2
Curling	2
Art	2
Snow Activities	2

2) Are you and members of your household able to participate in Recreation, Culture & Parks activities as often as you would like?

	#	%
Yes	272	66%
No	142	34%
answered question	414	100%

3) Why are you and members of your household not able to participate Recreation, Culture & Parks activities as often as you would like? (select up to 3 responses)

	#	%
Activity has not resumed due to the pandemic	12	8%
Health problems / Disability / Age	21	15%
Lack of Child Care	15	11%
Lack of desired facilities or programs	62	44%
Lack of information / Unaware of opportunities	38	27%
Lack of money / Too expensive	23	16%
Lack of motivation	10	7%
Lack of or inadequate parking	5	4%
Lack of time / Too busy	47	33%
Lack of transportation / Facility too far away	17	12%
Language / Cultural Barrier	1	1%
Not a priority in our household	5	4%
Program / Activity is often full	17	12%
Program not offered at a convenient time	48	34%
Don't Know	5	4%
Other (please specify)	16	11%
answered question	142	
skipped question	272	

Other (top responses)	#
COVID	4
Not Available	3
Lack of Child Programming	2

Importance and Satisfaction**4) In general, how important are the following items to your household?**

	Not at all important		Somewhat		Somewhat Important		Very Important		Don't Know / Don't Use		Answered		Skipped
	#	%	#	%	#	%	#	%	#	%	#	%	#
Indoor recreation facilities, such as arenas, gymnasiums and older adult centres	8	2%	33	8%	130	32%	219	54%	14	3%	404	100%	10
Outdoor recreation facilities such as sports fields, courts, playgrounds, and splash pads	18	4%	29	7%	106	26%	228	57%	20	5%	401	100%	13
Parks for casual use, such as walking, picnicking and unstructured play	8	2%	9	2%	88	22%	293	72%	8	2%	406	100%	8
Recreation and Cultural programs (registered and drop-in)	22	5%	49	12%	158	39%	150	37%	25	6%	404	100%	10
Special Events and Festivals	11	3%	33	8%	160	39%	192	47%	10	2%	406	100%	8

5) What is your level of satisfaction with the following Recreation, Culture & Parks services in Pelham?

	Not at all Satisfied		Somewhat		Somewhat Satisfied		Very Satisfied		Don't Know / Don't Use		Answered		Skipped
	#	%	#	%	#	%	#	%	#	%	#	%	#
Indoor recreation facilities, such as arenas, gymnasiums and older adult centres	9	2%	41	10%	170	42%	130	32%	52	13%	402	100%	12
Outdoor recreation facilities such as sports fields, courts, playgrounds, and splash pads	3	1%	62	15%	159	39%	107	27%	72	18%	403	100%	11
Parks for casual use, such as walking, picnicking and unstructured play	6	1%	50	12%	181	45%	143	36%	21	5%	401	100%	13
Recreation and Cultural programs (registered and drop-in)	7	2%	42	10%	169	42%	56	14%	128	32%	402	100%	12
Special Events and Festivals	3	1%	31	8%	165	41%	170	43%	31	8%	400	100%	14

Program Gaps and Facility Priorities

6) If the Town were to provide additional programs or activities, which age groups should be a priority? (select all that apply)

	#	%
Pre-School (4 years and under)	86	21%
Children (5 – 12 years)	164	41%
Teens (13 – 18 years)	176	44%
Adults (19 – 54 years)	156	39%
Older Adults (55 – 69 years)	143	36%
Seniors (70 years and over)	144	36%
Families	157	39%
answered question	402	
skipped question	12	

7) Are there any Recreation, Culture & Parks activities that you or members of your household would like to see offered in the Town of Pelham that are not currently available?

	#	%
Yes	180	44%
No	227	56%
answered question	407	100%
skipped question	7	

8) What Recreation, Culture & Parks activities would you like to see offered?

	#	%
answered question	170	70%
skipped question	244	60%

Open-ended (top responses)	#
Indoor pool /swim programming	39
Volleyball	15
Walking trails	10
Art programming	9
Child programming	9
Senior programming	9
Adult programming	7
Festivals	7
Social programming	6
Yoga	6

9) To assist the Town in prioritizing spending, please indicate the level of priority that you feel should be placed on improving or developing each of the following facility types?

	Not a Priority		Low Priority		Medium Priority		High Priority		Don't Know / Don't Use		Answered		Skipped
	#	%	#	%	#	%	#	%	#	%	#	%	#
Arenas	64	17%	89	23%	118	31%	82	22%	28	7%	381	100%	33
Art Centres or Galleries	64	17%	96	25%	128	34%	55	15%	36	9%	379	100%	35
Baseball or Softball Diamonds	38	10%	83	22%	148	39%	51	13%	60	16%	380	100%	34
Basketball Courts (outdoor)	36	10%	71	19%	136	36%	75	20%	59	16%	377	100%	37
Beach Volleyball Courts	68	18%	92	24%	101	27%	50	13%	68	18%	379	100%	35
BMX or Bike Parks	56	15%	88	23%	112	29%	58	15%	67	18%	381	100%	33
Community Vegetable Gardens	47	12%	60	16%	119	31%	113	30%	40	11%	379	100%	35
Disc Golf / Frisbee Golf	102	27%	105	28%	73	19%	19	5%	78	21%	377	100%	37
Fitness and Wellness Spaces	11	3%	30	8%	145	37%	188	49%	13	3%	387	100%	27
Fitness Equipment (outdoor)	48	13%	85	22%	114	30%	93	25%	39	10%	379	100%	35
Gymnasiums	25	7%	71	19%	135	36%	110	29%	38	10%	379	100%	35
Nature Trails	2	1%	14	4%	80	21%	278	72%	12	3%	386	100%	28
Off-Leash Dog Parks	66	17%	88	23%	96	25%	67	18%	61	16%	378	100%	36
Outdoor Ice Rinks	35	9%	62	16%	103	27%	141	37%	38	10%	379	100%	35
Parks for Special Events	22	6%	61	16%	143	37%	136	36%	20	5%	382	100%	32
Park Washrooms	5	1%	21	5%	119	31%	233	60%	9	2%	387	100%	27
Paved Trails	25	6%	60	16%	141	37%	147	38%	12	3%	385	100%	29
Performing Arts Spaces	49	13%	87	23%	129	34%	77	20%	34	9%	376	100%	38
Pickleball Courts (outdoor)	72	19%	99	26%	78	21%	47	12%	82	22%	378	100%	36
Playgrounds	22	6%	34	9%	118	31%	173	45%	34	9%	381	100%	33
Skateboard Parks	66	17%	93	24%	102	27%	59	15%	62	16%	382	100%	32
Space for Older Adults	26	7%	46	12%	126	33%	149	39%	37	10%	384	100%	30
Swimming Pools (indoor)	44	11%	41	11%	101	26%	166	43%	34	9%	386	100%	28
Swimming Pools (outdoor)	39	10%	76	20%	129	34%	99	26%	37	10%	380	100%	34
Soccer and Multi-use Fields	29	8%	40	11%	131	34%	128	34%	52	14%	380	100%	34
Splash Pads	42	11%	58	15%	100	26%	128	34%	50	13%	378	100%	36
Tennis Courts (outdoor)	41	11%	89	24%	107	29%	63	17%	73	20%	373	100%	41
Other High Priorities (please specify)	47	20%	47	20%	47	20%	47	20%	47	20%	235	100%	179

Statements

10) Please indicate your level of agreement with the following statements.

	Strongly Disagree		Disagree		Agree		Strongly Agree		Don't Know		Answered		Skipped
	#	%	#	%	#	%	#	%	#	%	#	%	#
Recreation, culture and parks services are important to your quality of life.	7	2%	9	2%	120	31%	241	63%	8	2%	385	100%	29
The Town's parks are conveniently located for you and members of your household.	10	3%	50	13%	202	52%	112	29%	11	3%	385	100%	29
The Town's recreation/culture and parks are clean and well maintained.	5	1%	41	11%	212	55%	101	26%	23	6%	382	100%	32
The Town's recreation, culture and parks services are affordable for your household.	4	1%	29	8%	217	57%	92	24%	41	11%	383	100%	31
You feel well informed about the Town's parks, facilities, programs, and events.	21	5%	106	28%	183	48%	52	14%	20	5%	382	100%	32

Comments

11) Please provide any additional comments you may have regarding Recreation, Culture & Parks in the Town of Pelham. (Maximum 100 words)

	#	%
answered question	158	38%
skipped question	256	62%

Demographic Information**12) How many people, including yourself, live in your household?**

	#	%
1	30	8%
2	114	32%
3	63	17%
4	95	26%
5	46	13%
6	9	2%
7	3	1%
8+	1	0%
answered question	361	100%
skipped question	53	
Total Persons	1,140	
Average Person per Household	3.2	

13) Please indicate the total number of persons within your household that fall into the following age categories.

	# of Households	% of Households	# of People	% of People	2021 Census (Pop)
Under 10 years	103	25%	173	15%	9%
10-19 years	115	28%	190	17%	11%
20-34 years	92	22%	130	11%	14%
35-54 years	195	47%	324	28%	22%
55-69 years	132	32%	205	18%	25%
70 years and over	88	21%	127	11%	19%
answered question	374		1,149	100%	100%
persons per household	3.1				

14) How long have you lived in the Town of Pelham?

	#	%
Less than 5 years	69	18%
5 to 10 years	72	19%
More than 10 years	215	56%
Don't live in the Town of Pelham	25	7%
answered question	381	100%
skipped question	33	

15) Which community do you live closest to?

	#	%
Effingham	5	1%
Fenwick	52	15%
Fonthill	272	77%
North Pelham	8	2%
Ridgeville	18	5%
answered question	355	100%
skipped question	59	

16) If you do not live in the Town of Pelham. In which municipality do you reside?

	#	%
Welland	10	48%
Thorold	4	19%
St. Catharines	2	10%
Wainfleet	2	10%
Grimsby	1	5%
Niagara Falls	1	5%
Port Colborne	1	5%
answered question	21	100%
skipped question	4	

Appendix B:

Summary of Supporting Documents

Key municipal studies and reports related to recreation, culture and parks are summarized below.

Strategic Plan (revised 2021-2022)

The vision established for Town of Pelham's is "Working together with the community to strengthen trust, enhance the quality of life and economic well-being for today and for the future." The strategic priorities – which define what the Town will focus on during the planning period – are as follows:

1. Support a strong organization;
2. Ensure financial sustainability;
3. Enhance communication and engagement;
4. Build strong communities and cultural assets;
5. Develop a risk management framework to prioritize decisions
6. Grow revenue by promoting our cultural assets while protecting our environmental assets.

In 2020, Town Council completed a comprehensive review of the 2019-2022 Strategic Plan that ultimately revised the actions presented in 2019 to reflect new issues and priorities. The completion of a Parks and Recreation Review was one of the stated priorities. a new Strategic Plan will be prepared in 2023.

Official Plan (2014)

The Town's Official Plan is the guiding document for the Town of Pelham and the primary tool for managing growth. It identifies a vision for the future and goals, strategic directions, and policies to achieve this vision through land use designations and the development process.

The Plan supports recreation, culture and parks in the community to keep members engaged, and as a tool to encourage tourism and attract residents seeking an active recreational community as a lifestyle or retirement choice. The Town encourages these uses to be designated in areas undergoing intensification, and to provide opportunities in proximity to residential areas.

The Official Plan provides the policy framework for parkland dedication via the development process. This includes guidance on parkland requirements, classifications, acceptability, and more. Recent changes to the Planning Act through Bill 23 may necessitate an updating to some of these policies.

The Official Plan is supported by other planning studies, including the East Fonthill Secondary Plan and a Community Improvement Plan for Downtown Fonthill.

Recreation, Culture and Wellness Organizational Review (2023)

The review was completed by KPMG and examines the organizational structure of the Recreation, Culture and Wellness Department, as well as the optimization of facility space at the Meridian Community Centre. Selected recommendations with relevance to this Master Plan include:

- Develop formalized operating plans
- Develop Key Performance Indicators
- Improve cross-departmental communication
- Clarify roles and responsibilities with Public Works
- Re-evaluate programming and explore collaboration with local organizations (e.g., library)
- Define key service delivery tasks and activities
- Optimize advertisement revenue
- Develop standard operating procedures
- Streamline process for late applications for programming
- Update Asset Management plan
- Update job descriptions/titles
- Address middle management gap
- Address concerns with part time employment

Active Transportation Plan & Implementation Strategy (2016)

The Pelham Active Transportation Master Plan was developed as a cycling and trails blueprint for staff, stakeholders and the public. Recommendations for recreation include:

- providing recreation to surrounding areas to increase the quality of life of local residents;
- providing existing linear trails to provide both recreational and commuter walking and cycling opportunities found in hydro corridors and along abandoned rail corridors;
- providing off-road opportunities for more recreational trips;
- providing cycling networks intended to be used for commuters within the community or for fitness and recreation;
- providing recreational and touring cycling routes that include off-road linkages and secondary connections which provide access to the areas of natural and cultural significance and local neighbourhoods.

Corporate Climate Change Adaptation Plan (2021)

The Town's Corporate Climate Change Adaptation Plan (CCAP) addresses 8 goals to become more resilient and adaptive towards climate change. These include:

- protecting community members and outdoor workers from potential health risks related to climate change;
- **building awareness of climate change impacts and risks among Town's staff and community members;**
- developing a comprehensive strategy to manage extreme weather events and emergencies;
- foster adaptive capacity in the design, construction, and maintenance of Town-owned infrastructure;
- cultivating resiliency to heavy rainfall and flooding events;
- streamlining Town services to provide sustained support to Pelham community.

These goals can be supported by recreational facilities and park spaces being designed to manage higher levels of rainfall,

Cultural Master Plan (2013)

The Pelham Cultural Master Plan has served as a strategic guide to ensure that the Town **continues to thrive, the Town's local heritage and culture is preserved and celebrated, and** new opportunities for cultural expression are explored in a sustainable and fiscally-sound manner. **The roadmap for cultural development's strategic directions consists of:**

- 1) Cultivate community cultural awareness, knowledge-sharing and participation in culture;
- 2) Foster creative industry development, growth and attraction;
- 3) Develop and enhance of cultural spaces and places;
- 4) Expand and enhance cultural products and experiences;
- 5) Investment and development of culture through Town Planning; and
- 6) Strengthen cultural tourism and regional presence.

Actions and recommendations of the Master Plan support the enhancement of the Town's role as a facilitator of culture via a comprehensive and holistic approach to support the development of the sector in a manner which further addresses the need for creative industry development and business attraction, cultural product, service, programming and tourism development. This includes the development of a new cultural centre in a single location (Fonthill) as representing the most viable opportunity to add space for cultural uses to the Town. The full list of actions and recommendations are noted in the following table.

Table 20 –Roadmap for Cultural Development (Town of Pelham 2013 Cultural Plan)

Strategic Direction 1: Cultivate community cultural awareness, knowledge-sharing and participation in culture
<ol style="list-style-type: none"> 1. Identify and explore partnerships with local schools/Schools Boards to raise exposure and awareness of culture to youth in the Town. 2. Develop Cultural Asset Database and Resource Maps into an Accessible Neighbourhood Resource and Information Tool. 3. Develop a Community Web Space/Portal for Culture on Municipal Website. 4. Support for Growth in Cultural Programming. 5. Establish a Pelham Cultural Committee/Roundtable.
Strategic Direction 2: Foster creative industry development, growth and attraction
<ol style="list-style-type: none"> 1. Encourage Small Business Growth and Development 2. Partner with Regional Colleges for Talent Recruitment 3. Expand Community Improvement Plan (CIP) to support Culture 4. Assess Economic Impact of Cultural Sector Growth and Investment
Strategic Direction 3: Develop and Enhance of Cultural Spaces and Places
<ol style="list-style-type: none"> 1. Undertake an Infrastructure Needs Analysis for Cultural Facilities 2. Medium-term Plan for Recreation Complex 3. Develop a New Cultural Complex and Hub 4. Invest in the Adaptive Reuse of Existing Spaces and Places

<ol style="list-style-type: none"> 5. Develop Linked Cultural Nodes along Heritage Routes 6. Develop a Public Art Strategy
Strategic Direction 4: Expand and Enhance Cultural Products and Experiences
<ol style="list-style-type: none"> 1. Establish and Develop Cultural Heritage Routes 2. Further local food links to Niagara Culinary Trail 3. Continue to Support Growth & Market Draw of Local festivals & Events 4. Develop Doors Open Cultural Program 5. Collaboratively Expand & Develop Pelham Culture Days
Strategic Direction 5: Investment and Development of Culture through Town Planning
<ol style="list-style-type: none"> 1. Establish Clear Commitment to Arts, Heritage and Cultural Preservation, Development, Promotion and Tourism within Municipal Corporate Priorities 2. Appoint a Municipal Cultural Officer within the Town's RCW Department 3. Leverage Opportunities for Funding and Investment from Upper-levels of Government to Support Cultural Development 4. Develop an Integrated Implementation Plan for the Town's Heritage and Cultural Master Plans 5. Merge Existing Culture and Heritage Asset Databases 6. Develop a protocol for expanding, updating and maintaining the cultural asset database 7. Develop a Communication Plan for Culture 8. Ensure Cultural Planning Occurs Across Municipal Departments
Strategic Direction 6: Strength Cultural Tourism and Regional Presence
<ol style="list-style-type: none"> 1. Undertake Tourism Strategy 2. Launch Stand-Alone Cultural Tourism Website 3. Partnerships for the Co-Marketing of Events and Activities 4. Collaboration for Regional Cultural Exchange

Facilities Feasibility Study (2008)

The Town of Pelham commissioned a **10-year feasibility study to determine the community's** needs for facilities and administration. The study proceeded previous studies for sports and recreation facility assessment. In addition to a community profile and trends, inventory, programming, stakeholders and comments were identified for several facilities in this study:

- Twin Pad Arena
- Community Space
- Office space for Leisure Services Staff
- Fire Halls (3)
- Maple Acre Branch Library addition
- Consolidated Library
- Administrative Building

Recommendations were provided for each of the discussed recreation and culture facilities, **including several that supported the development of the Town's current Meridian Community Centre.**

Table 21 – Facilities Feasibility Study Recommendations (2008)

Arena Recommendations	
A1	Short-term development of a twin pad arena on a new site large enough to accommodate future expansion of arena space as well as other community space;
A2	Continue to investigate partnership options with both the City of Welland and Niagara College for the development of a multi-pad ice facility;
A3	investigate options to build and operate the arena in partnership with the private sector, and/or the City of Welland, and/or Niagara College;
A4	Decommission the existing Pelham arena as an ice rink and consider repurposing it for use as an indoor facility to accommodate indoor soccer, roller hockey, indoor tennis etc.;
Multi-Purpose Space Recommendations	
MP1	In the short term develop up to 5,000 square feet of community space as a component of arena;
MP2	In the short term develop a portion of the community space to accommodate; informal/unstructured social space that can be scheduled for use by both youth and seniors. In partnership with groups such as the library and local businesses, investigate opportunities to incorporate a supervised computer area;
Civic Centre Recommendations	
C1	Short-term develop appropriate space for Town recreation staff, including space for program registration and administrative space for the Recreation Department within the new arena.
C2	In the short term prepare a site master plan for Pelham Town Square. This master plan should identify opportunities to consolidate the existing library and civic centre within a single building that provides: strong presentation of civic features, strong connection to other businesses and residential components of the site, and excellent opportunities to accommodate civic events, parking and traffic flow.
C3	In the short to medium-term confirm the most appropriate location for a new Civic Centre and Library.
C4	In the long-term redevelop the Civic Building and Fonthill Branch of the Pelham Library into a single facility.

Heritage Master Plan (2012)

The Heritage Master Plan recognizes Short Hills Park and Marlene Stewart Streit Park as cultural assets with historical association. The Plan recognizes that the region is becoming a major tourism attraction and a desirable place to live and work. The plan provides an **extensive overview of the Town's history and supports the unique cultural services that** have been a major attraction for tourists and new community members.

Public Art Master Plan (2016)

As important recreational destinations, parks and open spaces play a significant role in the daily lives of residents. These spaces host community events and public gatherings and also play a role in connecting residents of all ages to the surrounding community. In particular, **greenspaces provide linkages to Pelham's natural heritage and facilitate healthy lifestyles.** These public spaces provide opportunities for public art installations which can provoke

reflection on environmental issues, provide interactive elements to engage with children and families, be integrated with the design of the park such as benches, paving and pedestrian **bridges and celebrate the community's past, present and future.**

Funding to implement public art is typically secured by allocating a percentage (1%) of the capital cost of municipal projects – new community centres, recreation buildings, civic buildings, streets, parks, trails, etc.

While all departments are encouraged to participate, the recommended lead on the public art program is the Recreation, Culture and Wellness Department.

Appendix C:

Trends in Participation & Provision

Identified below are trends that are influencing the demand for and delivery of recreation, culture and parks services in Canadian municipalities. For continuity with leading sector resources, the trends are organized by the five goals of the Framework for Recreation in Canada (FRC).

Active Living

Parks and Recreation are Essential Services

The evidence is clear – communities are increasingly viewing recreation and parks as essential services and believe that these spaces and services will be a critical contributor to our recovery from the COVID-19 pandemic. The large majority (82%) of Canadians said that parks and outdoor spaces have become more important to their mental health during COVID-19 and 70% indicated that their appreciation for parks and green spaces had increased during the pandemic³. Access to public spaces and programs is a fundamental service for Canadians and we are living in a time where we need more public space, not less.

Combating High Levels of Physical Inactivity

Physical inactivity rates remain alarmingly high. The 2021 ParticipACTION report card on **physical activity graded overall physical activity levels a “D”⁴ for children and youth and “F”** for adults, reflecting a decline from prior years as activity levels dropped during the COVID-19 pandemic. The Canadian Community Health Survey found that the percentage of youth meeting the Canadian physical activity recommendation dropped from 51% in the fall of 2018 to 37% in the fall of 2020.⁵ Further, 42% of adults described their level of vigorous physical activity to be somewhat or much less in March 2021 compared to the pre-pandemic period⁶.

For many, municipal parks and recreation services provide critical supports to maintain personal health and physical literacy by addressing inactivity levels, social isolation, stress and anxiety. Access to outdoor spaces, active transportation, and affordable, accessible leisure activities are key determinants in engaging people in active recreation. Proximity to parks and facilities is also correlated with higher levels of physical activity and there is

³ Park People. COVID-19 and Parks Survey. July 2020. <https://parkpeople.ca/2020/07/16/covid-19-and-parks-highlights-from-our-national-surveys>

⁴ The ParticipACTION Report Card on Physical Activity for Adults (2021) and Children and Youth (2022). <https://www.participation.com>

⁵ Statistics Canada. Catalogue no. 82-003-X. The unequal impact of the COVID-19 pandemic on the physical activity habits of Canadians. <https://doi.org/10.25318/82-003-x202200500003-eng>

⁶ CFLRI. 2020-2021 Impact of COVID-19 on Physical Activity Survey.

evidence that larger parks have a more direct impact on physical activity as they have the space to accommodate a wider variety of amenities and experiences.⁷

Reliance on automobiles (as opposed to walking or biking) has contributed to this culture of physical inactivity, while sedentary activities further exacerbate this trend. Education initiatives can focus on both raising awareness of the importance of increasing physical activity and reducing sedentary behaviours. Piloting new programs that fit physical activity **into peoples' daily lives should also be encouraged, including participation in outdoor** activities such as walking, wheeling or cycling along safe streets and trails.

Popularity of Unstructured, Self-Directed Activities

With increasingly busy lifestyles, participation is gradually shifting away from structured programs and set schedules as people are demonstrating a desire for more drop-in, unstructured and self-directed participation options. This is compounded by changes in demand for prime-time access – more adults and seniors are seeking activities during the evening, a shift from traditional daytime or late-evening provision. Participation in adult recreational activities is also growing at the same time that municipalities seek new ways to engage youth in meaningful activities.

There is also a growing desire for innovative programming and space for unstructured **activities. Municipalities that have traditionally just been “facility providers” are** evolving into **“activity enablers”, sometimes through partnerships with other service providers.** Increasingly, this is leading to opportunities that go beyond traditional activities and by **creating “experiences” often linked to broader interests in community life, the arts, and more.**

Encouraging Free Play

Play is critical to the holistic social and physical development of children. A majority (57%) of Canadian parents believe that children these days spend too much time in organized activities, and not enough time just playing.⁸ According to some, the erosion of play has **become a silent emergency across the world, with 1 in 5 children saying they are ‘too busy’** to play.⁹ Lifestyles are also changing, with a growing prevalence of insecurity and parental risk aversion, the increasing prevalence of technology in our lives, and a recurring time-scarcity problem, each of which impact children’s play experiences.

Play is often seen as an activity confined to playgrounds or schools, but communities are working to design public spaces to better support play and learning opportunities for children, such as the use of more natural play features and loose toys/tools for imaginative play. Everyday activities such as walking and cycling can also support a physically active population.

⁷ Urban Institute. The Health Benefits of Parks and their Economic Impacts: A Review of Literature. February 2022.

⁸ Ipsos. One in Three (32%) Families Going into Debt to Fund their Children’s Extra-Curricular Activities, Up 5 Points from Last Year. 2018. <https://www.ipsos.com/en-ca/news-polls/back-to-school-2018>

⁹ Real Play Coalition. Reclaiming Play in Cities. 2020. <https://www.arup.com/perspectives/publications/research/section/reclaiming-play-in-cities>

Pandemic Impacts on Community Sport

Prior to the pandemic, about 75% of Canadian children age 5 to 17 years participated in organized sport¹⁰ and participation increased from 2005 to 2016¹¹. Rates of sport participation are largely the same for girls and boys, but participation decreases with age.¹² Further, participation is consistently lowest in lower-income and other marginalized groups, indicating that more can be done to include all persons in affordable and accessible sport opportunities.

Amongst adults, just over one-quarter (27%) participate in sport, a figure that has varied little over the years. Men are nearly twice as likely to participate in sport as women, and participation generally declines with age (from 44% of people aged 18 to 24 years, to 16% of adults aged 65 years or older). Those with higher levels of income and educational attainment are also significantly more likely to participate in sport.¹³

More recently, sport participation has been greatly impacted by the COVID-19 pandemic due to public health restrictions and facility closures. A report from 2022 indicates that one-half (49%) of parents say the number of organized sports their child participates in has declined and 45% say that their child is no longer playing sports.¹⁴ This is having adverse effects on children. 74% of Canadian parents indicated that their children feel isolated and lonely, 69% indicated that their children are showing signs of decreased physical fitness, and 64% said their children are finding it difficult to reduce their stress and anxiety.¹⁵ A return to activity is critical for children and youth to once again achieve the many positive benefits of participation.

Pandemic Impacts on Programming

The COVID-19 pandemic significantly impacted municipal programming as a result of facility closures and capacity restrictions. From 2020 until the beginning of 2022, public participation in organized activities plummeted. During this time, close-to-home recreation and at-home fitness became common, with one-third (33%) of Canadian gym-goers streaming exercise videos at home¹⁶. While virtual programming will provide municipalities with an additional tool by which to deliver their services in the future, it is less accessible for many vulnerable populations and does not offer nearly the same revenue potential as traditional models.

¹⁰ Canadian Heritage. (2013). Sport Participation 2010. Ottawa, Canada: Her Majesty the Queen in Right of Canada.

¹¹ Barnes, J. D. & Tremblay, M. S. Changes in indicators of child and youth physical activity in Canada, 2005–2016. Can. J. Public Health Rev. Can. Santé Publique 107, e586–e589 (2016).

¹² Canadian Fitness & Lifestyle Research Institute. Kids CAN PLAY! Bulletin 2: Participation in organized physical activity and sport. 2018.
https://cflri.ca/sites/default/files/node/1671/files/CPLY%202014-2016%20Bulletin%20%20-%20Organized_EN.pdf

¹³ CFLRI. 2019-2021 Physical Activity Monitor.

¹⁴ Canadian Tire Jumpstart Charities. Jumpstart State of Sport Report. 2022.

¹⁵ Canadian Tire Jumpstart Charities. Jumpstart State of Sport Report. 2021.
https://cdn.shopify.com/s/files/1/0122/8124/9892/files/Jumpstart_State_of_Sport_Report_March_2021.pdf?v=1616793836

¹⁶ IHRSA. The COVID Era Fitness Consumer. IHRSA, Oct. 2020,
<https://www.ihrsa.org/publications/the-covid-era-fitness-consumer>.

With public health restrictions now lifted, more recent trends indicate that programming is beginning to rebound to pre-pandemic levels for a number of different activities such as youth sports leagues, childcare and camps, adult fitness classes, older adult programming and holiday events/festivals. The recovery is likely to be quicker for certain programs (such as outdoor sport and arena activities) due to the established volunteer network and a lower reliance on municipal program staff; though it is worth noting that many community organizations are dealing with a loss of volunteers, underscoring the need to engage the younger generation to sustain these services moving forward. For other services that rely on leadership and certification programs (most notably aquatics, camps and specialized programs) it will take longer to attain past registration levels.

Engaging the Aging Population in Healthy Activities

Canada's population has been getting older for many decades. In 2021, its median age was 41.6 years, an increase of four years since 2001 (37.6 years). Aging is a significant driver of increased health care costs and is also significantly influencing parks and recreation opportunities. For example, an aging population may mean demand for activities that support social connections and healthy active aging, including more daytime services.

In response, providers are offering an increased variety of older adult programs for those wishing to remain active as they age, including those seeking lifelong learning opportunities, persons managing chronic illness and disease, and those that are seeking low-impact, therapeutic, and rehabilitative programs. However, there can be significant variation among different segments within the older adult community based on age, abilities, lifestyles, and interests – **as a result, there is no “one size fits all approach”.**

Emerging Recreational Activities

The popularity of recreation and sport activities changes with time and can be affected by several factors, such as **socio-economic characteristics, lifestyle trends, and the activity's** exposure and accessibility. National registration figures indicate that, where once ice hockey and baseball were dominant, soccer has taken rise since the 1990s. More recently, a national study **found that interest in children's activities was beginning to shift away from** these sports towards other less formal extracurricular activities, such as music lessons, dance lessons, language classes, and drama classes.¹⁷

Additionally, the once popular sports of curling, racquetball, and aerobics – though still prevalent in some areas – have generally given way to new and emerging activities such as pickleball, disc golf, skateboarding and BMX biking, outdoor fitness and new forms of body weight training, cricket, year-round indoor athletic training, challenge courses and adventure play, plus other sports that are established but growing such as basketball and tennis. Many municipalities are also offering a wider variety of programming focused on physical activity and mental wellness, mindfulness, inter-generational opportunities, and outdoor programs (e.g., meditation, nature walks, yoga, etc.).

The pandemic and rising interest in outdoor activities has led to increased requests in many communities for spaces that support individual or small group usage, such as off-leash dog

¹⁷ Ipsos. One in Three (32%) Families Going into Debt to Fund their Children's Extra-Curricular Activities, Up 5 Points from Last Year. 2018. <https://www.ipsos.com/en-ca/news-polls/back-to-school-2018>

parks, multi-use trails, sport courts, community gardens, outdoor classrooms, outdoor skating rinks, unstructured spaces, and digital infrastructure (e.g., Wi-Fi in parks, etc.).

Inclusion & Access

Growing Concerns over Affordability

Affordability is a concern for many households given the current challenging economic climate and the fact that participation in leisure activities is one of several spending choices for discretionary income. In particular, income can be a significant barrier to participation in organized sports where equipment, travel and rental fees result in greater costs to the **participant. Research from 2018 found that the cost of children's activities put a strain on** the finances of a majority (55%) of Canadian parents. Hockey topped the list as the most expensive extracurricular activity (an average cost of nearly \$750) and the research found that parents were increasingly less likely to enroll their children in hockey as a result. Conversely, swimming was one the most affordable and popular after-school activities for children.¹⁸

Making Recreation Accessible for Persons with Disabilities

One in five Canadians aged 15 years and over (amounting to 6.2 million individuals) have one or more disabilities relating to physical, sensory, cognitive or mental health¹⁹. As the average age of Canadians continues to increase, so will the number of persons living with disabilities.

Accessibility-related barriers affect persons with disabilities from achieving the full benefits of participating in leisure activities and other aspects of daily life. The Accessibility for Ontarians with Disabilities Act, 2005, (AODA) directs municipalities to consider the needs of persons with disabilities through facility design and service delivery. By 2025, municipalities are required to remove all barriers within new and redeveloped municipal facilities, including those related to physical space and through customer service training.

Further, access to the outdoors and exposure to recreation and the arts can be valuable in providing therapeutic relief, while exercise and cognitive stimulation afforded through leisure participation can mitigate the onset of chronic conditions associated with aging such as limited mobility and dementia. Many communities are beginning to provide outdoor spaces that directly benefit persons with disabilities, such as sensory gardens, quiet areas, raised garden beds, and autism-friendly playgrounds.

Improving Gender Equity in Sports

A substantially higher percentage of boys and men participate in sport compared to girls and women. Starting in late adolescence, one-in-three women leave sport as compared to one-in-ten boys²⁰. This trend has worsened since the onset of the pandemic, when it was reported that 90% of female recreation participants were negatively impacted (specifically young women ages 6 to 18 years old). The research suggests that young women are

¹⁸ Ibid.

¹⁹ Statistics Canada. Canadian Survey on Disability. 2017. <https://www150.statcan.gc.ca/n1/daily-quotidien/181128/dq181128a-eng.htm>

²⁰ Canadian Women & Sport. The Rally Report. 2020. <https://womenandsport.ca/wp-content/uploads/2020/06/Canadian-Women-Sport-The-Rally-Report.pdf>

participating substantially less than they did pre-pandemic and that 25% are not committed to returning to sport after the pandemic.²¹ To bolster participation among women, the Federal government has established a goal of achieving equity in sport participation by the year 2035.

Many municipalities and recreation providers have been instrumental in providing leadership opportunities, gender-specific sport leagues, and local engagement initiatives. A recent survey found that 84% of Ontarians believe recreation programs, parks and community facilities make it easier for people to socialize and feel included.²² Beyond sport, thoughtful design of public spaces can make them more fun, safer for diverse groups, and generally more inclusive of everyone. Examples include providing a wider variety of play opportunities, including gender-neutral forms of play such as climbing (e.g., natural elements) and building (e.g., loose parts).

Using Parks and Recreation to Support Indigenous Reconciliation

Indigenous awareness, recognition, understanding, and reconciliation are addressed through a number of sectoral documents, such as Parks for All (2017) and the calls to action identified by the Truth and Reconciliation Commission of Canada (2015). The latter calls upon all levels of government to ensure long-term Aboriginal athlete development, growth and public education.

All communities have a role to play in recognizing the importance of Indigenous voices in parks, recreation, and sport. For example, many municipalities are showcasing Indigenous history through public art and plaques in community centres and parks, along with exploring sports programs and ceremonial events that deepen our understanding of these cultures. A recent survey saw that 59% of Canadians want to see Indigenous place names restored and 68% support more Indigenous representation through art, native plant gardens, and signage.²³ Reconciliation is an ongoing process that must occur in a respectful manner recognizing Indigenous cultural traditions and practices. Ensuring that Indigenous voices are sought and included in planning and policy development is growing as a priority for municipalities.

Safe Spaces for Marginalized and Displaced Populations

The pandemic has intensified social inequities and negatively impacted vulnerable populations such as lower-income households, ethnic minorities, and persons with disabilities. The research is clear that marginalized populations have been disproportionately impacted and finding it harder to remain active.

Intentional decisions and meaningful action are required to improve equity in resource provision and access to recreation services for all populations. For example, recreation facilities can play a role in supporting under-housed and displaced populations, serving as cooling centres, community showers, food pantries, and safe spaces. Most parks and recreation departments are not well equipped to deal with this challenge and greater education and dialogue are often required. While policies and approaches for

²¹ Canadian Women & Sport and E-Alliance. COVID Alert Pandemic Impact on Girls in Sport. 2021. <https://womenandsport.ca/wp-content/uploads/2021/07/COVID-Alert-final-English-July-2021.pdf>.

²² Parks and Recreation Ontario. Value Survey, 2021.

²³ Park People. Reclaiming Urban Spaces is a Decolonial Act. 2022. <https://ccpr.parkpeople.ca/2022/stories/inclusion/reclaiming-urban-spaces-is-a-decolonial-act>

accommodating transient residents may differ, municipalities are increasingly serving a wider range of needs and working with other sectors to connect residents to essential services.

Connecting People & Nature

Rising Use of Parks and Outdoor Recreation

Communities witnessed increased demand for unstructured outdoor recreation activities within parks and trails during the COVID-19 pandemic as people found or rediscovered new ways to remain active and connected. Although this created some operational challenges and created added strain on budgets, it has largely been viewed positively as it has **strengthened residents' connections** with their community and nature, and introduced many people to new activities, often within their local neighbourhood. Park usage has continued to climb during the pandemic – 55% said they spent more time in parks in 2021 than in 2020, and 58% indicate that they would like to spend even more time in parks.²⁴

As a result of this renewed interest, residents expect more from their parks in terms of amenities and quality. Many communities are reimagining existing spaces in creative ways, such as car-free streets (or temporary street closures), outdoor workout areas, and open space enhancements that allow for creative programming and community interaction (e.g., Wi-Fi in parks, increased seating options, creation of new activity zones, challenging play opportunities, nature-based programs, etc.). Public demand is especially strong for year-round washrooms in parks and natural areas. Although meeting these needs will be a challenge due to rapidly rising costs and supply chain issues, a recent report suggests that there is substantial support for public investment – 87% of city residents support more public funding for parks.²⁵

Improving our Connections with Nature

There is a growing amount of research highlighting the physical and psychological health benefits of interacting with nature for people of all ages. For example, children with access to parks, playgrounds and other outdoor amenities are more likely to be physically active, and are less likely to be overweight and obese; this is especially true if the parks are within walking or biking distance and have facilities that encourage physical play. Time in nature also provides children the chance to develop social-emotional skills and healthy behaviors **critical to thrive. Unfortunately, children's overall exposure** to nature has been steadily declining.

Some ways that municipalities have encouraged residents to spend time outdoors are through the provision of off-road trail networks, community gardens, naturalization initiatives, nature-based programming, stewardship activities, educational programs, etc. Trails systems offer residents and visitors an opportunity to connect with nature through natural environments within and surrounding the community. Emphasis is also being placed on expanded outdoor play opportunities for children and youth, including natural playgrounds.

²⁴ Park People. The Canadian Parks Report: Nurturing Relationships & Reciprocity. 2022.

²⁵ Ibid.

Nearly half (48%) of Canadians indicate that they have been spending more time in naturalized spaces during the pandemic.²⁶ In some places, concern has been expressed over over-use of natural areas due to increased visitation (large parks in particular saw a spike in usage). Intentional planning is critical to ensuring that natural areas are properly managed and able to support priorities such as expanded biodiversity.

Supporting Active Transportation

Active transportation offers many personal health and wellness benefits and is a core **element of complete communities**. Recently, the concept of a “15-minute city” has been gaining prominence, requiring that neighbourhoods be designed to allow people access to basic and essential services at distances that can be accessed by foot or bicycle within 15 minutes of their home.

During the pandemic, municipalities observed a surge in recreational trail use as residents participated close-to-home and sought connections with nature. Expanded use of these networks can be expected to continue – interest in bike lanes, off-road trails and cycling infrastructure are common requests in most communities. Active transportation is environmentally-friendly as it reduces road congestion and vehicle-related greenhouse gas emissions.

Keeping Pace with Parkland Needs in Growing Communities

Access to outdoor space matters. There is a growing recognition of the broader utility and value of parks for individuals and communities, including their many physical and mental health, social, environmental, and economic benefits. However, with many communities experiencing fast growth in population and density, most are finding it challenging to develop new parks to meet growing demand due to land scarcity and rising land values.

Another issue is equity. Several studies have found that under-served populations (e.g., low-income households, visible minorities, recent immigrants, Indigenous communities and more) tend to have below average access to parks, particularly larger open space areas²⁷. It is important not only to ensure that sufficient parkland is secured, but that it is equitably distributed across communities so that all residents can enjoy the benefits. Now more than ever, municipalities have an obligation to target investment (including park development and renewal, facility development) within neighbourhoods without adequate access.

Increasing Focus on Environmental Design and Climate Change

There is an increasing need to reduce our impact on the environment to be more sustainable and resilient to climate change. The way in which we design and operate our recreation and parks facilities can help us meet our environmental objectives. Increasingly, municipalities are designing **facilities to meet “net zero” and “carbon neutral” targets** through the use of technologies that enhance energy efficiency, reduce waste, and lower our greenhouse gas emissions. Although these enhancements often come with a higher initial capital cost, they must be balanced against improved sustainability, resiliency, and potentially longer-term operational savings.

²⁶ Ibid.

²⁷ Green Infrastructure Ontario Coalition and RePublic Urbanism. Improving Access to Large Parks in Ontario’s Golden Horseshoe. March 2022.

Fortunately, the many environmental benefits of parks and public spaces – such as reducing the urban heat island effect, mitigating flooding, and improving air quality – illustrate the critical importance of their role as public infrastructure and lend support for further **investment. Already thought of as “green infrastructure”, parks are being positioned to be** more environmentally sustainable through reducing grass cutting and naturalization initiatives, planting of native species, tree canopy targets, net zero infrastructure, and programs that educate about local natural heritage features (e.g., outdoor classrooms or interpretive signage). More communities are also experimenting by piloting new approaches in parks, such as bioswales, rain gardens, pollinator gardens, habitat restoration, and biodiversity initiatives. Green infrastructure strategies that include directions for parks are becoming more common and helping to ensure these practices become standard.

Supportive Environments

Multi-Use Recreation Facilities as Community Hubs

In this era of user convenience and cost recovery, most municipalities (like Gravenhurst) are centralizing multiple recreational and cultural facilities under one roof. There are a range of benefits of **multi-use facilities including the creation of a “one-stop-shop” destination** where all household members can gather and engage in recreation activities, thereby contributing to sport development, tourism, and operational efficiency. During the pandemic, many of these spaces provided critical services relating to public health (e.g., testing and vaccination centres)

Increasingly, these facilities are being designed as “community hubs” that provide a central access point for a range of needed health and social services – along with cultural, recreational and greenspaces – to nourish community life. They are serving an important role by connecting people to necessary services that extend well beyond traditional sport and recreation activities (e.g., child care, food distribution, warming and cooling centres, emergency shelters, etc.). Partnerships with service providers can help municipalities leverage resources and reach new audiences.

Providing High Quality, Multi-functional and Flexible Facilities

Today’s consumers expect and demand high quality sports and recreation facilities that can support an increasingly sophisticated network of users, athletes, and related service providers. Part of this can be explained by the exposure of residents to newer facilities in other communities. With many smaller communities witnessing significant population growth and in-migration of residents from larger urban centres, these residents are bringing their bigger city expectations with them and anticipating similar levels of service. Complete communities with a variety of accessible leisure opportunities will be poised to capitalize on this trend, while those with under-funded or inadequate amenities will be expected to increase investment to keep pace.

This trend also reflects the expectations that come with increased spending in the sector. In 2019, Canadians allocated 5% of their annual household expenses to recreation and culture activities (including the purchase of sports equipment, art supplies and musical instruments,

as well as admission to movies, live performances, and museums, membership payments towards recreation and leisure facilities, etc.), an average of over \$4,600 per household.²⁸

The provision of high quality, multi-use facilities encourage physical and social activity among all age groups, while also creating opportunities for sport tourism at a regional scale. Best practices in facility design consider safety, accessibility, comfort, placemaking and opportunities for community gathering, socialization, and inclusive experiences. A recent focus has been placed on the provision of experiential amenities (e.g., indoor playgrounds, challenge courses and rock climbing, functional training areas, etc.).

There may be new infrastructure needs in a post-COVID-19 setting, with a priority being placed on accessible, resilient, and human-scaled spaces that provide for adequate separation and improved ventilation. An emphasis may be placed on flexible spaces that can be closed off from other areas and subdivided for a variety of small and large group activities, as well as non-recreational use during public health emergencies. Economic stimulus to the sector – such as continued senior government grants – may help many communities to address needed infrastructure improvements, particularly those projects with wide-ranging benefits and sound rationale. Added costs for design and capital construction can be anticipated for certain facility types given recent supply chain issues, labour shortages, and rising inflation rates.

Rationalizing and Addressing Aging Infrastructure

The 2019 Canadian Infrastructure Report Card found that approximately one-third of **Canada's sports and recreation facilities (including arenas and pools) were considered to be** in fair to very poor condition (ranking only behind bridges and roads) and in need of revitalization and expensive repairs.²⁹ Many of these facilities were built in the 1970s or earlier and, due to the era of construction, have various design and age-related deficiencies that are impacting their operational efficiency and ability to adequately serve their patrons.

Facility renewal and reinvestment projects have been a focus for local governments for some time, often requiring alternative funding sources such as senior government grants, naming rights, operating partnerships, land swaps, and more. Due to the current economic situation and resultant cost escalations, many communities will require increased financial commitments from all levels of government to facilitate the redesign, development and retrofitting of parks and recreation facilities. The infrastructure deficit provides an opportunity not only to modernize facilities by making them more multi-use, but also to consider facility conversion or adaptive re-use options that accommodate emerging activities.

Designing Facilities to be Sport-Friendly

Organized sport in general – but particularly at high-performing levels – requires access to specialized facilities such as aquatic centres, arenas, and sports fields. Increasingly, athletes and organizations serving the competitive sport market are seeking recreation infrastructure

²⁸ Statistics Canada. Table 11-10-0222-01. Household spending, Canada, regions and provinces. <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1110022201>

²⁹ **Monitoring the State of Canada's Core Public Infrastructure: The Canadian Infrastructure Report Card 2019.** <http://canadianinfrastructure.ca/downloads/canadian-infrastructure-report-card-2019.pdf>

that is built to be **“competition-ready”** in order to accommodate elevated training and sport tourism opportunities.

In evaluating the needs of sport in the design of new and redevelopment of existing recreation facilities, municipalities must factor in existing and future demand, as well as opportunities for sport tourism. Sport tourism offers a number of economic benefits, supporting amenities such as hotels, restaurants, and parking, among other industries.

“Tournacations” – families of athletes scheduling family vacations to coincide with athletic tournaments – is a recent trend and means that facilities must consider the needs of both participants and spectators (e.g., Wi-Fi, charging stations, higher-end concessions, family entertainment options, wayfinding kiosks, pet-friendly public spaces, etc.).

Recreation Capacity

The Great Resignation – Significant Turnover in Recreation Programming Staff

Since the beginning of the pandemic, many parks and recreation departments have experienced a decline in their number of employees, particularly part-time staff and seasonal workers. This time period – **“The Great Resignation”** – has seen many staff leave their jobs for a multitude of reasons, resulting in an increased workload for remaining employees and decreasing opportunities for people to participate in activities.³⁰ For example, pandemic restrictions led to a reduction in training opportunities for many municipalities, which is currently impacting the number of lifeguards and program instructors, leading to program cancellations. These workers are integral to the recreation services that keep their community engaged.

Due to the low availability of qualified workers and rising operating and staffing costs, there is concern that non-profit agencies may stop offering affordable programming (e.g., before- and after-school programs, summer camps, etc.). For example, several YMCAs in Ontario have permanently closed due to significant membership losses during the pandemic, leaving a void in many communities.

Declining Volunteerism

Volunteers are critical to the delivery of community-based parks and recreation activities and events; however, the number of volunteers and their commitment are declining. In 2018, Canadian volunteers devoted about 1.65 billion volunteer hours, down from 1.96 billion in 2013 – a 16% decrease in only five years.³¹ The pandemic has further accelerated this trend.

The most important factor preventing individuals from volunteering in sport is “time or busy schedule”. More adults volunteer in an informal capacity (especially young adults), compared to a formal capacity (which is more common amongst older adults). The role of younger volunteers is vital to the sustainability of sport, especially in light of the pandemic and its greater impact on older populations.³²

³⁰ Roth, K. NRPA Parks Snapshot: 2021 Year-End Survey Results. 2021.

<https://www.nrpa.org/blog/nrpa-parks-snapshot-2021-year-end-survey-results/>.

³¹ Statistics Canada. 2018 General Social Survey on Giving, Volunteering and Participating.

³² CFLRI. Monitoring & Tracking the Field: Volunteering in Sport. 2022.

Pandemic Challenges for Canadian Recreation Sport Organizations

Sport organizations have been significantly affected as a result of the COVID-19 pandemic. A report from early 2022 finds that 52% of Canadian sport organizations say that it will take until at least 2024 to reach their pre-pandemic state. Further, 75% of sport organizations indicate that the costs of running sport programs have increased and 94% are concerned that youth will be particularly impacted.³³ A previous survey of Canadian sport organizations from 2021 found that one-third (33%) of organizations were bankrupt or are nearing having to file for bankruptcy and 30% of organizations had temporarily or permanently closed during the pandemic.³⁴

Many communities rely on organizations and spaces provided by third parties (e.g., schools, churches, non-profits, private sector) to support programming. Service reductions and closures can create program gaps, sometimes with an expectation for municipalities to step in and fill the void. Recognizing that this situation is evolving, service providers must closely monitor demand, participation, and usage levels to adjust resource allocations as necessary. Working with local community organizations will be critical as we emerge from the pandemic to ensure programming continues to be successful over the long-term.

The Necessity of Partnerships

Municipal parks and recreation departments throughout Ontario are increasingly challenged to provide and maintain top quality facilities, programs and services within defined budgets. As financial pressures mount and the need for cost containment rises, communities are examining new and creative service delivery models, including developing relationships with third-party entities. With municipalities facing increasing demands for new amenities, many are turning to partnerships with non-profits and community groups to bring expertise, new programming, alternative funding, and shared risks. Most municipalities have a long history of working with public libraries, school boards, service clubs, or other providers to maximize resources.

Looking ahead, the sector is likely to see more partnerships than fewer. Sport for Life reported that 72% of organizations have reached out to work with others and/or support one another in starting initiatives.³⁵ The pandemic has also strengthened existing and created new forms of collaboration with other sectors, something that may carry forward into the future. Many of these new roles – including community-based supports (e.g., food security, health service coordination, homelessness, etc.) – will require additional policy direction, training, and support.

Data, Technology and Digital Transformation

Data is becoming more accessible and mainstream, with increased data literacy enabling more informed decision-making. Parks and recreation departments are gaining access to growing amounts of data geared specifically towards the sector. These advanced analytics

³³ Canadian Tire Jumpstart Charities. [Jumpstart State of Sport Report](#). 2022.

³⁴ Canadian Tire Jumpstart Charities. [Jumpstart State of Sport Report](#). 2021. https://cdn.shopify.com/s/files/1/0122/8124/9892/files/Jumpstart_State_of_Sport_Report_March_2021.pdf?v=1616793836.

³⁵ Sport for Life. [Impacts of COVID-19 on Local Sports Organizations Nationwide Survey Results](#). Sport for Life, June 2020, <https://sportforlife.ca/wp-content/uploads/2020/06/National-Report-Impacts-of-COVID-19-on-Local-Sports-Organizations-1.pdf>.

allow for more in-depth analysis on trends and tendencies that can support predictive modelling.

Technological advances are also enabling service providers and users to be more aware of leisure opportunities in their communities. From online services, virtual programming, and mobile and wearable technologies, the integrated application of technology in recreation service delivery can assist in enhancing client experiences and engaging a wider user base.

Digital technology is becoming pervasive in the public realm, enhancing client experiences beyond the walls of community facilities. Some examples include³⁶:

- Public Wi-Fi / hot spots
- Device charging stations / hubs
- Digital screens / kiosks
- Smart transportation infrastructure (e.g., smart traffic signals, pedestrian crossings, smart sidewalks, parking sensors)
- Smart street furniture (e.g., smart lamp posts, smart benches)
- Digital public art
- Digital wayfinding

Evolving Financial Challenges

Parks and recreation department budgets were significantly impacted by the COVID-19 pandemic, as facilities were closed and revenue streams dried up. Now, as operations resume and ramp up to pre-pandemic levels, most municipalities are experiencing escalating cost factors and staffing shortages that are leading to rapidly rising capital and operating budget needs, along with delays in much-needed capital projects.

The effects of the current economic situation will be felt for some time and are likely to cause most communities to more actively seek out alternative funding sources. Some options include grants, naming rights, and innovative partnerships. The recreation sector **has a history of “doing more with less” and finding creative ways to ensure that residents are able to participate and engage fully in these essential services.**

Arts & Culture

Culture can be Difficult to Define

The term “culture” is a multi-faceted concept and, as a result, is frequently misused and misinterpreted. Recent literature in cultural planning points to defining “culture” as activities that: harness the assets of a community; celebrate the unique resources, such as heritage properties, natural assets, and community spirit; revitalize downtown cores; honour and respect the unique contributions of artists and artisans; create diverse and safe neighbourhoods; raise the bar for urban design; and protect public spaces. Cultural plans often encourage professionals and individuals within the arts and culture sector to lead informed conversations about culture (employed as cultural planners or added to municipal

³⁶ Lenarcic Biss, Danielle and Pamela Robinson. Parks and Open Spaces: Challenges and Opportunities of Smart Technologies. February 2021.

committees), what it means, how it impacts communities, and, importantly, whose cultures should be included or have been excluded in the planning process.

Arts and Culture Attendance and Participation is Growing and Evolving

Research on attendance is broad but highlights growing participation and high levels of **appreciation for arts and culture across the country. Residents' value authentic experiences** and the unique attributes of communities. People are also experiencing and appreciating arts and culture in less traditional ways and have increasing expectations for programs and events.

Data from the 2016 Canadian Social Survey indicates that 99.5% of Canadians aged 15 or older participated in some type of arts, culture, or heritage activity. This includes 86% that attended an art gallery, an arts performance, an artistic or cultural or festival, or a movie theatre. There has been a strong increase in the percentage of Canadians visiting art galleries and historic sites between 1992 and 2016.

In addition, the participation rates for many arts, culture, and heritage activities have increased over 25 years, with 50% of Canadians making or performing art in 2016 (led by crafts at 18%, music at 15%, visual arts at 13%, writing at 11%, and dancing at 9%).

Patterns of higher attendance rates were found for many demographic groups, including women, youth, families with higher income and levels of educational attainment, and non-religious Canadians. Additionally, recent immigrants tend to have much higher attendance rates than earlier immigrants. While higher income positively correlates with arts attendance, it has little influence on the proportion of Canadians that participate in making or performing art.³⁷

Pandemic Impacts on Arts and Culture

Arts and cultural industries were categorized as non-essential and were hard hit by the COVID-19 pandemic. Theatres and museums were closed and festivals were cancelled across the county. For a sector that was already in a precarious state prior to the start of **the pandemic, being the "first to close and last to open" has been a significant challenge** for many. Notably, there was a 25% decrease in employment levels (including self-employment) in the arts, entertainment, and recreation sector – higher than any other industry in 2020.³⁸ Many organizations also count on sponsorships for funding, which dried up due to the pandemic.

Fortunately, there are signs that the industry is recovering as many activities are resuming in 2022. However, the sector is also affected by the same staffing and volunteer shortages seen in the recreation sector. Inclusive and affordable opportunities for arts and cultural participation and attendance will be important to our recovery.

It is difficult to predict what will come next for the industry as we emerge from the **pandemic, though it is clear that there are increasing options and competition for ones' time. As one study puts it: "It seems the shift in the use of technology for the consumption** of arts and culture content will stick around even once the pandemic begins to subside. The

³⁷ Hill Strategies Research Inc. Demographic Patterns in Canadians' Arts Participation in 2016. <https://hillstrategies.com/resource/demographic-patterns-in-canadians-arts-participation-in-2016/>

³⁸ Hill Strategies Research Inc. Organizational stress and resilience in the arts in Canada. 2021.

pandemic has created new competition for live entertainment further complicating the effort needed to get Canadians out of their homes. Rethinking the customer journey will be critical as we **emerge from the pandemic.**"³⁹

Digital Transformation of Arts and Culture

The pandemic accelerated technological shifts that were already influencing large segments of the creative and recreational industries. For example, digital technologies have allowed creative individuals to self-publish, produce, market, distribute, and sell their creations, no longer relying on traditional means of production, distribution, and marketing. Digital culture has also allowed the creator to engage with audiences directly, and allows for creators to reach mass markets and tailor their products to suit consumers across borders.

This pivot to digital programming and practices has opened up new opportunities for artists and arts organizations. During the pandemic (and potentially beyond), some artists created virtual shows (e.g., music, theatre, etc.) to continue to reach their audience. In the heritage sector, museums developed digital resources, providing access to collections online, educational programs, virtual tours, self-organized experiences, etc. However, not all organizations have the capacity or the resources to deliver online programs, with smaller organizations requiring the greatest amount of continued support.

Theatre Audiences are Changing

In 2016, 72% of Ontarians aged 15 and older attended an arts event (excluding movie theatres); for many, this would have included theatre activities such as performing arts. While the business model for municipal and other theatres is unique to each venue, the industry is increasingly being impacted by changing demographics and competition. For example, the baby boom generation – which has helped to sustain many theatres over the decades – is rapidly aging and the next generation has different expectations and interests. Furthermore, popular culture is becoming increasingly fractured (e.g., there are over twenty identifiable music genres) and our population is becoming more diverse. Additionally, there are now more ways for people to consume arts and culture, often from the comfort of their own home. While these factors are not a death knell to the industry, it does suggest that many community theatres may need to adjust the diversity and focus of their business model in the years to come.

Racial Inequity in the Cultural Sector

Changing demographics and increased diversity in many communities and neighbourhoods will impact the cultural sector. Although the arts appeal to a large majority of Canadians in all demographic groups, there has been growing recognition in Canada of the lack of diversity in mainstream arts, culture, and heritage experiences, and also in the make-up of arts, culture, and heritage administrations, creators, instructors, and presenters. However, Indigenous, Black, and racialized artists are the highest underrepresented within Canadian

³⁹ Abacus Data. Arts and culture during a pandemic and what will come next. 2021.
<https://abacusdata.ca/arts-culture-pandemic-canada-polling/>

cultural institutions both as presenting artists, and within management, executive positions, and boards.⁴⁰

The pandemic has raised awareness that many socio-economic factors (e.g., income, age, Indigenous identity, racialized groups) **can have a substantial influence on individuals' health and wellbeing**. A study from 2016 found that cultural activities have a positive impact **on Canadians' health and wellbeing, thus equitable access to culture can be related to equitable health outcomes**.⁴¹ **Traditional' arts and culture representation will need to expand** to incorporate and exhibit new forms of art for a wider community, ensuring racial equity in the arts.

Demand for Local and Authentic Festivals and Events

Pandemic aside, technological innovations, changing demographics, lifestyles, and interests are impacting the delivery of festivals and events. For example, the internet and social media have fundamentally changed the way festivals and events are marketed, providing a more effective way to reach target audiences than traditional advertising. Online ticketing is now common across all event sizes (small to large), allowing for more information on audiences and the effectiveness of marketing tactics.

Festivals and event goers are also becoming more demanding. They expect more choices, experiences and authentic programming. There is an increasing demand for events that provide food, wine, and craft beer. Additionally, hybrid events – those that broaden the appeal of an event by adding complementary activities either in-person or in tandem online – are increasing in number. This helps to grow audiences, give them more ways to spend money, and expand the sponsor pool. As noted previously, many festivals and event organizers have also pivoted to delivering these experiences through online mediums, directly as a response to the COVID-19 pandemic.

Looking to the Past and Documenting our Living Heritage

As communities diversify and cultures are shared across the globe, there has been a move toward gathering, protecting and featuring intangible heritage elements. This includes many **aspects of a community's culture that are not represented by traditional physical artifacts**, buildings or monuments such as: storytelling, skill sharing and knowledge building. Often these intangibles are created, transmitted and maintained organically by a community without a realization that they are explicitly maintaining culture and heritage.

Rapidly changing demographics have pushed organizations and groups to document these intangibles for future generations as well as for cross-cultural learning and understanding. Many heritage groups, museums and galleries are using technologies to collect, archive and exhibit their local intangible heritage assets. Given our changing demographics, it is increasingly important to expand the definition of heritage beyond a Canadian-only focus to one that is encompassing of diverse histories of our new populations.

⁴⁰ Canadian Artists' Representation/Le Front des artistes canadiens (CARFAC). Positioning the Arts as a Key Economic Driver in COVID-19 Recovery. 2021. <https://www.carfac.ca/carfacwp2019/wp-content/uploads/CARFAC-2021-Pre-budget-Consultation.pdf>

⁴¹ Hill Strategies Research Inc. Canadians' Arts Participation, Health, and Well-Being. 2021.

Creative and Cultural Hubs are Important for Smaller Communities

With the help of increased federal funding, Canada has seen a rise of cultural hubs in recent years. Creative and cultural spaces bring people together – artists, cultural entrepreneurs, and organizations – in spaces that encourage collaboration, innovation, and development. These hubs give artists the platforms and access to tools they need to succeed creatively. They are key economic drivers to attract skilled labour and innovation to specific places, particularly in small towns and rural areas. Hubs can take the form of districts, or individual facilities that inherently become multi-use spaces. The adaptation of existing spaces (often humble accommodations that facilitate placemaking) allows access for various activities without additional development in communities where land or resources are limited.

Rising Land Values are Impacting Cultural Venues

Over the last few years, most cities have experienced rising land values, sometimes resulting in the displacement of arts and cultural activities.⁴² For example, it has been common for studio spaces to have closed due to increases in property tax and rent, competition with higher-value land uses, and development pressure. The World Cities Culture Forum has also identified this as an issue in growing communities around the globe. **It is especially a concern for large cities as 50% of Canada's 158,100 artists reside in the nation's twelve largest cities, despite these cities accounting for only 34% of the overall Canadian population.**⁴³

In response, a growing trend in some communities has been the retrofitting / use of community hubs and heritage homes (e.g., schools, old barn houses, homes, etc.) as cultural spaces. Multi-purpose cultural assets have become standard practice in many cultural plans today, in particular spaces that encourage different and complimentary types of activities, allowing for enhanced interaction within the community and providing opportunities for collaboration.

Empowering the Community through Tactical Urbanism and Placemaking

Residents and communities often take it on themselves to change, repair or beautify public spaces through a concept known as tactical urbanism. Tactical urbanism is a collection of temporary changes to the built environment to improve neighbourhoods and community gathering spaces. These changes can vary in cost and size and usually start at the community level as a way to create spaces that are inviting, easy to navigate and offer residents a sense of ownership and communal pride for their public spaces. This concept is extended to temporary or pop-up initiatives that can help to test out creative placemaking ideas.

Targeted Support to the Cultural Sector

The local arts and culture sector has been developed over decades through the dedication of its artists and cultural leaders, and the support of its audiences, philanthropists, volunteers, **sponsors and donors. Nurturing local cultural activity can be considered an "investment"** that can reap long-term rewards. For example, arts education helps in child-development and has many positive social impacts such as social cohesion, sense of place, economic

⁴² World Cities Culture Forum, worldcitiescultureforum.com

⁴³ Hill Strategies Research Inc. Artists in Canadian Municipalities in 2016. 2020.

diversification, and cultural awareness. It is in the best interest of residents, businesses and visitors to continue to support a vibrant, sustainable and resilient arts and culture sector.

As a result, most municipalities are seeking strategic approaches to support local organizations, including funding and subsidy programs. A recent example is the City of Toronto which recently reviewed its two cultural community grant programs. The City considered how it could more effectively influence the reach of these grants by targeting specific cultural organizations that could trickle down the grants via partnerships with others, as well as the establishment of a separate cultural festivals program and a new cultural access and development program to encourage participation by all in the arts and culture sector.

Appendix D:

Service Levels for Parks & Trails

Identified below are recommended Parks and Trails Maintenance Levels of Service based on the analysis from Section 8.5. Levels of Service have been reorganized where appropriate, gaps have been filled, and missing service areas have been added.

In developing the recommended Levels of Service for the Town of Pelham, the following methodology has been used:

- A review was carried out of current Town Levels of Service (both formal or informal) and of work currently performed in parks and other Town spaces through documentation and discussions with management and front-line staff.
- The current staff complement carrying out parks and trails maintenance, the Public Works and RCW organizational structures related to outdoor maintenance, and the vehicle and equipment inventory and deployment were reviewed.
- Parks and trails hierarchy and classifications were considered in concert with recommendations in Section 8.1.
- Existing Park inventories and amenity assessments were reviewed.
- **Pelham's parks, facilities and trails parks were visited to determine their current condition.**
- Discussion with staff took place to determine any problems delivering service or areas of complaint from the public or other stakeholders.
- Existing Levels of Service for Pelham were compared to benchmark municipalities, industry norms, and requirements related to safety and liability, regulations, or legislation.

The recommended Levels of Service below have been organized by service areas and specific locations or amenities. The actions specified for the various service areas may be best carried out by the Public Works or RCW Departments. Determining responsibility will require additional review by the Town.

Service Area – Turf Maintenance

Parks and Trails	Description of Service	Target Condition	Scheduled Actions	Demand Actions
Community and Neighbourhood Parks, Open Space, Town Facilities	Grass cutting and trimming.	Healthy turf cut to a 3" height . Areas around structures, beds, trees and hard surfaces trimmed.	Cut and trim weekly.	Restore winter damage to turf in spring as required.
Trails	Grass cutting.	Turf adjacent to trails cut one mower width to 4" height .	Cut and trim weekly.	N/A
SWM Pond Edges	Contracted grass cutting.	Turf at 6" .	N/A	N/A

Notes: The Town may wish to consider higher levels of turf maintenance for Community and higher profile parks, and Town Facilities.

Service Area – Sports Fields

Sports Fields	Description of Service	Target Condition	Scheduled Actions	Demand Actions
Inspection	Inspection as per checklist. Deficiencies recorded and reported.	Field and field amenities in good, safe and playable condition.	Inspect weekly in season.	Rectify deficiencies.
Soccer Fields	Irrigation of fields where systems installed as per schedule or through sensors.	Turf is irrigated sufficiently to promote healthy growth.	Line a minimum of once per week during the soccer season. Monthly inspection and testing of irrigation controllers and systems. Seasonal startup and shutdown of systems.	Turf repair (sodding or seeding) as determined through inspection or discussion with user groups. Repair to field amenities as required. Repair as required based on inspection or reported malfunction. Calibration, adjustment of heads and resetting of timers as required.
Ball Diamonds	Grass Cutting and trimming. Lining. Infield grooming.	Field is healthy at 2"-3" providing a safe surface. Fencing, benches, bleachers and backstops in good state of repair. Lines visible. Infield is level, drains properly and there is a smooth transition between the infield and outfield turf.	Lined a minimum of once per week during ball season.	Infield leveling and filling of low areas as required.

Notes: A maximum 2" length of turf is desirable for soccer for playability

Key actions include:

- a) The Town should consider implementing a program of regular topdressing, overseeding, fertilizing and aerating of sports fields, especially for soccer facilities. This work will improve the health of the turf and field resilience. It could be taken on by the Town or contracted.
- b) Irrigation should be installed at high use fields to improve turf health.

Service Area - Horticulture

Horticulture	Description of Service	Target Condition	Scheduled Actions	Demand Actions
Primary Beds	Planting and maintenance of annuals in primary beds.	Beds are weed free; plants are healthy and properly spaced.	Planting in June, weeding by-weekly, watering every 2 days. Pruning of shrubs 2x per year.	Removal of dead plants and replace as required.
Secondary Beds	Planting and maintenance of annuals in park beds.	Beds are weed free; plants are healthy and properly spaced.	Planting in June, weeding by-weekly, watering every 2 days. Pruning of shrubs 2x per year.	Removal of dead plants and replace as required.
Hanging Baskets	Installation and maintenance of hanging baskets.	Baskets are attractive and plants are in good condition.	Installed in June, Water every 3-4 days.	Remove any dead plant material.
Town Facilities	Planting and maintenance of annual and shrub beds outside Town facilities.	Beds are weed free; plants are healthy and properly spaced.	Beds inspected weekly. Shrubs pruned as required. Annual planting in June, weeding by-weekly. Watering every two days.	Removal of dead plants and replace as required.

Notes: Primary beds are located in "Designated Business Areas". Secondary Beds are located in parks.

Key actions include:

- a) The Town should investigate the installation of irrigation in high profile beds to reduce labour costs and time.
- b) The Town should consider mulching of beds. This will reduce requirements for weeding and watering.

Service Area - General Maintenance

General Maintenance	Description of Service	Target Condition	Scheduled Actions	Demand Actions
Park Furniture	Repair or replacement of park benches, picnic tables.	Park furniture is safe and in good repair.	Annual inspection of all park furniture.	Repair of park furniture within one week of inspection or concern from user.
Parks Fencing	Repair of Town-owned park and open space fencing.	Fencing is safe and in good repair.	Inspection of all fencing in spring and fall.	Repair of damage to fencing within one month of inspection or concern from a user. Replace fencing or sections of fencing as required based on inspection.
Park signs	Repair or replacement of park signs.	All signs are legible and in good condition.	Inspection of park signs on a weekly basis as part of litter pickup.	Replacement or signs as required.
Graffiti	Removal of graffiti from parks and open space signs, structures, and amenities.	Parks and open spaces are free of graffiti.	Inspection of parks and open spaces for graffiti as part of regular maintenance. Field staff to report any graffiti found.	Removal of graffiti reported by staff or users within one week.
Waste Receptacles	Repair or replacement of waste receptacles.	All waste receptacles are in good condition and in the proper locations.	Inspect waste receptacles as part of park waste management and report any issues.	Repair, replace or relocate any receptacles reported within a week.

Notes: Graffiti removal is carried out by Public Works beautification staff. The Town may wish to investigate contracted graffiti removal.

Key actions include:

- a) **Given Pelham's large older population, the Town may consider adding additional benches along park pathways and trails to allow for frequent rest stops.**

Service Area – Waste Management

Waste Management	Description of Service	Target Condition	Scheduled Actions	Demand Actions
All Parks and Trails and the exterior of Town Buildings.	Litter pickup and removal from all areas. Emptying of waste receptacles.	Parks, outside areas and trails rights of way are free of litter. Receptacles emptied when more than 75% full.	A minimum of once per week and prior to grass cutting. Emptied as per agreement with Niagara Region and private contractors.	More frequent pickup as required for events and tournaments, or in high use areas. Emptying of overflowing receptacles or removal of dumped household waste within 24 hours of report.
Open Space	Pickup and removal of litter including any dumped material. Emptying of waste receptacles.	Areas free from litter and dumped material. Receptacles emptied when more than 75% full.	Pickup and removal of litter spring and fall. Receptacles emptied once per week.	Pickup of reported dumped material within one week of report.

Notes: Receptacles should be placed at park and open space entrances, parking lots and along roadways where practical to facilitate waste removal

Service Area – Play Amenities

Play Amenities	Description of Service	Target Condition	Scheduled Actions	Demand Actions
Play Structures	Inspection of playgrounds, repair and maintenance of play structure components and surfaces.	All play structures and surfaces meet CSA safety standards; no glass or other hazards on playground surfaces.	Monthly documented inspection by a certified playground inspector.	Based on regular inspection or concern from the public, repair or replacement of any damaged component within three days; safety concerns to be addressed immediately. Repair to surface (artificial turf) as required. Blow off or sweep surface as requires; remove any hazardous material (e.g. glass, sharp objects).

Play Amenities	Description of Service	Target Condition	Scheduled Actions	Demand Actions
Skate Park	Inspection, repair and maintenance of skate park features and surfaces.	All components and equipment are fully functional; no graffiti or hazards on surfaces.	Documented inspection of skate park components and surfaces every month.	Based on regular inspection or concern from the public, repair or replacement of any damaged component within three days; safety concerns to be addressed immediately.
Spray Pads	Inspection, repair and maintenance of spray pad components and surrounding surfaces.	All spray pad components are fully functional; surfaces are clean and free of hazards.	Inspection and cleaning daily. Seasonal start-up and shutdown (spring and fall).	Component repair and replacement and surface repair acted on within three days of report.

Notes: Some municipalities permit graffiti at skate parks, on a managed basis, if desired by users. If desired, the Town should develop an internal policy, in consultation with users.

Key actions include:

- a) The Town should consider annual assessment of all play structures with regard to condition, lifecycle and the need for replacement, in addition to monthly inspections.

Service Area – Outdoor Sports Courts

Outdoor Sports Courts	Description of Service	Target Condition	Scheduled Actions	Demand Actions
Tennis/Pickleball	Inspection, maintenance, sweeping and surface repair of tennis/pickleball courts.	Court surfaces are level, free for cracks and debris; lines are visible; nets are in good repair and adjusted for tension. Perimeter fencing is in a good state of repair; lighting is functioning.	Inspection of court monthly in season. Sweep courts monthly. Install and remove nets spring and fall. Adjust lighting timer as required.	Remove debris, adjust and repair nets, repair surfacing and fencing as required based on inspection or user concern.
Basketball/Multi-Sport	Inspection, maintenance, sweeping and surface repair of basketball/multi-sport courts.	Court surfaces are level, free for cracks and debris; lines are visible; basketball goals and backboards are in good repair. Perimeter fencing is in a good state of repair.	Inspection of court monthly in season. Sweep courts monthly.	Remove debris, repair basketball goals and backboards, repair surfacing and fencing as required based on inspection or user concern.

Service Area – Trails and Pathways

Trails and Pathways	Description of Service	Target Condition	Scheduled Actions	Demand Actions
Inspection	Inspection of trails.	All trails are inspected regularly, and deficiencies documented.	Inspect trails monthly to identify hazards, potholes or washouts, deadfalls, missing or damaged signage and sight line or other safety issues.	Deficiencies documented.
Asphalt/ Hard Surface Trails and Pathways	Maintenance and repair of trail treadway surface and shoulder.	Trails and pathways have an even, trip-free surface with no ponding. The right of way provides for safe sight lines.	Annual spring sweeping.	Repair of potholes, washouts and other hazard as determined by inspections of user concerns. Removal of deadfalls or other debris as determined by inspections or user concerns.
Limestone screenings, Stone Dust or Gravel Trails	Maintenance and repair of trail treadway surface and shoulder.	Trails and have an even, trip-free surface with no ponding, washouts, or potholes. The right of way provides for safe sight lines.	Addition of granular material and grading in spring as required.	Repair of potholes, washouts and other hazard as determined by inspections of user concerns. Removal of deadfalls or other debris as determined by inspections or user concerns.
Natural Trails (Soil, Turf, Mulch)	Maintenance and repair of trail treadway surface and shoulder.	Trails and have an even, trip-free surface with no ponding, washouts, or potholes. The right of way provides for safe sight lines.		Filling of holes or washouts as required.
Vegetation Control Trail ROW	Flail Mowing of the ROW for Steve Bauer and Gerry Berkhout Trails.	Vegetation is cut to provide for safe sight lines.	Every 2 years.	Cut more frequently if required based on inspection or user concerns.

Notes: Winter maintenance is currently provided on all paved trails, paved multi-use pathways, and park walkways through Public Works roads staff. See "Turf Maintenance" for grass cutting adjacent to trails.

Key actions include:

- a) The Town should consider the recommendations of its 2016 AT Plan regarding the winter maintenance of selected cycling routes, trail, and park pathways in order to facilitate appropriate winter use of designated parks and open spaces.

Service Area – Trees in Parks and Trails and Open Spaces

Trees in Parks and Trails and Open Spaces	Description of Service	Target Condition	Scheduled Actions	Demand Actions
Inspection	Inspection of park trees.	N/A	Inspect park trees each fall.	Inspect park trees in response to user concerns.
Mulch	Mulching of park trees.	Trees are mulched correctly.	Mulch all park trees annually in spring or fall.	N/A
Pruning	Pruning of dead limbs on park trees. Prune of trees to provide appropriate sight lines.	Trees in parks are healthy, safe and allow for CPTED requirements.	N/A	Pruning of trees in response to inspections or staff/user concerns.
Removal of Dead or Hazard Trees in Parks	Tree removal as required.	Dead or hazard trees are not present in parks.	N/A	Removal of dead or hazard trees in response to inspection or staff/user concerns.
Removal of Dead or Hazard Trees in Open Spaces and Trails	Tree Removal as required.	Dead or hazard trees are not present in target areas (see Notes) in open spaces and adjacent to trails.	N/A	Removal of dead or hazard trees in response to inspection or staff/user concerns.

Notes: Public Works beautification staff carry out park tree maintenance in accordance to the Town's Tree Maintenance Policy. Park trees are not consistently mulched at the base and have sustained damage from string trimmers. "Target Areas" refers to trails, pathways or other areas of public access, or structures or other assets which may be impacted by falling trees or branches.

Subject: Public Works Invasive Species Management Policy

Recommendation:

BE IT RESOLVED THAT Council receive Report #2023-0130 Public Works Invasive Species Management Policy, for information;

AND THAT Council repeal Spongy Moth Policy S802-03 and approve Public Works Invasive Species Management Policy;

AND THAT staff be directed to prepare the necessary by-law for the establishment of an Invasive Species Management Reserve Fund AND THAT this reserve fund be effective for the December 31, 2023 year end.

Background:

In 2019, Council directed staff to develop a Spongy Moth Management Policy in response to the ongoing infestation of Spongy Moth. In February 2020, Council approved Policy S802-03 (Appendix A) which identifies how the periodic infestation of Spongy Moth is managed by the Town of Pelham.

Other invasive species have negatively impacted the Town of Pelham in the past, such as Dutch Elm Disease, and the Ash Tree Borer Beetle, as well as a number of invasive plant species. Currently, Southern Ontario is threatened by two new species on its eastern and western borders. The Spotted Lanternfly has expanded its range across the eastern United States and has been spotted just over the border in Western New York, while Oak Wilt, a fungal disease carried by beetles, has been found in Michigan along the Detroit and St. Clair River.

This report seeks to highlight the need for an overarching Invasive Species Policy to allow the Town to act more quickly and consistently against emerging threats.

Analysis:

An invasive species is an organism that causes ecological harm in a new environment where it is not native. This includes all organisms, including vascular plants, animals (including invertebrates), fungi, bacteria, and viruses. The vast majority of these threats are introduced through human activities and are spread

through transportation corridors giving species an opportunity to expand their range very quickly.

Total eradication of invasive species is extremely difficult and may be unachievable for Town of Pelham to accomplish given its geographic location, and relative size. The Town shares a border with six municipalities within the Niagara Region and is in close proximity to an international border and a major transportation route through the province.

Invasive species pose a significant threat to the Town's tree canopy, local ecology, economy, agriculture, and public health. While no two invasive species are identical, the proposed Invasive Species Management Policy provides a framework to identify and address all invasive species through prevention, public awareness, detection, and control measures. The proposed policy is attached to this report as Appendix B.

The proposed Invasive Species Management Policy prescribes that prevention, and early detection of invasives through public awareness, and staff education are to play an important role in reducing the spread and damage caused by invasive species.

Once an invasive species has been identified, a survey will be undertaken on public lands to determine the population density and disbursement of the pest, as well as potential damage. Once the survey has been completed, a species-specific management strategy and procedure including control measures will be developed according to best practices developed by the Invasive Species Centre of Canada, and other agencies or experts.

Control measures are to include a Council-approved Invasive Species Action Threshold or (ISAT). An ISAT represents the population density or damage level that must be achieved prior to deploying control measures including synthetic pesticides or herbicides. A current example of a Council-approved ISAT can be found in Appendix A of the proposed policy and is 2500 Spongy Moth egg masses per hectare.

The existing Spongy Moth Policy S802-03 guides staff through the management process to maintain tolerable spongy moth populations at any point in time. The policy has been rewritten as an internal procedure PW-IS-01 that continues to outline the response to periodic infestations including communication to both the public and Council. PW-IS-01 is attached to this report as Appendix C.

Financial Considerations:

The Public Works Invasive Species Management Policy identifies how invasive species are to be treated by the Town of Pelham as part of an overall Invasive Species Strategy.

Due to the unpredictability of invasive species emergence, infestations cannot always be properly planned for through the budget process. The proposed Policy requires an Invasive Species Management Reserve Fund to be created to fund programs related to invasive species infestations within the Town of Pelham.

Future invasive species management programs will be funded through the Invasive Species Management Reserve with Council approval.

As per Policy No, S400-08 Reserve and Reserve Fund Policy, section 4 (iv): Reserve Funds shall be established by Council by-law, which governs the purpose, funding sources, drawdowns, and investments of the Fund.

Purpose of the Fund: the Invasive Species Management Reserve Fund will fund programs related to invasive species infestations within the Town of Pelham.

Funding Source: The current operating budget has \$150,000 for the Spongy Moth program. The last egg mass assessment done for the Spongy Moth has determined that in 2023 the Town will not need to spend all these funds for a spray program. \$25,000 is required annually to complete the egg mass surveys in the winter. For 2023, \$125,000 can be allocated to the Invasive Species Management Reserve Fund. The total amount in the fund should be the value of two years' invasive species budget based on what is in the current budget, which is \$300,000. For 2024 budget the allocation will be \$50,000 a year. There will be a \$50,000 annual allocation until \$300,000 is reached in the reserve fund.

Drawdowns: the amounts will be drawn down as required for managing invasive species infestations.

Investment in the Fund: The funds are to be kept in a segregated bank account with interest revenue allocated on an annual basis.

Alternatives Reviewed:

Council may decide to direct staff to create individual policies to manage each individual invasive species that threaten the Town or approve the proposed

overarching Invasive Species Management Policy, along with the Invasive Species Management Reserve Fund.

Strategic Plan Relationship: Environmental and Climate Change Adaptation

Invasive species pose a significant threat to the local ecology, economy, agriculture, and public health.

Consultation:

Director of Corporate Services/Treasurer – Teresa Quinlin-Murphy

Other Pertinent Reports/Attachments:

Appendix A – Spongy Moth Policy S802-03

Appendix B – Proposed Invasive Species Management Policy

Appendix C – PW-IS-01 Spongy Moth Management Procedure

Prepared and Recommended by:

Ryan Cook, Dipl.M.M., CRS
Manager of Public Works

Jason Marr, P. Eng.
Director of Public Works

Prepared and Submitted by:

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



Policy Name: Gypsy Moth Management	Policy No: S802-03
Committee approval date:	February 18, 2020
Council approval date:	March 2, 2020
Revision date(s):	-
Department/Division:	Public Works

1. Purpose

The overall purpose of this policy is to provide a process that addresses the periodic infestation of European Gypsy Moth experienced in the Town of Pelham.

The specific goals of this Gypsy Moth Management policy are to develop an integrated set of objectives and procedures that will combine to form a set of overall working guidelines that will:

- Maintain tolerable gypsy moth populations at any point in time, and make sure that outbreaks are controlled properly.
- Educate residents about the European Gypsy Moth to foster a thorough understanding of forest pests and their environments, as well as, understand the rationale behind the Town's decision making process with respect to gypsy moth management.
- Provide a policy that Town officials and the general public are confident is an effective and fair tool in responding to gypsy moth infestations.
- Establish a feasible gypsy moth monitoring network and egg mass survey program.
- Establish an intervention threshold criterion for implementing gypsy moth treatment efforts.
- Strategically allocate resources toward forestry & tree health.
- Reduce the workload and duplication of effort for Town staff in responding to gypsy moth concerns.
- Allow for the collaboration across municipal and regional boundaries to help strengthen gypsy moth management.

2. Policy Statement

It will be the policy of the Town of Pelham to protect the tree canopy within the Municipal Boundary against Tree Mortality caused by defoliation by the gypsy moth and hence, preserve and enhance the quality of Pelham communities.



3. Policy Constraints

The policy will be applied to all properties within the Town of Pelham with the exception of properties, or sections of properties being used for agricultural production or commercial business, as well as properties owned or operated by; the Niagara Region, the Niagara Peninsula Conservation Authority or the Province of Ontario unless otherwise approved by the Director of Public Works.

The policy may be affected by the availability of Town staff, financial resources, regulatory restrictions and requirements from other departments and agencies.

4. Definitions

Integrated Pest Management (IPM): a multi-disciplinary, ecological approach to the management of pests based first on prevention and when needed, a control (biological, cultural, physical or mechanical intervention), saving registered pesticide application as a last resort.

Pest: an organism that causes damage, is a nuisance or interferes with the health, environmental, function or aesthetic objectives of citizens.

Biological Controls: other organisms that prey specifically on a pest.

Pest Action Threshold: the number or density of a pest when management action should be taken.

Tree Mortality: the level of defoliation (>60%) where a tree is likely to die.

Treatment Buffer Zone: the area adjacent to a treatment plot that will be included for treatment to reduce re-infestation or gypsy moth migration into nearby properties.

Sequential Sampling: a sampling technique wherein the researcher picks a single or a group of subjects in a defined area, conducts a survey, analyzes the results then picks another group of subjects if needed and so on.



Commercial Property: a property that is being used for a commercial purpose and/or generates an income.

5. General Provisions

The goal of the gypsy moth control program is not to eradicate the pest, but to protect tree health by suppressing the population to acceptable levels. Due to the relationship between weather and egg survivorship and the unpredictability of gypsy moth outbreaks, an Integrated Pest Management (IPM) approach will be taken to manage their population. The IPM decision-making process results from an evaluation of treatment options available and an analysis of potential impacts.

5.1 Treatment Threshold Criteria

In order to preserve the Town of Pelham's tree canopy and prevent tree mortality resulting from Gypsy Moth infestation, the Threshold Criteria used to identify plots that require treatment within Municipal Boundary will be a minimum of 2500 egg masses per hectare.

6. Annual Egg Mass Surveys

Decisions and control strategies for the management of the gypsy moth population will be made on the most appropriate IPM strategy based on analysis of egg mass survey results. Egg mass surveys will be undertaken annually in the fall, to determine the egg mass densities within the developed Gypsy Moth monitoring plots. (*Appendix A*) The information gathered during the surveys will be utilized in the development of a treatment program if the threshold criteria or special circumstances are met.

The number of surveying plots required to monitor gypsy moth populations fluctuates in times of high or low population densities. Sequential sampling plans increase the efficiency of the survey program by focusing in areas where intervention is most likely required. Areas with very low or high populations require the least amount of sampling, as a decision may be reached after sampling only a few plots. Plot sampling requirements may vary depending on land use for continually forested and urban/suburban habitats depending on gypsy moth populations.

7. Gypsy Moth Control Program



7.1 Spray Block Development

If the threshold criteria for treatment are met, treatment blocks will be identified utilizing the information gathered through the annual egg mass surveys. Once the survey data is compiled and analysed, spray blocks will be identified based on the most appropriate IPM strategy.

Spray blocks will be developed to include areas where gypsy moth egg mass densities exceed the threshold criteria of 2,500 per hectare. Spray blocks are developed in such a way to accommodate aerial spraying in a safe and efficient manner. Due to the application method it is not logistically possible for individual properties inside the spray block to opt out of the treatment. Authority delegated through By-Law 4106(2019) allows the Director of Public Works to implement a gypsy moth control aerial spray program when the threshold criteria is met.

Special circumstances such as proximity to selected treatment areas, or areas where high gypsy moth populations threaten nearby property where protection is greatly desired, may extend consideration of treatment to additional areas or Treatment Buffer Zones. Also, consolidation or expansion of proposed treatment areas may be attempted in the interests of program efficacy and efficiency.

Circumstances may warrant the consideration of areas with egg mass counts below 2500 egg masses per Hectare, on a lower priority basis, when Habitat Susceptibility and Land use factors are high and there is a clear indication that the gypsy moth populations, though low, are in increasing and are healthy. Generally, areas that in the past have experienced high and rapidly rising outbreak levels of gypsy moth would be candidate for such consideration to achieve effective and more efficient long term pest management.

7.2 Treatment Program Communication

Prior to the implementation of any treatment program, staff will prepare a report outlining the results of the egg mass surveys, management recommendations, treatment costs, proposed spray blocks as well as the amended by-law to be presented to Council for approval.

Town of Pelham Staff will host a Public Information Centre (PIC) to present the purpose, objectives and implementation process of the treatment program. Program information will also be made available on the Town of Pelham's Website and social media feeds as well as public notices in local print media.

The Town of Pelham will notify landowners, whose properties are included within or adjacent to the spray blocks prior to May 1st by Canada post letter mail.



The Town of Pelham will provide information concerning the gypsy moth, including control measures on private properties to the residents of Pelham. Information provided will be made available at; all Municipal Facilities, Libraries, gypsy moth treatment program PIC, the Town of Pelham website, social media feeds and media releases. (*Appendix B*)

Further to the communication plans described in the previous paragraphs, the Town of Pelham shall adhere to section 79 of Ontario Regulation 63/09 under the Pesticides Act for alternative means of public notice of pesticide use.

7.3 Aerial Application for Gypsy Moth

The treatment of gypsy moths shall be completed in an ecologically responsible manner. To protect other sensitive species, a number of factors are considered in determining the timing for aerial application of control agents including; foliage emergence, gypsy moth in-star development, weather conditions and manufactures' specifications.

Spray application will not be initiated until foliage has developed to no less than 30% of mature size, and caterpillars have reached 90% emergence and display evidence of feeding. Application must be made only during meteorological conditions that are suited to maximize spray deposit in the treatment areas and to minimize off target movement of the spray. Foliage must not be too wet prior to application and applied well in advance of any rain events. This may vary depending on manufacturers' technical information and product-specific recommendations.

7.4 Post Application Assessments and Communication

Initial post-spray assessments are to be completed after each spray application to ensure that the treatment area was completely and correctly flown over. Efficacy assessments will be performed within 24 hours of the spray application utilizing an Accurate Deposit Assessment Methodology (ADAM) kit from Valent Biosciences or approved alternative.

Once the majority of gypsy moth caterpillars have finished feeding and begun pupation and before trees have had time to grow new leaves, defoliation surveys will be completed in a representative number of spray blocks as well as other locations where gypsy moth egg mass data was collected. This information will be utilized to design future egg mass surveys and estimate population migration.



Town of Pelham Staff will prepare and present a report to summarize the effectiveness of the treatment program including; graphical spray event data, post-spray assessments and defoliation survey.

7.5 Alternative Gypsy Moth Control Measures

The Integrated Pest Management decision-making process includes an evaluation of treatment options and an analysis of potential impacts. Through the IMP approach, a number of alternative management options may be utilized based on; survey results, tree species, tree maturity and density, land use, location, ecological factors and the health of the gypsy moth population.

In locations where aerial spray application is not well suited, a number of other treatment options may be utilized. These may include but are not limited to: ground spraying, tree injection, burlap banding, or a “do nothing” approach if the impact of the infestation will be limited to a remote area.

8. Community Volunteer Program

The Town of Pelham may develop and implement a volunteer based forest health monitoring program overseen by a qualified forestry consultant. Effective volunteer programs can have many positive results and increase awareness among the general public about tree health and invasive species. Raising interest in tree health issues in the community is imperative for the future conservation of the Town of Pelham’s tree canopy. By enlisting and training members of the community to identify invasive species, and collect tree health data from their own lands and public property, volunteers can generate pertinent information that can be useful for municipal operations and help cultivate an awareness of tree health issues among Town of Pelham residents.

9. Gypsy Moth Management Funding

The Town of Pelham will endeavour to strategically allocate resources toward the protection of tree health. The Gypsy Moth Management Policy identifies how the periodic gypsy moth infestations are treated by the Town of Pelham as part of an overall Integrated Pest Management Policy.

A Forestry Health Reserve Fund will be established which will be used to fund programs related to the health of the forests and tree canopy within the Town of Pelham.



The Gypsy Moth Management Program will be funded through the Forestry Health Reserve with Council approval.

To help ease the costs associated with treatment programs the Town of Pelham may attempt to coordinate spray programs with neighbouring municipalities, conservation groups, agricultural and commercial operations and other governmental organizations.

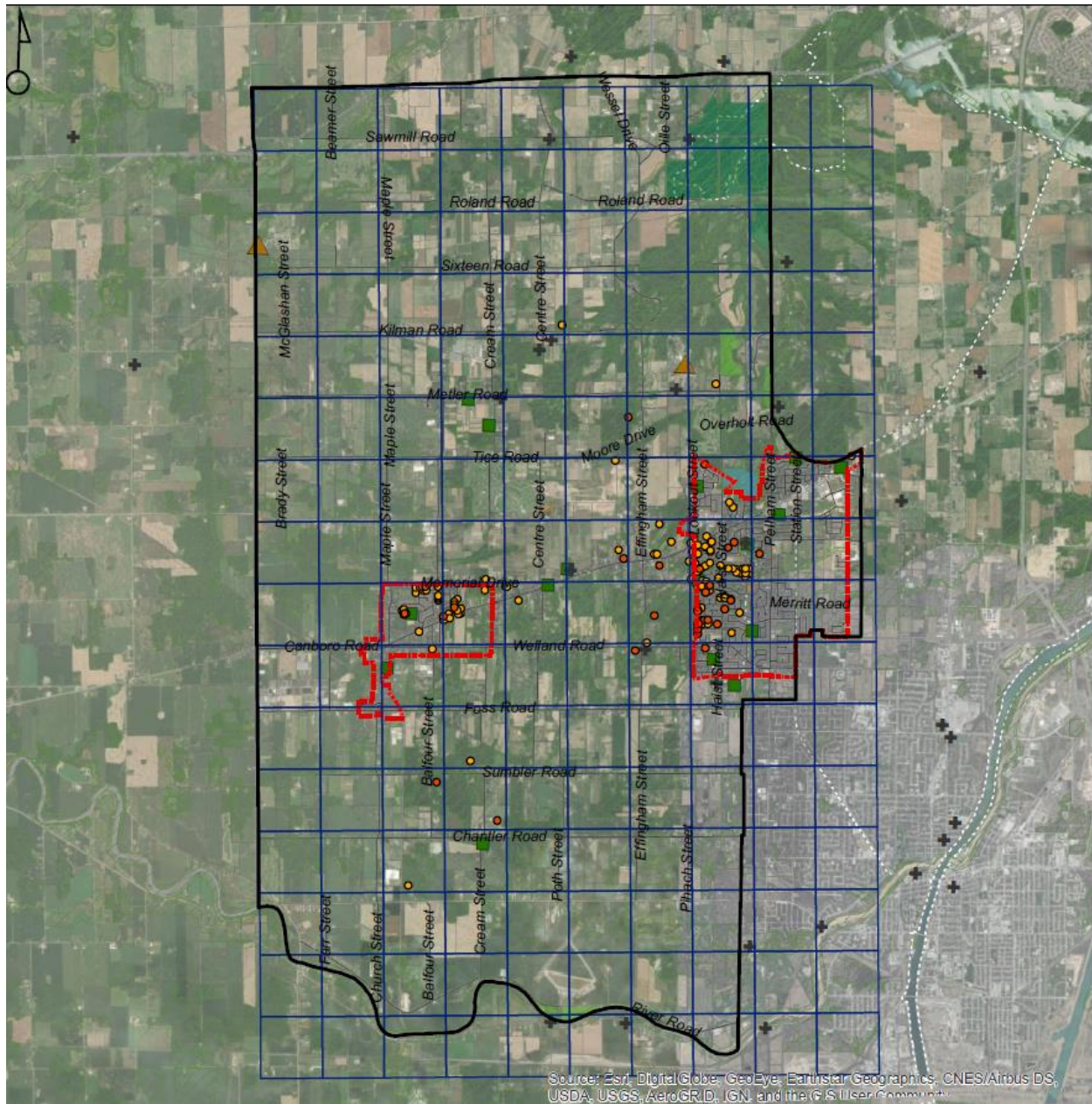
10. Attachments

Appendix A Gypsy Moth Egg Mass Survey Plots

Appendix B Gypsy Moth FAQs



APPENDIX A – Gypsy Moth Egg Mass Survey Plots



GYPSY MOTH FAQs

What is European gypsy moth?

Gypsy Moth (*Lymantria dispar*)

European Gypsy moth (EGM) is an invasive insect from Europe and Asia that established in North America in the late 1860's near Boston. Gypsy Moth caterpillars are 5 to 60 millimetres in length, dark and hairy, with five pairs of blue dots and six pairs of red dots on the back. They feed on a wide range of coniferous as well as deciduous trees, but show a preference to oak trees.

Where does European gypsy moths come from?

Gypsy moths are an invasive pest originally from Europe and Asia. They were brought to North America in the late 1800's to conduct experiments for silk production, but escaped captivity and have since established themselves across much of the northeastern portion of North America

How does European gypsy moth cause damage to trees?

Caterpillars begin by chewing small holes, but as they mature can completely strip a tree of its leaves depending on their age and population.

How much damage can they cause?

High levels of gypsy moth caterpillars can cause trees to experience severe loss of leaves, which could cause them to enter a state of decline and make them more susceptible to further harm from other insects, diseases, and weather fluctuations.

What does the damage look like?

Gypsy moth caterpillars chew small holes in the new leaves. As the caterpillars begin to grow, they eat more and the holes become larger until only the leaf veins remain. When population levels are high, gypsy moth caterpillars have the ability to strip trees of all of their leaves.

What types of trees do these caterpillars affect?

Gypsy moth are known to feed on hardwood trees such as apple, birch, cherry, elm, hickory, oak, willow, and maple species. Other deciduous trees, and even conifers such as pine or spruce, could be susceptible when populations are high.

What is defoliation?

Defoliation is the widespread loss of leaves on a tree and other plants.

Why does it matter if trees lose a few leaves from hungry caterpillars?

Tree damage can range from light to severe defoliation. As the caterpillars grow, they consume more and more leaves. As the growth cycle winds down, usually in late June, trees can look as if they have lost their leaves overnight. Under normal circumstances, defoliation caused by gypsy moth caterpillars won't kill a tree. Healthy trees should regrow their leaves two to three weeks after defoliation, or by early July depending on the year. However, when a tree uses energy to replace damaged leaves, it reduces the energy available for annual tree growth and to fight potential new diseases and other insect attacks.

GYPSY MOTH FAQs

The urban tree canopy provides health, social, environmental, and ecological benefits to communities.

Trees help to:

- Improve air quality and reduce smog and pollution
- Provide shade
- Reduce energy demand for cooling in summer (shades buildings) and heat in winter (windbreak)
- Reduce the negative effects from urban heat (reducing the 'heat island' effect by shading paved surfaces and provides water vapor that cools the air)
- Prevent flooding and reduce peak storm water run-off volumes
- Increase property values and aesthetics
- Strengthens communities
- Improve emotional well-being and mental health (stress reduction)
- Increase outdoor activity and walkability, leading to improved health (e.g., cardiovascular health)

Why are there so many gypsy moths in Pelham?

Gypsy moth has been present in Pelham for at least 20 years. Their populations rise and fall in a cyclical manner. In 2008, an aerial spray was completed to mitigate high gypsy moth populations. Since then, the Town has attempted to monitor and managed these pests using a variety of treatment methods.

Why are they such a nuisance?

Besides defoliating trees, caterpillars can become quite a nuisance to homeowners. They can be heard munching on leaves and their droppings can create a mess on the surfaces below. As the caterpillars complete their feeding, they tend to crawl everywhere including up the sides of homes, on outdoor toys, decks and patio furniture in search of suitable hidden spots to pupate. Exposure to gypsy moth hairs, silken threads, and shed skins can cause skin rashes and upper respiratory tract irritation in some people.

Do they have any natural predators?

Gypsy moths do have natural predators: a fungus (*Entomophaga maimaiga*), a virus (*Nucleopolyhedrosis*) and a small wasp (*Encyrtidae* family). The fungus and virus can be very effective at naturally controlling populations however they require a cool wet spring to be effective. The wasp only kills eggs that are near the surface of an egg mass, but can't parasitize any of the eggs that are hidden beneath the eggs on the outer surface of the mass.

What is Integrated Pest Management (IPM)?

IPM focuses on the long-term prevention and mitigation of pests or their damage through techniques such as monitoring, biological control, habitat manipulation, and modification of cultural practices, such as the use of gypsy moth resistant tree varieties. A major component of this program consists of egg mass surveys in the fall and winter to predict defoliation levels for the following year. Following that, prescription and implementation of various control strategies can be undertaken.

GYPSY MOTH FAQs

What can residents do to help?

Residents can help by:

- Remove egg masses off of trees and other hard surfaces. Soak them in soapy water for a minimum of 48 hours.
- Install burlap skirts around tree trunks at beginning of June. Caterpillars will find shelter under the burlap, making it easy for residents to collect and dispose of them.
- Destroying pupae/cocoons.
- Consult with private arborist companies when larger trees require attention for control for gypsy moth.

Though effective, these control options are time sensitive. They must be implemented at the appropriate time to be effective. The City recommends these IPM techniques as well as their associated appropriate timing:

- September to beginning of May: Scrape gypsy moth egg masses off of trees and other hard surfaces leaves, tree trunks and branches. Soak them in soapy water for a minimum of 48 hours to destroy them.
- May to Mid-August: Burlapping: Install burlap wraps around tree trunks and then collect and destroy the caterpillars, pupae, adults, and egg masses.
- End of June-Mid-August: Collect, crush or otherwise destroy pupae/cocoons when you see them.
- Beginning of May- Mid June: Consider chemical treatments such as Btk-based products or TreeAzin; however, they are extremely time sensitive for them to be effective at controlling gypsy moth. It is highly recommended that you consult with a private arborist no later than the end of April if you are looking at having your trees treated/sprayed to allow the private arborist time to properly schedule our work. Once the caterpillars get too large (approximately mid- June is the cut off point for treatment), pesticide treatments are no longer effective at controlling gypsy moth and can be a costly mistake on the homeowner's part. Some private companies will conduct egg mass removal for your trees during the winter months. The earlier you can consult with an arborist, the better

AERIAL SPRAY

Why is the Town planning an aerial spray?

The Town is facing a gypsy moth population rise that is affecting Pelham's tree canopy. Elevated levels of gypsy moth have caused severe defoliation of trees in certain areas of the Town. This has led to potential negative impacts on the overall health of many trees on both Town and privately-owned property.

While the Town will continue to implement ongoing IPM measures, it will also conduct an aerial spray in areas predicted for severe defoliation. Aerial spraying has proven in the past to be very effective in lowering gypsy moth populations. Although the aerial spray won't eradicate all traces of the insect, it will naturally lower populations to a more manageable level.

Which areas are being sprayed?

The final spray map will be developed and shared with the public once determined.

GYPSY MOTH FAQs

What type of pesticide is being used?

The Town of Pelham will be using a product that contains *Bacillus thuringiensis* subspecies *kurstaki* (Btk). The product is registered under the trade name Foray® 48B. Btk is a naturally occurring bacteria found in soil. Btk is not a chemical. Btk was successfully used by the City of Toronto in 2007, 2008, 2013 and 2017 to control gypsy moth populations. The Cities of Mississauga and Oakville have completed similar spray programs in the past. The City of Hamilton will be conducting an aerial spray program with this same product this spring as well.

What organisms does Btk pesticide affect?

Btk only works against organisms that go from egg to larvae to pupae to moth (lepidopterans). Btk does not affect adult moths and butterflies, including the monarch butterfly, as it is not in the caterpillar stage and feeding on plant material at this time of the year. Btk does not affect other insects, honeybees, fish, birds, or mammals.

How does Btk work?

Btk produces a protein that is toxic only to the larvae (caterpillars) of specific insect species. When ***ingested by susceptible insects, the toxic protein molecules break down the walls of the insect's stomach*** causing the insect to stop feeding. The insect usually dies within two to five days.

For Btk toxins to be activated, the alkaline conditions that exist only in certain insects' digestive systems must be present. The acidic conditions in the stomachs of humans and animals are not present and do not activate Btk toxins, which is why the pesticide is not toxic to humans and animals. Btk has been used in many countries without health impacts to individuals on medications or vulnerable populations.

What is the formulation of the Btk product?

The registered name of the pesticide that will be used by the City is Foray® 48B Biological Insecticide Aqueous Suspension. It is registered under the Pest Control Products Act (PCP # 24977). It is comprised of 3% Btk bacteria, 75% water and 22% food grade inerts. The term 'food grade inerts' refers to a special blend of additives that give the formulation protection against ultraviolet light and help make it stick to foliage. They do not pose any health risks. Btk remains effective for approximately one to four days before it breaks down in the presence of sunlight.

What is the concentration of Btk?

A small amount of liquid covers a large area: 4 litres will cover 1 hectare (2.5 acres). Comprehensive spray drift modelling has been done to ensure accurate and effective application.

Who regulates Btk use in Canada?

Btk has been approved by the Pest Management Regulatory Agency, an agency of Health Canada, for aerial use over urban areas.

GYPSY MOTH FAQs

Is Btk safe?

Btk is an effective pesticide that has been shown to successfully manage many lepidopteran species such as gypsy moth. It has been extensively studied by Health Canada and the US Environmental Protection Agency (EPA). Research shows that Btk poses minimal risk to human health when used as directed.

Btk is approved by Health Canada for aerial use over urban areas. It has been used by many countries over the last 30 years, including Canada and the United States. The City of Toronto has used Btk in multiple aerial spray programs in the past. Its use did not result in any reported health impacts to the general population.

The public is unlikely to experience any symptoms and no special precautions are necessary. Btk aerial spraying is also not expected to have adverse effects on vulnerable populations including children with asthma, people with weakened immune systems, pregnant women or the elderly. However, infrequently there may be some residents who are more sensitive and may experience skin, eye or respiratory irritation.

In addition to the Btk active ingredient, other ingredients called formulants have also been studied broadly and do not have any significant health risks. Formulants normally include water and other ingredients to make the product stick to leaves and needles of trees.

While the aerial spray will not eradicate the gypsy moth populations currently present, it will reduce populations to more manageable levels to protect tree canopies.

Another subspecies of *Bacillus thuringiensis* bacterium, called Bti, has been used to control mosquitos in surface water in the GTA for over a decade as part of the efforts to protect against West Nile Virus. Btk has been used successfully in aerial sprays as well as ground-based spraying for the past 10 years by the City of Toronto to control gypsy moth populations.

Aerial application of Btk has not shown to have any negative environmental effects. Once applied, Btk biodegrades quickly, (approximately 1 to 4 days), through exposure to sunlight and other micro-organisms.

The urban tree canopy provides social, environmental, and ecological benefits to communities. Trees improve air quality and reduce smog and pollution, provide shade, reduce energy demand for cooling in summer and heat in winter, prevent flooding, and promote physical health (improves walkability, improves cardiovascular).

What personal precautions can be taken in preparation for aerial spraying?

Members of the public are unlikely to experience any health effects, and no special precautions are necessary or required. Individuals who have concerns should take reasonable precautions to avoid exposure during an application period of the program.

GYPSY MOTH FAQs

While no special precautions need to be taken, the following measures may be considered by residents living in treatment areas:

- Whenever possible, remain indoors for 30 minutes after spraying to allow for the droplets to deposit onto the tree leaves.
- Bringing laundry, toys and pets indoors before spraying begins.
- Practice good personal and food hygiene (e.g., hand washing after outdoor activities, especially after gardening; leaving outdoor shoes at the door; washing all fruits and vegetables before eating or cooking).
- Covering lawn furniture, outdoor tables, pools, BBQs, play equipment and sandboxes and/or rinsing them off with water after spraying is finished.
- Minimize opening and closing windows and doors during the spraying.
- Shutting off the heating/cooling vents or selecting the recirculate setting.
- Contacting your family physician if you are concerned that a personal medical condition may be aggravated by the spraying.

Does Btk spraying pose a risk to residents who might have sensitivities?

Members of the public are unlikely to experience any symptoms and no special precautions are necessary or required. However, infrequently there may be some residents who are more sensitive and may experience skin, eye or respiratory irritation. Btk aerial spraying is not expected to have adverse effects on vulnerable populations including children with asthma, people with weakened immune systems, pregnant women or the elderly.

What should I do if I experience an adverse reaction?

If you experience an adverse reaction or worsening medical condition, speak to your physician or, in an emergency, call 9-1-1.

Can gypsy moth affect my health directly?

Extreme gypsy moth outbreaks have been associated with skin rashes and upper respiratory tract irritation in some people exposed to airborne gypsy moth hairs, silken threads, or shed skins.

There is a potential for some people to develop minor skin irritations or rashes when they come in contact with these insects. If this is a concern, it is recommended that you try and avoid contact whenever possible.

Is Btk safe for animals?

According to Health Canada, Btk is only effective during the larval (caterpillar) stage of the gypsy moth life cycle. Btk does not affect adult moths and butterflies, including the Monarch Butterfly, as it is not in the caterpillar stage at the time of the spray. Btk does not affect other insects, honeybees, fish, birds or mammals. There is also no impact on animals or pets if they are exposed to or ingest Btk.

GYPSY MOTH FAQs

Where does Btk go in the environment?

Research shows that Btk used in aerial spray programs has not been shown to have any negative environmental effects. Once applied, Btk biodegrades quickly, approximately 1-4 days, through exposure to sunlight and micro-organisms. There are no groundwater contamination concerns, as Btk does not travel through the soil beyond 25 cm.

How long does Btk remain effective?

Btk is applied to leaves when caterpillars are feeding. It breaks down quickly (approximately 1 to 4 days) when exposed to sunlight and micro-organisms

Is there a certain season or window of time the spray has to happen within?

The best time to first apply Btk is mid-May when caterpillars are small, hungry and feeding. The seasonal spray window is set for May 16th to June 15th, 2019. On the day of the sprays, the helicopters will begin spraying just before sunrise (5 A.M.) and will take approximately 2.5 hours to complete. Applications can occur any day of the week, including weekends. Once the leaves are a certain size, the caterpillars have reached almost 90% emergence and the caterpillars begin feeding, the spray window can be narrowed. Once it is determined that those factors are met, the weather conditions then need to be monitored.

The Btk application is weather dependent. Ideal application conditions consist of:

- Calm winds (1-16 km/h)
- High humidity (> 40%)
- Temperatures between 2 and 25 degrees Celsius
- No precipitation within the spray window and ideally not for 24 to 48 hours after application

What type of aircraft will conduct the spray?

For this program, two helicopters with spray systems will fly approximately 15 metres above the tree-tops. It is anticipated to take 2 days to complete one application and there will be a total of two spray applications.

The spray zones were created using scientifically designed methods. Comprehensive spray drift modelling has been done to ensure accurate and effective application. All zones and their boundaries were critically reviewed by City staff and Zimmer Air.

Why are only certain areas of Pelham getting sprayed?

The spray zones were created using scientifically designed methods. Comprehensive spray drift modelling has been done to ensure accurate and effective application. All zones and their boundaries were critically reviewed by Town of Pelham Staff, our Forestry Consultant, and Aerial Spray Applicator.

The spray zone areas we have defined have been refined on the basis of scientific data. Areas that are being sprayed are those where there is no other IPM control option available that would reduce the populations significantly enough to meet acceptable thresholds.

GYPSY MOTH FAQs

Areas found where the Threshold Criteria was greater than 2500 Gypsy Moth Egg Masses per Hectare were considered as critical areas which are included in the spray. The spray zones were refined using extensive data gathered from these areas.

What happens if the spray is cancelled?

Bad weather or wind may cause the aerial spray to be postponed with little advanced notice. The Town will issue a communication to the public 48 hours before each treatment and provide up-to-date information online at <https://www.pelham.ca/en/living-here/gypsy-moth.aspx>, through the Town's social media channels (Twitter and Facebook) and through Email News Alerts. The spray may be cancelled up to 24 hours in advance if the weather conditions change.

If the weather isn't co-operative and spraying can't be done – what are the Town's next steps?

The Town will continue to monitor pest population levels and consider appropriate treatment methods.

Why is spraying from the air seen as more effective than spraying from the ground?

Evaluation of previous programs over the past few decades have shown that aerial sprays are highly effective for controlling many forest pests including gypsy moths. Large areas can be treated in just a few hours. Most droplets reach the ground within 10 minutes of application.

Aerial spraying can treat remote or difficult-to-access areas, providing even coverage throughout the target area. Also, the droplets can penetrate the crowns of even the tallest trees.

How is the Town going to measure the success of the spray program?

Success will be measured by evaluating tree health through the months following the spray (if the trees are green and covered with leaves versus completely defoliated). As well, egg mass counts will be conducted annually in the fall/winter.

Residents are encouraged to implement healthy tree practices and to consult with qualified arboricultural companies to develop healthy tree management plans for their own trees.

If the spray isn't successful, what's next?

We will monitor immediately following the first spray to determine initial results and will readjust if required for the second spray.

Will spraying become an annual thing?

We are confident this year's spray will be enough to bring the gypsy moth population back down below a tolerable threshold to prevent severe canopy damage from occurring. Spraying this spring is the best approach for the health of the trees, our environment, and residents.

GYPSY MOTH FAQs

Proactive prescribed treatments do not follow the approach of Integrated Pest Management as it is nearly impossible to determine if population levels of gypsy moth will require an aerial spray a year in advance. Decisions regarding whether to treat with an aerial spray will be left after extensive egg mass surveying has been completed to determine if treatment is warranted or not.

PREPARING FOR THE SPRAY

How will I know when the spray is happening?

48 hours in advance of the spray, the Town will inform residents of the specific areas of the flight path, treatment plan, and any other relevant information.

- Notification signs will be posted along local roads to announce the approximate spray window.
- Social media will be used to update the public on current spray operations. The Town is on Facebook and Twitter. The website will also be updated regularly.
- The public are encouraged to subscribe for up Email News Alerts regarding the aerial spray at, <https://www.pelham.ca/en/living-here/gypsy-moth.aspx> and clicking “subscribe to this page” at the bottom of the page.
- For questions or for up-to-date information about what you can do to control gypsy moth on your property, aerial spray details like spray dates, times and locations visit <https://www.pelham.ca/en/living-here/gypsy-moth.aspx> where you can also sign-up for Aerial Spray Email News Alerts.
- Residents with questions or concerns related to the health impacts of aerial spraying with Btk should call Niagara Regional Public Health at 1-800-263-7248 or speak to their family physician.

Should I cover items in my backyard?

It is recommended to cover things you don't want sprayed like patio furniture, outdoor tables, play equipment and sandboxes or you can simply rinse them off with water after spraying is finished. The spray does not damage paints or finishes on automobiles, houses, boats or trailers. If it is left to harden, the spray can be removed with water but may require more effort. The sooner it is washed off, the easier it is to remove.

Can my pool remain open?

If possible, cover pools during the spray period. After the spraying has been conducted and the pool cover has been removed, consider testing the water to ensure chemistry balance in water chemistry prior to swimming in the pool. If the pool has not been covered during the spray, test the water to ensure chemistry balance in the water chemistry prior to swimming.

AFTER THE SPRAY

There is a film on my patio furniture; will it come off with water?

The spray does not damage paints or finishes on automobiles, houses, boats or trailers. If it is left to harden, the spray can be removed with water but may require more effort. The sooner it is washed off, the easier it is to remove.

GYPSY MOTH FAQs

Can I use my BBQ?

If possible, prior to the spraying, close and cover your BBQ or bring it into a covered area. BBQs left open or uncovered should be rinsed with water prior to use. If left to harden, it may require more effort to remove.

Is it safe to go swimming in my pool after the spray?

Btk biodegrades quickly through exposure to sunlight. If possible, cover pools during the spray period. After the spraying has been conducted and pool cover has been removed, consider testing the water to ensure chemistry balance in water prior to swimming in the pool. If the pool has not been covered during the spray, test the water for chemistry balance prior to swimming.

Can my dog be outside when the spray occurs? Is it harmful to pets?

Individuals who live in the treatment areas should bring pets indoors before spraying begins. This will reduce pets bringing Btk indoors; However, Btk is not considered a risk to pets or animals.



Policy Name: Invasive Species Management	Policy No: S802-XX
Committee approval date:	-
Council approval date:	-
Revision date(s):	5/24/2023
Department/Division:	Public Works

1. Purpose

The purpose of this policy is to provide a process that addresses the introduction of invasive species, management of existing invasive species, and the periodic infestation of pests experienced in the Town of Pelham.

The goal of this Invasive Species Management policy is to develop an integrated set of objectives and procedures that will combine to form a set of working guidelines that will:

- a) protect municipal assets and infrastructure from invasive species populations through an Integrated Pest Management (IPM) approach.
- b) Prevent the introduction of invasive species through public awareness and encourage public reporting.
- c) Monitor existing invasive species while continually surveying for potential incoming threats.
- d) Evaluating treatment options available and an analysis of potential impacts.
- e) Protect green infrastructure and establish mechanisms to fund response if invasive species are found.

2. Policy Statement

It will be the policy of the Town of Pelham to protect the natural environment within the Municipal Boundary against the damage caused by invasive species and hence, preserve and enhance the quality of Pelham communities.

3. Policy Constraints

This policy applies to all municipally owned lands within the Town of Pelham including road allowances, municipal boulevards, parks, trails, and green spaces, unless otherwise approved by the Director of Public Works.

The policy may be affected by the availability of Town staff, financial resources, regulatory restrictions and requirements from other departments and agencies.

4. Definitions

“Biological Controls” means other organisms that prey specifically on a pest.

“Commercial Property” means a property that is being used for a commercial purpose and/or generates an income.

“Integrated Pest Management (IPM)” means a multi-disciplinary, ecological approach to the management of pests based first on prevention and when needed, a control (biological, cultural, physical or mechanical intervention), saving synthetic pesticide application as a last resort.

“Invasive Species” is an organism that causes ecological or economic harm in a new environment where it is not native. This definition includes all organisms, including vascular plants, animals (including invertebrates), fungi, bacteria, and viruses.

“Invasive Species Action Threshold” means the number or density of a pest when management action should be taken.

“Pest”, means an organism that causes damage, is a nuisance or interferes with the health, environmental, function or aesthetic objectives of citizens.

“Sequential Sampling” means a sampling technique wherein the researcher picks a single or a group of subjects in a defined area, conducts a survey, analyzes the results then picks another group of subjects if needed and so on.

5. General Provisions

5.1 All maintenance operations including surveying and inspection performed on public property shall be carried out by the appropriately qualified municipal staff, or contractors acting for the Corporation of the Town of Pelham.

5.2 All work on public property shall be undertaken by trained persons in accordance with the Ontario Occupational Health and Safety Act and Regulations, as well as established Town of Pelham Public Works Operations Procedures.

6. Prevention

6.1 Preventing invasive species from becoming established can be more cost effective than restoring an injured ecosystem. Controlling established invasive species is costly and difficult, and complete eradication is extremely difficult. Prevention can avoid the potentially permanent species losses that may result from a pest invasion.

6.2 Public Awareness is essential for preventing the introduction of invasive species and pests. Public awareness campaigns may include updates on the Town of Pelham municipal website to highlight identification of targeted invasive species and tips on preventing their spread.

6.3 Encourage community volunteers to generate pertinent information that can be useful for municipal operations and help cultivate an awareness of invasive species among Town of Pelham residents.

6.4 Maintain plant diversity on Municipal lands to increase ecosystem resilience. Plants that are native to a site should be selected for use in landscaping, whenever feasible.

6.5 Optimize the use of fertilizer on Municipal property. Many invasive species have adapted to use plentiful nutrients for explosive growth; therefore excessive fertilizer application enhances the growth of invasives. The use of native plants may reduce or eliminate the need for additional fertilizers, as many native plants can grow well without them.

6.6 Develop invasive species expertise. In order to prevent or respond to invasions, and to remain knowledgeable on new species, and control techniques, municipal staff require training in invasive species identification, inventory, and control methods.

6.7 Carefully consider location when disposing of mechanically removed invasive plant species. Reproductive parts of many invasive plants can withstand seasonal cycles, including drying and freezing, therefore composting of invasive species residue is not recommended.

7. Inspections and Monitoring

7.1 Once an invasive species has been identified, implement an invasive species survey and detection program to inventory the presence and abundance of new and existing invasive species to help establish management priorities. Decisions and control strategies for the management of invasive species will be made based on site inspections resulting from the identification of an invasive species or pest.

7.2 The frequency of site inspections and the number of monitoring plots is dependent on the type of pest, location, stage of growth or life cycle, history of infestation, mode of dispersal and its population density. A species-specific surveying program shall be developed upon identification of an invasive species.

8. Control Measures

8.1 A species-specific management strategy and procedure shall be developed prior to beginning control efforts, including identifying management objectives and an Invasive Species Action Threshold (ISAT).

8.2 An invasive species ISAT is established in accordance with its environmental impact, management objectives, industry best practices, and guidance from the Invasive Species Centre of Canada or other agencies. A list of Council approved ISAT's is included in Appendix A of this policy.

8.3 An invasive species management procedure may include one or more control methods. Control methods depend on the species being controlled and the characteristics of the site being treated. Risks of each control method must be considered against the benefits of successful suppression. These controls might include biological control, synthetic pesticide application, or mechanical

control. Whenever possible, non-chemical treatments should be considered. Synthetic herbicides or pesticides should be used as a last resort.

9. Public Education and Awareness

9.1 Engaging the general public is a key component of prevention, introduction, spread, and management of invasive species. Comprehensive outreach and education provide residents with information and tools to take appropriate action against invasive plants on their own property.

9.2 Effective communication with residents can be done in a number of ways including but not limited to: websites, social media, mail-outs, workshops, and signage.

9.3 Key information that should be communicated to the public includes identification to invasive species, how they are introduced and spread, potential impacts, how individuals can take action to the reduce the spread, impact, and what regulations and policies are in place.

9.4 Species-specific management procedures may also include communication requirements depending on the species and the prescribed control method.

10. Invasive Species Reserve Fund

10.1 The Town of Pelham will endeavour to strategically allocate resources toward the management of invasive species. The Invasive Species Policy identifies how invasive species infestations are treated by the Town of Pelham.

10.2 An Invasive Species Reserve will be established which will be used to fund programs related to invasive species infestations within the Town of Pelham.

Appendix A – Invasive Species Action Threshold

Invasive Species	Management Objective	Action Threshold (ISAT)	Procedure
Spongy Moth	Prevent Tree Mortality and Severe Defoliation.	2500 egg masses/hectare	PW-IS-01 Previously (S801-03) By-law No. 4433(2022)



Procedure: Spongy Moth Management	Procedure No: PW-IS-01
Revision No. 2	
Revision date(s):	3/06/2023
Department/Division:	Public Works Beautification

1. Purpose

The goals of this Spongy Moth Management Procedure are to:

- Maintain tolerable spongy moth populations at any point in time, and make sure that outbreaks are controlled properly.
- To protect the tree canopy within the Municipal Boundary against tree mortality caused by defoliation by the spongy moth.
- Educate residents about the spongy moth to foster a thorough understanding of forest pests and their environments.
- Establish a feasible spongy moth monitoring network and egg mass survey program.
- Identify an Invasive Species Action Threshold (ISAT) criterion for implementing spongy moth control measures.

2. Procedural Constraints

The procedure will be applied to all properties within the Town of Pelham with the exception of properties, or sections of properties being used for agricultural production or commercial business, as well as properties owned or operated by; the Niagara Region, the Niagara Peninsula Conservation Authority or the Province of Ontario unless otherwise approved by the Director of Public Works.

This procedure may be affected by the availability of Town staff, financial resources, regulatory restrictions and requirements from other departments and agencies.

3. Prevention

The spongy moth was first detected in Ontario in 1969 and has been a serious problem throughout southern Ontario since 1985. As of 1996 the spongy moth has inhabited the southern third of the province making prevention or eradication impossible.

4. Inspections and Monitoring

Once an infestation has been identified, egg mass surveys will be undertaken in the fall, to determine the egg mass densities within the developed spongy moth monitoring plots. (*Appendix A*) The information gathered during the surveys will be utilized in the development of a treatment program if the Invasive Species Action Threshold (ISAT) criteria or special circumstances are met.

The number of surveying plots required to monitor spongy moth populations fluctuates in times of high or low population densities. Sequential sampling plans increase the efficiency of the survey program by focusing in areas where intervention is most likely required. Areas with very low or high populations require the least amount of sampling, as a decision may be reached after sampling only a few plots. Plot sampling requirements may vary depending on land use for continually forested and urban/suburban habitats depending on spongy moth populations.

5. Spongy Moth Action Threshold

In order to preserve the Town of Pelham's tree canopy and prevent tree mortality resulting from Spongy Moth infestation, the ISAT criteria used to identify plots that require treatment within Municipal Boundary will be a minimum of 2500 egg masses per hectare.

6. Spongy Moth Control Measures

6.1 Treatment Block Development

If the ISAT criteria for treatment are met, treatment blocks will be identified utilizing the information gathered through the annual egg mass surveys.

Treatment blocks will be developed to include areas where spongy moth egg mass densities exceed the ISAT criteria of 2,500 per hectare. Treatment blocks are developed in such a way to accommodate aerial spraying in a safe and efficient manner. Due to the application method, it is not logistically possible for individual properties inside the treatment block to opt out of the application. Authority delegated through By-Law 4106(2019) allows the Director of Public Works to implement a spongy moth control aerial spray program when the threshold criteria is met.

Special circumstances such as proximity to selected treatment blocks, or areas where high spongy moth populations threaten nearby property where protection is greatly desired, may extend consideration of treatment to additional areas or Treatment Buffer Zones. Also, consolidation or expansion of proposed treatment blocks may be attempted in the interests of program efficacy and efficiency.

Circumstances may warrant the consideration of areas with egg mass counts below 2500 egg masses per hectare, on a lower priority basis, when Habitat Susceptibility and Land use factors are high and there is a clear indication that the spongy moth populations, though low, are in increasing and are healthy. Generally, areas that in the past have experienced high and rapidly rising outbreak levels of spongy moth would be candidate for such consideration to achieve effective and more efficient long term pest management.

6.2 Treatment Program Communication

Prior to the implementation of any control measure, staff will prepare a report outlining the results of the egg mass surveys, management recommendations, treatment costs, proposed treatment blocks as well as the amended by-law to be presented to Council for approval.

Spongy moth management program information will be made available on the Town of Pelham's Website and social media feeds as well as public notices in local print media.

The Town of Pelham will notify landowners, whose properties are included within or adjacent to the treatment blocks prior to May 1st by Canada post letter mail.

The Town of Pelham will provide information concerning the spongy moth, including control measures on private properties to the residents of Pelham. Information provided will be made available at, all Municipal Facilities, the Town of Pelham website, social media feeds and media releases.

Further to the communication plans described in the previous paragraphs, the Town of Pelham shall adhere to section 79 of Ontario Regulation 63/09 under the Pesticides Act for alternative means of public notice of pesticide use.

6.3 Aerial Application of Control Agents

The treatment of spongy moths shall be completed in an ecologically responsible manner. To protect other sensitive species, a number of factors are considered in determining the timing for aerial application of control agents including foliage emergence, spongy moth in-star development, weather conditions and manufactures' specifications.

Spray application will not be initiated until foliage has developed to no less than 30% of mature size, and caterpillars have reached 90% emergence and display evidence of feeding. Application must be made only during meteorological conditions that are suited to maximize spray deposit in the treatment areas and to minimize off target movement of the spray. Foliage must not be too wet prior to application and applied well in advance of any rain events. This may vary depending on manufacturers' technical information and product-specific recommendations.

6.4 Post Application Assessments and Communication

Initial post-spray assessments are to be completed after each spray application to ensure that the treatment area was completely and correctly flown over. Efficacy assessments will be performed within 24 hours of the spray application utilizing an Accurate Deposit Assessment Methodology (ADAM) kit from Valent Biosciences or approved alternative.

Once the majority of spongy moth caterpillars have finished feeding and begun pupation and before trees have had time to grow new leaves, defoliation surveys will be completed in a representative number of spray blocks as well as other locations where spongy moth egg mass data was collected. This information will be utilized to design future egg mass surveys and estimate population migration.

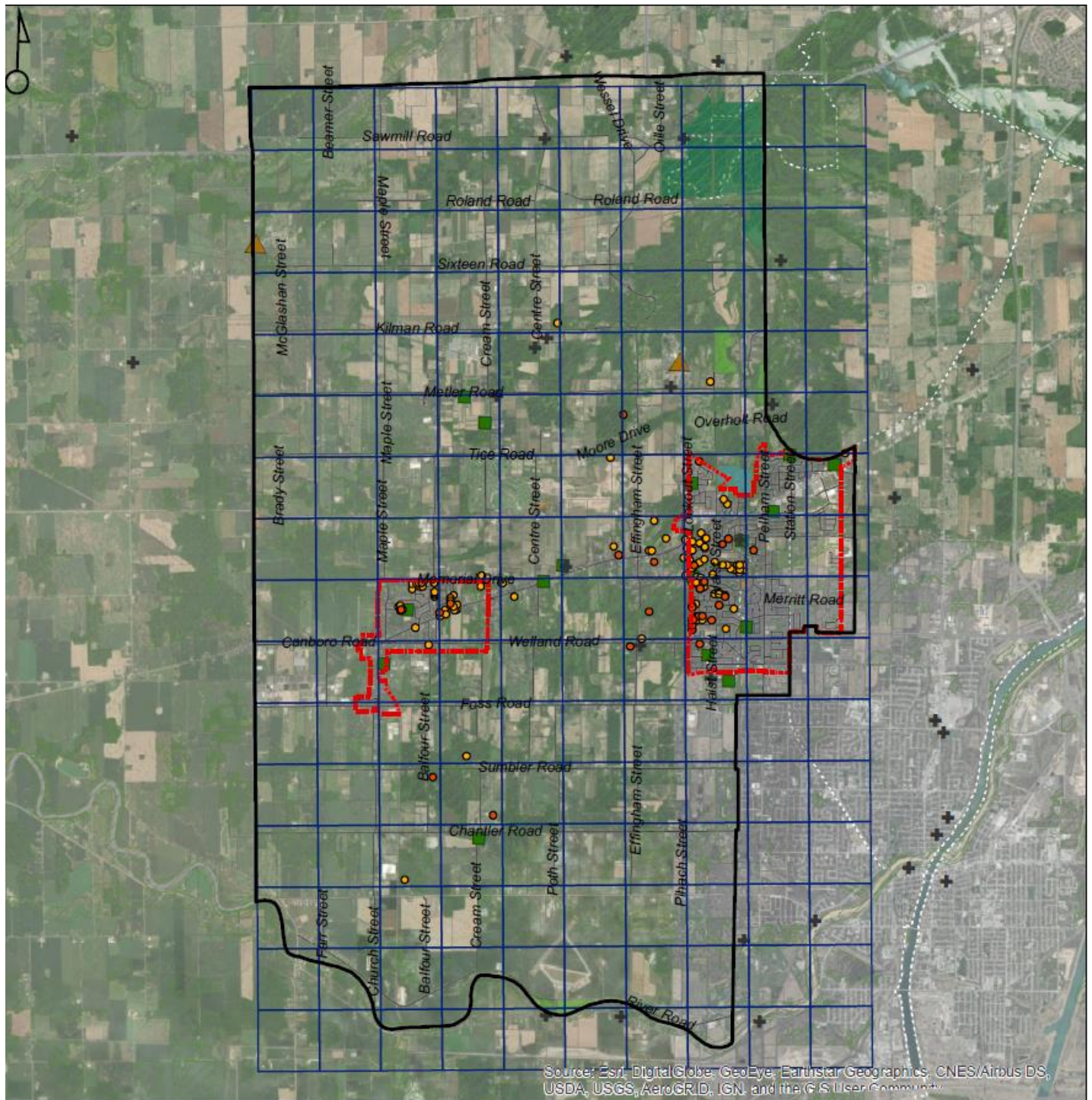
Town of Pelham Staff will prepare and present a report to summarize the effectiveness of the treatment program including graphical spray event data, post-spray assessments and defoliation survey.

6.5 Alternative Spongy Moth Control Measures

A number of alternative management options may be utilized based on, survey results, tree species, tree maturity and density, land use, location, ecological factors and the health of the spongy moth population.

In locations where aerial spray application is not well suited, a number of other treatment options may be utilized. These may include but are not limited to ground spraying, tree injection, burlap banding, or a “do nothing” approach if the impact of the infestation will be limited to a remote area.

APPENDIX A – Spongy Moth Egg Mass Survey Plots (2019-2023)



Subject: Award of Pelham Street Phase 4 – Contract 2023-0131

Recommendation:

BE IT RESOLVED THAT Council receive Report # 2023-0131, for information;

AND THAT the tender for 2023-PW-13 Pelham Street Phase 4 from Spruceside Crescent to the Pelham /Welland town boundary be awarded to Rankin Construction Inc. in the amount of \$4,332,425, plus net HST rebate for a total cost to the Town of \$4,408,676;

AND THAT Council amend the motion from Council Report # 2023-0083 Public Works- Quaker Road Reconstruction Update and Pelham St Phase 4 Project to reflect the actual costs of Pelham St Phase 4 in the total amount of \$4,646,334 from the estimated amount of \$4,121,000 on the April 5, 2023 report #2023-0083;

AND THAT Council approve the additional funds to RD-21-23 Pelham St Phase 4 (#300649) in the amount of \$525,334 to be funded from the projected savings of \$647,000 from RD 11-22 Pelham St Phase 3 (#300629) for a net savings of \$121,666 as summarized in Appendix 1;

AND THAT Council approve the increase to the Roads Reserve in the amount of \$566,204; a decrease in the Water Reserve in the amount of \$485,538 and an increase in the Wastewater Reserve in the amount of \$41,000, for a total net decrease of the total projects in the amount of \$121,666 as summarized on Appendix 1.

Background:

At its regular meeting of April 5, 2023 staff presented a report to Council requesting a budget amendment to defer the Quaker Road Reconstruction Project to 2024 and instead complete Pelham Street Phase 4 Reconstruction Project in 2023. This change was requested due to the fact that the Region had constructability and scheduling issues by trying to complete Quaker Road Reconstruction ahead of the Pelham Street Phase 4 Reconstruction. The following resolution was passed:

BE IT RESOLVED THAT Council receive Report #2023-0083-Public Works – Quaker Road Reconstruction Project Update and Pelham St Phase 4 Project, for information;

AND THAT Council approve the deferral of the following projects to 2024: RD 13-23 Quaker Rd Reconstruction (\$2,100,000); WTR 01-23 Quaker Rd-Watermain (\$800,000) and WST 06-23 Quaker Rd-Wastewater (\$1,050,000) as summarized on Appendix 1;

AND THAT Council approve in 2023 the Pelham Street Phase 4 Reconstruction Road Project # 300649 for \$3,436,000 and Pelham St Phase 4 Watermain Project # 700286 for \$685,000, to be funded as follows: \$595,000 Roads Reserve, \$644,000 by the Water Reserve, \$41,000 by the Wastewater Reserve, \$791,000 by Ontario Community Infrastructure Fund (OCIF), \$1,200,000 ICIP Northern and Rural Grant and \$850,000 by Development Charges Revenue as summarized on Appendix 1;

AND THAT Council approve the change in funding for RD 09-23 Road Rehabilitation project # 300643 in 2023 from \$163,171 Roads Reserve and \$836,829 OCIF grant to \$630,171 Roads Reserve, \$324,000 from the Canada Community Benefit Fund (CCBF) and \$45,829 OCIF as summarized on Appendix 1.

The Pelham Street Phase 4 Reconstruction project from Spruceside Crescent South to 500m south of Quaker Road (the Pelham/Welland town boundary) was originally budgeted for construction in 2024. The project is critical in the sense that it has Federal and Provincial grant funding with a mandatory substantial completion date of October 31, 2026. The project consists of road urbanization including catch basins, bike lanes, sidewalks, and curb and gutter, as well as replacement of the existing waterman, and is estimated to take 120 working days to complete.

Based on the above resolution staff worked closely with the design consultant and the Niagara Region to develop a schedule and plan to complete the Pelham Street Phase 4 Reconstruction project ahead of the Quaker Road Reconstruction project, currently scheduled now to be completed in 2024. The Pelham Street Phase 4 project and the Quaker Road Reconstruction project are critical to supporting development and improving safety for active transportation users and vehicular traffic.

Staff finalized the design, prepared the tender documents, and issued a request for tender (RFT) on April 27th, 2023.

Analysis:

A construction tender called 2023-PW-13 Pelham Street Phase 4 from Spruceside Crescent to the Pelham/Welland town boundary closed on Thursday, May 18, 2023. A total of four (4) tenders were received and opened. All extensions and totals for all tenders were checked. No mathematical error was found in the bids received resulting in four compliant bids (please see Table below):

Rank	Bidder	Amount (excl. HST)
1	Kada Group Inc.	\$4,306,820.60
2	Rankin Construction Inc.	\$4,332,425.00
3	Demar Construction Inc.	\$4,507,115.16
4	Peter's Excavating Inc.	\$4,889,630.21

The design consultant and Town staff reviewed the submissions. As a result of that review and given that the request for tender states "The award of this tender is subject to Town Council approval and will be subject to a review of the Tenderer's qualifications and experience. This Tender will not necessarily be awarded to the low bidder", staff recommends awarding the tender for 2023-PW-13 Pelham Street Phase 4 from Spruceside Crescent to the Pelham/Welland town boundary to the second lowest bidder Rankin Construction Inc., at its bid price of \$4,332,425 plus HST for a total cost to the Town (net of the HST rebate) of \$4,408,676.

In the staff's opinion, Rankin Construction Inc. has the experience and technical expertise to complete the project on time and on budget. Their experience on the first three phases of the Pelham Street project has been on time and under budget. This project has a grant amount of \$1,200,000 from the Investing in Canada Infrastructure Program: Rural and Northern Stream which has a strict deadline for project completion. The Town cannot risk losing this grant to a firm that does not have experience on such a large-size project. The difference between the lowest and second lowest bidder is only \$25,604, which is a 0.6% difference.

Based on the Tender Price of \$4,332,425 plus HST by Rankin Construction Inc., staff prepared an updated total project cost estimate. Including contingency, engineering services, site inspection, material testing, non-refundable HST and other miscellaneous costs, the updated total project cost is estimated at \$4,646,334.

RD11-22 Pelham St Phase 3 is estimated to be under budget by approximately \$647,000. Most of these savings are from the following budget lines: contingency, Granular A, use of native fill, an under-run-on base asphalt, the deletion of

landscaping retaining walls, and less contaminated material than anticipated. These savings will offset the additional increase of \$525,334 to project RD-21-23 Pelham St Phase 4 by \$647,000, for a net savings of \$121,666.

Financial Considerations:

Appendix 1 has an amended breakdown of the Pelham St Phase 4 Project funding sources. The yellow highlight on Appendix 1, shows the changes from the report that was submitted to Council on April 5, 2023 (#2023-0083). It also shows at the bottom of the report the net change from the April 5, 2023 report to the June 7, 2023 report, with a net savings of \$121,666.

On the April 5, 2023 report the additional funds requested for Pelham St Phase 4 were coming from project savings from the following projects: WST 02-22 for \$39,500, RD 13-21 for \$472,329, RD 03-20 for \$96,229, RD 13-22 for \$223,833 and the Roads Reserve for \$274,626 for a total amount of \$1,106,517. For simplicity of reading the amended Appendix 1 report, these savings have been allocated under the Roads Reserve for Project RD 11-22 (this is the first yellow highlight). All project savings ultimately go back to their respective reserves. The reason why the Town identifies savings from specific projects in-year is because Council has already approved these funds in the 2023 Capital Budget; therefore not impacting the reserve balances.

Appendix 1 shows that the additional funds required to complete RD 21-23 Pelham St Phase 4 is offset by savings from RD 11-22 Pelham St Phase 3, with a net savings of \$121,666.

Alternatives Reviewed:

The alternative would be for Council to direct staff to award this project to the low bidder (Kada Group Inc.) in the amount of \$4,306,820.60 (plus HST).

Strategic Plan Relationship: Infrastructure Investment and Renewal

The Town's infrastructure benefits from the timely replacement of aging infrastructure and is critical to ensuring the Town maintains a safe and efficient transportation network, water distribution system, wastewater collection system, and stormwater management system.

Consultation:

A consultation was undertaken with the Town Solicitor.

Other Pertinent Reports/Attachments:

2023-0083-PW Quaker Road Reconstruction Project Update

Appendix 1: 2023 Capital Budget Changes for Quaker Rd and Pelham St Phase 4
Amended on June 7, 2023

Prepared and Recommended by:

Jason Marr, P. Eng.
Director of Public Works

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

Prepared and Submitted by:

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

Appendix 1: 2023 Capital Budget Changes for Quaker Rd and Pelham St Phase 4

Amended on June 7, 2023 based on RFP

Current Approved Budget		Expenditure	Funding								
Project	Year	Budget	Reserve - Roads	Reserve - Water	Reserve - Wastewater	Grant - CCBF	Grant - OCIF	Grant Federal	Debenture	DC	Total Funding
RD 13- 23 - 300683 - Quaker Rd Recons	2023	2,100,000	(1,534,000)			(566,000)					(2,100,000)
RD 09-23 - 300643 - Road Rehabilitation	2023	1,000,000	(163,171)				(836,829)				(1,000,000)
RD 12-23 - 300669 Canboro Rd Cycling Initiative	2023	843,750	(438,750)					(405,000)			(843,750)
WTR 01-23- 700272 - Quaker Rd - Watermain	2023	800,000		(800,000)							(800,000)
WST 06-23 - 700357 - Quaker Rd Sanitary	2023	1,050,000			(1,050,000)						(1,050,000)
RD 11-22- 300629 Pelham St Phase 3	2022	4,706,517	(2,557,407)					(1,166,620)		(982,490)	(4,706,517)
Total 2023 Approved		10,500,267	(4,693,328)	(800,000)	(1,050,000)	(566,000)	(836,829)	(1,571,620)	-	(982,490)	(10,500,267)
RD 21-23 300649 - Pelham St Phase 4	2024	4,500,000						(1,416,610)	(2,233,390)	(850,000)	(4,500,000)
WTR 04-23 700286 - Pelham St Phase 4 Watermain	2024	1,400,000		(1,400,000)							(1,400,000)
Total 2024 Proposed		5,900,000	-	(1,400,000)	-	-	-	(1,416,610)	(2,233,390)	(850,000)	(5,900,000)

Proposed Amendment		Expenditure	Funding								
Project	Year	Budget	Reserve - Roads	Reserve - Water	Reserve - Wastewater	Grant - CCBF	Grant - OCIF	Grant Federal	Debenture	DC	Total Funding
RD 21-23 300649 - Pelham St Phase 4	2023	3,516,976	(675,796)				(791,000)	(1,200,000)		(850,000)	(3,516,796)
WTR 04-23 700286 - Pelham St Phase 4 Watermain	2023	1,129,358	-	(1,129,538)	-						(1,129,538)
RD 09-23 - 300643 - Road Rehabilitation	2023	1,000,000	(630,171)			(324,000)	(45,829)				(1,000,000)
RD 12-23 - 300669 Canboro Rd Cycling Initiative	Cancel	-									-
RD 11-22 300629 Pelham St Phase 3	2022	4,059,517	(1,910,407)					(1,166,620)		(982,490)	(4,059,517)
Total 2023 Proposed		9,705,851	(3,216,374)	(1,129,538)	-	(324,000)	(836,829)	(2,366,620)	-	(1,832,490)	(9,705,851)
RD 13- 23 - 300683 - Quaker Rd Recons	2024	2,100,000	(1,181,750)			(566,000)			(352,250)		(2,100,000)
WTR 700272 - Quaker Rd - Watermain	2024	800,000		(800,000)							(800,000)
WST 06-23 - 700357 - Quaker Rd Sanitary	2024	1,050,000			(1,050,000)						(1,050,000)
Total 2024 Proposed		3,950,000	(1,181,750)	(800,000)	(1,050,000)	(566,000)	-	-	(352,250)	-	(3,950,000)

Summary of Net Changes in Funding		Reserve - Roads	Reserve - Water	Reserve - Wastewater	Grant - CCBF	Grant - OCIF	Grant Federal	Debenture	DC	Total Funding
Increase (Decrease) in Required Funds 2023		(1,476,954)	329,538	(1,050,000)	(242,000)	-	795,000	-	850,000	(794,416)
Increase (Decrease) in Required Funds 2024		1,181,750	(600,000)	1,050,000	566,000	-	(1,416,610)	(1,881,140)	(850,000)	(1,950,000)
Total Increase (Decrease) in Required Funds at June 7, 2023		(295,204)	(270,462)	-	324,000	-	(621,610)	(1,881,140)	-	(2,744,416)
Total Increase (Decrease) in Required Funds at April 5, 2023		271,000	(756,000)	41,000	324,000	-	(621,610)	(1,881,140)	-	(2,622,750)
Net Change from April 5, 2023 Report to Council		(566,204)	485,538	(41,000)	-	-	-	-	-	(121,666)

updated on June 7, 2023



The Corporation of the Town of Pelham

By-law No. 37-2023

Being a by-law to adopt, ratify and confirm the actions of the Council at its regular meeting held on the 7th day of June 2023.

WHEREAS section 5(3) of the *Municipal Act, 2001*, S.O. 2001, c. 25 ("*Municipal Act, 2001*" or "the statute") provides that, unless 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 the 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 7th day of June, 2023, 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.** This By-law shall come into force on the date that it is enacted.

Read, enacted, signed and sealed this 7th day of June, 2023.

Marvin Junkin, Mayor

William Tigert, Town Clerk