

REGULAR COUNCIL AGENDA

C-18/2023

Wednesday, October 4, 2023

9:00 AM

Town of Pelham Municipal Office - Council Chambers

20 Pelham Town Square, Fonthill

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. National Anthem**
- 3. 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.

- 4. Approval of the Agenda**
- 5. Disclosure of Pecuniary Interests and General Nature Thereof**

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1. By-law 57-2023 - Being a By-law to dedicate lands as a public highway.

14. Motions and Notices of Motion

14.1 Councillor Olson - Centennial Park Enhancements, 2024 Budget Request

Mover: Councillor Olson

Seconder: Councillor Eckhardt

WHEREAS Council for the Town of Pelham is dedicated to implementing infrastructure enhancements;

AND WHEREAS Centennial Park experiences high usage;

NOW THEREFORE BE IT RESOLVED THAT Council direct staff to prepare a report addressing potential infrastructure enhancements, including, but not limited to, the installation of pedestrian sidewalks, speed bumps, bollards, barriers, parking lot resurfacing, and the exploration of an alternative egress point;

AND THAT Council direct staff to report back to Council in Q4 of 2023;

AND THAT staff be directed to include funding for the implementation of infrastructure improvements at Centennial Park in the 2024 Budget, for Council's consideration.

15. Resolution to Move In Camera

16. Rise From In Camera

17. Confirming By-Law

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18. Adjournment

REGULAR COUNCIL MINUTES

Meeting #: C-17/2023
Date: Wednesday, September 20, 2023
Time: 9:00 AM
Location: Town of Pelham Municipal Office - Council
Chambers
20 Pelham Town Square, Fonthill

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

Regrets: Mayor Marvin Junkin

Staff Present: David Cribbs
Jason Marr
Jennifer Stirton
Vickie vanRavenswaay
Barbara Wiens
Sarah Leach, Deputy Clerk
Brianna Langohr
William Tigert
Usama Seraj

1. Call to Order and Declaration of Quorum

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

2. National Anthem

3. Land Recognition Statement

The Deputy Mayor read the land acknowledgement into the record.

4. Approval of the Agenda

BE IT RESOLVED THAT the agenda for the September 20, 2023 Regular meeting of Council be adopted, as circulated.

Amendment:

Moved By Councillor Wayne Olson

Seconded By Councillor Bob Hildebrandt

THAT the agenda be amended to:

- **Add addendum items 6.1.3 and 6.1.4**

Carried

Motion as Amended:

Moved By Councillor Wayne Olson

Seconded By Councillor Bob Hildebrandt

BE IT RESOLVED THAT the agenda for the September 20, 2023 Regular meeting of Council be adopted, as amended.

Carried

5. Disclosure of Pecuniary Interests and General Nature Thereof

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

6. Hearing of Presentation, Delegations, Regional Report

6.1 Delegations

**6.1.1 Laura Nelson - 2024 Budget Request re:
Improvements to Isaac Riehl Skate Park**

Moved By Councillor Shellee Niznik

Seconded By Councillor Brian Eckhardt

BE IT RESOLVED THAT Council receive the presentation and 2024 Budget Submission from Laura Nelson regarding Improvements to Isaac Riehl Skate Park, for information;

AND THAT the request be referred to staff for inclusion in the budget considerations.

Carried

6.1.2 Ron Hall - 2024 Budget Request re: Pickleball Park in Fenwick

Moved By Councillor Kevin Ker

Seconded By Councillor Wayne Olson

BE IT RESOLVED THAT Council receive the presentation and 2024 Budget Submission from Ron

Hall regarding the Pickleball Park in Fenwick, for information;

AND THAT the request be referred to staff for inclusion in the budget considerations.

Carried

6.1.3 Pelham Cares - 2024 Budget Request re: Social Services

Moved By Councillor Bob Hildebrandt

Seconded By Councillor Brian Eckhardt

BE IT RESOLVED THAT Council receive the presentation and 2024 Budget Submission from Pelham Cares regarding Social Services, for information;

AND THAT the request be referred to staff for inclusion in the budget considerations.

Carried

6.1.4 Pelham Minor Baseball Association - 2024 Budget Request

Moved By Councillor Wayne Olson

Seconded By Councillor Brian Eckhardt

BE IT RESOLVED THAT Council receive the presentation and 2024 Budget Submission from Pelham Minor Baseball Association, for information;

AND THAT the request be referred to staff for inclusion in the budget considerations.

Carried

6.2 Presentations

6.2.1 Council Remuneration Overview

Moved By Councillor Kevin Ker

Seconded By Councillor Shellee Niznik

BE IT RESOLVED THAT Council receive the Council Remuneration Review presentation from Brianna

Langohr, Manager of People Services, for information.

Carried

7. Staff Report for Action

7.1 Council Remuneration Review, 2023-0144-Chief Administrator Officer

Moved By Councillor Brian Eckhardt

Seconded By Councillor Kevin Ker

BE IT RESOLVED THAT Council receive Report #2023-0144 Council Compensation Review, for information;

AND THAT Council adopt the recommended salary increases for elected officials;

AND FURTHER BE IT RESOLVED THAT Council direct the proposed salary increases to occur in the manner endorsed by Option #2 contained in the Finance Section of this report.

Carried

8. Adoption of Council Minutes

Moved By Councillor Shellee Niznik

Seconded By Councillor Wayne Olson

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

1. C-16/2023 - Regular Council Meeting - September 6, 2023

Carried

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

10. Consent Agenda Items to be Considered in Block

Moved By Councillor Wayne Olson

Seconded By Councillor Bob Hildebrandt

BE IT RESOLVED THAT the Consent Agenda items as listed on the September 20, 2023 Council Agenda be received and the recommendations contained therein be approved:

10. Consent Agenda Items to be Considered in Block

10.1 Staff Reports of a Routine Nature for Information or Action

10.1.1 Demolition of Former School Structure - 801 Metler Road, 2023-0211-Planning

BE IT RESOLVED THAT Council receive Report #2023-211 as it pertains to the demolition of the former North Pelham school structure at 801 Metler Road, for information.

10.1.2 Final Technical Conformity Review Report - Town of Pelham Official Plan, 2023-0206-Planning

THAT Council receive Report #2023-0206 Final Technical Conformity Review Report – Town of Pelham Official Plan Review for information.

10.2 Action Correspondence of a Routine Nature

10.2.1 Positive Living Niagara Proclamation Request for HIV/AIDS Awareness Week, World AIDS Day & Indigenous HIV/AIDS Awareness Week

BE IT RESOLVED THAT the Town of Pelham receive the proclamation request from Positive Living Niagara, for information;

AND THAT THE Corporation of the Town of Pelham hereby proclaims November 25 to December 1 HIV/AIDS Awareness Week, December 1 World AIDS Day, and December 1 to 8 Indigenous HIV/AIDS Awareness Week.

10.3 Information Correspondence

10.3.1 Ombudsman Ontario Letter re: Integrity Commissioner Complaint Fee and Affidavit Requirement

BE IT RESOLVED that Council receive a letter from Ombudsman Ontario regarding Integrity Commissioner Complaint Fee and Affidavit Requirement, for information.

10.3.2 Larry Dolan - 2024 Budget Request re: Climate Change Initiatives

BE IT RESOLVED THAT Council receive the 2024 Budget Submission from Larry Dolan regarding Climate Change Initiatives, for information;

AND THAT the request be referred to staff for inclusion in the budget considerations.

10.3.3 Barbara Rybiak - 2024 Budget Request re: Tennis Practice Wall at Centennial Park

BE IT RESOLVED THAT Council receive the 2024 Budget Submission from Barbara Rybiak regarding a Tennis Practice Wall at Centennial Park, for information;

AND THAT the request be referred to staff for inclusion in the budget considerations.

10.4 Advisory Committee Minutes for Information

10.4.1 Agricultural Advisory June 14, 2023 Committee Minutes

BE IT RESOLVED that Council receive the June 14, 2023 Agricultural Advisory Committee Meeting Minutes, for information.

10.4.2 Committee of Adjustment July 4, 2023 Meeting Minutes

BE IT RESOLVED that Council receive the July 4, 2023 Committee of Adjustment Meeting Minutes, for information.

10.4.3 Pelham Active Transportation Committee May 24, 2023 and July 26, 2023 Meeting Minutes

BE IT RESOLVED that Council receive the May 24, 2023 and July 26, 2023 Pelham Active Transportation Committee Meeting Minutes, for information.

10.4.4 Pelham Seniors Advisory April 12, 2023, May 10, 2023, June 14, 2023 and July 12, 2023 Committee Minutes

BE IT RESOLVED that Council receive the April 12, 2023, May 10, 2023, June 14, 2023 and July 12, 2023 Pelham Seniors Advisory Committee Meeting Minutes, for information.

Carried

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

12. Presentation and Consideration of Reports

Councillor Ker vacated the meeting at 10:15 am.

12.1 Staff Reports Requiring Action

12.1.1 MCC - Revised Draft Licence Agreements - Pelham Panthers Hockey Club Limited and Pelham Junior Hockey Club, 2023-0199-Town Solicitor

Moved By Councillor Shellee Niznik

Seconded By Councillor Brian Eckhardt

BE IT RESOLVED THAT Council receive Report # 2023-0199 Town Solicitor, MCC – Revised Draft Licence Agreements – Pelham Panthers Hockey Club Limited and Pelham Junior Hockey Club, for information;

AND THAT Council authorizes and directs the Town to enter into a licence agreement with Pelham

Panthers Hockey Club Limited in the form attached hereto;

AND THAT Council authorizes and directs the Town to enter into a licence agreement with Pelham Junior Hockey Club for concession and vending machine operations at the Meridian Community Centre in the form attached hereto.

Carried

12.1.2 Proposed 2024 Council Meeting Schedule, 2023-0189-Clerks

Moved By Councillor Brian Eckhardt

Seconded By Councillor Wayne Olson

BE IT RESOLVED THAT Council receive Report #2023-0189 Proposed 2024 Council Meeting Schedule, for information;

AND THAT the 2024 Council Meeting Schedule as appended to this report be approved, as amended;

AND THAT Council direct Staff to publish the 2024 Council Meeting Schedule to the Town of Pelham website.

Carried

12.1.3 2023 Charging Stations Pay for Service Report, 2023-0187-Public Works

Moved By Councillor Brian Eckhardt

Seconded By Councillor Bob Hildebrandt

BE IT RESOLVED THAT Council receive Report # 2023-187 EV Charging Stations Pay for Service Report, for information;

AND THAT Council approves the usage fees to be included in the 2023 User Fee and Rate Guide for the Level 2 EV and Level 3 EV Chargers.

AND THAT Council approve the net revenue acquired by the Town from the electric vehicle charging station user fee to be put into the Fleet Reserve Fund for the purpose of expanding and maintaining the electric vehicle charging station network;

AND THAT the Parking By-law be amended to restrict parking in the designated spaces for EV Chargers.

Carried

12.1.4 Vacation Policy Update, 2023-0192-People Services

Moved By Councillor Wayne Olson

Seconded By Councillor Shellee Niznik

BE IT RESOLVED THAT Council receive Report #0192, for information;

AND THAT Council approve the Vacation Policy S600-22, as amended.

Carried

13. Unfinished Business

14. New Business

15. Presentation and Consideration of By-Laws

Moved By Councillor Shellee Niznik

Seconded By Councillor Brian Eckhardt

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 51-2023 being a By-law to Stop Up and Close a Portion of the Unopened Road Allowance Between Concession 3 and Concession 4, Part Lot 1-2, Concession 3 and Part Lot 1, Concession 4, Pelham.

2. By-law 52-2023 being a by-law to appoint members to the Environmental and Climate Adaptation Advisory Committee for the 2022-2026 Term of Council.

3. By-law 53-2023 being a By-law to amend Zoning By-law 4481(2022), as amended, to rezone lands located at 550 Webber Road, legally described as Part of Lot 11, Concession 14, Town of Pelham, Regional Municipality of Niagara, from the Rural Employment-72 (RE-72), Environmental Protection One (EP1) and Rural Employment (RE) zones to the amended site-specific Rural Employment-72 (RE-72), Environmental Protection One (EP1) and Rural Employment (RE) zones.

4. By-law 54-2023 being a By-law to adopt Official Plan Amendment No. 19 for the Town of Pelham Planning Area. 550 Webber Road File No. OP-AM-01-2023.

5. By-law 55-2023 - Being a By-law to amend Zoning By-law 4481(2022), as amended, to rezone lands located at 1039 Church Street, legally described as Parts 2, 3 and 5, Plan 16 and Part 1, RP 59R-4712 Part of Lot 11, Concession 14, Town of Pelham, Regional Municipality of Niagara, from the Residential One (R1) zone to the site-specific Residential 1-148 (R1-148), Residential Multiple 2-149 (RM2-149) and Environmental Protection 1 (EP1) zones.

Carried

16. Motions and Notices of Motion

16.1 Notice of Motion - Councillor Olson

Centennial Park Safety Concern - 2024 Budget Consideration

17. Resolution to Move In Camera

18. Rise From In Camera

19. Confirming By-Law

Moved By Councillor Wayne Olson

Seconded By Councillor Bob Hildebrandt

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

Being a By-law No. 56-2023 to Adopt, Ratify and Confirm the proceedings of Council of the Town of Pelham at its Regular Meeting held on the 20th day of September, 2023.

Carried

20. Adjournment

Moved By Councillor Shellee Niznik

Seconded By Councillor Brian Eckhardt

BE IT RESOLVED THAT this Regular Meeting of Council be adjourned until the next regular meeting scheduled for October 4, 2023 at 9:00 am.

Carried

Deputy Mayor: John Wink

Town Clerk: William Tigert

Subject: LED Streetlight Replacement Update and +Smart Technology Options

Recommendation:

BE IT RESOLVED THAT Council receive Report #2023-0224 – LED Streetlight Replacement Update and +Smart Technology Options, for information.

Background:

In November 2022, RealTerm began Phase 1 of the conversion program for the Town of Pelham's entire streetlight network. At the end of January 2023, RealTerm completed 90% of the project which translated to 496 fixtures installed. Once again, due to weather conditions, the project schedule was pushed to be substantially completed by the first week of February 2023.

On February 23, 2023, RealTerm arranged an Installation Review Meeting with Town Staff and the contractor. The purpose of the meeting was to address deficiencies and determine the next steps following the installation period. The LED Streetlight Replacement Project Phase 1 has officially transitioned from installation to reconciliation. This means the installation has been successfully completed and moved to the maintenance period of the contract.

On April 5, 2023, staff presented to council report #2023-00932-Public Works – Update on the LED Streetlight Replacement Project. The purpose of the report was to provide an update on Phase 1 scope and project schedule. This report is being written as a subsequent update for informational purposes.

Analysis:

On February 6, 2023, Council approved Capital Project RD-04-23 in the amount of \$700,000 to undertake Phase 2 of the project. Staff intends to move forward with Phase 2 of the project and to provide an updated contract to RealTerm Energy in the amount of \$700,000 (including applicable taxes) to complete the work. Phase 2 includes 574 Cobrahead lights and 426 Decorative fixtures which will be upgraded for a total amount of 1000 fixtures. Phase 2 of the project will commence during the 3rd week of September 2023 and will be completed by the end of the calendar year 2023.

Overall, it is estimated that the Town's total savings for the Phase 2 conversion will be approximately 77% representing a capital project cost payback of approximately 4.7 years.

Implementation of Smart Technologies

Staff have been exploring options utilizing smart technologies incorporated into the Town's streetlight network. Smart Streetlights use LED lighting for superior, efficient lighting. With the installation of the new lighting heads, there is the option to have cameras embedded in the system with video capability, traffic monitoring, neighbourhood safety monitoring, Wi-Fi, and an array of environmental sensors.

RealTerm Inc have presented products, and associated costs, for the Town to consider including in the 2024 Capital Budget. Of particular interest to staff, traffic counting/monitoring cameras could be mounted on existing street poles. These cameras can collect traffic data as well as performing neighborhood safety monitoring. In addition, they can also be upgraded to provide wi-fi capabilities and an array of environmental sensors, such as air quality. Traffic data such as turning movement counts, 24-Hour automatic traffic recorder- speed/classification and volume would provide valuable data that could support future development. This would also give the Town the ability to conduct traffic safety studies.

Ideally, these cameras could be deployed in areas of the town with high traffic volume. This could also be installed in school zones to enhance pedestrian safety.

The Regional Municipality of Niagara currently charges for the traffic data that they provide to consultants as part of the development process, which cost could potentially be avoided and subsidize purchase of these technologies. Theoretically, the Town could also realize potential revenue from these technologies.

Financial Considerations:

With respect to the phase 2 work, the Town should realize approximately 77% in cost savings for utility operating costs (hydro) and reduced maintenance costs. For 1000 fixtures this represents approximately \$126,394 per year resulting in a project payback of 4.7 years on the capital investment.

Subject to Council's commentary, staff will be requesting a 2024 capital budget investment of \$100,000 as part of a pilot program for the installation of Traffic monitoring cameras mounted on selected areas of the streetlight network.

Alternatives Reviewed:

There were no alternatives reviewed in the drafting of this report since it is an update to Council on a previously approved capital project.

Strategic Plan Relationship: Infrastructure Investment and Renewal

Providing a reliable and efficient street lighting network allows for the safe and efficient transportation of vehicles and pedestrians within the Town. In addition, an LED Streetlight Conversion program is in alignment with the implementation of the Town's Climate Change Adaption Plan helping to reduce energy usage and reduce greenhouse emissions and also provides an economic benefit to the Town through lower operation and maintenance costs.

Consultation:

Consultation was undertaken with the Manager of Engineering and RealTerm Energy in the preparation of this report.

Other Pertinent Reports/Attachments:

APPENDIX A – Phase 2 LED Conversion end of project meeting minutes.

APPENDIX B – Ubicquia H5A Dual Head Camera

APPENDIX C – Livable Cities Cameras

Council Report #2022-0231 – Update on the LED Streetlight Replacement Project

Council Report #2022-0036 – LED Streetlight Conversion Binding Letter of Engagement between the Town of Pelham and RealTerm Energy Corp

Council Report #2021-0206 - Options for Implementing an LED Streetlight Conversion Program in the Town of Pelham

Council Report #2023-0092 – Update on the LED Streetlight Replacement Project

Prepared by:

Gimuel Ledesma, C.Tech., rcji
Engineering Technologist

Recommended by:

Jason Marr, P. Eng.
Director of Public Works

Prepared and Submitted by:

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

Subject: Request for Letter of Concurrence - Proposed
Telecommunications Tower at 1022 Pelham Street

Recommendation:

BE IT RESOLVED THAT Council receive this Report #2023-0216 Request for Letter of Concurrence – Proposed Telecommunications Tower at 1022 Pelham Street, for information;

AND THAT a copy of this report be provided to Innovation, Science and Economic Development (ISED) Canada as concurrence with the location, siting, and design of the proposed telecommunications tower at 1022 Pelham Street subject to obtaining site plan amendment approval and building permit approval and a copy of this report be provided to the proponent, Shared Tower Inc.

Summary:

The purpose of this report is to provide information to Council regarding a proposal by Shared Tower Inc. for a telecommunications tower to be located at the southwest corner of 1022 Pelham Street. The federal agency Innovation, Science and Economic Development (ISED) Canada is the approval authority for telecommunications towers. As part of their approval process, proponents of telecommunications towers are required to consult with the local municipality and nearby community. This report provides an overview of the Town's Protocol for Development or Redevelopment of Telecommunications Towers and recommends conditions of approval to be forwarded to ISED Canada for consideration as part of their approval of the facility.

Location:

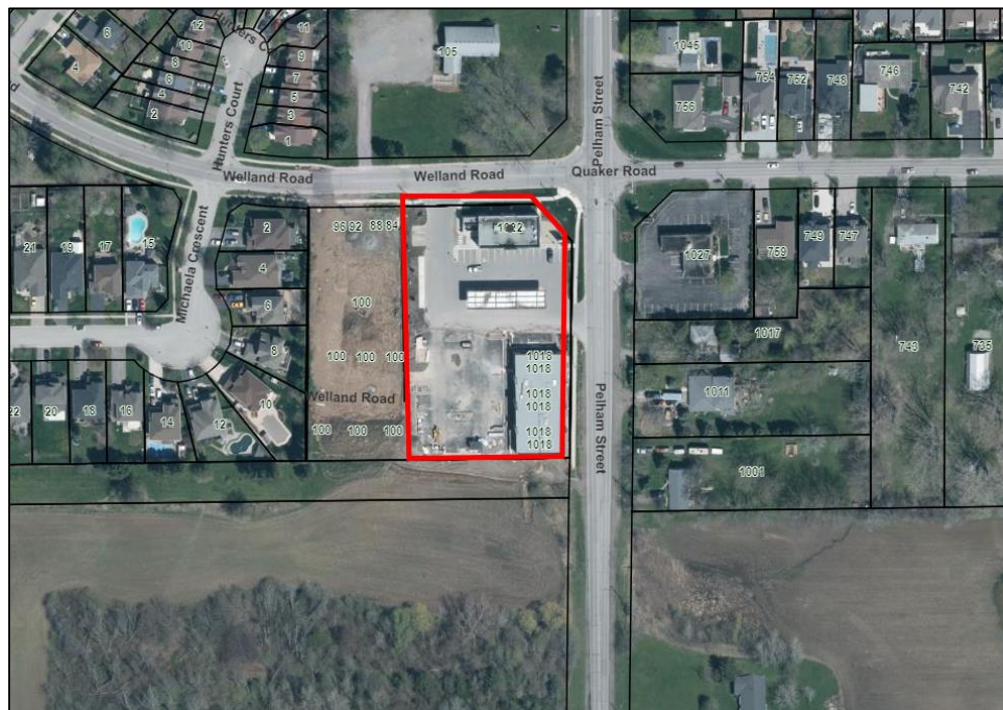
The subject lands are located on the southwestern corner of the intersection of Welland Road and Pelham Street in the settlement area of Fonthill. The lands are described as Part Lot 1, Concession 10, being Part of Part 4 59R10892 in the Town of Pelham.

The lands are located within the urban settlement area of Fonthill. The lands are designated Urban Highway Commercial in the Town Official Plan and zoned Neighbourhood Commercial (NC-108) in the Town's Zoning By-law 4481 (2022), as amended.

The lands currently contain an existing commercial development, including two (2) commercial buildings and a gas bar. The property is 7,134.15 square metres (1.76

acres) in area and has approximately 55 metres of frontage along Welland Road and 89 metres of frontage on Pelham Street.

Figure 1 – Location of Site



Project Description and Purpose:

Community Planning and Development staff received a request for municipal concurrence for a proposed telecommunications tower from Shared Tower Inc. A 30-metre (98.5 feet) tall monopole telecommunications tower is proposed. The tower is proposed in the southwest corner of the property. The proposed tower includes a secured fenced-in compound, housing electronically monitored mechanical equipment. The compound is to include the proposed circular steel 30-metre monopole and a pre-fabricated galvanized steel walk-in radio equipment cabinet structure. Fencing will be installed around the base of the tower and the equipment shelter will include a locked gated access point. The secured fenced-in compound is proposed to occupy an area of 64 square metres (689 ft²).

Lighting on the tower is to be confirmed through ISED Canada. Access to the tower will be provided via a 6m wide access aisle, through the existing parking area of the site. The access driveway will utilize the existing driveway serving the property.

Should the telecommunications tower receive approval from ISED Canada, an amendment to the existing site plan agreement will be required prior to issuance of a building permit. Approval of an easement is not required as the property will be leased for a 20-year period.

[illegible]

Surrounding land uses include commercial, institutional, and residential uses to the north; commercial and residential uses to the east; and residential uses to the south and west.

Policy Review:

Planning staff note that telecommunication facility proposals are not regulated by local municipal Official Plans or Zoning By-law documents; instead, they are federally regulated and approved by ISED Canada. While the public and local municipalities are consulted, ISED is the approval authority. It is acknowledged that any concerns or suggestions expressed by municipalities are important elements to be considered by proponents regarding proposals to install or make changes to antenna systems.

The Town's 'Protocol for Development or Redevelopment of Telecommunications Towers' (July 2009) was reviewed to ensure that the Town's requested public consultation was duly met. As telecommunications towers are under federal jurisdiction, the Town's protocol is not a regulatory document; however, it is an important tool in reviewing proposals. The protocol includes site selection criteria and requirements for pre-consultation and public notice/consultation, which must be satisfied prior to Council providing their support to ISED Canada for the proposed tower. The intent of this process is to ensure potential adverse impacts are mitigated, while encouraging the growth and expansion of wireless networks throughout the municipality. Per the site selection criteria identified in the policy document, the following shall be considered:

- Maximizing distance from residential areas, public and institutional areas such as schools, community centres, day care facilities, and seniors' residences;
- Avoidance of natural features, significant vegetation and hazard lands (floodplains or steep slopes);

Further, the telecommunications facility must comply with:

- Health Canada's Safety Code 6 Compliance
- Canadian Environmental Assessment Act (2012)
- Transport Canada/NAV Canada Aeronautical Safety
- Engineering Practices, including structural adequacy
- Innovation, Science and Economic Development Canada's Spectrum Management

Submitted Reports:

A site plan was submitted illustrating the location of the proposed tower, fenced compound area and access driveway, along with a photo simulation of the effect the proposed telecommunication tower will have on the surrounding area. In addition, a Planning Justification Report and Design Impact Analysis (shadow study) was prepared to analyze the impact of the monopole on adjacent properties, streets, and public spaces.

Public Consultation/Comments Received:

Shared Tower Inc. contacted the Town with regards to the proposed telecommunications tower. A pre-consultation meeting was held on May 18, 2023, with Town staff and the applicant. In the pre-consultation notes, staff expressed concern with the proximity of the tower to nearby residential uses. However, due to the distance to other existing towers, topography, and requirements to maintain the existing level of service, the proponent moved forward with submission of a formal request at the current location without revision.

Public consultation was conducted in compliance with the Town Protocol for Development or Redevelopment of Telecommunication Towers. A public information open house was scheduled. Public notice was provided to all registered landowners within 120 metres (393 feet) of the proposed tower, thirty days prior to the public information meeting. Information regarding the proposal was also posted to the Engaging Pelham project page.

On August 30, 2023, a public information open house regarding the proposal was held at Town Hall Council Chambers with Planning staff and representatives from Shared Tower Inc. in attendance.

Thirteen (13) members of the public attended the public open house. The meeting included presentation boards displaying information about the proposal, a slideshow presentation, and printed hand-outs with additional information. The Representative from Shared Tower Inc. gave a presentation detailing the proposal and gave members of the public an opportunity to ask questions directly during a Q and A period.

Public feedback was largely positive. Positive comments received from members of the public included:

- comments in support of the tower as a welcomed proposal to address service challenges in the area;
- discontent at the current service levels in the area;
- questions about services the proposed tower is to provide and whether additional towers are proposed (e.g., is the tower proposed in response to poor cellular coverage; are additional towers proposed in the area as the coverage in the area is poor);

Members of the public also raised concerns which are summarized below:

- safety concerns of the tower being in proximity to residential uses;
- proposal's alignment with the Town's policy with respect to maximizing distance to residential uses;
- required setbacks to residential uses;
- what other sites were considered (Harold Black Park, Woodlands of Sunset, commercial operations along Foss Road);
- potential impact/signal interference with home WiFi networks;

Staff Comments:

Staff reviewed all submitted materials including the proposed site plan and renderings of the proposed telecommunications tower. With respect to the Town's Protocol for Development or Redevelopment of Telecommunication Towers and concerns raised by the public, the following analysis is provided:

The Town's Protocol for Development or Redevelopment of Telecommunication Towers states that proposals shall consider maximizing distance from residential areas, public and institutional areas such as schools, community centres, day care facilities, and seniors' residences. It is the intent of this provision to reduce visual impacts of telecommunications infrastructure, as well as to mitigate potential health impacts of the tower. Since telecommunications towers are regulated by the Federal government, the Town's Zoning By-law does not regulate the siting or location of telecommunication towers.

The proposed tower is a monopole with antennas flush-mounted to the pole. This design limits the visual impact of the tower, recognizing that the placement of the tower is in proximity to adjacent residential areas. The applicant indicated the monopole structure was chosen to have the least visual impact on the surrounding area. Staff note the tower is located to the rear of the property and will have minimal visual impact on adjacent properties and on the travelling public along Welland Road and Pelham Street. Further, the tower is not located within a sensitive natural heritage feature or within a designated natural heritage feature identified by Provincial Plans or Policies, the Regional Official Plan, or the Town Official Plan.

The highest potential for conflict is with respect to the residential land uses to the west of the subject site. Staff note that the tower is located approximately 4.6 metres from the neighbouring residential property to the west (100 Welland Road). Further, site plan approval has been given for a block townhouse development on that property with the closest townhouse dwelling (yet to be constructed) to be located 1.2 metres from the lot line. Some visual impacts are addressed through siting, screening, and the monopole tower design. Wooden privacy fencing is proposed around the compound. The required equipment to support the telecommunications tower will not allow for additional landscaping for a visual buffer at ground level. The applicant provided a sun shadowing analysis which demonstrates that the proposed telecommunication tower will not cause adverse shadowing impact to adjacent uses. This is partly due to the monopole design which is tall and thin and therefore moves across properties within a short period of time.

Town staff have reviewed the site plan agreement for the 100 Welland Road property and the proposed telecommunication tower will abut the rear yard of the proposed townhouse dwelling. Additional tree plantings could be provided in the rear yard of the future dwelling to provide further visual buffer should it be desired. Adverse noise impacts to the future residential use are not anticipated. The walk-in radio equipment cabinets associated with the telecommunication tower will have fans for cooling which would be the equivalent to an air conditioner for a residential dwelling and only run as needed. If any lighting is included in the compound, it will be limited to a mounted

fixture. The site plan agreement will require the light to be directed down to avoid adverse lighting impacts to the adjacent residential use.

It is also worth noting that lands directly south have recently been brought into the urban area and will be the subject of a Secondary Plan to determine highest and best use for the land. While a portion of these lands contain a Provincially Significant Wetland and a woodland, future development is anticipated on the remainder.

Health concerns regarding exposure to radio-frequencies are mitigated through Health Canada's Safety Code 6, which require all output waves to be considerably lower than the lowest amount posing risk to human health. Health Canada sets the standard for public exposure to radio frequency electromagnetic energy to a limit 50 times lower than the threshold for potentially adverse health effects. There is no minimum setback requirement from a residential use as all towers are required to comply with the Safety Code 6 requirements.

During the open house, the applicant provided an overview of their site selection process. The applicant indicated site selection is dependent on several factors including: expected usage patterns and proximity to users, topography, line-of-sight requirements, opportunities to use existing structures, availability of willing landlord, and areas of coverage overlap/poor coverage. Prior to proposing a new tower, the applicant also indicated they reviewed the location of existing telecommunications towers for co-location opportunities. The closest existing towers to the proposed location are located approximately 1.7 kilometers to the east, and 1.5 kilometers to the southeast. According to the applicant these distances typically depict a gap in capacity. Further, a review for other suitable existing structures in the area was undertaken (e.g., rooftops, utility poles, etc.). There were no rooftops or utility poles of sufficient height within the search radius that were adequate for the purpose of the applicant.

The current site was selected as it was identified by the applicant as exhibiting the optimal criteria to meet their and future carrier needs. Constructing the tower in this location will serve multiple carriers so that additional towers are not required in the surrounding area. The area is currently experiencing poor coverage, and as such a location was chosen as it is proximate to users to ensure coverage. Unfortunately, better serving residential customers requires telecommunications facilities being located closer to those users. There are many locations outside of the Town of Pelham where telecommunications towers exist near residential uses.

Alternative locations were investigated further away from residential uses, however, were ultimately excluded from consideration for several reasons. The following alternative sites were investigated:

Woodlands of Sunset (920 Pelham Street, Welland)

- Property was identified as being too proximate to existing carriers, which would result in overlapping service areas and therefore, less likelihood carriers would co-locate on the tower resulting in the need for more towers.

Commercial Uses Along Foss Road

- This area was identified as being too far away for the carriers to provide adequate coverage for the area.

Harold Black Park (953 Haist Street, Fonthill)

- This area was identified as having potential environmental constraints (wetland/woodland) resulting in the need to locate a tower on the western portion of the property which was too far away for the carrier to provide adequate coverage for the area.

Staff are sensitive to the fact that the proposed tower is close to existing and planned residential uses. However, staff are of the opinion the applicant has mitigated the visual impact of the proposal to the extent possible, while balancing the need for improved coverage proximate to users. Alternative locations were explored, and the site was ultimately identified as the optimal location for the proposed use. Public input was largely in support of the proposed tower.

Based on the poor coverage that exists in the area and the information respecting site selection provided by the applicant, the 1022 Pelham Street property seems to be the best available location for the proposed telecommunication tower. While the tower will be very close to future residential use planned at 100 Welland Road, staff are satisfied that the proposed monopole tower design, site location, and screening are adequate for mitigating visual impacts of the proposed tower to the extent possible. The primary focus of the 1022 Pelham Street property will remain the existing commercial use. Staff are satisfied that the proposed site and tower design are appropriate given the coverage needs and locations available.

The applicant is advised that approval for an amendment to the existing site plan agreement for 1022 Pelham Street is required along with building permit approval from the Chief Building Official prior to commencing any construction of the proposed telecommunications tower.

Alternatives:

Council could inform Innovation, Science and Economic Development (ISED) Canada that it does not concur with the location, siting, or design of the proposed telecommunications tower.

Prepared by:

Andrew Edwards, BES
Planner

Prepared and Recommended by:

Shannon Larocque, MCIP, RPP
Senior Planner

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

Prepared and Submitted by:

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

Memo

To: Council

From: William Tigert, Clerk

Date: October 4, 2023.

RE: Update of Project – Ward Boundary Review and Deputy Mayor selection process

BE IT RESOLVED THAT Council receive the Memo entitled Update Ward Boundary Review and Deputy Mayor Selection Process , for information.

Council approved funding within the 2023 operating budget that includes project number PLN 04-23, Ward Boundary and Council Composition Update and Selection Process for Deputy Mayor ("the study"), in the amount of \$51,000.00.

At the regular meeting held April 5th, 2023, Council directed staff to seek competitive bids. Staff undertook a call for proposals and four proposals were received. The selection team reviewed the proposals and selected the one submitted by Andrew Sancton Consulting. The cost estimate of the proposal is \$40,250 - well under the budget amount established for the project.

Preliminary discussions have taken place between the consultants and the administrative group that will be overseeing the project. Staff wanted to provide an update and share the proposed schedule and timeline to refresh Council on the project and upcoming consultations.

Below please find the proposed schedule agreed upon with the consultants. There is flexibility for adjustments to the schedule as required by either or both parties.

Phase 1: Project Launch

Task 1.1 – Project parameters (September 2023)

Task 1.2 – Documentary research (September 2023)

Phase 2: Preliminary Analysis

Task 2.1 – Population analysis (October 2023)

Task 2.2 – Evaluation of existing ward boundaries and council structures (October 2023)

Task 2.3 – Development of alternative council and ward boundary models (Nov. 2023)

Task 2.4 – Preliminary Report (December 2023)

Phase 3: Consultation

Task 3.1 – Stakeholder interviews (January 2024) - Council and Senior Leadership Team

Task 3.2 – Public consultation (February-March 2024) – Public and stakeholders

Phase 4: Final Analysis

Task 4.1 – Final analysis (April 2024)

Task 4.2 – Final Report (May 2024)

For Council information and benefit the approved proposal has been attached. Should members of Council have any questions please reach out to the Chief Administrative Officer or the Clerk.

ASC

Andrew Sancton Consulting

Dr. Andrew Sancton
asancton@uwo.ca
#105, 240 Sydenham St.
London, ON
N6A 5S1
519.619.3646
asancton@uwo.ca

**Consultant Services for Council Composition, Ward Boundary
Review and Deputy Mayor Selection Study for the Town of Pelham**

Prepared by:

Andrew Sancton Consulting
#105, 240 Sydenham St.
London, ON
N6A 1S1
519.619.3646
asancton@uwo.ca

Prepared in response to:

Request for Proposals for Consultant Services for Council Composition, Ward
Boundary Review and Deputy Mayor Selection Study

Reference Number: 2023-CS-01 PLN 04-23

June 28, 2023

On behalf of Andrew Sancton Consulting, we are pleased to submit our proposal for your Council Composition, Ward Boundary Review and Deputy Mayor Selection Study. Our team combines decades of expertise in researching and reporting on municipal government with extensive experience conducting reviews of municipal ward boundaries and council structures, including municipalities with distinct urban and rural communities, as well as those experiencing significant urban growth.

Our Lead Consultant, Dr. Andrew Sancton, is Canada's leading academic authority on municipal government, and has probably been more involved in determining more electoral boundaries in Ontario than any other person. Our Project Manager, Dr. Tim Cobban, is formerly an award-winning professor of Political Science at Western University, a longstanding collaborator and colleague of Dr. Sancton. We have successfully completed several reviews of municipal ward boundaries and council structures in the past decade.

Together, we provide unmatched expertise in researching and analyzing municipal governance structures in Canada. We have the resources and the experience to deliver a final project that will be unrivalled in its accuracy, depth, thoroughness, and insight.

Andrew Sancton
#105, 240 Sydenham St.
London, ON
N6A 5S1
519.619.3646
asancton@uwo.ca

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1. INTRODUCTION

Since its creation in 1970 as a lower-tier municipality in the Regional Municipality of Niagara, the Town of Pelham has been governed by a seven-member council, with a mayor elected at-large, and six councillors elected through three wards. The ward boundaries remained largely unchanged until 2013, when they were redrawn following a ward boundary review. Since then, neither the ward boundaries nor the composition of council composition has been systematically reviewed.

The proposed Council Composition, Ward Boundary Review, and Deputy Mayor Selection Study differs from many others recently conducted elsewhere in Ontario in that it includes the composition of council, as well as ward boundaries. The current council structure and ward boundaries must be evaluated and considered against a wider array of alternatives. The longstanding ward system could be modified, for example, by making relatively minor adjustments to the existing boundaries, or altered significantly by changing the number of wards and thus the size of council, or eliminated altogether in favour of electing councillors by general (at-large) vote. The scope of the project also includes the selection process for the role of deputy mayor. The project is broad and complex.

Fortunately, our consultant team is well-equipped to handle this important assignment. As we describe in detail below, we are experts in municipal government, with a long and successful history in providing advice to municipalities on important governance issues. We also have extensive experience in designing and conducting public engagement exercises on local electoral systems, and performing ward boundary reviews for Ontario municipalities.

2. STATEMENT OF QUALIFICATIONS

In accordance with the requirements of this Request for Proposals [RFP], we have assembled a Consultant Team through Andrew Sancton Consulting that includes Dr. Andrew Sancton and Dr. Tim Cobban. For the purposes of this proposal submission, Andrew Sancton Consulting is the proponent, with Dr. Sancton serving as the Lead Consultant and Dr. Cobban as the Associate Consultant and Project Manager.

Our Consultant Team for this project comprises two political scientists with remarkable expertise in municipal government, and a strong track record of success in conducting electoral reviews and advising municipalities on important governance issues, including council structures. Dr. Andrew Sancton is widely regarded as Canada's leading academic authority on municipal government. Dr. Timothy Cobban is an established expert in local government, and longstanding colleague of Dr. Sancton's. Together, we have the depth of expertise and experience to undertake a study of this scope within the proposed timeline.

We have the proven ability and expertise to meet the challenges of each component of this study.

More specifically, we are pleased to offer the following:

- **Excellent track record in conducting reviews of municipal ward boundaries in Ontario.** Since 2008, our Consultant Team has completed numerous ward boundary reviews and studies of municipal council governance structures. This includes municipalities whose territories encompass distinct urban and rural communities, and also municipalities which have a large number of “seasonal residents.” Through our academic backgrounds and our experience in working directly with municipalities, we have developed an approach to conducting ward boundary and council composition reviews that is both rigorous in its approach and sensitive to local concerns. None of our boundary recommendations have been appealed to the Ontario Municipal Board (OMB)/Ontario Land Tribunal (OLT).
- **Extensive experience in stakeholder consultation and conducting public meetings.** As experts in local government, our Consultant Team has a deep background in both the theory and practice of public consultation, including soliciting and incorporating input from stakeholders and conducting public meetings on sensitive local issues. We have decades of experience in designing and delivering public engagement exercises on numerous issues related to municipal governance. Trained educators, our approach combines our experience with industry best practices.

In addition to the above, we highlight in particular our work on four projects similar in size and scope to the proposed study:

- **Council Composition Review, District Municipality of Muskoka (2017)**

The District Municipality is an upper-tier municipality north of York Region in Ontario. This was a challenging assignment because lower-tier representation on the District Council had not been adjusted since the District was established in the 1970s. The main issue was the extent to which “seasonal residents” should be included in the population numbers for the different lower-tier municipalities. Before making our recommendations, we carried out extensive research concerning how this issue is treated in other jurisdictions. After our preliminary report, we held one public meeting before presenting our final report. The project involved: a preliminary report; public consultations in different parts of the municipality; an online survey; interviews with councillors and senior managers; and a final report. The approximate value of the project was \$25,000.

- **Ward Boundary Peer Review, Town of Ajax (2017)**

This project involved performing a peer-review of staff-led ward boundary review project. From November 2016 to March 2017, Andrew Sancton and Tim Cobban jointly undertook research for the project, including surveys of relevant jurisprudence and OMB decisions and an analysis of

population projections being used to determine ward boundary models. The approximate value of the project was \$8,000.

- **Electoral Review, Town of East Gwillimbury (2016)**

This project involved a comprehensive review of the electoral system in East Gwillimbury. We were asked to investigate and provide recommendations on several issues:

1. Whether to maintain at-large elections for councillors
2. Appropriate boundaries (because we recommended abolishing the at-large system)
3. The size of the council
4. Whether there should be an elected deputy mayor
5. Whether ranked ballots should be introduced.

Research included surveys of relevant studies and jurisprudence; interviews with council members and senior staff; and public consultation sessions. Population projections were developed and mapped using Census and building development data. From August to December 2016, Tim Cobban and Andrew Sancton jointly undertook research for the project, delivering their final report in mid-December. The approximate value of the project was \$30,000.

- **Independent External Governance Auditor, Regional Municipality of Niagara (2018-19).**

This project involved a wide-ranging governance review, involving multiple reports to Regional Council. One of our tasks was to review the level of representation of each constituent municipality on Regional Council. In our *Fact Book* (September 2018) and in our *Third Report* (March 2019) we explained how this issue was addressed in other upper-tier municipalities and ended up recommending a form of weighted voting (permitted by Section 218 (3) of the *Municipal Act*) that more closely adhered to the principle of representation-by-population. We conducted extensive interviews with councillors and senior managers during this project and held one well-attended public meeting. Any possible action on our recommendations was delayed because of the provincial government's Regional Governance Review, which was announced at about the same time as our work on the representational system was being concluded. The work was complicated by the fact that Regional Council made substantial additions to our mandate while we were carrying out the project. The approximate value of the project, after additional mandates from Regional Council, was \$100,000. Dr. Sancton served as the Lead Consultant, and Dr. Cobban as the Associate Consultant.

- **Council Composition and Ward Boundary Review, Municipality of Lambton Shores (2020)**

This project involved reviewing council structures and ward boundaries in Lambton Shores, a predominantly rural municipality with several urban centres and a significant number of seasonal residents. In addition to reviewing ward boundaries, we were also asked to investigate and recommend options for the role of deputy mayor.

Research included reviews of relevant studies and jurisprudence, particularly concerning local electoral boundaries and seasonal residents. Population projections were developed using Census and building department data, and mapped using GIS software. Interviews were conducted with members of council and senior staff. Despite the challenges of coping with the COVID-19 pandemic, public meetings were held. A project webpage was developed and an online survey was administered. The approximate value of the project was \$40,000.

3. WORK PROGRAM

3.1 PROJECT UNDERSTANDING AND APPROACH

We have closely reviewed the Terms of Reference for the RFP. We are confident that we fully understand the context of the project and its importance, as well as the key components and objectives. Based on this understanding, and our past experience on similar projects, we identify the following key tasks for the Council Composition, Ward Boundary Review, and Deputy Mayor Selection Study:

- Develop a clear understanding of the composition of council, which we assume includes the number of councillors, the method of electing councillors (either through wards or at-large), and the selection of the deputy mayor. Evaluate its strengths and weaknesses, and develop suitable alternative structures.
- Evaluate the present ward system. Evaluate its strengths and weaknesses, using criteria that consider the principles of effective representation, municipal population growth trends and projections, and physical features such as natural boundaries, and equal representation and voter parity by population.
- Develop suitable alternatives to the present ward system and council structure, including the selection process for the role of deputy mayor. Evaluate their strengths and weaknesses in comparison to the current system, using the developed criteria.
- Design and conduct an appropriate consultation program in accordance with the Town's public engagement practices and industry best practices, and with respect to any prevailing public health guidelines on social distancing.
- Prepare and deliver written reports that describe and evaluate the present council

structure, ward system, and selection of deputy mayor, present alternative models, and provide our professional recommendation(s) to ensure equitable, effective electoral arrangements in the Town of Pelham.

We will be responsible for research, analysis, public and stakeholder consultation, evaluation of the present electoral system and possible alternatives, and the preparation and delivery of both a preliminary report and a final report.

We will rely on Staff to provide relevant documents and data; to oversee the provision of printing services, communications, and correspondence required for the study; to develop and maintain a webpage for the project; and to provide suitable space for our stakeholder interviews and public consultation sessions.

3.2 WORK PLAN

To meet the challenges of this project, we have organized the project into four distinct phases.

- Phase 1: The project is launched, with our team working closely with staff to finalize project details and initiate public consultation processes. Research and data collection commence.
- Phase 2: We conduct our preliminary analysis of the present composition of council and ward system. The present electoral system is described. Criteria for assessing municipal electoral systems are developed, including consideration of the concept of “effective representation.” Alternative models are developed for the purposes of comparative evaluation. A Preliminary Report is written and submitted to staff to ensure factual accuracy.
- Phase 3: The consultations are carried out. Interviews are conducted with key stakeholders, including the Mayor and members of Council. Public consultation sessions are held, with extra time allotted for community and business associations.
- Phase 4: The final analysis is undertaken. The information obtained through the consultations are integrated into the analysis. A final report is written and submitted to Council for approval.

Below, each phase is subdivided into discrete tasks. Deliverables are identified, and the roles of each consultant are clarified, as are the contributions expected by staff.

3.21 Phase 1: Project Launch

Task 1.1 Establish Project Parameters

Our first task is to meet with senior staff to discuss all aspects of the project. We will refine the project's tasks and activities, as necessary, to meet your needs and deliver an exceptional review. Key contacts will be identified and introduced, and workflows will be established, along with data collection responsibilities. Both Andrew Sancton and Tim Cobban will attend this initial meeting.

Working with the Town Clerk and senior staff, we will develop a public engagement plan that builds on the Town's current best practices. This plan will detail all aspects of the engagement process. This includes the objectives, key stakeholders, and audiences, messaging, and communication and notification materials.

We propose using news releases, social media, and traditional media advertisements to notify citizens of the review, the value of their input in the process, and the various ways in which they can contribute. These will be the primary responsibility of the Town, but we will provide valuable assistance in tailoring the message and targeting key stakeholders.

We also propose the development of dedicated project webpage, hosted by the Town on its website or another comparable forum, and developed by your employees to conform to your existing templates. Further, we propose expanding the website to allow two-way communication by appending a short on-line survey concerning the review. We will supply the content, and rely on staff to implement the survey and collect the incoming data. Analysis, of course, is our responsibility.

Finally, we will schedule our public consultation sessions. We propose two public meetings to be held in Pelham, as we describe in detail below. But the number of the meetings can be easily scaled to suit the Town's needs. Both Andrew Sancton and Tim Cobban will collaborate on this task.

Task 1.2 Documentary Research

Much of our initial research will involve documentary work. There are OMB/OLT cases to review, along with academic studies, and of course the Town's Official Plan, Secondary Plans, Master Plans, and other important policies and plans, including the 2022 Niagara Official Plan. We will proceed on two fronts.

First, through senior staff, we will obtain relevant documents, policies, and information related to the Town's council structure and ward system. This will provide the necessary context for understanding how council and the ward system function. Although both members of the Consultant Team are familiar with the area, staff will provide additional information helping us identify the municipality's communities, geographic areas, and prominent physical features.

Second, we will conduct a thorough review of relevant scholarly literature, academic studies,

jurisprudence, OMB/OLT decisions, and any other sources deemed appropriate and applicable. Guided by the proposed principles for this review, we will develop a conceptual framework that can be applied to municipal ward systems and boundaries. Given their overlapping expertise in scholarly research and analysis, this review will be jointly conducted by Andrew Sancton and Tim Cobban.

3.22 Phase 2: Preliminary Analysis

Task 2.1 Population Analysis

Working again through senior staff, we will compile data on the Town's population, including its geographic concentration and projected growth through to 2034. Our goal will be to develop equitable ward boundaries that can be in place for the 2026, 2030, and 2034 elections. Our approach uses 2021 Census dissemination block population and housing data, and updates it to 2023 using data from municipal staff on any recent residential building occupancies. Using GIS software, we develop a spatial analysis of the current population at a fine geographic level. Then, we develop growth projections by building a model that incorporates Census population and housing data along with input from the Town's building and planning staff. These projections are then combined with our spatial analysis of the current population to form the population base in designing appropriate boundaries.

Task 2.2 Evaluation of Existing Ward Boundaries and Council Structures

Working together, our consultant team will evaluate the extent to which the current ward structure provides for effective and equitable representation. Our analysis will apply the principles of representation of population, balancing current populations settlement patterns with projected trends, using geographic and topographic features as natural boundaries, respecting communities of interest, and equal representation and voter parity.

We will also examine the extent to which the composition of council appears to be serving the needs of the citizens of Pelham. There can be no academic theory or analysis of "best practices" on the optimal size of a municipal council, or on the ideal method for electing councillors or selecting deputy mayors. But we will summarize existing academic literature on the subject, identify recent trends in comparable municipalities, and consider how they might relate to the composition of Pelham's council.

Task 2.3 Development of Alternative Council and Ward Boundary Structures

Based upon our analysis of the existing council and ward boundary model and population data, we will develop a small number of alternative models for consideration. We anticipate that these will likely include a modest re-alignment of the existing boundaries, changes to the existing size

of council (by adding or subtracting one or two councillors, possibly through the creation of one or two additional wards) with suitable ward boundaries, and an at-large council. But much will depend on our research.

Task 2.4 Preliminary Report

This task constitutes a key milestone for the project. The report will follow a logical format, beginning with a description of the council structure currently in place in the Town, progressing through criteria for assessing municipal electoral systems generally, and providing a tentative assessment of how successfully the council structure and ward system perform, both currently and under the strains of the predicted trends in future population settlement patterns. Alternative structures will be introduced, ranging from modest changes to the existing ward boundaries to more significant departures from the status quo involving changing the number or wards or eliminating them altogether in favour of an at-large system. The written report and corresponding map exhibits will be jointly prepared by Andrew Sancton and Tim Cobban, and submitted to staff to ensure factual accuracy. The Preliminary Report will then be formally presented to Council.

3.23 Phase 3: Consultation

Task 3.1 Key Stakeholder Interviews

We will begin with personal interviews with the Mayor and members of Council—seven interviews in total. The interviews will be semi-structured, and approximately one hour in length. Our purposes will be two-fold. First, we will be developing an understanding from members of council on how the current ward system operates and functions. Second, we will explore alternative council structures and ward boundary configurations, and seek input and feedback on the models proposed in our Preliminary Report. There will also be opportunities for interviewees to pose questions and share their views.

In addition to our interviews with members of council, we also propose conducting interviews with senior staff, including the Clerk and Chief Administer Officer. In our experience, senior staff generally have unique and valuable perspectives on how council structures function.

Both consultants will be present during all interviews. We will rely on staff to schedule and arrange the interviews, and to provide appropriate meeting space.

Task 3.2 Public Information Sessions

Public consultation is an indispensable component of any legitimate governance review. Given its importance, we propose conducting two public engagement sessions. These sessions will be approximately three hours in length, with an additional hour allotted for staging. We propose conducting these sessions in early 2024.

We will rely on staff to organize these meetings and make the necessary logistical arrangements. We also assume that the Town will be responsible for providing any and all language translation services or accommodations, in accordance with its established policies and procedures for such public meetings. Finally, we will also rely on the Town to have staff present to provide any additional assistance with registration and facility management.

The format for these public engagement sessions follows best industry practices. The sessions will begin with a brief open house as attendees arrive. Visual displays (posters, exhibits, and maps) will be presented to provide important background information on the Town's ward system and ward boundary reviews in general. We will circulate among the attendees, introducing ourselves, initiating dialogue while also answering questions and elaborating on the objectives of the Review.

The open house will be followed by a short presentation that introduces the project. We will explain why such reviews are necessary, and the important role of public consultation in the process. We will identify and explain the guiding principles in designing electoral boundaries, and ask attendees to consider the extent to which the current ward boundaries fulfill their needs.

Following the presentation, attendees will be invited to discuss the current ward boundaries, reflect on their strengths and weaknesses, and consider alternative configurations. They will be encouraged to discuss their ideas in small groups, while we circulate among them, fielding questions and stimulating debate. The session will conclude with a short survey that anonymously records their views for later analysis.

Dr. Sancton and Dr. Cobban will jointly conduct the public consultation sessions.

3.24 Phase 4: Final Analysis

Task 4.1 Final Analysis

Our final analysis will incorporate the large quantity of information generated through our consultations with the key stakeholders and the community. We will tabulate and analyse the responses to the surveys administered online and during the public engagement sessions. These surveys will not be representative, but they will yield valuable information, helping identify trends and themes that will guide our final analysis. The same will also be true for the qualitative data resulting from our semi-structured interviews, which we will integrate and synthesize and use to inform our recommendations. The results of both analyses will be summarized and included in the Final Report.

Task 4.2 Final Report

Once prepared, a draft of the Final Report will be shared with staff for their comments and suggestions, focusing on the factual accuracy of the Report. The Report will summarize our analysis of the existing council and ward boundary structures and present alternative models that merit Council's consideration. The Report will also include a summary of our documentary and technical analysis, along with the results of our community engagement. The Final Report will also include our professional recommendation of the ward structure that best provides for equitable and effective representation in the Town of Pelham.

Once input from the Town's staff has been received and incorporated, the Final Report will be presented to Council.

4. SCHEDULE

We have assumed that the project will commence in September 2023. Accordingly, we have devised a project schedule that provides an expected completion date of May 2023. We are flexible, however, and are willing to consider an alternative or accelerated timeline, should that be required. Figure 1 summarizes the schedule of project activities by task, and by level of effort for each Consultant. The Key Timelines by Phases and Tasks follows below.

Phase 1: Project Launch

Task 1.1 – Project parameters (September 2023)

Task 1.2 – Documentary research (September 2023)

Phase 2: Preliminary Analysis

Task 2.1 – Population analysis (October 2023)

Task 2.2 – Evaluation of existing ward boundaries and council structures (October 2023)

Task 2.3 – Development of alternative council and ward boundary models (Nov. 2023)

Task 2.4 – Preliminary Report (December 2023)

Phase 3: Consultation

Task 3.1 – Stakeholder interviews (January 2024)

Task 3.2 – Public consultation (February-March 2024)

Phase 4: Final Analysis

Task 4.1 – Final analysis (April 2024)

Task 4.2 – Final Report (May 2024)

4.1 PROJECT MEETINGS

We will have ongoing contact with staff throughout the Review. We anticipate a regular flow of

information and dialogue between key staff members and ourselves. In addition, we will provide bi-weekly status updates to the Town's project team by telephone or video-conference. More formally, we have also scheduled three meetings with municipal staff at critical stages in the Ward Boundary and Council Composition Review process, to be held either in person or by video-conference:

- In September 2023 at the project's outset, both consultants will meet with senior staff to resolve any questions or uncertainties about the project. We will also establish workflows and contacts, and clarify lines of responsibility for data collection and transmission.
- In December 2023, both consultants will meet with senior staff to discuss our evaluation of the existing wards and composition of council, and our preliminary alternative council structures and ward models. A draft of our Preliminary Report will be circulated to staff in advance of the meeting.
- In April 2024, both consultants will meet with staff to discuss the contents of Final Report. Again, a draft copy of the report will be circulated prior to the meeting.

In advance of each meeting, we will prepare and circulate a formal agenda, along with meeting minutes and any other documents scheduled to be discussed.

4.2 DELIVERABLES

The two main deliverables for this project are the Preliminary Report and the Final Report. The Preliminary Report will be submitted in December 2023, and the Final Report in May 2024. Both reports will be submitted in Microsoft Word format for ease of replication.

5. COST ESTIMATE

Following the work plan, project schedule, and key deliverables described above, our upset budget estimate to complete this assignment for the Town of Pelham is \$40,250. This includes disbursements but excludes HST. Figure 1 provides the daily/hourly rates for Consultant Team members and a fee breakdown by project task and Team member. An estimate for disbursements is also included. Billings will be prepared on a monthly basis based on work activity for the prior month, with payment anticipated within thirty days.

Town of Pelham Council Composition, Ward Boundary Review and Deputy Mayor Selection Study

<i>Project Phase</i>	<i>Task No.</i>	<i>Task description</i>	<i>Tentative Schedule</i>	<i>Hours Assigned by Consultant</i>		<i>Total Fees by Task</i>
				<i>Andrew Sancton</i>	<i>Tim Cobban</i>	
Phase 1	1.1	Project parameters	Sep-23	4	4	\$1,800
	1.2	Documentary research	Sep-23	8	8	\$3,600
Phase 2	2.1	Preliminary analysis	Oct-23	12	16	\$6,200
	2.2	Preliminary Report	Nov-23	20	16	\$8,200
Phase 3	3.1	Stakeholder interviews	Jan-24	9	9	\$4,050
	3.2	Public consultation	Mar-24	6	6	\$2,700
Phase 4	4.1	Final analysis	Apr-24	10	10	\$4,500
	4.2	Final Report	May-24	16	16	\$7,200
Total hours by consultant				85	85	
Hourly fee by consultant				\$250	\$200	
TOTAL FEES (excluding disbursements)				\$21,250	\$17,000	\$38,250
Disbursements (travel, printing, etc.)						\$2,000
TOTAL FEES AND DISBURSEMENTS						\$40,250
H.S.T. (88885 4726 RT0001)						\$5,233
TOTAL COST						\$45,483

6. QUALIFICATIONS AND BACKGROUND OF CONSULTANTION TEAM

Dr. Andrew Sancton has recently retired from his longstanding position as Professor of Political Science at Western University, where he also served for many years as the Director of its well-known Local Government Program. His nationally acclaimed research on municipal amalgamations has been featured in prestigious journals such as *Canadian Public Administration*. He is also the author of the popular university textbook, *Canadian Local Government: An Urban Perspective*, 2nd ed. (Oxford University Press, 2015), among other notable scholarly articles and books (see Appendix A).

In addition to his many scholarly achievements, Dr. Sancton has consulted on numerous municipal governance issues. Recently, in May 2016, Andrew prepared and delivered an educational session on regional governance issues for York Region council members. In 2010, he served as Senior Advisor to the Berkeley Consulting Group in providing a thorough review of governance practices and structures for Simcoe County. In 2008, Andrew was the Co-Lead Consultant (with Berkeley Consulting Group) for a large and complex review of governance and administrative structures in Chatham-Kent. In addition to these projects, Andrew has also consulted on governance issues for the City of Cambridge, the City of Brampton, and the City of Mount Pearl (NL). Andrew has also been appointed by the Speaker of the House of Commons to

three separate federal Electoral Boundaries Commissions for Ontario.

As Lead Consultant, Dr. Sancton will contribute to all aspects of the project, including research, analysis, interviews, consultations, and presentations.

Dr. Tim Cobban is an established expert on Canadian municipal government. From 2002-2014, he served as an Assistant Professor in Political Science at Western University, where he specialized in local government and public administration. His credentials include a MPA in Local Government and a PhD in Political Science from Western University (see Appendix A). His areas of expertise include municipal government, public finance, and statistical analysis. His past consultancies include the City of Hamilton, the City of London, and numerous non-profit and private sector companies working in the municipal sector. As an appointed member of multiple municipal election compliance audit committees, Dr. Cobban has considerable experience in conducting public hearings on important issues related to municipal elections.

In addition to participating in all aspects of the project, Tim will serve as the Project Manager. He will coordinate the study and act as the primary representative and key point of contact for the project.

As discussed previously, in 2016 Dr. Sancton and Dr. Cobban conducted a comprehensive review of the electoral system in the Town of East Gwillimbury. In 2016-17, they also served as external advisors on a staff-led ward boundary review project in the Town of Ajax. In 2017, Drs. Sancton and Cobban (along with a colleague Dr. Zac Spicer) conducted a council composition review for the District Municipality of Muskoka. In 2018-19, Sancton and Cobban also performed a comprehensive review of governance structures for the Regional Municipality of Niagara. In 2020, Sancton and Cobban conducted a review of council structures (including the role of deputy mayor) and ward boundaries for the Municipality of Lambton Shores.

With a long history of successful collaboration, Drs. Sancton and Cobban will work closely together on all aspects of the project.

7. CONFLICTS OF INTEREST

Having reviewed our current projects, we can confirm that neither consultant for this assignment has a conflict of interest.

8. REFERENCES

We have extensive experience in conducting municipal ward boundary reviews and council composition reviews throughout Ontario. Our references will attest to our ability to work effectively with municipal clients, incorporate stakeholder input, and produce high-quality research within tight timelines. In particular, we highlight the following three projects:

Reference: Stephany Troyer-Boyd, Director of Corporate Services, Municipality of Lambton Shores
(519) 243-1400 ext 8414
STroyer-Boyd@lambtonshores.ca

Project: *Council Composition and Ward Boundary Review, Municipality of Lambton Shores (2020)*

Reference: Amy Back, District Clerk, The District Municipality of Muskoka
(705) 645-2100 ext. 4253
Amy.Back@muskoka.on.ca

Project: *Council Composition Review, District Municipality of Muskoka (2017)*

Reference: Fernando Lamanna, Municipal Clerk, Town of East Gwillimbury
905-478-3821
flamanna@eastgwillimbury.ca

Project: *Electoral Review, Town of East Gwillimbury (2016)*

Appendix A

CURRICULUM VITAE

ANDREW SANCTON

June 2023

UNIVERSITY DEGREES

- 1968 - B.A. (Honours), Political Science and History, Bishop's University, Lennoxville, Quebec
- 1970 - B.Phil., Politics, Oxford University, England
- 1978 - D.Phil., Politics, Oxford University, England

SCHOLARSHIPS AND AWARDS

- 1964 - Ross Clarkson Scholarship, tenable at Bishop's University, held 1964-8
- 1968 - Rhodes Scholarship for the Province of Quebec, tenable at Oxford University, held 1968-70
- 1973 - Canada Council Doctoral Fellowship, held at Oxford University, 1973-4
- 1997 - J.E. Hodgetts Award for the best English article in *Canadian Public Administration* in 1996
- 2009 -- \$5000 from the Donner Foundation for *The Limits of Boundaries*, shortlisted for the 2008 prize for the best Canadian book on public policy
- 2016 – Dean’s Award for Excellence in Teaching, Faculty of Social Science

TEACHING APPOINTMENTS AND PROMOTIONS

- 1970 - Lecturer in Political Science, University of Western Ontario, London, Ontario
- 1973 - Collegial Instructor in Political Science and Humanities, Marianopolis College, Montreal
- 1977 - Lecturer in Political Science, University of Western Ontario
- 1978 - promoted to rank of Assistant Professor
- 1983 - promoted to rank of Associate Professor, with tenure
- 1993 - promoted to rank of Professor
- 2017 - retired as Professor Emeritus

UNIVERSITY ADMINISTRATIVE APPOINTMENTS

- 1986-92, 1993-9, 2006-09, 2011-12- Director, Local Government Program, Department of Political Science

- responsible for administering an MPA program (which started in 1989) for about 40 full- and part-time students as well as an annual summer Diploma program for 20 local-government managers

2000-05 Chair, Department of Political Science

APPOINTMENTS OUTSIDE UWO

1982-86, 1993-95 and 2002-03 member, federal Electoral Boundaries Commission for Ontario - appointed by the Speaker of the House of Commons

1983-84 and 2001-02 coordinator, urban politics section and member of the program committee, Canadian Political Science Association

1987-98 Canadian co-chair, metropolitan regions research group of the North American federalism project, Canadian Studies Program, University of California, Berkeley

1988-99 member, board of directors, Ontario Municipal Management Institute

1990-95 member, editorial board, *Canadian Public Administration*

1996-98 member, board of advisors, Local Government Institute, School of Public Administration, University of Victoria

1997 member, London Hydro Panel of Inquiry jointly established by the Council of the City of London and the London Hydro Electric Commission

1997-2000 and 2004-18 member, Editorial Advisory Board, *Canadian Journal of Urban Research*

1998-2000 president, Canadian Association of Programs in Public Administration and *ex officio* member of the board of directors, Institute of Public Administration of Canada

2000-02 member, Urban Regions Advisory Committee, Canada West Foundation

2007 member, Advisory Committee on Municipal Management and Innovation, Ontario Ministry of Municipal Affairs and Housing

2008	member, nominating committee, urban politics section, American Political Science Association
2013	member, John Gaus Award Committee for lifetime achievement in Public administration, appointed by the board of the American Political Science Association
2014-	member, editorial board, the Mowat Centre, University of Toronto
2014-	project advisor, Internet Voting Project, McMaster University

GRADUATE THESIS SUPERVISION

10 completed MAs

9 completed PhDs (chief supervisor)

EXTERNAL RESEARCH FUNDING

1980-81	\$1600 from the Multiculturalism Branch, Secretary of State's Department, for a study on "Political Leadership in English Quebec"
1980-82	\$2000 from the Institute of Public Administration of Canada to prepare "Governing the Island of Montreal" for publication
1986-88	\$8500 from the Max Bell Business-Government Studies Program at York University to investigate the relationship between businesses and municipal government in London, Ontario
1990-95	\$62,194 from the Social Sciences and Humanities Research Council of Canada for a project called "Does Local Government Matter? Community Policy-Making in London, Ontario"
2000-01	\$15,000 from the Institute for Catastrophic Loss Reduction at the University of Western Ontario for a project called "Mitigating Catastrophic Losses: Policies and Policy-Making at Three Levels of Government in the United States and Canada"
2004-10	[co-investigator, with Robert A. Young, Project Director and 27 others], \$2,484,650, Major Collaborative Research Initiative from the Social Sciences and Humanities Research Council of Canada, "Multilevel Governance and Public Policy in Canadian Municipalities"

2007-17 \$100,000 from the Dr. David S.H. Chu Public Administration Program in China – Principal Investigator for a project involving twenty Chinese and Canadian scholars investigation local public participation

SCHOLARLY PUBLICATIONS

Books - author

Governing the Island of Montreal: Language Differences and Metropolitan Politics (Berkeley: University of California Press, 1985), 213pp.

Governing Canada's City-Regions: Adapting Form to Function (Montreal: Institute for Research on Public Policy, 1994), 102pp. Pp.95-102 are reprinted in *Policy Options*, XV-4(May 1994), pp.12-15 and in James John Guy, ed. *Expanding Our Political Horizons* (Toronto: Harcourt Brace Canada, 1997), ch.42

Merger Mania: The Assault on Local Government, French translation entitled *La frénésie des fusions: une attaque à la démocratie locale*, (Montreal and Kingston: McGill-Queen's University Press, 2000) 183pp.

Systems of Urban Government (Kyiv: Osnovy Press, 2001) 92 pp. (In Ukrainian only; translated under the auspices of the Canada-Ukraine Democratic Education Project: Queen's University, Kingston, and Taras Shevchenko National University, Kyiv.) 92 pp.

The Limits of Boundaries: Why City-regions Cannot be Self-Governing (Montreal and Kingston: McGill-Queen's University Press, 2008) 173 pp. Pages 17–20, 121–27, and 136, reprinted in Ronald K. Vogel *et al*, “Governing Global City Regions in China and the West,” *Progress in Planning* 73 (2010), 29-33

Canadian Local Government: An Urban Perspective (Toronto: Oxford University Press, 2011) 355pp. Pages 257-9 are reprinted in *Municipal World*, 121-6 (June 2011), 29-30. Second edn. published in 2015, 390 pp. Third edn. published in 2021, 370 pp.

Books - editor

(with Warren Magnusson) *City Politics in Canada* (Toronto: University of Toronto Press, 1983), 338pp.

(with Donald N. Rothblatt) *Metropolitan Governance: American/Canadian Intergovernmental Perspectives* (Berkeley CA: Institute of Governmental Studies of the University

of California, 1993), 469pp. Second edition, with the title *Metropolitan Governance Revisited*, published in 1998, 530pp.

(with Robert Young) *Foundations of Governance: Municipal Governments in Canada's Provinces* (Toronto: University of Toronto Press, 2009), 544pp

(with Chen Zhenming) *Citizen Participation at the Local Level in Canada and China* (Boca Raton FL: CRC Press, 2015), 307 pp.

Chapters in books

"Montreal" in Magnusson and Sancton, eds. *City Politics in Canada*, pp.58-93.

"Conclusion: Canadian City Politics in Comparative Perspective" in Magnusson and Sancton, eds. *City Politics in Canada*, pp.291-317.

"Social Service Delivery at Relevant Government Levels" in Hilda Symonds and H. Peter Oberlander, eds. *Meech Lake: From Centre to Periphery - The Impact of the 1987 Constitutional Accord on Canadian Settlements* (Vancouver: Center for Human Settlements at the University of British Columbia, 1988), pp.77-87.

"The Municipal Role in the Governance of Canadian Cities" in Trudi Bunting and Pierre Filion, eds., *Canadian Cities in Transition* (Toronto: Oxford University Press, 1991), pp.462-86. Revised for the second edition (2000), pp.425-42. Revised as *City Politics: Municipalities and Multi-Level Governance* for the third edition (2006), pp.306-19, available at:
http://oupcanada.com/documents/secure/higher_ed/companion/ccit/Chapter%2017.pdf

"Commentary [on The Saskatchewan Case]" in John C. Courtney, Peter MacKinnon, and David E. Smith, eds., *Drawing Boundaries: Legislatures, Courts, and Electoral Values* (Saskatoon: Fifth House, 1992), pp.90-5.

"Introduction: Policymaking for Urban Development in American and Canadian Metropolitan Areas" in Rothblatt and Sancton, eds., *Metropolitan Governance*, pp. 1-10; revised version in *Metropolitan Governance Revisited*, pp.1-12. Pp.4-10 of the revised version are reprinted in *Public Affairs Report*, 39-5 (Sept.1998), 11-13.

"Mayors as Political Leaders" in Maureen Mancuso, Richard G. Price, and Ronald Wagenberg, eds., *Leaders and Leadership in Canada* (Toronto: Oxford University Press, 1994), pp. 174-89.

- (with Byron Montgomery) "Municipal Government and Residential Land Development: A Comparative Study of London, Ontario in the 1920s and 1980s," in Frances Frisken, ed. *The Changing Canadian Metropolis* (Berkeley CA: Institute of Governmental Studies of the University of California, 1994), vol.2, pp.777-98. The entire collection is published in French by the Canadian Urban Institute (Toronto) as *La métropole canadienne en mutation*
- "Metropolitan Government in Montreal" in L.J. Sharpe, ed., *The Government of World Cities: The Future of the Metro Model* (Chichester, England: John Wiley & Sons, 1995), pp.131-46.
- "Governing City-Regions" in Judith Kjellberg Bell & Stephen Webber, eds. *Urban Regions in a Global Context: Directions for the Greater Toronto Area* Toronto: Centre for Urban and Community Studies at the University of Toronto, 1996), pp.142-4.
- "Negotiating, Arbitrating, Legislating: Where was the Public in London's Boundary Adjustment?" In Katherine A. Graham and Susan D. Phillips, eds. *Citizen Engagement: Lessons in Participation from Local Government* (Toronto: Institute of Public Administration of Canada, 1998), pp.163-87.
- « La CUM dans le contexte canadien » in Yves Bélanger et al, eds. *La CUM et la région métropolitaine: L'avenir d'une communauté* (Montréal: Presses de l'Université du Québec, 1998), pp.34-6
- "Metropolitan and Regional Governance" in Edmund P. Fowler and David Siegel, eds. *Urban Policy Issues: Canadian Perspectives*, Second edn. (Toronto: Oxford University Press, 2002), pp.54-68
- "Municipalities, Cities, and Globalization: Implications for Canadian Federalism" in Herman Bakvis and Grace Skogstad, eds., *Canadian Federalism: Performance, Effectiveness, and Legitimacy* (Toronto: Oxford University Press, 2002), pp.261-77. Revised for the second edition (2008) as "The Urban Agenda," pp.314-33; revised for the third edition (2012), pp.302-19.
- "Provincial and Local Public Administration" in Christopher Dunn, ed. *The Handbook of Canadian Public Administration* (Toronto: Oxford University Press, 2002), pp.249-62; revised version co-authored with Scott Sams in second edn. (2010), pp.445-60; sole author of "Local Public Administration" in third edn. (2018), pp.181-94.
- "Signs of Life? The Transformation of Two-tier Metropolitan Government" in C. Andrew, K.A. Graham, and S. Phillips, eds., *Urban Affairs: Back on the Policy Agenda* (Montreal and Kingston: McGill-Queen's University Press, 2002), pp.179-99.

- “Local Government in North America: Localism and Community Governance” in Janice Caulfield and Helge O. Larsen, eds., *Local Government at the Millennium* (Opladen, Germany: Leske+Budrich, 2002), pp.185-201.
- “Why Municipal Amalgamations? Halifax, Toronto, Montreal” in Robert Young and Christian Leuprecht, eds., *Canada: The State of the Federation 2004/ Municipal-Federal-Provincial Relations in Canada* (Kingston: Institute of Intergovernmental Relations at Queen’s University, 2006), pp.119-37.
- “Fusions et défusions municipales au Québec et en Ontario,” in François Pétry, Éric Bélanger, et Louis M. Imbeau, eds., *Le parti Libéral: Enquête sur les réalisations du gouvernement Charest* (Québec: Les Presses de l’Université Laval, 2006), pp.321-38.
- “Structural Reform in Canada,” in Brian E. Dollery and Lorenzo Robotti, eds., *The Theory and Practice of Local Government Reform* (Northampton MA: Edward Elgar, 2008), 115-31.
- “Introduction” in Sancton and Young, eds. *Foundations of Governance*, pp.3-19.
- “A Review of Canadian Metropolitan Regions: Governance and Government,” in Don Phares, ed. *Governing Metropolitan Regions in the 21st Century* (Armonk NY: M.E. Sharpe, 2009), pp. 221-36. An updated version of this article was reprinted, with permission, as “Metropolitan Governance in Canada,” in Peter K. Spink, Peter M. Ward, and Robert H. Wilson, eds., *Metropolitan Governance in the Federalist Americas: Strategies for Equitable and Integrated Development* (Notre Dame IN, University of Notre Dame Press, 2012), pp.44-64.
- “Local Government” in John C. Courtney and David E. Smith, eds. *The Oxford Handbook of Canadian Politics* (New York: Oxford University Press, 2010), pp.131-49.
- “Restructuring and Reform: Canada” in Emmanuel Brunet-Jailly and John F. Martin, eds., *Local Government in a Global World: Australia and Canada in Comparative Perspective* (Toronto: University of Toronto Press, 2010), pp. 109-29.
- “Fixing the Ontario Side of the Federal Capital Region” in Rupak Chattopadhyay and Gilles Paquet, eds., *The Unimagined Federal Capital: Challenges for the Federal Capital Region* (Ottawa: Invenire Books, 2011), pp.79-85.
- (with Christopher W. Hoene and Darrene Hackler), “North America” in UCLG ed., *Basic Services in an Urbanizing World: Providing Access for All: Third Global Report on Decentralization and Local Democracy* (London: Routledge, 2014), pp.184-203.

“Introduction” in Sancton and Chen, *Citizen Participation at the Local Level*, pp.1-12.

“What Happened to Incumbent Councillors in Greater Sudbury and London, Ontario, in 2014? The Role of the Ontario Ombudsman’s Reports on Alleged Secret Meetings” in Sandra Breux and Jérôme Couture, eds., *Accountability and Responsiveness at the Local Level: Views from Canada* (Montreal and Kingston: McGill-Queen’s University Press, 2018), pp.132-52.

(with Christopher Alcantara), “Membership Rules for Democratic Communities: Canada and the United States” in Cameron D. Anderson and Laura B. Stephenson, eds., *What is Democracy and How Do We Study It?* (Toronto: University of Toronto Press, 2021), pp.108-26.

(with Martin Horak and Allison Bramwell), “Bob Young, Big Projects, and the Study of Local and Urban Politics in Canada” in André Blais, Cristine de Clercy, Anna Lennox Esselment, and Ronald Wintrobe, eds., *Across Boundaries: Essays in Honour of Robert A. Young* (Montreal and Kingston: McGill-Queen’s University Press, 2021), pp.16-32.

Papers in refereed journals

"The Application of the 'Senatorial Floor' Rule to the Latest Redistribution of the Canadian House of Commons: The Peculiar Case of Nova Scotia," *Canadian Journal of Political Science*, VI-1 (March 1973), 56-64.

"The Representation Act, 1974," *Canadian Journal of Political Science*, VIII-3 (September 1975), 467-9.

"British Socialist Theories of the Division of Power by Area," *Political Studies*, XXIV-2 (June 1976), 158-70.

"The Impact of Language Differences on Metropolitan Reform in Montreal," *Canadian Public Administration*, XXII-2 (Summer 1979), 227-50. Reprinted in Lionel Feldman, ed. *Politics and Government of Urban Canada*, Fourth ed. (Toronto: Methuen, 1981), pp.368-89..

"Montreal's Metropolitan Government: La communauté urbaine," *Quebec Studies*, No.6 (1988), 12-25.

"Eroding Representation-by-Population in the Canadian House of Commons: The Representation Act, 1985," *Canadian Journal of Political Science*, XXIII-3 (September 1990), 441-57.

- (with Paul Woolner) "Full-Time Municipal Councillors: A Strategic Challenge for Canadian Urban Government," *Canadian Public Administration*, XXXIII-4 (Winter 1990), 482-505.
- "Canada as a Highly Urbanized Nation: New Implications for Urban Government," *Canadian Public Administration*, XXXV-3 (Autumn 1992), 281-98.
- "Reducing Costs by Consolidating Municipalities: New Brunswick, Nova Scotia, Ontario," *Canadian Public Administration*, XLI-3 (Autumn 1996), 267-89
- "Differing Approaches to Municipal Restructuring in Montreal and Toronto: From the Pichette Report to the Greater Toronto Services Board", *Canadian Journal of Regional Science*, XXII-1&2 (Spring-Summer 1999), 187-99.
- "Amalgamations, Service Realignment, and Property Taxes: Did the Harris Government have a Plan for Ontario Municipalities?" *Canadian Journal of Regional Science*, XXIII-1 (Spring 2000), 135-56.
- "Jane Jacobs on the Organization of Municipal Government," *Journal of Urban Affairs*, XXII-4 (2000), 463-71.
- "Canadian Cities and the New Regionalism," *Journal of Urban Affairs*, XXIII-5 (2001), 543-55.
- "Les villes anglophones au Québec: Does it matter that they have almost disappeared?" *Recherches sociographiques*, XLV-3 (2004), 441-56.
- "The Governance of Metropolitan Areas in Canada," *Public Administration and Development*, XXV-4 (October 2005), 317-27.
- "'Democratic Policing': Lessons from Ipperwash and Caledonia," *Canadian Public Administration*, LV-3 (September 2012), 365-83.
- "What is a Meeting? Municipal Councils and the Ontario Ombudsman," *Canadian Public Administration*, LVIII-3 (September 2015), 426-43.
- "Reassessing the Case for Development Charges in Canadian Municipalities." Canadian Planning and Policy, Volume 2022, pages 137-150.
<https://ojs.library.queensu.ca/index.php/cpp/article/view/15668/10504>.

Selected non-refereed publications and research reports

- Municipal Government and Social Services: A Case Study of London, Ontario*, Local Government Case Studies, No.2 (Department of Political Science, University of Western Ontario, 1986), pp.65.
- "The Tri-Level Politics of Social Services in Canada and the United States," in Henry Pratt, Charles D. Elder, and Harold M. Wolman, eds., *Constitutional Regimes and the City: The U.S., Canada, and Britain* (Centre for Urban Studies, Wayne State University, Detroit, Michigan, 1989), pp.91-115.
- London Coordinating Council for Children and Youth, 1975-1990* (London, Ontario, London Coordinating Council for Children and Youth, 1990), pp.17.
- Local Government Reorganization in Canada Since 1975* (Toronto, Intergovernmental Committee on Urban and Regional Research, 1991), pp.44. Published in French by the same publisher as *La réorganisation du gouvernement local au Canada depuis 1975*.
- "Provincial-Municipal Disentanglement in Ontario: A Dissent," *Municipal World*, 102-7 (July 1992), 23-4.
- "Alternative Approaches to Metropolitan Reorganization: Some Canadian Examples," pp.16, prepared for the Constituent Assembly on the Municipal Government System in Hamilton-Wentworth, the Regional Municipality of Hamilton-Wentworth, 20 September 1995
- "Introductory Material for the GTA Task Force Report" pp.32, in Ontario, Greater Toronto Area Task Force, *Greater Toronto: Background Reports to the GTA Task Force* (Toronto, 1996)
- "The Politics of Amalgamating Municipalities to Reduce Costs: Some Personal Reflections," *Local Services Research Review*, 1-2 (Winter 1996)
- "Toronto's Response to the KPMG Report, 'Fresh Start: An Estimate of Potential Savings and Costs from the Creation of a Single-Tier Local Government for Toronto,'" pp.6, prepared for the Board of Management, City of Toronto, December 17, 1996.
- (with Jerry Buchanan and Geno Francolini) *Report: London Hydro Panel of Inquiry* (London, Ontario: Corporation of the City of London and the London Hydro-Electric Commission, December 1, 1997), pp.115 Reprinted in its entirety in *The London Free Press*, December 12, 1997, pp.G1-G8.

“Why Unicity Matters: An Outsider’s View,” in Nancy Klos, ed. *The State of Unicity B 25 Years Later (October 3-4, 1997)*, Occasional Paper 35, University of Winnipeg Institute of Urban Studies, 1998, pp.3-10.

“Globalization Does Not Require Amalgamation,” *Policy Options*, 20-9 (November 1999), pp.54-8.

(with Rebecca James and Rick Ramsay) *Amalgamation vs. Inter-Municipal Cooperation: Financing Local and Infrastructure Services* (Toronto: Intergovernmental Committee on Urban and Regional Research, 2000), pp.78. Available at: http://www.chs.ubc.ca/consortia/references/Sancton_James_Ramsay-Amalgamation_Intermuni_Coop-2000.pdf

“Shaping the Future of Ontario’s Drinking Water Industry,” *Ontario Pipeline*, August 2000, 9-10.

« Les désavantages des fusions municipales, » in Jacques Gagnon, ed. *Les regroupements municipaux: un mode de gestion et une stratégie de développement?* Centre d’excellence en gestion du développement local, Faculté d’administration, Université de Sherbrooke, 2001, pp.29-32.

“Municipalities, Mergers, and the Outward Expansion of the City,” *Journal of Eastern Townships Studies*, 19 (Autumn 2001), 9-22.

(with Fernand Martin) “How Big Should City Governments Be: Two Academics Respond,” *Policy Options*, 22-7 (September 2001), pp.14-19.

“The Significance of Municipal Incorporation for Urban Government: Exploring the Differences Between the United States and Canada” in *The City in North America: Historical and Comparative Perspectives*, CD-ROM (2001)

(with Teresa Janik) *Provincial-Local Relations and Drinking Water in Ontario*, Commissioned Paper 3, The Walkerton Inquiry (Toronto: Ontario Ministry of the Attorney General, 2002). Available at: <http://www.ontla.on.ca/library/repository/mon/1000/10294044.pdf>

“Cities are too important for municipalities alone,” *Inroads*, 11 (2002), 67-74.

(with Dan Henstra, who was principal author) *Mitigating Catastrophic Losses: Policies and Policy-making at Three Levels of Government in the United States and Canada*, ICLR Research Paper Series #23, November 2002.
<http://iclr.org/ShowDown.cfm?AccDate=%26%238L%28XQ%2DX%0A>

“The Political and Legal Setting of Municipalities,” Working Paper No.8, Queen’s University Institute of Intergovernmental Relations, 2002, pp.16.

- “Municipal Amalgamation: A Made-in-Canada Solution to an Undefined Problem,” *Canadian Issues*, February 2003, 33-36.
- (with Robert Young) “Paul Martin and Cities: Show Us the Money,” *Policy Options*, 25-1 (Dec.2003-Jan.2004), 29-34
- “Beyond the Municipal: Governance for Canadian Cities,” *Policy Options*, 25-2 (February 2004), 26-31
- “City-States for Canada?” *Dialogues: A Canada West Foundation Publication*, 2-2 (Spring 2006), 16-7.
- “Cities and Climate Change: Policy-takers, Not Policy-makers,” *Policy Options*, 27-08 (October 2006), 32-4.
- “Will the Toronto City-Region ever be Self-Governing,” *Plan Canada*, 47-3 (Autumn 2007), 25-7.
- “Foreword” to Frances Frisken, *The Public Metropolis: The Political Dynamics of Urban Expansion in the Toronto Region* (Toronto: Canadian Scholars’ Press, 2008) pp.11-13.
- “Drawing Lines: Defining the Roles of Municipal, Federal, and Provincial Governments in Addressing Urban Social Issues in Canada,” A Core Challenges Initiative Discussion Paper, Canada West Foundation, June 2008, pp. 9. <http://cwf.ca/pdf-docs/publications/drawing-lines-2008.pdf>
- “The Principle of Representation by Population in Canadian Federal Politics,” The Mowat Centre, University of Toronto, March 2010, pp.16 <https://mowatcentre.ca/the-principle-of-representation-by-population-in-canadian-federal-politics/>
- “University Contributions to Local Government in Canada” in Peerasit Kamnuansilpa and Bonnie Pacala Brereton, eds., *Local Government in a Global Context* (Khon Kaen, Thailand: College of Local Government, Khon Kaen University, 2012), pp.157-72
- “City-regional Governance for the Prairies,” *CURB Magazine*, 5-2 (2014), pp.10-11.
- “London,” in Zachary Spicer, ed., *The Times they are a Changin’ (Mostly): A 2014 Election Primer for Ontario’s Biggest Cities*, IMFG Perspectives No.9 (University of Toronto Munk School of Global Affairs, 2014), pp. 6-7.

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Research Papers, Vol. 9, Issue 3, (January 2016) The School of Public Policy at
the University of Calgary. [https://www.policyschool.ca/wp-
content/uploads/2016/03/false-panacea-city-charters-sancton_0.pdf](https://www.policyschool.ca/wp-content/uploads/2016/03/false-panacea-city-charters-sancton_0.pdf)

“Accountability Officers and Integrity in Canadian Municipal Government” Perspectives No.17,
Institute for Municipal Governance and Finance, the Munk Centre at the
University of Toronto, March 2017.
[http://munkschool.utoronto.ca/imfg/uploads/387/imfgperspectives17_asancton_m
ar_2017.pdf](http://munkschool.utoronto.ca/imfg/uploads/387/imfgperspectives17_asancton_mar_2017.pdf)

"Reassessing the Case for Development Charges in Canadian Municipalities" Publication No. 8,
University of Western Ontario, Centre for Urban Policy and Local Governance,
2021. <https://ir.lib.uwo.ca/urbancentre-reports/8>.

EXPERT TESTIMONY

Canada, House of Commons, Standing Committee on Privileges and Elections, *Minutes of Proceedings and Evidence*, First Session of the Thirty-second Parliament, Issue No.19 (April 1, 1982), Respecting: Subject-matter of Bill C-211, An Act to readjust the representation of Ontario in the House of Commons and to readjust the electoral districts of Ontario; and Subject-matter of Bill C-223, An Act respecting representation in the House of Commons, pp.19:4-24.

Canada, House of Commons, Standing Committee on Privileges and Elections, *Minutes of Proceedings and Evidence*, First Session of the Thirty-third Parliament, Issue No.12 (June 20, 1985), Respecting: Order of Reference relating to the White Paper on Redistribution, pp.12:4-23.

Canada, Senate, Committee on Legal and Constitutional Affairs, *Proceedings*, First Session of the Thirty-fifth Parliament, Issue No.4 (May 3, 1994) Examination of Bill C-18, An Act to Suspend the Operation of the Electoral Boundaries Readjustment Act, pp.4:28-47.

Alberta, Court of Queen's Bench, Judicial District of Edmonton, The Public School Boards' Association of Alberta *et al* vs. The Attorney General of Alberta *et al* [on the issue of alleged inherent constitutional rights of local autonomy], March 13 & 14, 1995. This case was decided by the Supreme Court of Canada in 2000.

Ontario Court of Justice (General Division), Robert Young vs. Stew Deller, Mary Ellen Warren and the Town of Ingersoll [disputed municipal election], Woodstock, February 1, 1996.

Ontario Court of Justice (General Division), George Carlson vs. Rosemary Taylor *et al*, [disputed municipal election in the City of Mississauga], November 4, 1996.

Ontario Court of Justice (General Division), The Corporation of the City of Scarborough and Alan Carter vs. The Attorney General for Ontario [the "Megacity" case], June 1997

Quebec Superior Court, the Town of Baie d'Urfé and the City of Westmount vs. the Attorney General for Quebec [the Montreal "Megacity" case], June 2001

Canada, House of Commons, Standing Committee on House Affairs and Procedure, Subcommittee on Electoral Boundaries, review of electoral boundaries readjustment process, October 6, 2003

Toronto [City of] Computer Leasing Inquiry, Good Governance Phase, February 3, 2004

Ontario Municipal Board, re. Ward boundaries in the City of London, October 13, 2005

Canada, House of Commons, Standing Committee on Procedure and House Affairs, Bill C-20, The Fair Representation Act, November 22, 2011
<http://www.parl.gc.ca/HousePublications/Publication.aspx?DocId=5265161&Language=E&Mode=1&Parl=41&Ses=1#Int-4892012>

Canada, Senate, Committee on Legal and Constitutional Affairs, Bill C-20, The Fair Representation Act, December 14, 2011
http://www.parl.gc.ca/Content/SEN/Committee/411/lcjc/08eva-49272-e.htm?Language=E&Parl=41&Ses=1&comm_id=11

Ontario Municipal Board, Case No. MM170033 (Toronto ward boundaries), October 2018 (with research assistance from Tim Cobban)

Ontario Court of Appeal, Toronto (City) v. Ontario (Attorney General), 2019 ONCA 732 (Toronto ward boundaries)

CONSULTANCIES

Government of the Northwest Territories, Department of Municipal and Community Affairs, re. municipal finances

City of London, City Administrator's Office, re. options for regional government in the London area

Government of Canada, Royal Commission on Electoral Reform and Party Financing, re. electoral redistribution

Simon Fraser University, Faculty of Graduate Studies, external appraiser for PhD in political science

Suburban municipalities near Saint John, New Brunswick, re. proposals for amalgamation with the City of Saint John

City of Toronto, Board of Management, re. the merger of municipalities within Metropolitan Toronto

City of Nepean, Ontario, re. municipal restructuring in Ottawa-Carleton

Valorisation-Recherche Québec, Comité des visiteurs re. evaluation of Villes Régions Monde project

Brock University, Faculty of Social Science, Academic Review of the Department of Political Science

Ontario, Postsecondary Education Quality Assessment Board, Assessment of Applied Degree Program in Public Institution Management proposed by Fanshawe College, London, Ontario and assessment of Degree Program in Applied Business (Municipal and Corporate Administration) at Seneca College, Toronto, Ontario

City of Brampton, re. Governance arrangements for the Regional Municipality of Peel

City of Moncton, re. Allocating cost of regional policing

(with the Berkeley Consulting Group) Municipality of Chatham-Kent re. corporate review

City of Cambridge, Ontario, re. regional governance in Waterloo

(with the Berkeley Consulting Group) Simcoe county re. decision-making structures

McCarthy Tetreault law firm re. a municipal arbitration

City of Mount Pearl, Newfoundland and Labrador, re. potential municipal amalgamations

Association of Municipal Managers, Clerks, and Treasurers of Ontario (AMCTO) re. accreditation practices for municipal managers (with Zac Spicer)

Town of East Gwillimbury, Ontario, review of electoral system (with Tim Cobban)

Town of Ajax, Ontario, advice on review of electoral system (with Tim Cobban)

District of Muskoka, Ontario, review of representation on district council (with Tim Cobban and Zachary Spicer)

Regional Municipality of Niagara, Independent External Governance Auditor (with Tim Cobban)

Municipality of Lambton Shores, council composition and ward boundary review (with Tim Cobban)

CURRICULUM VITAE

1. **Timothy W. Cobban**
797 Hellmuth Avenue
London, Ontario, Canada
N6A 3T6
EMAIL: timwcobban@gmail.com
PHONE: 519.709.1757

2. **EDUCATION:**

<u>Degree</u>	<u>University</u>	<u>Department</u>	<u>Year</u>
Ph.D	The University of Western Ontario	Political Science	2008
M.P.A.	The University of Western Ontario	Political Science	2000
B.A. (Hons.)	The University of Western Ontario	Political Science	1999

3. **ACADEMIC EMPLOYMENT HISTORY:**

<u>Date</u>	<u>Rank and Position</u>	<u>Department</u>	<u>Institution</u>
2005-2014	Assistant Professor	Political Science	The University of Western Ontario
2002-04	Instructor	Political Science	The University of Western Ontario

INDUSTRY EMPLOYMENT HISTORY:

<u>Date</u>	<u>Position</u>	<u>Institution</u>
2014-	Director	Local Government Analytics Research Group
2000	Financial Analyst	Corporation of the City of London

4. **HONORS AND AWARDS:**

Doctoral Fellowship, Social Sciences and Humanities Research Council of Canada, 2003-2004
 Federalism and Federations Doctoral Thesis Supplement, Social Sciences and Humanities Research Council of Canada, 2003-2004
 Doctoral Scholarship, RBC Financial Group Economic Policy Research Institute, The University of Western Ontario, 2003-2004
 Ontario Graduate Scholarship, 2001-2002, 2004-2005 (awarded but not held in 2003-2004)
 Graduate Tuition Scholarship, The University of Western Ontario, 2003-2004
 Special University Scholarship, The University of Western Ontario, 2000-2003

5. **PUBLICATIONS:**

Books:

Cobban, T. *Cities of Oil: Municipalities, Economic Development, and the Early History of the Canadian Petroleum Industry*. Toronto: University of Toronto Press, 2013.

Articles in Peer-Reviewed Journals:

Cobban, T. 2019. "Bigger is Better: Reducing the Cost of Local Administration by Increasing Jurisdiction Size in Ontario, Canada, 1995-2010." *Urban Affairs Review*. DOI: 10.1177/1078087417719324
 Cobban, T. 2003. "The Political Economy of Urban Redevelopment: Downtown Revitalization in London, Ontario, 1993-2002." *Canadian Journal of Urban Research* 12 (2): 231-48.
 Cobban, T. 2003. "A Reply to 'Are there urban regimes in Canada?'" *Canadian Journal of Urban Research* 12 (2): 349-52.

Submitted Manuscripts and/or Work in Preparation:

Cobban, T. "The Declining Visibility of Property Taxation and its Effects on Municipal Revenues: Evidence from Canadian Municipalities." Work in Preparation.
 Cobban, T. "The Effects of Amalgamation on the Cost of Municipal Government in Ontario, 1995-2015."

Abstracts, Presentations at Professional Meetings:

Cobban, T. 2017. "The History of Petroleum Exploration in the Great Lakes Area." Energy and Natural Resources Conference, University of Windsor, June.
 Cobban, T. and K. Graham, 2013. "Did the Common Sense Revolution Reduce the Size of Municipal Government in Ontario." Paper presented at Local Government Seminar Series, Western University, 2013.
 Cobban, T. and K. Graham. 2013. "Measuring Change in Ontario's

Municipal and Local Government Sectors.” Paper presented at the Institute of Public Administration in Canada National Conference, August.

Cobban, T. 2010. “The Declining Visibility of Property Taxation and its Effects on Municipal Revenues: Evidence from Canadian Municipalities.” Paper presented at the Canadian Political Science Association Annual Conference, June.

Cobban, T. 2009. “Public Participation and Land Use Change on the Urban Fringe: Evidence from Rezoning in London, Ontario, 2003-2006.” Paper presented at Xiamen University, China, May.

Cobban, T. 2004. “Bordering on a clustering policy: municipal boundaries, innovation, and petroleum refining in nineteenth century London, Ontario. Paper presented at the Annual Meeting of the Canadian Political Science Association, Winnipeg, June 3-5.

Technical Writings:

Cobban, T., Z. Spicer, and A. Sancton. “District of Muskoka Council Composition Review: Interim Report.” October 2, 2017.

<https://muskoka.civicweb.net/filepro/documents/30330?preview=30333>

Cobban, T. and A. Sancton. “East Gwillimbury Electoral Review: Preliminary Report.” September 7, 2016.

<http://www.eastgwillimbury.ca/Assets/5+2015+Government/0.1+EG+Vote+2014/Electoral+Review.pdf>

Cobban, T. and A. Sancton. “East Gwillimbury Electoral Review: Final Report.” December 13, 2016 .

<https://eastgwillimbury.civicweb.net/FileStorage/3FA9B7FDE46642BDB6F9EC4DE66BAA9D-CS%20Electoral%20Review.pdf>

Cobban, T. 2003. The representation of women, minorities, and immigrants in elected governments in London, Ontario, Canada. In *Diversity in Canadian Governments*. Ottawa: Public Participation Research Network and Metropolis.

Cobban, T. 2001. The role of Canadian municipalities in the development of industrial lands. Commissioned research report for the City of London.

6. RESEARCH FUNDING:

J. B. Smallman Publication Fund and the Faculty of Social Science, The University of Western Ontario, 2012, \$5 000

The University of Western Ontario, Start-Up Grant, 2005-2011, \$20 000.

7. TEACHING (UWO)

a) Undergraduate Courses

Political Science 3372g, The Politics of Ontario

Political Science 4901a, Advanced Local Government (on site, City of Toronto)

Political Science 2236e, Local Government

Political Science 3363f Urban Political Analysis

b) Graduate Courses

Public Administration 9901a/Political Science 9523a, Advanced Local Government

Public Administration 9902b/Political Science 9524b, The Policy Process in Local Government.

c) Cross-listed Undergraduate/Graduate Courses

Public Administration 9901a/Political Science 4901a, Advanced Local Government

d) Graduate Supervision

19 completed M.P.A. Research Reports

1 completed Ph.D. (advisory committee member)

8. OTHER SCHOLARLY AND PROFESSIONAL ACTIVITIES:

a) UWO

Department of Political Science, The University of Western Ontario, Local Government Committee, 2005-2013

Department of Political Science, The University of Western Ontario, Local Government Admissions Committee, Member-elect, 2005-2013

Department of Political Science, The University of Western Ontario, Undergraduate Committee, Member-elect, 2005-2006

Department of Political Science, The University of Western Ontario, Priorities and Planning Committee, Member-elect, 2005-2006

Department of Political Science, The University of Western Ontario, Teaching Awards Committee, Member-elect, 2006-2007

Department of Political Science, The University of Western Ontario, Teaching Awards Committee, Member-elect, 2007-2008

Department of Political Science, The University of Western Ontario, Appointments Committee, Member-elect, 2008-2009

Department of Political Science, The University of Western Ontario, Workload Committee, Member-elect, 2008-2009

Department of Political Science, The University of Western Ontario, Priorities and Planning Committee, Member-elect, 2008-2009

Department of Political Science, The University of Western Ontario, Local Government Sub-Committee on Proposed Course Equivalencies with AMCTO, Chair-elect, 2009

Department of Political Science, The University of Western Ontario, Workload Committee, Member-elect, 2009-2010

Department of Political Science, The University of Western Ontario, Workload Committee, Member-elect, 2010-2011

Department of Political Science, The University of Western Ontario,

Appointments Committee, Member-elect, 2010-2011
 Department of Political Science, The University of Western Ontario,
 Graduate Committee, Member-elect, 2011-2012
 Department of Political Science, The University of Western Ontario,
 Graduate Committee, Member-elect, 2012-2013
 Department of Political Science, The University of Western Ontario,
 Appointments Committee, Member-elect, 2013-2014
 Department of Political Science, The University of Western Ontario,
 Undergraduate Committee, Member-elect, 2013-2014

b) Professional

Member, Canadian Political Science Association
 Manuscript Reviewer,
Canadian Journal of Urban Research
Canadian Journal of Political Science
Politics and Policy
Journal of Canadian Studies
University of Toronto Press
McGill-Queen's University Press
Urban Affairs Review

c) Consultancies

City of London, Ontario, review of industrial land development strategy
 City of Hamilton, Ontario, review of amalgamation effects
 Town of East Gwillimbury, Ontario, review of electoral system (with
 Andrew Sancton)
 Town of Ajax, Ontario, advice on review of electoral system (with
 Andrew Sancton)
 District of Muskoka, Ontario, review of representation on district council
 (with Andrew Sancton and Zachary Spicer)
 Regional Municipality of Niagara, Independent External Governance
 Auditor (with Andrew Sancton)
 Municipality of Lambton Shores, review of council composition and ward
 boundaries (with Andrew Sancton)

9. COMMUNITY SERVICE:

City of London Election Compliance Audit Committee, Appointed, Autumn
 2010-Autumn 2014.
 City of London Election Compliance Audit Committee, Appointed, Autumn
 2014-Autumn 2018.
 Elgin Election Joint Compliance Audit Committee, Appointed, Autumn

2010-Autumn 2014.

Elgin Election Joint Compliance Audit Committee, Appointed, Autumn
2014-Autumn 2018.

Elgin Election Joint Compliance Audit Committee, Appointed, Autumn
2018-Autumn 2022.

Middlesex County Joint Compliance Audit Committee, Appointed, Autumn
2010-Autumn 2014.

Middlesex County Joint Compliance Audit Committee, Appointed, Autumn
2014-Autumn-2018.



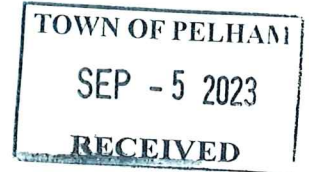
ROYAL CANADIAN LEGION

Branch 613 Talbot Trail

141 Hwy. 20 E., P.O. Box 42 Fonthill, ON L0S 1E0

Tel: 905-892-6293 Fax: 905-892-9470

e-mail: br613rcl@cogeco.net



August 31, 2023

Town of Pelham
20 Town Square
Box 400
Fonthill, ON
L0S 1E0

Attention: Mayor Junkin

Subject: 2023 Royal Canadian Legion, Branch 613 Poppy Campaign

I am pleased to advise that the Royal Canadian Legion, Branch 613 will be conducting its annual Poppy Campaign during the period October 27, 2023, to November 11, 2023, inclusive. We are asking for Council's continuing support so we may canvas businesses and citizens throughout the Town, via placement of Poppy collection boxes. Like previous years, we will work with Fire Chief Lymburner and his by-law staff to ensure our campaign conforms to any health and safety recommendations.

The Talbot Trail Branch has been a part of our community of Pelham for over five decades and throughout this period, veterans and their families have been supported with funds generated from our Poppy Campaign. Donations are also regularly made to entities like Camp Maple Leaf, a summer camp for the children of military families, the Homeless Veterans program, the Niagara Health System, and the Juravinski Cancer Center.

This year, we wish to officially kick off our campaign by presenting you with the first Poppy on October 27, 2023, at 10:00 am in Veterans Park. Please have your Executive Assistant place this date and time in your calendar.

In closing, we look forward to continuing the Canadian tradition of supporting and honouring our Veterans who have and continue to serve our country.

Yours truly,

Jim Garner
2023 Poppy Campaign Chairperson and 2nd Vice-President
Branch 613
Royal Canadian Legion.

**Minutes of a Meeting of the Lincoln Pelham Union Public Library Board
Tuesday 20 June 2023 at 7:00PM
Fonthill Branch**

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

Staff: Julie Andrews (CEO), Susan DiBattista (Director, Community Engagement), Amy Guilmette (Director, Customer Experience), Cassandra Best (Fund Development, Volunteer and Event Coordinator and Recorder)

Guest: Rebecca Jones (Consultant)

1. Call to Order, Regrets, Land Acknowledgement

D. Burton called the meeting to order at 7:02 pm and read the Land Acknowledgement. All members were in attendance.

2. Approval of Agenda

23-	Moved: R. Gretsinger	Seconded: L. Roote
29	Be it resolved that the agenda for June 20, 2023, is approved. Carried	

3. Conflict of Interest Declarations – none

4. Request to lift Consent Agenda Items - Item 5.3 CEO Report

5. Consent Agenda

23-	Moved: T. Teather	Seconded: N. Nolan
31	Be it resolved that item 5.3 be removed from the consent agenda for discussion and that all other items listed in the consent agenda be approved. Carried.	

6. Item 5.3 CEO Report: discussion regarding the results from the Fonthill Community Consultation. There was very good feedback from the 70-80 participants who attended. The next steps in the Financial Feasibility/Planning study will be communicated in the summer. The book lending machine will have a soft launch this week with a new, diverse collection purchased for this purpose. The book lockers, still in shipping, will be used for after-hours holds pickup.

7. Financial Report

23-	Moved: J. Toms	Seconded: L. Roote
32	Be it resolved the financial report for 31 May 2023 be approved. Carried.	

8. New Business

8.1 Land Acknowledgement: The group agreed to rotate the sharing of the land acknowledgement for each meeting and that it be an opportunity for meaningful reflection.

8.2 OLS Board Assembly Representative: R. Gretsinger agreed to represent LPPL (Lincoln Pelham Public Library) at the OLS Board Assembly.

23-	Moved: N. Nolan	Seconded: S. Niznik
33	Be it resolved that Ruth Gretsinger is appointed the LPPL representative for the OLS Board Assembly. Carried.	

9. Strategic Planning Introduction – R. Jones

The Board discussed Assumptions and the current state of the library (how we got where we are) and what factors have contributed to that. More work will take place on 24 June at Maple Acre 9am-1pm.

9. Adjournment

23-	Moved: N. Nolan
34	Be it resolved that the meeting be adjourned at 8:36 Carried.

Library Board Chair

Donna M. Burton

Date: 23 Sept 2023

Secretary/Treasurer

Jindan

Date: 19 Sept 2023.

Subject: Sulphur Springs Slope Stability Design-Build Tender Results

Recommendation:

BE IT RESOLVED THAT Council receive Report #2023-0220-Public Works – Sulphur Springs Slope Stability Design-Build Tender Results, for information;

AND THAT Council approve the cancellation of the Sulphur Springs Slope Stability Design-Build project;

AND THAT Council authorizes Staff to prepare a Request for Proposal for engineering services to prepare geotechnical engineering investigations and provide slope stability designs for the four (4) failing embankments identified in this report.

Background:

During the 2023 budget presentation Staff presented a capital project RD 17-23 to investigate slope failures at a site located on Sulphur Springs Road approximately 500m south of Roland Road and a site located on Centre Street just north of Rolland Road. The project's purpose was to retain an engineering consultant to undertake geotechnical investigations, review the failures, prepare detailed slope stability designs, and prioritize the embankments' reconstruction based on the failures' severity.

Council directed staff to proceed with a design-build project to address slope stability issues on Sulphur Spring Drive exclusively. The project was approved in the 2023 Capital Budget in the amount of \$250,000.

This report serves to provide an update to the project based on the results of the design-build RFP process and seek direction from Council on moving forward with the project.

Analysis:

When staff proposed the slope stability design project, the intention was to have only engineering work take place in 2023 that would prioritize the embankment

repairs based on severity and allow the Town to repair the embankments over the coming years as budget permits. At the time of the 2023 budget presentation staff had identified two locations:

- (1) Sulphur Springs Road (approximately 500 m south of Roland Road); and
- (2) Centre Street (approximately 100 m north of Roland).

During the 2023 budget deliberations Council directed staff to initiate an RFP for a design-build project for the Sulphur Springs Road slope repair project. The project was tendered on July 17, 2023, and closed on August 22, 2023. There was one submission that was received by the Town. The bid that was received by the Town exceeds the budget amount approved in the 2023 Capital Budget by \$137,000.

Since the 2023 budget presentation and approval staff have identified two (2) additional locations that are experiencing slope stability issues. The two additional areas include

- (1) Spencer Lane (which is adjacent to Marlene Stewart Streit Park); and
- (2) a failure on River Road located approximately 600 m east of Cream Street.

The four failures that staff have now identified as needing rehabilitation are on Sulphur Spring Drive, Spencer Lane, Centre Street, and River Road. (See Appendix A for a map showing the identified slope failure locations).

It is the recommendation of staff to cancel the Sulphur Springs Design-Build project and initiate a new RFP to undertake a geotechnical engineering analysis at the following failure locations:

- (1) Sulphur Springs Drive;
- (2) Spencer Lane;
- (3) Centre Street; and
- (4) River Road.

This assignment will assist staff in prioritizing the failure locations and preparing rehabilitation projects to be included for Council's consideration in future capital budgets.

Financial Considerations:

No financial considerations are associated with the recommendation in this report because the prior approved budget for capital project RD 17-23 will be the funding source for the initial engineering studies.

Alternatives Reviewed:

Council may direct staff to award the design-build RFP for the Sulphur Springs Road failure and continue forward with that project. Staff do not favor this approach since Council will be required to provide additional funding for the project in the amount of \$137,000 (plus net HST). In addition, staff will be required to include further engineering studies and investigations at the other locations identified above to address the failures at those sites.

Strategic Plan Relationship: Infrastructure Investment and Renewal

The Town's infrastructure benefits from the timely replacement of our aging infrastructure and is critical to ensuring the Town maintains a safe and efficient transportation network.

Consultation:

Consultation was undertaken with the Treasurer and Director of Corporate Services in the preparation of this report.

Other Pertinent Reports/Attachments:

Appendix A – Maps indicating identified slope failure locations.

Prepared and Recommended by:

Lucas Smith, B. Eng., E.I.T.
Engineering Technologist

Jason Marr, P. Eng.
Director of Public Works

Prepared and Submitted by:

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



Legend

- Override 1
- Address Points
- Municipal Boundaries
- Road Labels
- Assessment Parcels

0 0.07 0.15 0.3 0.45 0.6

Date: 2023-09-25 Time: 10:19 AM

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Legend

- Override 1
- Address Points
- Municipal Boundaries
- Road Labels
- Assessment Parcels

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Date: 2023-09-25 Time: 10:18 AM

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Legend

- Override 1
- Address Points
- Municipal Boundaries
- Road Labels
- Assessment Parcels

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Date: 2023-09-25 Time: 10:16 AM

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Niagara Navigator





Legend

- Override 1
- Address Points
- Municipal Boundaries
- Road Labels
- Assessment Parcels

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Date: 2023-09-25 Time: 10:15 AM

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Subject: Feasibility Study for Joint Operations Centre with Niagara Region

Recommendation:

BE IT RESOLVED THAT Council receive Report #2023-0200 Feasibility Study for Joint Operations Centre with Niagara Region, for information;

AND THAT Council direct staff to include \$50,000 to fund the Town of Pelham's cost contribution of the feasibility study as part of the 2024 Capital Budget for Council's consideration.

Background:

In 2020 the Town retained KPMG to undertake an operational review of the Public Works Department (Attached as Appendix 3). The scope of work was to assist in the development of a plan to use the existing Operational Facility and Patrol Yard (Tice Road Facility) to optimally support current and future operational needs for the Town's Public Works Department including the Operational, Engineering and Facility departments. The project had three secondary objectives:

1. *Conduct Current State Review* in which a review was conducted to assess current operations and facilities at each of the division's locations. The objective was to identify what the existing space and amenities can accommodate at current industry standards and what gaps (if any) existed.
2. *Anticipate Projected Future Workload* in which a review was completed assessing current workload and support staff, equipment, supplies, and materials while anticipating future resources needed to maintain the Town's infrastructure including, but not limited to, roads, bridges, culverts, water-wastewater infrastructure, facilities, and parks and cemeteries.
3. *Provide a Facility and Resource Optimization Plan* to identify risks with the current facility and overall operations including recommendations to optimize operations (winter and summer) and associated changes needed at the operations centre and office locations.

The results of the study indicated that the Town of Pelham will see a population increase of 9,120 residents, an increase of 53%, and the addition of approximately 3800 dwellings with the completion of the East Fonthill and East Fenwick residential developments. This growth will result in the addition of 50 lane km of roads, 50 km of municipal sidewalks, 2.5 km of pedestrian trails, and approximately 4000 municipal boulevard trees. KPMG has reported that the Town's Public Works department is stretched to meet the current service levels with the current infrastructure it has to maintain, and significant growth strains the department's resources including yard space, staffing, and capital assets. Notably, the current yard (~2 acres) has inadequate storage capacity, is smaller relative to municipalities of similar size and has no indoor storage for vehicles.

KPMG created a model to forecast future service levels from 2021-2041. Based on the model, it is expected that the department will require the following additional resources:

- (1) Approximately 0.40 acres of space for the Public Works yard and employee space between now and 2041;
- (2) 5 additional FTEs by 2025 (2 for Engineering; 3 for Public Works Operations);
- (3) \$635K for additional vehicles, equipment and machinery; and
- (4) \$1.1M of additional operating budget between now and 2025.

KPMG also considered the possibility of constructing a new facility that would meet medium and long-term staff needs, allow for optimal indoor equipment storage, and consider the possibility that future material supply may require on-site storage for a year's worth of ice-control material. A new facility of this nature would require approximately 4 acres of space to meet growing service levels, with an estimated building cost of approximately \$2.6M (Class 5 estimate, ROM). Current construction market costs estimate that a new facility for Public Works would require a budget of approximately \$8M to \$12M.

In an effort to explore options for shared services, Town staff entered into conversations with Niagara Region to explore the possibility of cohabitating in a shared Public Works Operations Centre.

Region of Niagara staff have requested authorization through the Regional Public Works Committee to proceed with a feasibility study that would explore the option of having a shared operations centre located in the Town of Pelham at 1495 Victoria Ave. (the existing Region public works yard). The report was presented to Regional Public Works Committee on September 12th and to Regional Council on September 21st.

This report provides an update on the status of the proposed feasibility study and provides information to the Town of Pelham Council regarding the proposed study. It is attached to this report as Appendix 2.

Analysis:

Niagara Region became the owner of the Regional Yard, at 1495 Victoria Ave, Fenwick, ON L0S 1C0, in February of 1975 (see Appendix 1). The property is 7.77 acres in size. The property includes the following structures:

- 1,374 SF service garage (1990)
- 2,607SF operations office (1990)
- 585 SF equipment garage (1990)
- 408 SF material storage garage (1990)
- 2 – 7,854 SF salt-sand storage domes (1971/2001).

Presently, 24 road operations staff members report to this facility during spring, summer, and fall road maintenance operations, and 22 staff members during winter maintenance operations for what Regional patrol Areas 13 and 14.

The recognition of the potential benefit from alternative operational facilities was historically identified through the completion of a 2004 Patrol Yard Network Development Strategy Report. The report concluded the Smithville and Pelham Patrol Yards were deficient in terms of being able to support daily operations due to issues with aging buildings, the advancement in technology, fleet expansion and growing service demand.

As a result of the 2004 study, a Niagara Patrol Yards Study was undertaken in 2013 to explore available options to address the demands of both locations. That study recommended the construction of a new facility in the vicinity of the current Smithville Patrol Yard that would accommodate both the Smithville and Pelham Patrol Yards. The geographical distance of the proposed location for the new facility placed staff and resources for the Pelham Patrol Yard at an unreasonable distance from the service area for which staff working out of the Pelham Patrol Yard are responsible. The recommendation of this report was never initiated.

At the time, the report did not consider the exploration of co-locating with a local municipality to meet the needs of both Niagara Region and a local municipality. The Region has currently paused the advancement of moving forward with a new regional yard in Smithville and is taking the opportunity to conduct this feasibility study using shared services with the Town of Pelham which could act as a potential model to explore options of a shared service model with other municipalities including West Lincoln.

The exploration of a joint Operations Centre has not been considered or analyzed to date and the completion of a feasibility study will assist Niagara Region and The Town of Pelham with the necessary information to determine whether the permanent establishment of a co-located facility is feasible on the current Regional Yard grounds to meet the current and future demands of both municipalities.

Undertaking a feasibility study will provide critical information and analysis on the proposal to explore a joint Operations Centre. This information will assist Council and staff with making an informed decision in the pursuit of this opportunity. The study will establish the practicality of this proposal by examining and reporting the potential benefits, disadvantages, opportunities, barriers, and threats from an economic, social, technological, legal, and environmental perspective.

Additionally, the study will review the potential for cost savings to both municipalities through cost sharing for maintenance, utilities, material, and equipment acquisition and outline the capital funds required to construct a new joint facility.

A joint Operations Centre provides an opportunity to streamline processes and service delivery methods and enables improved communication between each municipality. Furthermore, the establishment of a joint facility promotes collaboration, the exchange of ideas, processes, best practices and expertise in the maintenance and operation of the municipalities' road networks. It also presents an opportunity to reduce the environmental footprint of each municipalities Yard through the consolidation of resources and reduction of individual property acquisition.

Each municipality has committed to collaborate and work together throughout the entirety of this initiative to ensure the interests of both municipalities and the residents of Niagara Region and The Town of Pelham are represented and fully considered.

Financial Considerations:

Anticipated feasibility study expenditures will be allocated equitably between Niagara Region and The Town of Pelham. Niagara Region will fund the entirety of the costs associated with the completion of the Service Delivery Review portion of the study. Niagara Region's costs are anticipated to be \$100,000 and will be funded through the approved Transportation Services Division Annual Patrol Yard Improvement capital project (20000915).

The Town will be required to fund a third of the study estimated at \$50,000. At the direction of Council staff will include a capital project to fund the Town's portion of the study in 2024.

Alternatives Reviewed:

Option 1: Expand the current facility and yard at the Tice Road location.

Option 2: Purchase land and develop a new facility at an alternate location.

Pending the outcome of the feasibility study for a joint operations centre with Niagara Region staff will explore these alternatives and report back to Council at a later date.

Strategic Plan Relationship: Infrastructure Investment and Renewal

This report aligns with Council's Strategic Priorities of Infrastructure Investment and Renewal by addressing the action item of a future Tice Road Operations Centre Expansion, Renovation, and or Relocation.

Developing a sustainable plan for Public Works to accommodate the expected growth over the next 20 years will ensure that the department is able to provide the expected level of service to the residents of the Town of Pelham.

Consultation:

Consultation was undertaken with the Director of Transportation Services Niagara Region, the Manager of Public Works Town of Pelham, and the Director of Corporate Services/Treasurer Town of Pelham.

Other Pertinent Reports/Attachments:

Report 2021-0023 Public Works Operational Review, February 1, 2021.

KPMG Town of Pelham Public Works Operational Review, January 21, 2020.

PW 28-2023 Feasibility Study to Explore a Joint Operations Centre with the Town of Pelham Public Works Department, September 12, 2023.

Prepared and Recommended by:

Jason Marr, P. Eng.
Director of Public Works

Prepared and Submitted by:

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

Subject: Feasibility Study to Explore a Joint Operations Centre with the Town of Pelham Public Works Department

Report to: Public Works Committee

Report date: Tuesday, September 12, 2023

Recommendations

1. That staff **BE AUTHORIZED** to retain the services of a consultant through a competitive process to perform the following in support of exploring the potential for a joint public works operations centre with the Town of Pelham:
 - a) Conduct a feasibility study to investigate options to establish a new joint Operations Centre with the Town of Pelham Public Works Department at the current Niagara Region Pelham Patrol Yard property located at 1495 Victoria Ave, Fenwick, the costs of which will be shared with the Town of Pelham; and
 - b) Concurrently conduct a service delivery review of the Region's Pelham Patrol Yard to determine the future capacity needs of the Region.

Key Facts

- The purpose of this report is to seek Council's approval to retain a consultant to undertake a feasibility study to investigate the opportunity, viability, and cost efficiency of establishing a joint Operations Centre with the Town of Pelham Public Works Department at the current Niagara Region Pelham Patrol Yard property located at 1495 Victoria Ave, Fenwick (Regional Yard).
- Additionally, the consultant would conduct a service delivery review of the Regional Yard to develop a plan ensuring the business unit is equipped with sufficient resources and facilities to meet the municipality's current and future service level expectations in an efficient and effective manner.
- As a result of a Public Works Operational Review conducted by The Town of Pelham in January 2020, it was determined that the current Public Works Yard located at 675 Tice Road, Fenwick (Town Yard) is not sufficient to service the Town's current and future service levels.

- During initial consultation with Town of Pelham staff, there is a perceived benefit and value in exploring a collaborative solution to meet the growing needs of both municipalities while maximizing resource allocation, efficiencies and opportunities for shared resources and services.
- If authorized by Regional Council to undertake the aforementioned study, prior to proceeding with the procurement of services, Town of Pelham staff will seek authorization from Pelham Town Council to support this initiative (including cost sharing).

Financial Considerations

Anticipated expenditures to undertake a feasibility study will be equally allocated between Niagara Region and The Town of Pelham, which will be captured in a cost-sharing agreement between the parties. Niagara Region will fund the entirety of the costs associated with the completion of the Service Delivery Review portion of the study. Niagara Region's costs are anticipated to be \$100,000 and will be funded through the approved Transportation Services Division Annual Patrol Yard Improvement capital project (20000915).

Analysis

Niagara Region became the owner of the Regional Yard, at 1495 Victoria Ave, Fenwick, ON L0S 1C0, in February of 1975 (see Appendix 1). The property is 7.77 acres in size. The property includes the following structures:

- 1,374 SF service garage (1990)
- 2,607SF operations office (1990)
- 585 SF equipment garage (1990)
- 408 SF material storage garage (1990)
- 2 – 7,854 SF salt-sand storage domes (1971/2001). The storage domes underwent rehabilitation in 2020 and the total cost for this work was \$238,683.

Presently, a maximum of 24 Region road operations staff members report to this facility during spring, summer and fall road maintenance operations, and a maximum of 22 staff members during winter maintenance operations for Patrol Areas 13 and 14 (see Appendix 2).

The opportunity to explore alternative operational facilities to address the current and future needs of the Transportation Operations business unit was historically identified through the completion of a 2004 Patrol Yard Network Development Strategy Report. The report concluded the Smithville and Pelham Patrol Yards were deficient in terms of being able to support daily operations due to issues with aging buildings, the advancement in technology, fleet expansion and growing service demand.

Building on the findings of the 2004 study, a Niagara Patrol Yards Study (document available upon request) was undertaken in 2013 to explore available options to address the demands of both locations. The study recommended the construction of a new facility in the vicinity of the current Smithville Patrol Yard that would accommodate both the Smithville and Pelham Patrol Yards. However, the geographical distance of the proposed location for the new facility placed staff and resources for the Pelham Patrol Yard at an unreasonable distance from the service area for which staff working out of the Pelham Patrol Yard are responsible. Upon further review of the study, it was determined that there were more challenges created by the consolidation of two operations yards than benefits. Consequently, the recommendation of this report was not initiated.

At the time, the study did not consider the exploration of co-locating with a local municipality to meet the needs of both Niagara Region and a local municipality. Although the requirement to address the long-term needs of the Smithville Patrol Yard is currently paused, the opportunity presented through the recommendations of this report can be considered as a potential model to explore for the Smithville Patrol Yard based on the feasibility of its results.

The Town Yard is located at 675 Tice Road, Fenwick, ON, approximately 4.4 km from Regional Yard (see Appendix 3). As part of The Town of Pelham's Public Works Operational Review (document available upon request), three (3) options were proposed to the address its space requirement needs:

- Option 1: Expand current site at Tice Road
- Option 2: Purchase land and develop a new facility
- Option 3: Explore leasing a portion of Niagara Region's Pelham Patrol Yard

The exploration of a joint Operations Centre has not been considered or analyzed to date and the completion of a feasibility study will assist Niagara Region and The Town of Pelham with the necessary information to determine whether the permanent

establishment of a co-located facility is feasible on the current Regional Yard grounds to meet the current and future demands of both municipalities.

Undertaking a feasibility study will provide the critical information and analysis on the proposal to explore a joint Operations Centre. This information will assist Council and staff with making an informed decision in the pursuit of this opportunity. The study will establish the practicality of this proposal by examining and reporting the potential benefits, disadvantages, opportunities, barriers, and threats from an economical, social, technological, legal, and environmental perspective.

Additionally, the study will review the potential for cost savings to both municipalities through cost sharing for maintenance, utilities, material, and equipment acquisition and outline the capital funds required to construct a new joint facility.

A joint Operations Centre provides the potential opportunity to streamline processes and service delivery methods and enables improved communication between each municipality. Furthermore, the establishment of a joint facility could promote collaboration, the exchange of ideas, processes, best practices and expertise in the maintenance and operation of the municipalities' road networks. It also presents an opportunity to reduce the environmental footprint of each municipalities' Yards through the consolidation of resources and reduction of individual property acquisition.

Subject to Council approval of this report, and subsequent approval by the Town, Regional Staff would take the lead in undertaking a competitive process to retain a consultant and will enter into a cost-sharing agreement with the Town as required.

Subject to Council approval staff are committed to collaborate and work together throughout the entirety of this initiative to ensure the interests of both municipalities and the residents of Niagara Region and The Town of Pelham are represented and fully considered.

Alternatives Reviewed

1. An alternative to the Staff recommendation in this report is the continuation of the status quo, namely the capital and operating investment to maintain the existing buildings, structures and grounds of the Pelham Patrol Yard to meet the current service levels of Niagara Region's Transportation Operations business unit (and separately, The Town of Pelham's continued pursuit and investigation into

determining an appropriate approach to ensure its Public Works facility is equipped to support its current and future needs).

Included in the consideration of this alternative is the additional capital investment required at the Pelham Patrol Yard to sustain its expected service life, improve building function, and address ancillary operational requirements. Table 1 below outlines the short-term projects presently identified.

Staff do not recommend executing any of the works below until the subject study is completed. Should the co-location model not be adopted, the work program below will require execution.

Table 1 – Capital Investment Requirements for Pelham Patrol Yard

Capital Investment	Estimated Expenditure
Back-up Generator Installation	\$500,000
Asphalt Replacement	\$1,740,000
Window Treatment – Office Area	\$60,000
Surveillance System	\$185,000
Total Estimated Cost	\$2,485,000

* Includes non-recoverable HST

-
2. A second alternative would be for Niagara Region to analyze and assess the feasibility and practicality of leasing building and grounds space to The Town of Pelham without alteration to the property or structures as proposed in The Town of Pelham's Public Works Operational Review. This alternative is not recommended as the current state and footprint of the service garage and office areas is insufficient to accommodate both business units.
3. A third alternative would be to return to the recommendations of the 2013 Niagara Patrol Yards Study (document available upon request). Due to the geographic challenges associated with this option, staff are not recommending this alternative.

Relationship to Council Strategic Priorities

The recommendation in this report aligns with the following Council Strategic Priorities:

Effective Region

- Implement continuous improvement and modernized processes to ensure value-for money with Regional services and programs
- Explore and implement opportunities to improve service delivery through shared services
- Deliver fiscally responsible and sustainable services
- Implement continuous improvement and modernized processes to ensure value-for-money with Regional services and programs

Green and Resilient Region

- Deliver operations and services that align with our greenhouse gas emission target and climate change goals
- Partner with the local municipalities and community organizations to advance climate change action in Niagara

Prepared by:

Richard Daniel
Associate Director, Transportation
Operations
Public Works Department

Recommended by:

Dan Carnegie
Commissioner of Public Works (Acting)
Public Works Department

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Brian McMahon, Program Financial Specialist, and reviewed by Frank Tassone, Director Transportation Services, Matt Robinson, Director, Strategic Transformation Office, Donna Gibbs, Director Legal and Court Services.

Appendices

Appendix 1	Niagara Region Pelham Patrol Yard
Appendix 2	Niagara Region Patrol Areas
Appendix 3	The Town of Pelham Public Works Yard



Map Legend

- Assessment Parcels
- Municipal Boundaries



NIAGARA REGION TRANSPORTATION OPERATIONS PATROL AREAS

- Provincial
- Regional
- Municipal
- Escarpment
- Municipal Boundaries

©Niagara Region, IT Solutions & Public Works,
Transportation Integrated Services Division.
This map was compiled from various data
sources and is current as of January 2022.

Hamilton

Lake Ontario

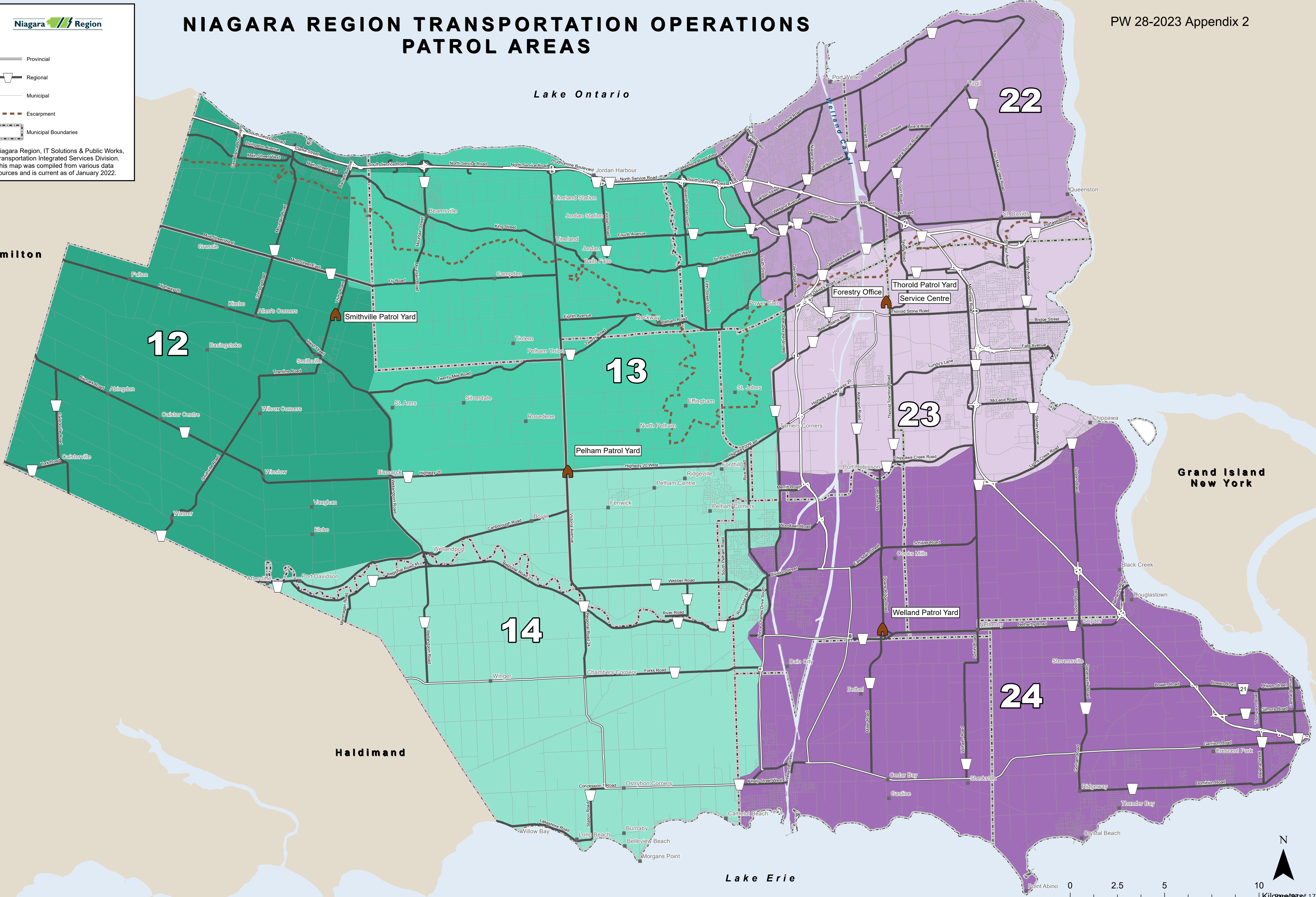
Grand Island
New York

Haldimand

Lake Erie

N

0 2.5 5 10 Kilometers





Map Legend

- Assessment Parcels
- Municipal Boundaries





The Town of Pelham

Public Works Operational Review

Final Report

January 21st, 2020



Disclaimer

This report has been prepared by KPMG LLP (“KPMG”) for the Town of Pelham (“the Client”) pursuant to the terms of our engagement agreement with Client dated September 1, 2020 (the “Engagement Agreement”). KPMG neither warrants nor represents that the information contained in this report is accurate, complete, sufficient or appropriate for use by any person or entity other than Client or for any purpose other than set out in the Engagement Agreement. This report may not be relied upon by any person or entity other than Client, and KPMG hereby expressly disclaims any and all responsibility or liability to any person or entity other than Client in connection with their use of this report.

We had access to information up to January 21, 2021 in order to arrive at our observations but, should additional documentation or other information become available which impacts upon the observations reached in our report, we will reserve the right, if we consider it necessary, to amend our report accordingly. This report and the observations and recommendations expressed herein are valid only in the context of the whole report. Selected observations and recommendations should not be examined outside of the context of the report in its entirety.

Our observations and full report are confidential and are intended for the use of the Client. Our review was limited to, and our recommendations are based on, the procedures conducted. The scope of our engagement was, by design, limited and therefore the observations and recommendations should be considered in the context of the procedures performed. In this capacity, we are not acting as external auditors nor value for money auditors and, accordingly, our work does not constitute an audit, examination, value for money, attestation, or specified procedures engagement in the nature of that conducted by external auditors on financial statements or other information and does not result in the expression of an opinion.

Pursuant to the terms of our engagement, it is understood and agreed that all decisions in connection with the implementation of advice and recommendations as provided by KPMG during the course of this engagement shall be the responsibility of, and made by, the Town of Pelham. KPMG has not and will not perform management functions or make management decisions for the Town of Pelham.

KPMG has no present or contemplated interest in the Town of Pelham, nor are we an insider or associate of the client. Accordingly, we believe we are independent of the Town of Pelham and are acting objectively.

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The contacts at KPMG in connection with this report are:

Bruce Peever

Public Sector Advisory
Partner

Tel: 905-523-2224
bpeever@kpmg.ca

Jamie Cameron

Infrastructure Advisory
Senior Manager

Tel: 416-777-3995
jcameron@kpmg.ca

Hassan Jan

Public Sector Advisory
Manager

Tel: 905-972-7466
hassanjan@kpmg.ca

Brad Sisson

Public Sector Advisory
Senior Consultant

Tel: 905-523-2235
bsisson@kpmg.ca

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Project Overview

Town of Pelham
Public Works Operational Review
Final Report

Introduction

This final report was prepared to present observations and evidence to form a potential case for change arising from research, analysis and consultation with staff from the Town of Pelham (the “Town” or “Pelham”). This report will provide the foundation for possible opportunities to ensure the Town has sufficient resources and facilities to efficiently meet service level expectations of the Town’s infrastructure both currently and into the future.

Setting the Stage

The Town of Pelham is located at the centre of the Niagara Region boarding St. Catharine's (north), Thorold and Welland (east), Wainfleet (south) and West Lincoln (west). The Town’s population is currently 17,100 residents that are located within urban and rural areas encompassing 126.43 square kilometres.

The Town’s Public Works department contains four main business units: 1. Roads, 2. Winter Control, 3. Beautification, and 4. Water/Wastewater. The department is led by the Director, Public Works with a Manager, Public Works. The Public Works department is operated out of the Tice Road Operations Centre where equipment, supplies and materials are stored. In addition, the Director, Public Works manages the Operations department, a team comprised of engineers, out of Town Hall. The department is responsible for planning, designing, supervising and maintaining the Town’s infrastructure and related capital assets.

Over the next decade, the Town will experience significant growth due to the development of East Fonthill and East Fenwick and the surrounding area. Currently, the Town is able to meet its expected level of service given its current resource structure; however, the anticipated growth will strain the Town’s resources – particularly during the next five years – including yard space, staffing and capital assets such as vehicles and equipment. The current Public Works yard has been stretched to its limit which only increases the challenge of acquiring and storing new assets to keep up with growing service level expectations. The Town desires a plan to ensure it has sufficient resources and facilities to meet service level expectations of the Town’s infrastructure both currently and into the future, efficiently and at the lowest life-cycle cost.

Executive Summary

Over the next decade, the Town of Pelham's population will increase by 9,120 residents, an increase of 58%, with the completion of the East Fonthill and East Fenwick residential developments. This is significant growth for a town with a population of 17,110¹. Based on interviews, the Town's Public Works department is stretched to meet service levels, and significant population growth will begin to strain the department's resources including yard space, staffing, and capital assets. Notably, the current yard (~2 acres) is exceeding its storage capacity, is smaller relative to municipalities of similar size, and has no indoor storage for snow plows.

The Public Works department engaged KPMG to address this challenge. KPMG created a model to forecast future service levels from 2021-2041. Based on the model, it is expected that the Engineering and Public Works Operations departments will require the following additional resources:

- Approximately 0.40 acres of space for the Public Works yard and employee space between now and 2041;
- 5 additional FTEs by 2025 (2 for Engineering; 3 for Public Works Operations);
- \$635K for additional vehicles, equipment and machinery; and
- \$1.1M of additional operating budget between now and 2025

Near-term site expansion raises the question of what long-term needs also need to be considered. With this in mind, KPMG also considered the possibility of constructing a new facility (Option #2) that would meet medium and long-term staff needs, allow for optimal indoor equipment storage, and consider the possibility that future material supply may require on-site storage for a year's worth of ice-control material. A new facility of this nature would require approximately 4 acres of space to meet growing service levels, with an estimated building cost of ~\$2.6M (Class 5 estimate, ROM).

KPMG considered the risks, challenges and benefits of Options #1 and #2. With this analysis, the Town is better equipped to address growing service levels and to make the best choice for the future as it continues to grow.

Source: 2016 Canadian Census

Project Objectives

KPMG was engaged by the Town of Pelham (“the Town”) to assist in the development of a plan to use the existing Operational Facility and Patrol Yard (Tice Road Facility) to optimally support current and future operational needs for the Town’s Public Works Division including the Operational, Engineering and Facility departments. The overall objective of the engagement was to provide a plan to ensure that the Town has sufficient resources and facilities that will efficiently meet service level expectations of the Town’s infrastructure both currently and into the future at the lowest life-cycle cost. The project had three secondary objectives:

1. Conduct Current State Review

We conducted a review to assess current operations and facilities at each of the division’s locations. The objective was to identify what the existing space and amenities can accommodate at current industry standards and what gaps (if any) exist.

2. Anticipate Projected Future Workload

We reviewed current workload and support staffing, equipment, supplies, and materials to help us summarize the plan with an anticipation of future resources needed to maintain the Town’s infrastructure including, but not limited to, roads, bridges, culverts, water-wastewater infrastructure, facilities and parks and cemeteries.

3. Provide Facility and Resource Optimization Plan

We prepared a plan that identified current risks (if any) with the current facility and overall operations. It also included recommendations to optimize operations (winter and summer) and associated changes needed at the operations centre and office locations.

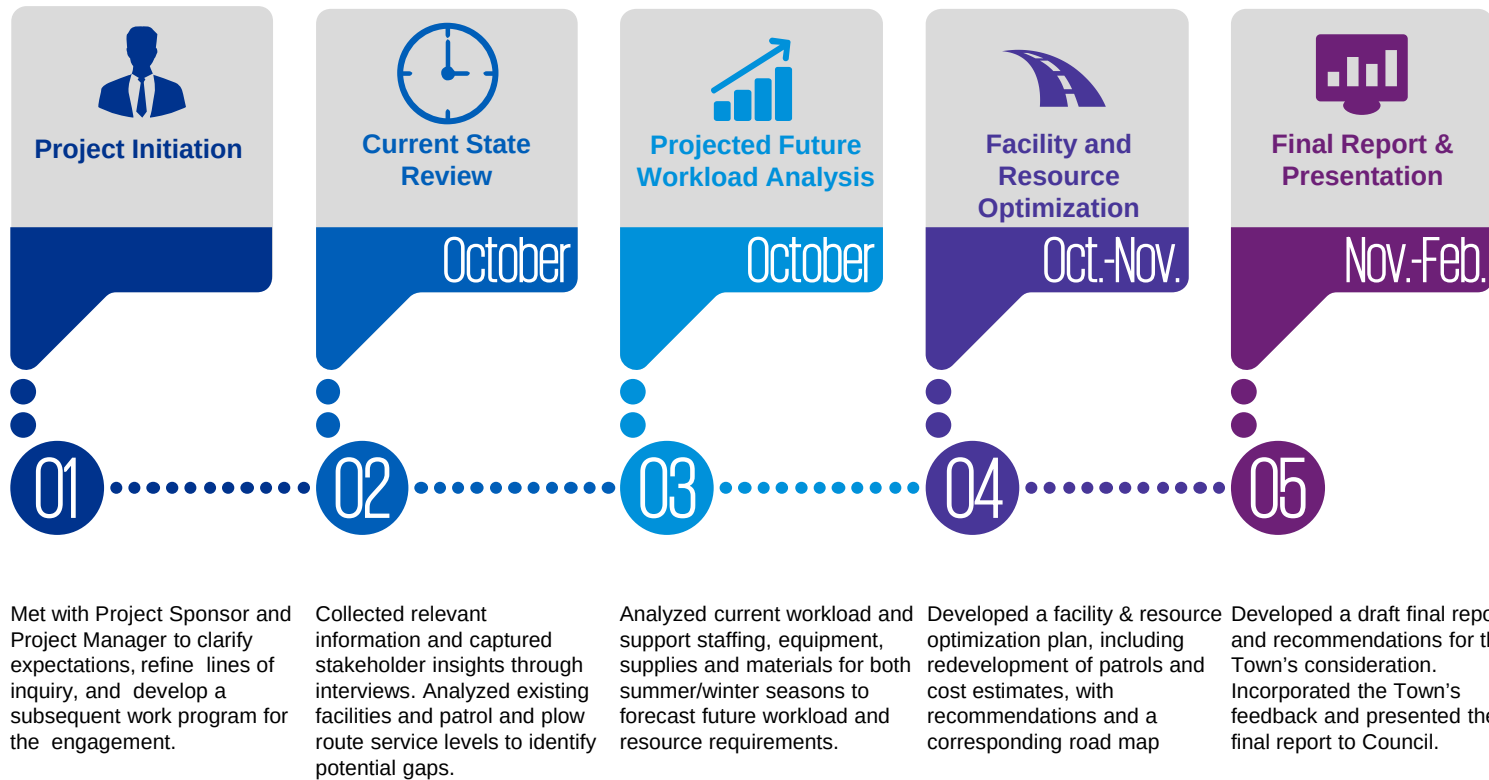
Project Principles

- The knowledge and expertise of Town staff was fully engaged and built upon, to arrive at recommended actions through a transparent, participative and inclusive process facilitated by KPMG.
- The operational review process was conducted in a way that engages Town employees.
- The aim was to, wherever possible, transfer knowledge and necessary “tools” to Town staff to enable them to better develop their own solutions to operational and process issues and challenges over time.
- The framework and approach was based on leading practices from municipal or other levels of government experience and/or private sector.
- Lastly, this was not an audit. This was a review to develop a plan that will position the Town’s Public Works department for success today and well into the future.

Introduction and Context

Work Plan

This engagement commenced in the fall of 2020 and will be completed when the draft final report is presented to Town Council in February 1, 2021. The diagram below depicts the key phases as outlined in the Project Charter.





Environmental Scan

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Current State Public Works



Source: Google Maps (Tice Road Facility)

Indoor Unheated Storage 302 sq. m.	Outdoor Parking Space (Employees) 449 sq. m.	Outdoor Open Storage (Materials) – 607 sq. m.	Outdoor Parking Space 106 sq. m.
Indoor Garage Bay 183 sq. m.	Yellow: Outdoor Covered (Materials) – 313 sq. m.	Outdoor Open Storage 775 sq. m.	Employee Space 321 sq. m.

Pelham Public Works

The Town's Public Works Division is currently responsible to support activities related to Operations, Beautification, Roads, Winter Control, Water/Wastewater, Engineering, Fleet and Facilities. All activities are operated from the Town of Pelham Patrol Yard (Tice Road Facility) except the Engineering Department, located at Town Hall. The Tice Road Facility is approximately 8,130 square metres (2 acres) and contains various heated/unheated indoor storage space, outdoor storage space, and open space. The Town stores approximately 52 pieces of equipment (i.e., trucks, snow plows, mowers, etc.) at the facility with up to 32 employees onsite during the summer months. The Engineering department currently uses 1 pick-up truck and a compact SUV which are parked at Town Hall.

KPMG analyzed the current operations at the facility and completed a facility tour to identify what the existing space and amenities can accommodate at the current service level. KPMG used the following key metrics a part of this analysis:

- Current service levels and inventory of equipment
- Total space (sq.m) per piece of equipment
- Total space (sq.m) per employee
- Required equipment to meet service levels

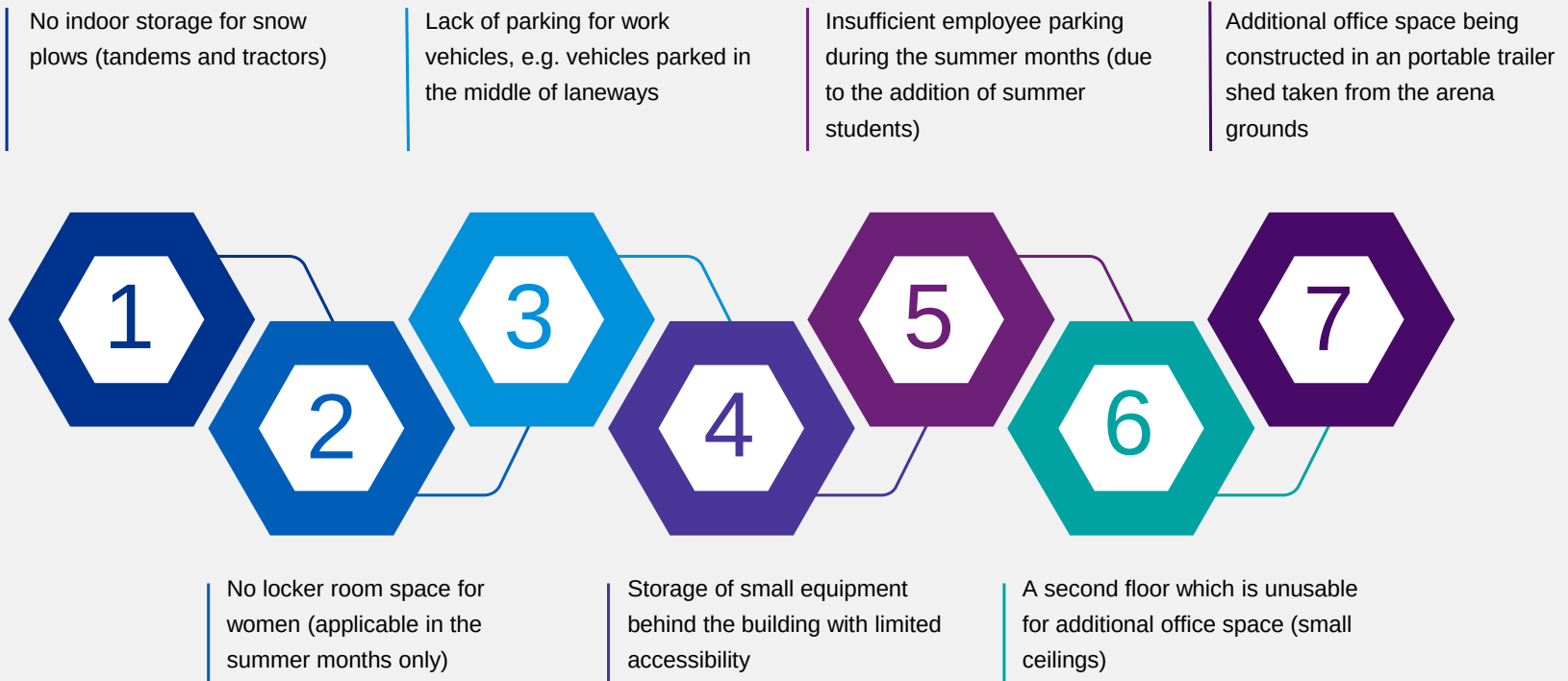
Based on this analysis, KPMG identified gaps with respect to current facility capacity, equipment and staffing.

The Tice Road Facility

Challenges with the Current Yard

Limitations and Challenges

KPMG visited the yard at 675 Tice Road in order to assess current space available, the property line, and limitations with the yard. KPMG observed that the yard is 'filled to the brim': vehicles are being parking in laneways; materials and small equipment are being stored behind the facility with limited accessibility; and an old portable trailer, placed immediately beside the property line, is being repurposed for office space. KPMG observed the following key challenges based on observation and discussion with Town staff:



Environmental Scan

Current State Public Works

Departmental Breakdown

The Town also provided KPMG with its Operating Budget, activity working days and number of staff for each Public Works department. The below summarizes the current state for each department:

	Roads	Winter Control	Beautification	Water / Wastewater	Engineering
2020 Operating Budget	\$3.0M	\$595K	\$867K	\$5.1M	\$1.3M
Total Equipment Working Days	810 Working Days	Approximately 20 Winter Events	4,208 Working Days ¹	418 Working Days	1,040 Working Days (labour hours)
Staffing	1 Supervisor + 5 FTEs	3 Supervisors + 12 FTEs	1 Supervisor + 5 FTEs	1 Supervisor + 3 FTEs	1 Manager + 3 ² FTEs

Source – Multiple Departments (CC) Summary Report – 2020-21 Budgets

1-- hours include seasonal/student staff

2 – one contract position will end in Q1 2021



Comparator Analysis

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Comparator Analysis – Community Details

For the purposes of the project, KPMG selected three communities to compare with the Town of Pelham based on the size of municipality.

Municipality	Population ¹	Households ¹	Area in Square KMs ²
1. Town of Pelham	17,110	7,104	126.43
2. City of Thorold	18,801	8,498	82.99
3. Niagara-on-the-lake	17,511	7,026	132.81
4. Port Colborne	18,306	10,304	121.96

¹ Source - Financial Information Returns, Schedule 2 (2019)

² Source - Statistics Canada census profile, 2016 census data

The primary purpose of the comparative analysis is to understand the performance of comparator municipalities' Public Works functions in order to identify opportunities to improve the Town's service delivery. Specifically, the comparator analysis analyzed:

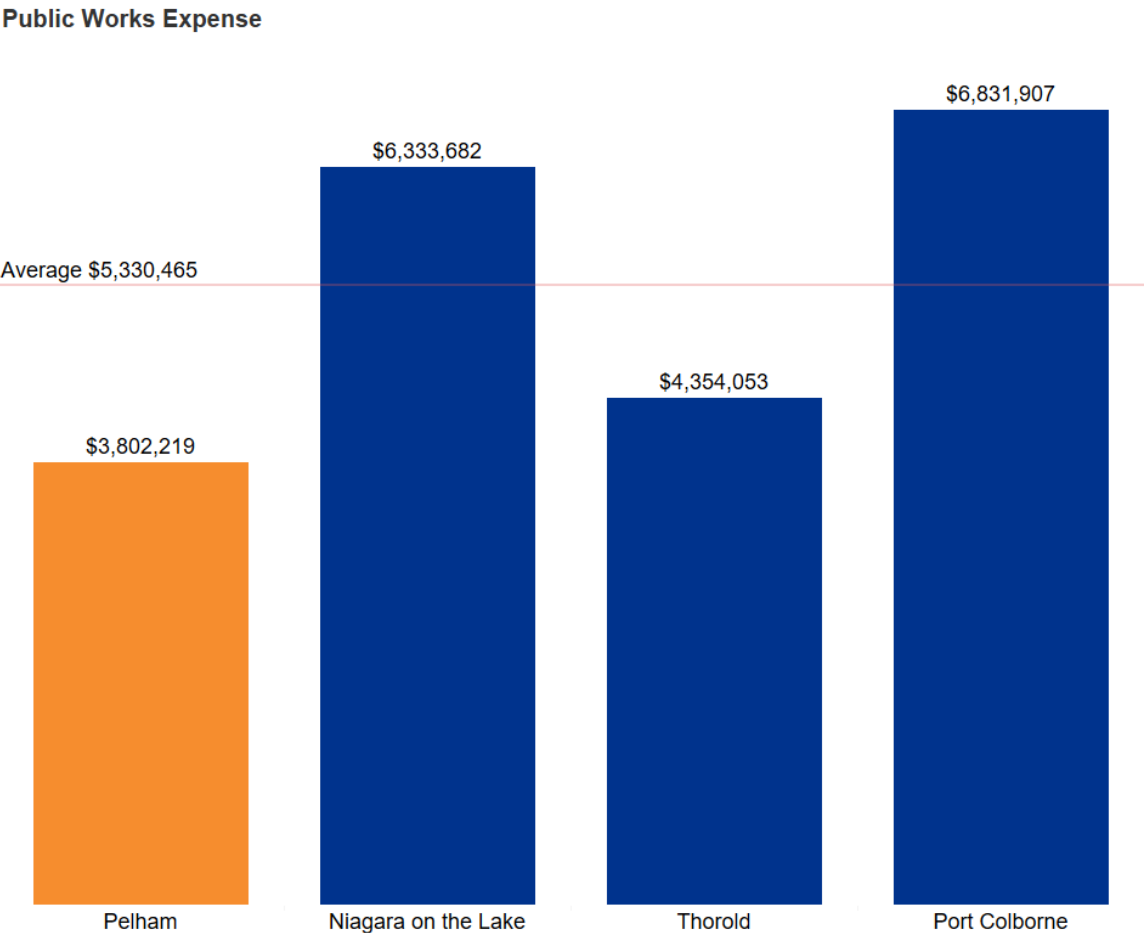
- Public Works operating expenses
- Number of Public Works FTE's against total operating expenses
- Public Works facility size against total operating expenses.

Note: We obtained the information summarized in the following pages from financial information returns (FIRs) submitted to the Province of Ontario. We have not reviewed a draft of this data summary with the benchmarked comparators for the purpose of confirming the factual accuracy of the information presented.

Comparator Analysis

2019 Public Works Expense

The Town of Pelham has the lowest Public Works operating expense among the comparator group. Its total expenditures are \$1.5M less than the average among the comparator group.



Source – KPMG analysis of 2019 FIR, Schedule 40, Transportation Services (lines 611-698), Environmental Services (lines 811 -898), and Parks (line 1610). Port Colborne's 2019 FIR was not available for the analysis, therefore data highlighted was sourced from the 2018 FIR.

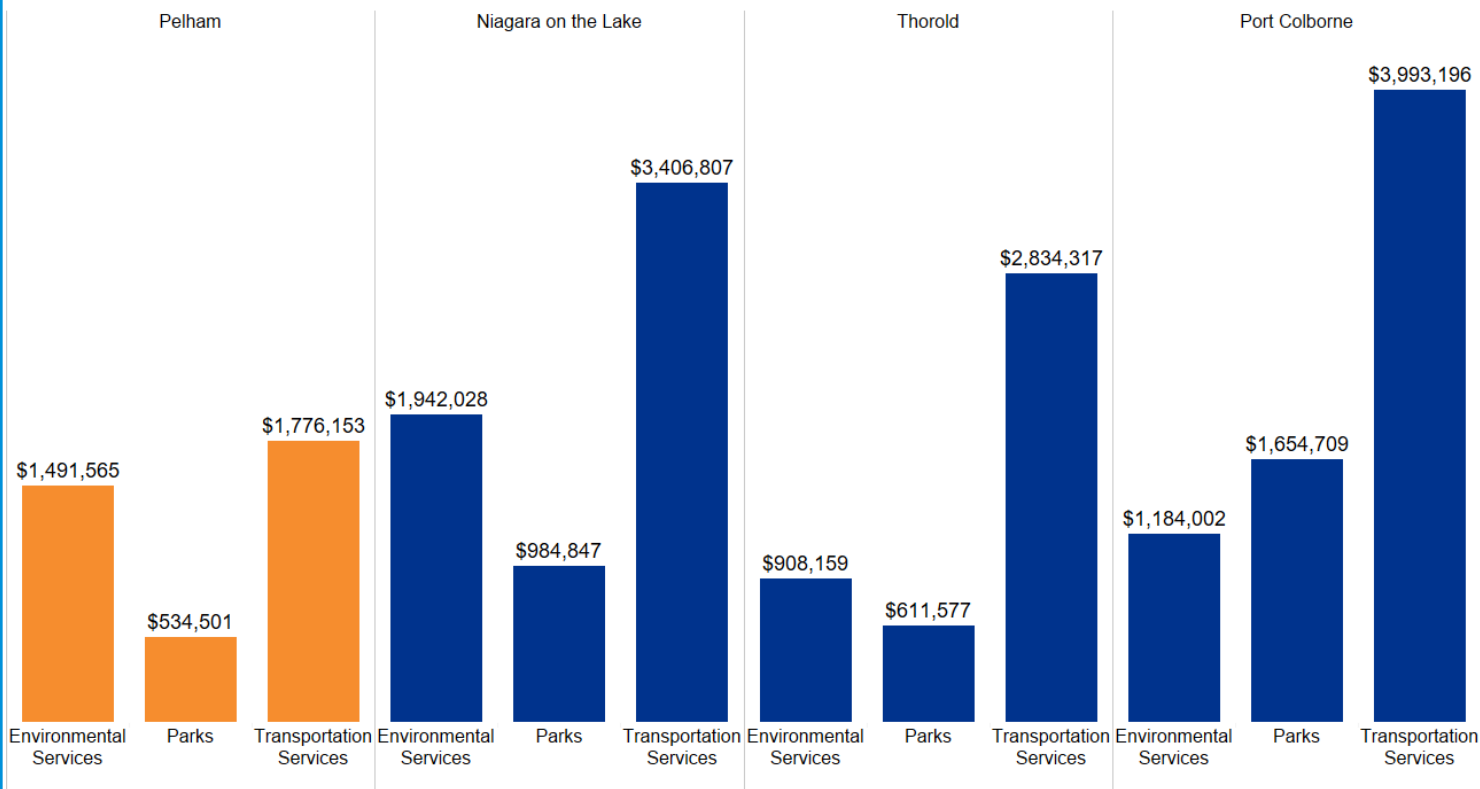
Comparator Analysis

Public Works Expense by Department

The Town of Pelham has the lowest expense in all Public Works departments with the exception of Environmental Services.

It should be noted that the identified departments are displayed as per the FIR and may not reflect actual departments within the Public Works function.

PW Expense by Department



Source – KPMG analysis of 2019 FIR, Schedule 40, Transportation Services (lines 611-698), Environmental Services (lines 811 -898), and Parks (line 1610). Port Colborne's 2019 FIR was not available for the analysis, therefore data highlighted was sourced from the 2018 FIR.

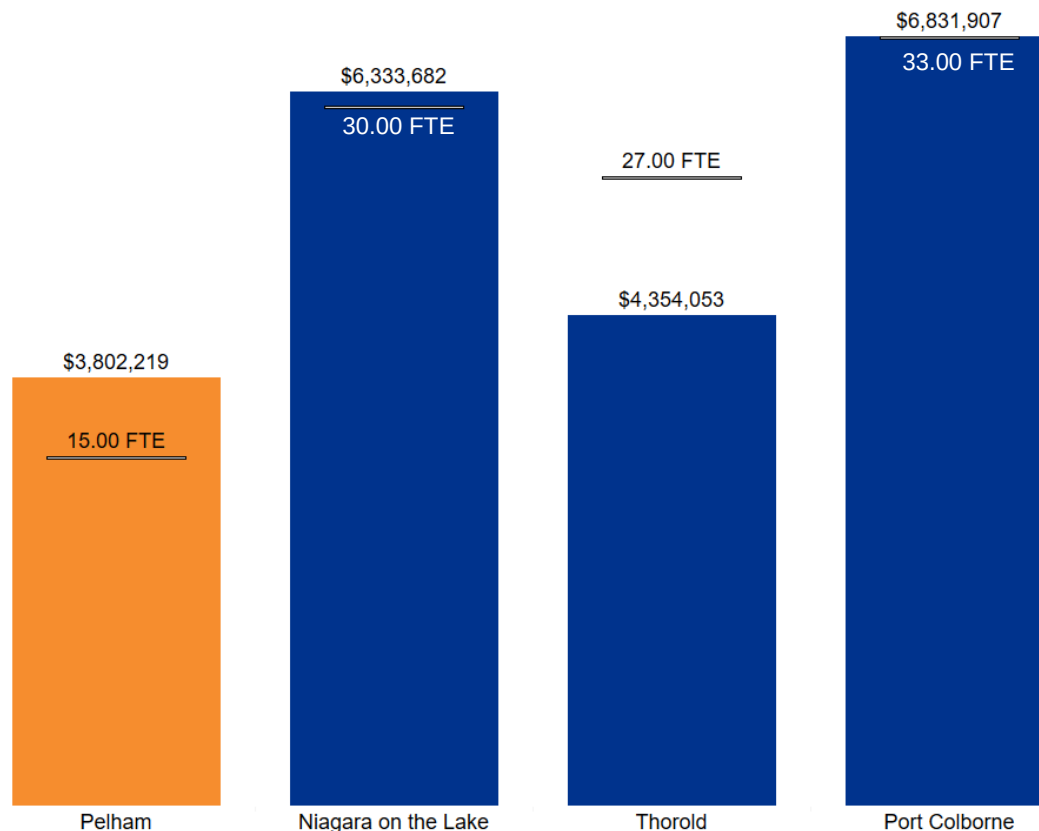
Comparator Analysis

Public Works Expense vs. FTE

The Town's Public Works department employs the fewest number of FTEs relative to its budget among the comparator group. The Town employs one (1) FTE for every \$253K of budget whereas Niagara-on-the-Lake, Thorold and Port Colborne employ 1 FTE for every \$211K, \$161K, and \$207K respectively.

Given the expected growth of the Town over the next 5 years, there is a risk that Public Works will be unable to maintain the required level of service with the current staffing complement.

Public Works Expense vs FTE



Source – KPMG analysis of 2019 FIR, Schedule 40, Transportation Services (lines 611-698), Environmental Services (lines 811 -898), and Parks (line 1610) and Schedule 80A line 225. Port Colborne's 2019 FIR was not available for the analysis, therefore data highlighted was sourced from the 2018 FIR.

Comparator Analysis

Public Works Facility Size

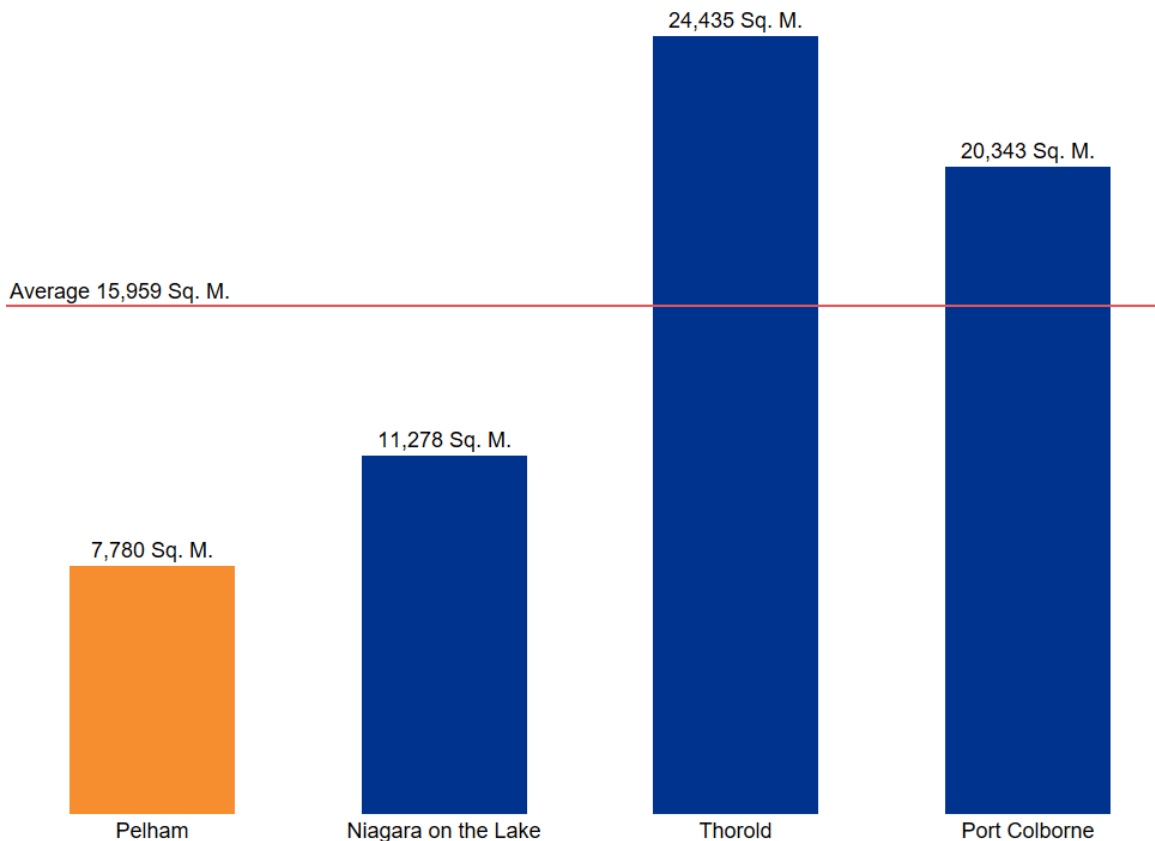
The Town's Public Works facility (Tice Road) is the smallest Public Works facility among the comparator group. The facility measures 7,780 square metres or 1.9 acres, whereas Niagara-on-the-Lake, Thorold, and Port Colborne facilities are 2.8 acres, 6 acres, and 5 acres respectively.

Based on our current state facility assessment (slide 26), the Town requires an additional 184 sq.m. of space to store its current equipment inventory.

In addition, the Town has the second highest Public Works expense per sq. m .

Mun.	Expense per Sq. M
Pelham	\$488.71
NOTL	\$561.60
Thorold	\$178.19
Port Colborne	\$335.84

PW Facility Size



Source - Facility size via mapdevelopers.com



Public Works Optimization: The Methodology

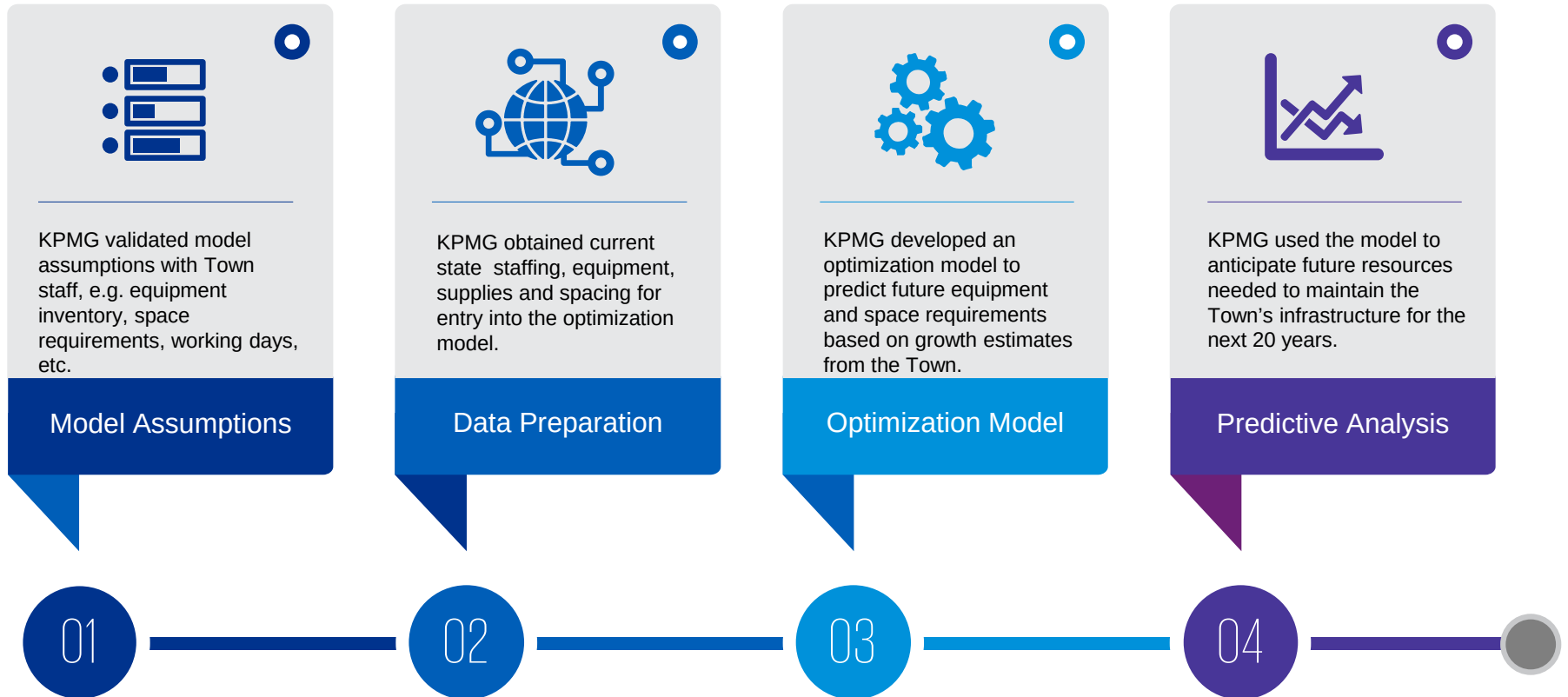
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Public Works Optimization Methodology

KPMG developed a operations optimization model using a 4-phased methodology in order help the Town anticipate future resources needed to maintain the Town's infrastructure and service levels.



Public Works Optimization Methodology

Model Assumptions

KPMG validated the following model assumptions with staff before proceeding to build the optimization model.

Model Assumptions for Activities and Yard Spacing

	Current	Future
Standard work hours per day	8	8
Annual summer maintenance days	130	130
Indoor spacing factor	30%	30%
Outdoor spacing factor	40%	40%
Indoor spacing factor for lunch room, and employee spaces	15%	15%
Parking spacing factor	62%	62%
Population	17,110	27,280 (2041)
Materials to Equipment Factor ¹	N/A	5%



Spacing Factors

KPMG forecast the Town's space requirements based on adding up the individual areas required to store each piece of equipment. What is not included in this step is accounting for the accessibility of the equipment once stored. This requires the addition of an additional factor - the 'spacing factor' – thereby increasing the space requirements.

Without a spacing factor, the modelling would assume that every piece of equipment is packed tightly together. In reality, space is required between pieces of equipment, for access passageways for people and equipment (e.g. a forklift), to prevent damage, and for safety. A spacing factor of 40% therefore means an additional 40% of space is required for access above the footprint of the piece of equipment.

1- Where space is required for additional equipment, KPMG budgeted additional space of 5% for corresponding materials.

Public Works Optimization Methodology

Data Preparation

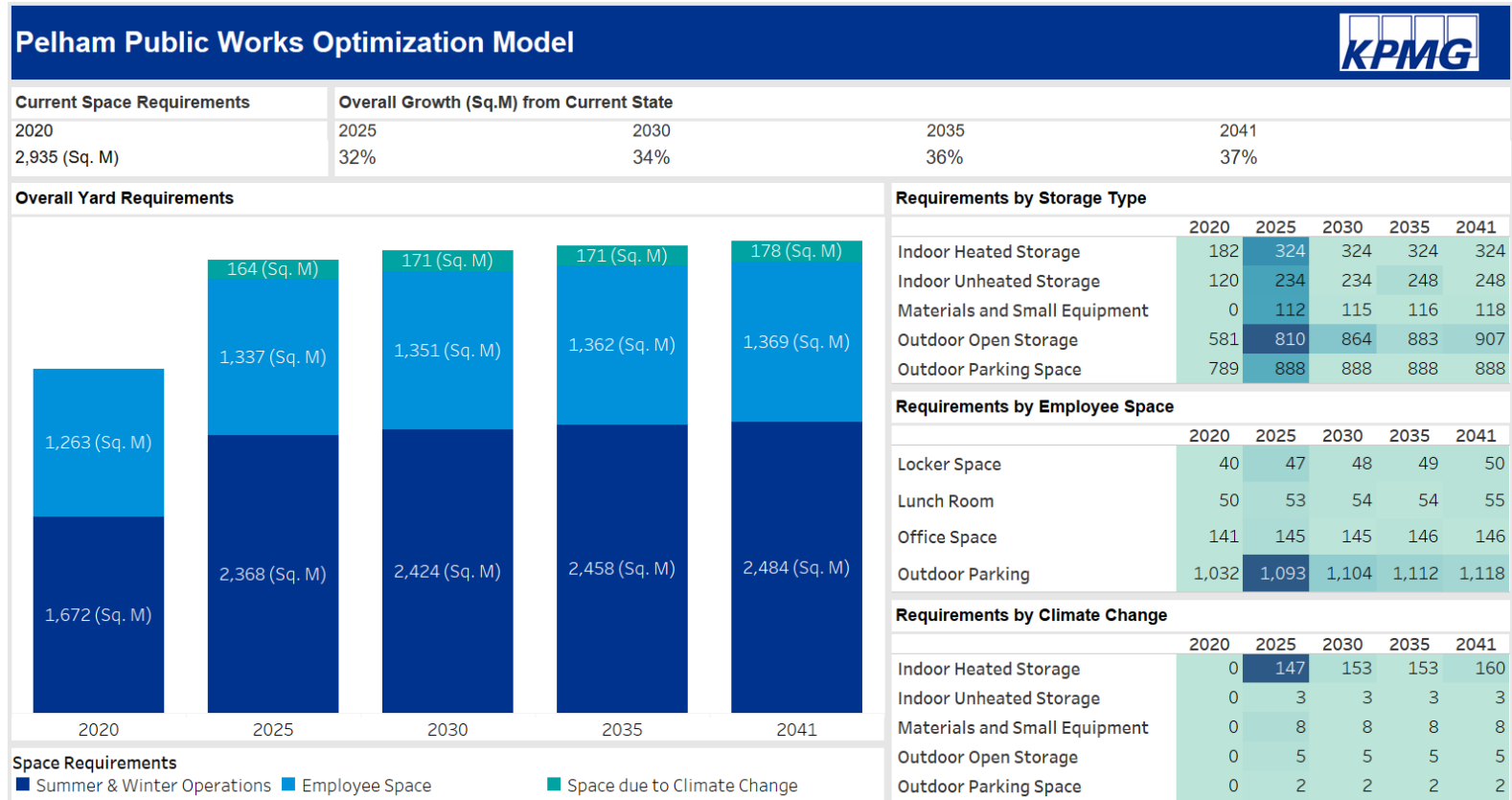
KPMG received the Town's Public Works maintenance standards and operations policies, department activity lists, department budgets, inventory register, facility floor plans, and East Fonthill and East Fenwick demonstrative plans in order to gather the following data inputs for entry into the optimization model:



Public Works Optimization Methodology

Optimization Model

KPMG developed an optimization model in MS Excel in order to forecast yard space, FTEs and budget required to meet anticipated growth in the Town. The model is both versatile and user-friendly. Assumptions are stored in a central location and can be easily adjusted, as necessary, to re-calculate the impact on yard space, FTEs, and budget required. The Township will take ownership of the model as part of the final deliverable, and can use it to perform further optimization as required. The below visualizes the excel model outputs using Tableau:



Note: The visualization above is dashboard view of the outputs derived from the MS Excel model. The final MS Excel model will be provided to the Town at the end of the project. KPMG does not take responsibility for the quality of the outputs should the Town make changes to the final model. Quality control on a go-forward basis would be the responsibility of the municipality.

Public Works Optimization Methodology

Predictive Analysis

KPMG used the following growth data, based on the Town's planning documents, to forecast growth in infrastructure and service levels for the East Fenwick and East Fonthill residential developments between 2021 and 2031. Growth in assets and service levels thereafter was modelled using a growth rate of 0.8% where applicable. The following two slides show growth data broken down by each residential development.

Growth Data (2021 to 2031)

	Growth		Growth
Population	9,120	Street Lights	312
Dwellings	3,800	Catch Basins	664
Road Lane KMs	49.4	Hydrants	166
Sidewalk KMs	49.4	Lot Trees	4,028
Park Area (sq. KM)	0.15	Watermain Pipe KMs	25
Garden Beds	12	Watermain Valves	366
Sports Fields	1	Manholes	249
Playgrounds and Hard Courts	6	Storm Water Ponds	6
Trail KMs	2.5	Storm Water Pipe KMs	25
Intersection	100	Mortality	53
Signs	51	Wastewater Pipe KMs	25

Public Works Optimization Methodology

Predictive Analysis: East Fonthill

KPMG held consultations with the Town's Planning department to understand growth in the East Fonthill residential neighbourhood, and analyzed the *East Fonthill Secondary Plan* to obtain growth data, presented below. KPMG used this data to predict growth in Public Works service levels between 2020 and 2025 (construction will be complete in 2025). Growth in assets and service levels after 2025 was modelled using a growth rate of 0.8% where applicable.

East Fonthill Growth Data (2021 to 2025)

	Growth		Growth
Population	7,200	Street Lights	228
Dwellings	3,000	Catch Basins	485
Road Lane KMs	36	Hydrants	121
Sidewalk KMs	36	Lot Trees	3,180
Park Area (sq. KM)	0.1	Watermain Pipe KMs	18
Garden Beds	8	Watermain Valves	255
Sports Fields	1	Manholes	182
Playgrounds and Hard Courts	4	Storm Water Ponds	6
Trail KMs	2.5	Storm Water Pipe KMs	18
Intersections	67	Mortality	42
Signs	34	Wastewater Pipe KMs	18

Predictive Analysis: East Fenwick

KPMG also the following growth data, contained within the Town's draft development plan, to forecast growth in infrastructure and service levels for the East Fenwick residential development between 2022 and 2031 (the construction period). Growth in assets and service levels thereafter was modelled using a growth rate of 0.8% where applicable.

East Fenwick Growth Data (2022 to 2031)

	Growth		Growth
Population	1,920	Street Lights	84
Dwellings	800	Catch Basins	179
Road Lane KMs	13.4	Hydrants	45
Sidewalk KMs	13.4	Lot Trees	848
Park Area (sq. KM)	0.05	Watermain Pipe KMs	7
Garden Beds	4	Watermain Valves	111
Sports Fields	-	Manholes	67
Playgrounds and Hard Courts	2	Storm Water Ponds	-
Trail KMs	0	Storm Water Pipe KMs	7
Intersection	33	Mortality	11
Signs	17	Wastewater Pipe KMs	7



Current State Results

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Calculating Space Requirements - An Illustrative Example

Estimating Yard Space

In order to calculate yard space requirements, KPMG hosted workshops with Town staff in order to determine the number of working days per service, the equipment required to provide it, and the number of working days per summer season. KPMG used these inputs, along with standard storage specifications for each piece of equipment, to calculate total space requirements. A theoretical example is provided below. This example calculates both current and future space requirements assuming a 40% increase in service (working days).

An Example: Current/Forecasted Yard Space Requirements

	Ref.	Current	Growth	Forecast
Working Days	(A)	130	40%	182
Working Days per Summer Season	(B)	130	-	130
Pieces of Equipment Required	(C) = A / B	1	-	1.4
Space per Equipment (sq. m.)	(D)	15	-	15
Total Space Required	(E) = C x D	15	-	21

Current State Results

Current Public Works Operations

Current State Results

During Phase II of the Operational Review, KPMG analyzed the current state of the Pelham Public Works department in order to identify gaps with respect to current facility capacity and equipment. The current gaps reflect the short-term needs of the Public Works department prior to factoring in the anticipated growth. The below summarizes the current Public Works operational gaps:

	Current State	Gap Analysis
Equipment	The Town's current summer equipment inventory is 55 pieces of equipment stored at the Public Works Facility (Tice Road).	- Based on the current required working days for each Public Works activity, the Town is short the following pieces of equipment: - One pick-up truck - One tractor - Two mowers - Our interviews and analysis suggest that additional equipment will make the crews more efficient.
Facility Capabilities	The Town's current Public Works Facility has 443 sq. m. of storage capacity.	Based on leading practice for equipment storage, the Town requires 639 sq. m. to store its current equipment inventory.



Short **4** pieces of equipment



Short **184 sq. m.** of facility space

Anticipated Projected Future Workload

Anticipated Projected Future Workload

Based on our current state review, KPMG applied anticipated future growth rates to Public Works activities to anticipate workload according to the following categories:

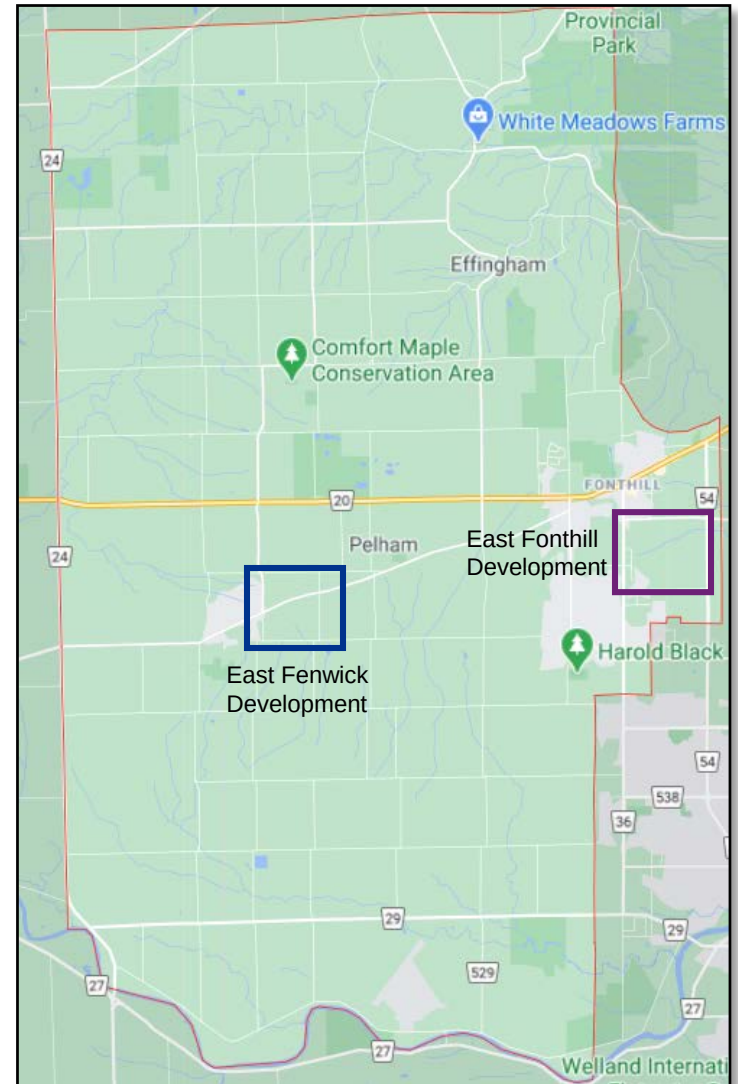
- 1-5 year needs and opportunities
- 6-10 year needs and opportunities
- 11-20 year needs and opportunities
- 21+ year projections

To predict future growth, KPMG identified key drivers that will impact the service level requirements of the Public Works Division. Specifically, KPMG analyzed major on-going and planned development within the Town:

1. East Fonthill development plan
2. East Fenwick development plan

The development plans indicate that the Town will see a combined population increase of 9,500 residents, 3,800 dwellings, 50 lane KMs, 50 sidewalk KMs, 2.5 trail KMs, 4,028 trees and other growth. The Town estimates that both developments will be complete in the next 10 years. It was noted that growth beyond the 10 year period remains skeptical due to boundary limitations, and as such KPMG applied a historical growth rate of 0.8%¹ to periods beyond 10 years.

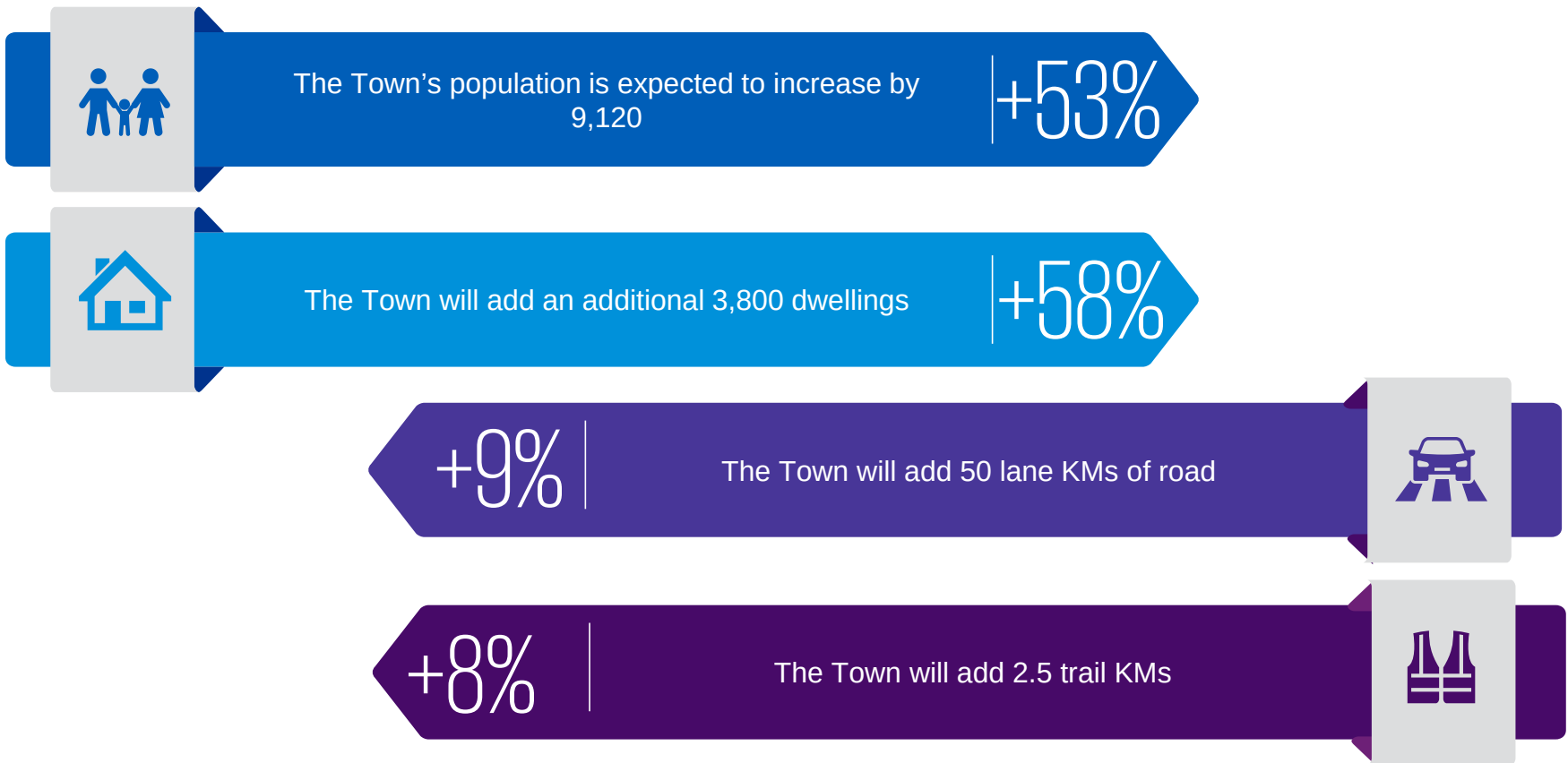
Source:
Google Maps



Factors Contributing to Growth of the Yard

Factors Contributing to Growth

Our model considers numerous factors that will contribute to the growth of the Public Works department. Based on discussions with management, the key drivers for growth over the next 10 years will be the East Fonthill and East Fenwick residential developments. The following outlines the key expected growth factors:





Future State: An Overview

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Overall Growth in Yard Space Requirements

Based on bottoms up modelling and requirements of the Town's services, analysis suggests that the Town will require approximately 1,016 square metres of additional yard space by 2025, an increase of 33%. The projected growth in yard space for the next twenty (20) years is shown below.

Projected Yard Space Requirements by Year (sq. m.)

	Current Space	2025	2030	2035	2041
Summer & Winter Operations	1,672	2,368	2,424	2,458	2,484
Employee Space	1,263	1,365	1,377	1,386	1,393
Space due to Climate Change	-	164	171	171	178
Total	2,935	3,898	3,973	4,016	4,056
Growth		33%	35%	37%	38%

Notes:

- 1- Yard space requirements include spacing factors.
- 2- Growth in summer operations space also includes space for materials and small equipment

Overall Growth in Yard Space Requirements

There are two potential drivers for increased yard space. The first is Town growth and corresponding increase in service levels (detailed below).

The second stems from the potential need for a new facility, both to address staff accommodation shortages and to improve operational efficiency by storing more equipment indoors. This second driver is addressed on slide 45.

According to the forecast, growth in yard space¹ storage is expected to increase by approximately:

- +33% from 2020 to 2025
- +2% each 5 years from 2025 to 2035
- +1% from 2035 to 2040

Overall, the Town will require an additional 0.40 acres. The diagram at right shows this growth in space relative to the current public works yard, which measures 8,093 square metres (approximately 2 acres). The majority of this growth in required space is expected between 2020 and 2025 due to substantial growth in East Fonthill. Growth rates for all services are listed in Appendix A.

Additional yard space will not only provide adequate storage for all vehicles and equipment but reduce Health & Safety Risk at the yard. As can be seen in the aerial image, work vehicles and trailers are being parked in undesirable locations such as laneways which increase this risk.

Additional space will also be required should the Town follow the path of other jurisdictions in storing snow plows in indoor heated bays, or if future material availability requires the Town to store a season's worth of ice management material on site.

Notes:

1- includes equipment storage, employee space and additional space due to climate change



Growth in Yard Space Requirements relative to the Current Yard



Top Drivers of Foreasted Growth

Our model indicates that the Town of Pelham's population will increase by 47% between 2020 and 2025 (~8,000 new residents). The table below highlights the corresponding growth in inventory, yard space and services for the period of 2020 to 2025.

Forecasted Growth in Inventory, Yard Space and Service by Vehicle Type (2020 to 2025)

	Current Inventory	Forecasted Inventory	Forecasted Growth in Space	Forecasted Growth in Service	Related Activities
Pickup Trucks and Trailers	• 5 owned trucks • 4 rental trucks • 4 trailers	• 7 owned trucks • 5 rental trucks • 7 trailers	177 sq. m.	• 6 playgrounds & hard courts • 1 sports field • 2.5 trail kms	• Brush cutting • Line trimming • Mowing sports fields • Turf maintenance
1 Ton Dumps and Chipper Boxes	• 4 1-ton dumps • 1 chipper	• 5 1-ton dumps • 2 chippers	55 sq. m.	• 4,028 additional trees • Increased block pruning with maturing trees • 50 lane kms	• Tree Planting • Tree Inventory & Inspections • Service responses • Road inspection and maintenance
Water Vans and Trucks	• 1 water truck • 1 water vans	• 2 water trucks • 2 water vans	107 sq. m.	• 366 watermain valves • 166 fire hydrants • 12 residential gardens	• Watermain valve inspections • Fire Hydrant painting, inspections & repairs • Planting, weeding, trimming, & watering of gardens and hedges
Tractors and Mowers	• 4 tractors • 5 mowers	• 5 tractors • 7 mowers	52 sq. m.	• 6 playgrounds & hard courts • 1 sports field • 2.5 trail kms	• Brush cutting • Line trimming • Mowing sports fields • Turf maintenance



Future State: Detailed Projections

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Forecasted Yard Space Requirements

KPMG forecasted the growth in yard space from 2021 to 2041. Based on KPMG's modelling, the facility will require approximately 696 square metres of additional yard space by 2025 in order to meet increased service levels associated with the East Fonthill and East Fenwick¹ developments. This increase pertains only to service equipment (trucks, trailers, chippers, tractors etc.) with a 5% allowance for materials and small equipment. Additional space is required for employee space including parking, lunch rooms and other related spaces (see next slide).

Forecasted Yard Space Requirements (sq. m.)

	Current Space	2025	2030	2035	2041
Indoor Heated Storage	182	324	324	324	324
Indoor Unheated Storage	120	234	234	248	248
Outdoor Open Storage	581	810	864	883	907
Outdoor Parking Space	789	888	888	888	888
Materials and Equipment	-	112	115	116	118
Total	1,672	2,368	2,424	2,458	2,484

1- Growth from 2020 to 2025 includes only a portion of the East Fenwick development, which spans 2022 to 2031.

Forecasted Employee Space Requirements

KPMG also forecasted the growth in employee space from 2021 to 2041. The model anticipates approximately 155 square metres of additional employee space by 2025. This figure is dependent upon an increase of 5.0 FTEs during the same period.

Forecasted Employee Space Requirements (sq. m.)

	Current Space	2025	2030	2035	2041
Outdoor Parking	1,032	1,159	1,173	1,183	1,191
Lunch Room	50	57	58	58	59
Locker Room	40	54	56	57	58
Office Space	141	149	149	150	151
Total	1,263	1,418	1,436	1,448	1,458

Notes:

1- Additional space would be required if the FTEs were split between multiple summer student positions.

Forecasting Methodology

In order to forecast employee space requirements, KPMG made the following assumptions:

- Each parking space requires 16.72 square metres of space
- Only 61% parking lot space is used for parking; the remaining 39% is used for laneways
- Each additional employee requires 1 square metre of space in the lunch room and in his or her work space
- Each additional Public Works Operations employee requires 2 square metres of space in the locker room

Forecasted Budget Requirements for Public Works

KPMG forecasted budget growth for the Public Works department from 2021 to 2041. The model indicates that the department will require approximately \$1.1M in additional budget to provide the same service level to the Town in 2025 (current dollars). These calculations are based on the Town's 2020 budgets, and include estimates for capital expenditures (based upon depreciation). Of note, the department will need to create an additional snow plow route with the addition of 50 road lane KMs, predominantly located in the East Fonthill development.

Public Works: Forecasted Budget Requirements from 2025-2041 (millions, current dollars)

	Operating Budget ^{1,2,3}	2025	2030	2035	2041
Beautification	0.9	1.1	1.2	1.2	1.2
Roads	3.2	3.3	3.3	3.3	3.3
Water / Wastewater	5.1	5.3	5.3	5.3	5.3
Facilities	1.4	1.6	1.7	1.7	1.7
Fleet	0.6	0.8	0.8	0.8	0.8
Engineering	1.3	1.5	1.5	1.6	1.6
Winter Control	0.6	0.6	0.6	0.7	0.7
Total	13.2	14.3	14.4	14.5	14.6

Notes:

- 1- Budget figures include operating and capital expenditures
- 2- Capital expenditures are based on 2019 depreciation figures, not anticipated cash outlays
- 3- Figures exclude revenues, transfers and third-party contracts
- 4- Budget growth is commensurate with growth in service level by activity (working days)

Forecasting Methodology

In order to forecast budget requirements, KPMG applied the growth in working days to the current 2020 operating budget plus depreciation for related capital equipment¹.

The growth in working days was calculated using the Town's demonstration plans.

For example, the 2025 budget for fire hydrant inspections will increase by 24% compared to 2020 (the East Fonthill development will add 139 fire hydrants to the Town's existing 588, an increase of 24%).

Forecasted Capital Outlays

KPMG also forecasted capital outlays to purchase additional vehicles and equipment from 2021 to 2041. The model indicates that Public Works will require approximately \$636K to provide the same level of service for the Town between 2021 and 2025.

Forecasted Capital Outlays (2020-2041)¹

	2021-2025	2026-2030	2031-2035	2036-2041
Pickup Trucks	248,360	-	-	-
Mowers	15,338	-	7,669	-
Trailers	15,600	-	-	-
Chippers	26,500	-	-	26,500
Tractors	19,100	-	19,100	-
Water Trucks	101,800	-	-	-
Landscape Trucks	80,970	80,970	-	-
Chipper Boxes	63,090	-	-	-
Asphalt Trailers	64,935	-	-	-
Total	635,693	80,970	26,769	26,500

Notes:

1- Prices exclude sales taxes.

Forecasted Staffing Requirements

KPMG also forecasted the growth in FTEs from 2021 to 2041. The forecast anticipates 5.0 additional FTEs by 2025 (or roughly 10 summer students). This figure is broken down by department in the table below. This growth is mainly attributable to the increase in park space, sports fields, playgrounds, hard courts, trail kilometres, hydrants, watermains and road kilometres within the new residential developments. The forecast also includes additional Engineering staff for modelling, design and other operational activities.

Forecasted Staffing Requirements (FTEs)

	Current FTEs	2025	2030	2035	2041
Beautification	4	5	5	5	6
Roads	5	6	6	6	6
Water / Wastewater	3	4	5	5	5
Engineering	3	5	5	5	5
Total	15	20	20	21	21

Forecasting Methodology

In order to forecast FTE requirements, KPMG made the following assumptions:

- 95% of all budget growth pertained to operating expenditures
- 70% of operating budget growth was attributable to salaries, wages and benefits
- The average salary and benefits per FTE was \$103,000



Future State: Climate Change Impacts

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Forecasted Yard Space Requirements

KPMG also forecasted the growth in service levels attributable to climate change. In collaboration with staff, KPMG identified that increased rainfall and higher summer temperatures would lead to increased winter events, ice damage to trees, road washouts and watering/irrigation during the summer months. Climate change assumptions for this analysis are listed in Appendix A. The model also indicates that the Town will incur an additional \$13K in sand-salt per year to address the increase in winter ice events (assuming an increase from 1 to 3 winter ice events per year).

Climate Change: Projected Yard Space Requirements (sq. m.)¹

	Current Space	2025	2030	2035	2041
Indoor Heated Storage	-	147	153	153	160
Indoor Unheated Storage	-	3	3	3	3
Outdoor Open Storage	-	5	5	5	5
Outdoor Parking Space	-	2	2	2	2
Materials and Equipment		8	8	8	8
Total	-	165	171	171	178

Incremental sand-salt budget per year	\$13,000²
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Notes:

1- spacing factors have been applied for these figures

2- [current sand-salt budget (\$130K) / the number of winter events per year (20)] * 2 additional winter events



Risks and Challenges

Town of Pelham
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Risks and Challenges

Comparison of Scenarios

The Town can consider the following options, along with their respective advantages and challenges, in order to increase space requirements for the Public Works Yard and the Engineering department.

	Advantages	Challenges and Risks
Option 1: Expand Current Site at Tice Road	Expanding the current site has many advantages including: - The Town can conveniently add more storage space beside the current facility with little impact to current operations - Close proximity to Fonthill (8 minute drive) and East Fenwick (5 minute drive) - Close proximity to current sand-salt provider, Lafarge, situated on Tice Road - No need to re-locate all vehicles, equipment, and materials to a new yard	Expanding the current site will: - Require a willing sale from the adjacent property owner to the West of the current facility, or an expropriation of land by the municipality - Force the Town to build around the current indoor facility as opposed to being able to build from scratch should it purchase and develop a parcel of land
Option 2: Purchase Land and Develop a New Facility	Purchasing a developing a parcel of land has numerous advantages such as: - The ability to design a new, purpose-built facility according to long-term plans and forecasts - The storage of snow plows in indoor heated bays - Does not require expropriation of land - Would allow the Engineering and Public Works Operations teams to work in the same facility	There are also challenges and risks with this option including: - Public consultation and buy-in would be required - The challenge of finding a centralized location - High sale price due to rising price inflation in the area - Uncertainty regarding the timing of purchase and sale - Costs and time to examine the site prior to construction and to built the new facility
Other Considerations	The Town can also consider leasing a portion of the Region's current Public Works yard; however, it would not be able to accommodate the entirety of the Town's operation due to size limitations. The Town would need to consider a 'split-operations' model wherein its operations would be divided between multiple sites. In addition, the Region's current yard is on the border of Pelham and not in a centralized location which would increase travel time and the cost of gas.	

Option 1: Expanding the Current Site at Tice Road

Based on KPMG's forecast, the Town will require an additional 965 square metres (0.23 acres) of space by 2025 and an additional 156 square metres of space between 2026 and 2041 – for a total of 0.28 acres. Compared to the current site, this additional requirements are shown by their relative size in the image at right. Additional space is required for access laneway bringing **total required space to 0.40 acres**.

These expansion assumptions rely on storing equipment in the same manner it is stored now, primarily with the snow plows being stored outside. Indoor storage has numerous benefits including increased longevity of the plows, fewer repairs and lower maintenance costs.

In our experience, both across Ontario and in other provinces, it is typical of municipal, county and provincial level public works and transportation departments to aim to store their equipment inside.

The Town of Scugog is a helpful case study. Compared to Pelham, Scugog has a population approximately 25% higher, an area almost 4x higher, but a similar urban/rural mix. Scugog's facilities only allow half of its plow fleet to be stored indoors. Scugog's operations team notes that this results in the outdoor fleet having more maintenance issues, more equipment that won't start, pre-shift safety checks being more difficult outdoors due to snow/ice buildup and dim outdoor light, and the outdoor vehicles leaving the yard upwards of 30 minutes later than the indoor vehicles.

The space requirements for an expanded indoor facility are detailed more on the following slide, but are over and above what it highlighted here.

Growth in Yard Space Requirements relative to the Current Yard



Risks and Challenges

Option 2: Purchase Land and Develop a New Facility

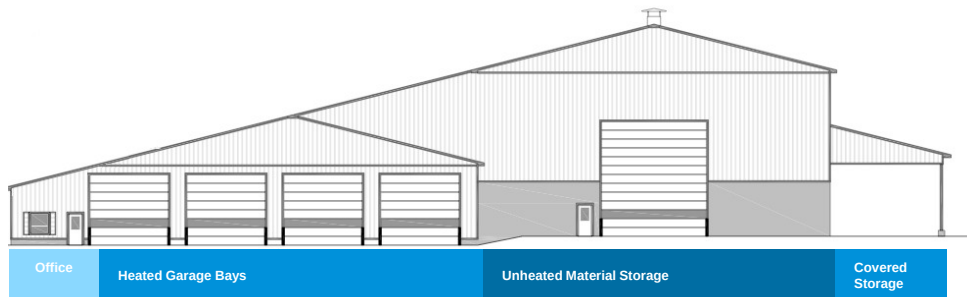
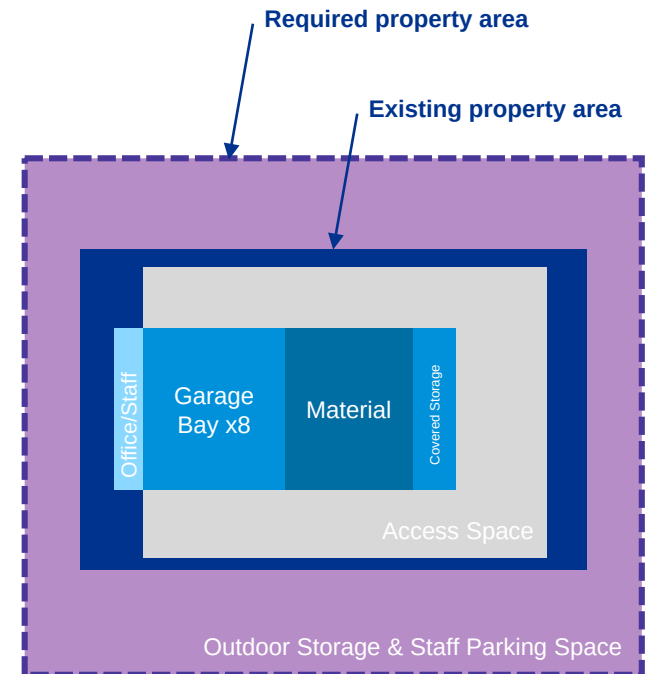
The Town could develop a new yard by purchasing vacant land in Pelham. In addition to the potential need to store more equipment indoors, it is likely that in the 20 year time horizon, a diminished local availability of sand could force the Town to maintain storage for a season's worth of salt and sand.

These two demands would significantly increase the need for a new facility, and new land could furnish sufficient space to construct heated bays, more indoor and covered storage, a large material shed, and employee spaces including offices, a lunch room, and locker rooms for men and women. During the site visit, KPMG noted little indoor storage compared to outdoor storage, and no separate locker rooms for women (relevant during summer months), and a shortage of space for the Engineering department at City Hall.

Based on KPMG's analysis and the comparable facilities of other jurisdictions, the Town would require a total of eight (8) indoor heated bays (seven (7) for plows and one (1) for maintenance/spare). The maintenance/spare bay could house a water truck to prevent freezing in the winter, a current practice. The Town could also construct a sand-salt storage which is connected to the bays for convenience. An example of such as facility, with 4 bays, is shown below. As a single structure, its overlay on the existing yard site is shown at right, which would result in a space need close to double the size of the existing property.

The Town's current yard measures 2 acres. Based on KPMG's forecast, the Town will at minimum require a total of 2.40 acres by 2041, or closer to 4 acres if a new facility were to be developed.

Note: The Town could also build this type of facility on its existing site (Option 1) although it would need to demolish or retrofit the existing buildings.



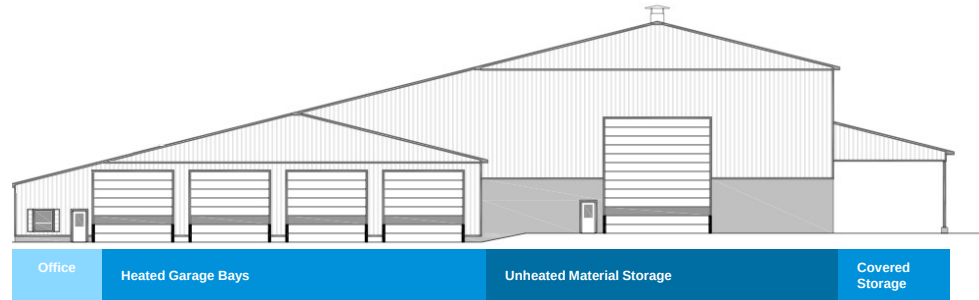
Sample Public Works Facility with Bays attached to Sand-Salt Storage (Front)

Estimated Construction Costs to Develop a New Facility

Using high-level typical cost/sq ft. estimates from other municipalities for the construction of similar facilities, the total construction cost for a facility as shown at right could be approximately \$2.6M¹. (See Table 1).

These projections assume that Engineering and Operations staff would both have office space in the new facility. Currently, the Engineering department, located at Town Hall, is separate from the Public Works Operations team.

In addition to alleviating space constraints at other Town properties, co-location or hotelling allows greater interaction and collaboration between those that are constantly in the field and those in the office. These interactions would allow more opportunities for engineering staff to understand issues in the field as they are identified and could allow greater collaboration between staff to the benefit of service delivery.



Sample Public Works Facility with Bays attached to Sand-Salt Storage (Front)

Table 1: Construction Costs to Develop the Facility Pictured Above

Space Type	Cost / sq. Foot	Sq. Feet Required	Total Cost ¹
Unheated Space	\$65	~9,600	\$624,000
Heated Space	\$90	12,600	\$1,134,000
Office Space	\$190	3,300	\$627,000
Outdoor Covered Space	\$40	3,100	\$124,000
Fueling Station & Septic			\$100,000
Total		28,600	\$2,609,000¹

Notes:

1- According to AACE, these numbers are class 5 estimates, assuming 0-2% design. Typically we would expect a 30% design definition to support a business case.



Appendix A

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Climate Change Assumptions

KPMG made the following assumptions to forecast growth in space and budget attributable to climate change. \

Forecast Assumptions for Climate Change

	Current	Future
Tree Service Request due to Ice Damage	700	3% increase every year
Road Washouts		1 washout every 5 years
Summer Watering / Irrigation	2 days per week	3 days per week

Forecast Assumptions by Sub-Service

	Sub-Activity	2025	2030	2035	2041
Bush Cutting Trail Sides	All Brush Cutting Trail Sides / Right of Ways	8%	8%	8%	8%
Cemetery	Burials / Creamations	46%	52%	55%	59%
Cemetery	Turf Mowing	27%	36%	36%	36%
Contracted Grass Cutting	All Forestry	0%	0%	0%	0%
Forestry	All Forestry	15%	17%	18%	19%
General Maintenance	Litter / Receptacle Service	0%	0%	0%	0%
General Maintenance	Repairs to Benches, Picnic Tables, Fencing, Graffiti, Litter	0%	0%	0%	0%
General Maintenance	Winter Turf Damage	2%	3%	3%	3%
General System Maintenance	Hydrant Inspection	24%	28%	30%	32%
General System Maintenance	Hydrant Painting	6%	8%	10%	12%
General System Maintenance	Hydrant Repairs	1%	2%	2%	2%
General System Maintenance	Metre Reading	47%	52%	56%	60%

Forecast Assumptions by Sub-Service

	Sub-Activity	2025	2030	2035	2041
General System Maintenance	Metre Repair	1%	2%	2%	2%
General System Maintenance	Water Shut-off Repair	1%	2%	2%	2%
General System Maintenance	Watermain Valve Exercise	6%	7%	8%	9%
General System Maintenance	Watermain Valve Repair	1%	2%	2%	2%
Horticulture	All Horticulture Activities	17%	19%	20%	21%
Line Trimming	All Line Trimming	8%	8%	8%	8%
Playgrounds & Hard Courts	Equipment Inspections (CSA)	14%	14%	15%	15%
Playgrounds & Hard Courts	Equipment Repair	1%	2%	2%	2%
Road Maintenance	Catch basin / Maintenance Hole Repair	1%	2%	2%	2%
Road Maintenance	Catch Basin Clearing	47%	54%	58%	62%
Road Maintenance	Culvert Flushing	2%	3%	3%	3%
Road Maintenance ¹	New Driveway Culvert Installation ¹	0%	0%	0%	0%

1- installations would only be required for rural lot developments, not urban development such as East Fonthill and East Fenwick, according to interviews with Town staff.

Forecast Assumptions by Sub-Service

	Sub-Activity	2025	2030	2035	2041
Road Maintenance	Pothole Repair	7%	8%	9%	10%
Road Maintenance ¹	Road Crossing Culvert Inspection/ Replacement ¹	0%	0%	0%	0%
Road Maintenance	Road Patrolling	7%	8%	9%	10%
Road Maintenance	Shoulder Drop-offs / Washouts	0%	0%	0%	0%
Road Maintenance	Sign Repair	1%	2%	2%	2%
Road Maintenance	Street Light Inspections	2%	3%	3%	3%
Road Maintenance	Winter Damage Repairs	7%	8%	9%	10%
Sidewalk Maintenance	Sidewalk Inspections	2%	3%	3%	3%
Sidewalk Maintenance	Sidewalk Repairs / Grinding	2%	3%	3%	3%
Sports fields (Soccer / Baseball)	Inspection	14%	14%	15%	15%
Sports fields (Soccer / Baseball)	Sports Fields - Grass	14%	14%	15%	15%

1- installations would only be required for rural lot developments, not urban development such as East Fonthill and East Fenwick, according to interviews with Town staff.

Appendix A

Forecast Assumptions by Sub-Service

	Sub-Activity	2025	2030	2035	2041
Trails	Trail Washout	2%	3%	3%	3%
Turf Maintenance	All Turf Maintenance	27%	36%	46%	49%
Turf Maintenance	All Turf Maintenance	27%	36%	46%	49%
Wastewater System Maintenance	Sanitary Sewer CCTV/Flushing	0%	0%	0%	0%
Wastewater System Maintenance	Sanitary Sewer Flushing	2%	3%	3%	3%
Wastewater System Maintenance	Sanitary Sewer Repair	2%	3%	3%	3%
Wastewater System Maintenance	Sewer Lateral Clearing / Cameraing	0%	0%	0%	0%
Water Quality	Sampling, Monitoring, Flushing, Complaints	0%	0%	0%	0%

1- additional sampling and monitoring would not be required according to interviews with Town staff.

Appendix A

Forecast Assumptions by Sub-Service

	Sub-Activity	2025	2030	2035	2041
Winter Control	Winter Maintenance	7%	8%	9%	10%
Operations	Engineering	47%	52%	56%	59%



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COUNCIL NEWS

Region, Pelham eye joint public works site

If approved, the town and the Region would share the Region's current yard on Victoria Avenue in Fenwick and the costs for upgrading the facility.

By **Bill Sawchuk** Standard Reporter

Sep 18, 2023

Article was updated Sep 18, 2023

Niagara Region

A map shows the Region's transportation operation's areas, including zone's 13 and 14, covering Lincoln, Pelham and Wainfleet.



Niagara Region will undertake a feasibility study to explore establishing a shared public works operations centre and patrol yard with the Town of Pelham.

The current regional operations centre and yard is located at 1495 Victoria Ave., Fenwick, the main north-south road connecting Wainfleet, Pelham and Lincoln all the way north to the QEW highway.

The Region is undertaking the study with an eye on the future capacity and future service needs for both, a report to the Region's Public Works Committee said.

"We are basically trying to provide good service to the residents and, at the same time, cost-saving measures through consolidation of properties and operations as we move forward," said West Lincoln Coun. Albert Witteveen, the chair of the Region's Public Works Committee, in an interview. "Something like this is a win-win for residents."

The project also bolsters the current drive among the Region and the 12 local area municipalities for shared services that has already yielded projects across Niagara including a single fire department for Grimsby and Lincoln and shared library services between Pelham and Lincoln.

A 2019 provincial review of municipal governments included the possibility of amalgamations. While the provincial government shelved the report, it is still encourages municipalities to explore opportunities for shared services.

The Region's operations centre and yard is on 7.77 acres and includes a service garage, operations office, equipment garage, and material storage garage, all built in 1990. The site also contains salt-sand storage domes built in 1971 and upgraded in 2020 for \$238,683.

About 24 regional road operations staff members work out of the facility during spring, summer and fall road maintenance operations. Twenty-two staff members use the property for winter maintenance operations in Wainfleet, Pelham and Lincoln.

Pelham completed an operational review of its public works yard at 675 Tice Road in Fenwick. The report concluded the facility doesn't meet the town's current and future needs.

The Region’s Public Works Committee department recommended that the full council approve the study at its meeting Thursday.

Once authorized, Pelham Council’s support for the project will be sought through a cost-sharing agreement, though the Region will pay \$100,000 for the first phase of study.

A 2004 patrol yard report concluded that public works yards in Smithville (West Lincoln) and Pelham needed to be improved due to aging buildings, technological advancement, fleet expansion and growing service demand.

A second study in 2013 looked at a consolidated yard for the Region, Pelham and West Lincoln. However, the report found the joint site was “an unreasonable distance” from the West Lincoln areas of operation, and it was shelved.

The new study will concentrate on the needs of the Region and Lincoln, though the staff report said West Lincoln would still be encouraged to join.

A Pelham report said the town has three options for a new site, including staying at the current location on Tice Road, purchasing land to develop a new facility or leasing a portion of the Region’s current patrol yard on Victoria Avenue.

The Region’s study will review the potential for cost savings to both municipalities through cost sharing for maintenance, utilities, material, and equipment acquisition and outline the capital funds required to construct a new joint facility.



Bill Sawchuk *is a reporter with the St. Catharines Standard.*

REPORT AN ERROR	JOURNALISTIC STANDARDS	ABOUT THE STANDARD
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Subject: Strategic Use of Town Owned Lands

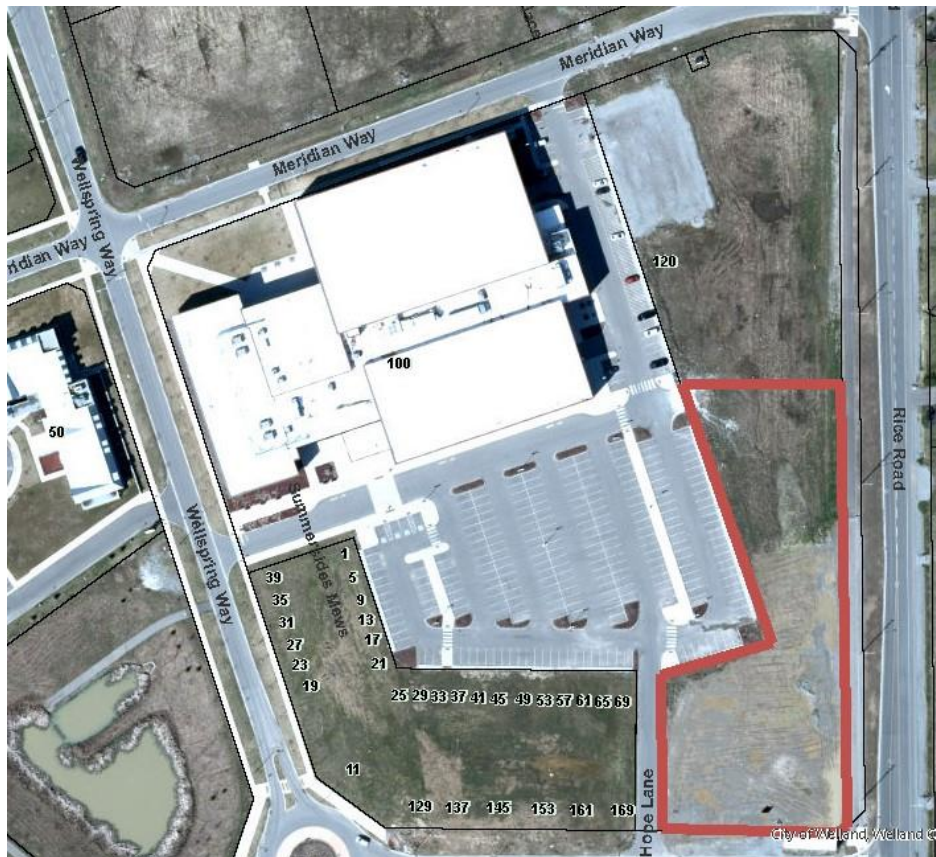
Recommendation:

BE IT RESOLVED THAT Council receive Report #2023-0230 Strategic Use of Town Owned Lands, for information;

AND THAT Council identify and direct staff with respect to next steps.

Background:

The strategic use of Town lands was an action item identified by Council in the 2023-2027 Town Strategic Plan. During the preparation of the Strategic Plan, Council identified the need to determine the best use of Town owned lands adjacent to the Meridian Community Centre (MCC) at the northwest corner of Rice Road and Summersides Boulevard to be an "Action Item."



The sale of these lands to a third party was part of the funding strategy associated with the construction and development of the MCC. While these lands were initially marketed and listed for sale, Council took these lands off the market in 2019 and they continue to remain in the Town's ownership.

The MCC officially opened on September 15, 2018, as a community recreation centre for the Town. Attendance figures at the MCC have greatly exceeded all reasonable expectations, which has in turn increased the demand for parking at the MCC. Since 2018, Town staff have received numerous formal and informal complaints regarding the lack of available parking.

In response to the foregoing, Council approved a temporary parking lot on the lands in the fall of 2022. The northern half of the lands were graded and recycled asphalt material was laid down. The lands presently function as overflow parking when the MCC experiences high demand for parking, i.e., during tournaments and significant weekend events. Approximately 74 cars can be accommodated in this area. While the area was graded, no infrastructure was installed for this overflow parking area, i.e., storm sewers, lighting, or line painting.

Further, the temporary parking lot does not meet the finished grade quality of materials required for private property owners in Pelham. The status quo of a temporary parking lot is not sustainable. The lands are in a strategic location, are highly valuable and there are multiple potential uses for the lands. This report has been written as the first step of what is anticipated to be a lengthy, thorough and likely contentious public consultation and Council decision-making process to determine the highest and best use for the lands.

Analysis:

The lands adjacent to the MCC at the northwest corner of Rice Road and Summersides Boulevard consist of Part 3 and 4, 59R-16105 and are 6981m² (1.72 acres) in area. The lands occupied by the MCC are Part 1, 7 and 8, 59R-16105. Part 2 and 5, 59R-16105 were sold by the Town for development purposes with Part 2 being approved for a 7-storey mixed-use medical office and 166-unit apartment building and Part 5 for 30 townhouse units and a 5-unit apartment building known as Summersides Mews.

and bulky goods such as furniture and appliances, home improvement materials, supermarkets, hardware, nursery, or garden supply products;

- e) Hotels and tourist accommodations;
- f) Conference centres;
- g) Cultural, recreational and entertainment uses;
- h) Public and private institutional uses;
- i) Live-work units;
- j) Townhouses and apartment buildings;
- k) Accessory apartments/secondary suites;
- l) Housing for seniors and/or special needs housing;
- m) Childcare facilities;
- n) Parking facilities at-grade and/or in structure;
- o) Cycling facilities;
- p) Parks and parkettes; and,
- q) Public uses and public and private utilities.

It is also a policy of the Official Plan that the Implementing Zoning By-law may further refine the list of permitted and/or prohibited land uses within the EF-Urban Highway Commercial designation.

Policy B1.7.8.4.2 Development Policies provides the following direction with regards to density, building height and site plan control in this designation:

- a) It is recognized that the entire site will be developed over an extended period. As such, minimum densities, whether the overall density, or individual site densities will be calculated based on the required Master Site Plan, which will be phased over time. At build-out, the lands designated EF-Urban Highway Commercial are required to achieve a minimum density of fifty persons and jobs combined per gross hectare;
- b) Residential development shall be developed at densities ranging from a minimum of thirty-five units per net hectare, up to 160 units per net hectare;
- c) The minimum building height for any building within the EF-Urban Highway Commercial designation shall be two storeys, or 6.0 metres,

whichever is greater. The maximum building height for any building within the EF-Mixed Use designation shall be ten storeys, or thirty-five metres, whichever is less. The ground floor of any live-work unit, or any non-residential building shall be a minimum of 4.0 metres. An exception to the minimum height requirement may be considered by the Town to facilitate single-storey residential units that are part of a senior citizens housing complex;

- d) The maximum height of any new development may be increased to up to twelve storeys through the Height Bonus provisions provided under Section 37 of the *Planning Act*; and,
- e) Development within the EF-Urban Highway Commercial designation shall only proceed based on a Site Master Plan which shall form the basis of an Implementing Zoning By-law Amendment, followed by Site Plan Approval.

Town Zoning By-law 4481(2022)

The zoning on the land is East Fonthill Mixed Use 3 (EF-MU3) which permits the following uses:

- a) A recreational facility
- b) Commercial, professional, medical and government offices
- c) Retail commercial uses including retail stores, restaurants and personal services.
- d) Hotel and tourist accommodation
- e) Conference and convention centre use
- f) Public and private institutional use
- g) Townhouses and apartments
- h) Seniors and special needs housing
- i) Childcare facilities
- j) Parks and urban squares
- k) Public uses, public and private utilities
- l) Public art installation
- m) Roads, active transportation facilities and transit facilities

The zoning provisions require a minimum building height of two stories or 6.0m and a maximum building height of 10 stories or 35.0m.

Parking Strategy

In 2021 the Town retained RV Anderson Associates Limited to undertake a Parking Strategy for the Town. That study did evaluate the parking usage and needs at the MCC. The study found that most of the parking at the MCC is for less than an hour for both weekday and weekend and is broken down as follows:

Duration	Weekday	Weekend
Up to One Hour	81%	58%
Between One to Two Hours	18%	36%
Greater than Two Hours	1%	6%

The Parking Strategy also adjusted due to COVID restrictions and determined that the MCC would experience a deficiency of between 54-94 parking spaces during peak, i.e., tournament, periods. When growth projections to 2032 are applied, the parking deficiency at the MCC increases to between 125-170 parking spaces. The following recommended actions with regards to MCC parking were recommended by the Parking Strategy:

Meridian Community Centre			
Recommended Action	Strategy	Timeline	Financial
Initiate investigations into the provision of additional parking on the municipally owned lands between the MCC and Rice Road	Increase parking supply	0-5 years	>\$500k
Increase the designated snow storage capacity of the site to avoid parking spaces	Increase efficiency	0-3 years	<\$10k
Maintain appropriate number of accessible parking spaces with parking lot expansion	Increase efficiency	0-5 years	n/a

Options

Staff have identified three distinct and one hybrid option for use of the land. Each has considerable merit and potential benefit for the community. There is no consensus amongst senior staff as to the best utilization of the lands; and it is suspected that this challenge will be mirrored amongst both Council and the community.

What is clear is that Pelham has the opportunity to improve its infrastructure and add value to the quality of life by either increasing the housing supply, increasing

the parking supply, allowing for new commercial opportunities or a combination thereof.

Options available to Council are to sell the land in its entirety for development purposes consistent with the Town Official Plan and Zoning By-law:

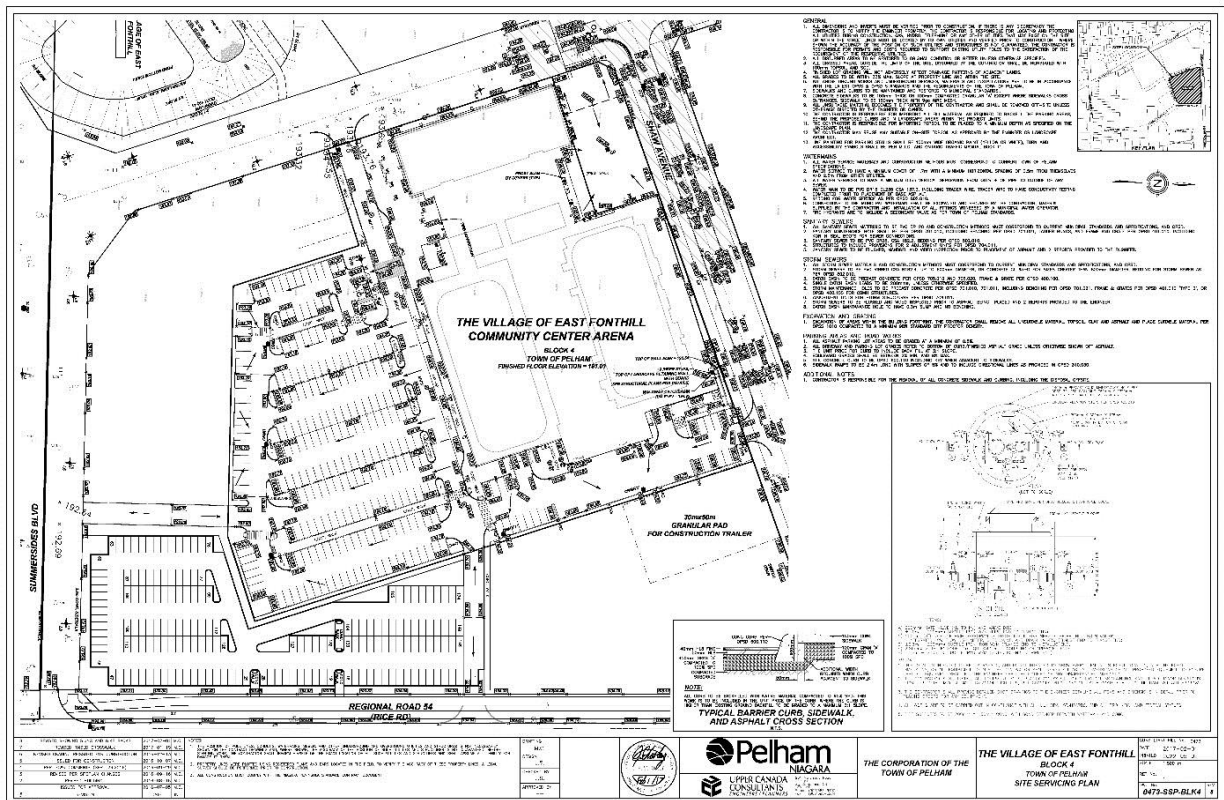
1. Hotel use, mixed commercial residential use, residential townhouse or apartment use, etc.;
2. Retain the northern portion of the land for parking,
3. Sell the southern half; or
4. Keep all the land and develop it for parking and a combination of affordable/attainable housing with a development partner, i.e., non-profit organization.

The identified options are discussed below, in no particular order.

Option 1: Parking

If the Town retains the lands for parking, permanent parking needs to be built which includes the installation of infrastructure such as stormwater management, lighting and hard surface treatment. Consideration may be to develop all the lands for parking or only a portion, i.e., the northern half where the temporary parking exists, and sell the southern portion. If the entirety of the land is developed for parking approximately 172 parking spaces can be provided vs. 74 spaces on the northern portion alone. As discussed in a companion report of today's date, Council may also consider offering paid overnight parking for residents or visitors on a portion or all of the parking lot.

A conceptual plan for an expanded parking layout is illustrated below. 172 parking spaces can be accommodated on the entire site with 98 spaces on the south portion and 74 parking spaces on the northern portion. Please note that this concept is more detailed and refined than what was included in the Parking Strategy report.



The estimated cost to develop all of Part 4, 59R-16105 for an expanded parking lot (based on 2023 estimates) is \$1.4M (including net HST). This cost is based on a conventional asphalt pavement parking lot with conventional storm sewer collection methods. In addition, the Town would incur additional costs of between 5% and 8% for detailed design and contract administration. The estimated total project cost is approximately \$1.5M.

Another option is to sell part of the land and retain part of the land for an expanded parking lot at the MCC. If this option is Council's preference, it is recommended that the North portion of Part 4, 59R-16105 be retained and developed for 74 parking spaces and the south portion be sold for development purposes. In the further alternative, Council can approve other variations of how much land is to be retained for parking and how much land is to be offered for sale.

The estimated cost to develop the North portion of Part 4 (based on 2023 estimates) is approximately \$800,000 (including net HST). This cost is based on a conventional asphalt pavement parking lot with conventional storm sewer collection methods. In addition, the Town will incur additional costs of approximately 5% - 8% for detailed design and contract administration for a total

estimated cost of \$852,000.

Council previously directed staff to investigate the possibility of using Low Impact Development (LID) alternatives on the design and construction of the proposed parking lots. The options and associated costs of these LID alternatives are presented in detail in Report 2022-0144. At that time staff consulted with design consultants to investigate the feasibility of implementing LID alternatives. Based on the Consultant's review and recommendation the additional benefit from LID practices within the relatively small portion of the overall drainage area would be minimal. Most of the practices stated above would only provide benefits if infiltration into the native soils is feasible, which would require additional geotechnical investigations. In addition, the LID options will treat the stormwater flows and improve quality, however, the existing stormwater management facility located at Hwy 20 and Rice Road, which ultimately receives this stormwater, has already been designed to accomplish this goal.

Because of the in-place implementation, the use of LIDs for the expanded parking lot is unlikely to have any measurable impact on the downstream water quality or quantity and will compound and increase significantly both the initial capital construction costs, approvals timelines, and ongoing operation and maintenance costs for the Town of Pelham.

The strongest argument against the parking proposal is financial. It is not just that construction of a permanent lot would be approximately \$1.5 million, which is unbudgeted (and excludes optional LID costs), but importantly the original financing plan for MCC construction costs included reaping the benefits from sale of these lands. While the potential sale price will not be discussed in a public report (Council can expect a closed session report with specifics on this topic before year's end) it is obviously a large number (1.72 acres of zoned and serviced land on a high traffic road). Conceptually, the sale price of that land was already supposed to be applied to the Town's debt and the lands are already supposed to be generating tax revenues from development that has not occurred.

Option 2: Affordable/Attainable Housing

Providing for affordable and/or attainable housing is important for the community and will help address an element of the housing crisis. However, the Town is not a provider of housing and lacks expertise in this area. Pelham would have to partner with at least one third party to achieve this goal.

The Region of Niagara has established an Office of Strategic Transformation that is tasked with finding opportunities to address the housing crisis in Niagara. If this is an option of interest to Council, staff should be directed to make contact with various service providers and return with greater specifics.

Council has a number of tools in relation to developing interests in affordable housing. It should understand though, that to entice a partnership for creating affordable housing units, the land would have to be granted as a contribution. Therefore, the proceeds from the land would not be in cash to the Town, but rather a small supply of affordable housing units. Should Council be interested in this for further consideration a more fulsome report could be prepared on the tools available to Council in pursuing the creation of affordable units. As noted, this would likely be in consultation with the Region and their ongoing initiative for affordable housing.

Option 3: Targeted Sale of Lands for a Hotel

Pelham does not have a plethora of accommodation options for guests and residents. The Town does have some short-term rentals, bed & breakfasts, one motel and one small boutique hotel. There are no large-scale commercial operations aimed at conventions or the family travel market.

The lands, while irregular in shape, are of a sufficient size to accommodate a mid-sized hotel. From an economic development perspective a hotel is a complimentary use to the MCC, which hosts a large number of sports tournaments, graduation ceremonies and similar events for which it is reasonable to expect demand for accommodation-related services.

A hotel would also generate employment in the urban area of Fontheil, with attendant benefit to residents. If this option is of interest to Council, further reporting will be necessary with respect to legal and procedural considerations whereby lands would only be sold for a specific purpose/use.

Option 4: Hybrid Usage

As has already been alluded to, it is possible that the lands could be divided and then put to different uses. For example, one portion of the lands could become a permanent parking lot, while another portion could be sold for multi-unit residential or possibly affordable/attainable housing. It is not clear that the hybrid model can be applied to a hotel as the lot is already on the small size for a typical commercial hotel and further suffers from an irregular shape.

It may however be possible to sell the lands and arrange for public access to the parking lot, or for special event parking, or similar. The main point here is that the other options are not necessarily binary choices; it is possible to try and satisfy competing demands or goals, although the compromises necessary to do so will bring attendant costs and limitations.

Financial Considerations:

The analysis in this section is restricted at this time to general, broad-stroke commentary. Based on potential council direction, more clarity, including a closed session report about the financial value of the lands, can be provided at Council's pleasure.

Retain All of the Lands for Parking Lot Expansion

There will need to be capital dollars of approximately \$1.5 million to fund the new parking lot for 172 parking spaces. This estimate is based on providing a conventional parking lot pavement structure (based on 2023 estimates). This amount is currently not in the Town's 10-year Capital Forecast.

Sell Part of the Land and Retain Part of the Land for Parking Lot Expansion

If part of the land is sold (approximately 0.9 acres), the proceeds from the sale, can be used towards the cost of the new parking lot. The parking lot that can be built on the part of land that is not sold is 74 parking spaces, for an estimated cost of \$852,000 based on conventional parking lot pavement structure (based on 2023 estimates). Lands that are sold for development will also generate future revenues from property tax in perpetuity.

Rough Estimate for Hotel Revenues

While this report does not address the potential valuation of the land, in addition to monies derived from a sale of the entire property, Pelham taxes hotels as commercial property. Assuming that a 5-7 floor hotel had a value of close to \$10,000,000, that would generate roughly \$325,000 per year in property taxes (which are split with the Region and school boards). This compares most favourably with residential units. Using the average valuation of the adjacent condominium properties, a thirty-unit townhouse condominium would generate approximately \$140,000 in annual property taxes.

Alternatives Reviewed:

Alternatives are as discussed in this report. The status quo of a temporary parking lot is not viable over the long-term as the temporary lot does not meet the community infrastructure standard, as established by Town Bylaw.

Strategic Plan Relationship: Community Development and Growth

Managing the growth pressures of the community, including the growth of the MCC and providing for a high quality of life for residents is critical to Pelham. Making informed decisions on the strategic use of Town lands is a key component of managing the Town's needs and opportunities.

Consultation:

The Senior Leadership Team of the Town was consulted during the preparation of this report.

Other Pertinent Reports/Attachments:

2022-0144 Parking and Development Options for Lands Adjacent to Meridian Community Centre, June 20, 2022.

2022-0186 Meridian Community Centre Temporary Parking Lot, August 22, 2022.

Prepared and Submitted by:

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

Subject: Potential Overnight Paid Parking at the Meridian Community Centre

Recommendation:

BE IT RESOLVED THAT Council receive Report #2023-0219-Potential Overnight Paid Parking at the Meridian Community Centre, for information;

AND THAT Council endorse, in principle, the move to offer overnight, pay-for-service parking at the MCC;

AND THAT Council endorse an exemption to the Town's purchasing bylaw so as to allow sole sourcing this service to the Honk Mobile platform so as to adopt online payment for overnight parking;

AND THAT staff return with a subsequent report during Q4 containing specific details such as proposed fee levels, permissible times of day and exact locations, as well as associated amendments to the 2024 User Fee Guide for Council approval.

Background:

Residents living around the Meridian Community Centre (MCC) have approached the Town to see if they can park at the MCC parking lot after hours. The parking is freely available for the public to use currently. At present there is little to no demand for overnight parking at the MCC. Some adjacent residents are finding themselves in need of additional parking and are prepared to pay for the night-time use of the parking lot. This provides an opportunity to solve this problem for some residents and also create a new revenue stream for the Town.

The Town has researched different platforms to facilitate the online payment to minimize staff time to operationalize overnight paid parking at the MCC and other Town locations. Staff are seeking Council approval to introduce an online payment platform for parking at on-street locations and parking lots. Mobile technology, such as Honk Mobile, will allow users the opportunity to download an app on their mobile phone to pay for parking or make use of the HonkTAP.

Analysis:

Honk Mobile is a cloud solution that provides payment services for parking. An application can be downloaded through Apple's App Store, Google Play or alternatively can be accessed via a web browser through Honk Mobile's website (app.honkmobile.com).

Instructions for payment are typically displayed on signs that are provided by Honk Mobile. For enforcement purposes, the process is for Staff to check the licence plate to confirm payment. The adoption of paid parking at the MCC will require some amount of bylaw enforcement cost as the Town will need to both randomly and periodically have staff attend the MCC at night for enforcement purposes. This can be further explored in closed session if Council wishes further information. Enforcement costs are anticipated to be modest.

A number of municipalities in the Niagara Region have already adopted Honk Mobile as the preferred vendor, including Niagara-on-the-Lake, Niagara Falls, St Catharines and Welland. Niagara College and Brock University also have adopted Honk Mobile within their parking lots. Staff have reached out to Niagara College, and received positive feedback about the College's experience.

Honk Mobile presented to the Senior Leadership Team (SLT) about their product and services. SLT was impressed with this online paid parking solution. It is felt that this technology will meet the needs of the community for paid parking without staff getting involved in cash collections.

At time of writing the exact details of when paid parking will be allowed at the MCC, and how many (non-dedicated) spots will be available for purchase are still the subject of review. Should Council endorse this course of action in principle, hours of day, limitations on use and other related topics will be the subject of a future report, prior to year's end.

Financial Considerations:

The Town has not negotiated any terms with Honk Mobile. Other municipalities in Niagara pay approximately \$25 month per sign per month. The service for each transaction is \$0.25 and is paid by the customer. There is minimal cost to the Town. Traditionally parking meters were installed in municipalities. Using cloud solutions eliminates the capital cost of parking meters.

The parking rates will be included in the 2024 User Fee Guide as part of the 2024 Budget approval process.

Alternatives Reviewed:

The alternative is to have customers pay at the MCC for parking which would be additional work for Staff. The Town's system is not set up for collecting parking fees. The Town currently does not have paid parking and it does not make sense to start its own paid parking when 4 of the largest paid parking municipalities and 2 post-secondary institutions in the Niagara Region have adopted a third party: Honk Mobile to process the online payments.

Strategic Plan Relationship: Community Development and Growth

As the Town continues to grow, there will be additional parking demands. Honk Mobile is a third-party solution which will facilitate paid parking for the customer and cash collections and enforcement for the Town.

Consultation:

Parking department at Niagara College

Senior Leadership Team

Honk Mobile

Other Pertinent Reports/Attachments:

N/A

Prepared and Recommended by:

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

Prepared and Submitted by:

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



The Corporation of the Town of Pelham

By-law No. 57-2023

Being a By-law to dedicate lands as a public highway.

WHEREAS the Corporation of the Town of Pelham acquired lands hereinafter described pursuant to the provisions of the *Municipal Act, 2001*, S.O. 2001, c. 25, such lands being required for the purposes of the Corporation of the Town of Pelham;

NOW THEREFORE the Council of the Corporation of the Town of Pelham enacts as follows:

- 1. THAT** the lands described as Part 5, 59R-15050 save and except Part 1, 59R-15575 is hereby accepted as public highway known as Brayden Way;
- 2. THAT** the lands described as Part 2, 59R-14218 is hereby accepted as public highway known as Brayden Way;
- 3. THAT** all By-laws presently in force with respect to highways and streets shall apply to the said highway created under this By-law; and
- 4. THAT** By-law 4291(2020) is hereby repealed.

Read, enacted, signed and sealed this 4th day of October, 2023.

Marvin Junkin, Mayor

William Tigert, Town Clerk



The Corporation of the Town of Pelham

By-law No. 58-2023

Being a by-law to adopt, ratify and confirm the actions of the Council at its regular meeting held on the 4th day of October 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 4th day of October, 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 4th day of October, 2023.

Marvin Junkin, Mayor

William Tigert, Town Clerk