



**AGENDA**  
**Special Meeting of Council**  
January 29, 2019  
9:00 am  
Council Chambers, Town Hall  
175 Queen Street East, St. Marys

**Pages**

1. **CALL TO ORDER**
2. **DECLARATION OF PECUNIARY INTEREST**
3. **AMENDMENTS AND APPROVAL OF AGENDA**

**RECOMMENDATION**

**THAT** the January 29, 2019 special meeting of Council agenda be accepted as presented.

4. **PUBLIC INPUT PERIOD**

(Information provided during the Public Input Period shall be directed by the public to Council members and shall deal with matters specific to Agenda business. A maximum of two (2) minutes per person is allotted for questions, and the maximum time allotted for the Public Input Period as a whole is ten (10) minutes.)

5. **2019 DRAFT CAPITAL AND OPERATING BUDGET REVIEW**

Full 2019 Draft Capital and Operating Budget Package can be found on the Town website.

**5.1 Emergent Budget Consideration - PW 05-2019 Quadro Fibre Project – Locate Services Resource Requirements**

7

**RECOMMENDATION**

THAT PW 05-2019 Quadro Fibre Project – Locate Services Resource Requirements be received; and

THAT Council provide pre-budget approval for a variance to the water and waste water operating budgets to hire contract staff, retain professional services and purchase equipment needed for the duration of the three year project through to December 31, 2021; and

THAT all variances incurred as a result of the Quadro last mile fibre build will be split equally and funded from the water and waste water reserve; and

THAT Council authorize staff to negotiate a locate extension agreement with Weber Contracting Ltd.

**5.2 2019 Draft Capital Budget Review**

**5.2.1 Review Proposed 2019 Capital Budget**

See Budget Package

## 5.2.2 Staff Reports

### 5.2.2.1 CAO 08-2019 Capital Budget Item # 7- Fire Hall Facility Needs Review 12

#### **RECOMMENDATION**

THAT CAO 08-2019 Capital Budget Item #7 - Fire Hall Facility Needs Review be received; and

THAT Council selects **Option #2A (Renovate to Meet Current and Future Needs)** OR **Option #3 (Build New)** as the preferred build option for the Firehall Facility Update Project; and

THAT Council provides pre-budget approval of \$\_\_\_\_\_ to complete design and tendering for the Firehall Facility Update Project in 2019; and

THAT Council strikes an ad-hoc Firehall Facility Design committee consisting of the CAO, Fire Chief, volunteer firefighters, building department staff, and the Mayor and Councillor \_\_\_\_\_ as Council liaison to the ad-hoc committee.

### 5.2.2.2 COR 03-2019 Capital Budget Item # 26 - Junction Station 27

#### **RECOMMENDATION**

THAT COR 03-2019 Capital Budget # 26 - Junction Station be received; and

THAT Council approve Option #C, Long Term Lease, as the vision for the long-term use of the Junction Station, and:

THAT Council approves \$5,000 for the 2019 budget to implement the 2019 work for Option#2b for the rehabilitation of the building; and

THAT Council direct staff to develop a full work plan for the rehabilitation of the Junction Station; to present Council with prospective tenants for the building; and to provide Council with rehabilitation costs/budget for consideration in the 2020 budget.

5.2.2.3	<b>PW 03-2019 Capital Budget Item # 36 - Egan Ave Memorandum of Understanding</b>	32
<b>RECOMMENDATION</b>		
THAT PW 03-2019 Capital Budget Item # 36 - Egan Ave Memorandum of Understanding be received; and		
THAT Council provides pre-budget approval to Capital Project #36 Egan Ave Reconstruction Engineering; and;		
THAT staff be directed to prepare the necessary by-law authorizing a Memorandum of Understanding with 2503778 Ontario Inc. for the project, to be considered at the next regular Council Meeting.		
5.2.2.4	<b>PW 01-2019 Capital Budget Item # 37 – School Crossing Review and Capital Upgrades</b>	42
<b>RECOMMENDATION</b>		
THAT PW 01-2019 Capital Budget Item # 37 - School Crossing Review and Capital Upgrades be received; and		
THAT James St. S DCVI school crossing be converted to Level II Type C Pedestrian cross over; and		
THAT Peel St. N. school crossing be relocated north to the Egan Ave. intersection with required changes to create a controlled Level 1 Pedestrian crossover at the existing stop condition.		
5.2.2.5	<b>DEV 02-2019 Town Hall Auditorium HVAC</b>	58
<b>RECOMMENDATION</b>		
THAT DEV 02-2019 Capital Budget - Town Hall Auditorium HVAC be received for discussion and budget direction to staff.		

### 5.3 15 Year Capital Plan



## **5.4 2019 Draft Operating Budget Review**

### **5.4.1 Review Proposed 2019 Operating Budget**

(See Budget Review)

## **6. EMERGENT OR UNFINISHED BUSINESS**

### **6.1 Emergent - 2019 Gas Tax Agreement**

65

#### **RECOMMENDATION**

**THAT** the correspondence from the Minister of Transportation regarding 2018 / 19 Gas Tax Program be received; and

**THAT** Council authorizes the Mayor and the Director of Finance to sign the Letter of Agreement.

## **7. UPCOMING MEETINGS**

February 5, 2019 - 9:00am, Council Chambers

February 19, 2019 - 9:00am, Council Chambers

March 5, 2019 - 9:00am, Council Chambers

March 19, 2019 - 9:00am, Council Chambers

April 2, 2019 - 9:00am, Council Chambers (if necessary)

## **8. BY-LAWS**

### **8.1 By-Law 19-2019 Authorizing Agreement with Province of Ontario for Gas Tax Program**

70

#### **RECOMMENDATION**

**THAT** By-Law 19-2019, being a by-law to authorize an agreement with the Province of Ontario for the 2018 / 19 Gas Tax Program, be read a first, second and third time; and be finally passed and signed and sealed by the Mayor and the Clerk.

**RECOMMENDATION**

THAT By-Law 20-2019, being a by-law to confirm the proceedings of the January 29, 2019 special Council meeting, be read a first, second and third time; and be finally passed and signed and sealed by the Mayor and the Clerk.

**9. ADJOURNMENT**

**RECOMMENDATION**

THAT this special meeting of Council adjourn at \_\_\_\_\_pm.

# FORMAL REPORT

<b>To:</b>	Mayor Stratthdee and Members of Council
<b>Prepared by:</b>	Jed Kelly, Director of Public Works
<b>Date of Meeting:</b>	29 January 2019
<b>Subject:</b>	<b>PW 05-2019 Quadro Fibre Project – Locate Services Resource Requirements</b>

## PURPOSE

The purpose of this report is to update Council on the resource impact to the Town resulting from the last mile fibre project being undertaken by Quadro Communications starting in the spring of 2019. Over the course of Quadro's three year build, it is anticipated that locate requests from the project will result in a new 3-year workload of 1,730 hours per year in addition to the OCWA annual contract allocations of 600 hours per year.

Staff is recommending that Council approve an annual variance to the water and wastewater operating budgets to hire contract staff, retain professional services and purchase needed equipment for the duration of the three year project. These resources are required so that the Town can fulfill its obligation as a public utility owner to provide locate services for the project.

## RECOMMENDATION

THAT PW 05-2019 Quadro Fibre Project – Locate Services Resource Requirements be received; and

THAT Council provide pre-budget approval for a variance to the water and waste water operating budgets to hire contract staff, retain professional services and purchase equipment needed for the duration of the three year project through to December 31, 2021; and

THAT all variances incurred as a result of the Quadro last mile fibre build will be split equally and funded from the water and waste water reserve; and

THAT Council authorize staff to negotiate a locate extension agreement with Weber Contracting Ltd.

## BACKGROUND

The Strategic Plan identifies numerous tactics to advance the Town's infrastructure management approach to become proactive, sustainable, and comprehensive. The Plan also identifies a number of tactics to ensure continued economic development in St. Marys, particularly around business attraction, retention and expansion.

One key project that crosses over both strategic priorities is the need for quality fibre optic internet throughout St. Marys. So important was this project that the Strategic Plan identifies a fibre build out in St. Marys as one of the five critical infrastructure needs in St. Marys. The Strategic Plan also makes a commitment for the Town to invest in a fibre build out by installing blank conduits in the road allowance during road construction/reconstruction projects.

Throughout 2017 and 2018 Council requested that staff research options to advance a full fibre build out in St. Marys. One of the options considered was participating in the SWIFT project. In 2018 the Town received an official funding request of \$50,000 over 3 years to participate in the SWIFT network,

in return SWIFT would guarantee a reinvestment of 4X the initial amount and a fiber optic point of presence within 5 years.

Council reviewed this proposal, and ultimately denied the funding request. Council supported staff's analysis that the SWIFT project had no immediate benefit for the Town and staff's analysis that the private market in St. Marys was poised to start expanding their fibre networks in St. Marys. Council provided the following direction to staff:

*THAT Council deny SWIFT funding request and direct staff to continue discussions with established local service providers to fulfil Council's last mile fibre strategic objectives.*

The Town's strategy for fibre build out is now to work with private providers to encourage them to fill the gap. To support this approach, in 2018 the Town sold land adjacent to the dog park on Glass Street to Quadro Communications to allow them to create a point of presence for fibre services in the north ward.

On January 21, 2019 Quadro Communications announced a last mile fibre optic build out plan for St. Marys. The plan is for the majority of the work to be completed in the next 2 to 3 years. Quadro has retained Weber Contracting Ltd. to complete the installation of underground fibre network infrastructure within the public road allowance. Quadro's internal installation crews will complete final connections from property line to their customer's buildings.

This announcement will fully satisfy the Town's strategic priority for fibre optic internet. As exciting as this new is, it does come with a financial and staffing resource impact to the Town due to the Town's obligations for infrastructure locates throughout the project. This impact is discussed below along with staff's recommendation on how to manage these impacts.

## **REPORT**

The Town is the owner and operator of a significant public utility. The Town owns approximately 52 km of watermain, 49 km of sanitary sewer and 32 km of storm sewers. As the owner of the utility, the Town has an obligation to protect the infrastructure from damage and to ensure continued service to the public. One of the protective measures the Town employs is to provide locate services to identify the location of the water/sanitary/storm mains when a contractor wants to perform work in the municipal road allowance.

Locates are a cost of being a utility owner, and are provided at no cost to the contractor. This underground infrastructure is located with paint or flags prior to a contractor or homeowner breaking ground to carry out construction projects.

Locate requests became more formalized and uniform in June of 2012 when Ontario Legislature passed Bill 8, the *Ontario Underground Infrastructure Notification System Act 2012*. The Act requires all owners of underground infrastructure within public right of ways to register with Ontario One Call. Additionally the Act requires each utility company that owns and operates underground infrastructure to provide locates as requested within a 5 day time limit.

Prior to 2012, the Town received approximately 150 utility locates for water and waste water per year. The passing of Bill 8 lead to an immediate jump in the volume of locate requests. The Town now receives approximately 600 locates per year; a 300% increase from 2011 levels. Locate resource allocation and their corresponding budgets were stabilized after the Ontario Clean Water Agency (OCWA) contract was ratified because OCWA provides these services. Locates have been operating consistently since 2013.

The locate process involves researching, collecting and compiling utility information into a common locate sheet. This sheet is then given to OCWA operators for final verification of measurements, painting, and flagging in the field. The amount of time that a locate takes varies depending on what part of Town the request comes from. The watermain and storm sewers in many areas of Town are poorly documented and have little information for operators to work from. Locates in older sections of Town do not have modern mapping data to rely on. The majority of sanitary collection and treatment was

installed in the early 1970's and more modern mapping is available for sanitary works installed post 1972, and for water main and storm water installed post 1992.

Generally one locate (including administrative preparation and field work) translates into about one hour of labour. The initial fibre network layout mapping provided by Quadro shows new connections to approximately 3,100 properties within the Town's developed areas. The road allowance abutting all properties in the serviced area will require locates. This will result in approximately 1,600 locates per year on top of the 600 locates already being completed by OCWA operators.

Additionally, staff have been advised by Quadro that they are anticipating uptake ratios of 65% to newly serviced properties. This is an important point as the uptake ratio will create an additional 2,000 locates generated by Quadro installation crews completing final connections after the initial network build is completed.

Over the course of Quadro's three year build, it is anticipated that locate requests from the project will result in an additional workload of 1,730 hours per year in locate labour. This is the equivalent of one full time employee dedicated to the project from 2019 through to the end of 2021. The challenge facing the Town is how to ensure a timely 5 day turn around for locate services throughout the duration of this project. Timely locates have been requested by Quadro to ensure the project remains on its timelines.

Presently, neither the Town nor OCWA have the staffing resources to accommodate this increase in locate hours along with their day to day duties. Staff have developed a plan to manage this increase in hours. The plan includes:

#### **1. Hiring additional contract IT staffing resources, internalizing locate services for the duration of the project**

Staff reviewed our internal staffing to determine the most efficient and cost effective way to handle the anticipated work load from the Quadro project.

The Town currently has the staff with the skillset to accommodate the Quadro project from a utility perspective without requiring OCWA to hire additional operators. To accommodate the locates, existing GIS/IT staff would be seconded to the Public Works Department and directed solely towards mapping and the administrative component of utility locates for the duration of the project. This will leave a hole in the staffing compliment for IT. The IT Department will need to be back filled via a contracted position. This will require \$60,000/year in contract staffing costs, proposed to be funded from the water and wastewater reserve for 3 years.

In addition, equipment purchase will be necessary. Locating water distribution infrastructure without as-recorded drawings will require physical field location. Currently the Town has a signal locator that is end of life and experiencing some operational issues and has become unreliable. It is over 10 years old and was recently flagged for replacement. Staff are recommending a replacement locator be purchased at an additional cost of \$8,000. Staff expect that a new locator will optimize field location time and improve accuracy not only for the Quadro project but for all future locates.

As a public utility, the costs identified above are a cost of ownership and operation. There is no cost recovery mechanism for the Town. Although the Quadro project will be time consuming due to the number of locates required, this up-front cost will result in a spin-off benefit to the Town. It will create an opportunity for the Town to correct the current legacy mapping issues and to correct the spatial issues with the Town's GIS system.

As noted above, the watermain and storm sewers in many areas of Town are poorly documented and have little information for operators to work from. The Town began importing its mapping dataset into a Geographic Information System (GIS) in 2009, but quickly realized that spatially accurate datasets would not be possible without the collection of many benchmark survey points to adjust various map sets for compatibility. Because of this, locations of property lines and buried infrastructure in respect to locates is still heavily reliant on as-recorded drawings where possible and physical field verification.

Wide spread adjustment of the GIS data has not been financially viable to date, and has been moderately undertaken as new sections of road are opened under plan of sub-division or when the

Town has undertaken road reconstruction. The Quadro project will have the benefit of uncovering many property bars (iron bar that is in the ground that marks the property line) throughout Town as a part of the project, which will provide an opportunity to capture a sufficient number of benchmarks to correct the Town's GIS. This will involve retaining a professional surveying firm who will capture multiple field measurements of property bars and who will generate a spatially corrected map for the Town's parcel fabric. The expected timeline to complete this work is the first two years of the Quadro project, with an average annual cost of \$20,000.

In the future, having accurate mapping will save a significant amount of time and money looking for property bars in order to collect field measurement. Timing this work to follow the Quadro project is forecasted to save \$20,000 in future work locating property bars.

## **2. Weber Contracting Ltd. Locate Agreement:**

Staff have spoken to other utility operators in smaller municipalities where last mile fibre projects have already been undertaken. One issue that was identified was the legislated 30 day expiration date for locates. This means that if a utility completes locates and the contractor still has to do work more than 30 days later, the contractor is legislatively required to call the utility for a re-locate. Contractors will inevitably run into issues in the field that prevent them from completing all their work in their planned timeframes and when a locate reaches the stale date of 30 days, the contractor must call for re-locates of the same area that utilities have already marked. This has the potential to significantly increase the amount of unnecessary workload for locating staff.

To minimize this issue staff are recommending an agreement with Weber Contracting Ltd. that would extend the 30 day expiration and allow them to complete their work in 60 days before needing to call in re-locates. Staff will also work closely with the construction crews to stay informed of their actual installation progress and avoid field locating areas too far in advance.

## **FINANCIAL IMPLICATIONS**

Total projected cost for additional staff resources, materials, equipment and capture of spatially accurate survey markers is \$245,820 to be spread over 3 years. This results in a projected annual cost of \$81,940.

Given that infrastructure locate function is an inherent cost of owning and operating a utility, staff are recommending all costs be allocated to the respective water and waste water operating budgets as an approved annual variance. This will moderately affect the year end transfers to the respective reserve funds, but will not affect tax base operational budgets.

The project announcement timing allowed staff to request that these additional funds be included in the water and waste water system financial plans. Initial investigation shows these costs will have only a nominal impact to the long term water/wastewater rate projections. This will be confirmed in the coming weeks and presented to Council. The financial plans are planned to be presented to Council in February for approval. The annual review of the water and wastewater rates will occur in late spring.

## **SUMMARY**

The Quadro Communications last mile fibre initiative will directly complete a strategic priority for the Town by servicing every property with a reliable and scalable data connection with connectivity speeds currently only realized in larger urban centres. As more business and communications migrate to the "internet of things" the Town will be well positioned now and into the future.

Although the Town will incur costs as a result of the project, the anticipated benefits to the community will be significant. The resulting network will reach every property in Town. This is in stark contrast to the SWIFT proposal whose final deliverables were underwhelming and whose final costs were unclear. In addition, the project will have a spin-off benefit of resulting in updated mapping for all of the Town's utility services.

For these reasons staff is recommending that Council approve an annual variance to the water and wastewater operating budgets to hire contract staff, retain professional services and purchase needed equipment for the duration of the three year project. These resources are required so that the Town can fulfill its obligation as a public utility owner to provide locate services for the project.

The alternative to consider is to not internalize locates, and to run a variance in the OCWA contract. Staff are not recommending this course of action because it will incur variances to the OCWA contract that are more costly than the preferred option above. Applying the current contract rates to the estimated resource and time requirements, this option projects to have annual increases of \$104,000 with a total project cost of \$312,000 over 3 years. This is \$67,000 more than the proposal to internally manage project. Also, this alternative would do nothing to correct the Town's legacy mapping issues.

## STRATEGIC PLAN

- ☒ This initiative is supported by the following priorities, outcomes, and tactics in the Plan.
- **Pillar #1: Infrastructure:** Municipal infrastructure needs in St Marys will require a focus on sustainability and growth, while balancing these activities against anticipated changes in provincial legislation (for example, AODA and the the new climate change plan). As no single plan can afford to achieve all its infrastructure goals, we have identified with the aid of staff the top priorities for this planning cycle. The five critical infrastructure needs identified would be the following: Water reservoir storage, Wellington Street Bridge, landfill expansion, and digital fibre ducts.
    - Strategic Priority: Digital Fiber Ducts:  
**Outcome:** Part of future growth will require addressing digital needs for residents and emergent businesses.
      - Tactic(s):
        - Research options for best providers
        - Incorporate communication duct-work in all future capital works projects (pilot phase).
        - Incorporate communication ductwork in all future planned subdivisions as part of development

## OTHERS CONSULTED


Trisha McKibbin, Director of Corporate Services  
Renee Hornick & Jackie Muller, Ontario Clean Water Agency  
Dave Blake, Environmental Services Supervisor

## ATTACHMENTS

None

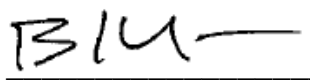
## REVIEWED BY

### Recommended by the Department

  
Jed Kelly, Director of Public Works

  
Jeff Wolfe, Engineering Specialist

### Recommended by the CAO

  
Brent Kittmer, CAO / Clerk

## FORMAL REPORT

<b>To:</b>	Mayor Strathdee and Members of Council
<b>Prepared by:</b>	Brent Kittmer, CAO/Clerk Richard Anderson, Director of Emergency Services / Fire Chief Jim Brown, Director of Finance/Treasurer Grant Brouwer, Director of Building and Development
<b>Date of Meeting:</b>	15 January 2019
<b>Subject:</b>	<b>CAO 08-2019 Capital Budget Item # 7 - Fire Hall Facility Needs Review</b>

### PURPOSE

The purpose of this report is to provide Council with information regarding the fire hall facility needs review, and to present various build options, scopes of work, and project budgets for consideration.

It is not staff's intent that Council should debate the specifics of how the existing building should be renovated, or how a new build would be designed. This would be time consuming and the debate would be sure to get bogged down in the minor details of the design.

It is staff's goal that out of this report Council will decide if the Town will move forward with a renovation of the existing fire hall, or construct a new fire hall, or do nothing. It is also staff's goal that Council will decide upon a project budget for the work. These decisions will allow the Town to move forward with hiring a design engineer/architect in 2019 to design the preferred option so that any necessary tendering can occur this fall, with a spring 2020 construction start.

### RECOMMENDATION

THAT CAO 08-2019 Capital Budget Item # 7 - Fire Hall Facility Needs Review be received; and

THAT Council selects **Option #2A (Renovate to Meet Current and Future Needs)** OR **Option #3 (Build New)** as the preferred build option for the Firehall Facility Update Project; and

THAT Council provides pre-budget approval of \$\_\_\_\_\_ to complete design and tendering for the Firehall Facility Update Project in 2019; and

THAT Council strikes an ad-hoc Firehall Facility Design committee consisting of the CAO, Fire Chief, 3 volunteer firefighters, building department staff, and the Mayor and Councillor \_\_\_\_\_ as Council liaison to the ad-hoc committee.

### BACKGROUND

During the 2018 budget deliberations Council reviewed information about the pending equipment purchases for the fire department. This included the preferred method of procuring a replacement aerial truck (new or used), the renovations that may be required to the building, and whether or not the overall order of the planned equipment replacements is correct (i.e. should another truck be replaced before the aerial truck). Through this discussion Council provided the following direction to Staff:



### **Resolution 2018-01-16-08**

**THAT** a report from staff be provided to Council by August 31, 2018 regarding the impact to the Fire Hall of the proposed capital purchase of a new aerial ladder truck.

### **Resolution 2018-01-30-03**

**THAT** staff be directed to review the Fire Department's Short Term Capital Plan and report back to Council by August 31 on the Capital Plan for fire

Staff presented to Council at the August 13, 2018 Strategic Priorities Committee meeting and reported on how the purchase of a new aerial ladder truck may require a renovation to the fire hall to accommodate its size. Council considered the report and requested that staff report back with additional information on the topic, including:

#### **Location**

- Is the current location the preferred location to build a new fire hall? If yes, show data and rationale to support. If no, what is the preferred location? What is the land acquisition cost?

#### **Needs Analysis**

- Are the proposed floor plans (new and renovated) adequate to meet the 15-20 year need for the Fire Department?
- Will a new build and / or the renovated building accommodate both female and male employees?

#### **Scope of Work and Detailed Budget**

- Can staff confirm the costs and prepare a more detailed project budget for the "build new" option and the "renovate existing" option once the location and size are confirmed?
- Can the financing plan be updated to reflect the impact of debenturing a new build once the costs have been confirmed?

#### **Construction Planning and Fire Department Operations**

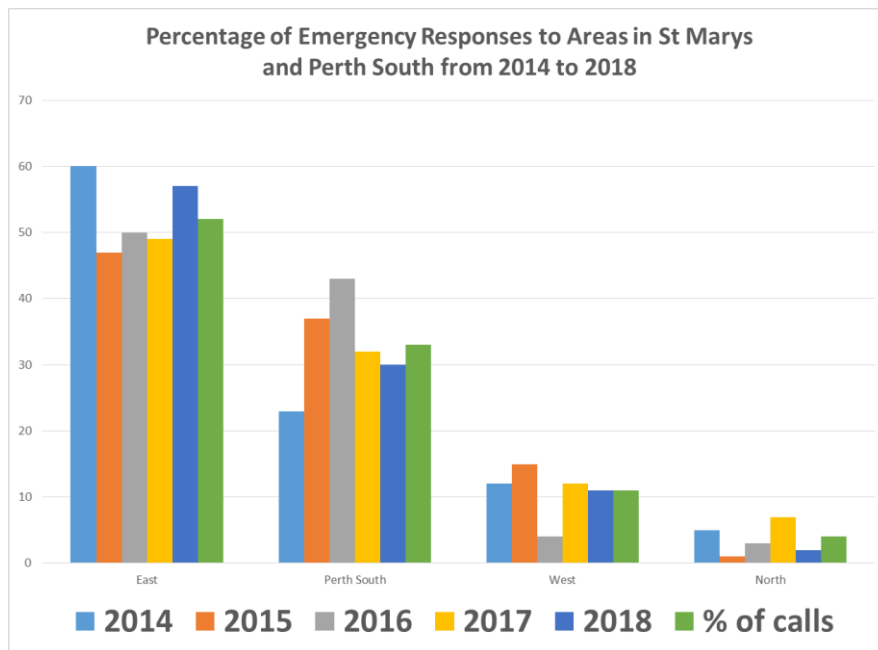
- What is the contingency plan during construction?
- Can the Fire Department operate out of the current location if a new facility is built on the same property?
- Can the Fire Department operation out of the current fire hall if it is under renovations?
- If no to either, what is the plan for temporarily relocating the Fire Department during construction?
- What is the plan to house the new aerial truck in the short term if the existing facility has not been renovated to accommodate it?

## **REPORT**

The purpose of this report is to report back to Council on the information above, as well as other information gathered by staff through a review of the Fire Department's facility needs. The facility needs review was completed through collaboration by Fire Department, Building/Development and Finance Staff.

### **Discussion #1: Preferred Location for a Fire Hall in St. Marys**

To help determine if the James Street South corridor is the best location for a fire hall in St. Marys the Fire Chief has completed an assessment of call locations in the past 5 years. The chart below indicates the historical locations of call responses:



### LEGEND:

- East = Anything East of the Thames River, and south of Trout Creek to the Town's limits.
- West = Anything West of the Thames River to the Town's limits.
- North = Anything North of Trout Creek, and east of the Thames River, to the Town's limits.
- Perth South - Anything within our response area outside of Town limits.

From this analysis, the Fire Chief has concluded that the preferred location for a fire hall in St. Marys is within the James Street corridor. The key points in coming to this conclusion include:

- 52% of emergency responses occur on the East side of St. Marys. The primary reason is that majority of the Town's residential occupancies are on the east side of Town and within a 1 kilometer radius of the Fire Hall. In addition, there are 2 schools (Little Falls Public School and DCVI), Kingsway Lodge (vulnerable occupancies), the Pyramid Recreation Centre and most of the high hazard industrial buildings within 1 kilometre of the current fire hall.
- Given the location of the majority of the calls, an average response time of approximately 4-5 minutes from the time the fire department is dispatched to the time of arrival on scene can be achieved for the eastern and southern portions of the Town.
- Allows fire vehicles a direct route to Hwy 7, Elginfield Rd, Road 119 where 26.6% of Motor Vehicle Collision responses occurred in 2017/2018 (8 of 30 MVC calls).

Staff have also considered if the current property is the best property to be located. After some review, we have determined that the existing property is the preferred location due to its large size, the fact that the Town owns the lot immediately beside the fire hall, and the fact that the unopened Park Street road allowance exists beside the property providing the opportunity for future access.

Consideration was given to purchasing land to the south of the current Fire Hall because this would allow for very similar response options and continued operations. Based on preliminary discussions it was determined that the value of vacant land in this area is costly, and that the Town may not necessarily recoup the land purchase costs through the sale of the existing fire hall location.

Consideration was also given to locating at the Municipal Operations Centre. This location is not preferred due to the risk of potential traffic conflict with the other uses at the facility during a fire call. In

addition, the presence of steep hills on either side of the Municipal Operation Centre are not ideal when responding to a call in winter conditions.

## **Discussion #2: Needs Analysis**

During Council's first discussion, there were a number of focused questions asking if a renovated fire hall would be compliant with the Building Code and health and safety requirements. Council can be assured that in either a new build or a renovated build, the finished building will have to meet the Ontario Building Code and the Occupational Health and Safety Regulations.

Council also asked a number of questions more specific to how either a new build or renovated building would meet the needs of the fire department to ensure that the Town had an efficient and modern operation. A needs analysis was completed by the Building/Development department in collaboration with a small committee of the volunteer firefighters. The discussions centred on what the current location lacked and what space would be needed to fulfill the requirements of the needs and wants of the firefighters now and into the future.

Though out the discussion it was concluded that there were items lacking in the existing hall that are impacting the fire department's ability to operate efficiently. These needs include those related to critical functions, as well as the health, safety, comfort and efficiency of the firefighters.

With respect to critical functions, the following needs were identified:

1. **Emergency Generator needs to be added:** the current fire hall does not have an emergency generator. In the event the department needs to respond to a call when the power is out, the lights in the facility do not work, and the power doors do not automatically work. To overcome this, the firefighters currently search for their gear and get dressed in the dark, and use a ladder to climb to the top of the doors to release them so they can open.
2. **Communications Tower needs to be replaced:** the existing communications tower is out dated and does not meet today's standards. There are currently three towers at the fire hall (two communication towers and one tower with an air raid siren). The reason there are two communication towers is because when it was time to upgrade the communications system years ago it was identified then that the main tower was not strong enough to hold all of the equipment so a second tower was installed. Jesse stated that if the towers were ever taken down they would never reinstall the towers because they do not meet today's standards and they are unsafe. If there was a critical failure of the communications tower the department would lose communications on their base stations and would have to rely on portable radios only. When the three existing towers are replaced, they can be replaced with a single tower.

The review also determined that extra space is needed today to modernize the firehall, accommodate items in an efficient manner, and to ensure that the health and safety needs of the fire fighters are accommodated:

1. **700 to 1000 sq.ft.** are needed for bunker gear, storage, area for an air bottle fill station and compressor.
2. **800 sq.ft.** are needed for meeting room space.
3. **600 to 800 sq.ft.** for washrooms, showers and personal lockers. At the moment these do not exist in the hall and there is no space to add them.
4. **600 sq.ft.** to modernize the offices which would include Fire Chief, Fire Prevention, dispatch and Captain's Office.
5. Truck bays that can accommodate all present trucks and any future trucks. Each of the build options below explain the change in space for the truck bays.

Note, the fire hall needs analysis started because it was assumed that the new aerial truck would not fit in the existing bays. The review has found that there are aerial trucks available that could fit in the existing bays. However, the fire hall bays are 39' 8" in total length and 75' and 100'

aerial ladder trucks measure on average measure around 39' 4". This leaves a surplus of 4 inches and very little room for firefighters to manoeuvre around the truck when parked.

### **Discussion #3: Scope of Work and Detailed Budget**

Based on the needs identified above, the Building/Development Department has calculated that 2800 to 3200 sq.ft. of new usable space is required. The group then brainstormed a number of options to create a basic floor plan that may be able to accommodate the minimum needs within the square footage required.

The build options and scopes of work presented below represent the short list of options that were developed so that the relative scale of costs of the options could be compared. These options were developed while also accepting a key assumption: that the prices per square foot used reflect the industry norms, meaning that there is sufficient budget available to address all minor design details that will be addressed during detailed design.

Staff encourages Council to also accept this assumption in their deliberation. It is not staff's intent that Council should debate the specifics of how the existing building should be renovated, or how a new build would be designed. This would be time consuming and the debate would be sure to get bogged down in the minor details of the design. Staff encourages Council to focus on choosing which option they prefer (i.e. build new or renovate) and deciding upon a project budget for the work. These decisions will allow the Town to move forward with hiring a design engineer/architect where the detailed design issues are sorted out.

#### **Option #1 – Renovate to Meet Minimum Requirements**

Layout #1 (attached) reflects the minimum work that would add needed square footage and make a more efficient space. It proposes that the truck bays be fully renovated and rotated 90 degrees and face James St S. An addition of 700 sq.ft. is added to the north-east corner of the building with open storage above to accommodate bunker gear/storage. This option also renovates the existing meeting room and add washrooms and change rooms below the second floor meeting room. An office addition would be added to the front of the building.

The estimated renovated and new building would have a gross floor area of 6,600 sq. ft.

Important to remember with this proposal is that this is the minimum renovation and new space required. The truck bay length remains tight, there is just enough room to add the required amenities, but no room for future growth without a future expansion of the hall.

See next page for the cost estimate of this option:

<b>Fire hall renovation 5,000 sq. ft.</b>	
<b>Item</b>	<b>Cost</b>
Bay Reno 3,000 sq. ft. (\$75 per sq. ft.)	\$ 225,000
Office Reno 600 sq. ft. (\$175 per sq. ft.)	\$ 105,000
Bunker Gear and Storage 700 sq. ft. (\$160 per sq. ft.)	\$ 112,000
Washroom Reno 800 sq. ft. (\$175 per sq. ft.)	\$ 140,000
Meeting Room Reno 800 sq. ft. (\$75 per sq. ft.)	\$ 60,000
relocation of existing during construction	\$ 10,000
Generator	\$ 100,000
Roof 4,630 sq. ft. (\$28 per sq. ft.)	\$ 130,000
Site works (paving, services, etc.)	\$ 25,000
Communication Tower	\$ 50,000
Façade	\$ 20,000
Upgrades to building (co detection, venting, etc.)	\$ 125,000
Engineering (includes design) (15% of work)	\$ 165,300
Contingency (5% of project)	\$ 55,100
<b>Total</b>	<b>\$ 1,322,400</b>

## **Option #2 – Renovate to Meet Recommended Requirements**

Layout #2 (attached) completes similar work as Layout #1 on the north side of the building. What is added to this proposal is the addition to the length of the existing bays and the addition of a third bay to the south. This layout will allow for the ability to house six fire trucks into the future. The existing second floor meeting room will be converted into second floor storage accessed for the truck bays. This becomes bonus square footage for storage. Offices and meeting rooms would be added to the south side allowing for parking that wouldn't restrict the flow of the fire trucks as they leave. In addition there will be 600 sq.ft at the north-east corner that can be left as offices or repurposed for other needs.

The estimated renovated and new building would have a gross floor area of 8,215 sq. ft.

<b>Fire hall renovation 7,760 sq. ft</b>	
<b>Item</b>	<b>Cost</b>
Bay Reno 3,000 sq. ft. (\$75 per sq. ft.)	\$ 225,000
New truck Bay 2, 170 sq. ft. (\$100 per sq. ft.)	\$ 217,000
Office/Meeting Room 1,200 sq. ft. (\$175 per sq. ft.)	\$ 210,000
Bunker Gear and Storage 700 sq. ft. (\$160 per sq. ft.)	\$ 112,000
Washroom and Shower Reno 800 sq. ft. (\$175 per sq. ft.)	\$ 140,000
Relocation of existing during construction	\$ 10,000
Generator (includes all in)	\$ 100,000
Roof 4,630 sq. ft. (\$28 per sq. ft.)	\$ 130,000
Site works (paving, services, etc.)	\$ 25,000
Communication Tower	\$ 50,000
Façade upgrade	\$ 20,000
Upgrades to building (co detection, venting, etc.)	\$ 125,000
Engineering (includes design) (15% of work)	\$ 204,600
Contingency (5% of project)	\$ 68,200
<b>Total</b>	<b>\$ 1,636,800</b>

### Option #3 – Build New to Meet Current and Future Requirements

The last proposal is to build a new firehall. The average square footage of newly built fire halls in the surrounding area is between 9,000 sq.ft. and 12,000 sq. ft.. Through the review staff have been able to collect prices of four halls that have been built over the last year. Milverton, Thorndale, Coldstream and Malahide. The average cost per sq.ft. for these builds has been calculated at \$222. Each of these recent new builds have consisted of a six truck bay, offices, and training/meeting rooms, ample washrooms/change room shower areas, offices and areas for proper storage and bunker gear.

With this information, an 8,000 sq.ft new build would provide a new space that is more efficient and meets the needs for today and the future. To assist Council in visualizing this space, a new build would occupy the same space as shown in Layout #2 for the second renovation option. The review also came up with good points about the parking restrictions of the site. A parking lot will need to accommodate all the workings of the fire department, and this is included in the scope of work below.

Fire hall New Build 8,000 sq. ft. (\$222 per sq. ft.)	
Item	Cost
New Build 8,000 sq. ft. (\$222 per sq. ft. average)	\$ 1,776,000
Demo existing fire hall	\$ 100,000
Relocation of existing during construction (longer duration than reno)	\$ 25,000
Generator (includes all in)	\$ 100,000
Site works (paving, services, etc.)	\$ 50,000
Communication Tower	\$ 50,000
Engineering (includes design) (10% of work)	\$ 210,100
Contingency (5% of project)	\$ 105,050
Total	\$ 2,416,150

### Option #4 – Do Nothing

Even if Council chooses to do nothing, the work of adding a generator and a new communication tower should be added to the fire hall capital plan. These are critical needs that should be addressed. The budget for this work is estimated to be \$187,500 and reflects direct costs, plus engineering, plus contingency.

### Discussion #4: Construction Planning and Fire Department Operations

Until Council makes a decision on the preferred build option (i.e. new vs renovated) and that build option is designed, it is difficult to predict what the actual impact of building activity will be to the Fire Department operations.

That said, we do know that there will be an impact and a conceptual operating plan has been developed by the Fire Chief. The operating plan is viable for both a short duration of a few months (renovation) and a long duration of up to 1 year (new build).

The conceptual operating plan will need to be refined once the preferred build time is known. However, in each scope of work above a cost item for transition costs has been included.

The conceptual operating plan includes:

1. Move the Fire Chief and Fire Prevention Officer into a trailer on site. This would include establishing a dispatch office. MRC Systems Inc. (former Perth Communications) was contacted and said they could set up a temporary dispatch office.

### OR

Move Fire Chief and Fire Prevention Officer to one of two office spaces that are available at the Pyramid Recreation Centre

- a) Meeting Room D
  - b) Office space in the Friendship Centre.
2. Arrangements can be made at the Municipal Operations Centre to accommodate the aerial truck for up to one year without significant impact to operations. All other trucks could be located at the building from May 1 to November 1 for a short duration build project without impacting public works operations.
  3. A private property owner with a surplus of warehouse space was contacted to determine if they would be agreeable to renting space to create a temporary Fire Hall. The cost of rental would be \$2000/month. This is a viable option for a long duration build project.

## **SUMMARY**

As noted, staff anticipate that the latest date for a new aerial ladder truck to be delivered will be in the summer of 2020. Although this may seem like a long lead time to deal with the fire hall facility needs issue, a decision will need to be made in the short term to ensure the Town has a long term home for the new truck.

It is staff's preference that Council will make a decision on the fire hall during the 2019 budget process. If the decision is to move forward with a build, the goal would be to have the build option designed in 2019 and ready to tender late in the year. This would allow construction to occur in 2020 before the new truck arrives.

The decision before Council is a complicated one, and as noted before, staff is encouraging Councils to not get bogged down today in the minor details of design. Regardless of the design option chosen, the final product will be a modernized fire hall that meets all current standards. It will be the work of the design architect that is hired to propose the most efficient way to renovate or construct the building, and it is staff's expectation that a fire hall building committee would be struck to work with the architect.

To move this matter forward, the key questions before Council are:

- What is the preferred build option: do nothing, renovate, or new-build?
- What is the project budget that Council is comfortable with?

As Council considers these questions, staff offer the following commentary:

### Do Nothing:

- As noted above, the do nothing approach really isn't do nothing.
- The needs review identified critical infrastructure that is needed at the fire hall that should be included in the 2019 capital plan if the decision is not to renovate or build new.
- The cost of this work is forecasted to be \$187,500.

### Renovate

- The Building Department has reviewed the current building and has determined that the structure is sound and can be renovated.
- It is staff's recommendation that if the renovate option is chosen, that Layout #2 (i.e. Option #3 - Renovate to Meet Recommended Requirements) is preferred because it better positions the Fire Department for future growth.
- The forecasted cost of the preferred renovation option is \$1,636,800. For 2019 Council would need to approve the design budget for the project, currently forecasted at \$204,600.
- For comparison, the option to renovate the Fire Hall is \$779,350 less than the build new option and will have an annual tax levy impact of \$61,080 which is \$26,920 less than the annual impact of the build new option.

- Renovation projects are typically more complicated than build new options because it is normal for construction issues to be revealed once a building is opened up. Because of this, renovation projects can be susceptible to cost overruns.
- Renovation projects are constrained by the existing portion of the building that is to be retained. Although the final product may address all of the facility needs, they may not be accommodated in the ideal way because the designer will have to fit at least some of them within the existing foot print.
- It is anticipated that renovating the fire hall will have a shorter duration when compared to the new build option.

### New Build

- A new build is a clean slate. It offers the advantage of having more control over the design process. In a new build the facility needs can be accommodated in the most efficient fashion because the designer will not be constrained by the existing building like in a renovation.
- Although a new build would likely be constructed in close to the same location as the existing building, a new build offers the ability to place the building in the ideal spot on the property to create better truck traffic, flow, curb appeal, etc..
- A new build offers the ability to design energy efficiencies.
- Because of this, it's likely that the end product of a new build better accommodate the current and future needs of the Fire Department when compared to a renovation.
- As noted above, the disadvantages of a new build is higher upfront costs, and a longer build time.

## **FINANCIAL IMPLICATIONS**

Through the needs analysis staff have identified essentially 4 options: renovate for minimum needs, renovate for recommended requirements, build new, and do nothing. The relative costs for each is shown below:

Option #1 – Renovate to Meet Minimum Requirements	\$ 1,322,400
Option #2 – Renovate to Meet Recommended Requirements	\$ 1,636,800
Option #3 – Build New to Meet Current and Future Requirements	\$ 2,416,150
Option #4 – Do Nothing	\$ 187,500

The questions Council wanted to have addressed with respect to financing were:

### **1. How would the capital costs be financed?**

The Director of Finance has prepared a financing plan for each option, for consideration. Below the table each of the sources of funding is further explained. These plans represent a worst case scenario in the event there is no contribution from Perth South for the fire hall upgrades.

Fire Hall Financing				
Funding Source	Option #1	Option #2	Option #3	Option #4
Development Charges	\$ 115,000	\$ 356,000	\$ 574,000	
General Capital Reserve	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 187,500
Federal Gas Tax			\$ 100,000	
Debenture Financing	\$ 207,400	\$ 280,800	\$ 742,450	
Total	\$ 1,322,400	\$ 1,636,800	\$ 2,416,450	\$ 187,500



## Development Charges

Development Charges (DC) funding is available based on the increased footprint of the building. The 2017 DC study identified the need to expand the vehicle bays plus additional office space and incorporates these costs in the rates currently being collected. What was not identified in the study was a general expansion of the fire hall. The fact that it was not in the report does not prevent the use of DC funding as this is a project that includes capacity for future growth. It must be recognized that its use will trigger a rate increase in the next study which will need to take place no later than 2020. If the expansion had been included in the most recent study the single and semi rate would have increased by \$475. As the fire hall expansion was only a recent addition to the DC rates minimal funds have been collected to date within the Fire Protection portion of the DC reserve fund. The funding options are either to draw from the DC reserve which would place that portion of the reserve into a deficit position or the issuing of a debenture with the payments being funded from the Fire Protection portion of DC reserve from the future rate collections. Either way there is no impact on the tax levy

## General Capital Reserve

Based on the projected reserve contributions and capital requirements there will be \$1,000,000 available in the General Capital Reserve to fund this project. The capital reserve is the Town's funding source under the asset management plan and therefore needs to be replenished in order to move forward in reducing the infrastructure funding gap. This reserve replenishment will impact the tax levy on an annual basis, and this impact is shown below.

Further, this project contains an expansion component not included in the asset management plan that will add to the Town's asset inventory and future infrastructure costs. It is recommended that an increase in the tax levy reserve contribution equal to 10% of the reserve funding be implemented in 2020.

## Federal Gas Tax

This project is eligible to utilize Federal Gas Tax funding for energy efficiency upgrades incorporated into the new build.

## Debenture Financing

The balance of the funding required for the project will require borrowing. In the case of Option #1 and #2 the limited amount required can be internally borrowed from the PUC Reserve Fund. The larger amount under Option #3 would require external borrowing.

## **2. Can the financing plan be updated to reflect the comparative impact of debenturing a renovation versus a new build once the costs have been confirmed?**

<b>Tax Levy Impact (10 year debenture, starting in 2020)</b>			
<b>Funding Source</b>	<b>Option #1</b>	<b>Option #2</b>	<b>Option #3</b>
General Capital Reserve Repayment	\$ 20,740	\$ 28,080	
Debenture Financing Payments*	\$ 25,000	\$ 33,000	\$ 88,000
Annual Levy Impact	\$ 44,740	\$ 61,080	\$ 88,000

\*The current 10 year rate from Infrastructure Ontario is 3.23% which is used in both internal and external borrowing scenarios.

## **Other Financial Considerations:**

There will be a short fall in the Fire Capital Reserve of \$150,000 when the aerial truck is purchased in 2019. This can be covered in the following years' reserve contribution from the Town and Perth South. However, this means that there will be minimal if anything left in 2021 for the \$525,000 pumper purchase.

## STRATEGIC PLAN

- ☒ This initiative is supported by the following priorities, outcomes, and tactics in the Plan.
- Pillar #1: **Infrastructure** - Developing a comprehensive and progressive infrastructure plan
    - Outcome: St Marys is committed to developing a progressive and sustainable infrastructure plan that meets the infrastructure needs of today and tomorrow. This will require a balance between building and regular maintenance

## OTHERS CONSULTED

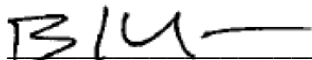
Jason Silcox, Building inspector  
Volunteer Firefighter Facility Needs Review Committee

## ATTACHMENTS

1. Fire Hall Layout Options

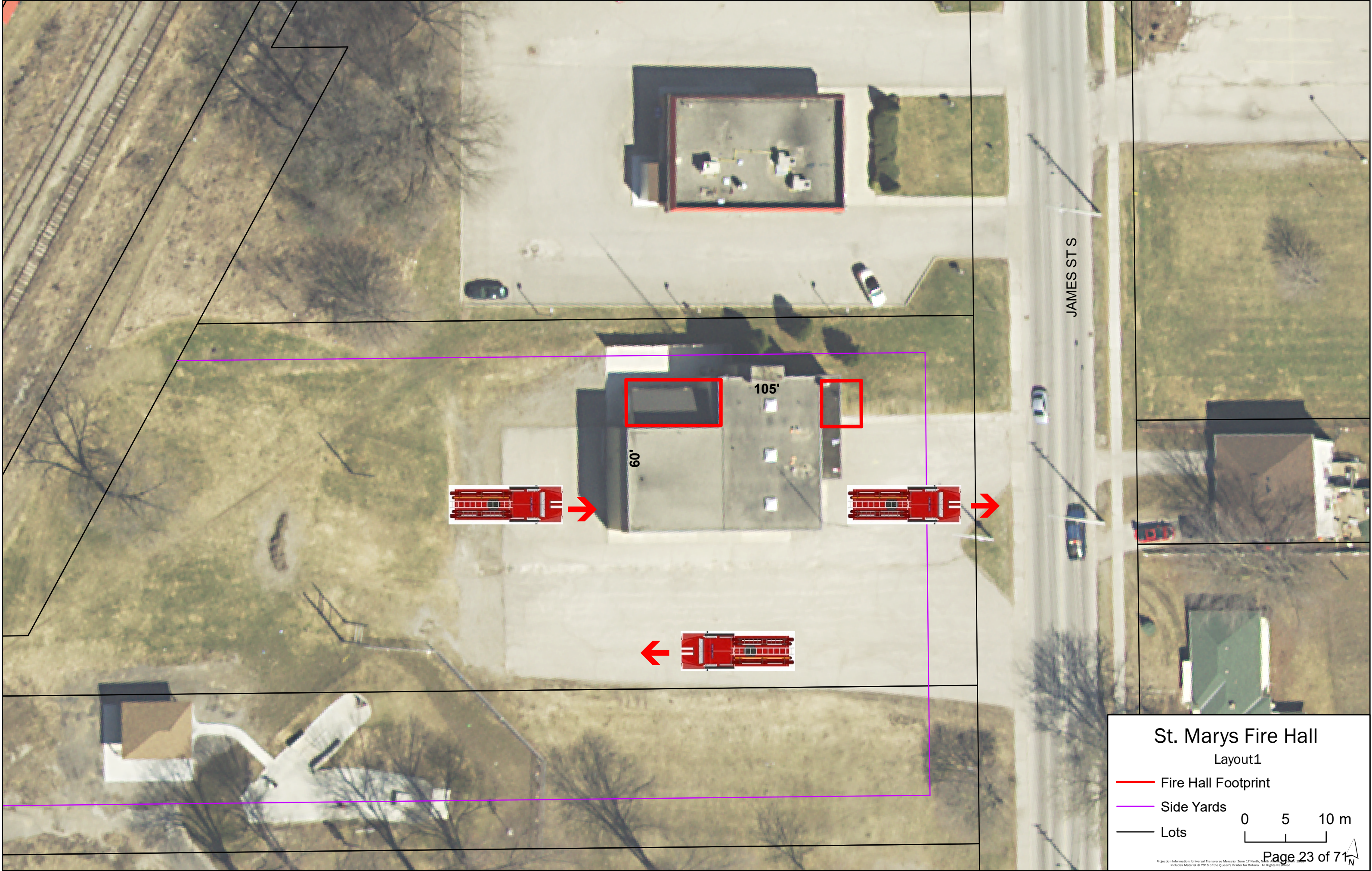
## REVIEWED BY

### Recommended by the CAO



Brent Kittmer  
CAO / Clerk





St. Marys Fire Hall  
Layout1

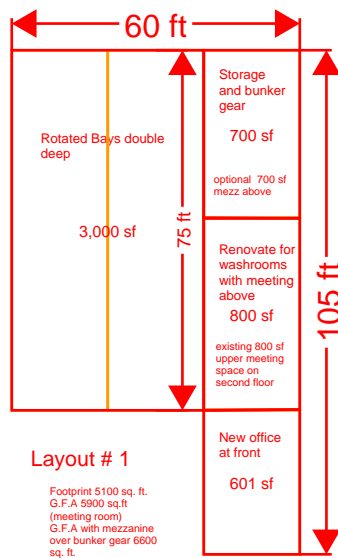
Fire Hall Footprint

Side Yards

Lots

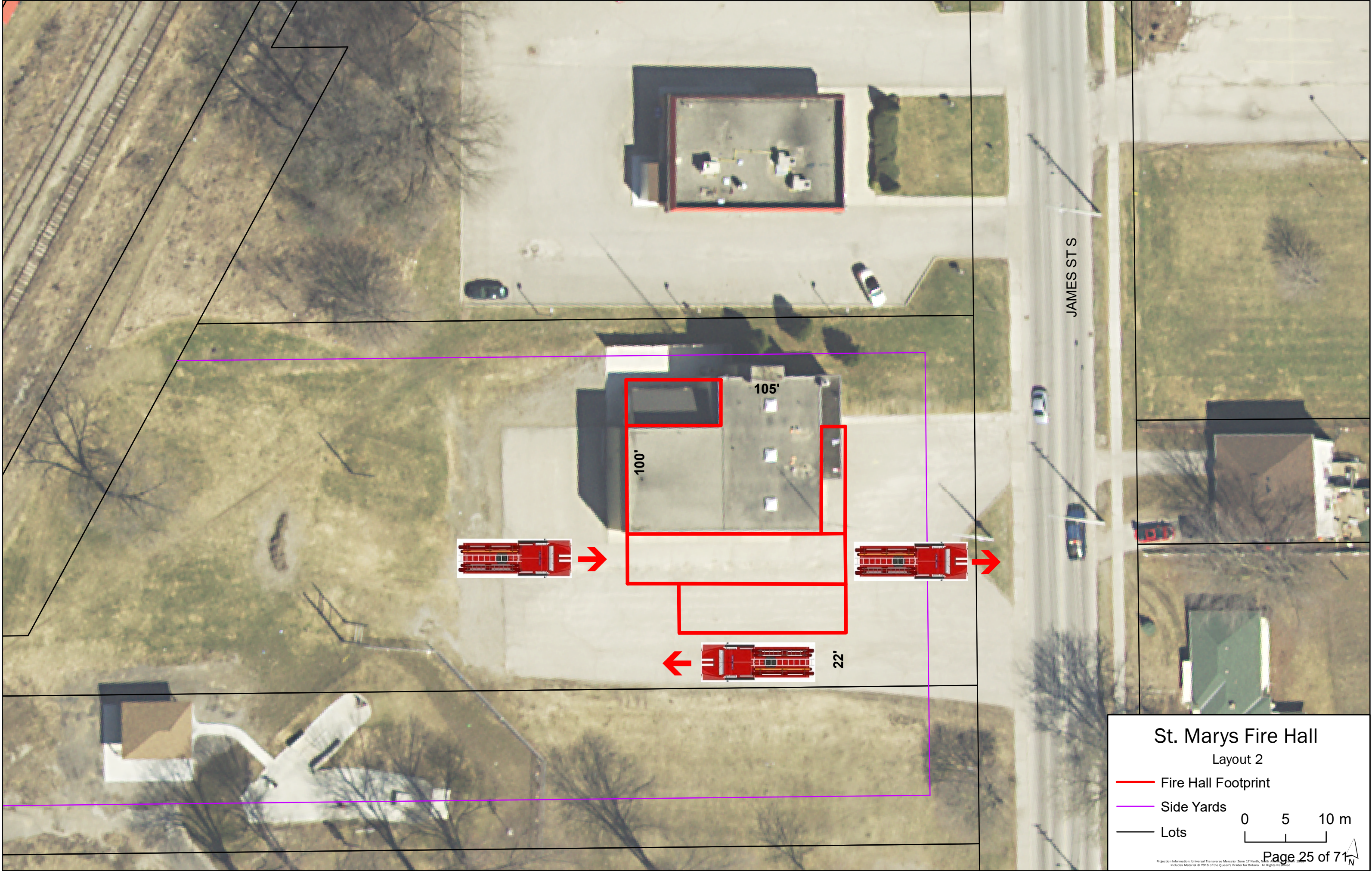
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James St S



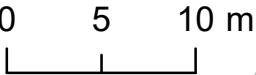


St. Marys Fire Hall  
Layout 2

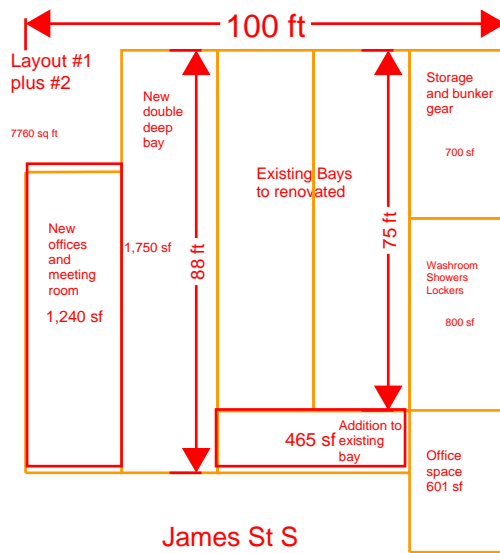
— Fire Hall Footprint

— Side Yards

— Lots







# FORMAL REPORT

<b>To:</b>	Mayor Stratthdee and Members of Council
<b>Prepared by:</b>	Trisha McKibbin, Director of Corporate Services
<b>Date of Meeting:</b>	15 January 2019
<b>Subject:</b>	<b>COR 03-2019 Capital Budget Item # 26 - Junction Station</b>

## PURPOSE

This report is intended to provide the necessary background information for Council to complete their capital budget deliberations and to seek direction from Council on the future use of the Junction Station.

## RECOMMENDATION

THAT COR 03-2019 Capital Budget Item # 26 - Junction Station be received; and

THAT Council approve Option #C, Long Term Lease, as the vision for the long-term use of the Junction Station, and:

THAT Council approves \$5,000 for the 2019 budget to implement the 2019 work for Option#2b for the rehabilitation of the building; and

THAT Council direct staff to develop a full work plan for the rehabilitation of the Junction Station; to present Council with prospective tenants for the building; and to provide Council with rehabilitation costs/budget for consideration in the 2020 budget.

## BACKGROUND

The Junction Station was built in 1858 from locally quarried limestone and was operational until January 1941 when the CNR terminated the building's public function. In 1965 the CNR announced its plans to demolish the Junction, resulting in a public outcry for the preservation and eventual restoration of this historic building. In 1979 the Parks and Monuments Board of the Department of Canadian Heritage officially recognized it to be of national historic and architectural significance. It is the only surviving stone station in original condition, both exterior and interior elements, on the Toronto to Sarnia line. A Federal plaque marking the national historic significance of the property was unveiled in a formal ceremony on August 29, 1982. In 1993 the building was designated under the Heritage Railway Stations Protection Act as well Town Council designated (By-law 55 of 1993) the St. Marys Junction Station under the Ontario Heritage Act as a structure of architectural value and interest. The original floor plan, lathe and plaster and wainscoting are included in the heritage significance of the building.

### Maintenance

To date, maintenance on the building has been primarily concerned with keeping it secure from the elements and from trespassers.

The residents of the community have shown great interest in the Junction Station and have responded generously to two fundraising appeals, one in 1993 for a new roof and the other in 2000 to raise money for electrical service. A volunteer committee, which was formed as a subcommittee of the Municipal Heritage Committee, was responsible in the 1990s and early 2000s for numerous preservation and conservation initiatives. These include, but are not limited to the restoration of windows and doors,

replacing floor joists, rough in duct work, installation of electrical service, and the installation of vapour barrier and insulation in the crawl space.

During this period the Kinsmen Club were actively involved in many of the maintenance and preservation initiatives at the Junction Station. These initiatives included painting external trim, donating equipment and materials for drains, and providing labour for many other projects.

Beginning in 2012, members of the Heritage Committee, Town staff and members of the Kinsmen Club met over the next several years to discuss the continued rehabilitation of the building. Staff investigated grant opportunities and determined that the Parks Canada National Historic Sites Cost-Sharing Program would provide funding for the rehabilitation of the building. Parks Canada's National Historic Sites Cost-Sharing Program helps the commemorative integrity of non-federally owned national historic sites through financial contributions. More specifically, the Program funds materials and labour directly related to the conservation of a national historic site. The conservation work must lead directly to the protection of a cultural resources or character-defining elements.

During the January 22, 2015 Budget meeting staff brought forward a request to Council to include in the 2015 Capital Budget matching funds in order to submit a grant application to the Program. Staff submitted an application to Parks Canada for the Program prior to the February 20, 2015 deadline. As part of the 2015 Program application, the Kinsmen Club committed to contributing In-kind services in the amount of \$11,000. Notification of a successful application in the amount of \$36,000 funding from the Program was received on May 4, 2015. At the September 22, 2015 Council meeting Bylaw 49-2015 was passed authorizing an agreement between the Town and The Parks Canada Agency for the Parks Canada Cost Share Program Grant. The work was required to be completed by March, 2016 and due to the scope of the project, budget limitations and staff time it was determined that the work could not be completed within that timeframe.

## **REPORT**

The Junction Station is a Town owned heritage building that has been vacant since its use as a train station ended in 1941. The building has the potential to be used for a number of purposes/uses. This includes office space, meeting space, events, commercial enterprises and start up businesses. In the past several years there has been interest expressed by Service Clubs and in the last two months there have been two inquires regarding the building for use as commercial and production space. The building's current condition does not enable it to be utilized for any of these purposes.

### **Question: What is Council's vision for the long-term use of the property?**

There are several options before Council regarding the long-term use of the property.

#### Option #A – Status Quo

The building will remain in its current state and unoccupied. It will only be open infrequently for special occasions such as Doors Open St. Marys.

#### Option #B – For use by a service club(s)

The building would be rehabilitated, and through an agreement with the Town, would be used as a meeting space by a local service club.

In 2015/2016 there were discussions with the Kinsman Club regarding utilization of the Junction Station as a club house. There was a willingness by the club to contribute an in-kind donation of labour toward the rehabilitation of the building. This in-kind contribution was part of the Parks Canada Cost Share Program grant application. Unfortunately, the project did not move forward at that time.

No recent conversations have been had with the Kinsman Club, or any other service club, to determine if there is interest in utilizing the space.

#### Option #C – For lease by tenant(s)



If Council determined that the building should be leased, it is the recommendation of staff that the space be permanently leased to a business owner and not leased as an event space by the Town. It is further recommended that the building would be rehabilitated and leased by a tenant whose business would allow and encourage public access to the building.

There is great potential in this building and property for a business purpose. With four rooms, two large and two small, it is conducive for use by one or multiple users.

In November 2018 a local resident, who currently operates a business from their home toured the Junction Station and expressed serious interest in leasing the space for the creation and retail of their merchandise. To date, there has been no advertising undertaken to market the space for lease. If Option #C was selected by Council, the space would be marketed by the Town for lease.

### **Question: What is Council's vision for the rehabilitation of the building?**

#### Option #1 – Status Quo

The capital budget will continue to include capital dollars to secure the building from the elements and from trespassers. Each year the proposed projects at the Junction will be discussed during the budget process, reflective of the 2019 capital budget approach.

#### Option #2 – Rehabilitation

While there have been attempts over the years to rehabilitate or maintain components of the building, the one major hurdle to all of these attempts was that there was no comprehensive work plan and project budget for the rehabilitation of the building. A plan, with consultation and input from Parks Canada, the Building Department, local contractors, heritage restoration specialists and town staff, should be drafted in order to have a fulsome understanding and breakdown of the timeline and costs associated with each component of work.

##### Option #2a Rehabilitation and use by Service Club(s)

In this option staff will undertake the following in 2019:

- Develop a full and comprehensive work plan, in consultation with Parks Canada, for the rehabilitation of the building.
- Develop a full cost breakdown for the rehabilitation of the building. This includes not only the capital expenditures for rehabilitation but anticipated operational costs for hydro, heat, custodial services/snow removal, general maintenance.
- Develop a funding model and begin to secure funding for the rehabilitation (i.e. Parks Canada Cost Share Program, fundraising/sponsorship, grants, and capital budget).
- Determine any In-kind contributions from service club(s) that could be used towards the rehabilitation of the building.
- Draft an agreement for the use of the space (length of usage and rental fee may include the dollar value associated with the In-kind contribution)

Once these reports, plans and models have been drafted they will be presented to Council prior to the 2020 budget deliberations.

##### Option #2b Rehabilitation and lease to a tenant(s)

In this option staff will undertake the following in 2019:

- Develop a full and comprehensive work plan, in consultation with Parks Canada, for the rehabilitation of the building.
- Develop a full cost breakdown for the rehabilitation of the building. This includes not only the capital expenditures for rehabilitation but anticipated operational costs for hydro, heat, custodial services/snow removal, general maintenance.

- Calculate the revenue generated from the lease of the building against operational and capital costs.
- Develop a funding model and begin to secure funding for the rehabilitation (i.e. Parks Canada Cost Share Program, fundraising/sponsorship, grants, and capital budget).
- Determine fair market rental value for the space and bring forward to Council prospective tenants for the space. Securing a tenant may occur at any time throughout the year and would be brought forward to Council for consideration. Careful consideration of type of tenant will be given due to its historic rarity and national designation and to ensure that the building can be accessed by members of the public.

Once these reports, plans and models have been drafted they will be presented to Council prior to the 2020 budget deliberations.

There are anticipated costs associated with the completion of the work plan and associated budget. Anticipated costs of \$5,000 to complete professional drawings and other consultation reports. These have not currently been included in the 2019 operating budget.

## **SUMMARY**

The Junction Station was built in 1858 from locally quarried limestone and was operational until January 1941 when the CNR terminated the building's public function. In 1979 the Parks and Monuments Board of the Department of Canadian Heritage officially recognized it to be of national historic and architectural significance. In 1993 the building was designated under the Heritage Railway Stations Protection Act as well Town Council designated (By-law 55 of 1993) the St. Marys Junction Station under the Ontario Heritage Act as a structure of architectural value and interest. This report seeks Council's direction on the long-term use of the building, whether to (1) maintain status quo, (2) have a service club utilize the space, or (3) secure a tenant (specifically a business) for the space. Dependent on the decision Council is then asked to provide direction on the scope of work for the Junction Station. The options include (1) status quo, (2a) seeking a service club's assistance in rehabilitation or (3) rehabilitate the building for a tenant.

## **FINANCIAL IMPLICATIONS**

The \$6,000 in capital projects proposed in the 2019 capital budget for the Junction Station, which include the wooden doors, windows, fascia and soffit which are all in need of paint, should remain in the 2019 budget order to stop deterioration and rot. This will help maintain the building envelope and keep the elements out.

There are anticipated costs associated with the completion of the work plan and associated budget. Anticipated costs of \$5,000 to complete professional drawings and other consultation reports. These have not currently been included in the 2019 operating budget.

Once the comprehensive work plan is complete, the total cost for rehabilitation would be brought forward to Council for review prior to the 2020 budget process. At the same time, staff would be looking to secure a tenant for the future use of the building.

## **STRATEGIC PLAN**

☒ This initiative is supported by the following priorities, outcomes, and tactics in the Plan.

- Pillar #1 Infrastructure:
  - Outcome: Develop a comprehensive and progressive infrastructure plan
  - Tactic(s): Prepare an itinerary of planned project that can be made shovel-ready in response to funding changes at the senior levels of government.
- Pillar #1 Infrastructure:

- Outcome: Maintenance prioritization
- Tactic(s): Prioritize heritage assets, in terms of importance and develop maintenance schedule and budget accordingly. Rethink use of assets to maximize their utility to the community.
- Pillar #5 Economic Development:
  - Outcome: Business attraction, retention & expansion program
  - Tactic(s): Encourage existing businesses to optimize on their existing buildings/spaces.
- Pillar #5 Economic Development:
  - Outcome: Emphasis culture as a key economic driver for the community
  - Tactic(s): Look for ways to align economic development with other key strategic priorities, adopting a “no silos” approach.

## **OTHERS CONSULTED**


Grant Brouwer, Director of Building and Development  
 Kelly Deeks-Johnson, Manager of Economic Development

## **ATTACHMENTS**

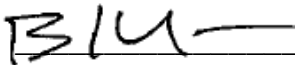
N/A

## **REVIEWED BY**

### **Recommended by the Department**

  
 \_\_\_\_\_  
 Trisha McKibbin  
 Director of Corporate Services

### **Recommended by the CAO**

  
 \_\_\_\_\_  
 Brent Kittmer  
 CAO / Clerk

## FORMAL REPORT

<b>To:</b>	Mayor Strathdee and Members of Council
<b>Prepared by:</b>	Jeff Wolfe, Asset Management and Engineer Specialist
<b>Date of Meeting:</b>	29 January 2019
<b>Subject:</b>	<b>PW 03-2019 Capital Budget Item #36 - Egan Ave Memorandum of Understanding</b>

### PURPOSE

The owner of 187 Wellington Street (former KSR property) intends to proceed with a residential development of the property. This triggers the need for a road reconstruction project in which the Town will be a partner.

This report seeks budget approval of the engineering work required in 2019 to see the development proceed. This report also presents information related to a memorandum of understanding (MOU) between the Town and a developer. The MOU forms the basis for cost sharing of a future road reconstruction so that engineering design for the reconstruction can commence.

### RECOMMENDATION

THAT PW 03-2019 Capital Budget Item # 36 - Egan Ave Memorandum of Understanding be received; and

THAT Council provides pre-budget approval to Capital Project #36 Egan Ave Reconstruction - Engineering; and;

THAT staff be directed to prepare the necessary by-law authorizing a Memorandum of Understanding with 2503778 Ontario Inc. for the project, to be considered at the next regular Council Meeting.

### BACKGROUND

Egan Avenue is a local road with a rural cross section design (ditches, low class bitumen road surface, generally lacking sidewalk). 187 Wellington St. N. is a large property adjacent to Egan Ave, formerly known as the KSR industrial site. The property is designated Residential in the Town's Official Plan and zoned RD (Residential Development) in the Town's Zoning Bylaw. A developer has purchased the former KSR property and is contemplating a residential development. Egan Ave was included in the Town of St. Marys 2017 Development Charges Study as a road that will be reconstructed to an urban cross section (curb and gutter, sidewalk, asphalt road surface, formalized storm sewer system) at some point in the future as development triggers the need for extended underground servicing and road improvements.

The engineering design and Ministry of Environment, Conservation and Parks approvals process for storm and sanitary sewers often takes in excess of a year. The developer has expressed interest in proceeding with a residential development and would like to start the process of engineering design for the extension of services and reconstruction of road.

## **REPORT**

Staff have met with the owners of 2503778 Ontario Inc. and reviewed their conceptual plans for a medium density residential development on 187 Wellington Street North (the site). The site requires an environmental assessment before being rezoned to allow residential development and the owner has indicated that this will be completed throughout the year in 2019. The site will require servicing with water, sanitary and storm services and the road fronting the development will need to be reconstructed to meet the Town's engineering standards.

This development was anticipated when the Town went through the process of developing its Development Charges Bylaw in 2017. The Town would use servicing of the development as a trigger to upgrade the road to the urban standard typical of St. Marys roads. The cost of reconstruction would follow the general cost sharing model conceptualized in the development charges where the developer would pay for the full cost of reconstruction adjacent to their development while the Town (utilizing development charges funds) would pay for the reconstruction of the street not fronting the development. The same cost sharing concept was utilized for the 2017 reconstruction of Emily Street where the Thames Crest Farms developer paid for the servicing of their lots and the reconstruction of road adjacent to their development while the Town (via development charges and reserve funds) paid for the proportionate costs fronting existing lots. A Memorandum of Understanding (MoU) has been prepared to formalize the cost sharing arrangement between the Town and the Developer. This MoU is based on the MoU with Thames Crest Farms for the Emily Street reconstruction. That template was developed by the Town's legal counsel.

The approach would result in the reconstruction project being a Town administered project with full control over the construction contractor. The Egan Ave. reconstruction project will be somewhat unique with special requirements around the Holy Name of Mary Catholic School. Town staff want to be in full control of the contractor to ensure there is limited impact to Holy Name. The developer would have some input as to where services are required for their development but would not administer the reconstruction project.

Staff are proposing to complete engineering design and ministry approvals in 2019 and carry out construction in 2020. The reconstruction would be contingent on the developer progressing through the development process and submitting deposits equivalent to the value of their share of the project.

Staff utilize BM Ross & Associates for engineering assistance and review of development applications. They have been awarded the last three design engineering contracts for road reconstruction projects through competitive request for proposal processes. A quote was obtained from BM Ross & Associates for engineering and design services for the project.

## **FINANCIAL IMPLICATIONS**

Staff have estimated the reconstruction of Egan Ave will cost approximately \$1,052,000. Based on the property frontages and scope of work, the developer's share of construction costs is 55% and the Town's share is 45%. The cost estimate and funding split is shown in the table below. This table was utilized in the 2017 Development Charges (DC) Bylaw.

		Length (m)	Cost	Total	Developer	Town
Road	Asphalt	416	\$ 455	\$ 189,280	\$ 52,780	\$ 136,500
	Base	416	\$ 350	\$ 145,600	\$ 40,600	\$ 105,000
	Curb	832	\$ 55	\$ 45,760	\$ 12,760	\$ 33,000
	Sidewalk	416	\$ 132	\$ 54,912	\$ 30,624	\$ 24,288
	Storm (300)	416	\$ 550	\$ 228,800	\$ 63,800	\$ 165,000
	Land					
	<b>Roads Total</b>			<b>\$ 664,352</b>	<b>\$ 200,564</b>	<b>\$ 463,788</b>
Water	Water (250)	105	\$ 1,045	\$ 109,725	\$ 98,175	\$ 11,550
	Water (200)	125	\$ 935	\$ 116,875	\$ 116,875	\$ -
	<b>Water Total</b>			<b>\$ 226,600</b>	<b>\$ 215,050</b>	<b>\$ 11,550</b>
Waste water	San (200)	225	\$ 715	\$ 160,875	\$ 160,875	\$ -
	<b>Wastewater Total</b>			<b>\$ 160,875</b>	<b>\$ 160,875</b>	<b>\$ -</b>
	<b>Total</b>			<b>\$ 1,051,827</b>	<b>\$ 576,489</b>	<b>\$ 475,338</b>

The table above shows that the Town's share would be approximately \$475,000. The *Development Charges Act* has various rules for deductions from the full cost of the project that D.C.s do not pay for. The Town does not collect development charges from commercial or industrial developments which further reduces the amount of D.C.s that can be used on a project. The remaining costs are then required to be paid from the tax base. The D.C.s would cover \$246,000 while the Town's cost from reserves would be \$229,000.

The cost of engineering design is estimated at \$35,000 and was included in the Town's 2019 Capital Budget with the funding sources consistent with the above. Staff are requesting Council to give pre-approval to the Egan Ave engineering design capital project to allow design services to proceed and maintain the projected timeframe of construction in 2020.

## SUMMARY

The owner of 187 Wellington Street N. is planning to redevelop the property into a medium density residential development. The new development will require water, storm and sanitary sewer servicing. The Town included the reconstruction of Egan Ave in the Town's 2017 Development Charges Bylaw. A memorandum of understanding has been prepared to define cost sharing for the future reconstruction of Egan Ave so that engineering design and ministry approvals can commence with the anticipation of construction in 2020.

## STRATEGIC PLAN

☒ This initiative is supported by the following priorities, outcomes, and tactics in the Plan.

- Pillar #1 Infrastructure:
  - Outcome: St. Marys is committed to developing a progressive and sustainable infrastructure plan that meets the infrastructure needs of today and tomorrow.

- Tactic(s): Improvements to Egan Ave are necessary to meet the increased demand of development in the area. Aligning reconstruction activities with development servicing activities will create efficiencies and deliver the service for less overall cost.
- Pillar #6 Housing:
  - Outcome: In order to get the right demographic mix for St. Marys, it will be essential to ensure housing stock is flexible and attractive for youth, workers, immigrants and persons of all abilities.
  - Tactic(s): Investigate the prospect of medium density housing in the downtown and surrounding areas (infill and new development spaces: “building in and building up”).

## **OTHERS CONSULTED**

Gerry Lang, 2503778 Ontario Ltd.

## **ATTACHMENTS**

1. Egan Ave MOU

## **REVIEWED BY**

### **Recommended by the Department**



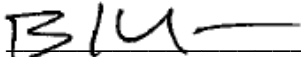
Jeff Wolfe

Asset Management/Engineering Specialist

  
Jed Kelly

Director of Public Works

### **Recommended by the CAO**



Brent Kittmer

CAO / Clerk

## Memorandum of Understanding (MOU)

Between

2503778 Ontario Inc.

And

The Corporation of the Separated Town of St. Marys

### A. PURPOSE

The purpose of this Memorandum of Understanding (hereinafter “MOU”) is to establish a collaborative relationship between 2503778 Ontario Inc. (hereinafter “Developer”) and the Corporation of the Separated Town of St. Marys (hereinafter “Town”), and hereinafter collectively referred to as the “Parties.”

The purpose of this MOU is to facilitate reconstruction of Egan Avenue and Wellington Street North along the frontage of the 2503778 Ontario Inc. lot. Additional works include improvements to the remainder of Egan Avenue and a portion of Wellington Street North. The approximate area of work is highlighted in green on Schedule ‘B’ of this MOU.

### B. OBJECTIVES

Once the developer has received draft plan approval, the Parties will work together to develop the subdivision agreement which will contain the cost sharing formula. It shall be noted that the principles of cost sharing formula have already been agreed upon in a meeting held on Tuesday September 25, 2018. This draft formula is attached as schedule ‘A’ to this MOU. The intent is to use the formula in Schedule A for the purpose of design, MOECC approvals and tender preparation. Once a detailed design is complete and more accurate quantities and unit prices are known, the formula would be reassessed and built into the subdivision agreement.

### C. PROJECT

The limits of the reconstruction of Egan Avenue are from approximately James Street North to Wellington Street North and Wellington Street North from Egan Avenue to the Grand Trunk Trail (highlighted in green per Schedule ‘B’).



Currently, Egan Avenue is constructed to a paved two lane rural cross section. Gravity sanitary sewer, watermain and appurtenances are present along Egan Avenue from approximately 40m east of Peel Street North to James Street North.

Reconstruction will generally entail the following:

- Installation of approximately 105m of 250mm watermain;
- Installation of approximately 125m of 200mm watermain;
- Construction of some new gravity sanitary sewer;
- Construction of storm sewers;
- Construction of a new storm sewer headwall outlet (if required);
- Remediation/enhancement of the storm outflow channel from Wellington Street to the Grand Trunk Trail ditch (if required)
- Concrete curb and gutter, plus sidewalks
- Base coat of asphalt
- Topcoat of Asphalt (to be installed approximately one year after the base coat)

#### D. AGREEMENT

The Town agrees to contribute to the cost of reconstruction of Egan Avenue and Wellington Street North, including engineering fees (pertaining strictly to the reconstruction of Egan Avenue and Wellington Street North) incurred by both the Town and 2503778 Ontario Inc.. The proportional share of the Town is calculated at 45% as per the attached Construction cost estimate.

The Developer agrees to contribute to the cost of reconstruction of Egan Avenue and Wellington Street North, including engineering fees (pertaining strictly to the reconstruction of Egan Avenue and Wellington Street North) incurred by both the Town and 2503778 Ontario Inc.. The proportional share of the 2503778 Ontario Inc. is calculated at 55% as per the attached Construction cost estimate.

Both Parties agree to undertake and complete work on Egan Avenue and Wellington Street North starting immediately with engineering design, in anticipation of commencing the reconstruction efforts spring 2020 to ensure Egan Avenue and Wellington Street North are reconstructed to base asphalt stage before November 1, 2020. The Developer agrees to contribute to the cost of Town staff time (pertaining strictly to the reconstruction of Egan Avenue and Wellington Street North) as per the proportionate cost sharing formula. All conditions of the draft plan approval must be satisfied prior to the work being tendered.

It is understood that the unit rates presented in Schedule 'A' are estimates. Actual costs will be based upon the accepted construction tender.

#### E. NO ADDITIONAL COMMITMENTS

This MOU is not intended to limit or restrict the activities of any other normal activities of the Parties. Other organizations may be invited to participate through a subcontract or

other arrangement with either of the Parties in pursuing the objectives and scope described in this MOU.

#### F. POINTS OF CONTACT

The Town of St. Marys: All questions should be directed to the Asset Management/Engineering Specialist for the Town of St. Marys, Jeff Wolfe, at 519-284-2430 Ext 397 or at [jwolfe@town.stmarys.on.ca](mailto:jwolfe@town.stmarys.on.ca)

2503778 Ontario Inc.: All questions should be directed to the President of 2503778 Ontario Inc., Gerry Lang, at 519-273-0499 at [gerrylang@rogers.com](mailto:gerrylang@rogers.com).

## G. TERM OF AGREEMENT

The term of this Agreement is effective from the later of the signing dates as noted below until both the Plan of Subdivision and Subdivision Agreement for the Draft Plan for the subject properties are registered on title.

IN WITNESS WHEREOF the Parties hereto have executed this Memorandum of Understanding (MOU).

2503778 Ontario Inc. Limited

Per: \_\_\_\_\_  
Gerry Lang-President

*I have the authority to bind the corporation*

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

The Corporation of the Separated Town of St. Marys

Per: \_\_\_\_\_  
Al Strathdee- Mayor

Per: \_\_\_\_\_  
Brent Kittmer- CAO-Clerk

*We have the authority to bind the corporation*

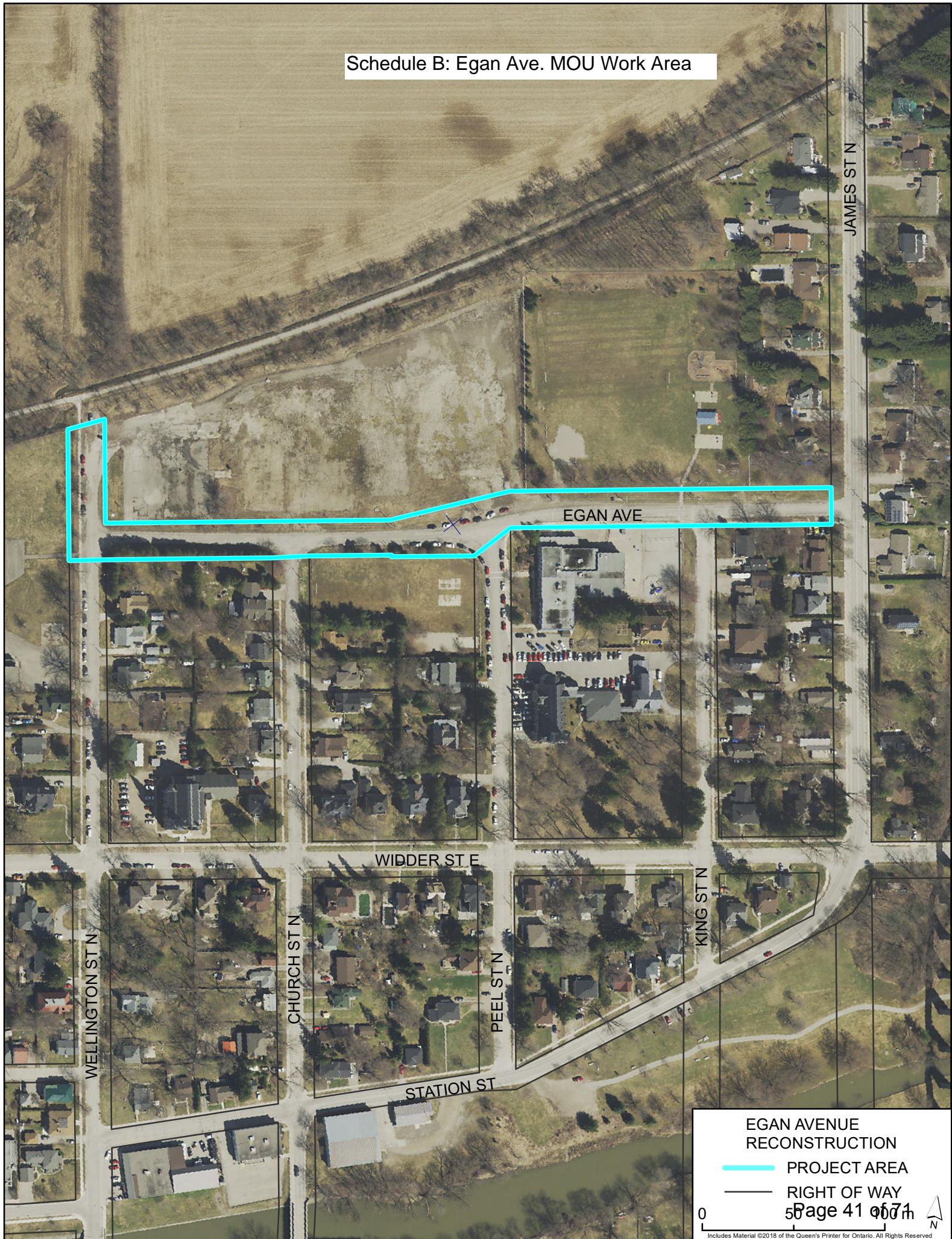
Date: \_\_\_\_\_

Schedule A: Egan Avenue Reconstruction Cost Estimate - 2018

		Length (m)	Cost	Total	Developer	Town
Road	Asphalt	416	\$ 455	\$ 189,280	\$ 52,780	\$ 136,500
	Base	416	\$ 350	\$ 145,600	\$ 40,600	\$ 105,000
	Curb	832	\$ 55	\$ 45,760	\$ 12,760	\$ 33,000
	Sidewalk	416	\$ 132	\$ 54,912	\$ 30,624	\$ 24,288
	Storm (300)	416	\$ 550	\$ 228,800	\$ 63,800	\$ 165,000
	Land					
	<b>Roads Total</b>			<b>\$ 664,352</b>	<b>\$ 200,564</b>	<b>\$ 463,788</b>
Water	Water (250)	105	\$ 1,045	\$ 109,725	\$ 98,175	\$ 11,550
	Water (200)	125	\$ 935	\$ 116,875	\$ 116,875	\$ -
	<b>Water Total</b>			<b>\$ 226,600</b>	<b>\$ 215,050</b>	<b>\$ 11,550</b>
Waste water	San (200)	225	\$ 715	\$ 160,875	\$ 160,875	\$ -
	<b>Wastewater Total</b>			<b>\$ 160,875</b>	<b>\$ 160,875</b>	<b>\$ -</b>
	<b>Total</b>			<b>\$ 1,051,827</b>	<b>\$ 576,489</b>	<b>\$ 475,338</b>



Schedule B: Egan Ave. MOU Work Area





# FORMAL REPORT

<b>To:</b>	Mayor Stratthdee and Members of Council
<b>Prepared by:</b>	Jed Kelly, Director of Public Works
<b>Date of Meeting:</b>	15 January 2019
<b>Subject:</b>	<b>PW 01-2019 Capital Budget Item # 37 – School Crossing Review and Capital Upgrades</b>

## PURPOSE

To present Council with a current operating picture of the existing school crossings, including existing service level delivery models, challenges, and physical design. The review will also address potential capital upgrades made available by recent revisions to Ontario Traffic Manual Book 15 “Pedestrian Crossing Treatments”.

## RECOMMENDATION

THAT PW 01-2019 Capital Budget Item # 37 – School Crossing Review and Capital Upgrades be received; and

THAT James St. S DCVI school crossing be converted to Level II Type C Pedestrian cross over; and

THAT Peel St. N. school crossing be relocated north to the Egan Ave. intersection with required changes to create a controlled Level 1 Pedestrian crossover at the existing stop condition.

## BACKGROUND

In recent years, maintaining school crossings with crossing attendants has been problematic due to part-time staffing shortages, thus resulting in service delivery issues. In some instances, when shortages occur, full-time administrative staff have provided attendant coverage. Not only are service gaps difficult to manage, the costs associated with recruiting and orientation of new staff to maintain crossing attendant staffing levels have risen. It should be noted that guard shortages do not appear to be localized to St. Marys, as many other municipalities in southwestern Ontario are also experiencing part-time staffing shortages for school crossing guards. At the time of writing this report, nearly 20 other Ontario municipalities or service providers are seeking school crossing guards.

Under the *Highway Traffic Act* (HTA), school crossings only yield the right of way to pedestrians when a crossing guard is present. In 2016, the Province revised Ontario Traffic Manual (OTM) Book 15 “Pedestrian Crossovers.” The revision provides a more diverse range of possible pedestrian crossover (PXO) configurations. In the new configurations, pedestrians may have the right of way at a school crossing without the staffing requirement. Therefore, pedestrian crossovers can be created to yield the right of way to pedestrians as long as site conditions are compliant with OTM Book 15.

As a result of the above challenges and new options available, staff performed a top-down review of the current school crossings in St. Marys. The analysis considered alternative service delivery models, new standards for unattended PXOs, current design standards and possible service level efficiencies. Also, staff engaged a traffic consultant to perform a review of the existing school crossings and to determine if conversions to upgraded PXOs are appropriate. During the analysis, the consultant considered the following variables: a pedestrian’s desired lines of travel, physical conditions, design limitations, regulatory signage and pavement markings, and OTM Book 15 PXO revisions for existing

crossover facilities. The following sections will provide information regarding the internal analysis and the consultant's comments and recommendations.

## **REPORT**

Staff initiated a review of all school crossings in 2018 to better understand the current service level delivery and to identify any upgrades to improve site conditions. Staff also assessed the existing school crossings for potential upgrades given the recent changes to the OTM Book 15 which allows for more options for municipalities to provide controlled PXOs.

### **Categories of Pedestrian Crossovers**

In Ontario, the HTA provides 2 separate categories for roadway pedestrian crossings: controlled and uncontrolled crossings. The key distinguisher between the two categories is that pedestrians at an uncontrolled crossing do not have the right of way over vehicular traffic in the roadway.

#### *Controlled and Uncontrolled Pedestrian Crossings:*

A “controlled crossing” requires vehicles to stop or yield to pedestrians in the crossing.

- Level 1: includes signal intersections and regulatory signage that indicates yield or stop actions.
- Level 2: includes specifically signed pedestrian crossovers in the roadway, and school crossings when a guard is present.

An “uncontrolled crossing” requires pedestrians to wait for a sufficient gap in traffic to enter and cross the roadway without the aid of traffic control facilities. Examples would include mid-block crossings without signalization, school crossings when the guard is not present, and marked crossings without stop or yield conditions.

In general, there is a misunderstanding between controlled and uncontrolled crossings and how the different crossings affect a vehicle or pedestrian. Due to rising traffic volumes and the promotion of active transportation methods in locations where crossovers exist, more consideration needs to be given to alternative approaches, and how to educate the public.

#### *Differences Between Controlled Pedestrian Crossover and School Crossings:*

OTM Book 15 provides four different types of Level 2 pedestrian crossovers (PXO) and one school crossover design. Attachment 3 “Illustrated Pedestrian Crossover (PXO) Types & School Crossing” depicts the different Level 2 PXO facility types.

A “Pedestrian Crossover” (PXO) is a road crossing identified by specific signs and pavement markings which are in effect to provide the right of way to pedestrians continuously without the use of a crossing guard. In a PXO facility the pedestrian is responsible for entering the roadway only after vehicles have yielded the lanes of travel. Under the HTA vehicles are not allowed to enter a defined PXO until the pedestrian has left both vehicular lanes of travel. This effectively makes the pedestrian the conditional control; vehicles can pass through a pedestrian crossover as long as no pedestrians remain in the crosswalk path.

“School Crossings” are pedestrian crossing facilities that are somewhat similar to pedestrian crossovers but operate much differently. School crossings do not provide the right of way to pedestrians without the presences of a guard. Under the HTA the following conditions must be met at a school crossing:

- School crossings have their own specific signage and require a guard
- The guard has to be older than 16 years of age
- The guard must possess a school crossing stop sign to provide traffic control
- The guard must display a school crossing stop sign in an upright position until all persons including the guard have cleared the roadway

Pedestrians utilizing school crossings without the guard present do not have the right of way over vehicle traffic and must wait for a sufficient gap in traffic before entering the lanes of travel.

### **Pedestrian Crossover Assessment**

Several factors come into consideration when evaluating a new site or an existing site for installation of a new Level 2 PXO. The initial process involves consideration for Level 1 traffic signalization. Failing to meet the criteria for Level 1 signalization, the process moves onto Level 2 PXO determining factors. These factors include sufficient sight lines for pedestrians and motorists, pedestrian volumes over 65 persons and 396 vehicles in a 4 hour period.

Initial investigations determined that none of the current school crossings in St. Marys would qualify for PXO upgrades on the basis of pedestrian and vehicle count warrants. However, the OTM assessment process includes additional warrants such as pedestrian system connectivity or desired travel lines for pedestrian connecting links; such warrants authorize PXO upgrades. Establishing pedestrian desire lines involves identifying pedestrian generators, such as attractions, trail connecting links, and proximity to existing PXO facilities. Therefore, all of the existing school crossings could qualify for PXO Level 2 upgrades under the pedestrian system connectivity provision.

Currently, the Town provides five school crossing locations, and one controlled signalized PXO crossover. School crossings are staffed internally using part-time guard staff from the Corporate Services Department at four of the school crossing locations. The Town uses contracted services for the crossing at the intersection of James St. S and Maxwell Street. Generally, the guards are present for an hour in the morning and an hour in the afternoon, within the hours of 8 am - 9 am and 3 pm – 4 pm. The Egan Ave crossing at King St. operates during additional hours – during the Holy Name of Mary Catholic School recess periods. **Attachment 2 – Existing School Crossing Locations** shows crossover locations and operational periods.

School Crossing Guards can be deployed at an intersection where stop or yield conditions exist. Although this is not technically required to give a pedestrian the right of way in that situation, crossing guards can be present to provide an increased level of visibility and safety.

### **Individual Existing School Crossing Assessment Summary:**

For a detailed assessment matrix, please see **Attachment 1 – PXO Site Assessment**

- **Location: Site #1 - Peel St. N – Near Holy Name of Mary School**

The crossover is within a school bus loading zone. On the basis of best practices, this is an unacceptable conflict. Minor reconfiguration of the southwest corner of the Egan Ave. and Peel St. intersection would allow for the crosswalk to be relocated north to that nearby intersection. This alteration would remove the crossover from the school bus loading zone. Egan Ave. and the northern section of Peel St. have not been upgraded to a full urban cross-section and currently lack concrete curb and gutter to separate traffic from the pedestrians. As such, an asphalt sidewalk with bollards or barrier curb would be the preferred alternative to accommodate the crossing lines until full reconstruction occurs sometime in the future.

The 2018 Traffic By-law altered the Peel St. N approach to Egan St. to a stop condition (previously a yield) to improve safety in the area. The stop condition change, coupled with the proposed relocation of the crosswalk, would enable a Level 1 controlled PXO with continuous operation. The Huron Perth Catholic School Board reimburses associated operational costs for this location for all guard shifts.

- **Location: Site #2 - James St. S. - Near the southern entrance to DCVI parking lot**

There are several generators of pedestrian traffic in this area such as the adjacent high school, and nearby elementary school and restaurants. The Town has already created a community safety zone and reduced speed zone during school operational hours in this area. The site would



be suitable for installation of a controlled Level 2 PXO as there are significant vehicular and pedestrian conflicts. Staff and the Town's traffic consultant agree that the need for pedestrian system connectivity exists in this area and that the installation of a new controlled Level 2 PXO is warranted.

The annual cost to staff this location with a crossing guard is approximately \$9,000. The Town receives no external funding to help pay for the costs associated with this crossing.

- **Location: Site #3 - Egan Ave. – Near King St. & Holy name of Mary School**

Similar to Site #2, the Egan Ave. crossover connects with numerous facilities requiring pedestrian links even during non-school hours. For example, there is a combination of playground facilities, open space and sports fields generating youth based pedestrian traffic. This is likely to generate pedestrian traffic outside of school hours. The Huron Perth Catholic School Board fully reimburses associated cost for this location for all guard shifts.

Additionally, future development lands are in the immediate area which will boost local traffic patterns, as vehicles travel to access James St. North and Egan Ave. Therefore, the pedestrian system connectivity warrant justifies the installation of a Level 2 PXO.

However, installing a Level 2 PXO increases the service level of the crossover, as the new crossover system provides a continuous operation to accommodate after-hours use. Staff recommends that Council consider the installation to coincide with the anticipated Egan Ave. reconstruction project.

- **Location: Site #4 - James St. North, South of Egan Ave & James St. N intersection**

Site #4, has similar conditions to Site #3. The site uses the same playground facilities, open space and sports fields that youth utilize outside of school operational hours. The eventual development of lands in the area to the north and east of Egan will increase local traffic access to James St. North. Therefore, the pedestrian system connectivity warrant justifies the installation of a Level 2 PXO.

However, installing a Level 2 PXO increases the service level of the crossover, as the new crossover system provides a continuous operation to accommodate after-hours use. Staff recommend that Council consider the installation of a Level 2 PXO to coincide with the proposed Egan Ave. reconstruction or development of surrounding land. Furthermore, the placement should be evaluated in conjunction with the Town's active transportation network as there may be a better location to capture increased pedestrian traffic. The existing crossing is at the crest of a small hill making it slightly hidden to drivers so the evaluation of a new location should also consider if there is a safer location for the crossing. A possible new location could be the existing trail crossing on James St. to the north of this location. A single PXO on James St. might be able to accommodate both locations.

- **Location: Site #5 - James St. South, South of Maxwell St.**

A combination of nearby schools, playgrounds, recreation centre, seniors' centre and sports fields could warrant the installation of an upgraded PXO control. This would be warranted to accommodate Pedestrian System Connectivity.

Currently, the site is staffed via a legacy agreement by an external service provider. Contract costs have risen in recent years. The 2018 total contract operational cost is approximately \$13,000.

## **Recommended Controlled PXO Level**

Although the OTM notes that it cannot account for every situation that a municipality may encounter, it does provide guidance so all motorists in Ontario experience somewhat uniform conditions on the roadway. OTM Book 15 accounts for four different types of Level 2 PXO facilities, ranging from simple signage & road marking to signage with 360 degrees visible amber flashers on posts coupled with over-lane signage and flashers.

Staff specifically asked for recommendations from the traffic consultant to detail appropriate upgraded PXO implementation types. The consultant's response was to advise if a location was suitable for PXO upgrades and recommended a level of upgrade. After reviewing St. Marys' current service levels and site conditions the consultant recommended a Level II Type C controlled PXO for all of the existing school crossings. This level of crossing includes linked amber flashers on posts activated by pedestrians, signage and road markings. See attachment 3 for illustrated diagrams of a Level II Type C crossing.

In the consultant's opinion, the lower Level II Type D PXO's are not safe because they do not experience the same level of compliance from motorists. The causation of non-compliance may be attributable to motorists not identifying waiting pedestrians at the entrance to the PXO. This could be attributed to motorists not be able to identify waiting pedestrians at the entrance to the PXO. The advantages of the Level II Type C is the visible amber flasher on both sides of the signage interconnected to each other. This serves as a visual notification to approaching drivers of a condition change.

Staff recommend against the installation of different levels of controlled PXO's within the municipality. The uniformity of PXO's allows for a less complex education campaign.

## **SUMMARY**

Staff initiated a review of pedestrian crossovers in Town after experiencing crossing guard staffing issues during the 2017/2018 school year. The detailed review looked at various alternatives to the current staffed crossings. New options are available for standardized pedestrian crossings that did not exist in the past. Staff are recommending two upgrades in 2019.

1. First, move the existing Peel St. crossing to the Egan Ave. intersection to create a controlled pedestrian crossover. The asphalt roadway would be modified to reduce the length of the crossing. An asphalt path with bollards or barrier curbing will be installed on the west side of Peel to connect to the playground and parking lot walkway.
2. Second, upgrading the crossover on James St. S near DCVI to a controlled mid-block Level 2 Type C PXO. This change is included in the draft 2019 Capital Budget at a cost of \$25,000. This change will mean that the crossing at DCVI will no longer require a crossing guard. This change will allow redeployment of the existing crossing guard staff to James St. S at Maxwell St, reducing the annual requirement for a contract service provider, resulting in \$13,000 savings annually to the operating budget. The return on investment of this change is less than 2 years.

Although it was determined that all current school crossings could be converted to an automated controlled PXO due pedestrian system linkages warrants, only one Level 2 Type C crossing upgrade is recommended at this time. As the mid-block Level 2 PXO facilities are relatively new with the OTM revisions, staff are recommending a conservative approach and to only proceed with one upgrade at this time. This will allow engineering staff the ability to evaluate the effectiveness of this new crossing type.

If Council approves this project as a part of the 2019 budget, discussions should proceed with both the Huron Perth Catholic School Board and Avon Maitland School Board to inform them of the proposed alterations to existing school crossings. Installation would be scheduled for summer of 2019 and would be coupled with an information media campaign for the public.

## FINANCIAL IMPLICATIONS

Outlined below are the current operational costs of the existing school crossings. Amounts shown are included in Version 1 of the Town's 2019 budget.

2019 Budgeted School Crossing Operational Costs without PXO Installation				
	Service Provider	Operation Period	Funding Source	Site Operational Total
James St. S S @ DCVI	Town of St. Marys - Internal Staff	Jan - Jun , Sept-Dec	2019 Operating	\$9000
James St. S @ Maxwell St.	Contracted via Service provider	Jan - Jun , Sept-Dec	2019 Operating	\$13000
James St. N @ Egan	Town of St. Marys - Internal Staff	Jan - Jun , Sept-Dec	2019 Operating	\$9000
Peel St. N @ Holy Name	Town of St. Marys - Internal Staff	Jan - Jun , Sept-Dec	Cost Recovery - HPCDSB	0
Egan Ave @ King St.	Town of St. Marys - Internal Staff	Jan - Jun , Sept-Dec	Cost Recovery - HPCDSB	0
2019 Budgeted School Crossing				\$31,000

Staff are recommending installation of a single Level II Type C PXO at James St. S near DCVI in 2019. The capital funding request is included in the 2019 budget. Additional minor modifications for the school crossing at Peel St. N will be required in the summer of 2019. All cost for Peel St. modifications will be absorbed with Public Works operational budgets. Work to be completed using a combination of internal Public Works resources and existing contract service providers for asphalt installation.

2019 Proposed Capital Works			
Item	Location	Funding Source	Cost
James St. S PXO Level II Type C	James St. S @ DCVI	2019 Capital	\$25000
Bollards and additional line painting	Peel St. N @ Holy Name of Mary	2019 PW Operating	\$3000
Total 2019 Cost			\$28,000

If the recommended changes are approved, internal staffing allocations can be reassigned to the existing James St. S/Maxwell location, which currently has a higher operational cost due to the legacy contract. Installation would occur in the summer of 2019, existing service level operational costs would be incurred until June of 2019.

2019 Operational Costs with installation of single Level 2 Type C PXO at James St. S at DCVI in summer of 2019				
Location	Service Provider	Operation Period	Funding Source	Site Operational Total
James St S S @ DCVI	Change to PXO in summer 2019 replacement of guard	24 X 7	2019 Operating	\$6000
James St. S @ Maxwell St.	Contracted Service provider until Jun, Town staff assuming in Sept	Jan - Jun , Sept-Dec	2019 Operating	\$11664
James St. N @ Egan	Town of St. Marys - Internal Staff	Jan - Jun , Sept-Dec	2019 Operating	\$9000

Peel St. N @ Holy Name	Town of St. Marys - Internal Staff	Jan - Jun , Sept-Dec	Cost Recovery - HPCDSB	0
Egan Ave @ King St.	Town of St. Marys - Internal Staff	Jan - Jun , Sept-Dec	Cost Recovery - HPCDSB	0
			2019 Budgeted School Crossing	\$26,664

Looking beyond 2019 and into 2020 school crossing operational costs would be reduced by as much as 40%. This is due to the elimination of the higher cost contracted service provider, and conversion of the James St. S DCVI crossing to PXO, therefore enabling staff to be reassigned to the James St. S. and Maxwell crossing. . The capital investment in Level II Type C sign hardware will have a 100% return on investment in 2 years. Sign hardware is expected to a service life of 10-15years and in theory could return \$170,000 in operational savings during its service life.

2020 Operational Costs after installation of single Level 2 Type C PXO at James St. S at DCVI				
	Service Provider	Operation Period	Funding Source	Site Operational Total
James St S S @ DCVI	Change to PXO in summer 2019 replacement of guard	24 X 7	2019 Operating	\$1250
James St. S @ Maxwell St.	Town of St. Marys - Internal Staff	Jan - Jun , Sept-Dec	2019 Operating	\$9000
James St. N @ Egan	Town of St. Marys - Internal Staff	Jan - Jun , Sept-Dec	2019 Operating	\$9000
Peel St. N @ Holy Name	Town of St. Marys - Internal Staff	Jan - Jun , Sept-Dec	Cost Recovery - HPCDSB	0
Egan Ave @ King St.	Town of St. Marys - Internal Staff	Jan - Jun , Sept-Dec	Cost Recovery - HPCDSB	0
			2019 Budgeted School Crossing	\$19,250

Staff have endeavored to find operational savings while maintaining service level delivery. Installation of a single PXO will elevate the current service from 2 hours daily during school months to continuous operation. If staffing issues continue into the future and Level II PXO's become more common within Ontario road networks, future consideration for additional Level II crossing should be evaluated. Below Staff have used 2019 operational costs to forecast savings over a 15 year service life if the Town were to upgrade all of its school crossings to Level II Type C crossings. It should be noted maintenance costs have been included at 5% of original purchase price.

Projected 15 Year Operational Savings with complete upgrade of school crossing to PXO Level II				
Operational Costs				
2019 School Crossing Operational Costs	All Site	\$31,000 Annually		
15 Projected Operational Costs	All Site	15 Yrs	\$465,000	
2019 Proposed Capital Works				
Item	Location	Funding Source	Cost	
James St. S PXO Level II Type C	James St. S @ DCVI	2019 Capital	\$25,000	
James St. N PXO Level II Type C	James St. N @ Egan	Capital	\$25,000	

James St. S PXO Level II Type C	James St S @ Maxwell	Capital	\$25,000	
		Total Capital Cost	\$75,000	-\$75,000
<b>PXO Annual Maintenance Costs</b>				
Annual Maintenance Costs of 5% of total purchase price			\$3,750	
15 Year Annual Maintenance			\$56,250	-\$56,250
Projected 15 Year Operational Savings				<b>\$333,750</b>

## STRATEGIC PLAN

☒ Not applicable to this report.

## OTHERS CONSULTED

Norm Kelly – Green Light Traffic Consulting

Trisha McKibbin – Director of Corporate Services

Lisa Lawrence – Director of Human Resources

Dan Gracey – Principal, Holyname of Mary Catholic School

## ATTACHMENTS

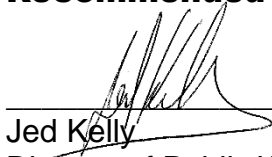
Attachment 1 – PXO Site Assessment

Attachment 2 – Existing School crossing locations

Attachment 3 – Illustrated Pedestrian Crossover (PXO) Types & School Crossing

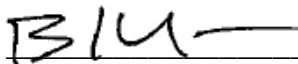
## REVIEWED BY

### Recommended by the Department



Jed Kelly  
Director of Public Works

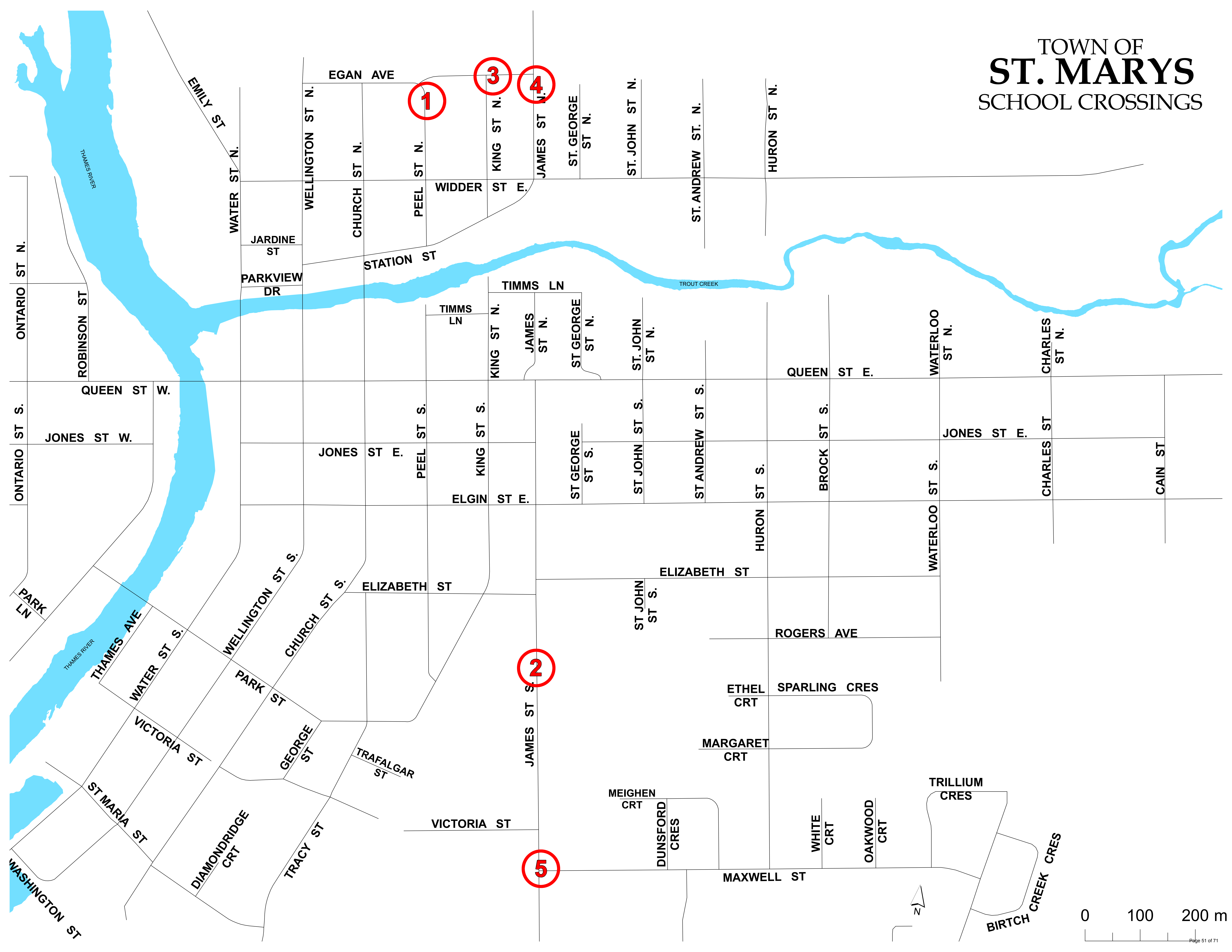
### Recommended by the CAO



Brent Kittmer  
CAO / Clerk

School Crossing Location Site Assessment									
2019 Proposed PXO Upgrades									
Site #	Location	Pedestrian System Connectivity Factors	Current Service Level	Proposed Service Level	Observed Issues	Site Upgrades:	Capital Upgrade Cost	Operational Cost	External Funding Source
1	Peel St. N – Near Holyname of Mary School	School Zone, Playground, Sport Fields, Church, Staff parking, ELC (Daycare)	School Crossing, Guard present 2 hours daily, 8:25am to 8:50am	Controlled PXO Crossing at Stop sign condition Potential of Reduction of school crossing guard requirement, TBD - guard costs 100% recovered from Huron Perth Catholic School Board	Existing School crossing located in middle of school bus loading zone, non conforming using modern standards, recommend priority alterations, shifting of school crossing outside of school bus loading area	Change Yield condition on Peel St. N at Egan to Stop condition. Includes new asphalt path & Corner, Bollards or barrier to define corner for vehicular and pedestrian traffic, relocation of line painting, additional x-walk marking. Move PXO North to remove bus loading zone. Reconfiguration of South West corner to create access to school yard and staff parking access path, Cross walk lines to be moved to corner to create controlled PXO and eliminate conflict with school bus loading zone.	\$2500 to \$5000	NA - Funded	YES - 100% via HPCDSB
2	James St. S. - Near the southern entrance to DCVI parking lot	School Zone, Sporting Fields, Commercial Food vendors, Skate Park, Natural crossing point for Eastern access to Cadzow Park, Existing Community safety zone on Road & School speed reduction, Arterial road with	School Crossing, Guard present 2 hours daily, 8am – 9am & 2:50pm – 3:50pm	Controlled PXO Crossing using Level II Type C Reduction of school crossing guard requirement	Older youth refuse to be crossed via school crossing instead choosing uncontrolled crossing within 20m of school crossing area, -Sight lines and grade elevations are suitable for controlled PXO	Installation of Level II Type C PXO Flasher system, Installation of advanced stop bars on roadway approaching PXO crossing lines	\$25,000	\$9,000	None
Future Proposed PXO Upgrades									
3	Egan Ave. – Near King St. & Holy name of Mary School	School, Playgrounds, Sports Fields, ELC (Daycare), Parent Drop off area on King St.,	School Crossing, Guard Present for Recess Hours, 10:25am to 10:40am, 11:30am to 12:05am, 2:00pm to 2:15pm	Controlled PXO Crossing using Level II Type C Reduction of school crossing guard requirement	Combination of playground facilities generating youth pedestrian traffic outside of school hours. Future pending development in immediate areas adjacent to Egan Ave will increase local traffic accessing James ST.	Installation of Level II Type C PXO Flasher system, To be considered at some point during reconstruction process of Egan Ave. King St. Yield condition for North bound traffic to be changed to stop condition	\$25,000	NA - Funded	YES - 100% via HPCDSB
4	James St. North, South of Egan Ave & James St. N intersection	School Access, Playground, ELC (Daycare), Open Space and Sports Fields, East - West connecting link across James St. N	School Crossing, Guard present 2 hours daily, 8am – 9am & 3pm – 3:45pm	Controlled PXO Crossing using Level II Type C Reduction of school crossing guard requirement	School Crossing appears to be well used, with high compliance of young children using guard for controlled assisted crossing. Sight lines and road elevations are suitable for PXO installation	Installation of Level II Type C PXO Flasher system, Installation of advanced stop bar on roadway approach. To be considered at some point as local traffic increases.	\$25,000	\$9,000	None
5	James St. South, South of Maxwell St.	School, Playgrounds, Sports Fields, Recreation Centre, Senior Centre	School Crossing, Guard present 2 hours daily, 8am – 9am & 2:45pm – 3:50pm	Controlled PXO Crossing using Level II Type C Reduction of school crossing guard requirement	School Crossing appears to be well used, with high compliance of young children using guard for controlled assisted crossing. Sight lines and road elevations are suitable for PXO installation. Crossing guard is also crossing pedestrians at Maxwell St which currently provides existing stop condition.	Installation of Level II Type C PXO Flasher system, To be considered at some point as local traffic increases.	\$25,000	\$13,000	None

TOWN OF  
**ST. MARYS**  
SCHOOL CROSSINGS



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PW 01-2018 School Crossing Review and Upgrades

2 Lane Pedestrian Crossover (PXO) Diagrams

&

School Crossing with Guard

-

Illustrations provided from Ontario Traffic Manual Book 15

and

Ministry of Transportation website:

<http://www.mto.gov.on.ca/english/safety/pedestrian-safety.shtml>

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## Level 1 Type A – Controlled Pedestrian Crossover

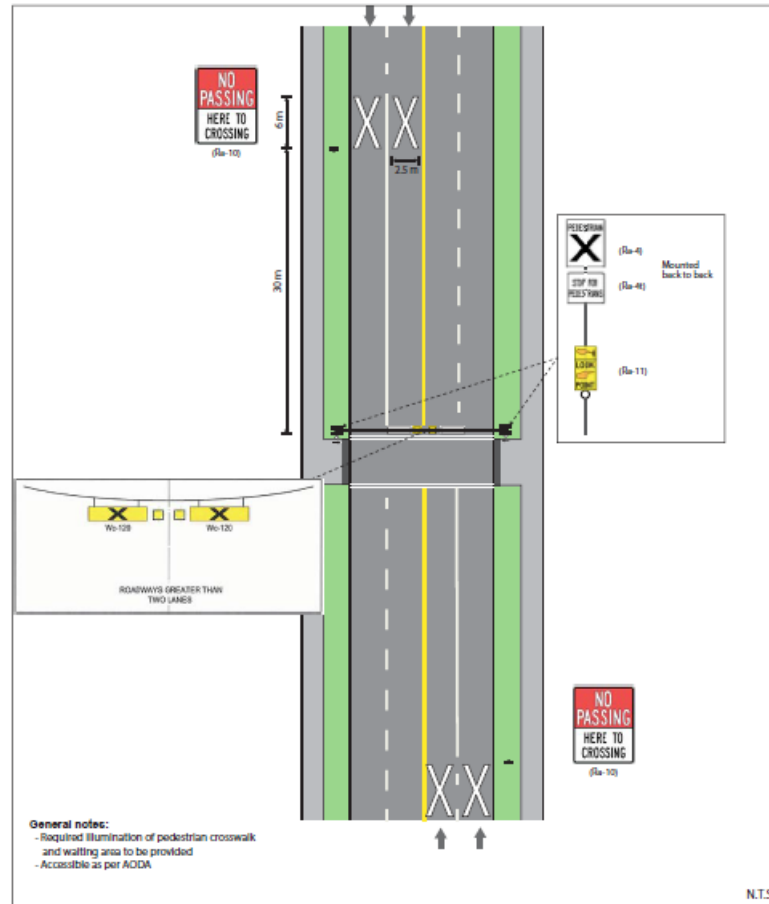


Figure 20: Pedestrian Crossover Level 1 Type A – Mid-block (4-lane, 2-way)

Illustrations provided from Ontario Traffic Manual Book 15

and

Ministry of Transportation website: <http://www.mto.gov.on.ca/english/safety/pedestrian-safety.shtml>

## Level 2 Type B – Controlled Pedestrian Crossover

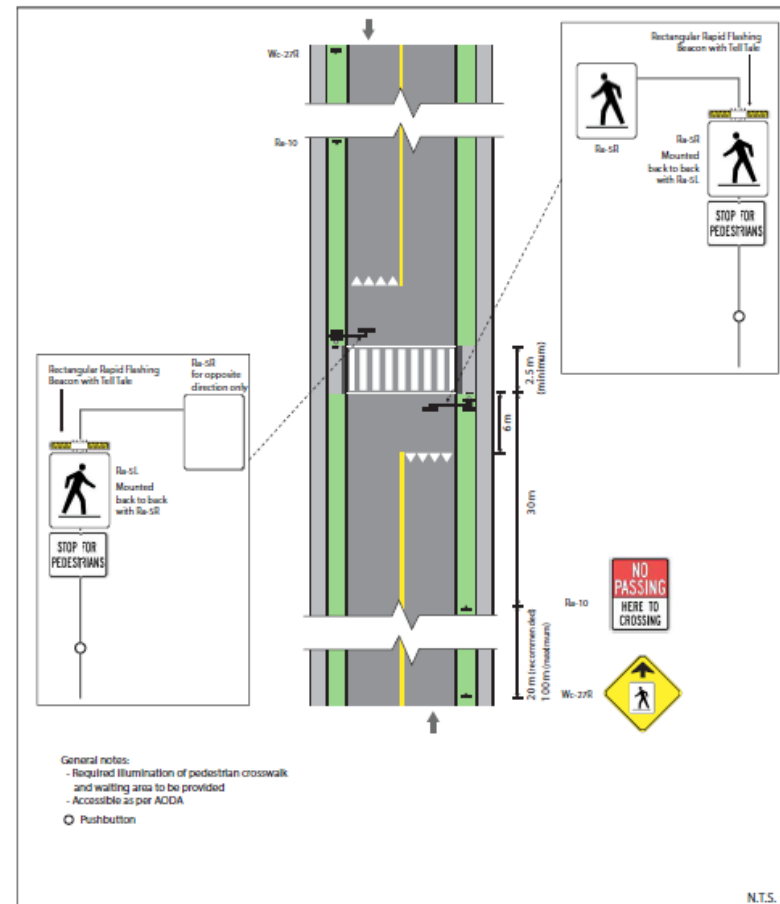
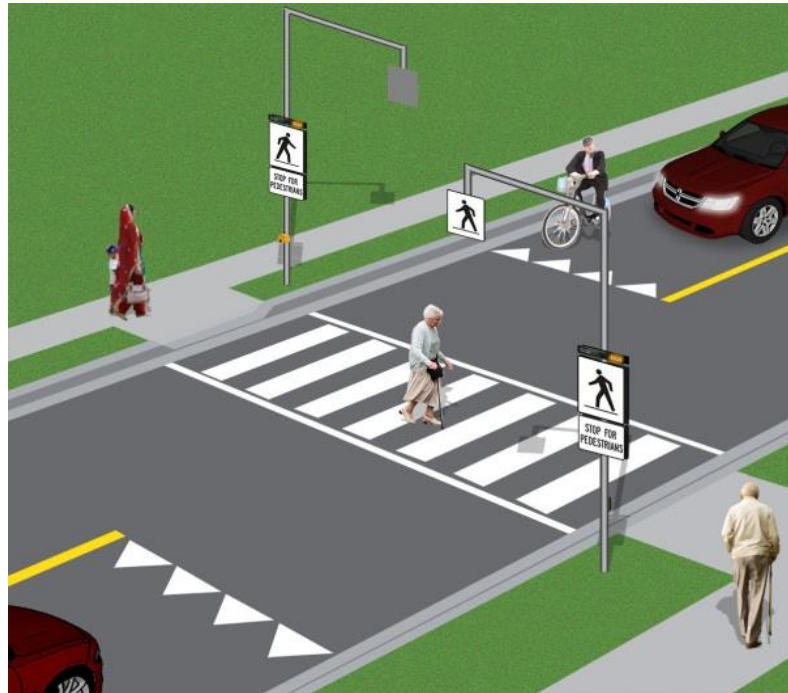


Figure 21: Pedestrian Crossover Level 2 Type B – Mid-block (2-lane, 2-way)

Illustrations provided from Ontario Traffic Manual Book 15 and

Ministry of Transportation website: <http://www.mto.gov.on.ca/english/safety/pedestrian-safety.shtml>

## Level 2 Type C – Controlled Pedestrian Crossover

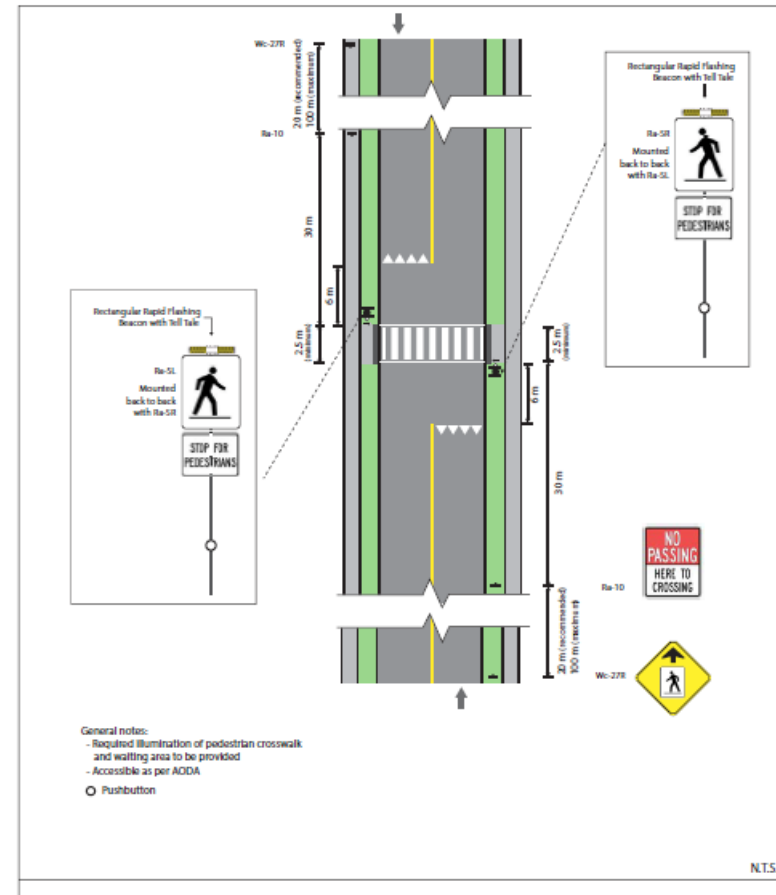
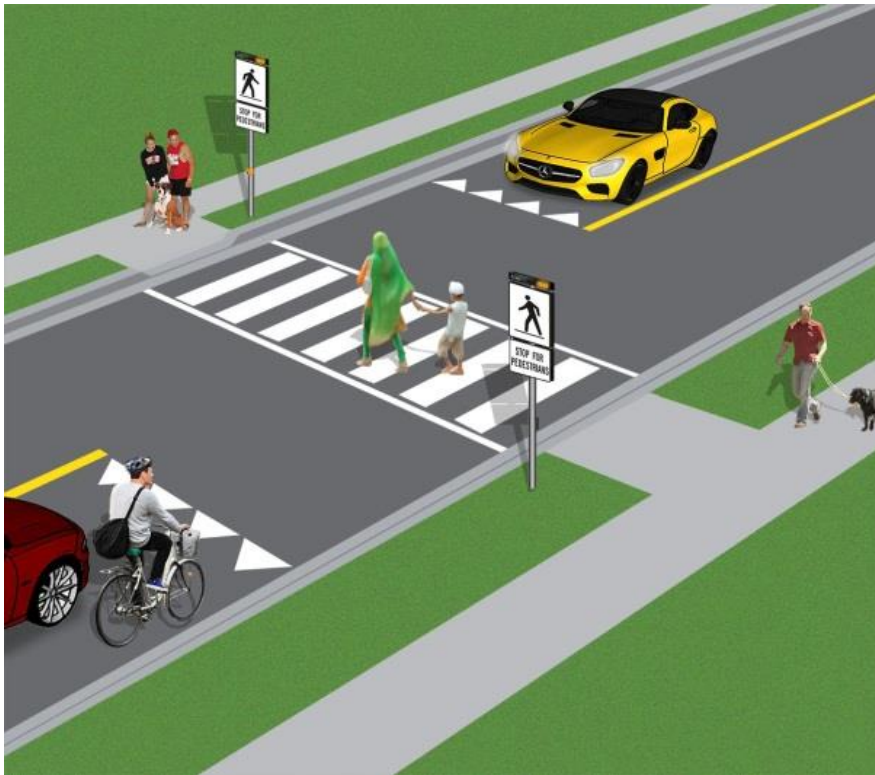


Figure 30: Pedestrian Crossover Level 2 Type C – Mid-block (2-lane, 2-way)

Illustrations provided from Ontario Traffic Manual Book 15 and

Ministry of Transportation website: <http://www.mto.gov.on.ca/english/safety/pedestrian-safety.shtml>

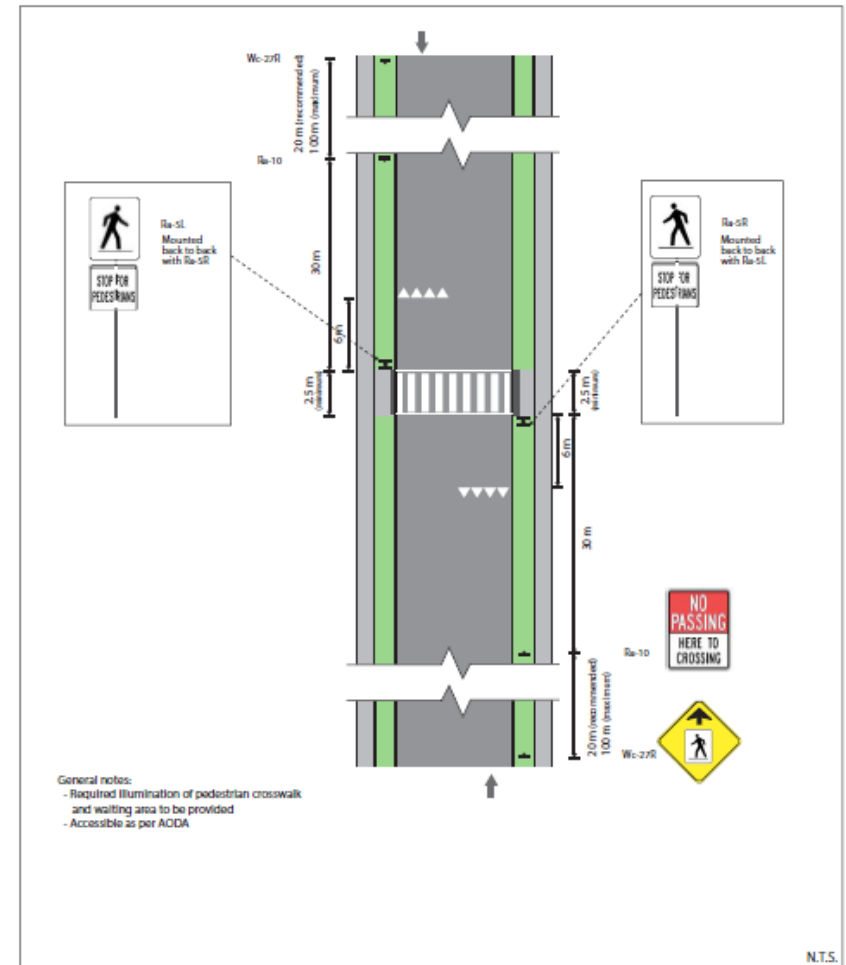
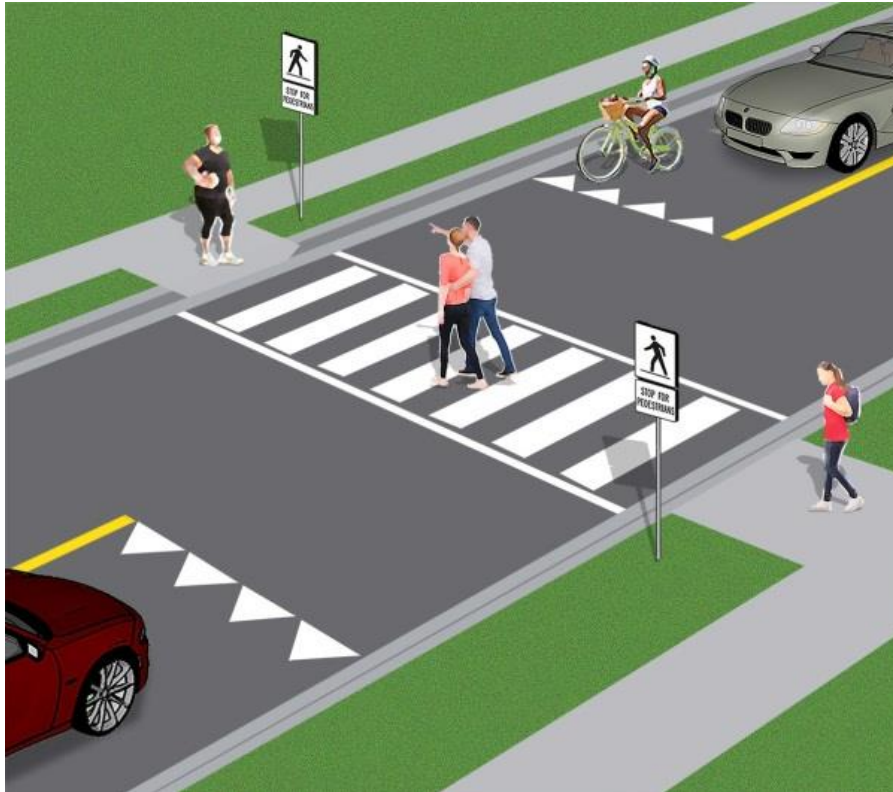


Figure 39: Pedestrian Crossover Level 2 Type D – Mid-block (2-lane, 2-way)

Illustrations provided from Ontario Traffic Manual Book 15 and

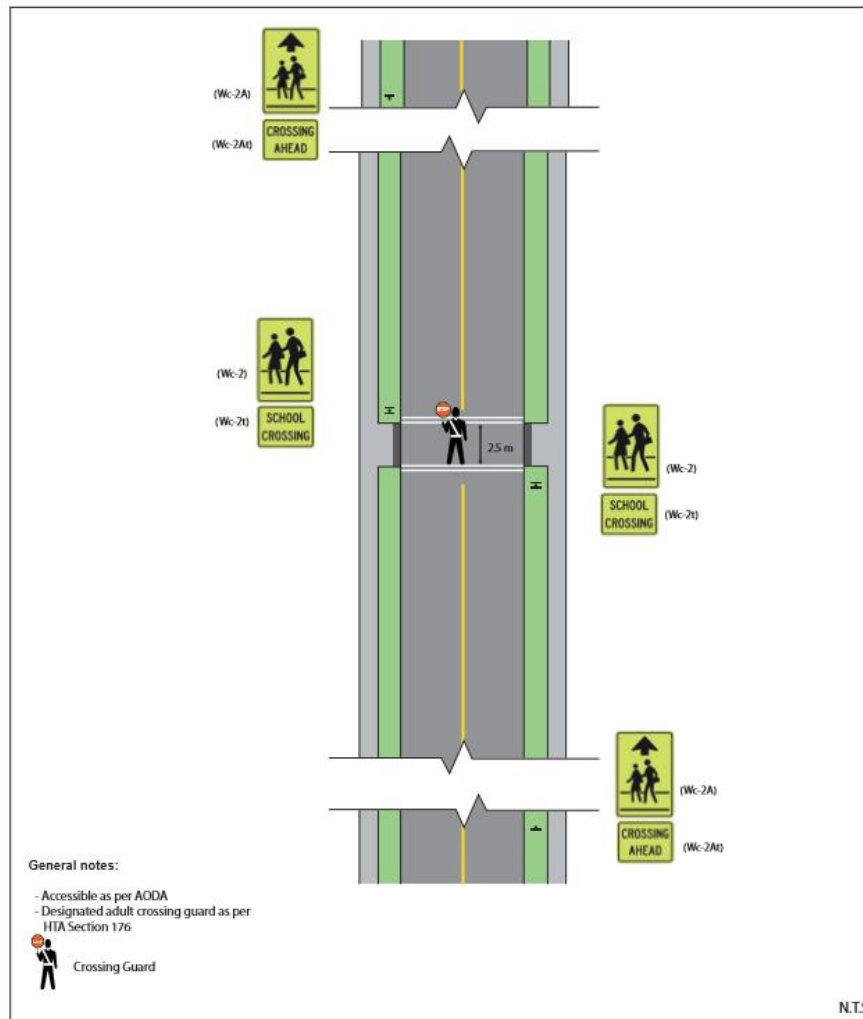


Figure 51: School Crossing with Designated Crossing Guard (Urban Areas)

# FORMAL REPORT

**To:** Mayor Stratthdee and Members of Council

**Prepared by:** Grant Brouwer, Director of Building and Development

**Date of Meeting:** 15 January 2019

**Subject:** **DEV 02-2019 Town Hall Auditorium HVAC**

## PURPOSE

To provide Council information for installing air conditioning in Town Hall Auditorium.

## RECOMMENDATION

THAT DEV 02-2019 Town Hall Auditorium HVAC be received for discussion and budget direction to staff.

## BACKGROUND

Over the past several budget cycles Council has considered a project to install air conditioning in the Town Hall Auditorium. This project is not a project that is currently included in the Town's 15-year capital plan for the facility. This project was a new project proposed via a notice of motion at a budget meeting.

As part of the 2018 budget discussion, to move this matter forward, Council requested that staff bring back a comprehensive report on the installation of an HVAC system for the Town Hall Auditorium.

### **Resolution 2018-01-16-07**

**Moved By** Councillor Hainer

**Seconded By** Councillor Winter

**THAT** staff report back to Council by May 31, 2018 regarding the installation of an HVAC in the Town Hall auditorium including how it will be installed and impacts to the space, costing (capital and annual operating), heritage impact, impact to Community Players performances, accessibility and other building needs to increase the usage of the auditorium for programming.

Staff reported back to Council at the August 13, 2018 Strategic Priorities Committee meeting. The following direction was received:

### **Resolution 2018-08-13-04**

**Moved By:** Councillor Van Galen

**Seconded By:** Councillor Winter

**THAT** DEV 31-2018 Town Hall Auditorium HVAC be received; and

**THAT** the Strategic Priorities Committee recommends to Council:

**THAT** the Town Hall Auditorium HVAC project be referred to the 2019 Capital Budget for discussion.

## REPORT

To better understand air conditioning units please refer to the following key terms:



1. **Condensing unit:** this is the outdoor equivalent to the evaporator coil. As refrigerant travels from the compressor to the condenser, it expels the heat collected from indoors to the outside. Once the refrigerant is cooled to a liquid, it circulates back inside to collect more heat in the evaporator coil,]
2. **Air Handler / Blowing Unit:** These are the two parts of the system which work together to draw room air to the evaporator and disseminate the cool air all over the building. With the help of **duct work**, the passage of airflow in the room is facilitated.
3. **Duct work:** is a conduit to supply tempered air from the **Air Handler and Blowing Unit** to the desired space (supply duct), or a conduit to retrieve un-tempered air from the desired space to the **Air Handler and Blowing Unit** (return air).

This report will be broken down into four main sections.

1. Installation, impacts to the building, and costing (capital and annual operating).
2. Heritage impact.
3. Impact to Community Players performances, accessibility.
4. Other building needs to increase the usage of the auditorium for programming.

## **1- Installation, impacts to the building, and costing (capital and annual operating),**

### Capital Costs

Staff obtained three different quotes along with different options from two vendors.

Option 1 This system includes 2 outdoor Condensing Units to be located between Town Hall and the Library. Four wall hung **Air Handlers and Blowing Units** to be located in the Auditorium. The refrigeration lines connecting the Condensing Units and the **Air Handlers and Blowing Units** would follow the refrigeration lines of the units cooling the second floor. This is very similar to what you would typically find in a hotel room and would not require any duct work. The cost of this option is in the range of \$90k to \$114k.

Option 2 This system includes 2 outdoor Condensing Units and 2 ducted **Air Handlers / Blowing Units** to be placed in the attic with one wall controller. The refrigeration lines will follow existing lines same as Option 1. The ducted units would utilize the existing ventilation grilles in the ceiling and discharge into the Auditorium. The return air Duct work would be required to be installed in the ceiling as well, in a location different that the supply Duct work. The cost of this option is in the range of \$96k to \$120k.

Option 3 This system includes 2 outdoor Condensing Units and 2 ducted **Air Handlers / Blowing Units** to be placed in the attic with one wall controller. The refrigeration lines will follow existing lines same as Option 1. The ducted units would utilize the existing ventilation grilles in the ceiling and discharge into the Auditorium. The return air Duct work would be required to be installed in the ceiling as well. Return air would be on the wall of the storage room. This system includes 2 outdoor Condensing Units to be located between Town Hall and the Library. The cost of this option is in the range of \$82k to \$84k.

Please see the chart that displays the anticipated capital costs for this project:

Option	Company	Equipment Cost	Labour Cost-Low	Labour Cost-High	Engineering Cost Low	Engineering Cost-High	Contingency 5%-Low	Contingency 5%-High	HST 2.25%-Low	HST 2.25%-High	Total Cost-Low	Total Cost-High
1	Toromont Cimco	\$38,200.00	\$40,000.00	\$60,000.00	\$ 6,000.00	\$ 8,000.00	\$ 4,210.00	\$ 5,310.00	\$ 2,210.25	\$ 2,787.75	\$ 90,620.25	\$114,297.75
2	Toromont Cimco	\$43,600.00	\$40,000.00	\$60,000.00	\$ 6,000.00	\$ 8,000.00	\$ 4,480.00	\$ 5,580.00	\$ 2,352.00	\$ 2,929.50	\$ 96,432.00	\$120,109.50
3	Gale HVAC	\$70,000.00	Labour is included in price		\$ 6,000.00	\$ 8,000.00	\$ 3,800.00	\$ 3,900.00	\$ 1,995.00	\$ 2,047.50	\$ 81,795.00	\$ 83,947.50

### Annual Operating Costs:

It is expected that the space would be cooled on an as needed basis, when the space is rented. This is similar to the lounge of the Lind Sports Plex or any of the rental areas at the Pyramid Recreation Centre (Community Centre, and the End Zone).

The cooling period of the year is typically five months from May until the October and annual operating costs will be fully dependent upon usage. Without historical usage data it will be challenging to properly understand the operating costs of the system.

To estimate the operating the annual operating costs staff are recommending that Council consider a worst case scenario (i.e. high usage). To determine this cost, staff first contacted one of the potential suppliers to gather the operating cost specifications of their units. The report back from the supplier is that if both A/C systems are operating continually, the operating cost ranges from \$1.25/hr - \$1.66/hr, determined by the specific system installed.

Next, because historical usage data does not exist, for the purpose of this discussion, assume a high usage scenario where the auditorium is used for each business day during the cooling period. For a typical year, this equates to a total of 27 weeks, or 135 business days. Also assume that the air conditioner will need to run for 50% of the time to keep the space cool (12 hours per day), for a total of 1,620 operating hours.

Using the hourly costs noted above, this results in an annual direct operating cost of \$2,025 - \$2,690. It would also be typical to budget an extra \$1,000 per year to maintain the HVAC system in the Town Hall Auditorium, for a total annual operating cost ranging from \$3,000 - \$4,000.

## **2- Heritage impact:**

It is anticipated that the Heritage impact will be low for Option 2 and Option 3, as most of the changes to the surfaces will be installed in locations where existing items already are( i.e. existing ceiling vents, and existing chases).

The largest impact to the space as far as the look and feel would come from Option 1. Typically, these units are placed directly above windows or doors and are generally 3ft wide and 1.5ft in height, although they do come in various sizes. There would be challenges from a heritage aspect on how have these units “fit” within the space.

## **3- Impact to Community Players performances:**

For the preparation of this report the Director of Building and Development had discussions with representatives from St. Marys Community Players including: President (Paula Hoare), former St



Marys Community Players Board member (Gary Austin), and set construction lead (Don Wells). They provided the following comments/ feedback

**Q-What is the impact to performances, will there be an issue with noise from the units?**

A-there might be an issue with noise, depending of the location of the **Air Handlers / Blowing Units**. However, with your performances being in November and May, it might not be as much as an issue.

**Q-Will this change the current fee structure that St Marys Community Players currently has?**

A- Unknown at this time.. It would be something that we would probably have to take a look at.

**Q-Who would run the sound booth if the Town decided to market the Town Hall Auditorium more attracting more venues?**

A-Again, unknown at this time.

**4- Other building needs to increase the usage of the auditorium for programming:**

Key questions posed by Council were if there were possible expanded uses of the space, and whether or not additional building upgrades would be needed to accommodate expanded uses of the space.

Expanding the Use of the Space

The current rental fee for the Town Hall Auditorium is \$135.25 + HST (plus fees per hour for staffing) with a capacity of 150 people. Staff from Economic Development, Events, Museum, Library and Heritage have provided feedback in regards to their vision for the utilization of the Auditorium. Staff certainly have an affinity for the space and would like to see it utilized more by both town events and by the public. From expanding current Town events into the space to having it marketed and used as a wedding venue, staff see some potential for the space.

During these discussions, it was determined that one of the main challenges in utilizing the space comes down to availability. The single largest renter of the space is the St. Marys Community Players. Community Players utilizes the Auditorium during approximately seven (7) months of the year for set design, rehearsals and performances. While not every day within the month is in use by the Community Players, the space (including the stage or main floor area) may contain the equipment and supplies they are using for set construction.

Using 2017 as a baseline year, the Auditorium was **formally** booked a total of 168 days out of 365. However, when comparing the booking sheets from Guest Services with the Town Hall sign-in book, the auditorium was used by Community Players on days that were not recorded in the booking system (informal bookings). There is a margin of error in the booking stats provided as Community Players access the auditorium even when the space is not booked. The breakdown includes 70 days booked for Community Players set up, 0 days for tear down, 68 days for rehearsals and improvisation, 18 days for performances, and the remainder 12 days for various other bookings.

The overall impact of the known formal and informal bookings equates to 197 days, including weekends, where the room was vacant. These vacancies occurred in January, mid-May, June, July, half the months of August and November and the full month of December.

To evaluate if a Town department could expand the use of the space if air conditioning was added to the auditorium, it was assumed that 2017 is a representative year.

**Potential for Expanded Corporate Events:** Practically, the space would not likely be use by the Town's events staff to host new events. As noted, the primary time the auditorium is available is the three (3) summer months when the majority of outdoor Town sponsored events take place. During this time staff is focused on planning and delivery these events, not on securing new events in the auditorium.

However, there is potential to incorporate the Town Hall and the auditorium into existing events to a greater degree. Staff are already working on incorporating the auditorium into such summer events as the Heritage Festival, where the opening concert for the Festival was held in 2018, and as the back-up venue to Melodies at the Museum during the month of August.

Other Cultural events delivered by the Town such as Doors Open, which is hosted the last weekend in September every second year in St. Marys, incorporates the Town Hall as one of the heritage destinations for the event and includes the Auditorium if it is available.

**Potential for Expanded Museum Use of the Space:** The St. Marys Museum runs a monthly seminar series from September to May on a range of historic and cultural topics. The regular seminar capacity at the Museum is 22-28 people, depending on the number of speakers and whether there are artifacts or props displayed. While cultural events such as the Museum's seminar series have outgrown their current venue of the Museum, they are not quite yet at a size to move all seminars into the Auditorium. Currently, the Museum utilizes their facility for seminars, and the Anglican Church's Parish Hall and the Town Auditorium for those seminars that have a large audience. Of the four seminars offered this fall, two had to be relocated to the Anglican Church Parish Hall because there were 35-45 people registered. On November 17, 2016 the Museum held their seminar "Ladies of the CNR" at the Town Hall Auditorium for a sold out audience of 150 people. In May 12, 2018 the seminar "Downstairs Upstairs" was held in the Auditorium due to 150 tickets sold.

However, given the current booking schedule of the auditorium, it could not be relied upon as the primary location for seminars. The current seminar schedule overlaps and conflicts with the Community Players bookings for their fall and spring shows. This may mean that the auditorium may not be available for the seminars.

**Potential for Expanded Museum Use of the Space:** The Library is another facility that has used the Auditorium in the past. This space augments programs during the summer, providing the Library with a venue to hold larger events with target audiences of younger children and teens. Typically, these events occur on Fridays in the summer. While the Library aims at hosting many of their programs and events onsite, there are occasions where a larger space is required, providing a potential to utilize this space. Further to this, there could also be opportunity with some Friends of the Library fundraising events such as their semi-annual booksale.

Given the current availability of the auditorium, the space is not viewed as a long term solution for programming due to the potential for scheduling conflict.

**Potential for Other/New Uses of the Space:** As the Auditorium has a unique character and feel from all other rental space available by the Town, it is seen as not competing with the space available for rent at the Pyramid Recreation Centre. Having a location in the downtown core also makes it ideal for cultural and business related functions. It is a space that could be marketed as a venue for small weddings, family events and corporate/group meetings.

Unfortunately, the challenge is marketing a venue that would not be readily available for 7 months of the year, and the Town would need the focus of marketing the space to be during the months of June, July, August and December.

#### What Other Building Upgrades are Needed to Accommodate Expanded Use of the Auditorium?

To make it a multipurpose space some consideration should also be given to installing a drop down screen on the stage, as well as a built-in power point projector, so that it becomes a more enticing and usable space for public meetings, presentations, seminars and other events.

## **SUMMARY**

Council has asked staff to report back on the practicality of adding air conditioning to the Town Hall auditorium.

Through the research that was conducted, it would cost between \$82k and \$120k in capital expenditures to install HVAC in the Town Hall Auditorium while the yearly operating costs would be

\$1,000 per year depending the amount that the a/c is required. Overall, the impact on the heritage aspects could be low depending on the desired option.

At present, there appears to be the potential to increase the use of the auditorium as an accessory to existing corporate events. However, staff have no current plans to implement a permanent expanded use of the space.

The largest constraint to any expanded use is the availability of the space because it is regularly booked, to the equivalent of 7 months per year. The challenge is marketing a venue that would not be readily available for 7 months of the year, and the Town would need the focus of marketing the space to be during the months of June, July, August and December.

## **FINANCIAL IMPLICATIONS**

**Capital Costs** - \$82,000 to \$120,000, based on the estimates provided in August of 2018

**Operating Costs** – \$3,000 - \$4,000 /year.

This project would represent a new capital cost for the Town Hall facility. From an asset management perspective, the Town Hall auditorium HVAC would be a new asset that needs to be accounted for. This means annual contributions to capital reserves would need to increase to ensure that there is sufficient funds in reserve to replace the unit on its normal schedule, or approximately once every 15 years.

## **STRATEGIC PLAN**

☒ This initiative is supported by the following priorities, outcomes, and tactics in the Plan.

- Pillar #5 Economic Development:
  - Outcome: Protecting St. Marys' unique heritage assets while planning for growth in key sectors will require an integrated and balanced approach. The downtown should be perceived as safe, central, and culturally vibrant gathering area. Ultimately, the transition will be to transform St. Marys from a heritage to a cultural experience.
  - Tactic(s): Investigate opportunities to invest in space in the core to further promote and expand local arts, culture and theatre.
  - Promote local theatre and arts in the core by making an investment in space and programming.

## **OTHERS CONSULTED**

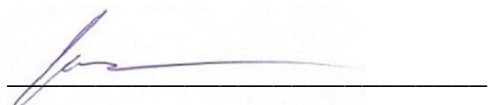
Stephanie Ische, Director of Community Services  
Trisha McKibbin, Director of Corporate Services  
Matthew Corbett, CEO of Library Services  
St. Marys Community Players

## **ATTACHMENTS**

Nil

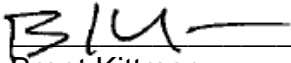
## **REVIEWED BY**

**Recommended by the Department**



Grant Brouwer  
Director of Building and Development

**Recommended by the CAO**

A handwritten signature in black ink, appearing to read "BK", followed by a horizontal line.

Brent Kittmer  
CAO / Clerk

Ministry of  
Transportation

Office of the Minister

Ferguson Block, 3<sup>rd</sup> Floor  
77 Wellesley St. West  
Toronto ON M7A 1Z8  
416 327-9200  
[www.ontario.ca/transportation](http://www.ontario.ca/transportation)

Ministère des  
Transports

Bureau du ministre

Édifice Ferguson, 3<sup>e</sup> étage  
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JAN 22 2019

Mayor Al Strathdee  
Town of St. Marys  
175 Queen Street East, PO Box 998  
St. Marys ON N4X 1B6

Dear Mayor Strathdee:

I am pleased to announce the launch of the 2018/19 Gas Tax Program and to advise you of your funding allocation.

Our government is committed to working with municipalities to improve Ontario's transportation network and support economic growth. Investing in transit will reduce traffic congestion, create jobs and help businesses to develop and prosper.

The Town of St. Marys will be eligible to receive an allocation of \$121,907 for this program year.

Attached is a Letter of Agreement, the 2018/19 Program Guidelines and Requirements and electronic forms. Please return a scanned copy of the signed Letter of Agreement, in pdf format, and the required supporting by-law by January 31, 2019, and the 2018 Reporting Forms by February 28, 2019 to **MTO-PGT@ontario.ca**.

The Town of St. Marys currently provides a public transit service that includes service to, and receives financial contributions from, the Township of Perth South, the Municipality of Thames Centre, and the Township of Zorra.

As your municipality is the host for the provision of this joint service, we therefore request that your supporting Council by-law confirm that your municipality is continuing to act as the host for the other supporting municipalities.

If you have any questions regarding the program, please contact Anita Hooper, Director, Strategic Investments & Programs Branch, at (416) 585-7637.

Sincerely,

A handwritten signature in black ink, appearing to read 'AM Yurek'.

Honourable Jeff Yurek  
Minister of Transportation

- c. The Honourable Ernie Hardeman, MPP, Oxford  
Randy Pettapiece, MPP, Perth—Wellington  
His Worship Robert Wilhelm, Mayor, Township of Perth South  
Her Worship Alison Warwick, Mayor, Municipality of Thames Centre  
His Worship Marcus Ryan, Mayor, Township of Zorra

Encl.

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JAN 22 2019

Mayor Al Strathdee  
Town of St. Marys  
175 Queen Street East, PO Box 998  
St. Marys ON N4X 1B6

Dear Mayor Strathdee:

**RE: Dedicated Gas Tax Funds for Public Transportation Program**

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This Letter of Agreement between the **Town of St. Marys** (the "Municipality") and Her Majesty the Queen in right of the Province of Ontario, as represented by the Minister of Transportation for the Province of Ontario, (the "Ministry"), sets out the terms and conditions for the provision and use of dedicated gas tax funds under the Dedicated Gas Tax Funds for Public Transportation Program (the "Program"). Under the Program, the Province of Ontario provides two cents out of the provincial gas tax to municipalities to improve Ontario's transportation network and support economic development in communities for public transportation expenditures.

The Ministry intends to provide dedicated gas tax funds to the Municipality in accordance with the terms and conditions set out in this Letter of Agreement and the enclosed Dedicated Gas Tax Funds for Public Transportation Program 2018/19 Guidelines and Requirements (the "guidelines and requirements").

In consideration of the mutual covenants and agreements contained in this Letter of Agreement and the guidelines and requirements, which the Municipality has reviewed and understands and are hereby incorporated by reference, and other good and valuable consideration, the receipt and sufficiency of which are expressly acknowledged, the Ministry and the Municipality agree as follows:

175. To support local public transportation services in the Municipality, the Ministry agrees to provide funding to the Municipality under the Program to a maximum amount of up to **\$121,907** ("the "Maximum Funds") in accordance with, and subject to, the terms set out in this Letter of Agreement and, for greater clarity, the guidelines and requirements.



176. Subject to Section 1, the Ministry will, upon receipt of a fully signed copy of this Letter of Agreement and a certified copy of the authorizing municipal by-law(s) and, if applicable, resolution(s) for the Municipality to enter into this Letter of Agreement, provide the Municipality with **\$91,430**; and any remaining payment(s) will be provided thereafter.
3. If another municipality authorizes the Municipality to provide local public transportation services on its behalf and authorizes the Municipality to request and receive dedicated gas tax funds for those services also on its behalf, the Municipality will in the by-law(s) and, if applicable, resolution(s) described in section 2 confirm that the Municipality has the authority to provide those services and request and receive those funds.
4. The Municipality agrees that any amount payable under this Letter of Agreement may be subject, at the Ministry's sole discretion, to any other adjustments as set out in the guidelines and requirements.
5. The Municipality will deposit the funds received under this Letter of Agreement in a dedicated gas tax funds reserve account, and use such funds and any related interest only in accordance with the guidelines and requirements.
6. The Municipality will adhere to the reporting and accountability measures set out in the guidelines and requirements, and will provide all requested documents to the Ministry.
7. The Municipality agrees that the funding provided to the Municipality pursuant to this Letter of Agreement represents the full extent of the financial contribution from the Ministry and the Province of Ontario under the Program for the 2018/19 Program year.
8. The Ministry may terminate this Letter of Agreement at any time, without liability, penalty or costs upon giving at least thirty (30) days written notice to the Municipality. If the Ministry terminates this Letter of Agreement, the Ministry may take one or more of the following actions: (a) cancel all further payments of dedicated gas tax funds; (b) demand the payment of any dedicated gas tax funds remaining in the possession or under the control of the Municipality; and (c) determine the reasonable costs for the Municipality to terminate any binding agreement(s) for the acquisition of eligible public transportation services acquired, or to be acquired, with dedicated gas tax funds provided under this Letter of Agreement, and do either or both of the following: (i) permit the Municipality to offset such costs against the amount the Municipality owes pursuant to paragraph 8(b); and (ii) subject to section 1, provide the Municipality with funding to cover, in whole or in part, such costs. The funding may be provided only if there is an appropriation for this purpose, and in no event will the funding result in the Maximum Funding exceeding the amount specified under Section 1.

9. Any provisions which by their nature are intended to survive the termination or expiration of this Letter of Agreement including, without limitation, those related to disposition, accountability, records, audit, inspection, reporting, communication, liability, indemnity, and rights and remedies will survive its termination or expiration.
10. This Letter of Agreement may only be amended by a written agreement duly executed by the Ministry and the Municipality.
11. The Municipality agrees that it will not assign any of its rights or obligations, or both, under this Letter of Agreement.
12. The invalidity or unenforceability of any provision of this Letter of Agreement will not affect the validity or enforceability of any other provision of this Letter of Agreement. Any invalid or unenforceable provision will be deemed to be severed.
13. The term of this Letter of Agreement will commence on the date of the last signature of this Letter of Agreement.
14. The Municipality hereby consents to the execution by the Ministry of this Letter of Agreement by means of an electronic signature.

If the Municipality is satisfied with and accepts the terms and conditions of this Letter of Agreement, please print it, secure the required signatures for it, and then return a fully signed copy, in pdf format, to the following email account:

[MTO-PGT@ontario.ca](mailto:MTO-PGT@ontario.ca)

Sincerely,



Jeff Yurek  
Minister of Transportation

I have read and understand the terms of this Letter of Agreement, as set out above, and, by signing below, I am signifying the Municipality's consent to be bound by these terms.

**Municipality**

Per: \_\_\_\_\_  
Mayor

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

Per: \_\_\_\_\_  
Chief Financial Officer/Treasurer

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

**BY-LAW 19-2019**

**THE CORPORATION OF THE TOWN OF ST. MARYS**

**Being a By-law to authorize the signing of an agreement between the Corporation of the Town of St. Marys and Her Majesty the Queen in the right of the Province of Ontario related to funding provided under the 2018/2019 Dedicated Gas Tax Funds for Public Transportation Program.**

- WHEREAS:** The Province of Ontario provides funding on an annual basis through the Dedicated Gas Tax Funds for Public Transportation Program;
- AND WHEREAS:** The Corporation of the Town of St. Marys provides a public transit service through St. Marys and Area Mobility Services that includes services to, and receives financial contributions from, the Township of Perth South, the Municipality of Thames Centre, and the Township of Zorra;
- AND WHEREAS:** The Corporation of the Town of St. Marys deems it expedient to enter into an Agreement with the Province of Ontario;
- THEREFORE:** The Council of the Corporation of the Town of St. Marys hereby enacts as follows:
- 1.** That the Mayor and Director of Finance are hereby authorized to execute the Letter of Agreement on behalf of the Town of St. Marys between The Corporation of the Town of St. Marys and Her Majesty the Queen in the right of the Province of Ontario related to funding provided under the Dedicated Gas Tax Funds for Public Transportation Program.
  - 2.** That a copy of the said Agreement is attached hereto this By-law, and to affix the corporate seal of the Corporation of the Town of St. Marys.
  - 3.** This by-law comes into force and takes effect on the final passing thereof.

**Read a first and second time this 29<sup>th</sup> day of January, 2019.**

**Read a third and final time and passed this 29<sup>th</sup> day of January, 2019.**

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Mayor Al Strathdee

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Brent Kittmer, CAO / Clerk

**BY-LAW 20-2019**

**THE CORPORATION OF THE TOWN OF ST. MARYS**

**Being a By-law to confirm all actions and proceedings of the Council of The Corporation of the Town of St. Marys at its special meeting held on January 29, 2019.**

**WHEREAS:** The *Municipal Act, 2001*, S.O. 2001, c.25, as amended, Section 5(3), provides that the jurisdiction of every council is confined to the municipality that it represents and its powers shall be exercised by by-law;

**AND WHEREAS:** The Council of the Corporation of the Town of St. Marys deems it expedient to confirm its actions and proceedings;

**THEREFORE:** The Council of The Corporation of the Town of St. Marys hereby enacts as follows:

1. That all actions and proceedings of the Council of the Corporation of the Town of St. Marys taken at its special meeting held on the 29<sup>th</sup> day of January, 2019 except those taken by by-law and those required by by-law to be done by resolution are hereby sanctioned, ratified and confirmed as though set out within and forming part of this by-law.
2. This by-law comes into force on the final passing thereof.

**Read a first and second time this 29<sup>th</sup> day of January, 2019.**

**Read a third and final time and passed this 29<sup>th</sup> day of January, 2019.**

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Mayor Al Stratthdee

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Brent Kittmer, CAO / Clerk