



**CORPORATION OF THE CITY OF  
CLARENCE-ROCKLAND  
COMMITTEE OF THE WHOLE**

December 18, 2017, 8:00 pm

Council Chambers

415 rue Lemay Street, Clarence Creek, Ont.

---

Pages

1. Opening of the meeting
2. Adoption of the agenda
3. Disclosure of pecuniary interests
4. Delegations / Presentations
5. Petitions / Correspondence
6. Notice of Motion

7. **Comment/Question Period**

Note: Members of the public may come forward to the podium and after seeking permission from the Presiding Officer, shall state their name and direct their question/comment on any matter which is related to any item included in this agenda to the Presiding Officer.

The maximum time allowed in all circumstances for a question/comment shall be three (3) minutes per person per meeting. There shall be a maximum of 30 minutes dedicated to the question/comment period. Any unasked questions/comments due to the time restriction may be submitted in writing to the Clerk.

At no time shall this question period be taken by members of the audience to make speeches or accusations.

8. Report from the United Counties of Prescott and Russell
9. Committee/Staff Reports

9.1	2018 Insurance renewal	5
9.2	Adoption of 2018 garbage rates	53
9.3	Records Retention By-law Revision	59

9.4	Complaint Policy	99
9.5	Zoning by-law Amendment – Part of Lot 13, Concession 1 O.S, Part 3 on Plan 50R-3108	111
9.6	Draft Strategic Plan (2018-2021)	123
10.	Other items	
11.	Adjournment	



**CORPORATION DE LA CITÉ DE  
CLARENCE-ROCKLAND  
COMITÉ PLÉNIER**

le 18 décembre 2017, 20h00

Salle du Conseil

415 rue Lemay Street, Clarence Creek, Ont.

Pages

1. Ouverture de la réunion
2. Adoption de l'ordre du jour
3. Déclarations d'intérêts pécuniaires
4. Délégations / Présentations
5. Pétitions / Correspondance
6. Avis de motion

**7. Période de Questions/Commentaires**

Note: Les membres du public sont invités à se rendre au podium et après avoir reçu la permission du président de l'assemblée, doivent se nommer et adresser leur question et/ou commentaire sur tout sujet qui est relié à n'importe quel item qui figure à l'ordre du jour au président de réunion.

Le temps maximal accordé pour une question/commentaire dans toutes circonstances est de trois (3) minutes par personne par réunion. Il y aura un maximum de 30 minutes consacrés à la période de questions/ commentaires. Toutes questions et/ou commentaires qui n'ont pas été adressés par faute de temps peuvent être soumis par écrit à la greffière.

En aucun cas, cette période de questions/ commentaires ne peut être utilisée par les membres du public pour faire des discours ou porter des accusations.

8. Rapport des Comtés unis de Prescott et Russell
9. Rapports des Comités/Services

9.1	Renouvellement d'assurance 2018	5
9.2	Adoption des taux de déchets 2018	53
9.3	Révision du règlement de conservation des documents	59

9.4	Politique de plaintes	99
9.5	Amendement au règlement de zonage – Partie du lot 13, Concession 1 O.S, Partie 3 au Plan 50R-3108	111
9.6	Ébauche du plan stratégique (2018-2021)	123
10.	Autres items	
11.	Ajournement	



## REPORT N° FIN2017-49

<b>Date</b>	07/12/2017
<b>Submitted by</b>	Rob Kehoe
<b>Subject</b>	2018 Insurance renewal
<b>File N°</b>	L06 Insurance policies

1) **NATURE/GOAL :**

To ensure the City's assets are protected

2) **DIRECTIVE/PREVIOUS POLICY :**

N/a

3) **DEPARTMENT'S RECOMMENDATION :**

**THAT** Council approve a two year extension for the years 2019 and 2020 with Halpenny Insurance Broker's Limited to act as the City's insurance broker;

**THAT** Council approval the renewal of the insurance with Frank Cowan Company at a premium of \$285,223 plus applicable taxes as detailed in the document attached to Report No. FIN2017-49;

**THAT** Council delegate to the Director of Finance the authority to renew the annual insurance premium subject to the renewal being within the Council approved budget;

**FURTHER THAT** Council approve the addition of Cyber insurance subject to the premium coming within the total insurance budget of \$325,000.

**QUE** le Conseil approuve deux années supplémentaires avec Halpenny Insurance Broker's Limited à titre de courtier d'assurance de la Cité pour les années 2019 et 2020;

**QUE** le conseil approuve le renouvellement de l'assurance avec Frank Cowan Company moyennant une prime de 285 223 \$, plus les taxes applicables, telles que précisé dans le document joint au rapport FIN2017-49;

**QUE** le Conseil délègue au directeur des finances le pouvoir de renouveler la prime d'assurance annuelle sous réserve que le renouvellement soit conforme avec le budget approuvé par le Conseil;

**DE PLUS QUE** le conseil approuve l'ajout de l'assurance Cyber sous réserve de la prime prévue dans le budget total d'assurance de 325 000 \$.

4) **BACKGROUND :**

Our Insurance broker, Halpenny Insurance Broker's Limited, have provided a proposal for the renewal of the City's insurance for 2018.

Halpenny have been our broker since 2015 when the City entered into a three year contract with an option to extend for two years.

5) **DISCUSSION :**

Halpenny Brokerage :

Directors were asked about their experience with our Insurance broker and without exception, they all explained that Carolyn Corkery provides an outstanding service that is timely, accurate and adds significant value to the City in making insurance decisions. As a result, staff is recommending that Council approve an extension of two years with Halpenny Insurance Brokers Ltd.

Halpenny's contract award in 2015 was for a fee of \$25,000 per year to manage the City's insurance portfolio. Halpenny have reduced this premium to 20,000 for 2017 and 2018 to help offset any insurance premium increase.

Contract renewal

Staff are recommending that we renew our insurance coverage with Frank Cowan Company at a cost of \$285,223 plus applicable taxes. The detailed renewal is provided as Document 1.

The highlights of this coverage include:

- General liability of up to \$15 million with \$25,000 deductible
- Property insurance of \$120.8 million with \$10,000 deductible

Halpenny last did an insurance request for proposal on behalf fo the City in 2015 for the 2016 insurance year and Frank Cowan Insurance Limited was the successful insurance company. The City has used Frank Cowan Insurance Company for 2016, 2017 and now 2018 insurance.

6) **CONSULTATION:**

N/a

7) **RECOMMENDATIONS OR COMMENTS FROM COMMITTEE/ OTHER DEPARTMENTS :**

Directors were asked about their experience with our Insurance broker and without exception, they all explained that Carolyn Corkery provides an outstanding service that is timely, accurate and adds significant value to the City in making insurance decisions

- 8) **FINANCIAL IMPACT (expenses/material/etc.):**  
With the contract renewal of \$285,000 and other insurance related costs, there remains \$14,643 to address cyber insurance coverage.

	Amount/ montant
Insurance renewal	\$285,223
Impact of HST (1.8%)	5,134
Broker premium	20,000
Total Cost to the City	310,357
Budget	325,000
Remainder	\$14,643

- 9) **LEGAL IMPLICATIONS :**  
N/a
- 10) **RISK MANAGEMENT :**  
N/a
- 11) **STRATEGIC IMPLICATIONS :**  
**N/a**
- 12) **SUPPORTING DOCUMENTS:**  
2018 Insurance renewal







# 2017 Municipal Insurance Program

CORPORATION OF THE CITY OF CLARENCE-ROCKLAND  
AND THE CLARENCE-ROCKLAND PUBLIC LIBRARY

Renewal Report for the Policy Term December 31, 2017 to December 31, 2018

In Partnership with:  
Carolyn Corkery, FIIC, CRM  
Vice President  
Halpenny Insurance Brokers Ltd.  
104 - 1550A Laperriere Avenue  
Ottawa, ON K1Z 7T2



Prepared by:  
Debra Murphy, CIP, R.I.B. (Ont.)  
Regional Manager

Ref 14395/bm

9 November 2017

Frank Cowan Company Limited  
75 Main Street North  
Princeton, ON  
N0J 1V0

MIP 04-2017-v1

Insuring the Public Interest Since 1927



Frank Cowan Company is a trademark of Princeton Holdings Limited, used under license.

# About Frank Cowan Company



Frank Cowan Company is a leader in providing specialized insurance programs, including risk management and claims services to municipalities, healthcare, education, community, children's and social service organizations across Canada. Proven industry knowledge, gained through eight decades of partnering with insurance companies and independent brokers, gives Frank Cowan Company the ability to effectively manage the necessary risk, advisory and claims services for both standard and complex issues.

Frank Cowan Company Limited is affiliated with Cowan Insurance Group Ltd., The Guarantee Company of North America and Millennium Credit Risk Management Limited through common ownership under Princeton Holdings Limited.

Frank Cowan Company is a Managing General Agent (MGA) with the authority to write and service business on behalf of strategic partners who share our commitment and dedication to protecting specialized organizations. Because our partners are long-term participants on our program, they understand the nature of fluctuating market conditions and complex claims and are prepared to stay the course.

**THE ADVANTAGE OF A MANAGING GENERAL AGENT** The MGA model is different than a traditional broker/insurer arrangement in that an MGA provides specialized expertise in a specific, niche area of business. As an MGA we also offer clients additional and helpful services in the area of risk management, claims and underwriting. And unlike the reciprocal model, a policy issued by an MGA is a full risk transfer vehicle not subject to retroactive assessments but rather a fixed term and premium.

We invite you to work with a partner who is focused on providing a complete insurance program specific to your organization that includes complimentary value added services that help drive down the cost of claims and innovative first to market products and enhancements. You will receive personalized service and expertise from a full-service, local and in-house team of risk management, claims, marketing and underwriting professionals.

As a trusted business partner, we believe in participating in and advocating for the causes that affect our clients. For this reason we affiliate with and support key provincial and national associations. In order for Frank Cowan Company to be effective in serving you, we, as an MGA, believe in fully understanding your needs, concerns and direction. Our support is delivered through thought leadership, financial resources, advocacy, services, education and more.

**RISK MANAGEMENT SERVICES** We are the leader in specialized risk management and place emphasis on helping your organization develop a solid plan to minimize exposure before potential incidents occur. Risk management is built into our offerings for all clients, fully integrated into every insurance program. Our risk management team is comprised of analysts, inspectors and engineers who use their expertise to help mitigate risk. We do everything we can to minimize your exposure before potential incidents occur. This includes providing education, road reviews, fleet reviews, contract analysis and property inspections.

**CLAIMS MANAGEMENT SERVICES** Our in-house team of experts has the depth of knowledge, experience and commitment to manage the complicated details of claims that your organization may experience. You deal with the public often in sensitive instances where serious accusations can be made. Your claims are often long-tail in nature and can take years to settle. Some claims aren't filed until years after the occurrence or accident. You want a team of professionals on your side that will vigorously defend your reputation. We understand your risks and your exposures and have maintained a long-term commitment to understanding the complex issues your organization may face so that we can better service your unique claims requirements.

---

## Best in Class Value-Added Services

Frank Cowan Company offers more than just an insurance policy. As an MGA, we provide Canadian municipalities with a complete insurance program. What is the difference? A vested interest in helping you reduce your cost of claims. Every one of our best in class value added services helps to mitigate risk, which can translate into fewer claims.

### RISK MANAGEMENT

#### Contract Reviews

Valuable feedback and insight on the suitability and effectiveness of liability provisions and insurance clauses in contracts and agreements.

#### Road Risk Reviews

MVA's and road liability greatly impact your municipality's cost of risk. Access a qualified professional to analyze your roads and improve areas with a high frequency of claims.

#### MMS Compliance

MMS compliance can help when defending a claim. A review of your operations, policies and procedures can assess your current state of compliance and uncover areas for improvement.

#### Asset Valuation and Risk Inspections

Inspections review properties and operations for potential liabilities and provide extensive detail and documentation.

#### Educational Seminars

Seminars and training that focus on methods to reduce risk and recurring incidents.

#### Fleet Risk Solutions

An onsite risk evaluation of your municipal fleet will evaluate compliance, safety and risk management practices and provide tools to address risk issues.

#### Policy and Procedural Reviews

Audit systems and processes to reduce potential losses by focusing on documentation, reporting and consistency with accepted standards and practices.

#### Municipal GPS & Weather Monitoring

Municipalities with readily accessible information are better able to make smart decisions that help reduce redundancies and promote efficiency. Trusted information tied to GPS and weather can also help with assessing and defending a road related claim.

#### Cyber Risk Preparedness

Cyber is a new and developing risk that many municipalities aren't prepared for. Cyber education and the implementation of specific policies and procedures can assist greatly with preparedness and mitigation. Network security assessment tools and Cyber Risk Insurance are also available.

#### Risk Management Centre of Excellence

Online resource library dedicated to sharing information and tools to help manage risk. [excellence.frankcowan.com](http://excellence.frankcowan.com)

#### Excellence in Municipal Risk Management Award

An annual \$10,000 award recognizing the advancement of the practice of risk management within the municipal sector.

#### Claims History Analysis

Identify the cause of claims and focus on trends and patterns to help eliminate risk sources.

### CLAIMS

#### Claims Management Best Practices Framework

View the status of your open claims and claims history. Experience increased efficiency and see trends in claims data. Couple this with strong claims and risk management and your organization will be better prepared to help mitigate and manage future incidents.

#### Guidewire ClaimCenter® Claims Management

View the status of claims in addition to data mining capabilities for risk management purposes so as to better identify risk trends and address them with mitigation techniques.

#### Claims Education

Customized municipal seminars on claims related topics delivered to solve specific risk issues.

#### Expertise

Canadian municipal claims experience and expertise is important. Our technically proficient claims team has hundreds of years of combined experience specifically in the municipal area. We have maintained a long-term commitment to understanding municipal issues so that we can better service your unique claims requirements.



---

## ***Excellence in Municipal Risk Management Award***

Frank Cowan Company is pleased to announce the launch of the *Excellence in Municipal Risk Management Award* to recognize the advancement of the practice of risk management within the municipal sector.

The award will be presented annually to a Canadian municipality that has recognized a risk within their municipality's operations and has developed and successfully implemented a solution that will prevent harm or injury to its assets or to a third party. This risk management solution must also have the potential to be adopted by other municipalities.

### **Eligibility**

The award is open to all Canadian municipalities

The solution:

- Must have the potential to be adopted by other municipalities
- Is cost-effective to implement
- Addresses a risk within the municipal sector

The municipality agrees to the documentation and sharing of the winning solution along with the use of the \$10,000 prize through the Frank Cowan Company Risk Management Centre of Excellence, social media posts, a press release as well as an awards presentation.

### **Award**

An award in the amount of \$10,000 will be presented by Frank Cowan Company to the municipality that is awarded the annual *Excellence in Municipal Risk Management Award*. The award monies must be used to continue to fund the current or a future risk management initiative. The recipient will be asked to provide details regarding the use of the funds. The use of the funds will be publicly disclosed as referenced in the "Eligibility" section.

A plaque recognizing the municipality's advancement of the practice of risk management will be presented to Municipal Council by representatives of Frank Cowan Company.

Visit <http://www.frankcowan.com/news/article/new-10000-excellence-in-municipal-risk-management-award-unveiled-for-canada> for full award details and to download application.

## Your Insurance Coverage

### Schedule of Coverage

(Coverage is provided for those item(s) indicated below)

#### Casualty

Coverage Description	(\$) Deductibles	(\$) Limit of Insurance
General Liability (Occurrence Form) <i>Broad Definition of Insured</i>	25,000	15,000,000 Per Claim No Aggregate
Voluntary Medical Payments	Nil	50,000 Per Person 50,000 Per Accident
Voluntary Property Damage	Nil	50,000 Per Occurrence 50,000 Annual Aggregate
Voluntary Compensation - Employees	Nil	50,000 Each Person 250,000 Annual Aggregate
Sewer Backup	25,000 Per Claimant	
Wrongful Dismissal (Legal Expense)	5,000	250,000 Per Claim 250,000 Aggregate
Forest Fire Expense	Nil	1,000,000 1,000,000 Aggregate
Errors & Omissions Liability (Claims Made Form)	25,000	15,000,000 Per Claim No Aggregate
Non-Owned Automobile Liability		15,000,000
Legal Liability for Damage to Hired Automobiles	1,000	250,000
Environmental Liability (Claims Made Form)	25,000	5,000,000 Per Claim 5,000,000 Aggregate

#### Follow Form – Excess Liability

Coverage Description		(\$) Limit of Insurance
Excess Limit		10,000,000
Underlying Policy	(\$) Underlying Limit	
General Liability	15,000,000	
Errors & Omissions Liability	15,000,000	
Non-Owned Automobile	15,000,000	
Owned Automobile	15,000,000	

#### Follow Form - Excess Liability\*

Coverage Description		(\$) Limit of Insurance
Excess Limit		25,000,000 Occurrence
Underlying Policy	(\$) Underlying Limit	
General Liability	25,000,000	
Errors & Omissions Liability	25,000,000	
Non-Owned Automobile	25,000,000	
Owned Automobile	25,000,000	

\*Subject to Minimum Retained

**Total Limit of Liability (\$)** 50,000,000



**Schedule of Coverage**

(Coverage is provided for those item(s) indicated below)

**Crime**

Coverage Description	(\$) Deductibles	(\$) Limit of Insurance
Employee Dishonesty – Form A (Commercial Blanket Bond)		1,000,000
Loss Inside the Premises (Broad Form Money & Securities)		200,000
Loss Outside the Premises (Broad Form Money & Securities)		200,000
Audit Expense		200,000
Money Orders and Counterfeit Paper Currency		200,000
Forgery or Alteration (Depositors Forgery)		1,000,000
Computer and Transfer Fraud (Including Voice Computer Toll Fraud)		200,000

**Accident**

Coverage Description	(\$) Deductibles	(\$) Limit of Insurance
Board Members : Persons Insured – Mayor, Eight (8) Council Members, Chief Administrative Officer, Director of Recreation Services, Director of Planning, Director of by-Law Enforcement, Director of Human Resources, Director of Finance and Economic Development, Director of Infrastructure and Engineering, Clerk and Corporate Services, Treasurer, Fire Chief		
Board Members Accidental Death & Dismemberment		250,000
Paralysis		500,000
Weekly Income – Total Disability		500
Weekly Income – Partial Disability		300
Accidental Death of a Spouse while Travelling on Business		Included
24 Hour Coverage Endorsement		Included
Critical Illness : Persons Insured – Twelve (12)		
Critical Illness (Subject to satisfactory application)		10,000
Volunteers Accidental Death & Dismemberment		50,000
Paralysis		100,000
Weekly Income – Total Disability		500
Weekly Income – Partial Disability		250

**Schedule of Coverage**

(Coverage is provided for those item(s) indicated below)

**Conflict of Interest**

Coverage Description	(\$) Deductibles	(\$) Limit of Insurance
Legal Fees Expenses		100,000 Per Claim No Aggregate

**Legal Expense**

Coverage Description	(\$) Deductibles	(\$) Limit of Insurance
Legal Defence Cost		100,000 500,000 Aggregate

**Recreational Affiliates**

Coverage Description	(\$) Deductibles	(\$) Limit of Insurance
Commercial General Liability		2,000,000
Bodily Injury and Property Damage Liability		2,000,000
Personal and Advertising Liability		2,000,000
Medical Payments – Per Person		10,000
Tenants' Legal Liability – Any One Premises		2,000,000
Aggregate Limit – Products & Completed Operations		2,000,000

## Schedule of Coverage

(Coverage is provided for those item(s) indicated below)

### Property

Coverage Description	(\$) Deductibles	Basis	(\$) Limit of Insurance
Property of Every Description - Blanket	10,000	RC	120,838,223
Scheduled Locations and Coverage - Excluded	Refer to Schedule		Refer to Schedule
Valuable Papers	10,000		500,000
Accounts Receivable	10,000		500,000
Extra Expense	10,000		500,000
Media	10,000		500,000
Rent or Rental Value	10,000		500,000
Growing Plants, Lawns, Trees, Shrubs or Flowers in the Open	10,000		10,000
Master Key	10,000		25,000
Personal Effects	10,000		5,000 per person 25,000 per occurrence
Data Processing			
System & Equipment	2,500		1,060,790
Fine Arts Floater (Limit: \$ 1,000 any one item)	5,000		50,000
Exhibition Form	10,000		As Per Values Provided
Watercraft Floater	10,000		12,291
Property Commercial Building, Equipment and Stock Named Perils Form	10,000		131,500
Earthquake	3% Minimum \$100,000		Included
Flood	50,000		Included
(\$) Total Amount of Insurance			124,652,804
<b>RC = Replacement Cost ACV = Actual Cash Value VAL = Valued</b> <b>The Deductible is on a Per Occurrence Basis</b>			



## SCHEDULE OF COVERAGE

<u>ITEM</u>	<u>DESCRIPTION</u>	<u>BASIS OF LOSS SETTLEMENT APPLICABLE</u>	<u>LIMIT OR AMOUNT OF INSURANCE</u>
<u>RIDER NO. 1</u>			
1.	Blanket Amount on Property Insured: <ul style="list-style-type: none"> <li>- Water Tower Clarence, 2542 Bouvier Rd</li> <li>- Water Tower Rockland, 888 St. Joseph St</li> <li>- Water Tower Cheney, 433 Russell Rd</li> <li>- Cenotaph, 1560 Laurier St, Rockland</li> <li>- Arena Sign Laurier &amp; Simoneau Streets, Rockland</li> <li>- Dog Park Chain-Link Fence</li> <li>- Seven (7) Floating Docks, 115 Edwards St. Rockland</li> </ul>	Replacement Cost	\$ 120,838,223.
2.	The following property(ies) are specifically excluded from Rider No. 1: (a) Vacant Building (Former Train Station), 139 Levis Street, Bourget		
3.	Limit on Valuable Papers:		500,000.
4.	Limit on Accounts Receivable:		500,000.
5.	Limit of Extra Expense Insured at Any One Location:		500,000.
6.	Limit on Media:		500,000.
7.	Rent or Rental Value Form:		500,000.
8.	Growing Plants, Lawns, Trees, Shrubs or Flowers in the Open: This policy is extended to include, with the exception of windstorm or hail, all risks of direct physical loss or damage to growing plants, lawns, trees, shrubs or flowers in the open. This extension of coverage shall be limited to \$ 1,000 for each growing plant, lawn, tree, shrub or flower including debris removal expense and \$ 10,000 any one occurrence.		10,000.
9.	Master Key Protection: This policy is extended to provide cover, subject to all its terms and provisions for not more than the amount shown in any one occurrence to cover loss caused by the necessary replacement of locks and keys and the increased cost of security, following burglary, robbery or mysterious disappearance of master keys.		25,000.

Continued....

## SCHEDULE OF COVERAGE

<u>ITEM</u>	<u>DESCRIPTION</u>	<u>BASIS OF LOSS SETTLEMENT APPLICABLE</u>	<u>LIMIT OR AMOUNT OF INSURANCE</u>
<u>RIDER NO. 1 (Cont'd)</u>			
10.	Personal Effects		25,000.
	<p>This policy is extended to cover personal effects of Councillors, Board Members, Officers and Employees only while on premises owned, rented or occupied by the Insured. The Insurer shall not be liable for losses or damage if, at this time of loss, there is any other insurance which would attach if this insurance had not been effected, except that this insurance shall apply only as excess and in no event as contributing insurance, and then only after all other insurance has been exhausted. This extension of coverage shall be limited to \$ 5,000 per Councillor, Board Member, Officer or Employee and \$ 25,000 any one occurrence.</p>		
11.	<p>It is understood and agreed that Item No.7 (a) under the Property All Risks Form, is amended to read as follows:</p> <p>7. PERILS EXCLUDED: This Policy does not insure against loss or damage caused directly or indirectly by:</p> <p>(a) snowslide, landslide, subsidence or other earth movement, but this exclusion does not apply to loss or damage to contents or to ensuing loss or damage which results from fire, explosion, smoke, leakage from fire protective equipment or leakage from a watermain;</p>		
12.	Earthquake		
	<p>The insurance is hereby extended to include loss or damage caused by the peril of earthquake:</p> <p>Each loss caused by earthquake shall constitute a single claim hereunder, provided that more than one earthquake shock occurring within a period of one hundred and sixty-eight (168) consecutive hours during the term of this policy shall be deemed a single earthquake within the meaning hereof. Notwithstanding the foregoing, the Insurer shall not be liable for any loss or damage caused by any earthquake shock occurring before this endorsement becomes effective nor for any loss or damage caused by any earthquake shock occurring after the expiration of this policy.</p>		
13.	<p>It is understood and agreed that with respect to Docks insured hereunder, the following Additional Exclusion is added under the Property All Risks Form, Rider No. 1, Item 7. Perils Excluded:</p> <p>- loss or damage caused by ice formations including spring break-up</p>		

Continued....

## SCHEDULE OF COVERAGE

<u>ITEM</u>	<u>DESCRIPTION</u>	<u>BASIS OF LOSS SETTLEMENT APPLICABLE</u>	<u>LIMIT OR AMOUNT OF INSURANCE</u>
<u>RIDER NO. 2</u>			
1.	Data Processing Insurance:		1,060,790.
<u>RIDER NO. 3</u>			
1.	Fine Arts Floater: (LIMIT: \$ 1,000 any one item)		50,000.
<u>RIDER NO. 4</u>			
1.	Exhibition Form:		As Per Values Provided
<u>RIDER NO. 5</u>			
1.	Watercraft Floater:		12,291.
<u>RIDER NO. 6</u>			
1.	Property Commercial Building, Equipment and Stock Named Perils Form:		131,500.

### DEDUCTIBLE

Applicable to Rider Nos. 1, 4, 5 and 6	\$ 10,000.
Applicable to Rider No. 2	\$ 2,500.
Applicable to Rider No. 3	\$ 5,000.

#### Exceptions:

- Peril of Flood	\$ 50,000.
- Peril of Earthquake	
- The deductible applicable to the Peril of Earthquake shall be the percentage (%) indicated of the value as established per the applicable basis of loss settlement. The deductible calculation is based only on insured property that has suffered earthquake damage.	
3% or Minimum	\$ 100,000.

TOTAL AMOUNT OF INSURANCE	\$ 124,652,804.
---------------------------	-----------------

## Schedule of Coverage

(Coverage is provided for those item(s) indicated below)

### Equipment Breakdown (TechAdvantage)

Coverage Description	(\$) Deductibles / Waiting Period	(\$) Limit of Insurance
Direct Damage	5,000	50,000,000 Per Accident
Loss of Arena Revenues	24 Hours	1,000 Daily Indemnity 90,000 Total limit of loss
Extra Expense		500,000
Spoilage		50,000
Expediting Expense		Included
Hazardous Substances		500,000
Ammonia Contamination		500,000
Water Damage		500,000
Professional Fees		500,000
Civil Authority or Denial of Access		30 days
Errors and Omissions		250,000
Data Restoration		50,000
By-Law Cover		Included
Off Premises Transportable Object		10,000
Brands and Labels		100,000
Green Coverage		50,000
Environmental Efficiency <b>*Will not show on Declarations Page</b>		Up to 150% of Loss
Anchor Locations		Included
Service Interruption <b>*Will not show on Declarations Page</b>		Included Within 1000 metres
Contingent Business Interruption		25,000
Public Relations Coverage		5,000

## Schedule of Coverage

(Coverage is provided for those item(s) indicated below)

### Owned Automobile

Coverage Description	(\$) Deductibles	(\$) Limit of Insurance
Liability		
Bodily Injury	5,000	15,000,000
Property Damage		Included
Accident Benefits		As stated in Section 4 of the Policy
Uninsured Automobile		As stated in Section 5 of the Policy
Direct Compensation – Property Damage		
*This policy contains a partial payment of recovery clause for property damage if a deductible is specified for direct compensation-property damage.		
Loss or Damage**		
All Perils Applicable to: - 2008 Pumper - 2006 Rosenbauer Aerial Truck - 2011 Pumper	10,000	Included
All Perils Applicable to: - All other vehicles	5,000	Included
Endorsements		
GCNA #3 - Equipment Endorsement		Included
GCNA #4 - Fire Department Vehicles		Included
GCNA #5 - Notice of Cancellation		90 Days
GCNA #8 - Replacement Cost		Included
#5 - Permission to Rent or Lease Automobiles and Extending Coverage to Specified Lessee(s)		Included
#20 - Coverage for Transportation Endorsement		1,200/Occurrence
#21B - Blanket Fleet Coverage		50/50
#31 - Non - Owned Equipment		Included
#32 - Use of Recreational Vehicle by Unlicensed Operators		Included
** This policy contains a partial payment of loss clause. A deductible applies for each claim except as stated in your policy.		

### Account Premium

Prior Term	Total Annual Premium (Excluding Taxes Payable)	\$ 278,366	Total Annual Premium (Excluding Taxes Payable)	\$ 286,223
------------	---	------------	---	------------

Please refer to the insurance contract for all limits, terms, conditions and exclusions that apply. The premium Quoted is subject to a 15% minimum retained (unless otherwise stated).

## Cost Analysis

	Expiring Program Term	Renewal Program Term
<b>Casualty</b>		
General Liability	\$ 128,646	\$ 137,008
Errors and Omissions Liability	10,624	11,474
Non-Owned Automobile Liability	410	410
Environmental Liability	11,669	11,669
Crime	1,863	1,863
Board Members' Accident	3,707	3,707
Volunteers' Accident	500	500
Conflict of Interest	540	540
Legal Expense	900	900
Recreational Affiliates	2,500	2,500
<b>Property</b>		
Property / Data Processing	59,731	60,773
Equipment Breakdown	6,874	6,943
<b>Automobile</b>		
Owned Automobile	33,539	33,539
<b>Excess</b>		
Follow Form - 1 <sup>st</sup> layer	3,000	3,000
Follow Form – 2 <sup>nd</sup> layer (Minimum Retained)	13,863	10,397
<b>Total Annual Premium</b>	<b>\$ 278,366</b>	<b>\$ 285,223</b>
(Excluding Taxes Payable)		

## Changes to Your Insurance Program

Please be advised of the following changes to your insurance program that now apply:

**Changes may have been made to Insurer(s), participation percentage and/or policy number(s).**

**Liability, Errors and Omissions and Cyber Risk Insurance** (if coverage is applicable)

Please refer to 'IMPORTANT PRODUCT CHANGES – DATA' regarding changes to the above coverages.

### Property Policy

- Building values have been increased in order to reflect inflationary trends.

### Equipment Breakdown Coverage

- Coverage on your Equipment Breakdown policy is now the most innovative equipment breakdown coverage ever offered in the Canadian marketplace, protecting against losses caused by increasingly common technology-related exposures in virtually all modern equipment.
- For Coverage information and available options refer to the Equipment Breakdown Highlights Sheet.

### Automobile Policy

- As of July 1, 2017 certain vehicles will no longer be considered road building machines and will be considered as commercial motor vehicles and as such may need to be insured on your automobile policy. Please refer to your broker or the MTO website for full details.

# IMPORTANT PRODUCT CHANGES – DATA

---

## Overview

Every organization depends on data - be it in paper or digital form - to operate. Client and employee information is gathered and stored for transactional and/or customer service purposes, however, this activity poses a threat to both individuals and organizations with respect to right of privacy.

One of the largest exposures an organization has is the unauthorized access of confidential information and the number of ways in which access can be illegally obtained is countless and ever evolving. Frank Cowan Company believes in providing you with coverage that responds to new and emerging trends. As a result we are announcing several product changes and enhancements.

---

## Liability Changes

Liability policies were not designed to cover loss of information from computer systems. Common cyber exposures are routinely and expressly excluded under liability. Instead, insurance has evolved to offer specific solutions for cyber events by way of cyber liability policies.

To clarify the intent of the Frank Cowan Company liability wordings, the personal injury coverage has been amended. While 'invasion of privacy' coverage is still provided under personal injury, coverage has been removed as it relates to data losses because a cyber liability policy is a better fit for this exposure. In addition, standard exclusions for fungi, asbestos, terrorism are now included within the base wording. These were previously added to the policy via endorsement. The war and nuclear exclusions have been updated for consistency in liability wordings.

---

## Errors and Omissions Changes

E & O coverage has changed to allow for an error or omission that may have resulted from a data entry error (e.g. a date error for an employees' benefit coverage). A loss of data or change in data as a result of a virus or cyber exposure is still not covered; however this change broadens coverage slightly and accurately reflects the original intent of this wording to cover human errors and omissions.

---

## Cyber Risk Insurance Changes

The Frank Cowan Company offers a comprehensive cyber product and responds to network and data breaches to *your own* computer system.

There is an emerging trend where businesses that are similar in nature use Shared Computer Networks and Services via a Shared Network Agreement. This involves sharing specialized technological resources such as databases, programs, hardware and other resources to maintain the system and security.

Such an arrangement can have many benefits such as cost savings and access to more reliable systems/services, but is not traditionally covered by cyber insurance policies.



## EXAMPLES OF HOW COVERAGE MAY RESPOND WITH THE CHANGES WE HAVE MADE

	Liability	E&O	Cyber
<b>Invasion of Privacy</b>			
Loss involving personal or confidential data in electronic form stored on the Insured's own computer system.	No	No	Yes
Loss involving personal or confidential data that is stored on a third party controlled shared computer network.	No	No	Yes
Invasion of Privacy involving personal or confidential information from other sources (public disclosure of private facts). E.g. A person is advised of a serious illness during a medical visit. A paper with this information is carelessly left on a desk and another patient reads and repeats this damaging information.	Yes	No	No
<b>Data Entry or Administration Error</b>			
The Insured makes an administration error or omission on computer system to an employee benefit plan.	No	Yes	No
The Insured makes an administration error or omission to a paper file to an employee benefit plan.	No	Yes	No

The following changes have been made to our cyber policy:

- We have clarified the definition of Service Provider to automatically include Network Service Agreements for Privacy Liability Coverage. New definitions have been added for Network Sharing Agreements and PCI-DSS (Payment Card Industry Data Security Standard).
- Forensic Costs no longer extend to a Service Providers System and industry standard war, radioactive contamination and nuclear exclusions have been added.
- We have amended the software responsibility exclusion so that it will only apply to software relating to security.

Frank Cowan Company is pleased to offer optional protection for Crisis Management Coverage when entering into a Shared Network Agreement via an endorsement that can be added to your cyber policy.

For your convenience, Frank Cowan Company has several resources available to assist your organization with next steps. Visit [frankcowan.com](http://frankcowan.com) and search for "cyber" to download articles and policies and procedures associated with cyber protection.

**Note:** Coverage for Liability, Errors and Omissions is optional and may not be provided on all risks. Should you have any or all of the above coverages, these changes will become effective at your next renewal date. If you are adding one of these coverages to your program, the changes to our wordings are effective July 1, 2016. If you have questions, or require more information, please contact your Company Representative.

## Program Options

Frank Cowan Company offers a comprehensive insurance program. Outlined below are the program options, followed by your current coverage highlights.

### 1. Crime Coverage – Other Optional Coverages

Other Optional Coverages are also available. See attached Crime Cover Options page for further details.

Quote is available on request (completed application is required).

### 2. Crime Coverage – Fraudulently Induced Transfer Coverage

Fraudulently Induced Transfer Coverage is now available. Covers a loss when an Insured under the policy has been intentionally misled by someone claiming to be a vendor, client or another employee of the company and the Insured has transferred, paid or delivered money or securities to this third party.

For Coverage information and available options refer to the Fraudulently Induced Transfer Endorsement Coverage Highlights Sheet.

### 3. Legal Expense Policy

Comprehensive Legal Expense Coverage and Optional Coverage are available as per attached Highlights Sheet.

Coverage Description	(\$) Deductibles	(\$) Limit of Insurance	(\$) Premium
Contract Disputes and Debt Recovery	2,500	Included	6,724
Property Protection		Included	Quote Available
Tax Protection	500	Included	Quote Available

### 4. Unmanned Aerial Vehicle (UAV) Coverage

Unmanned aerial vehicles (drones) are gaining popularity with a wide array of practical use. Please let us know if you are contemplating a drone purchase so that we may ensure the proper aviation liability cover is in place and the value of the asset is protected. An Application is required to quote.

### 5. Terrorism and Associated Coverages

Frank Cowan Company has partnered with XLCatlin, a market leader in writing Terrorism Risk, to offer a suite of Terrorism and Associated Coverages.

You have the option to select one or any combination of the following (Separate Policies):

- Active Assailant Event Insurance;
- Chemical, Biological, Radiological and Nuclear (CBRN) Insurance;
- Terrorism Property Insurance;
- Terrorism Liability Insurance.

For Coverage information refer to the Terrorism and Associated Coverage Options.

## 6. Cyber Liability

Organizations rely on technology and the safe processing and storage of data to conduct business on a daily basis. Ensuring the security of data information is becoming an increasingly difficult task, especially considering changing regulations. A failure in technology or data breach can have significant consequences not only on the balance sheet but also to your organization's reputation.

Cyber Risk Insurance is available. See attached Highlights Sheet. **A completed application is required should a quote be requested.**

### Cyber Liability

Coverage Description	(\$) Deductibles	(\$) Limit of Insurance
Cyber Risk Insurance		Limits from \$100,000 to \$1,000,000 Aggregate Available
<b>Below are the Coverages' Provided under a Cyber Policy</b>		
Media Content Services Liability		Included
Network Security Liability		Included
Privacy Liability		Included
Extortion Threat		Included
<b>Sub-Limits</b>		
Privacy Notification Costs		
Regulatory Proceedings		
Crisis Management Expense		
Business Interruption	24 Hours	
<b>The Sub-Limits are subject to specific limits and are based on the Main Cyber Aggregate Limit Selected. They are included within the Cyber Aggregate limit and not in addition to this Limit.</b>		

## 7. Facility User Solution

You may have numerous facilities that can be rented to the public. An important Risk Management step is to ensure third parties renting or leasing such facilities have their own insurance when they are renting or leasing your facilities. The Facility User Solution automatically provides this insurance.

The product is designed for short or long term rental agreements (e.g. social or sporting events) when Frank Cowan Company insures you, the facility owner.

We would be pleased to work with you in providing a quote for your facilities. See attached Highlight Sheet for details. A quote is available on request.

## Description of Coverages

---

Frank Cowan Company offers a Comprehensive Insurance Program to meet your needs.

"Your Insurance Coverage" provides a summary of current coverages, limits and deductibles included in this proposal.

Highlights of coverage follow providing a summary of coverage. Highlight pages may include description of optional coverages.

The information in this notice is intended for informational purposes only. For full details with respect to coverage, exclusions, conditions and limitations refer to the policy wordings. While coverage may be quoted, once a policy is issued coverage is only applicable if shown on Declaration Page or Schedule of Coverage.

# Municipal Liability Coverage Highlights

## Overview

The Frank Cowan Company are specialists at insuring Public Entities. Our liability wording has been specially designed to meet the unique needs of these types of risks.

## Coverage

- Limits up to \$50,000,000 Available.
- Occurrence coverage with No General Aggregate.
- Territory – World-wide for all coverage.
- Products and Completed Operations – liability arising out of the Insured's operations conducted away from the Insured's premises once those operations have been completed or abandoned. An Aggregate limit may apply for limits in excess of \$25,000,000.
- Bodily Injury including coverage for assault and battery.
- Personal Injury coverage - broad coverage (including advertising coverage) for acts that violate or infringe on the rights of others.
- Liquor Liability for bodily injury or property damage imposed upon an Insured by a Liquor Liability Act.
- Blanket Contractual for liability assumed by the Insured in contracts, whether reported to the insurer or not.
- Products Liability - legal liability incurred by an Insured because of injury or damage resulting from a products exposure.
- Professional/Malpractice Liability including for bodily injury or property damage from professional exposures.
- Abuse Liability for the entity insured.
- Employers Liability providing coverage for liability to employees for work-related bodily injury or disease, other than liability imposed on the Insured by a workers compensation law.
- Sewer backup Liability.
- Watercraft Liability - full coverage with no restrictions.
- Tenants legal liability.
- Cross Liability.
- Broad Definition of Insured.

## Common Endorsements

In addition to the base wording, we have many optional endorsements to tailor coverage for individual accounts including:

- Wrongful Dismissal (Legal Expense).
- Forest Fire Expense.
- Marina Liability Extension.
- Sexual Abuse Therapy and Counselling Extension for long term care homes.
- Other endorsements specifically crafted for a particular exposure.

## Coverage is Provided for Unique Exposures

- Products and Completed Operations Aggregate Limit may come into play for exposures such as road maintenance, snow removal, garbage collection / waste disposal, street cleaning or other duties that the Insured Municipality has to perform on behalf of third parties.
- Assault and battery coverage is imperative when there are security exposures (e.g. police).
- Products exposures such as utilities (e.g. water) are covered.
- Full Malpractice including Medical Malpractice as well as professional exposures are covered.
- Professional exposures include those such as medical, engineering, design errors or building inspection operations.
- Abuse and Professional Liability– as we have no exclusions for abuse, professional liability, negligent hiring practices or failure to supervise we provide exceptionally broad coverage for health risks such as long term care homes.

The information in this notice is intended for informational purposes only. For full details with respect to coverage, exclusions, conditions and limitations refer to the policy wordings. While coverage may be quoted, once a policy is issued coverage is only applicable if shown on Declaration Page or Schedule of Coverage.

# Public Entity Errors and Omissions Liability Coverage Highlights

## Public Entity Errors and Omissions Insurance

---

Public Entity Errors and Omissions Insurance (E&O) Coverage protects risks from civil litigation caused by allegations of professional negligence or failure to perform professional duties. Errors and Omissions focuses on providing coverage when there is financial loss to a third party (rather than bodily injury or property damage as general liability does).

### Features

---

<b>Limits</b>	Typically limits follow that of our Liability. We have the availability to offer up to \$50,000,000.
<b>Defence Costs</b>	Over and above the Limit of Insurance. Whether a potential claim is baseless, or not, mounting legal expense can have serious monetary consequences for an Insured.
<b>No Annual Aggregate</b>	With higher out of court settlements and increased damage awards, large or even a series of small claims can quickly erode an annual aggregate limit.
<b>Claims Made Policy</b>	Pays for claims occurring and reported during the policy period. Our policy provides retroactive coverage (no date need be specified) and stipulates that a claim is first known only when written notice is first received.
<b>Claims Definition</b>	The definition of claim also includes arbitration, mediation or alternative dispute resolution proceedings.
<b>Insured Definition</b>	Includes Councilors, Statutory Officers, Council Committees, Firefighters, Employees and Volunteers.

### Coverage is Provided for Unique Exposures

---

<b>Insurance</b>	No exclusion for failure to procure or maintain adequate insurance bonds or coverage (e.g. construction projects).
<b>Benefit Plans</b>	Errors or Omissions in administering Employee Benefit Plans are covered.
<b>Misrepresentations</b>	Municipal governments are required to provide information with respect to local matters and must ensure the information which is provided is accurate, true and not misleading. Our definition of a Wrongful Act covers misstatements or misleading statements.
<b>Other Specialists and Services</b>	Covers errors or omissions when they are rendered in connection with operations that are typical of public sector such as those of building inspections, zoning, planning, developing or regulating by-laws. Officials and employees acting in good faith are often times the subject of lawsuits.

The information in this notice is intended for informational purposes only. For full details with respect to coverage, exclusions, conditions and limitations refer to the policy wordings. While coverage may be quoted, once a policy is issued coverage is only applicable if shown on Declaration Page or Schedule of Coverage.

# Non-Owned Automobile Coverage Highlights

## Overview

Non-Owned and hired automobile liability insurance covers bodily injury and property damage caused by a vehicle not owned by the Insured (including rented or borrowed vehicles). Coverage is provided for Third Party Liability arising from the use or operation of any automobile not owned or licensed in the name of the Insured if it results in bodily injury (including death), property damage (if the property was not in possession of the Insured) to a third party.

## Features

### SEF No. 96 Contractual Liability:

- When renting a vehicle you engage in a contractual relationship with the rental company where you assume liability for the operation of the automobile. It is therefore important that contractual coverage is added to the policy by way of an endorsement known as SEF (Standard Endorsement Form) No. 96. Contractual Liability coverage is automatically provided for all written contractual agreements with our Non-Owned Automobile coverage.

### SEF No. 99 Long Term Lease Exclusion:

- When Contractual Liability is provided under the policy there is also an exclusion for Long Term Leased vehicles SEF No. 99. This excludes coverage for vehicles hired or leased for longer than a certain period such as 30 days.

### Territory:

- The Non-Owned Automobile policy provides coverage while in Canada and United States.

### Termination Clause:

- The standard termination clause has been amended in that the Insured may still provide notice of cancellation at any time, however, the Insurer must provide ninety days' notice of cancellation to the Insured rather than the standard 15 or 30 days.

### SEF No. 94 Legal Liability (Physical Damage) to a Hired/Rented Automobile:

- We automatically provide coverage for damage to a vehicle that you have hired or rented. Coverage is provided via endorsement SEF No. 94. We automatically provide 'All Perils' coverage. The limit of coverage will vary per client.

## Additional Information

Courts have repeatedly held that when an automobile is used on a person's behalf or under a person's direction, that person (or entity) has a responsibility for the operation of the automobile and may be held liable for damages in the event of an accident even though he or she is not the owner or driver of the vehicle. This common law principle has been supported by a number of court decisions making an employer responsible for the use and operation of an automobile when an employee is operating an automobile (not owned by the employer) while being used for the employer's business.

The information in this notice is intended for informational purposes only. For full details with respect to coverage, exclusions, conditions and limitations refer to the policy wordings. While coverage may be quoted, once a policy is issued coverage is only applicable if shown on Declaration Page or Schedule of Coverage.

# Environmental Coverage Highlights

## Overview

---

Pollution incidents are a significant risk that can result in serious harm to public health and safety as well as to the environment.

We provide pollution liability insurance for claims for third party bodily injury and property damage. Coverage is provided on a blanket basis resulting from pollution conditions on or migrating from premises owned, occupied, rented or leased by the insured that are discovered and are reported during the policy period. The policy responds to events that are gradual in nature as well as those that are sudden and accidental causing third party damage whether pollutants are released on land, into the atmosphere or in the water.

## Features

---

### Defence Costs

- Our Defence costs are over and above the limit of insurance and will respond even if allegations are groundless or false.

### Storage Tanks

- Seepage or leakage from both above and below ground storage tanks are covered without being specifically listed on the policy.

### Territory

- Worldwide territory.

### Limits of Insurance

- Both a 'per incident' and an 'aggregate' limit is applicable.

## Additional Information

---

Environmental exposures pose an imminent and substantial threat to public health, safety or welfare or to the environment. Exposures could stem from: wastewater treatment plants, electric utility plants, construction sites, flood and rainwater runoff or retention basins, underground fuel storage tanks, herbicides, pesticides, and fertilizers, road salts and chemicals used to de-ice roads and bridges, contaminated waste from medical facilities or health clinics, marina's, fire-fighting chemicals or even contaminated swimming pools.

An environmental exposure arising from sewers is covered under our liability.

The information in this notice is intended for informational purposes only. For full details with respect to coverage, exclusions, conditions and limitations refer to the policy wordings. While coverage may be quoted, once a policy is issued coverage is only applicable if shown on Declaration Page or Schedule of Coverage.



# Crime Coverage Highlights

## Overview

---

Our crime coverage is one of the broadest and most flexible in the industry. An Insured may elect to purchase any or all of the Standard Crime Coverage we have available. In addition to the Standard crime coverage the Insured may elect to also purchase any of our Optional Coverages.

Optional Crime Coverage Includes:

- Extortion Coverage (Threats to persons and property).
- Pension or Employment Benefit Plan coverage.
- Residential Trust Fund Coverage.
- Credit Card Coverage.
- Client Coverage (Third Party Bond)
- Fraudulently Induced Transfer Coverage (otherwise known as Social Engineering). *Separate Coverage Highlights Sheet for Fraudulently Induced Transfer Coverage is available.*

For more information on our Optional Coverage. Refer to our Crime Coverage Options Highlight Sheet

## Features of our Standard Crime Coverage

---

Below is a brief description of the Standard Crime Coverage an Insured may elect to purchase:

### Employee Dishonesty – Form A Commercial Blanket Bond

- This protects the employer from financial loss due to the fraudulent activities of an employee or group of employees. The loss can be the result of theft of money, securities or other property belonging to the employer.

### Loss Inside and Loss Outside the Premises (Broad Form Money and Securities)

- Covers loss by theft, disappearance, or destruction of the Insured's money and securities inside the Insured's premises (or Insured's bank's premises) as well as outside the Insured's premises while in the custody of a messenger.

### Money Orders and Counterfeit Paper Currency

Covers Loss:

- Due to acceptance of a money order that was issued (or is purported to have been issued) by a post office or express company; and
- From the acceptance of counterfeit paper currency of Canada or the United States.

### Forgery and Alteration

- Covers loss due to dishonesty from a forgery or alteration to a financial instrument (cheque, draft or promissory note).

### Audit Expense

- Coverage for the expenses that are incurred by the Insured for external auditors to review their books in order to establish the amount of a loss. This is a separate limit of insurance.

### Computer and Transfer Fraud (Including Voice Computer Toll Fraud)

- Loss caused when money, securities, or other property is transferred because of a fraudulent computer entry or change. The entry or change must be within a computer system that the Insured owns (and on their premises).
- Loss caused when money or securities are transferred, paid, or delivered from the Insured's account at a financial institution based on fraudulent instructions (at the financial institutions premises).
- Voice computer toll fraud covers the cost of long distance calls if caused by the fraudulent use of

---

The information in this notice is intended for informational purposes only. For full details with respect to coverage, exclusions, conditions and limitations refer to the policy wordings. While coverage may be quoted, once a policy is issued coverage is only applicable if shown on Declaration Page or Schedule of Coverage.

# Board Members' (Including Councillors') Accidental Death and Dismemberment Coverage Highlights

<b>AD&amp;D and Paralysis Limits</b>	<b>Option 1</b>	<b>Option 2</b>
Accidental Death or Dismemberment (including loss of life and heart attack coverage).	\$100,000	\$250,000
Paralysis Coverage – 200% of Accidental Death and Dismemberment Limit.		
Permanent Total Disability - Accidental Death and Dismemberment Limit.		

<b>Weekly Indemnity</b>	<b>Option 1</b>	<b>Option 2</b>
Total Loss of Time	\$300	\$500
Partial Loss of Time	\$150	\$300

## **Accident Reimbursement - \$15,000**

Chiropractor	Crutches <sup>†</sup>
Podiatrist/Chiropodist	Splints <sup>†</sup>
Osteopath	Trusses <sup>†</sup>
Physiotherapist	Braces (excludes dental braces) <sup>†</sup>
Psychologist	Casts <sup>†</sup>
Registered or Practical Nurse	Oxygen Equipment – Iron Lung
Trained Attendant or Nursing Assistant <sup>†</sup>	Rental of Wheelchair
Transportation to nearest hospital <sup>†</sup>	Rental of Hospital Bed
Prescription drugs or Pharmaceutical supplies <sup>†</sup>	Blood or Blood Plasma <sup>†</sup>
Services of Physician or Surgeon outside of the province	Semi Private or Private hospital room <sup>†</sup>

<sup>†</sup>Maximum \$1,000 per accident. <sup>‡</sup>If prescribed by physician

## **Dental Expenses**

Dental Expenses	\$5,000
-----------------	---------

## **Occupational Retraining – Rehabilitation**

Retraining – Rehabilitation for the Named Insured.	\$15,000
Spousal Occupational Training.	\$15,000

## **Repatriation**

Repatriation Benefit (expenses to prepare and transport body home).	\$15,000
---	----------

## **Dependent Children – per child**

Dependent Children's Education (limit is per year- maximum 4 years).	\$10,000
Dependent Children's Daycare (limit is per year- maximum 4 years).	\$10,000

## **Transportation/Accommodation (When treatment is over 100km from residence)**

Transportation costs for the Insured when treatment is over 100km from home.	\$1,500
Transportation and accommodation costs when Insured is being treated over 100km from home.	\$15,000

## **Home Alternation and Vehicle Modification**

Expenses to modify the Insured's home and/or vehicle after an accident.	\$15,000
---	----------

## **Seatbelt Dividend**

10% of Principal Sum.	\$25,000
-----------------------	----------

## **Funeral Expense**

Benefit for loss of life.	\$10,000
---------------------------	----------

## **Identification Benefit**

Benefit for loss of life.	\$5,000
---------------------------	---------

**Eyeglasses, Contact Lenses and Hearing Aids**

When Insured requires these items due to an accident. \$3,000

**Convalescence Benefit – Per day**

Insured Coverage. \$100  
One Family Member Coverage. \$50

**Workplace Modification Benefits**

Specialized equipment for the workplace. \$5,000

**Elective Benefits****Complete Fractures**

Skull	\$ 5,200	Foot & Toes	\$ 2,200
Lower Jaw	\$ 2,800	Two or More Ribs	\$ 1,900
Collar Bone	\$ 2,800	Colles' fracture	\$ 2,800
Shoulder Blade	\$ 3,500	Potts' fracture	\$ 3,400
Shoulder Blade complications	\$ 3,700	<b>Dislocation</b>	
Thigh	\$ 4,600	Shoulder	\$ 2,200
Thigh/hip joints	\$ 4,600	Elbow	\$ 2,200
Leg	\$ 3,500	Wrist	\$ 2,500
Kneecap	\$ 3,500	Hip	\$ 4,600
Knee/joint complications	\$ 4,000	Knee	\$ 3,500
Hand/Fingers	\$ 2,200	Bones of Foot or Toe	\$ 2,500
Arm (between shoulder & elbow)	\$ 4,600	Ankle	\$ 2,800
Forearm (between wrist & elbow)	\$ 2,800		

**Aggregate Limit**

Aggregate Limit only applicable when 2 or more board members are injured in same accident. \$ 2,500,000

**Coverage Extensions**

- Standard coverage is applicable while the Insured is 'On Duty'. Coverage for Accidents that may occur 24/7 may be purchased.
- Accidental Death of a Spouse While Travelling on Business is automatically included when this coverage is purchased. This endorsement provides for Accidental Death of a spouse when the spouse is travelling with an Insured Person on business. Coverage applies while travelling to or from such an event and /or if the loss of life occurs within one year of the accident.
- When Board Members' Accidental Death and Dismemberment Coverage is purchased, the Insured also has the option to purchase Critical Illness Coverage.

**Additional Information**

- Loss of life payments up to 365 days from date of Accident or if permanently disabled up to 5 years.
- Weekly Indemnity coverage pays in addition to Elective Benefits.
- Weekly Indemnity payments take other income sources into consideration (e.g. automobile, CPP, group plans).
- Coverage is applicable to Insured 80 years of age or under.

The information in this notice is intended for informational purposes only. For full details with respect to coverage, exclusions, conditions and limitations refer to the policy wordings. While coverage may be quoted, once a policy is issued coverage is only applicable if shown on Declaration Page or Schedule of Coverage.

# Critical Illness Coverage Highlights

---

## Features

- \$10,000 Coverage (each applicant)
- Coverage up to 75 years of age
- No Deductible
- No Medical Examination Required (one page application only)

---

## Critical Illnesses Covered

Heart Attack (Myocardial Infarction)	Heart Valve Replacement
Coronary Artery Bypass Surgery	Benign Brain Tumor
Stroke	Alzheimer's Disease
Cancer	Third Degree Burns
Kidney Failure	Coma
Major Organ Transplant	Blindness
Multiple Sclerosis	Deafness
Paralysis	Loss of Speech
Aorta Graft Surgery	Motor Neuron Disease
Parkinson's Disease	

---

## Exclusions typical to Critical Illness Policies

- War or while in the armed forces.
- Suicide, attempted suicide or self-inflicted injuries.
- AIDS (Acquired Immune Deficiency Syndrome) and/or infection with HIV (Human immunodeficiency virus).
- Extreme Sports (e.g. scuba diving, parachuting, hang gliding, rodeo events).
- Negligence or non-compliance in seeking and/or following reasonable medical treatment.
- While under the influence of alcohol or drugs.
- Illnesses as a result of pregnancy.

---

## Policy Limitations

- Coverage for pre-existing conditions expressly excluded.
- Critical Illness benefit is only payable once regardless of the number of critical illnesses an Insured claims.
- When a Critical Illness benefit is paid to an Insured Person, they are no longer insurable and coverage ceases.

**\* Coverage is subject to a satisfactory application and underwriting approval for each Applicant**

---

## Additional Information

- Coverage is only available when Board Members' Accidental Death and Dismemberment Coverage is purchased.

---

## Applicant Approval

- Coverage is subject to a satisfactory application and underwriting approval for each Applicant.

The information in this notice is intended for informational purposes only. For full details with respect to coverage, exclusions, conditions and limitations refer to the policy wordings. While coverage may be quoted, once a policy is issued coverage is only applicable if shown on Declaration Page or Schedule of Coverage.

# Volunteers' Accidental Death and Dismemberment Coverage Highlights

## AD&D and Paralysis Limits

Accidental Death or Dismemberment.	\$50,000
Paralysis Coverage – 200% of Accidental Death and Dismemberment Limit.	\$100,000

## Weekly Indemnity

Total Loss of Time.	\$500
Partial Loss of Time.	\$250

† Volunteer must be gainfully employed immediately prior to an accident for weekly indemnity benefits

## Accident Reimbursement - \$15,000

Chiropractor	Crutches†
Podiatrist/Chiropodist	Splints†
Osteopath	Trusses†
Physiotherapist	Braces (excludes dental braces)†
Psychologist	Casts†
Registered or Practical Nurse	Oxygen Equipment – Iron Lung
Trained Attendant or Nursing Assistant†	Rental of Wheelchair
Transportation to nearest hospital†	Rental of Hospital Bed
Prescription drugs or Pharmaceutical supplies†	Blood or Blood Plasma†
Services of Physician or Surgeon outside of the province	Semi Private or Private hospital room†

†Maximum \$1,000 per accident. ‡If prescribed by physician.

## Dental Expenses

Dental Expenses.	\$5,000
------------------	---------

## Occupational Retraining – Rehabilitation

Retraining – Rehabilitation for the Volunteer.	\$15,000
Spousal Occupational Training.	\$15,000

## Repatriation

Repatriation Benefit (expenses to prepare and transport body home).	\$15,000
---	----------

## Dependent Children – per child

Dependent Children's Education (limit per year- maximum 4 years).	\$10,000
Dependent Children's Daycare (limit per year- maximum 4 years).	\$10,000

## Transportation/Accommodation (When treatment is over 100km from residence.)

Insured Coverage.	\$1,500
Family Member.	\$15,000

## Home Alteration and Vehicle Modification

Expenses to modify the Insured's home and/or vehicle after an accident.	\$15,000
---	----------

## Seatbelt Dividend

10% of Principal Sum when proof of wearing a seatbelt.	\$5,000
--	---------

## Funeral Expense

Benefit for loss of life.	\$10,000
---------------------------	----------

---

**Identification Benefit**

Transportation and accommodation costs for family member to identify Insured's remains.	\$5,000
---	---------

---

**Eyeglass, Contact Lenses and Hearing Aids**

When Insured requires these items due to an accident.	\$3,000
---	---------

---

**Convalescence Benefit – Per day**

Confined to hospital.	\$100
Out patient.	\$ 50

---

**Workplace Modification Benefits**

Specialized equipment for the workplace.	\$5,000
--	---------

---

**Aggregate Limit**

Aggregate Limit only applicable when 2 or more volunteers are injured in same accident.	\$ 1,000,000
---	--------------

---

**Additional Information**

- Loss of life payments up to 365 days from date of Accident Weekly Indemnity payments take other income sources into consideration (e.g. automobile, CPP, group plans).
- Coverage is applicable to Insured 80 years of age or under.
- Coverage is afforded to the Volunteer only when they are 'On Duty'.

The information in this notice is intended for informational purposes only. For full details with respect to coverage, exclusions, conditions and limitations refer to the policy wordings. While coverage may be quoted, once a policy is issued coverage is only applicable if shown on Declaration Page or Schedule of Coverage.

# Conflict of Interest Coverage Highlights

## Overview

---

Conflict of Interest can be described as a situation in which public servants have an actual or potential interest that may influence or appear to influence the conduct of their official duties or rather divided loyalties between private interests and public duties.

Conflict of Interest coverage provides protection for the cost of legal fees and disbursements in defending a charge under the Municipal Conflict of Interest Act (or other similar Provincial Legislation in the respective province of the Insured).

## Features

---

Coverage is offered as a stand-alone coverage providing the client a separate limit of insurance that is not combined with any other coverage such as legal expense coverage.

- Per Claim Limit only – No Annual Aggregate.
- Coverage provided on a Reimbursement Basis.

## Coverage Description

---

Coverage is provided for legal costs an Insured incurs in defending a charge under the Provincial Conflict of Interest Act if a court finds that:

- There was no breach by the Insured; or
- The contravention occurred because of true negligence or true error in judgment; or
- The interest was so remote or insignificant that it would not have had any influence in the matter.

## Additional Information

---

Coverage is provided for elected or appointed members of the Named Insured including any Member of its Boards, Commissions or Committees as defined in the 'Conflict of Interest Act' while performing duties related to the conduct of the Named Insured's business.

Conflict of Interest coverage is applicable to only those classes of businesses that are subject to the Municipal Conflict of Interest Act (or other similar Provincial legislation in the respective province of the Insured).

---

The information in this notice is intended for informational purposes only. For full details with respect to coverage, exclusions, conditions and limitations refer to the policy wordings. While coverage may be quoted, once a policy is issued coverage is only applicable if shown on Declaration Page or Schedule of Coverage.

# Legal Expense Coverage Highlights

## Coverage Features

---

We offer comprehensive Legal Expense Coverage to protect an Insured against the cost of potential legal disputes arising out of your operations.

- Coverage will pay as costs are incurred.
- Broad Core Coverage.
- Optional Coverage.
- Coverage for Appeals for Legal Defence Costs and any Optional Coverage purchased.
- Unlimited Telephone Legal Advice and access to Specialized Legal Representation in event of legal disputes.
- Additional Optional Coverage available.
- Broad Definition of Insured including managers, employees and volunteers.

## Broad Core Coverage

---

The core coverage provides Legal Defence Costs for:

- Provincial statute or regulation.
- Criminal Code Coverage when being investigated or prosecuted. Coverage is applicable whether pleading guilty or a verdict of guilt is declared.
- Civil action for failure to comply under privacy legislation.
- Civil action when an Insured is a trustee of a pension fund for the Named Insured's employees.

## Optional Coverage

---

In addition to the Core Coverage an Insured can mix and match any of the following Optional Coverage:

- Contract Disputes and Debt Recovery.
- Statutory License Protection.
- Property Protection.
- Tax Protection.

## Limits and Deductibles

---

- Coverage is subject to an Occurrence and an Aggregate Limit.
- The Core Coverage is typically written with no deductible however a deductible may be applied to Optional Coverage.

## Exclusions

---

- Each Insuring Agreement is subject to Specific Exclusions and Policy Exclusions.
- Municipal Conflict of Interest Act (or other similar provisions of other Provincial legislation) is excluded.  
\* Conflict of Interest Coverage may be provided under a separate policy for eligible classes of business.

## Telephone Legal Advice and Specialized Legal Representation

---

- General Advice (available from 8 am until 12 am local time, 7 days a week).
- Emergency access to a Lawyer 24 hours a day, 7 days a week.
- Services now automatically include the option of using an appointed representative from a panel of Lawyers with expertise in a variety of areas.

## Client Material and Wallet Card

---

- The 'Legal Expense Important Information' wording attached to each policy explains the steps that are to be taken in event of a claim.
- A wallet card is now attached to the policy which the Named Insured can copy & distribute to each Insured (e.g. managers, employees, etc.).

The information in this notice is intended for informational purposes only. For full details with respect to coverage, exclusions, conditions and limitations refer to the policy wordings. While coverage may be quoted, once a policy is issued coverage is only applicable if shown on Declaration Page or Schedule of Coverage.



# Property Coverage Highlights

---

## Overview

We recognize Public Entities have a wide variety of property (buildings, equipment and supplies). Our wording is exceptionally broad and can cover property without it being specifically listed. Equipment and Supplies that may be unique to Public Entities may include: sewer maintenance equipment, unlicensed mobile equipment and other maintenance equipment, emergency equipment (e.g. firefighting equipment), generators, computers. Other contents and supplies are also automatically covered under our property wording without being specifically listed such as road salts, herbicides/pesticides, fuels or office contents.

Coverage can be tailored for particular risks or unique exposures e.g. coverage for police dogs, watercraft coverage for rescue operations, buildings in course of construction or property of others may require coverage.

---

## Features

Coverage is typically written:

- On an all risk basis including replacement cost.
- As Property of Every Description – coverage can be scheduled separately if required.
- With no coinsurance, no statement of values, no margins clause or same site restriction.

---

## Additional Coverage Features

- Land/water (pollution) clean-up: provided up to the limit of insurance if caused by an insured peril to insured property, no sublimit.
- Property in Transit is automatically covered and need not be scheduled separately (all property in transit is covered including that which is typically covered under ocean marine policy).
- Unlicensed Equipment (e.g. contractors equipment): Automatically includes replacement cost as the basis of settlement regardless of age (can be ACV or Valued if client requires) this is applicable if insured owns the unlicensed equipment.
- Standard Extensions of Coverage are included (e.g. accounts receivable or valuable papers).
- Water Towers, Standpipes and Water Reservoirs can be specifically insured.
- Coverage for docks and wharves is available.
- Sewer Back up – automatically covered.
- By-laws Coverage –for insured losses.
- Flood and Earthquake – available.
- Worldwide territory.
- Newly acquired.

---

## Business Interruption Coverage

Business Interruption Coverage:

- Extra Expense – automatically covered.
- Other business interruption forms available upon request including:
  - Profits, Gross Revenue, Gross Earnings, Rental Value, Gross Rents forms.

---

The information in this notice is intended for informational purposes only. For full details with respect to coverage, exclusions, conditions and limitations refer to the policy wordings. While coverage may be quoted, once a policy is issued coverage is only applicable if shown on Declaration Page or Schedule of Coverage.

# Equipment Breakdown TechAdvantage Highlights

---

## Overview

Property policies typically exclude losses that Equipment Breakdown Insurance is designed to cover.

Equipment Breakdown Coverage insures against losses (property damage and business interruption) resulting from 'accidents' (as defined in the wording) to various types of equipment such as pressure, mechanical, electrical and pressure equipment (called "objects" in the policy). Coverage also extends to electronic equipment for 'electronic circuitry impairment'. Coverage typically extends to production machinery unless specifically excluded.

---

## Features

Coverage is extended to pay for:

**Property Damage:** The cost to repair or replace damaged equipment or other covered property, including computers, due to a covered accident.

**Business Income:** The loss of business income due to an interruption caused by a covered accident from the date of loss until such equipment is repaired or replaced or could have been repaired or replaced plus additional time to allow your business to become fully operational.

**Extra Expense:** Additional costs (e.g., equipment rental) you incur after a covered loss to maintain normal operations.

**Expediting Expenses:** The cost of temporary repairs or to expedite permanent repairs to restore business operations.

**Service Interruption:** Business income and extra expense resulting from a breakdown of equipment owned by a supplier with whom the Insured has a contract to supply a service. If there is no contract, the equipment must be within 1000 metres of the location.

**Data Restoration:** The restoration of data that is lost or damaged due to a covered loss.

**Demolition:** Building demolition and rebuilding required by building laws.

**Ordinance or law:** The additional costs (other than demolition) to comply with building laws or codes.

**Other Coverage:** Spoilage, Hazardous Substances, Ammonia, Water damage, Professional Fees, Errors and Omissions, Newly Acquired Locations, Civil Authority or Denial of Access.

---

## Coverage Automatically Includes:

**Microelectronics Coverage:** Provides insurance when physical damage is not detectable or when firmware or software failure causes non-physical damage. Triggered when covered equipment suddenly stops functioning as it had been and that equipment or a part containing electronic circuitry must be replaced.

**Cloud Computing – Service Interruption:** Pays for business interruption and extra expense when your cloud computing service provider experiences an outage due to an equipment breakdown.

**Cloud Computing – Data Restoration:** Pays for data restoration for data lost when stored and managed by a cloud computing service provider that experiences an equipment breakdown.

**Off Premises Transportable Objects:** Extends coverage to transportable equipment anywhere in North America.

**Anchor Location:** (when business income coverage is purchased) expands Business Income coverage resulting from a covered accident at an anchor location that attracts customers to an insured location.

**Environmental Efficiency and Green Coverage:** Pays for upgrades to more energy efficient or environmentally friendly equipment.

**Brands and Labels:** Pays for the cost of removing labels or additional cost of stamping salvaged merchandise after a loss.

---

## Other Benefits

**Public Relations Coverage:** (when business income coverage is purchased other than extra expense) pays for public relations assistance to help manage your reputation that may be damaged by business interruption or data loss.

**Contingent Business Interruption:** (when business income coverage is purchased other than extra expense) pays for Business Income resulting from a covered accident to property not owned, operated or controlled by the Insured.

## Optional Coverage

---

The coverage is included only if specified limits of insurance are shown on the Schedule of Coverage. A quote may be available (a completed application may be required).

**Data Compromise Coverage:** Up to \$50,000 (Annual Aggregate) for an Insured affected by a data breach. When a data breach occurs involving personal identifying information (information not typically available to the public) coverage includes expenses you incur for:

- Legal Counsel: to determine how you should best respond to the breach.
- Forensic Services: to help assess the nature and extent of the compromise.
- Regulatory Notification: to provide notification to the Office of the Privacy Commissioner of Canada.
- Notification and Services to Affected Individuals: a packet of customer support information, access to a helpline, fraud alert for the affected individuals, identity restoration case management for victims of identity theft caused by the breach.
- Public Relations Services: to assist in restoring your reputation.

**Identity Recovery Coverage:** Up to \$15,000 (Annual Aggregate) for an Insured affected by identity theft. Coverage applies to an Insured that is a sole proprietor, a partner if the Insured is a partnership, a chief executive in a corporation or a senior ministerial employee for religious institutions. Coverage is provided for various additional and unexpected expenses an individual will sustain due to an identity theft such as: costs for credit reports, lost wages, costs for the supervision of children, elderly or infirm dependents.

## Additional Information

---

BI&I automatically provide inspection services for boilers and pressure vessels to satisfy the provincial inspection requirements on our behalf.

---

The information in this notice is intended for informational purposes only. For full details with respect to coverage, exclusions, conditions and limitations refer to the policy wordings. While coverage may be quoted, once a policy is issued coverage is only applicable if shown on Declaration Page or Schedule of Coverage.

# Owned Automobile Coverage Highlights

## Overview

---

We can provide mandatory automobile coverage for all licensed vehicles owned and/or leased by the Insured.

## Features

---

### Third-Party Liability Coverage:

- Coverage is provided for Third Party Liability (bodily injury and property damage) protecting you if someone else is killed or injured or their property is damaged. It will pay for claims as a result of lawsuits against you up to the limit of your coverage, and will pay the costs of settling the claims. Coverage is for licensed vehicles you own and/or leased vehicles.

### Standard Statutory Accident Benefits Coverage:

- We automatically provide standard benefits if you are injured in an automobile accident, regardless of who caused the accident. Optional Increased Accident Benefits Coverage is available upon written request.

### Optional Statutory Accident Benefits Coverage - Available upon request

- Including coverage for: Income Replacement; Caregiver, Housekeeping & Home Maintenance; Medical & Rehabilitation; Attendant Care; Enhanced Medical Rehabilitation & Attendant Care; Death & Funeral; Dependent Care; Indexation Benefit (Consumer Price Index) – Ontario

### Direct Compensation Property Damage:

- Covers damage to your vehicle or its contents, and for loss of use of your vehicle or its contents, to the extent that another person was at fault for the accident as per statute.

### Physical Damage Coverage:

- Various basis of settlement including: Replacement Cost, Valued Basis and Actual Cash Value.

Replacement Cost – No deduction for depreciation for repairs or replacement.

- Available for specified vehicles (up to 25 years of age).
- Total Loss: the Insured has the option of purchasing a new vehicle, or accepting a cash settlement for the amount it would cost to purchase a new vehicle.
- Partial Loss: repair estimates are calculated by using all new parts to repair damage.

#### Valued Basis:

- Can be provided on specified vehicles, usually those that are obsolete, would not be replaced, or would be replaced with a used vehicle.

#### Actual Cash Value:

- Actual Cash Value (ACV) coverage is automatically provided for specified vehicles.

## Additional Information

---

### Blanket Fleet Endorsement:

- Coverage is provided on a blanket basis under the 21B – Blanket Fleet Endorsement. Premium adjustment is done on renewal. Adjustment is made on a 50/50 or pro rata basis as specified in the endorsement. Mid-term endorsements are not processed on policies with this blanket cover.

### Single Loss:

- If a single loss involves both the Automobile and Property Insurance policies, the Property policy deductible is waived only on any insured property attached to the automobile.

For a list of vehicles quoted, refer to Exhibit "B".

The information in this notice is intended for informational purposes only. For full details with respect to coverage, exclusions, conditions and limitations refer to the policy wordings. While coverage may be quoted, once a policy is issued coverage is only applicable if shown on Declaration Page or Schedule of Coverage.

## Program Options – Highlights of Coverage

---

Frank Cowan Company offers a Comprehensive Insurance Program to meet your needs.

In addition to "Your Insurance Coverage", enhancements to your coverage are available as outlined under the Program Options page.

Highlights of coverage follow providing a brief description of these options.

---

The information in this notice is intended for informational purposes only. For full details with respect to coverage, exclusions, conditions and limitations refer to the policy wordings. While coverage may be quoted, once a policy is issued coverage is only applicable if shown on Declaration Page or Schedule of Coverage.

# Crime Coverage Options

## **Extortion Coverage (Threats to Persons and Threats to Property)**

---

Coverage for both 'Threats to a Person' and 'Threats to Property' are sold together with a separate limit of insurance applying to each.

- Threats to Person:  
Coverage responds when a threat is communicated to the Insured to do bodily harm to a director, officer or partner of the Insured (or a relative) when these persons are being held captive and the captivity has taken place within Canada or the U.S.A.
- Threats to Property:  
Coverage responds when a threat is communicated to the Insured to do damage to the premises or to property of the Insured is located in Canada or the U.S.A.

## **Pension or Employee Benefit Plan Coverage**

---

Coverage is for loss resulting directly from a dishonest or fraudulent act committed by a fiduciary (a person who holds a position of trust) in administering a pension or employee benefit plan. Coverage is provided whether the fiduciary is acting alone or in collusion with others. Fiduciary relationships may be created by statute however; individuals may also be deemed fiduciaries under common law.

## **Residential Trust Fund Coverage \*For Select Classes of business only**

---

- Covers loss of property (money, securities or other property) belonging to a resident when it is held in trust by a residential facility. Coverage is for loss directly attributable to fraudulent act(s) committed by an employee of the facility whether the employee was acting alone or in collusion with others.
- A residential facility comprises a wide range of facilities and includes any residential facility operated for the purpose of supervisory, personal or nursing care for residents.
- Coverage stipulates that the 'resident' must be a person who is unable to care for themselves (this could be due to age, infirmity, mental or physical disability).
- When a resident is legally related to the operator of the residential facility coverage is specifically excluded.

## **Credit Card Coverage**

---

Coverage is for loss from a third party altering or forging a written instruction in connection with a corporate credit card issued to an employee, officer or partner.

## **Client Coverage (Third Party Bond)**

---

Coverage is extended to provide for theft of a clients' property by an employee (or employees) of the Insured.

## **Fraudulently Induced Transfer Coverage**

---

Coverage is provided when an Insured under the policy has been intentionally misled by someone claiming to be a vendor, client or another employee of the company and the Insured has transferred, paid or delivered money or securities to this third party.

The information in this notice is intended for informational purposes only. For full details with respect to coverage, exclusions, conditions and limitations refer to the policy wordings. While coverage may be quoted, once a policy is issued coverage is only applicable if shown on Declaration Page or Schedule of Coverage.

# Fraudulently Induced Transfer Endorsement Coverage Highlights

## Overview

---

Fraud today has become much more sophisticated and complex with Fraudulently Induced Transfer Crimes (otherwise known as Social Engineering) trending in today's marketplace. In response to this trend we now offer a Fraudulently Induced Transfer Endorsement as part of our suite of Crime Coverage.

These types of crimes are usually a targeted approach where criminals are after something definite from the target, either money (usually in the form of a wire transfer) or information (such as a list of vendors, routing numbers, etc.). Often times communications are sent to an employee (most often via email, telephone or a combination of the two), which are doctored to appear as if they are sent by a senior officer of the company or by one of its customers or vendors. Essentially criminals prey on human and procedural vulnerabilities. The standard crime coverage does not respond to these types of losses as an employee of the organization has voluntarily parted with the money or securities and would be considered an active participant in the loss.

### Example 1

Instructions to an employee supposedly coming from a vendor or customer are often accomplished by informing the employee that they have changed banks and require the company to use the new banking information for future payments.

### Example 2

Instructions to an employee supposedly coming from an internal source (e.g. senior staff) to bypass in-house safeguards and redundancies, criminals apply pressure by imposing a time constraint, demanding secrecy or simply flattering the ego of the target by including him or her "in" on an important business transaction.

Fraudulently Induced Transfer coverage is an optional endorsement that may be purchased. Coverage is subject to a satisfactory supplementary application being completed.

## Fraudulently Induced Transfer Losses, Cyber Losses and Current Crime Policies

---

Even though this fraud often involves emails and wire transfers, cyber policies are not designed to cover them:

- Cyber policies cover losses that result from unauthorized data breaches or system failures. Fraudulently Induced Transfer actually depends on these systems working correctly in order to communicate with an organization's employees and transfer information or funds.
- Crime policies cover losses that result from theft, fraud or deception. As the underlying cause of a loss is 'fraud', a company would claim a loss under its crime policy rather than its cyber policy. Without this endorsement, coverage would be denied under a crime policy due to the Voluntary Parting Exclusion.

## Fraudulently Induced Transfer Endorsement Features

---

- Coverage is provided when an Insured under the policy has been intentionally misled by someone claiming to be a vendor, client or another employee of the company and the Insured (employee) has transferred, paid or delivered money or securities to this third party.
- Fraudulently Induced Transfer is defined as: The intentional misleading of an employee, through misrepresentation of a material fact which is relied upon by an employee, believing it to be genuine to voluntarily transfer funds or valuable information to an unintended third party.

## Limits and Deductible

---

The Fraudulently Induced Transfer Endorsement is subject to:

- Separate Limits of Insurance (both an Occurrence and Aggregate);
- A separate deductible;
- Limits ranging from \$10,000 - \$100,000.

The information in this notice is intended for informational purposes only. For full details with respect to coverage, exclusions, conditions and limitations refer to the policy wordings. While coverage may be quoted, once a policy is issued coverage is only applicable if shown on Declaration Page or Schedule of Coverage.

# Unmanned Aerial Vehicle (UAV) Coverage Highlights

## Overview

Transport Canada is responsible for regulating Unmanned Aerial Vehicles (UAV's) and requires UAV's used for work or research to register with them. Operators must comply with all applicable regulations.

Liability or property policies can now be enhanced with endorsements to cover Unmanned Aerial Vehicles. Coverage is intended to close the gap in liability and property insurance because of aviation exclusions.

## Property Coverage

Property: (Optional Coverage)

- All Risk Coverage for the UAV (including all permanently attached equipment) and Ground or Operating Equipment (including any detachable equipment such as cameras etc).
- Coverage includes electrical and mechanical breakdown.
- Basis of settlement options include: Replacement Cost, Valued Amount or Actual Cash Value.

In addition to the standard exclusions within the Property All Risk Wording, the following exclusions also apply:

- Those used for military purposes, personal or recreational use.
- Those being rented to, leased to or lent to others.
- Mysterious disappearance after commencement of a flight unless UAV remains unrecovered for 30 days.
- If they are not in compliance with the manufacturer's specifications (e.g. the weight payload) is exceeded, when operated in wind at a higher speed than recommended etc.).
- UAV's must not exceed 500 meters in altitude or the range of 1km from the operator.
- Hijacking or unauthorized control of the UAV or Equipment.
- Failure to comply with any statute, permit, rule, regulation or any requirement for qualification to operate the UAV or the equipment.
- Criminal or dishonest acts, infidelity of employees, or theft from an unlocked vehicle.

Coverage is limited to Canada only.

## Liability Coverage

- While Transport Canada mandates a minimum amount of insurance (\$100,000), coverage will follow the policy limit up to \$15,000,000. Higher limits may be available

We will extend liability to UAV's:

- Having a range of up to a maximum of 1km from the operator.
- With an altitude of 500 metres or less.
- Operators meeting all Transport Canada regulations.
- Not being used for military purposes, personal or recreational use.

Coverage is limited to Canada only.

## Important Information

While our UAV endorsements are primarily designed to offer coverage for UAV's 25kg or less, we may be able to offer coverage for those falling outside of these parameters through our general aviation market.

The information in this notice is intended for informational purposes only. For full details with respect to coverage, exclusions, conditions and limitations refer to the policy wordings. While coverage may be quoted, once a policy is issued coverage is only applicable if shown on Declaration Page or Schedule of Coverage.



# Terrorism and Associated Coverage Options

Frank Cowan Company has partnered with XL Catlin, a market leader in writing Terrorism Risk, to offer a suite of Terrorism and Associated Coverages. You have the option to select one or any combination of the following coverages:

Active Assailant Event Insurance	A Chemical, Biological, Radiological and Nuclear (CBRN) Insurance
<p>An Active Assailant Event is a premeditated malicious physical attack, by an Active Assailant (who is physically present) armed with a hand-held weapon that causes direct physical loss and/or bodily injury or death. Coverage responds when three (3) or more persons that are physically present during the attack are affected.</p> <p>The solution is designed to help organizations with the financial impacts of Active Assailant Events. Coverage can be triggered by property damage or bodily injury. Additional special coverage for:</p> <ul style="list-style-type: none"> <li>• Public Relations Expenses</li> <li>• Relocation Expenses (for the Insured or Employee of the Insured)</li> <li>• Counselling Expenses (for the Insured and Family Members)</li> <li>• Medical Expenses</li> <li>• Job Retraining Expenses (for Employees)</li> <li>• Employee Recruitment Expenses (for the Insured)</li> <li>• Security Expenses (expenses for a security consultant)</li> </ul>	<p>The use of Chemical, Biological, Radiological And Nuclear (CBRN) weapons is a growing concern worldwide. Deployment of these weapons would have a devastating impact, potentially causing damage and interruption to businesses located a significant distance away from the CBRN release. These exposures are excluded under the standard property policies.</p> <p>Our product is triggered by property damage or contamination resulting from the release of CBRN material with malicious intent This insurance covers Physical Loss or Damage (including Demolition, Decontamination and Prohibition of Access Orders, Blast Damage) and Business interruption</p>
<p><b>Maximum Limits:</b>  <b>\$10,000,000 any one occurrence and in the aggregate</b></p>	<p><b>Maximum Limits:</b>  <b>\$25,000,000 any one occurrence and in the aggregate</b></p>
Terrorism Property Insurance	Terrorism Liability Insurance
<p>Terrorism perils are dynamic in nature, the causes are sometimes unclear but the impact is significant. The risk is evolving, with a diverse range of groups; both foreign and home-grown, capable of launching terrorist attacks. The nature of such perils means they are board-level issues, and must be on any corporate risk register. Our policies cover physical damage to property, business interruption and extra expenses following property damage.</p> <p>This product offers protection from potentially devastating losses, both domestic and abroad that can result from either an act of Terrorism or an Act of Sabotage.</p> <p>Coverage is very broad and uniquely tailored. This policy provides Physical Loss or Damage and Business Interruption caused by Acts of Terrorism or Acts or Sabotage.</p>	<p>Terrorism Liability Insurance provides coverage for financial costs against claims for damages by third parties who are injured in a terrorist attack. Coverage also extends to third party property damage. This is key because these exposures are usually excluded under liability policies.</p> <p>An Act of Terrorism is defined as an act committed for political, religious or ideological purposes including the intention to influence any government and/or to put the public in fear for such purposes.</p>
<p><b>Maximum Limits:</b>  <b>\$50,000,000 any one occurrence and in the aggregate</b></p>	<p><b>Maximum Limits:</b>  <b>\$25,000,000 any one occurrence and in the aggregate</b></p>

The information in this notice is intended for informational purposes only. For full details with respect to coverage, exclusions, conditions and limitations refer to the policy wordings. While coverage may be quoted, once a policy is issued coverage is only applicable if shown on Declaration Page or Schedule of Coverage.

# Cyber Risk Insurance Coverage Highlights

## Overview

---

Cyber, network and data exposures impact all companies and thus this solution is suitable for almost any industry. We offer comprehensive Cyber Risk Insurance Coverage to protect an Insured against the cost of a failure in technology or data breach as well as costs involved in restoring the organization's reputation.

The Privacy Liability coverage section will now automatically extend coverage to a 'Service Provider' and/or under a 'Shared Network Arrangement'. We also offer an optional endorsement which will extend coverage to Crisis Management Costs.

## Coverage

---

### Media Content Services Liability.

- Media exposures such as defamation and breaches of intellectual property rights arising from your on-line publishing.

### Network Security Liability.

- Failure to protect against unauthorized access to; unauthorized use of, or denial of services attack.

### Privacy Liability Coverage.

- Consists of various components such as: Privacy Liability, Privacy Notification Costs and Regulatory Proceedings Coverage.
  - Privacy Liability
    - Provides coverage for your liability when you fail to safeguard personal information you have been entrusted with.
  - Privacy Notification Costs
    - Notification costs and credit monitoring after a breach.
  - Regulatory Proceedings Coverage
    - Covers fines and penalties.

### Extortion Threat

- Cover to assist you in dealing with the costs of handling/response to a threat from a hacker to attack your information and electronic assets.

### Crisis Management Expense

- Costs to assist you after a network compromise to your own system (e.g. public relations costs).

### Business Interruption

- Covers the reduction in business income during the period of restoration after compromise to your own system.

## Limits and Deductibles

---

### Limits

- A range of limits available up to \$5 million (sub limits apply to first party coverage).
- Pays up to the Limit of Insurance for each coverage specified, subject to an Aggregate Limit.

### Deductibles

- A separate deductible may apply to each coverage.

The information in this notice is intended for informational purposes only. For full details with respect to coverage, exclusions, conditions and limitations refer to the policy wordings. While coverage may be quoted, once a policy is issued coverage is only applicable if shown on Declaration Page or Schedule of Coverage.

# Facility User Solution Coverage

## **Overview**

The Frank Cowan Company Facility User Solution provides you (the facility owner) with the knowledge that the person(s) renting or leasing your facilities have insurance for events they are hosting.

You also have peace of mind knowing they have added you (the facility owner) as an 'additional insured' to that insurance. As an 'additional insured' your interests are covered when a claim occurs as a result of negligence by someone renting or leasing the facilities.

With the Frank Cowan Company Limited Facility User Solution we automatically cover a variety of 'Sporting' and 'Non Sporting Events.'

## **Features**

We provide coverage on one master policy with:

- The option of insuring all of your rented or leased facilities or only selected facilities.
- The option of \$2,000,000 or \$5,000,000 liability limits for all users.
- Coverage under a commercial general liability form with extensions for Tenants Legal Liability, Medical Expenses and Non Owned Automobile Coverage.
- Coverage is written on a Reporting Basis – with a deposit premium at inception and premium being adjusted annually.

## **Activities or Events Insured**

Approved Activities include the following Non Sporting and Sporting Events:

### **Non Sporting Events**

Anniversaries, arts, art shows and exhibits, auctions, banquets, bazaars, birthday parties, bridge, chess clubs, crafts, dance parties, dance recitals, dinners, engagement parties (e.g. Jack and Jill events), fashion shows, graduations, music recitals or other family celebrations (e.g. christenings, showers, graduations etc.), photo shoots, picnics, religious services, retirement parties, reunions, seasonal markets, seminars, speakers, talent shows, theatre performances, weddings or other ceremonies, workshops/classroom instruction.

### **Sporting Events**

Badminton, baton twirling, bowling, curling, dance lessons, horseshoes, lawn bowling, public skating, shuffle board, table tennis, tai chi, tennis, ball/roller/floor hockey, baseball, basketball, broomball, cheer leading, cricket, dodge ball, dry land training, field hockey, figure skating, fitness classes, frisbee, handball, non-contact sports (martial arts, pick up hockey, pick up lacrosse, touch/flag football), pickle ball, racquet ball, ringette, slo-pitch, soccer, softball, squash, swimming with life guard, synchronized swim, t-ball, track & field, volleyball and yoga.

### **Excluded Activities**

Alpine skiing, bachelorette/stagette parties, bike racing, boxing, climbing walls, contact sports, cycling, fireworks, gymnastics, horse related, kabaddi, kayaking, kickboxing, motor vehicle activities, rugby, skateboarding, snowboarding, stag/bachelor parties, tackle football or wrestling.

While we do provide coverage under the program for sporting activities we do not provide coverage for Organized Sports Teams/Leagues.

The information in this notice is intended for informational purposes only. For full details with respect to coverage, exclusions, conditions and limitations refer to the policy wordings. While coverage may be quoted, once a policy is issued coverage is only applicable if shown on Declaration Page or Schedule of Coverage.





## RAPPORT N° FIN 2017-047

<b>Date</b>	06/12/2017
<b>Soumis par</b>	Frédéric Desnoyers
<b>Objet</b>	Adoption des taux de déchets 2018
<b># du dossier</b>	F21 Revenues

1) **NATURE / OBJECTIF :**

Le but de ce rapport est de finaliser les taux de déchets résidentiel et commercial suivant l'approbation du budget 2018.

2) **DIRECTIVE/POLITIQUE ANTÉCÉDENTE :**

Le règlement 2017-42 est présentement utilisé afin d'établir les taux pour la collection des déchets et recyclage.

3) **RECOMMANDATION DU SERVICE:**

**THAT** the Committee of the Whole recommends that Council adopts a by-law to establish new fees for the collection and disposal of garbage and recycling, commencing in 2018.

**QUE** le Comité plénier recommande que le Conseil adopte un règlement pour établir les nouveaux frais de collection et disposition des déchets et recyclage, commençant en 2018.

4) **HISTORIQUE :**

Les taux de déchets ont été discutés au cours du processus budgétaire 2018, plus particulièrement à la rencontre budgétaire plénière du 29 novembre 2017.

5) **DISCUSSION :**

Il est recommandé que les taux résidentiels demeurent constants, soit à 187.50 \$ par unité.

Une réduction d'environ 30% est proposée pour les propriétés commerciales avec des sacs pour un total de \$400 par propriété.

Pour les utilisateurs de « bin » le taux proposé est de 70\$/tonne avec un taux minimal de \$1,000 par année.

Un changement a été apporté dans le règlement afin de s'assurer que les entreprises à domicile seront seulement facturé le frais commercial.

6) **CONSULTATION :**

N/A

7) **RECOMMANDATION OU COMMENTAIRES DU COMITÉ :**

N/A

- 8) **IMPACT FINANCIER (monétaire/matériaux/etc.):**  
L'augmentation des taux était déjà incluse dans le budget 2018 et il n'y a donc pas d'impact supplémentaire.
- 9) **IMPLICATIONS LÉGALES :**  
N/A
- 10) **GESTION DU RISQUE (RISK MANAGEMENT) :**  
N/A
- 11) **IMPLICATIONS STRATÉGIQUES :**  
N/A
- 12) **DOCUMENTS D'APPUI:**  
Ébauche du règlement proposé

## **THE CORPORATION OF THE CITY OF CLARENCE-ROCKLAND**

### **BY-LAW NUMBER 2017-XX**

#### **BEING A BY-LAW TO ESTABLISH YEARLY RATES FOR THE COLLECTION AND DISPOSAL OF GARBAGE AND RECYCLING AND ALL RELATED WASTE MANAGEMENT ACTIVITIES.**

**WHEREAS** Section 391 of the Municipal Act R.S.O., 2001 as amended provides that a by-law may be passed by the Council of local municipalities for the collection, removal, and disposal by the Corporation of garbage and/or other refuse, throughout the whole municipality or in defined areas at the expense of the owners and occupants of the land therein;

**AND WHEREAS** Subsection 1 of Section 398 of the Municipal Act R.S.O., 2001 as amended states that fees and charges imposed by a municipality on a person constitutes a debt of the person to the municipality;

**AND WHEREAS** Subsection 2 of Section 398 of the Municipal Act R.S.O., 2001 as amended states that the Treasurer of a local municipality may add fees and charges imposed by a municipality to the tax roll for the property to which the public utility was supplied and collect them in the same manner as municipal taxes;

**AND WHEREAS** Council of the Corporation of the City of Clarence-Rockland recognizes and has complied with the notice provisions as set out in By-Law 2011-105;

**NOW THEREFORE** the Council of the Corporation of the City of Clarence-Rockland enacts as follows:

1. Definitions;

"Equivalent residential unit"

An equivalent residential unit is a place of residence; in the case of an apartment and/or a semi-detached, each place of residence shall be deemed to be an equivalent unit.

"Equivalent commercial unit"

An equivalent commercial unit is a property with a place of business assessed with a commercial evaluation; only one (1) equivalent commercial unit can be charged per property.

"Home Occupation"

Means any occupation conducted for gain or profit as an accessory use within a residential unit.

"Garbage"

means local household generated waste material and includes the following categories:

Type I Garbage  
(Household Waste)

Includes any article, thing, matter or effluent belonging to or associated with a residence, household or dwelling unit and includes but is not limited to the following: kitchen and table waste of animal origin resulting from the preparation or consumption of food; clothing; ashes; paper (except recyclable paper); broken crockery; and other such articles which would normally pertain to a dwelling.

Type II Garbage  
(Recyclable waste)

Includes all materials collected by the Municipality for recycling and without limiting the generality of the forgoing includes: beverage and food containers, cardboard, recyclable paper.

"Supplementary  
Assessment Roll"

The list of properties, issued by the Municipal Property Assessment Corporation as per Section 34 (1) of the Assessment Act, R.S.O. 1990, c.A.31, as amended, to which an increase in value occurs which results from the erection, alteration, enlargement or improvement of any building, structure, machinery, equipment or fixture or any portion thereof that commences to be used for any purpose

2. The following rates shall be paid as follows:
  - a) a fixed rate of \$187.50 per equivalent residential unit
  - b) a fixed rate of \$400.00 per equivalent commercial unit.
  - c) or \$70.00 / ton with a minimum of \$1,000.00 for commercial clients that use bins
3. A residential unit with a home occupation will be charged the fixed rate of one equivalent commercial unit, and will be allowed to the service equivalent to one commercial unit.
4. All new residential unit and commercial unit shall be levied and imposed a monthly rate from the date of occupancy specified in the supplementary assessment roll to the end of the current calendar year. The monthly rate shall be determined by using as its numerator the special rate as determined in



Section 2 and using as its denominator 12 and consequently multiplying the results by the number of months of occupancy.

5. The fixed rate will be charged to all residential units and commercial units on the final tax bill and this fee will be for the service provided in the current year starting January 1<sup>st</sup> to December 31<sup>st</sup> and of each consecutive year until repealed.
6. All past due accounts will be subject to the penalty and interest charges as set out in the current by-law which provides for the adoption of tax rates and to further provide for penalty and interest in default of payment thereof.
7. If any section or portion of this By-law is found by a court of competent jurisdiction to be invalid, it is the intent of Council of the Corporation of the City of Clarence-Rockland that all remaining sections and portions of this By-Law continue in force and effect.
8. This By-Law shall be deemed to have come into force and take effect on the 1<sup>st</sup> day of January 2018.
9. That By-Law Number 2017-42 is hereby repealed.

**READ AND PASSED IN OPEN COUNCIL THIS 16 DAY OF JANUARY 2018.**

---

Guy Desjardins, Mayor

---

Monique Ouellet, Clerk





## REPORT N° CLERK2017-14

<b>Date</b>	01/12/2017
<b>Submitted by</b>	Monique Ouellet
<b>Subject</b>	Records Retention By-law Revision
<b>File N°</b>	C11-CLERK

1) **NATURE/GOAL :**

The purpose of this report is to present a newly proposed Records Retention By-law for Council's consideration.

2) **DIRECTIVE/PREVIOUS POLICY :**

The current Document Retention by-law no. 2001-28 was adopted in August 2001.

3) **DEPARTMENT'S RECOMMENDATION :**

**THAT** the Committee of the Whole recommend that Council adopts the proposed Records Retention By-law, as presented.

**QUE** le comité plénier recommande au conseil d'adopter le règlement de conservation des documents, tel que présenté.

4) **BACKGROUND :**

The City of Clarence-Rockland uses The Ontario Municipal Records Management System (TOMRMS), a standardized file classification system to organize both paper and electronic records. It provides an effective and recognized tool for the management of corporate records. The Clerk's Department now receives from a recognized third-party expert an annual retention schedule update that includes citations of relevant legislation impacting retention.

5) **DISCUSSION :**

The Records Retention By-law needs to be revised in order to ensure that it is in conformity with the different pieces of legislation.

Further to the adoption of this revised by-law, the Clerk's Department will proceed to the establishment of a Records and Information Management Procedure Manual which will serve to provide clear guidelines to ensure that records are created, classified, organized, managed, retrieved, maintained, and destroyed in accordance with the *Municipal Act, 2001*, the *Municipal Freedom of Information and Protection of Privacy Act*, and the principles of The Ontario Municipal Records Management System (TOMRMS) for the management of records of the City and its local boards.

6) **PUBLIC MEETING:**

N/A

7) **CONSULTATION :**

The proposed Records Retention By-law, inclusive of the proposed document retention schedule was circulated internally and to the City's auditor.

8) **FINANCIAL IMPACT (expenses/material/etc.):**

There is no financial implication in relation to this report.

9) **LEGAL IMPLICATIONS :**

Section 254 (1) of the *Municipal Act, 2001, S.O. 2001, c.25, as amended* provides that a municipality shall retain and preserve the records of the municipality and its local boards in a secure and accessible manner and, if a local board is a local board of more than one municipality, the affected municipalities are jointly responsible for complying with this subsection; and

Section 255 of the *Municipal Act 2001, S.O. 2001, c. 25, as amended*, provides that a municipality may establish retention periods during which the records of the municipality and local boards of the municipality must be retained and preserved in accordance with section 254.

10) **RISK MANAGEMENT :**

N/A

11) **STRATEGIC IMPLICATIONS :**

N/A

12) **SUPPORTING DOCUMENTS:**

- Current By-law 2001-28
- New Proposed By-law (inclusive of Schedule 'A' and 'B')

**CORPORATION OF THE CITY OF CLARENCE-ROCKLAND  
BY-LAW NO. 2001-28**

**BEING A BY-LAW TO ESTABLISH THE RETENTION PERIOD FOR CERTAIN DOCUMENTS AND RECORDS TO BE KEPT BY THE CORPORATION OF THE CITY OF CLARENCE-ROCKLAND.**

**WHEREAS** the Municipal Act R.S.O. 1990 Chapter M.45, Sections 116(1)(b) and 116(2), as amended provide that a municipality or a local board thereof, as defined in the Municipal Affairs Act, shall not destroy any receipts, vouchers, instruments, rolls or other documents, records and papers, except in accordance with a By-Law passed by the Municipality and approved by the Municipal Auditor establishing schedules of retention periods during which the receipts, vouchers, instruments, rolls or other documents, records and papers must be kept by the Municipality or local board, and said documents may be destroyed at any time if the original thereof is subject to a retention period within the schedule established by the By-Law:

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE CITY OF CLARENCE-ROCKLAND HEREBY ENACTS AS FOLLOWS:**

1. For the purpose of this By-Law, "file" shall mean the compilation of receipts, vouchers, instruments, rolls or other documents, records and papers which may be in their original form or a microform that is certified by the Clerk of the Municipality.
2. Retention periods for receipts, vouchers, instruments, rolls and other documents, records and papers shall be as set out in Schedule "A", attached hereto and forming part of this By-Law.
3. Upon the Clerk or his/her designate satisfying himself/herself that the relevant retention period established by the By-law has expired and that no reason exists for further retention, the said Clerk or his/her designate may then order any receipt, voucher, instrument, roll or other document to be destroyed, or to be set aside for permanent retention in an archival facility designated by the Clerk or his/her designate.
4. For the purpose of this By-law and the scheduled attached hereto, "year" shall mean a full calendar year commencing on January 1 and terminating on December 31.
5. This By-law shall come into force on the day it is approved by the Municipal Auditor.

**READ, PASSED AND ADOPTED BY COUNCIL THIS 14<sup>th</sup> DAY OF AUGUST 2001.**

**(Original signed by)**

---

**(Original signed by)**

---

**Jean Pierre Pierre, Mayor**

**Daniel Gatien, Clerk**

**ADMINISTRATION**

<b>Class Code</b>	<b>Type of documents</b>	<b>Department</b>	<b>Keep Dept.</b>	<b>Off Site</b>	<b>Total Ret.</b>	<b>Remarks</b>
A00	Administration general	Originating	1	-	1	
A01	Associations and Organizations	Originating	1	-	1	
A02	Staff committees & meetings	Originating	1	3	4**	
A03	Computer information systems	TreasuryS	3	S+3		
A04	Conferences and seminars	Originating	1	-	1	only those sponsored by the municipality
A05	Consultants	Originating	1	-	2**	
A06	Inventory control	Treasury	1	5	6	
A07	Office equipment & furniture	Originating	1	-	2**	
A08	Office Services	Originating	1	-	1	
A09	Policies and procedures	Originating	S	P	P**	
A10	Records management	Clerk's	5	-	5	
A11	Records disposition	Clerk's	P	-	P	
A12	Telecommunications systems	Originating	S	-	S	
A13	Travel and accommodation	Originating	1	-	1	
A14	Uniforms and clothing	Originating	S	-	S**	
A15	Vendors and suppliers	Originating	2	-	2	
A16	Intergovernmental relations	Originating	1	4	5**	
A17	Accessibility of records (FOI)	Clerk's	2	-	2	
A18	Security	Originating	2	3	5	
A19	Construction and renovations	Originating	T	6	T+6**	
A20	Building & property maintenance	Originating	2	4	6	
A21	Facilities bookings	Originating	1	-	1	

**COUNCIL AND BY-LAWS**

<b>Class Code</b>	<b>Type of documents</b>	<b>Department</b>	<b>Keep Dept.</b>	<b>Off Site</b>	<b>Total Ret.</b>	<b>Remarks</b>
C00	Council and By-laws general	Originating	1	-	1	
C01	By-laws	Clerk's	P	-	P**	copy retention S
C02	By-Laws other municipalities	Clerk's	T	-	T	
C03	Council agenda	Clerk's	S	5	S+5	
C04	Council minutes	Clerk's	P	-	P**	copy retention 2
C05	Council committee agenda Clerk's		S	-	S	Working notes 6 years
C06	Council committee minutes	Clerk's	6	-	6**	
C07	Elections	Clerk's	T		T**	after election of new Concil
C08	Goals and objectives	Originating	S	-	S**	
C09	Motions and resolutions	Clerk's	P	-	P	copy retention 1
C10	Motions and Resolutions other municipalities	Clerk's	T	-	T	
C11	Reports to Council	Clerk's	T	-	T	
C12	Appoints to boards & committees	Clerk's	1	P	P**	

**PLANNING AND DEVELOPMENT**

<b>Class Code</b>	<b>Type of documents</b>	<b>Department</b>	<b>Keep Dept.</b>	<b>Off Site</b>	<b>Total Ret.</b>	<b>Remarks</b>
D00	Development & planning general	Originating	1	-	1	
D01	Demographic studies	Planning	5	10**		
D02	Economic Development	Planning	5	5	10**	
D03	Environment planning	Planning	5	5	10**	
D04	Residential development	Planning	5	5	10**	
D05	Natural resources	Planning	5	5	10**	
D06	Tourism development	Planning	5	5	10**	
D07	Condominium plans	Planning	5	P	P	
D08	Official plans	Clerk's	S	P	P	
D09	Official plan, amend. Applications	planning	T+1	P	P	
D10	Severances	Planning	T+1	P	P	
D11	Site plan control	Planning	5+2	P	P	
D12	Subdivision plans	Planning	5	P	P	
D13	Variances	Planning	T+2	P	P	
D14	Zoning	Planning	T+2	P	P	
D15	Easements	Planning	T+1	P	P	
D16	Encroachments	Planning	T+1	P	P	
D17	Annexation/Amalgamation	Clerk's	1	P	P	
D18	Community improvement projects	Planning	T+1	5	T+7**	after completion of project
D19	Municipal addressing	Planning	S	10	S+7**	
D20	Reference Plans	Planning	S	P	P	
D21	Industrial/Commercial dev.	Planning	5	P	P	



**ENVIRONMENTAL SERVICES**

<b>Class Code</b>	<b>Type of documents</b>	<b>Department</b>	<b>Keep Dept.</b>	<b>Off Site</b>	<b>Total Ret.</b>	<b>Remarks</b>
E00	Environmental services	Originating	1	-	1	
E01	Sanitary sewers	Works	2	3	5	specifications P
E02	Storm sewers	Works	2	3	5**	specifications P
E03	Treatment plants	Works	2	3	5	specifications P
E04	Trees	Works	2	3	5	
E05	Environmental monitoring	Public health	2	3	5**	
E06	Utilities	Works	2	3	5**	
E07	Waste Management	Works	2	3	5**	
E08	Water works	Works	2	3	5	specifications P
E09	Drains	Works	2	3	5**	specifications P

# FINANCE AND ACCOUNTING

Class Code	Type of documents	Department	Keep Dept.	Off Site	Total Ret.	Remarks
F00	Finance & accounting general	Originating	1	-	1	
F01	Accounts payable	Treasury	1	5	6	
F02	Accounts receivable	Treasury	1	5	6	
F03	Audits	Treasury	1	5	6	
F04	Banking	Treasury	1	5	6	
F05	Budgets and estimates	Treasury	1	5	6**	
F06	Assets	Treasury	T+1	5	T+6**	after disposal of asset
F07	Cheques	Treasury	1	5	6	
F08	Debentures and bonds	Treasury	T+1	5	T+6	after redemption of entire issue
F09	Employee and council expenses	Treasury	1	5	6	
F10	Financial statements	Treasury	2	P	P**	
F11	Grants and loans	Treasury	1	5	6	
F12	Investments	Treasury	T+1	5	T+6	after closure of account
F13	Journal vouchers	Treasury	1	5	6	
F14	Subsidiary ledgers, taxes, water cash registers & journals	Treasury	1	5	6**	
F15	General ledgers and journals	Treasury	1	P	P	
F16	Payroll	Treasury	1	5	6	
F17	Purchase orders & requisitions	Treasury		5	6	
F18	Quotations and tenders	Treasury	1	5	6**	
F19	Receipts	Treasury	1	5	6	
F20	Reserve funds	Treasury	1	5	6	
F21	Revenues	Treasury	1	5	6	
F22	Tax rolls and records	Clerk's	S	P	P	
F23	Write offs	Treasury	1	5	6	
F24	Trust funds	Treasury	T	6	T+6	after closure of account

F25 Security deposit Treasury T 6 T+6 after closure of account

# HUMAN RESOURCES

Class Code	Type of documents	Department	Keep Dept.	Off Site	Total Ret.	Remarks
H00	Human resources general	Originating	1	-	1	
H01	Attendance and scheduling	Personnel	2	-	2**	
H02	Benefits	Personnel	S	-	S	
H03	Employee records	Personnel	T_1	5	T+6**	after termination of employment
H04	Health and safety	Personnel	1	6	7	
H05	Human Resource planning	Personnel	5	-	5**	
H06	Job descriptions	Personnel	S	-	S**	
H07	Labour relations	Personnel	T	10	T+10**	after termination of two bargaining periods
H08	Organizations	Originating	S	-	S**	
H09	Salary planning	Personnel	5	-	5	
H10	Pension records	Personnel	T	-	T	after death of employee/survivor benefits
H11	Recruitment	Personnel	1	-	1**	
H12	Training and development	Personnel	S	-	S**	only courses developed and presented by the Municipality are subject to archival selection

**LEGAL AFFAIRS**

<b>Class Code</b>	<b>Type of documents</b>	<b>Department</b>	<b>Keep Dept.</b>	<b>Off Site</b>	<b>Total Ret.</b>	<b>Remarks</b>
L00	Legal affairs - general	Originating	1	-	1	
L01	Appeals and hearings	Clerk's	T	P	P	after resolution of appeal
L02	Claims against the municipality	Clerk's	T	1	T+1	after resolution of claim
L03	Claims by the municipality	Clerk's	T	1	T+1	after resolution of claim
L05	Insurance appraisals	Clerk's	S	-	S	
L06	Insurance policies	Clerk's	T+1	5	T+6	after expiry of policy
L07	Land acquisition and sale	Clerk's	T	20	T+20**	after completion of transaction
L08	Opinions and briefs	Clerk's	S	-	S**	
L09	Precedents	Clerk's	S	-	S**	
L10	Federal legislation	Originating	S	-	S	
L11	Provincial legislation	Originating	S	-	S	
L12	Vital statistics	Clerk's	2	P	P	
L13	Prosecutions	Originating	T	7	T+7	after delivery of judgment
L14	Contracts & agreements simple	Clerk's	T	5	T+6**	

**MEDIA AND PUBLIC RELATIONS**

<b>Class Code</b>	<b>Type of documents</b>	<b>Department</b>	<b>Keep Dept.</b>	<b>Off Site</b>	<b>Total Ret.</b>	<b>Remarks</b>
M00	Media & public relations general	Originating	1	-	1	
M01	Advertising	Originating	1	-	1**	
M02	Ceremonies and events	Originating	1	4	5**	
M03	Charitable campaigns/fund raising	Originating	1	-	1	
M04	Complaints, commendations and inquiries	Originating	1	-	1**	
M05	News clippings	Originating	1	-	1**	
M06	News releases	Originating	1	-	1**	
M07	Publications	Originating	S	-	S**	
M08	Speeches and presentations	Originating	1	2	3**	
M09	Visual identity and insignia	Clerk's	S	5	S+5**	

**PROTECTION AND ENFORCEMENT SERVICES**

<b>Class Code</b>	<b>Type of documents</b>	<b>Department</b>	<b>Keep Dept.</b>	<b>Off Site</b>	<b>Total Ret.</b>	<b>Remarks</b>
P00	Protection & enforcement services general	Originating	1	-	1	
P01	Daily occurrence logs	Originating	2	4	6**	
P02	Daily occurrence logs	Originating	1	4	5**	
P03	Emergency Planning	Originating	S	-	S**	
P04	Hazardous materials	Originating	S	-	S	
P05	Incident/Accident reports	Originating	2	3	5**	
P06	Building & structural inspections	Building	S	-	S	
P07	Health inspections	Public health	S	-	S	
P08	Investigations	Originating	2	8	10**	
P09	Licenses	Clerk's	T	2	T+2	
P10	Building permits	Building	2	P	P	5 years off-site for residential permits
P11	Permits, others	Originating	T	2	T+2	
P12	Warrants	Police	T+2	-	T+2	
P13	Criminal records	Police	T	5	T+5	
P14	Animal control	Originating	2	3	5	
P15	Community protection programs	Originating	S	2	S+2**	

**RECREATION AND CULTURE**

<b>Class Code</b>	<b>Type of documents</b>	<b>Department</b>	<b>Keep Dept.</b>	<b>Off Site</b>	<b>Total Ret.</b>	<b>Remarks</b>
R00	Recreation & culture general	Originating	1	-	1	
R01	Heritage preservation	Clerk's	T	-	T**	after removal of designation
R02	Library services	Clerk's	2	3	5	
R03	Museum and archival services	Clerk's	2	3	5**	
R04	Parks management	Recreation	2	3	5**	
R05	Recreational facilities	Recreation	2	3	5	
R06	Recreational programming	Recreation	2	3	5**	

### SOCIAL AND HEALTH CARE SERVICES

Class Code	Type of documents	Department	Keep Dept.	Off Site	Total Ret.	Remarks
S00	Social & Health care services	Originating	1	-	1	
S01	Children's day nursery services	Comm. Services	2	3	5	
S02	Elderly assistance	Comm. Services	2	3	5	
S03	Homes for the aged residents	Comm. Services	T+2	8	T+10	after discharge or death of resident
S04	Social assistance programs	Comm. Services	2	3	5	
S05	Welfare case records	Comm. Services	T+2	5	T+7	after discharge of recipient
S06	Medical case records	Public health	T	5	T+6	after discharge of patient
S07	Children's services	Comm. Services	2	3	5	
S08	Public Health Services	Public Health	2	3	5	
S09	Cemetery records	Clerk's	2	P	P**	
S10	Day nursery case records	Comm Services	T+2	-	T+2	



**TRANSPORTATION**

<b>Class Code</b>	<b>Type of documents</b>	<b>Department</b>	<b>Keep Dept.</b>	<b>Off Site</b>	<b>Total Ret.</b>	<b>Remarks</b>
T00	Transportation general	Originating	1	-	1	
T01	Illumination	Works	T	6	T+6	after completion of project specifications P
T02	Parking	Works	T	6	T+6	after closure of lot or space
T03	Public transit	Works	T	6	T+6**	after closure of route, shelter, stop
T04	Road construction	Works	T	6	T+6**	after completion of project specifications P
T05	Road design and planning	Works	T	6	T+6**	after completion of project specifications P
T06	Road maintenance	Works	T	6	T+6	after completion of project specifications P
T07	Signs and signals	Works	T	6	T+6	after removal of sign, signal
T08	Traffic	Works	2	8	10**	
T09	Roads and lanes closures	Works	P	-	P**	

# VEHICLES AND EQUIPMENT

Class Code	Type of documents	Department	Keep Dept.	Off Site	Total Ret.	Remarks
V00	Vehicles & equipment general	Originating	1	-	1	
V01	Fleet management	Originating	T	5	T+6	after disposal of vehicle
V02	Mobile Equipment	Originating	T+1	5	T+6	after disposal of equipment
V03	Transportable equipment	Originating	T+1	5	T+6	after disposal of equipment
V04	Protective equipment	Originating	T+1	5	T+6	after disposal of equipment

Class Code	Secondary Heading	Responsible Dept.	Keep* Dept.	Off Site	Total Retention	Remarks
A00	Administration -general	Originating	1	-	1	
A01	Associations and Organizations	Originating	1	-	1	
A02	Staff Committees and Meetings	Originating	1	3	4**	
A03	Computer Systems and Architecture Information	Treasury	S	6	S+6	
A04	Conferences and Seminars	Originating	1	-	1**	archival review if sponsored by the Municipality
A05	Consultants	Originating	2	-	2**	
A06	Inventory Control	Originating	1	5	6	
A07	Office Equipment and Furniture	Originating	E	-	E	E= Disposal of item
A08	Office Services	Originating	1	-	1	
A09	Policies and Procedures	Originating	S	P	P**	
A10	Records Management	Clerk's	S	-	S	
A11	Records Disposition	Clerk's	P	-	P	
A12	Telecommunications Systems	Originating	S	-	S	
A13	Travel and Accommodation	Originating	2	-	2	
A14	Uniforms and Clothing	Originating	S	-	S**	
A15	Vendors and Suppliers	Originating	2	-	2	
A16	Intergovernmental Relations	Originating	1	4	5**	
A17	Accessibility of Records (F.O.I.)	Clerk's	2	-	2 years	
A18	Security	Originating	2	3	5	
A19	Facilities Construction and Renovations	Originating	E	2	E + 2** As builds = until superseded	E = project finished
A20	Building and Property Maintenance	Originating	2	3	5 Setup tests and manuals = Equipment removed + 1 year	

Legend: **P** - Permanent; **\*** - Maximum Copy Retention; **S** - Superseded; **E** - Event  
**C** - Current Year; **\*\*** - Subject to Archival Selection

All numbers in retention columns refer to years unless otherwise specified

Class Code	Secondary Heading	Responsible Dept.	Keep* Dept.	Off Site	Total Retention	Remarks
A21	Facilities Bookings	Originating	2	-	2	
A22	Accessibility of Services	Clerk's	2	3	5	
A23	Information Systems Production Activity & Control	Treasury	2	-	2	
A24	Access Control & Passwords	Treasury	2	-	S	
A25	Performance Management/ Quality Assurance	CAO	S	-	S**	

Legend: **P** - Permanent; **\*** - Maximum Copy Retention; **S** - Superseded; **E** - **Event**  
**C** - Current Year; **\*\*** - Subject to Archival Selection

All numbers in retention columns refer to years unless otherwise specified

Class Code	Secondary Heading	Responsible Dept.	Keep* Dept.	Off Site	Total Retention	Remarks
C00	Council and By-Laws –general	Originating	1	-	1	
C01	By-Laws	Clerk's	P	-	p**	Copy retention S
C02	By-Laws - Other Municipalities	Clerk's	S	-	S	
C03	Council Agenda	Clerk's	S	5	S+5	
C04	Council Minutes	Clerk's	P	-	p**	Copy retention 2 years Working notes 6 years
C05	Council Committee Agenda	Clerk's	S	-	S	
C06	Council Committee Minutes	Clerk's	6	-	6**	
C07	Elections	Clerk's	E+4 Ballot = 120 days after voting or resolution of recount	-	E+4 Ballot = 120 days after voting or resolution of recount	E= day action took effect or voting day
C08	Goals and Objectives	Originating	S	-	S**	
C09	Motions and Resolutions	Clerk's	P	-	p**	Copy retention 1 year
C10	Motions and Resolutions - Other Municipalities	Clerk's	S	-	S	
C11	Reports to Council	Clerk's	1	P	p**	
C12	Appointments to Boards and Committees	Clerk's	1	P	p**	
C13	Accountability Transparency & Governance	Clerk's	2		2	

Legend: **P** - Permanent; **\*** - Maximum Copy Retention; **S** - Superseded; **E** - Event

**C** - Current Year; **\*\*** - Subject to Archival Selection

All numbers in retention columns refer to years unless otherwise specified

Class Code	Secondary Heading	Responsible Dept.	Keep* Dept.	Off Site	Total Retention	Remarks
D00	Development and Planning -general	Originating	1	-	1	
D01	Demographic Studies	Planning	5	5	10**	
D02	Economic Development	Planning	5	5	10**	
D03	Environment Planning	Planning	E+5		E+5**	E = expired or later of: date of offence or day evidence of offence first came to attention of person appointed under s. 5.
D04	Residential Development	Planning	5	5	10**	
D05	Natural Resources	Planning	5	-	5**	
D06	Tourism Development	Planning	5	5	10**	
D07	Condominium Plans	Planning	5	P	P	Applications = 2 years after final decision
D08	Official Plans	Clerk's	S	P	P**	Copy retention S
D09	Official Plan Amendment Applications	Planning	E+1	P	P	E= Final decision
D10	Severances	Planning	E+1	5	E+6	E= land titles registration
D11	Site Plan Control	Planning	5	P	P	Application 2 years after final decision
D12	Subdivision Plans	Planning	5	P	P	Application 2 years after final decision.
D13	Variances	Planning	E+2	P	P	E= Final decision
D14	Zoning	Planning	E+2	S	S	E= Final decision
D15	Easements	Planning	E+1	P	P	E= Termination of right
D16	Encroachments	Planning	E+1	5	E+6**	E= Termination of right
D17	Annexation/ Amalgamation	Clerk's	1	P	P**	
D18	Community Improvement Projects	Planning	E+1	5	E+6**	E= Completion of project
D19	Municipal Addressing	Planning	S	10	S+10**	
D20	Reference Plans	Planning	S	P	P	
D21	Industrial/ Commercial Development	Planning	5	P	P	

Legend: **P** - Permanent; **\*** - Maximum Copy Retention; **S** - Superseded; **E** - Event  
**C** - Current Year; **\*\*** - Subject to Archival Selection

All numbers in retention columns refer to years unless otherwise specified

Class Code	Secondary Heading	Responsible Dept.	Keep* Dept.	Off Site	Total Retention	Remarks
D22	Digital Mapping	Planning	S	-	S	Excludes actual data residing on these systems.
D23	Agricultural Development	Planning	5	5	10**	
D24	Background Reports for Official Plan	Planning	E+1	4	E+5	E= Final Decision
D25	Deeming Process	Planning	E+2	-	E+2	E= Final decision
D26	Development Charges Study	Planning	5	5	10**	
D27	Part Lot Control	Planning	E+1	4	E+5	E= Final decision

Legend: **P** - Permanent; \* - Maximum Copy Retention; **S** - Superseded; **E** - **Event**  
**C** - Current Year; \*\* - Subject to Archival Selection

All numbers in retention columns refer to years unless otherwise specified

Class Code	Secondary Heading	Responsible Dept.	Keep* Dept.	Off Site	Total Retention	Remarks
E00	Environmental Services	Originating	1	-	1	
E01	Sanitary Sewers	Works	C+1	-	C+1 Specifications = permanent	
E02	Storm Sewers	Works	C+1	-	C+1** Specifications = permanent	
E03	Treatment Plants	Works	5	-	5 Specifications = permanent  Plans = cease to apply + 2	
E04	Trees	Works	2	3	5	
E05	Air Quality Monitoring	Engineering	E+5	-	E+5**	E = later of: date of offence or: day evidence of offence first came to attention of person appointed under s. 5
E06	Utilities	Works	2	3	5**	
E07	Waste Management	Works	2 or Cease to apply + 2	8	10 or cease to apply + 10**  Annual landfill operations report and Hazardous waste sites records – depot ceases to operate + 2  *** if National Guidelines apply, retention = P	
E08	Water Works	Works	1	14 Specifications = P	15 Specifications = P	

Legend: **P** - Permanent; **\*** - Maximum Copy Retention; **S** - Superseded; **E** - Event  
**C** - Current Year; **\*\*** - Subject to Archival Selection

All numbers in retention columns refer to years unless otherwise specified



Class Code	Secondary Heading	Responsible Dept.	Keep* Dept.	Off Site	Total Retention	Remarks
E09	Drains	Works	E+1	4	E+5** Specifications =P	
E10	Pits and Quarries	Works	2	3 Specifications =P	5** Specifications =P	Specifications are kept for the life of the pit or quarry.
E11	Nutrient Management	Works	2	3	5** or expiry of plan + 2 years	
E12	Private Sewage Disposal Systems	Works	2	3 Specifications =P	5** Specifications =P	
E13	Water Monitoring	Engineering	2	13	E+15	E = created, approved or plan no longer in force
E14	Water Sampling	Engineering	2	13	E+15	E = created, approved or plan no longer in force
E15	Chemical Sampling of Water	Engineering	2	13	E+15	E = created, approved or plan no longer in force
E16	Backflow Prevention and Cross Connection Control	Engineering	2	13	15	
E17	Energy Management		E+1	6	E+7	E = End of reporting period to which relates
E18	Natural Heritage		E+1	2	E + 3	E = end of designated year
E19	Renewable Energy		2	13	E + 15	E = created, approved or facility no longer in force
E20	Source Water Protection		15	-	E+15	E = created, approved or plan no longer in force
E21	MOE Environmental Compliance Approvals	Engineering			Cease to apply + 2 years	

Legend: **P** - Permanent; \* - Maximum Copy Retention; **S** - Superseded; **E** - Event  
**C** - Current Year; \*\* - Subject to Archival Selection

All numbers in retention columns refer to years unless otherwise specified

Class Code	Secondary Heading	Responsible Dept.	Keep* Dept.	Off Site	Total Retention	Remarks
F00	Finance and Accounting – general	Originating	1	-	1	Do not file accounting records required for tax purposes
F01	Accounts Payable	Treasury	E+1	6	E+7	E = fiscal year end  For welfare & child care payments E = provincial government year end
F02	Accounts Receivable	Treasury	E+1	6	E+7	
F03	Audits	Treasury	1	6	7	
F04	Banking	Treasury	1	6	7	
F05	Budgets and Estimates	Treasury	1	6	7**	
F06	Assets	Treasury	E+1	6	E+7**	E= Disposal of asset
F07	Cheques	Treasury	1	5	6	
F08	Debentures and Bonds	Treasury	E+1	5	E+6	E= Debentures surrendered for exchange/cancellation
F09	Employee and Council Expenses	Treasury	E+1	6	E+7	E = the end of the fiscal year
F10	Financial Statements	Treasury	2	P	P**	E = the end of the fiscal year
F11	Grants and Loans	Treasury	E+1	5	E+6	E = repayment of loan
F12	Investments	Treasury	E+1	6	E+7	E= Closure of account
F13	Journal Vouchers	Treasury	E+1	5	E+6	E = the end of the fiscal year
F14	Subsidiary Ledgers Registers and Journals	Treasury	E+1	6	E+7**	E = the end of the fiscal year
F15	General Ledgers and Journals	Treasury	1	P	P	
F16	Payroll	Treasury	E+1	5	E+6	E = End of fiscal year

Legend: **P** - Permanent; \* - Maximum Copy Retention; **S** - Superseded; **E** - Event  
**C** - Current Year; \*\* - Subject to Archival Selection

All numbers in retention columns refer to years unless otherwise specified

Class Code	Secondary Heading	Responsible Dept.	Keep* Dept.	Off Site	Total Retention	Remarks
F17	Purchase Orders and Requisitions	Treasury	E+1	5	E+6	E = the end of the fiscal year
F18	Quotations and Tenders	Treasury	1	5	6**	Unsuccessful bids - retain for 1 year from contract award
F19	Receipts	Treasury	1	6	7	
F20	Reserve Funds	Treasury	1	6	7	
F21	Revenues	Treasury	1	6	7 Mortgage related = 10	Records related to mortgages must be kept for 10 years.
F22	Taxes and Records	Clerk's	S	P	P	
F23	Write Offs	Treasury	1	6	7 Court services write-offs – 37 years	
F24	Trust Funds	Originating	E	7	E + 7	E= fiscal year or last day of residence
F25	Security Deposit	Treasury	E	7	E+7	E= Closure of account
F26	Working Papers	Treasury	E+1	-	E+1	E= After completion of audit

Legend: **P** - Permanent; **\*** - Maximum Copy Retention; **S** - Superseded; **E** - Event  
**C** - Current Year; **\*\*** - Subject to Archival Selection

All numbers in retention columns refer to years unless otherwise specified

Class Code	Secondary Heading	Responsible Dept.	Keep* Dept.	Off Site	Total Retention	Remarks
H00	Human Resources – general	Originating	1	-	1	
H01	Attendance and Scheduling	Personnel	3	-	3**	
H02	Benefits	Personnel	S	-	S	
H03	Employee Records	Personnel	E+3 Drinking Water system trainee: E + 5 years  Long-term care home staff: E + 7 years	- Firefighter employment terms: E + 25 years	E+3** Drinking Water system training record – 5 years Long-term care home staff: E + 7 Firefighter employment terms = 25	E = date employee ceased to be employed by employer
H04	Health and Safety	Personnel	1	2	3	Accident reports for construction projects retained with project 1 year after project completion
H05	Human Resource Planning	Personnel	1	-	1**	
H06	Job Descriptions	Personnel	S	-	S**	
H07	Labour Relations	Personnel	E	10	E+10**	E= Expiry of contract period
H08	Organization	Originating	S	-	S**	
H09	Salary Planning	Personnel	5	-	5	
H10	Pension Records	Personnel	E+6	-	E+6	E= Termination of employee
H11	Recruitment	Personnel	1	-	1**	

Legend: **P** - Permanent; **\*** - Maximum Copy Retention; **S** - Superseded; **E** - **Event**  
**C** - Current Year; **\*\*** - Subject to Archival Selection

All numbers in retention columns refer to years unless otherwise specified

Class Code	Secondary Heading	Responsible Dept.	Keep* Dept.	Off Site	Total Retention	Remarks
H12	Training and Development	Personnel	E+2	-	E+2**	Only courses developed and presented by the Municipality are subject to archival selection E = Date when that particular course ceases to be offered
H13	Claims	Personnel	E+1	2	E+3 Hazardous exposure claims = longer of 40 years or 20 years after last record made	E = Resolution of claim.  Records related to exposure to airborne Acrylonitrile benzene lead mercury silica vinyl chloride arsenic ethylene oxide or asbestos must be kept longer
H14	Grievances	Personnel	E+1	9	E+10	E = Resolution of claim.
H15	Harassment And Violence	Personnel	E+1	2	E+3	E = Resolution of complaint
H16	Criminal Background Checks	Personnel	E+2	5	E+7	E = date employee ceased to be employed by employer
H17	Employee Medical Records – Hazardous Materials	Personnel	E+2	38	E+40 or 20 years after last record of exposure	
H18	Employee Medical Records	Personnel	E+1	2	E+3	E = When STD/LTD claims are resolved

Legend: **P** - Permanent; **\*** - Maximum Copy Retention; **S** - Superseded; **E** - Event  
**C** - Current Year; **\*\*** - Subject to Archival Selection

All numbers in retention columns refer to years unless otherwise specified

Class Code	Secondary Heading	Responsible Dept.	Keep* Dept.	Off Site	Total Retention	Remarks
H19	Disability Management	Personnel	E+2	3	E + 5	E = day issued or earlier as may be specified by Commission
H20	Confined Spaces	Personnel	E+1	-	E+1 and 2 most recent records retained	Longer of: 1 year after the document was created Or: The period necessary to ensure 2 most recent records retained

Legend: **P** - Permanent; \* - Maximum Copy Retention; **S** - Superseded; **E** - **Event**  
**C** - Current Year; \*\* - Subject to Archival Selection

All numbers in retention columns refer to years unless otherwise specified

Class Code	Secondary Heading	Responsible Dept.	Keep* Dept.	Off Site	Total Retention	Remarks
L00	Legal Affairs – general	Originating	1	-	1	
L01	Appeals and Hearings	Clerk's	E	P	P	E= Resolution of appeal
L02	Claims Against the Municipality	Clerk's	E	1	E+1	E= Resolution of claim and all appeals
L03	Claims By the Municipality	Clerk's	E	1	E+1	E= Resolution of claims and all appeals
L04	Contracts and Agreements - Under By-Law	Clerk's	E+2	13	E+15**	E= act or omission on which claim is based took place
L05	Insurance Appraisals	Clerk's	E+1	14	E+15	E= After a new appraisal has been done
L06	Insurance Policies	Clerk's	E+1	14	E+15	E= Expiry of policy
L07	Land Acquisition and Sale	Clerk's	E	10	E+10**	E= Property disposition  renewable energy projects agreements terms may not be more than 50 years
L08	Opinions and Briefs	Clerk's	S	-	S**	
L09	Precedents	Clerk's	S	-	S**	
L10	Federal Legislation	Originating	S	-	S	
L11	Provincial Legislation	Originating	S	-	S	
L12	Vital Statistics	Clerk's	2	P	P	Marriage licences 2 years
L13	Prosecutions	Originating	E	7	E+7	E= Delivery of judgement
L14	Contracts and Agreements – Simple	Clerk's	E+1	1 long term care service providers = 6	E+2** Long term care service providers = expiry + 7	E= Expiry of contract

Legend: **P** - Permanent; **\*** - Maximum Copy Retention; **S** - Superseded; **E** - Event  
**C** - Current Year; **\*\*** - Subject to Archival Selection

All numbers in retention columns refer to years unless otherwise specified

Class Code	Secondary Heading	Responsible Dept.	Keep* Dept.	Off Site	Total Ret.	Remarks
M00	Media and Public Relations - general	Originating	1	-	1	
M01	Advertising	Originating	1	-	1**	
M02	Ceremonies and Events	Originating	1	4	5**	
M03	Charitable Campaigns/Fund Raising	Originating	2	-	2	
M04	Complaints Commendations and Inquiries	Originating	1	-	1**	
M05	News Clippings	Originating	1	-	1**	
M06	News Releases	Originating	1	-	1**	
M07	Publications	Originating	S	-	S**  S+3 if publicati on is subject to copyrigh t or tradema rk	
M08	Speeches and Presentations	Originating	1	2	3**	
M09	Visual Identity and Insignia	Clerk's	S	5	S+5**	
M10	Website & Social Media Content	Originating	S	-	S	
M11	Public Relations and Public Awareness Campaigns	Originating	1	4	5**	

Legend: **P** - Permanent; \* - Maximum Copy Retention; **S** - Superseded; **E** - Event  
**C** - Current Year; \*\* - Subject to Archival Selection

All numbers in retention columns refer to years unless otherwise specified



Class Code	Secondary Heading	Responsible Dept.	Keep* Dept.	Off Site	Total Retention	Remarks
P00	Protection & Enforcement Services – general	Originating	1	-	1	
P01	By-law Enforcement	Originating	2	4	6**	
P02	Daily Occurrence Logs	Originating	1	4	5**	
P03	Emergency Planning	Originating	S	-	S** or E + 5 if Canadian Environmental Protection Act applies	E = expiry of plan
P04	Hazardous Materials	Originating	S+1	4	S+5  7 years or tank removal + 7 years if Canadian Environmental Protection Act applies	
P05	Incident/Accident Reports	Originating	E	1	E+1 and 2 most recent records retained	E= One year or such longer period as is necessary to ensure that the two most recent reports or records are on file
P06	Building and Structural Inspections	Building	S	2	E+2 for inspections maintenance and testing related to the fire code	
P07	Health Inspections	Public Health	S	-	S	
P08	Investigations	Originating	2	P	P	
P09	Licences	Clerk's	E	2	E+2	E= Expiry of licence

Legend: **P** - Permanent; **\*** - Maximum Copy Retention; **S** - Superseded; **E** - Event

**C** - Current Year; **\*\*** - Subject to Archival Selection

All numbers in retention columns refer to years unless otherwise specified

Class Code	Secondary Heading	Responsible Dept.	Keep* Dept.	Off Site	Total Retention	Remarks
P10	Building Permits	Building	2 Residential permits = 5	P	P	
P11	Permits Other	Originating	E	2	E+2	E= Expiry of permit
P12	Warrants	Court Services  By-law Services	E+1	1	E + 2  Court services search warrants – 40 years	E= Execution of warrant  Search warrants are subject to archival selection
P13	Criminal Records	Court Services  By-law Services	E	5	E+5	E= Occurrence/ investigation closed or disposition of charge
P14	Animal Control	Originating	E+2	-	E+2	E = date animal was last in the pound
P15	Community Protection Programs	Originating	S	2	S+2** Surveillance video 72 hours unless requisitioned for use If requisitioned for use (MFIPPA or other investigation) = S+2	
P16	Emergency Services	Originating	S	2	S+2	
P17	EMS Incident & Impact Reports	EMS	S+2	3	S+5	
P18	EMS Accident Reports	EMS	S	5	S+5	

Legend: **P** - Permanent; **\*** - Maximum Copy Retention; **S** - Superseded; **E** - Event  
**C** - Current Year; **\*\*** - Subject to Archival Selection

All numbers in retention columns refer to years unless otherwise specified

<b>Class Code</b>	<b>Secondary Heading</b>	<b>Responsible Dept.</b>	<b>Keep* Dept.</b>	<b>Off Site</b>	<b>Total Retention</b>	<b>Remarks</b>
P19	EMS Accident Statistics	EMS	S	2	S+2	
P20	Prohibition Notices & Orders	Legal	15	-	15	

Legend: **P** - Permanent; \* - Maximum Copy Retention; **S** - Superseded; **E** - **Event**  
**C** - Current Year; \*\* - Subject to Archival Selection

All numbers in retention columns refer to years unless otherwise specified

<b>Class Code</b>	<b>Secondary Heading</b>	<b>Responsible Dept.</b>	<b>Keep* Dept.</b>	<b>Off Site</b>	<b>Total Retention</b>	<b>Remarks</b>
R00	Recreation and Culture -general	Originating	1	-	1	
R01	Heritage Preservation	Clerk's	E	-	E**	E= Removal of designation
R02	Library Services	Clerk's	2	3	5	
R03	Museum and Archival Services	Clerk's	1	-	1**	
R04	Parks Management	Parks & Recreation	2	3	5** Playground equipment maintenance = P	
R05	Recreational Facilities	Parks & Recreation	2	3	5 As built = until superseded	Architectural and engineering drawings As Built = keep until superseded
R06	Recreational Programming	Parks & Recreation	1	-	1**	

Legend: **P** - Permanent; **\*** - Maximum Copy Retention; **S** - Superseded; **E** - Event

**C** - Current Year; **\*\*** - Subject to Archival Selection

All numbers in retention columns refer to years unless otherwise specified

Class Code	Secondary Heading	Responsible Dept.	Keep* Dept.	Off Site	Total Retention	Remarks
S00	Social and Health Care Services - general	Originating	1	-	1	
S01	Children's Day Nursery Services	Comm Service	E+2	- Water testing and reporting records = 4	E+2 Water testing and reporting records = 6 years	Fire drills are kept 2 years and Inspection reports are kept for 2 years
S02	Elderly Assistance	Comm Service	2	5	7 Menus = 1 Fire drills = 2	Fire drills 2 years
S03	Long Term Care Facility Residents	Comm Service	E+2	8	E+10	E= Date of last entry.
S04	Social Assistance Programs	Comm Service	2	8	10	
S05	Ontario Works Case Records	Comm Service	E+1	4 9 if outstanding family support issues	E+5 5 years and no ongoing fraud E + 10 if outstanding family support issues	E = applies to an applicant or recipient's case file in total and the documentation contained in the case file.
S06	Medical Case Records	Public Health	E+1	-	E+1	E=1 year or shorter "as set out in by-law or resolution made by the institution. . ." or on consent
S07	Children's Services	Comm Service	3	-	3	Records of handicapped children are kept for at least 3 years after discharge.
S08	Public Health	Public Health	2	3	5	
S09	Cemetery	Clerk's	2	P	p**	

Legend: **P** - Permanent; **\*** - Maximum Copy Retention; **S** - Superseded; **E** - **Event**

**C** - Current Year; **\*\*** - Subject to Archival Selection

All numbers in retention columns refer to years unless otherwise specified

Class Code	Secondary Heading	Responsible Dept.	Keep* Dept.	Off Site	Total Retention	Remarks
	Records				Transfer to archives if no longer managed  Burial permits = 2	
S10	Day Nursery Case Records	Comm Service	E+3		Last participated date + 3	

Legend: **P** - Permanent; \* - Maximum Copy Retention; **S** - Superseded; **E** - **Event**  
**C** - Current Year; \*\* - Subject to Archival Selection

All numbers in retention columns refer to years unless otherwise specified

Class Code	Secondary Heading	Responsible Dept.	Keep* Dept.	Off Site	Total Retention	Remarks
T00	Transportation -general	Originating	1	-	1	
T01	Illumination	Works	E	6	E+6 Specifications = P	E= Removal of the equipment
T02	Parking	Works	E	6	E+6	E= Closure of lot or space
T03	Public Transit	Works	E	1	E+1**	E= Closure of route/ shelter/ stop
T04	Road Construction	Works	E	1	E+1** Specifications = P	E = project finished
T05	Road Design and Planning	Works	E	1	E+1** Specifications = P	E = project finished
T06	Road Maintenance	Works	E	1	E+1 Specifications = P	E = project finished  Road salt usage = 7 years if Canadian Environmental Protection Act applies
T07	Signs and Signals	Works	E	1	E+1	E= Removal of sign/signal
T08	Traffic	Works	E	1	E+1**	E = project finished Temporary road closures 2 years
T09	Roads and Lanes Closures	Works	E	1	E+1**	Event = project finished
T10	Field Survey/Road Survey Books	Works	E	1	E+1	E = project finished
T11	Bridges	Works	E	1	E+1 Specifications = P	E = project finished

Legend: **P** - Permanent; **\*** - Maximum Copy Retention; **S** - Superseded; **E** - Event  
**C** - Current Year; **\*\*** - Subject to Archival Selection

All numbers in retention columns refer to years unless otherwise specified

Class Code	Secondary Heading	Responsible Dept.	Keep* Dept.	Off Site	Total Retention	Remarks
V00	Vehicles and Equipment - general	Originating	1	-	1	
V01	Fleet Management	Originating	E+1	1	E+2 Daily Inspection Logs = 6 months from last entry	E = termination of lease)
V02	Mobile Equipment	Originating	E+1	-	E+1	E= Disposal of equipment
V03	Transportable Equipment	Originating	E+1	-	E+1	E = Disposal of equipment
V04	Protective Equipment	Originating	E+1	-	E+1	E = Disposal of equipment
V05	Ancillary Equipment	Originating	E+1	-	E+1 Set-up tests = until superseded	E = Disposal of equipment minimum 5 years for small water system equipment

Legend: **P** - Permanent; **\*** - Maximum Copy Retention; **S** - Superseded; **E** - **Event**  
**C** - Current Year; **\*\*** - Subject to Archival Selection

All numbers in retention columns refer to years unless otherwise specified





Date:	Department:
Completed by:	

Please list each type of record separately.

[illegible]

Page 1 of 2





## REPORT N° CLERK2017-15

<b>Date</b>	18/12/2017
<b>Submitted by</b>	Monique Ouellet
<b>Subject</b>	Complaint Policy
<b>File N°</b>	C11-CLE

1) **NATURE/GOAL :**

The purpose of this report is to present a newly proposed Complaint Policy for Council's consideration.

2) **DIRECTIVE/PREVIOUS POLICY :**

The City of Clarence-Rockland has no written complaint policy.

3) **DEPARTMENT'S RECOMMENDATION :**

**THAT** the Committee of the Whole recommend that Council adopts the proposed Complaint Policy No. ADM2018-01.

**QUE** le Comité plénier recommande que le Conseil adopte la Politique No. ADM2018-01 pour traiter les plaintes.

4) **BACKGROUND :**

Amendments to the *Ombudsman Act* came into effect on January 1, 2016.

5) **DISCUSSION :**

As a result of legislative changes, the Ombudsman has the authority to investigate complaints about Ontario's municipalities including about municipal councils, local boards and municipally-controlled corporations, with some exemptions, after complaint processes have been exhausted.

The proposed attached policy provides a mechanism for the municipality to respond to any complaints received. To a large extent, the proposed policy follows a process that is already often practised in the municipality. Formalizing this process into a written policy will help improve customer service by ensuring that all staff are operating from the same understanding of how resident concerns are to be addressed, as well as clarifying for members of the public what steps they can take to have concerns addressed.

In addition, should any complaint remain unresolved after relevant processes have been exhausted, the information gathered during the local complaint process can be provided to the Ombudsman to aid in any investigation they may need to conduct.

6) **CONSULTATION:**

The management team was consulted.

7) **FINANCIAL IMPACT (expenses/material/etc.):**

There is no financial implication in relation to this report.

8) **LEGAL IMPLICATIONS :**

*Public Sector and MPP Accountability and Transparency Act, 2014*

9) **RISK MANAGEMENT :**

If no formal written complaint policy is adopted, there may be some inconsistency in the manner in which complaints are addressed. Also it would be difficult to provide feedback to the Ombudsman.

10) **STRATEGIC IMPLICATIONS :**

Improve customer service, improve internal communications, identify opportunities to improve efficiencies and effectiveness

11) **SUPPORTING DOCUMENTS:**

- Proposed Complaint Policy No. ADM2018-01
- Ombudsman Pamphlet entitled 'Complaints about Municipalities'

<b>CORPORATION</b> <b>de la Cité de / of the City of</b> <b>Clarence-Rockland</b>		Politique <i>Policy No.:</i>	ADM2018-01
		Sujet <i>Subject:</i>	Complaint Policy/ Politique de plaintes
		Categorie <i>Category:</i>	
Date:	January 15, 2018	Résolution <i>Resolution No:</i>	
Auteur <i>Author:</i>	Monique Ouellet, Clerk	Règlement <i>By-law No:</i>	

### 1.0 Énoncé de politique

La Cité de Clarence-Rockland s'engage à fournir une procédure constante et uniforme pour répondre aux inquiétudes du public relativement à la livraison de programmes et à la prestation de services.

### 1.0 Policy Statement

The City of Clarence-Rockland is committed to provide a consistent and uniform process to respond to program and service delivery concerns raised by members of the public.

### 2.0 But/Objectif

La politique de plaintes municipale a pour but de fournir une procédure constante et uniforme pour répondre aux inquiétudes du public relativement à la livraison de programmes et à la prestation de services. La politique aidera la municipalité à maintenir la prestation d'un excellent service au public et contribuera à une amélioration continue des opérations.

La politique suivante établit des directives et des normes pour une prise en charge et une résolution efficace des plaintes faites envers la municipalité, afin de répondre aux inquiétudes soulevées et d'améliorer les services.

### 2.0 Purpose/Objective

The Municipal Complaint Policy is intended to provide a consistent and uniform process to respond to program and service delivery concerns raised by members of the public. The policy will assist the Municipality in continuing to provide excellent service to the public, and will contribute to the continuous improvement of operations.

The following policy establishes guidelines and standards for the efficient handling and resolution of complaints made toward the Municipality in order to address concerns raised and improve services.

### 3.0 Définitions

Une plainte est le témoignage d'une insatisfaction relativement à un programme, un service, une installation ou un membre du personnel municipal.

### 3.0 Definitions

A complaint is an expression of dissatisfaction related to a municipal program, service, facility, or staff member.

### 4.0 Portée

Cette politique ne s'applique pas aux :

- Requêtes
- Demande de service
- Commentaire
- Compliments
- Demande d'adaptation

### 4.0 Scope

This policy does not address:

- Inquiries
- Request for service
- Feedback
- Compliments
- Request for accommodation

<ul style="list-style-type: none"> <li>• Critiques ou plaintes anonymes</li> <li>• Enjeux traités par la législation ou un règlement, une politique ou une procédure municipale existante</li> <li>• Une décision du Conseil ou d'un comité consultatif</li> <li>• Plaintes internes du personnel</li> <li>• Question qui a été prise en charge par les tribunaux ou organisme quasi-judiciaires, etc.</li> </ul> <p>Par exemple, une demande faite à la municipalité pour un service particulier comme la réparation du pavage d'une rue, une infraction à un règlement ou au stationnement, des dommages aux propriétés municipales ou un ramassage des ordures ne se qualifient pas sous cette politique.</p> <p>Cette politique ne s'applique pas aux comités extérieurs (i.e. Comité d'administration de la bibliothèque publique), investigations de réunions à huis clos, plaintes faites par les employés, entrepreneurs ou bénévoles travaillant au nom de la municipalité ou de plaintes faites à propos des membres du conseil.</p>	<ul style="list-style-type: none"> <li>• Criticisms or anonymous complaints</li> <li>• Issues addressed by legislation, or an existing municipal by-law, policy or procedure</li> <li>• A decision by Council or an Advisory Committee</li> <li>• Internal employee complaints</li> <li>• Matters that are handled by tribunals, courts of law, quasi-judicial boards, etc.</li> </ul> <p>For example, a request made to the Municipality for a specific service such as repair to street surface, by-law or parking infractions, damage to municipal property, or garbage pick-up do not qualify as a complaint under this policy.</p> <p>This policy does not apply to outside boards (e.g. Public Library Board), Closed Meeting Investigations, complaints made by employees, contractors, or volunteers working on behalf of the Municipality, or complaints about Members of Council.</p>
--	---

## 5.0 Procédures et ligne directrices

## 5.0 Policy Procedure/Guidelines

<p><b>TYPES DE PLAINTES</b></p> <p><b>Plaintes informelles</b></p> <p>Il est recommandé que les personnes et le personnel municipal travaillent pour résoudre les enjeux et les inquiétudes avant qu'elles ne deviennent des plaintes formelles. Les plaintes informelles peuvent être faites en personne, par téléphone, par courrier, courriel ou par télécopieur.</p> <p>Il est de la responsabilité du personnel municipal de tenter de résoudre les enjeux ou les inquiétudes avant qu'elles ne deviennent des plaintes formelles et identifier les possibilités d'améliorer les services municipaux.</p>	<p><b>TYPES OF COMPLAINTS</b></p> <p><b>Informal Complaints</b></p> <p>It is encouraged that individuals and municipal staff work to resolve issues or concerns before they become formal complaints. Informal complaints may be made in person, by phone, letter, e-mail or fax.</p> <p>It is the responsibility of municipal staff to attempt to resolve issues or concerns before they become formal complaints and identify opportunities to improve municipal services.</p>
--	--

## **Plaintes formelles**

Une plainte formelle se produit lorsque le processus informel n'a pu être complété avec succès. Cela générera la création d'un dossier, d'une investigation et d'une décision.

Toutes les plaintes doivent être classées dans un délai raisonnable.

## **PROCEDURE DE PLAINTÉ FORMELLE**

### **1. Déposer une plainte**

Le plaignant doit remplir un formulaire de plainte dans lequel l'information suivante doit être incluse :

- Coordonnées du plaignant
- Type de plainte
- Détails de la plainte (emplacement, employé impliqué, demande de résolution, pièces jointes, date de la soumission de la plainte)
- Signature et date

Les plaintes anonymes ne seront pas acceptées.

### **2. Reconnaissance**

Les plaintes formelles doivent être soumises au bureau de la greffe. Lorsque reçue, on accordera à la plainte un numéro de référence et un accusé de réception par écrit sera envoyé dans les 7 jours de calendrier.

Le bureau de la greffe évaluera si la plainte s'applique à cette politique.

### **3. Enquête**

Toutes les plaintes sont examinées par le directeur approprié ou son délégué.

Les plaintes visant les directeurs seront examinées par le directeur général ou son délégué. Si une plainte est faite contre le directeur général, le maire fera l'évaluation et pourra consulter le conseil ou nommer un avocat municipal pour faire l'enquête.

## **Formal Complaints**

A formal complaint is generated when an informal resolution cannot be successfully achieved. This will result in a file generated, investigation, and decision.

All complaints should be filed in a timely manner.

## **FORMAL COMPLAINT PROCEDURE**

### **1. Filing a complaint**

The complainant must fill out a complaint form which shall include the following information:

- Contact details of the complainant
- Type of complaint
- Details of the complaint (location, employee involved, resolution requested, enclosures, date complaint submitted)
- Signature and date

Anonymous complaints will not be accepted.

### **2. Acknowledgement**

Formal complaints shall be submitted to the Clerk's Office. Upon receipt, the complaint will be given a tracking number and will be acknowledged in writing within 7 calendar days.

The Clerk's Office will assess if the complaint falls within this policy.

### **3. Investigation**

All complaints are investigated by the appropriate Department Head or designate.

Complaints made against Department Heads shall be investigated by the Chief Administrative Officer (CAO) or designate. If a complaint is made against the CAO, the Mayor will investigate and may consult with Council or designate the Municipal solicitor to investigate.

<p>L'enquêteur désigné devra réviser les enjeux identifiés et toute législation, politique ou procédure appropriée. Dans le cadre de l'enquête, toutes les parties impliquées (plaignant, employé, etc.) peuvent être interviewés par l'enquêteur.</p> <p>Une plainte peut être considéré frivole ou vexatoire lorsqu'elle est présentée de façon à ce que le personnel municipal la perçoive comme étant faite de mauvaise foi, ayant pour but d'intimider ou d'harcéler le destinataire ou faite dans le but de nuire. Lorsque qu'une plainte est considérée frivole et/ou vexatoire, ou il apparaît que les demandes aient tendance à être frivoles et/ou vexatoires, le directeur et le directeur général peuvent déclarer le dossier clos.</p> <p><b>4. Décision</b></p> <p>Une décision sera prise dans les 30 jours de calendrier suivant l'accusé réception de la plainte. Le directeur ou l'enquêteur désigné devra fournir une réponse par écrit démontrant les résultats de l'enquête suivant la plainte.</p> <p>La réponse doit démontrer si la plainte est fondée et inclure toutes les actions que la municipalité a pu entreprendre à la suite de cette plainte.</p> <p>Si l'enquêteur n'est pas en mesure de donner une réponse dans les 30 jours de calendrier, il doit notifier le plaignant du délai et donner un estimé du moment que la réponse sera donnée.</p> <p><b>5. Appel</b></p> <p>Lorsque la municipalité a communiqué la décision, il n'y a aucune procédure d'appel au niveau municipal.</p> <p>Dans le cas ou des plaintes ne peuvent être résolues à travers la procédure de la municipalité, elles peuvent être soumises au bureau de l'Ombudsman provincial conformément aux dispositions du <i>Projet de loi 8, Loi de 2014 sur la responsabilisation et la transparence du secteur public et des députés</i>.</p>	<p>The designated investigator shall review the issues identified and any relevant legislation, policies or procedures. As part of the investigation, all involved parties (complainant, employee, etc.) may be interviewed by the investigator.</p> <p>A complaint may be considered vexatious or frivolous if it is pursued in a manner that is reasonably perceived by municipal staff to be malicious, intended to embarrass or harass the recipient, or intended to be a nuisance. Where the complaint is considered frivolous and/or vexatious, or there appears to be a pattern of frivolous and/or vexatious requests, the Department Head and CAO may deem the file closed.</p> <p><b>4. Decision</b></p> <p>A decision will be made within 30 calendar days upon acknowledgement of the complaint. The Department Head, or designated investigator, shall provide a written response outlining the results of the investigation into the complaint.</p> <p>The response shall note whether the complaint was substantiated and include any actions the Municipality may take as a result of the complaint.</p> <p>If the designated investigator is unable to provide a response within 30 calendar days, they shall notify the complainant of the delay and provide an estimate of when a response will be provided.</p> <p><b>5. Appeal</b></p> <p>Once the Municipality has communicated the decision, there is no appeal process at the municipal level.</p> <p>In the event complaints cannot be resolved through the Municipality's complaint process, they may be submitted to the Provincial Ombudsman's office in accordance with the provisions of <i>Bill 8 Public Sector and MPP Accountability and Transparency Act, 2014</i>.</p>
---	---



**GESTION DE LA DOCUMENTATION ET DE LA VIE PRIVÉE**

Toute documentation relative à la plainte doit être conservée conformément au calendrier de conservation des dossiers municipaux.

Durant le processus de plainte, tous les employés municipaux doivent se conformer à la législation applicable relativement à la vie privée conformément à la *Loi sur l'accès à l'information municipale et la protection de la vie privée (LAIMPVP)*. Les plaignants doivent être conscients que certaines circonstances peuvent indirectement les identifier durant l'enquête.

**RECORDS MANAGEMENT AND PRIVACY**

All records relating to the complaint shall be maintained in accordance with the Municipality's record retention schedule.

During the complaints process, all Municipal employees shall adhere to all applicable legislation regarding privacy in accordance with the *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*. Complainants should be aware that certain circumstances may indirectly identify them during an investigation.

**Review and Amendments**

<i>Date:</i>	<i>Révisé par : / Reviewed by:</i>	<i>Rapport No. / Staff Report No.</i>

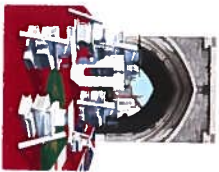




**The Ontario Ombudsman has the power to investigate and resolve complaints about municipalities, universities and school boards, as of these dates:**



**Municipalities**  
**Jan. 1, 2016**



**Universities**  
**Jan. 1, 2016**



**School boards**  
**Sept. 1, 2015**

This new mandate is thanks to Bill 8, the new *Public Sector and MPP Accountability and Transparency Act, 2014*.

It means we can help Ontarians who have problems with these bodies, just as we help them with the 500+ provincial government organizations we oversee.

Our services include referrals, complaint resolution, independent investigations of individual and systemic issues, and recommendations to improve government administration, service and accountability.

**“ We do not replace existing complaint mechanisms; we ensure they work as they should.”**

– OMBUDSMAN ANNUAL REPORT  
2014-2015

### Who can complain about a municipality?

- Residents, ratepayers or family members
- Municipal staff, members of council or other officials
- Members of interest groups
- Anyone with a concern



### If you have a complaint...

- Have you already contacted the municipality about the problem? If not, we may refer you back to the appropriate local officials. We can help if your issue isn't resolved.
- Can you provide information about the issue and the steps you've taken (name of the municipality, officials you've dealt with, relevant documents, etc.)?
- You can review our complaint forms and information about the complaint process, our work and Bill 8 on our website, or call to speak to our staff for help.

### How we work

1. We assess all complaints and refer them to relevant local mechanisms for quick resolution wherever possible.
2. If local mechanisms are unsuccessful, we may attempt resolution and may contact the municipality for more information.
3. If an investigation is necessary, the municipality will receive written notice and will be required to provide relevant information and documents.
4. If the Ombudsman makes recommendations, the municipality will have a chance to respond before any report is made public.
5. The Ombudsman follows up on all recommendations to ensure they are implemented and have the desired effect.

### Common municipal issues

- Customer service
- Conduct of staff and/or council members
- Conflicts of interest
- Services: Garbage collection, snow removal, etc.
- Municipally-owned utilities
- Accountability mechanisms (or lack thereof)

– Based on complaints received before Bill 8

**“ Everything has been settled to my satisfaction. Thanks a million for your help.”**

– LETTER FROM COMPLAINANT

### Did you know?

- **SIX** other ombudsmen in Canada already oversee municipalities.
- In 2014-2015, before Bill 8 was in effect, the Ombudsman received a record **1,656 complaints** about municipalities.



- Our office has **experience** with municipalities. Since 2008, the Ombudsman has been the closed meeting investigator for about 200 municipalities across Ontario. We have handled hundreds of closed meeting complaints and issued scores of reports and publications promoting best practices for transparency and accountability in municipal government.



### The Ombudsman is:

- An independent **officer** of the Ontario legislature
- A **watchdog** who resolves and investigates complaints about provincial government bodies and municipalities, publicly funded universities and school boards
- An **impartial investigator** who makes **recommendations** to improve public services
- An office of last resort that steps in when other complaint avenues hit a dead end
- **Confidential**: All investigations are conducted in private; complainants are not identified without consent
- **Free of charge**: No fees are charged to complainants or to the organizations complained about

### The Ombudsman can:

- Resolve **individual complaints**
- Investigate **issues** that cannot be resolved locally
- Conduct large-scale investigations into broad, **systemic** issues affecting large numbers of people (past examples – lottery security, property tax assessment, newborn screening, Hydro One billing)
- Require officials to **co-operate** with investigations and provide relevant evidence
- **Recommend** changes to fix bureaucratic problems and improve governance, accountability and transparency

### The Ombudsman cannot:

- Overturn decisions of government bodies, including municipalities, universities or school boards
- Issue penalties: his recommendations are not binding
- Investigate private corporations, decisions of courts, the federal government or municipal police

### Did you know?

"Ombudsman" is Swedish for "citizen's representative." The first ombudsman was created in Sweden in 1809 to help people bring their concerns to the government's attention.



## How to reach us

### Office of the Ombudsman of Ontario

Bell Trinity Square  
483 Bay Street, 10<sup>th</sup> Floor, South Tower  
Toronto, ON  
M5G 2C9

1-800-263-1830

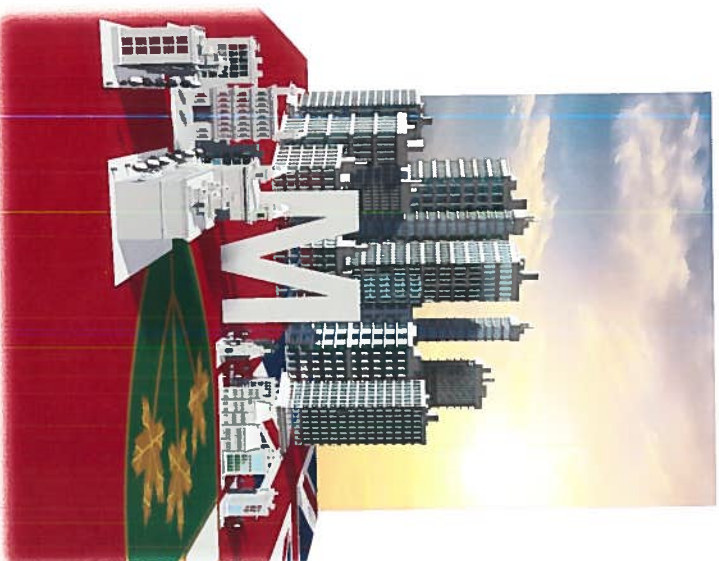
[www.ombudsman.on.ca](http://www.ombudsman.on.ca)

[Twitter.com/Ont\\_Ombudsman](https://twitter.com/Ont_Ombudsman)  
[Facebook.com/OntarioOmbudsman](https://facebook.com/OntarioOmbudsman)  
[Youtube.com/OntarioOmbudsman](https://youtube.com/OntarioOmbudsman)

  
**Ombudsman**  
ONTARIO  
ONTARIO'S WATCHDOG  
CHIEN DE GARDE DE L'ONTARIO

Complaints  
about

# MUNICIPALITIES



[www.ombudsman.on.ca](http://www.ombudsman.on.ca) • 1-800-263-1830





## L'Ombudsman de l'Ontario est en droit d'enquêter sur les plaintes à propos des municipalités, des universités et des conseils scolaires à partir des dates suivantes :



**Municipalités**  
1<sup>er</sup> janv. 2016



**Universités**  
1<sup>er</sup> janv. 2016



**Conseils scolaires**  
1<sup>er</sup> sept. 2015

Ce nouveau mandat résulte du Projet de loi 8, c'est-à-dire de la nouvelle *Loi de 2014 sur la responsabilisation et la transparence du secteur public et des députés*.

Désormais, nous sommes en mesure d'aider les Ontariens qui ont des problèmes avec ces organismes, comme nous le faisons avec plus de 500 organismes du gouvernement provincial déjà placés sous notre surveillance.

Nos services comprennent de nombreux volets : aigüillage, règlement des plaintes, enquêtes indépendantes sur des questions individuelles ou systémiques, et recommandations visant à améliorer l'administration, le service et la responsabilisation au gouvernement.

« Nous ne remplaçons aucun des mécanismes de plaintes existants, mais nous veillons à leur bon fonctionnement. »

— RAPPORT ANNUEL DE L'OMBUDSMAN,  
2014-2015

## Qui peut se plaindre à propos d'une municipalité?

- Résidents, contribuables ou membres de la famille
- Personnel municipal, membres des conseils et autres responsables
- Membres de groupes d'intérêts
- Quiconque a des préoccupations



## Si vous avez une plainte...

- Avez-vous déjà communiqué avec la municipalité à propos de ce problème? Sinon, nous pourrions vous demander de vous adresser aux responsables locaux concernés. Nous pouvons vous venir en aide si votre problème n'a pas été réglé.
- Pouvez-vous nous donner des renseignements sur votre problème et sur vos démarches (nom de la municipalité, responsables avec qui vous avez communiqué, documents pertinents, etc.)?
- Vous pouvez consulter nos formulaires de plainte et nos renseignements sur le processus de plainte, nos activités et le Projet de loi 8 sur notre site Web, ou téléphoner pour demander l'aide de notre personnel.

## Notre processus de travail

1. Nous évaluons toutes les plaintes et nous les acheminons vers les systèmes locaux de règlement pour parvenir à une solution rapidement, dans toute la mesure du possible.
2. Si les systèmes locaux de règlement échouent, nous pouvons tenter de régler le problème et communiquer avec la municipalité pour plus de renseignements.
3. Si une enquête s'avère nécessaire, nous enverrons un avis par écrit à la municipalité, qui sera tenue de nous fournir les renseignements et les documents pertinents.
4. Si l'Ombudsman fait des recommandations, la municipalité aura l'occasion d'y donner réponse avant que tout rapport soit rendu public.
5. L'Ombudsman fait un suivi de toutes les recommandations pour veiller à leur application et obtenir les résultats attendus.

## Problèmes municipaux courants

- Service à la clientèle
- Conduite du personnel et/ou des membres du conseil
- Conflits d'intérêts
- Services : Collecte des déchets, déneigement, etc.
- Entreprises publiques municipales
- Systèmes de responsabilisation

— D'après les plaintes reçues avant le Projet de loi 8

« Tout a été réglé à mon entière satisfaction. Mille fois merci de votre aide. »

— LETTRE D'UN PLAIGNANT

## Le saviez-vous?

- SIX autres ombudsmen au Canada surveillent déjà les municipalités.
- En 2014-2015, avant l'entrée en vigueur du Projet de loi 8, l'Ombudsman a reçu un nombre sans précédent de **1 656 plaintes** à propos des municipalités.

Notre Bureau à l'**expérience** du travail avec les municipalités. Depuis 2008, l'Ombudsman est l'enquêteur chargé des réunions à huis clos dans environ 200 municipalités de l'Ontario. Nous avons traité des centaines de plaintes à propos de réunions à huis clos et nous avons fait paraître de nombreux rapports et publications pour promouvoir les pratiques exemplaires de transparence et de responsabilisation au gouvernement municipal.





## L'Ombudsman est :

- Un **officier** indépendant de l'Assemblée législative de l'Ontario
- Un **chien de garde** qui règle les plaintes à propos des organismes gouvernementaux ainsi que des municipalités et des universités et conseils scolaires financés à partir des deniers publics, et qui enquête à leur sujet
- Un **enquêteur impartial** qui fait des **recommandations** pour améliorer les services publics
- Un bureau de dernier recours qui intervient quand tous les autres processus de plaintes ont mené à l'impasse
- **Confidentiel** : Toutes les enquêtes sont menées en privé, les plaignants ne sont pas identifiés sans leur consentement
- **Gratuit** : Aucuns frais pour les plaignants, ni pour les organismes qui ont fait l'objet de plaintes

## L'Ombudsman peut :

- Régler les **plaintes individuelles**
- Enquêter sur des **questions** qui ne peuvent pas être résolues localement
- Mener de grandes enquêtes sur de vastes problèmes **systémiques** qui concernent de très nombreuses personnes (quelques exemples passés : sécurité des loteries, évaluation foncière, dépistage néonatal, facturation à Hydro One)
- Exiger des responsables qu'ils **coopèrent** aux enquêtes et fournissent les preuves pertinentes
- **Recommander** des changements pour remédier à des problèmes d'administration et pour améliorer la gouvernance, la responsabilisation et la transparence

## L'Ombudsman ne peut pas :

- Rejeter les décisions des organismes gouvernementaux, incluant les municipalités, les universités ou les conseils scolaires
- Imposer des sanctions; ses recommandations ne sont pas contraignantes
- Enquêter sur les entreprises privées, les décisions des cours, du gouvernement fédéral ou de la police municipale



## Le saviez-vous?

Le mot « Ombudsman » est d'origine suédoise et signifie « représentant du citoyen ». Le premier bureau de l'ombudsman a été créé en Suède en 1809, pour aider les gens à faire part de leurs préoccupations au gouvernement.



## Nous joindre

### Bureau de l'Ombudsman de l'Ontario

Bell Trinity Square  
483, rue Bay, 10<sup>e</sup> étage, Tour Sud  
Toronto (Ontario)  
M5G 2C9

1-800-263-1830

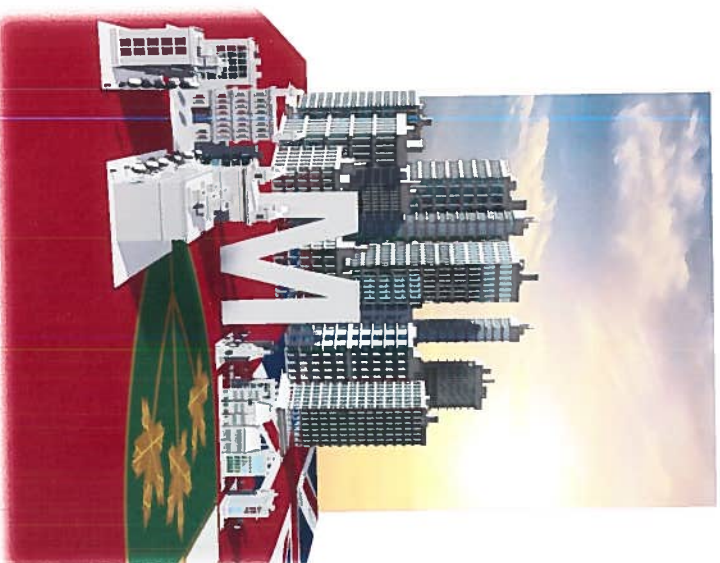
[www.ombudsman.on.ca](http://www.ombudsman.on.ca)

[Twitter.com/Ont\\_OmbudsmanFR](https://twitter.com/Ont_OmbudsmanFR)  
[Facebook.com/OntarioOmbudsman](https://facebook.com/OntarioOmbudsman)  
[Youtube.com/OntarioOmbudsman](https://youtube.com/OntarioOmbudsman)

  
**Ombudsman**  
ONTARIO  
ONTARIO'S WATCHDOG  
CHIEN DE GARDE DE L'ONTARIO

Plaintes  
à propos des

**MUNICIPALITÉS**



[www.ombudsman.on.ca](http://www.ombudsman.on.ca) • 1-800-263-1830



## REPORT N° AMÉ-17-119-R

<b>Date</b>	18/12/2017
<b>Submitted by</b>	Malcolm Duncan
<b>Subject</b>	Zoning by-law Amendment – Part of Lot 13, Concession 1 O.S, Part 3 on Plan 50R-3108
<b>File N°</b>	D-14-498

1) **NATURE/GOAL :**

The goal of this report is to present a Zoning By-law Amendment in order to permit motor vehicle parking temporarily on the above mentioned property.

2) **DIRECTIVE/PREVIOUS POLICY :**

N/A

3) **DEPARTMENT'S RECOMMENDATION :**

**THAT** the Committee of the Whole recommends to Council the application to amend Zoning By-law No. 2016-10, in order to change the zoning category of the property known as part of lot 13, concession 1 O.S, Part 3 on Plan 50R-3108, from "Rural Residential (RR) Zone" to "Rural Residential – Temporary 1 (RR-T1) Zone", as recommended by the Planning Committee.

**QUE** le Comité Plénier recommande au conseil de supporter l'amendement au Règlement de zonage 2016-10, dans le but de modifier la catégorie de zonage de la propriété décrit comme étant un partie du lot 13, concession 1 O.S, partie 3 sur le plan 50R-3108, de « Zone Résidentielle Rurale (RR) » à « Zone Résidentiel Rurale – Temporaire 1 (RR-T1) », tel que recommandé par le Comité d'aménagement.

4) **BACKGROUND :**

The Zoning By-law Amendment application is for the property located at the North-East corner of County Road 17 and Ramage Road. The owner wishes to expand the motor vehicle dealership across the street at 322 Ramage Road onto the property.

The current lot at 322 Ramage Road is too small to accommodate the amount of vehicles that the business has for sale. The lot on the north-east corner will primarily be used to park additional vehicles on a temporary basis for a maximum of three (3) years while the owners finalize plans for a new dealership on the property.

The proposed parking area will require a site plan agreement to ensure that there are sufficient landscape buffers or fences between adjacent residential properties and the parking area.



The application was deemed complete on October 27th, 2017. On November 8th, 2017, a notice of public meeting was sent to different agencies and to the adjacent property owners within 120 meters of the subject property and a sign was posted on the property.



**Figure 1: Location of the subject property**

5) **DISCUSSION :**

PROVINCIAL POLICY STATEMENT (2014)

The Provincial Policy Statement (PPS) provides policy direction on matters of provincial interest related to land use planning and development. Policy 1.2.6.1 states that: *"Major facilities and sensitive land uses should be planned to ensure they are appropriately designed, buffered and/or separated from each other to prevent or mitigate adverse effects from odour, noise and other contaminants, minimize risk to public health and safety, and to ensure the long-term viability of major facilities."* The appropriate mitigation measures to mitigate negative impacts on the adjacent residential neighbourhood will be identified once a site plan is submitted by the owners.

OFFICIAL PLAN OF THE UNITED COUNTIES OF PRESCOTT AND RUSSELL

The property is located within the "Rural Policy Area" designation on Schedule "A" of the Official Plan of the United Counties of Prescott and Russell. Section 2.5.2 of the Official Plan states that: it is important to minimize incompatibility between land uses and minimize environmental impacts. The Official Plan also identifies "motor vehicle sales and service establishments" as permitted commercial and



industrial uses in the Rural Policy Area, and also notes that they are subject to Site Plan Control.

#### ZONING BY-LAW 2016-10

The subject property is located in the Rural Residential (RR) Zone in the City of Clarence-Rockland's Zoning By-law 2016-10. The proposed motor vehicle dealership, motor vehicle washing facility and motor vehicle parking area are not permitted under the current zoning. The Zoning By-law amendment will change the zoning from "Rural Residential (RR) Zone" to "Rural – Exception 40 (RU-40) Zone" in order to permit the above mentioned uses.

#### COMMENTS

The Infrastructure and Planning Department supports the Zoning By-law Amendment, as it meets the objectives of the Provincial Policy Statement, and the Official Plan of the United Counties of Prescott Russell. We are of the opinion that the negative impacts regarding the incompatible uses can be mitigated at the site plan stage by requiring appropriate buffers, screening and waste removal.

#### 6) **CONSULTATION:**

A public meeting was held on December 6th, 2017, at which time comments from the public were received.

The original request was to modify the zoning from "Rural Residential (RR) Zone" to "Rural – Exception 40 (RU-40) Zone" in order to permit a motor vehicle dealership, a motor vehicle washing facility and a parking area. The following comments and concerns from neighbours and the owner of the dealership resulted in a temporary zoning amendment for a parking area for the time being, while the owners create a site plan for the other proposed uses.

Mr. Gordon Grahame owner of 2551 Dubois was concerned that there was not a site plan submitted with the request. He was also unsure how a motor vehicle dealership is defined, noted that the proposed uses would reduce property values and was concerned about the impact on well water and the septic system required.

Mrs. Bélanger noted that a hydrogeological study will be required as part of the site plan approval, and that the committee can request that the site plan be brought to the committee.

Mr. Zanth and Mr. Levert noted that they were not comfortable supporting the request without a site plan to review.

Mr. Grahame noted that they cut trees on the property before the request was brought to the committee. Mr. Desjardins noted that they are allowed to cut trees. Mr. Grahame then responded that the owners

said they would keep a 20ft wooded area and erect fences around the property and requested that a fence be erected to protect property values, and showed pictures of the current state of the property which is currently full of cars. He is also concerned with the access point and felt the residents were not notified.

Mr. Zanth noted that it was a by-law issue if cars are being parked.

Mr. Roger Cross owner of 2567 Dubois also agreed that a site plan for the proposed uses was missing and was also concerned about rules for the septic systems. Mr. Desjardins noted that South Nation is the approval authority for septic systems.

Mr. Roger Labrèche owner of 312 Ramage stated that there's been a car wash at the existing dealership since 2003, so why the need for another one.

Mr. Shawn Cyr owner of the subject property noted that the car wash will be more of a small detailing bay, and that since operating the business they have grown to employ 15 employees. He states that the business is doing well, but they have been getting complaints from neighbours for parking on the street since the business is outgrowing the current location. He bought the adjacent property to rectify this problem, but does not have a site plan because he is unsure what they will build on the property. He also noted that he needs to get it zoned so that he does not receive any more complaints, and that he left 50ft of wooded area between the parking area and adjacent properties.

Mr. Levert asked if the Committee could approve a temporary zoning by-law amendment. Mrs. Bélanger replied yes. The Committee asked to put a fence along the sides facing residential properties, and recommended that the temporary Zoning By-law amendment for the parking area be approved.

7) **RECOMMENDATIONS OR COMMENTS FROM COMMITTEE/ OTHER DEPARTMENTS :**

The Infrastructure and Planning Department provided the following comments:

- The entrance for the commercial use should be located along either County Road 17 or Ramage Road. If it is to be located on Ramage it must respect the minimum setback distance from County Road 17 and Dubois Street.
- Site plan control is required.
- A noise study will be required at the site plan stage.
- The site does not have municipal services; there are concerns that the car wash would draw too much water impacting neighbouring wells.

- Ensure that the lot can provide a septic system large enough to accommodate a car wash.

No comments or concerns were received from the Protective Services Department, Construction Department, Finance Department, Community Services or Enbridge.

8) **FINANCIAL IMPACT (expenses/material/etc.):**  
N/A

9) **LEGAL IMPLICATIONS :**  
N/A

10) **RISK MANAGEMENT :**  
N/A

11) **STRATEGIC IMPLICATIONS :**  
N/A

12) **SUPPORTING DOCUMENTS:**  
By-law No. 2017-160



## **RÈGLEMENT DE ZONAGE N° 2017-160**

Amendant le Règlement de zonage n° 2016-10

Corporation de la Cité de Clarence-Rockland

Partie du lot 13, concession 1 O.S, partie 3 sur le plan 50R-3108

rédigé par

Cité de Clarence-Rockland  
1560, rue Laurier  
Rockland (Ontario)  
K4K 1P7  
(613) 446-6022

---

## **ZONING BY-LAW NO. 2017-160**

Amending Zoning By-Law No. 2016-10

The Corporation of the City of Clarence-Rockland

Part of lot 13, Concession 1 O.S, part 3 on plan 50R-3108

prepared by

City of Clarence-Rockland  
1560 Laurier Street  
Rockland, Ontario  
K4K 1P7  
(613) 446-6022

## LA CORPORATION DE LA CITÉ DE CLARENCE-ROCKLAND

### RÈGLEMENT N° 2017-160

#### RÈGLEMENT AMENDANT LE RÈGLEMENT DE ZONAGE N° 2016-10;

**ATTENDU QUE** le Règlement de zonage n° 2016-10 régit l'utilisation des terrains, la construction et l'utilisation des bâtiments et structures sur le territoire de la Cité de Clarence-Rockland; et

**ATTENDU QUE** le Conseil de la Corporation de la Cité de Clarence-Rockland considère qu'il est opportun d'amender le Règlement de zonage n° 2016-10, tel qu'il suit;

**PAR LA PRÉSENTE**, le Conseil de la Corporation de la Cité de Clarence-Rockland donne force de loi à ce qui suit:

**Article 1:** La partie du lot 13, concession 1 O.S, partie 3 sur le plan 50R-3108 identifiée à la cédule «A» ci-jointe, et faisant partie du présent règlement, est le terrain concerné par ce règlement.

**Article 2 :** La cédule « A » du Règlement de zonage n° 2016-10 est par la présente amendée en modifiant le zonage de « Zone Résidentielle Rurale (RR) » à « Zone Résidentielle Rurale – Temporaire 1 (RR-T1) », tel qu'identifiée à la cédule « A » ci-jointe, et faisant partie intégrante du présent règlement.

**Article 3 :** L'article 6.7.4 (a) est par la présente modifiée dans le Règlement de zonage n° 2016-10 et se lit comme suit :

« (a) RR-T1, partie du lot 13, concession 1 O.S, partie 3 sur le plan 50R-3108

*Nonobstant toute disposition contraire en vertu du présent règlement, les terrains zonés RR-T1 sous la Cédule « A » peuvent également être utilisés pour un aire de stationnement en tant qu'**utilisation temporaire jusqu'au 18 décembre 2020** »*

**Article 4:** Le présent règlement entrera en vigueur à la date de son adoption par le Conseil sous réserve de l'approbation de la Commission des Affaires municipales de l'Ontario ou suite à la date limite pour le dépôt des avis d'opposition, selon le cas.

**FAIT ET ADOPTÉ EN RÉUNION PUBLIQUE, CE 18<sup>IÈME</sup> JOUR DE DÉCEMBRE 2017.**

---

Guy Desjardins, maire

---

Monique Ouellet, greffière

# THE CORPORATION OF THE CITY OF CLARENCE-ROCKLAND

## BY-LAW NO. 2017-160

### BEING A BY-LAW TO AMEND ZONING BY-LAW NO. 2016-10;

**WHEREAS** Zoning By-Law no. 2016-10 regulates the use of land, and the use and erection of buildings and structures in the City of Clarence-Rockland; and

**WHEREAS** the Council of the Corporation of the City of Clarence-Rockland considers appropriate to amend Zoning By-Law No. 2016-10, as described;

**NOW THEREFORE**, the Council of the Corporation of the City of Clarence-Rockland enacts as follows:

**Section 1:** The property described as being part of lot 13, concession 1 O.S, part 3 on plan 50R-3108 and identified on Schedule "A" attached to and forming part of this by-law shall be the lot affected by this by-law.

**Section 2:** Schedule "A" of Zoning By-law No. 2016-10 is hereby amended by changing the zoning from "Rural Residential (RR) Zone" to "Rural Residential – Temporary 1 (RR-T1) Zone" on Schedule "A" of the map attached hereto and fully integrated as part of this by-law.

**Section 3:** Section 6.7.4. (a) is hereby modified in the Zoning By-Law No. 2016-10 and reads as follows:

"(a) RR-T1, part of lot 13, concession 1 O.S, part 3 on plan 50R-3108

*Notwithstanding the provisions of the present by-law hereof to the contrary, the lands designated as RR-T1 on Schedule "A" hereto, may also be used for a parking area as a **temporary use until December 18<sup>th</sup>, 2020.**"*

**Section 4:** This by-law shall become effective on the date of passing hereof, subject to the approval of the Ontario Municipal Board or following the last date for filing objections as the case may be.

**DATED AND PASSED IN OPEN COUNCIL, THIS 18<sup>th</sup> DAY OF DECEMBER, 2017.**

---

**Guy Desjardins, Mayor**

---

**Monique Ouellet, Clerk**

## **NOTE EXPLICATIVE**

### **But et effet du Règlement**

La propriété concernée par cette modification au Règlement de zonage 2016-10 est décrite comme étant une partie du lot 13, concession 1 O.S, partie 3 sur le plan 50R-3108.

La modification a pour but de modifier la catégorie de zonage de « Zone Résidentielle Rurale (RR) » à « Zone Résidentielle Rurale – Temporaire 1 (RR-T1) » telle qu’illustrée sur la carte ci-jointe.

Cette modification aura l’effet de permettre une aire de stationnement temporaire sur le terrain pour trois (3) ans.

Pour tous renseignements supplémentaires relativement à cette modification au Règlement de zonage n° 2016-10, veuillez communiquer avec Malcolm Duncan au Service d’infrastructure et aménagement du territoire à l’Hôtel de ville situé au 1560, rue Laurier ou par téléphone au numéro (613) 446-6022 extension 2260.

---

## **EXPLANATORY NOTE**

### **Purpose and Effects of this By-Law**

The property affected by this amendment to Zoning By-law No. 2016-10 is described as being part of lot 13, concession 1 O.S, part 3 on plan 50R-3108.

The purpose of the amendment is to modify the zoning category from “Rural Residential (RR) Zone” to “Rural Residential – Temporary 1 (RR-T1)” as shown on the attached map.

This amendment is intended to permit a parking area temporarily on the property for three (3) years.

For further information concerning the amendment to Zoning By-Law No. 2016-10, you may contact Malcolm Duncan of the Infrastructure and Planning Department, at the Town Hall, 1560 Laurier Street or by telephone at (613) 446-6022 extension 2260.



## CÉDULE « A » / SCHEDULE "A"



**(RR-T1)**

<div style="display: flex; align-items: center;"> <div style="width: 20px; height: 20px; background-color: blue; border: 1px solid black; margin-right: 5px;"></div> <div> <p>Terrains(s) touché(s) par ce règlement Area(s) affected by this by-law</p> <p>Modification de zonage /Zone modification</p> <p>Certification d'authenticité Certificate of Authentification</p> <p>Ceci constitue le plan Cédule «A» du Règlement de zonage n° 2017-160, adopté le 18 décembre 2017.</p> <p>This is the plan Schedule "A" to Zoning By-Law No. 2017-160, passed the 18<sup>th</sup> day of December, 2017.</p> </div> </div> <div style="border-top: 1px solid black; margin-top: 20px; display: flex; justify-content: space-between;"> <div><b>Guy Desjardins, Maire / Mayor</b></div> <div><b>Monique Ouellet, Greffière / Clerk</b></div> </div>	<p>Plan Cédule «A» du règlement n° 2017-160</p> <p>Schedule "A" to By-Law No. 2017-160</p> <p>partie du lot 13, concession 1 O.S, partie 3 sur le plan 50R-3108 part of lot 13, concession 1 O.S, part 3 on plan 50R-3108</p> <p>Cité de Clarence-Rockland City Préparé par/prepared by Cité de Clarence-Rockland City 1560, rue Laurier Street Rockland, Ontario K4K 1P7</p> <p>Pas à l'échelle/Not to scale</p>
--	---





## REPORT N° ADMIN 2017-30

<b>Date</b>	18/12/2017
<b>Submitted by</b>	Helen Collier, Chief Administrative Officer
<b>Subject</b>	Draft Strategic Plan (2018-2021)
<b>File N°</b>	<a href="#">Click here to enter text.</a>

### 1) **NATURE/GOAL :**

The purpose of this report is to table the draft Strategic Plan (2018-2021) in order to allow members of Council the opportunity to review and provide comments on the Plan

### 2) **DIRECTIVE/PREVIOUS POLICY :**

Council has requested the Chief Administrative Officer to submit a draft Strategic Plan for consideration and approval. The attached document complies with this direction.

### 3) **DEPARTMENT'S RECOMMENDATION :**

**WHEREAS** the municipality wishes to align its future goals with the needs of the Clarence-Rockland community and Council's priorities,

**AND WHEREAS** a strategic planning process was initiated in 2015 to identify strategic priorities to enable the municipality to move forward into the future

**AND WHEREAS** the strategic planning process represented a collaborative process with community stakeholders and the administration,

**BE IT RESOLVED THAT** the draft Strategic Plan (2018-2021) attached to this report be tabled for a one-month period to allow members of Council to review the documentation and provide comments on the Plan

**AND BE IT FURTHER RESOLVED THAT** the draft Strategic Plan as amended be forwarded to the February 19th, 2018 Committee of the Whole meeting for approval

**ATTENDU QUE** la municipalité souhaite positionner ses objectifs futurs avec les besoins de la communauté de Clarence-Rockland et les priorités du Conseil,

**QU'IL SOIT ATTENDU QUE** le processus de planification stratégique a été lancé en 2015 afin d'identifier les priorités stratégiques pour aller de l'avant dans l'avenir

**QU'IL SOIT ATTENDU QUE** le processus de planification stratégique représentait un processus de collaboration avec l'administration des intervenants communautaires

**QU'IL SOIT RÉSOLU QUE** le projet de plan stratégique (2018-2021) joint au présent rapport soit déposé pour une période d'un mois afin de permettre aux membres du Conseil d'examiner la documentation et de fournir des commentaires sur le plan

**ET QU'IL SOIT AUSSI RÉSOLU QUE** l'ébauche du plan stratégique soit transmis à la réunion du Comité plénier du 19 février 2018 pour approbation, telle que modifiée

#### 4) **BACKGROUND :**

A strategic planning process was initiated in 2015 and actively solicited community feedback on key issues affecting the future of the municipality. Stakeholders were asked to provide comment on the following issues:

- what services are most important to the community? What is the level of satisfaction in addressing these services?
- what are the strengths, weaknesses, opportunities and threats facing the municipality?
- what is the vision for the future of Clarence-Rockland?
- what is the importance in securing more retail/employment opportunities?
- identify key information sources
- what are the priorities of the municipality?

Over 20 workshops were held in early 2015 which involved 474 participants. Similarly, an online survey was developed in mid-2015 which was accessed by over 812 citizens. The total public participation rate represented approximately 4% of the city's population.

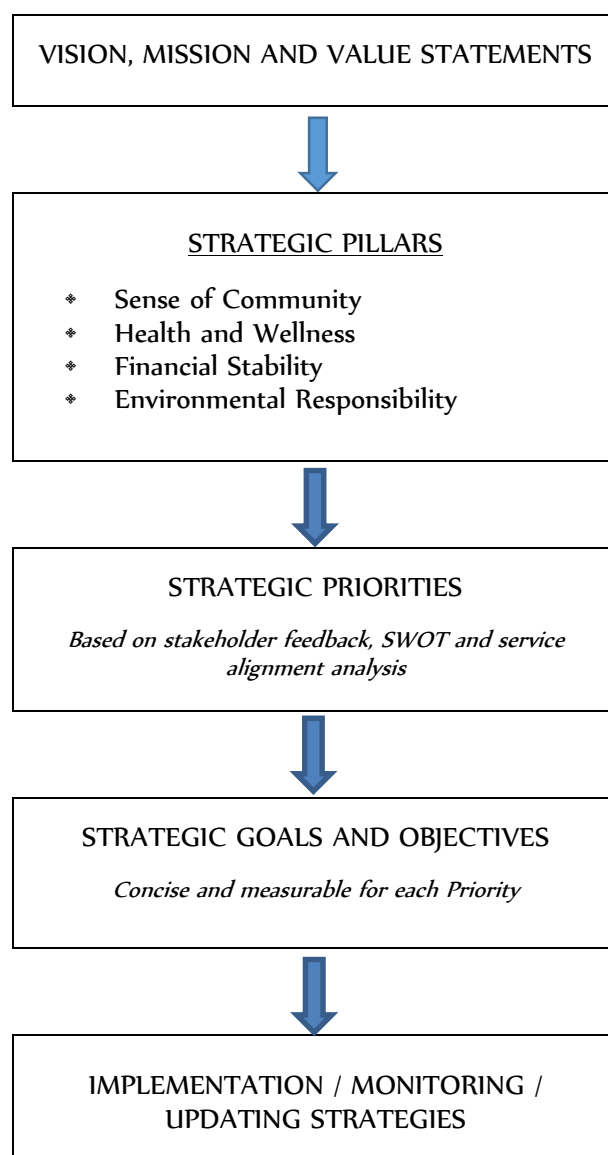
#### 5) **Discussion:**

Based on the feedback received from the community, the administration was able to assess the municipality's strengths, weaknesses, threats and opportunities. As well, the respondents

clearly identified which services were of significant importance to them and the associated level of satisfaction in the provision of these services. Based on this feedback, staff undertook a service alignment analysis (refer to Appendix A in the draft Strategic Plan). This analysis enabled staff to identify which services should be designated as strategic priorities.

The strategic planning process followed a comprehensive and systematic approach in identifying Strategic Priorities for the 2018-2021 time periods. Fig 1.1 highlights the 5 development stages of the strategic planning process.

Fig. 1.1



The draft Strategic Plan identifies seventeen (17) Strategic Priorities over the 2018-2021 time period. For each Priority, there are associated Goals and Objectives which are concise and measurable.

Appendix “B” of the Strategic Plan contains separate sheets for each Strategic Priority. These sheets identify the Goals and Objectives, year of implementation, budget impacts and the departments that will be directly involved in the implementation of the Strategic Priority.

Appendix “C” of the Plan provides a summary of department’s involvement for each Strategic Priority. Reviewing this attachment confirms that implementation of the Plan represents an aggressive initiative and, as such, it will be necessary to continuously monitor the impacts of implementing the Plan on the City’s core operations.

## **6) CONSULTATION:**

Numerous consultation opportunities were provided to the general public in 2015. This included workshops, online surveys website solicitations etc.

## **7) RECOMMENDATIONS OR COMMENTS FROM COMMITTEE/ OTHER DEPARTMENTS :**

It is recommended that the draft Strategic Plan be tabled for a one-month period to provide members of Council with an opportunity to review and provide comment on the Plan.

It is further recommended that the draft Strategic Plan (as amended) be brought back to the February 19th, 2018 Committee of the Whole meeting for approval.

## **8) FINANCIAL IMPACT (expenses/material/etc.):**

Many of the goals and objectives contained within the plan can be carried out within approved operating budget allocations. There are; however, some initiatives that will require the retention of external expertise. As such, it will be necessary to ensure that Council considers the approval of capital funding for these requirements as part of the budget process.

## **9) LEGAL IMPLICATIONS :** N/A

## **10) RISK MANAGEMENT :**

Approval of a Strategic Plan will provide a “roadmap” for the administration in terms of addressing Council’s priorities and the needs of our community in a timely and strategic manner.

## **11) STRATEGIC IMPLICATIONS :**

Implementing the strategic planning priorities will position the municipality to be responsive to community needs and it will ensure that programs are carried out in an open and transparent manner. It will also ensure that the Strategic Priorities are implemented, monitored and adjusted as appropriate over the planning horizon.

## **12) SUPPORTING DOCUMENTS:**

Appendix A - Draft Strategic Plan (2018-2021)







# *Destination Clarence-Rockland*

**DRAFT**

**STRATEGIC PLAN**

**CITY OF CLARENCE-ROCKLAND**

**2018 to 2021**

# Table of Contents

Message from Mayor and Council	3
Message from the Chief Administrative Officer	4
Background	5
Vision	7
Mission	7
Values	7
Community Consultation	9
What Did We Hear?	10
Strengths, Weaknesses, Opportunities and Threats (SWOT)	10
The Strategic Plan Framework	12
Implementation and Monitoring	14
Strategic Accomplishments	15
Appendix A : Service Alignment Analysis	16
Appendix B : 2018-2021 Strategic Priorities and Action Plan	17
Appendix C : Summary of Strategic Priorities	34

## Message from Mayor and Council

Your Council is pleased to share with you the 2015-2021 Strategic Plan for the City of Clarence-Rockland.

This Strategic Plan represents the culmination of a comprehensive community engagement process which included workshops, online and website surveys. We would like to extend our sincere appreciation to all those that participated in the consultation process. You provided significant insight into your vision for the future of Clarence-Rockland; which services are highly valued and the level of satisfaction with the delivery of these services and, most importantly, the identification of municipal priorities.

Based on your feedback, the municipality is now positioned to align community goals and objectives with Council's priorities and enhance our accountability with our stakeholders.

The Plan is focused on four mutually supportive Pillars: **Sense of Community; Health and Wellness; Financial Stability and Environmental Responsibility.** These Pillars function as the foundation in establishing priorities for change.

This Strategic Plan is intended to provide focus and assistance to Council, the City's administration and the community so that we may collaboratively develop priorities to ensure that we remain a vibrant, healthy and sustainable City as we move forward into the future.

The City of Clarence-Rockland remains committed to working with its communities to make the City a destination of choice.

We are now positioned to take those first important steps to make.... **Destination Clarence-Rockland.....** a reality.

## **Message from the Chief Administrative Officer**

A strategic planning process represents one of the most important initiatives that is undertaken by a municipality. It enables the administration to develop a clear and achievable “blueprint” in the establishment of future directions and priorities. Throughout the planning process, members of Council, the community and our employees have worked diligently to achieve common goals and objectives to transform a collective vision into reality.

I would like to express a sincere thank you to all participants who attended our workshops and those of you who took time to fill out the survey or write to us to share ideas about the future direction of Clarence-Rockland. This plan would not have been possible without your valued input-we could not have done it alone.

Please be assured that the Strategic Plan will be a “living document”. The priorities and directions articulated in the plan will be continuously monitored and updated to remain current with the changing times.

Again,..... thank you .

## Background

In 2015, the City of Clarence- Rockland initiated a Strategic Planning process to define the City's Vision, Mission, Goals and Objectives for a 3 - 4 year time period.

The Strategic Planning process was very much an interactive one involving many of Clarence-Rockland's stakeholders. The 2018-2021 Strategic Plan has been developed based on extensive participation and feedback from over 1300 community members and addresses the needs that have been identified by Council members and the City's administration. The priorities identified in this Strategic Plan, therefore, represent a collaborative effort taking into consideration the needs of the Clarence-Rockland community stakeholders.

Based on the feedback received through workshops, online surveys and emails, the following four (4) Strategic Pillars were identified as pivotal to the efficient and effective delivery of municipal services to our community: ***Sense of Community, Health and Wellness, Financial Stability and Environmental Responsibility.***

We believe that this Strategic Plan will:

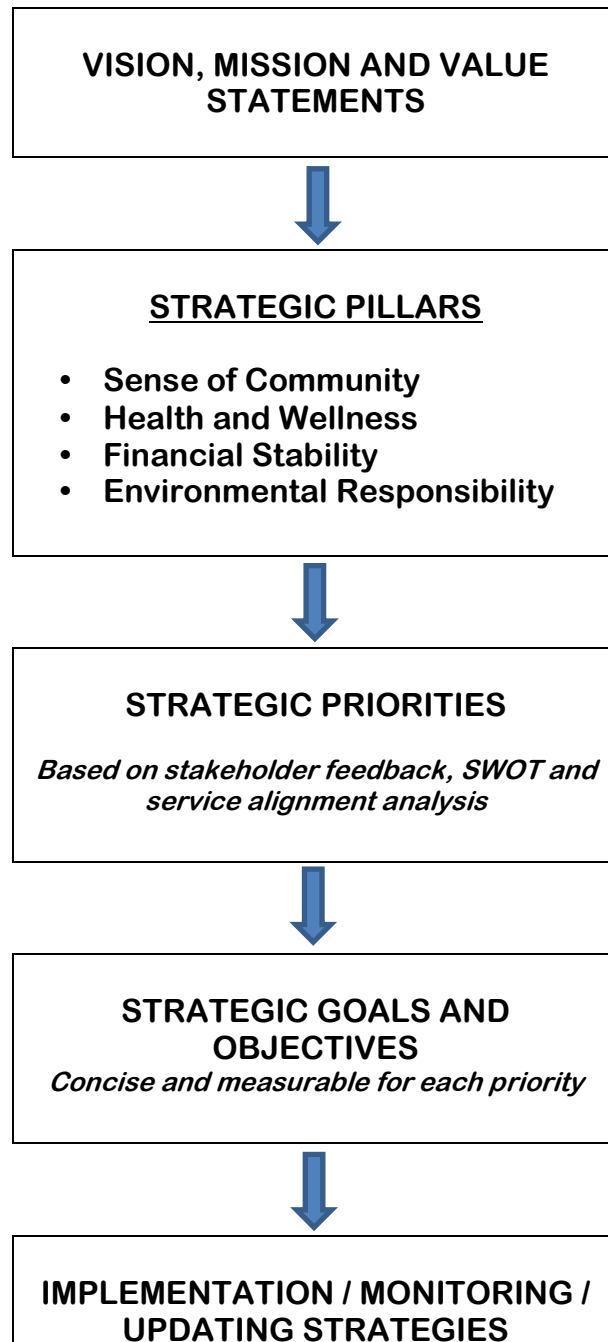
- align goals and objectives with Council's priorities and enhance accountability to our stakeholders,
- serve as a reference point to identify community needs,
- ensure the effective and efficient use of resources,
- provide direction to employees,
- establish an interrelationship between strategic priorities and municipal planning and budget approvals; and
- serve as a tool to measure and evaluate day-to-day operations against strategic priorities

This Strategic Plan represents the culmination of an extensive "self-assessment" and planning process. This involved a determination of Corporate Values; Mission and Vision Statements; assessment of community feedback; identification of

Pillars for change; establishment of strategic priorities, goals and objectives; and monitoring strategies.

Table 1.1 provides an overview of the Strategic Planning process.

**Table 1.1**



## Vision

To be the best place to live, by being welcoming, bilingual, self-sufficient, safe and family oriented. Clarence-Rockland will be a healthy, economically sustainable and environmentally sensitive community that will continuously invest in its future.

## Mission

The City of Clarence- Rockland provides excellent local government services by demonstrating leadership, partnerships and a commitment to meet community needs. Services are delivered efficiently and effectively while respecting financial sustainability, the environment and the cultural well-being of the community.

## Values

The development of the City's Strategic Plan, has been founded on the core ideologies of the municipality - ideologies that reflect what the organization believes in and how these will determine how the municipality will conduct its business and provide services as it moves forward into the future.

To this end, the City embraces the following values and commits to:

- provide ***excellence in customer service*** by researching and incorporating best practices of peer municipalities and implementing continuous improvement strategies
- ***conduct its business in an open and transparent manner*** by sharing timely and relevant information to stakeholders
- ***conduct its affairs with integrity by being honest, consistent and accountable*** for all actions taken by the municipality.

- ***respect the individual rights*** of employees and community stakeholders to support a work environment that exemplifies teamwork and mutual respect





## Community Consultation

Stakeholder engagement and feedback represented a fundamental underpinning in the development of this Strategic Plan. Numerous venues were provided to secure public input into the strategic planning process. Stakeholders were requested to provide insight into the following:

- what services are most important to the community and what is the satisfaction level in the provision of the services?
- strengths, weaknesses, opportunities and threats (SWOT) to the municipality and its stakeholders
- identifying a **Vision** for a future Clarence-Rockland
- identifying key information sources that are used when seeking information about municipal issues
- importance of securing more retail and employment opportunities
- identifying municipal priorities

Approximately 23 workshops were held in April-June, 2015. These workshops involved a total of 474 participants. Supplementing the workshops, access to an online survey was available from May 1-July 8, 2015. Approximately 812 citizens in total participated in this survey opportunity. The total number of participants represented approximately 4% of the City's population.

The workshops and online surveys were advertised via mail - outs, the local newspaper, bus and bus shelter ads, electronic message boards and the City's website.

## **What Did We Hear?**

Based on the results of the workshops and online surveys, a prioritized summary was compiled by the administration identifying the services that were considered most important to the quality of life of Clarence-Rockland residents and businesses and, as importantly, the associated level of satisfaction in the provision of these services.

In many instances, there was a “strong alignment” with the importance of a service and the level of satisfaction with that service. By example, a service which was viewed as very important to the respondents and had a corresponding high level of satisfaction was assumed to have a “strong” alignment. Conversely, some services that were viewed as very important to the community but had a low level of satisfaction. These services would be seen as having a “poor” or “fair” alignment and, as such, warranted attention in identifying priorities for the Strategic Plan. Appendix A provides an overview of the alignment analysis conducted by staff.

The Strategic Priorities highlighted in this Plan reflect a desire to strengthen the alignment of highly valued services where warranted and, as well, respond to needs identified by Council and the administration.

## **Strengths, Weaknesses, Opportunities and Threats (SWOT)**

In order to identify strategic directions to move forward into the future, it was important for the organization to undertake an objective assessment of itself. Accordingly, the consultation process requested respondents to identify:

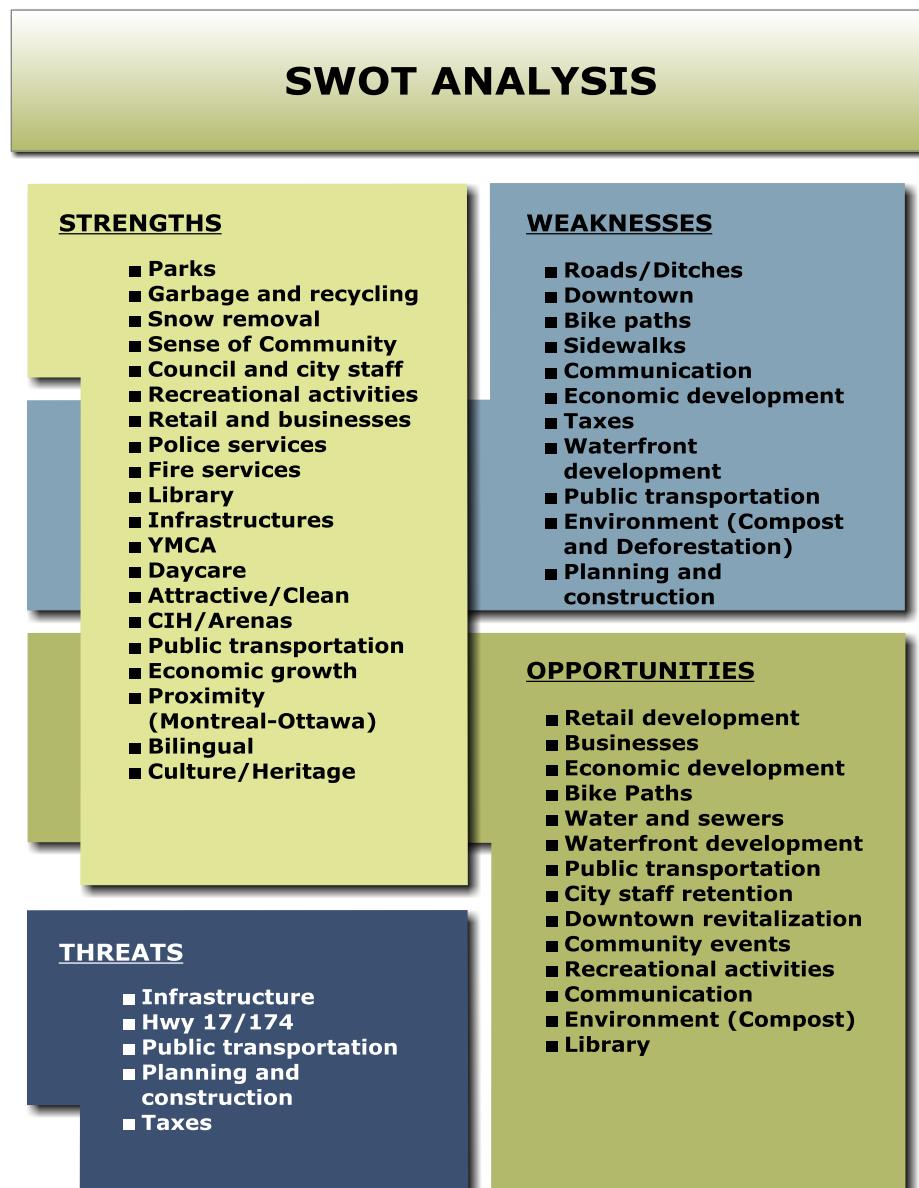
- what the City does well;
- where improvements are required in the provision of services;
- what opportunities are available to address needed improvements and position itself to deal with threats to the organization ; and

- internal/external threats that could have a negative impact on the municipality.

The results of this analysis represents an integral consideration in the strategic planning exercise. The SWOT analysis serves as a strategic management tool and enables the municipality to undertake a self-assessment of its current internal processes, and allows it to identify opportunities for change taking into consideration limitations of the organization and any threats facing it.

Table 1.2 represents a consolidated summary of the SWOT analysis obtained through the consultation processes.

**Table 1.2**



## The Strategic Plan Framework

### **STRATEGIC PILLARS:**

The City of Clarence-Rockland is committed to the provision of municipal services in a sustainable manner to meet the present and future needs of its communities. This Strategic Plan represents a significant milestone in achieving this objective.

The community consultation process highlighted that the municipality operates within the following four (4) separate and identifiable Pillars. The City's **Vision** is supported by these Pillars:

#### **SENSE OF COMMUNITY**

The residents and businesses in the City of Clarence-Rockland are proud of their bilingual culture, their rich heritage, the abundance of natural features in both a rural and urban setting and the extensive number of municipal facilities. It is important that the municipality acknowledge these traits and provide services that reinforce these community values.

#### **HEALTH AND WELLNESS**

The municipality commits to providing services that respond to the continued health and well-being of its residents.

#### **FINANCIAL STABILITY**

The City of Clarence-Rockland is subject to increasing demands to maintain existing infrastructure and programs and, as well, position itself for the future. It is, therefore, critical that the municipality ensure that appropriate levels of funding are available to meet community needs and expectations. It is necessary that Council and the administration assesses and implement innovative funding strategies to meet the pressures of funding future requirements.

#### **ENVIRONMENTAL RESPONSIBILITY**

The municipality has a significant amount of infrastructure that needs to be maintained in an environmentally responsible manner. The municipality must ensure that timely rehabilitation works are implemented to protect our environment while meeting the needs of the community. It is anticipated that the municipality will continue to grow thus placing further pressures on sound environmental stewardship.

The Pillars serve to provide a focus for the municipality in order to provide timely services to meet operational needs. The Pillars provide guidance for the development and implementation of strategic priorities to meet the challenges facing the municipality as it moves forward into the future.

### **STRATEGIC PRIORITIES:**

This Strategic Plan has identified Strategic Priorities for each of the four Pillars referenced above. Table 1.3 identifies Strategic priorities for each of the four (4) Pillars.

**Table 1.3 – Strategic Priorities**

SENSE OF COMMUNITY	HEALTH AND WELLNESS	FINANCIAL STABILITY	ENVIRONMENTAL RESPONSIBILITY
<ol style="list-style-type: none"> <li>1. Riverfront Development</li> <li>2. Downtown Revitalization</li> <li>3. Communication</li> <li>4. Image and Promote</li> </ol>	<ol style="list-style-type: none"> <li>1. Active Transportation</li> <li>2. Integrated Accessibility Standards</li> <li>3. Emergency Preparedness</li> <li>4. Recreational Facilities</li> </ol>	<ol style="list-style-type: none"> <li>1. Economic Development</li> <li>2. Commercial/Industrial Growth</li> <li>3. Tax Base</li> <li>4. Funding Opportunities</li> </ol>	<ol style="list-style-type: none"> <li>1. Growth Management</li> <li>2. Planning</li> <li>3. Asset Management</li> </ol>

### **GOALS AND OBJECTIVES:**

For each Strategic Priority referenced in Table 1.3, the Strategic Plan identifies concise and measurable goals and objectives for each priority. **Appendix B** summarizes the associated goals and objectives for each Strategic Priority; highlights budget requirements (where necessary) and identifies the lead

department assigned primary responsibility to oversee a Strategic Priority. **Appendix C** summarizes departmental involvement for each Priority.

## **Implementation and Monitoring**

The Strategic Plan must be a “living document”. It is critical that the strategic actions itemized in the Plan be identifiable and measurable. As such, there must be a mechanism contained within the Plan to continuously assess the progress of the Strategic Plan’s action items and ensure that they are monitored and adjusted accordingly. In order to cascade Strategic Priorities throughout the organization, the Plan will require the following actions:

**Assignment of Responsibilities:** Strategic Goals will be assigned to a lead department that will assume responsibility for implementation of the associated Strategic Objectives. The department head will be required to provide regular report updates to the Chief Administrative Officer on the progress of the Strategic Goals. It is understood that other departments may be involved in a Strategic Goal; however, only the lead department head will provide the updates to the Chief Administrative Officer.

**Performance Reviews:** As appropriate, annual employee performance reviews will contain a requirement to address Strategic Plan goals and objectives for the forthcoming year. The department head will assign the Strategic Objectives to appropriate employees and ensure that regular progress meetings are convened with the employee throughout the year to monitor progress on Strategic Objectives.

**Annual Budgets:** The administration will ensure that funding to implement Strategic Priorities are reflected in the draft capital works and operating programs for Council’s consideration and approval.

**Reporting to Council:** The Chief Administrator Officer (CAO) will provide Council with semi-annual updates on the progress of the Strategic Plan Priorities. The CAO will also provide a year-end report for Council’s review in respect of the

accomplishments of the administration for the current year, future undertakings and a status report on compliance with Strategic Planning Priorities.

The above actions will ensure that approved Strategic Objectives are cascaded throughout the organization.

**Updates:** The Corporate Strategic Plan will be reviewed and updated as necessary at least every 5 years. However, as external and internal factors dictate, it may be necessary to amend the Strategic Priorities identified in this plan at an earlier date.

## **Strategic Accomplishments**

The Strategic Planning process was initiated in 2015; however, since that time, the municipality has commenced or completed several Strategic Priority initiatives that are complementary to the Strategic Priorities contained in this Plan. They are summarized as follows:

**Asset Management:** Council has approved the framework for the development of a Corporate Asset Management Plan. Phase 1 of the Plan was approved by City Council in November, 2017. Phase 2 is scheduled for approval by mid-year 2018.

**Growth Management:** Growth forecasts (2018-2043) have been developed and will be a critical component for the update of the City's Development Charge Bylaw. These forecasts, also, will be used for several servicing studies (e.g. water and wastewater treatment plant upgrades, master servicing studies etc.) that are currently underway.

**Health and Wellness:** A Recreation Master Plan was approved by Council in 2016.

**Policies:** Revisions have been made to the City's purchasing policies and bylaw; information technology policies and procedures; and road closure procedures. Council has approved a policy with respect to addressing community requests.

**County Road 17/174:** The City of Clarence-Rockland has been liaising with the United Counties of Prescott and Russell to incorporate paramedic service requirements into a new fire station.

**Economic Development:** The City has worked collaboratively with the United Counties of Prescott Russell to secure a \$40 million commitment from the province for the widening of County Road 17. Additionally, the municipality has participated in meetings with provincial and federal elected representatives to ensure that the widening of County Road 17/174 remains a high priority with all levels of government.

**Heritage Tour:** In conjunction with Heritage Committee staff has identified sites of historical significance and developed pamphlets and a heritage tour of these sites.

**Commercial/Industrial Growth:** A location analysis and recommendation for the development of a new industrial park was presented to Council in 2017. A detailed business (including several options was presented to Council at an in-camera session in September 2017). A proposal for 2018 has been included in the 2018 Capital Budget for development of industrial lands.

**Revitalization of Downtown Core:** Council approved a funding partnership (referred to as the Core Improvement Program) to encourage improvements to the existing business within the downtown core. The 2017 capital works budget has also allocated funding for the beautification of the downtown business core.



## SERVICE ALIGNMENT ANALYSIS

SERVICE CATEGORY	LEVEL OF IMPORTANCE	LEVEL OF SATISFACTION	ALIGNMENT LEVEL
1 Street Repairs	96%	22%	POOR
2 Snow Clearing	92%	63%	GOOD
3 Fire and Rescue	92%	77%	EXCELLENT
4 Garbage	89%	80%	EXCELLENT
5 Parks, Open Space	86%	63%	GOOD
6 Police	87%	71%	GOOD
7 Recycling	84%	74%	EXCELLENT
8 Recreational	82%	54%	GOOD
9 Storm Drain/Flood	81%	50%	FAIR
10 Widening C-R 17/174	80%		
11 Planning	78%	34%	FAIR
12 By-law Enforcement	77%	52%	GOOD
13 Street Lighting	76%	64%	EXCELLENT
14 City Website	75%	57%	GOOD
15 Sidewalks	71%	46%	GOOD
16 Construction	70%	36%	FAIR
17 Downtown Revitalization	69%	25%	FAIR
18 Arts, Culture	63%	32%	FAIR
19 Library	59%	56%	EXCELLENT
20 Transit	55%	25%	GOOD
21 Daycare	52%	34%	GOOD

*Destination - Clarence-Rockland*  
*2018 - 2021 Strategic Action Plan*

Strategic Priority - Riverfront Development					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
SENSE OF COMMUNITY	To increase recreation, tourism and economic development opportunities along Ottawa Riverfront	<ul style="list-style-type: none"> <li>• Liaise with Park Advisory Committee to develop concept plan for Du Moulin Park</li> <li>• Evaluate staged implementation strategies and Development Charge impacts for Du Moulin Park</li> <li>• Liaise with UCPR economic development staff to identify riverfront opportunities</li> <li>• Research best practices re: riverfront development</li> <li>• Develop riverfront Master Plan</li> <li>• Investigate funding opportunities</li> <li>• Identify public/private partnerships to develop riverfront</li> </ul>	City - Operating Budget  Consultant - \$60K	Community Services *  Infrastructure and Planning	

\* Lead Department

*Destination - Clarence-Rockland  
2018 - 2021 Strategic Action Plan*

Strategic Priority - Downtown Revitalization						
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments	
	2018	2019-2021				
SENSE OF COMMUNITY	To revitalize the downtown core area	• Review best practices of peer municipalities	City - Operating and Capital budgets	Infrastructure and Planning *  Finance and Economic Development		
		• Develop phased street improvement plan and obtain implementation funding approvals				• Implement phased infrastructure improvements
		• Research feasibility of funding incentives for businesses				• Ongoing
		• Convene regular business association meetings				• Ongoing

**\* Lead Department**

*Destination - Clarence-Rockland*  
*2018 - 2021 Strategic Action Plan*

Strategic Priority - Communications					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
SENSE OF COMMUNITY	To enhance external and internal communications regarding delivery of municipal services	<ul style="list-style-type: none"> <li>• Identify policies and procedures required to deliver efficient and effective municipal services</li> <li>• Prioritize policies and procedures; and develop an implementation schedule for council approval</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> </ul>	City - Operating Budget	Office of the CAO * All Departments

\* Lead Department

*Destination - Clarence-Rockland*  
*2018 - 2021 Strategic Action Plan*

Strategic Priority - Communications					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
SENSE OF COMMUNITY	To implement an integrated document management system (SharePoint)	<ul style="list-style-type: none"> <li>• Review best practices of peer municipalities</li> <li>• Issue RFP to retain consultant to design SharePoint for intranet and City's Website</li> <li>• Implement recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	City - Operating and Capital Budget  • Consultant appointment \$70K	Clerk *  All Departments

\* Lead Department

*Destination - Clarence-Rockland*  
*2018 - 2021 Strategic Action Plan*

Strategic Priority - Image and Promote					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
SENSE OF COMMUNITY	Optimize utilisation of staff resources	<ul style="list-style-type: none"> <li>• Undertake skills inventory of existing staff compliment</li> <li>• Ongoing</li> <li>• Identify and implement inter-departmental opportunities regarding staff utilization</li> </ul>	City - Operating Budget	<b>Human Resources *</b> All Departments	

*\* Lead Department*

*Destination - Clarence-Rockland*  
*2018 - 2021 Strategic Action Plan*

Strategic Priority - Image and Promote					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
SENSE OF COMMUNITY	Develop corporate succession plan	<ul style="list-style-type: none"> <li>• Research best practices of peer municipalities and businesses</li> <li>• Identify positions requiring a succession plan strategy</li> <li>• Provide training and hands-on work opportunities to designated positions</li> </ul>	City - Operating Budget	<b>Human Resources *</b>  All Departments	

*\* Lead Department*

*Destination - Clarence-Rockland*  
*2018 - 2021 Strategic Action Plan*

Strategic Priority - Active Transportation					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
<b>HEALTH AND WELLNESS</b>	To promote active transportation by developing an integrated bike path and cycling system	<ul style="list-style-type: none"> <li>• Develop active transportation needs for urban and rural areas</li> <li>• Review best practices of peer municipalities</li> <li>• Develop prioritized master transportation plan and associated costs</li> <li>• Implement infrastructure needs</li> <li>• Investigate possible Provincial and Federal funding programs</li> <li>• Develop cycling and path standards</li> </ul>	City - Operating and Capital	<b>Community Services *</b>  Infrastructure and Planning	

\* Lead Department



*Destination - Clarence-Rockland*  
*2018 - 2021 Strategic Action Plan*

Strategic Priority - Emergency Preparedness					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
HEALTH AND WELLNESS	Update Corporate Emergency Management Response Program	<ul style="list-style-type: none"> <li>• Update Emergency Management Committee By-Law</li> <li>• Update Emergency Response Plan By-Law</li> <li>• Identify training requirements for Emergency Control Group and submit to province</li> <li>• Conduct and evaluate annual Emergency Response Exercise</li> </ul>	City - Operating Budget	<b>Protective Services *</b> All Departments	
		• Ongoing			

\* Lead Department

*Destination - Clarence-Rockland*  
*2018 - 2021 Strategic Action Plan*

Strategic Priority - Integrated Accessibility Standards						
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments	
	2018	2019-2021				
HEALTH AND WELLNESS	To update accessibility 5 year plan and associated policies	<ul style="list-style-type: none"><li>• Review current Accessibility Plan and Policies</li><li>• In conjunction with Accessibility Advisory Committee, develop 2018-2023 Plan and Policies</li><li>• Identify and implement training requirements</li><li>• Identify accessibility needs and costs for recreation and administration buildings</li></ul>	<ul style="list-style-type: none"><li>• Prepare annual progress report re: implementation of accessibility measures</li><li>• Post 2018-2023 plan/policies on web-site</li><li>• Submit updated Accessibility Plan and Policies to Province</li><li>• Ongoing</li></ul>	City - Operating and Capital Budget	<b>Clerk *</b>  Community Services  Infrastructure and Planning  Protective Services	<ul style="list-style-type: none"><li>• Update of Accessibility Plan and Policies will comply with mandatory Integrated Accessibility Standards (IASR)</li></ul>

\* Lead Department

*Destination - Clarence-Rockland*  
*2018 - 2021 Strategic Action Plan*

Strategic Priority - Recreational Facilities					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
<b>HEALTH AND WELLNESS</b> To expand indoor recreational space		<ul style="list-style-type: none"> <li>• Municipality to identify its community recreation needs</li> <li>• Review best practices</li> <li>• Establish public - private partnership and develop terms of reference</li> <li>• Execute a memorandum of understanding with private sector partner re: operation of site</li> </ul>	City - Operating and Capital Budget	<b>Community Services *</b> Infrastructure and Planning	

*\* Lead Department*

*2018 - 2021 Strategic Action Plan*

Strategic Priority - Economic Development						
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments	
	2018	2019-2021				
FINANCIAL STABILITY	Increase Economic Development opportunities by improving County Road 17 and Highway 174 corridor	<ul style="list-style-type: none"><li>• Review current "lobbying" initiatives to expand and improve County Road 17/174 corridor</li></ul>	<ul style="list-style-type: none"><li>• Ongoing</li></ul>	City - Operating Budget	<b>Finance and Economic Development *</b>  Infrastructure and Planning	<ul style="list-style-type: none"><li>• UCPR is road authority. Clarence-Rockland will be in a support role.</li><li>• Ottawa is jurisdictional authority for Highway 174</li></ul>
		<ul style="list-style-type: none"><li>• Liaise with Unities Counties of Prescott and Russell (UCPR) to develop planning and funding strategies to expand County Road 17</li></ul>	<ul style="list-style-type: none"><li>• Ongoing</li></ul>			
		<ul style="list-style-type: none"><li>• In conjunction with UCPR, meet with Ottawa Mayor to determine City's position in regard to Highway 174 improvements</li></ul>	<ul style="list-style-type: none"><li>• Ongoing</li></ul>			
		<ul style="list-style-type: none"><li>• In conjunction with UCPR prepare brief to Federal and Provincial governments in regard to funding County Road 17</li></ul>	<ul style="list-style-type: none"><li>• Ongoing</li></ul>			

**\* Lead Department**

*Destination - Clarence-Rockland  
2018 - 2021 Strategic Action Plan*

	Strategic Priority - Taxes					
	GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
		2018	2019-2021			
FINANCIAL STABILITY	To promote commercial and industrial growth	• Tender sale of 5 acres of City commercial and industrial land (2017)		City - Operating Budget	<b>Finance and Economic Development *</b>  Infrastructure and Planning	• Approved in 2017
		• Complete feasibility assessment for business park	• Secure funding to acquire 100 acres of business park development lands  • Undertake economic development strategy for business park	Retain consultant - \$ 100K		

**\* Lead Department**

*Destination - Clarence-Rockland*  
*2018 - 2021 Strategic Action Plan*

Strategic Priority - Funding					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
<b>FINANCIAL STABILITY</b>	To develop a long range financing strategy to meet projected needs	<ul style="list-style-type: none"> <li>• Identify long range operating and capital financial needs</li> <li>• Research best practices of peer municipalities</li> <li>• Develop financial policies and strategies to address long term needs (e.g. pay-as-you-go debt limits, reserve funds)</li> </ul>	City - Operating Budget	<b>Finance and Economic Development *</b>  All departments	<ul style="list-style-type: none"> <li>• Assumes 10 year asset management programs and Development Charge By-Law update are approved.</li> </ul>

\* Lead Department

*Destination - Clarence-Rockland*  
*2018 - 2021 Strategic Action Plan*

Strategic Priority - Infrastructure					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
<b>FINANCIAL STABILITY</b>	To enhance access to external funding sources (e.g. Federal and Provincial Programs)	<ul style="list-style-type: none"> <li>• Identify best practices to determine/access external funding sources</li> <li>• Identify funding opportunities</li> <li>• Establish relationship with decision makers and administrators of funding programs</li> </ul>	City - Operating Budget	<b>Finance and Economic Development *</b>  All Departments	<ul style="list-style-type: none"> <li>• Will involve research of both public and private sectors</li> </ul>

\* Lead Department

*Destination - Clarence-Rockland*  
*2018 - 2021 Strategic Action Plan*

Strategic Priority - Growth Management					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
ENVIRONMENTAL RESPONSIBILITY	<p>To update City's Development Charge By-Law</p> <ul style="list-style-type: none"> <li>• Meeting with developers and builders to discuss update process (2017)</li> <li>• Determine infrastructure needs and costs to address growth projections</li> <li>• Develop infrastructure standards</li> </ul>	<ul style="list-style-type: none"> <li>• Review infrastructure needs and costs with developers/builders</li> <li>• Develop Development Charges policies and charges for various forms of development</li> <li>• Development Charge By-law approval (2019)</li> </ul>	<ul style="list-style-type: none"> <li>• Financial/Policy consultants - \$100K (2019)</li> <li>• Engineering consultant - \$100K (2018)</li> </ul>	<p><b>Finance and Economic Development *</b></p> <p>CAO/Clerk</p> <p>Finance and Economic Development</p> <p>Community Services</p> <p>Infrastructure and Planning</p> <p>Protective Services</p>	<ul style="list-style-type: none"> <li>• 1st developer meeting will be convened in December 2017</li> <li>• Assumes By-Law not appealed</li> </ul>

\* *Lead Department*



*Destination - Clarence-Rockland*  
*2018 - 2021 Strategic Action Plan*

Strategic Priority - Planning					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
ENVIRONMENTAL RESPONSIBILITY	<p>To improve communications standards and approval processes with development community</p> <ul style="list-style-type: none"> <li>• Convene two developer/builder meetings per year</li> <li>• Establish planning application review team and convene team meetings with applicants</li> <li>• Adopt engineering standards and development application approval process</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> </ul>		<p><b>Infrastructure and Planning *</b></p> <p>Community Services</p> <p>CAO's Office</p>	<ul style="list-style-type: none"> <li>• Draft documents to be tabled with developers/builders in 2017</li> </ul>

\* Lead Department

*Destination - Clarence-Rockland*  
*2018 - 2021 Strategic Action Plan*

Strategic Priority - Asset Management					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
ENVIRONMENTAL RESPONSIBILITY	Develop Corporate Asset Management Plan	<ul style="list-style-type: none"> <li>Establish levels of service and performance measures</li> <li>Risk assessment and prioritization analysis; costing</li> </ul>	Operating and Capital budgets	<b>Infrastructure and Planning *</b>  Community Services  Finance and Economic Development  Emergency Services	Corporate Asset Management Plan comprises:  (1) Phase I and Phase II  (2) Development Charges Bylaw update  (3) Asset Management Policies  (4) "Shovel Ready Projects"

\* Lead Department

## City of Clarence-Rockland Strategic Priorities

Strategic Priorities	Initiate	CAO/Clerk	Human Resources	Finance and Economic Development	Community Services	Infrastructure and Planning	Protective Services	Comments
1. Riverfront Development	2019-21				✓	✓		
2. Revitalize Downtown	2018			✓		✓		
3. Policy Development	2018	✓	✓	✓	✓	✓	✓	
4. Document Management	2018	✓	✓	✓	✓	✓	✓	
5. Skills Inventory	2018	✓	✓	✓	✓	✓	✓	
6. Succession Planning	2019-21	✓	✓	✓	✓	✓	✓	
7. Active Transportation	2019-21				✓	✓		
8. Accessibility	2018	✓			✓	✓	✓	
9. Emergency Response	2018	✓	✓	✓	✓	✓	✓	
10. Recreation Space	2019-2021				✓	✓		
11. County Rd 17/174	2018			✓		✓		
12. Industrial Growth	2018			✓		✓		
13. Long Range Financial Planning	2019-2021	✓	✓	✓	✓	✓	✓	
14. External Funding	2019-2021	✓	✓	✓	✓	✓	✓	
15. DC By-Law	2018	✓		✓	✓	✓	✓	
16. Development Community	2018	✓			✓	✓		
17. Asset Management	2018	✓		✓	✓	✓	✓	
<b>2018/2019-21</b>		<b>8/3</b>	<b>4/3</b>	<b>9/3</b>	<b>8/6</b>	<b>11/6</b>	<b>7/3</b>	