



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

February 21, 2018, 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
 - 5.1 Letter from the Chamber of Commerce of Clarence-Rockland for an amendment to By-law 2007-123 regarding business hours 5
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 Protective Services – Monthly Report (Jan 2018) 7

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9.3	Clarence-Rockland and The Nation Water Servicing Study	59
9.4	Entrance of Arena on County Road 17	61
9.5	2015-2021 Strategic Plan	67
9.6	New proposed regulations under the Fire Protection and Prevention Act	111
9.7	New Fire Station Update	133
9.8	Daycare Budget	137
10.	Other items	
11.	Adjournment	



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

le 21 février 2018, 20 h 00

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
 - 5.1 Lettre de la Chambre de commerce de Clarence-Rockland afin de modifier le règlement 2007-123 concernant les heures d'ouverture des commerces 5
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 Services de la protection – Rapport du mois (Jan 2018) 7

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9.3	Étude d'approvisionnement en eau pour Clarence-Rockland et La Nation	59
9.4	Entrée de l'aréna sur le chemin de Comté 17	61
9.5	Plan stratégique 2015-2021	67
9.6	Nouveaux règlements proposés à la Loi sur la prévention et la protection contre l'incendie	111
9.7	Mise à jour concernant les casernes	133
9.8	Budget des garderies	137
10.	Autres items	
11.	Ajournement	



Clarence - Rockland

Rockland, le mardi 6 février 2018

Cité de Clarence-Rockland
Att. : M. Guy Desjardins, Maire
1560 rue Laurier,
Rockland, Ontario K4K 1P7

M. Desjardins,

La Chambre de commerce de Clarence-Rockland, qui compte près de 130 entreprises membres, vise à promouvoir le développement économique, social, politique et culturel ainsi qu'à représenter les intérêts de petites, moyennes et grandes entreprises dans les milieux ruraux et urbains de la Cité.

Dernièrement, la Chambre de commerce de Clarence-Rockland a été interpellée par quelques propriétaires de commerce de détail, du territoire, qui souhaitent prolonger l'heure d'ouverture les dimanches à 21 h. Actuellement, le règlement numéro 2007-123 leur impose de fermer, les dimanches, à 18 h.

La prolongation des heures d'ouverture des commerces de détail pourrait contribuer à attirer - et à garder- la clientèle dans Clarence-Rockland. Le résultat n'est pas garanti, mais il n'y a aucune raison de ne pas tenter le coup.

À la lumière de notre lecture du règlement et de l'intérêt collectif, la Chambre de commerce de Clarence-Rockland appuie les commerçants et demande au conseil municipal d'amender le point 2 b) du règlement numéro 2007-123 afin de prolonger l'heure d'ouverture les dimanches à 21 h.

La Chambre de commerce de Clarence-Rockland demeure disponible pour vous transmettre tout renseignement supplémentaire qui vous serait nécessaire à l'évaluation de la demande.

Espérant recevoir une réponse favorable, je vous prie de croire, M. Desjardins, à mes sentiments les meilleurs.

Andréa Delorme
Présidente du conseil d'administration

C.P 131, C-2452 rue Laurier,
Rockland ON K4K 1K3

Tél : (613) 761-1954
sans frais : 1-888-697-6646
info@ccclarencrockland.com
www.laccr.ca



REPORT N° PRO2018-005

Date	21/02/2018
Submitted by	Brian Wilson
Subject	Protective Services – Monthly Report (Jan 2018)
File N°	Click here to enter text.

1) **NATURE/GOAL :**

To advise council on the activities performed by the Protective Services Department.

2) **DIRECTIVE/PREVIOUS POLICY :**

None.

3) **DEPARTMENT'S RECOMMENDATION :**

THAT Report No. PRO2018-005 in regards to monthly statistics, be received as information.

QUE le rapport No. PRO2018-005 au sujet des statistiques mensuel, soit reçu à titre d'information.

4) **MONTHLY STATISTICS :**

For the month of January 2018, the Protective Services Department did perform the following:

Fire Department

Incidents:

Call Type	# of Calls (Jan)	YTD
Fire Alarms (Cooking)	2	2
Fire Alarms (Malicious)	1	1
Fire Alarms (Accidental)	2	2
Fire Alarms (Faulty Eq.)	2	2
Fire Alarms (Other)	2	2
Fire – Other (e.g. steam)	1	1
CO Alarm (CO found)	2	2
CO Alarm (No CO found)	3	3
MVC – extrication	1	1
MVC – no extrication	3	3
Medical – VSA	3	3
Medical – Other	7	7
Cancelled On Route	2	2
TOTAL	31	31

Prevention / Public Education:

- An annual prevention schedule was developed
- Final report for fire investigation training course also completed by Division Chief of Prevention & Public Education

	January	YTD
Fire Inspections Completed	5	5
Follow-up Inspections	12	12
Tickets Issued	4	4
Fire Prevention Events		

Training:

	January	YTD
Training Courses Offered	13	13
Training Hours Worked (incl. prep)	913	913

- The following topics were covered during training in January:
 - o Building Construction
 - o Personal Protective Equipment & Hygiene
 - o Firefighter Survival
 - o Donning/ Doffing Personal Protective Equipment
 - o Medical Scenarios (on-going medical training)
 - o Medical First Responder Certification Course
 - o Fire Code – Flammable Liquids (at the Fire College)
 - o Swim Testing
 - o Fireground Command Structure / Officers Meeting
 - o Recruit: Introduction/Orientation
 - o Recruit: Health & Safety / Communication

Meetings (evening meetings / committee meetings):

- The Chief attended the Labour Relations Conference in Toronto
- The CEMC attended an Emergency Management Workshop in Brampton

	January	YTD
County Fire Chiefs Meetings	3	3
Regional Training Centre	5	5
CRFD Executive Meetings	3	3
Operational Guideline Committee	3	3
Labour Relations Committee (CRPFFA)	1	1

Municipal Enforcement

	January	YTD
Officers hours worked	480	480
OT hours on snow enforcement	19.5	19.5
# of parking tickets issued	54	54
# of parking warnings issued	34	34
# of Part I tickets issued	2	2
# of Part III summons issued		
# of dogs caught at large	1	1
# of complaints handled	51	51



REPORT N°INF2018-002 Approval of Street Lighting Policy

Date	05/02/2018
Submitted by	Richard Campeau
Subject	Approval of Street Lighting Policy
File N°	T01-STL

1) **NATURE/GOAL :**

The purpose of this report is to obtain Council's approval for the municipality's Street Lighting Policy.

2) **DIRECTIVE/PREVIOUS POLICY :**

N/A

3) **DEPARTMENT'S RECOMMENDATION :**

QUE le Comité plénier recommande au Conseil d'adopter la politique d'éclairage de rues tel qu'identifié dans le rapport INF2018-002.

THAT the Committee of the Whole recommends that Council approves the Street Lighting Policy as per report INF2018-002.

4) **BACKGROUND :**

The municipality of Clarence-Rockland or the former Township of Clarence and the Town of Rockland never had a Street Lighting Policy in place. Since Council decided to proceed with the street lighting conversion program in 2017, the department of Infrastructure and Planning thought the timing was appropriate to establish a proper street lighting policy.

This policy will regulate how the new development's streets will be lit and will also impact all the City's future major road reconstructions.

5) **DISCUSSION :**

A draft copy of the Street Lighting Policy was circulated to Council on August 9th, 2017 for comments. A copy was also circulated within the Infrastructure and Planning department for comments.

The new LED lighting policy will be applied to all new development (by developers) and future Capital Projects (by City).

The developers will be required to provide a specific LED lighting for all future developments which will benefit the City in much lower maintenance and operations cost once the City takes ownership of the new LED lights.

Please see table below for cost comparisons between existing HPS street light and proposed LED street lights:

Current Status	Before Upgrade	Post Upgrade	Variance	Percent
Number of Fixtures	1,297	1,297		
Annual Electricity Consumption (kw/hr)	1,524,924	548,972	975,952 ↓	64% ↓
Annual Electricity Cost (2017)	343,088\$	123,511\$	219,511\$ ↓	64% ↓
Annual Average Maintenance Cost (2015, 2016, 2017)	42,570\$	8,514\$	34,056\$ ↓	80% ↓

6) **CONSULTATION:**

The department of Infrastructure and Planning have circulated a draft copy of the Street Lighting Policy for comments. A few minor comments have been received and addressed in the final version of the Street Lighting Policy. The comments received were as follows:
From Council:

- None

From Infrastructure and Planning:

- Lighting color: 3000k vs 4000k (see Annex "B").
- Added streets to urban collector list.
- Added provisions (lighting information) for east-west collector.
- Added information for Marker lighting.
- Added information for roundabouts and multiuse pathways.
- Additional information provided to better describe urban, rural and special areas.
- Lighting intensity for Marker lighting and intersections.
- Added Lighting Level table.

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

N/A

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

There is no direct financial implications from this report.

9) **LEGAL IMPLICATIONS :**

N/A

10) **RISK MANAGEMENT :**

With the conversion of the street lights to LED, This policy will ensure a more consistent lighting throughout the streets of Clarence-Rockland.

11) **STRATEGIC IMPLICATIONS :**

N/A

12) **SUPPORTING DOCUMENTS:**

Annex "A", Street Lighting policy

Annex "B", LED Lighting Color Chart



Clarence-Rockland

ROADWAY LIGHTING POLICY

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GLOSSARY

ABBREVIATIONS

ANSI – American National Standards Institute,

BUG – Backlight, Uplight & Glare,

CSA – Canadian Standard Association,

ESA – Electrical Safety Authority,

IEEE – Institute of Electrical and Electronics Engineers,

IESNA – Illuminating Engineering Society of North America,

ROW – Right-of-Way

TAC – Transportation Association of Canada,

MTO – Ministry of Transportation Ontario

A.2 DEFINITIONS

Average Illuminance: Average Illuminance, generally referred to as ‘ E_{avg} .’ and measured in ‘Lux’, is the arithmetical average of individual illuminance values calculated at predetermined points within an area. For example, Average Illuminance on a section of roadway can be determined by overlaying an imaginary grid on that section of the roadway, calculating illuminance values at each grid point and then taking an average of all the values.

Average Luminance: Average Luminance or Average Pavement Luminance for a surface, generally referred to as ‘ LP_{avg} .’ and measured in ‘Candelas per square metre (cd/m^2)’, is the arithmetical average of individual Luminance values calculated at predetermined points on the surface. Similar to calculating Average Illuminance, Average Pavement Luminance for a section of roadway can be determined by overlaying an imaginary grid on that section of the roadway, calculating Luminance values at each grid point and then taking an average of all the values.

Candela (cd): The unit of luminous intensity formerly termed “candle”. One candela equals one lumen per steradian.

Coefficient of Utilization (CU): A design factor that represents the percentage of bare lamp lumens that are utilized to light the pavement surface. This factor is based on the luminaire position relative to the lit area.

Footcandle (fc): The English unit of Illuminance; illuminance on a surface one square foot in area on which there is uniformly distributed a light flux of one lumen. One foot-candle equals 10.76 lux.

Glare: The sensation produced by the luminance within the visual field that is sufficiently greater than the luminance to which the eyes are adapted to cause annoyance, discomfort or loss in visibility or visual performance.

Illuminance (E): Illuminance is a measure of the “amount” of light a light source projects on to a surface. More precisely, it is the density of luminous flux (Lumens) falling on a surface and decreases with distance of the surface from the source (Inverse Square Law). The metric units for measurement of illuminance are “Lux”, which is equal to 1 Lumen/m² area.

Initial Lamp Lumens (LL): Initial bare bulb lumen output of a light source.

Light: Radiant energy that is capable of being perceived by the eye and producing a visual sensation. The visible portion of the electromagnetic spectrum extends from approximately 380 to 770 nanometres.

Light Emitting Diodes (LED): A semiconductor diode that converts applied voltage to light and is used in lamps, luminaires and digital displays.

Lumen (lm): defined as:

A unit of measure of the quantity of light. One lumen is the amount of light which falls on an area of one square foot, every point of which is one foot from the source of one candela. A light source of one candela emits a total of 12.57 lumens; or

A measure of luminous flux emitted by a source. The output of a lamp is expressed by the manufacturers in Lumens (e.g. 400 watt high pressure sodium lamp produces 50000 initial lumens).

Luminaire: A complete unit consisting of a lamp or lamps together with the parts designed to distribute the light, to position and protect the lamps and to connect the lamps to the power supply.

Luminance: Luminance of a roadway surface, simply explained, is the intensity of reflected light per unit area of the surface in the direction of the viewer. Luminance indicates the “brightness” of the roadway surface ahead of the observer when viewed from a given location in a given direction. Luminance at any location (point) on the roadway surface varies with the incident angles of light from various light sources on to the surface, the reflectance properties of the pavement, and the viewing angle of the stationary observer at the point.

Lux (lx): The SI unit of illuminance; defined as the amount of light on a surface of one square metre, all points of which are one metre from a uniform source of one candela. One lux equals 0.0929 foot-candle.

Maintained Average Illuminance/Luminance: Light output of a roadway lighting system deteriorates over time due to many factors. Though many of these factors are complex in nature to quantify, two major factors are depreciation of lamp lumen output due to its age (referred to as Lamp Lumen Depreciation or ‘LLD’), and accumulation of dirt inside the luminaire as well as on the outside of the glassware (referred to as Luminaire Dirt Depreciation or ‘LDD’). The product of these two factors is referred to as Light Loss Factor or ‘LLF’.

Nuisance Light: Nuisance light can be defined as the presence of a bright source within the observer’s field of view, which the observer finds objectionable and/or intrusive. This adverse effect includes the

increase in brightness of the night sky (Sky Glow) and glare experienced by people in the vicinity of luminaires.

Q Factor: A measure to overall “lightness” of the surface

Sky Glow: The term used to describe the added sky brightness caused by the scattering of extraneous light reflecting from the dust particles in the atmosphere.

Spill Light: Spill light can be defined as illumination of an area beyond the primary area that the light source is intended to illuminate.

Steradian: A solid angle subtending an area on the surface of a sphere equal to the square of the sphere radius.

Uniformity: Uniformity of lighting refers to “Quality” of lighting. The lighting must be uniformly spread over an area for good visibility since the human eye requires a finite amount of time to adapt to changes in light levels. The uniformity of lighting for an area, for both Illuminance and Luminance method, is determined by calculating the ratio of Average Illuminance/Luminance to Minimum Illuminance/Luminance within the area.

Veiling Luminance: Also known as Disability Glare, it is the direct luminance superimposed on the retina by external light sources, which causes a “veil” of light and reduces the contrast of an image. The veiling luminance can be produced by a roadway luminaire, headlights of an oncoming vehicle, advertising signs along the roadway, and stray commercial/residential lighting adjacent to the roadway. Veiling luminance produced by only roadway luminaires is considered in the lighting calculations.

Visibility: The quality or state of being perceivable by the eye. In roadway lighting it is usually defined in terms of the distance at which an object can just be perceived.

Warrant: The justification for the installation of roadway lighting based on several factors as defined in the Transportation Association of Canada “Guide for the Design of Roadway Lighting”

A.3 REFERENCES

The following published documents have been used as the basis for establishing lighting design criteria:

Canadian Standard Association:

CSA C22.2 No. 211.2-06 (R2011) - Rigid PVC, Unplasticized Conduit

CSA C22.2 No. 227.1-97 (R2002) - Electrical Non-metallic Tubing (Bi-national standard, with UL 1653)

Illuminating Engineering Society of North America:

IESNA DG-5-94 - Recommended Lighting for Walkways and Class 1 Bikeways

IESNA LM-67- 94 - Calculation Procedures and Specifications of Criteria for Lighting Calculations

IESNA RP-8-14 - Roadway Lighting ANSI Approved

IESNA RP-22-05 - Recommended Practice for Tunnel Lighting

IESNA TM-3-95 - A Discussion of Appendix E – “Classification of Luminaire Light Distributions”

IESNA TM-10-00 - Addressing Obtrusive Light (Urban Sky Glow and Light Trespass) in Conjunction with Roadway Lighting

IESNA TM-11-00 - Light Trespass; Research, Results and Recommendations

Transportation Association of Canada (TAC):

Guide for the Design of Roadway Lighting

Ministry of Transportation, Ontario (MTO):

Roadside Safety Manual

1.0 INTRODUCTION AND OBJECTIVES

The Clarence-Rockland Roadway Lighting Policy (C-RRLP) has been created to standardize the design requirements for roadway and sidewalk lighting systems. This Lighting Policy identifies lighting related issues to be addressed in construction and reconstruction projects and future planning discussions with the public, developers and City officials.

This Policy adopts an approach for roadway lighting where all areas of the municipality are placed into one of three categories; “Urban”, “Rural” and “Special Areas”. “Urban Areas” of the municipality includes land use areas as identified in the *City of Clarence-Rockland Official Plan (and ZONING BY-LAW NO. 2006-3) Plan Schedules A* (e.g. Mixed-Use Centres, Traditional Main streets and Central Areas). “Rural Areas” applies to parts of the city outside of the designated “Urban Areas”. The “Special Areas” which is defined in Section 3.0, will receive decorative style lighting equipment to highlight the distinctiveness of the area. “Urban and Rural” will receive standard lighting equipment.

In this regard, this policy has been prepared in order to provide qualified practitioners with the required information to successfully design roadway lighting systems to the municipalities’ satisfaction. As this policy does not cover every situation that may be encountered in the field, it is the responsibility of the practitioner to exercise professional engineering judgment during every stage of the design process and obtain City approval before proceeding.

This Policy will be reviewed and updated as needed every 3 years appropriately to incorporate changes in lighting technologies, lighting hardware, and economics.

The fundamental goal of the Policy is to provide a uniform structure for the ongoing provision of roadway lighting across the municipality carried out by the City and developers. The following shall be considered the objectives of a roadway lighting system design:

- The provision of adequate and uniform lighting levels for roadways, adjacent bikeways and pedestrian ways on Clarence-Rockland Roads;
- The requirements of recognized lighting standards shall be achieved wherever economically and physically possible;
- Roadway lighting systems (pole and luminaire) options shall be high quality, energy efficient, cost effective and maintainable;
- Reduce operational and maintenance budgets for right-of-way lighting;
- Reduce energy consumption by using energy efficient luminaires; and
- Establish guidelines for assessing the need and prioritization of new and existing roadway lighting.

1.2 Reference Standards

The following policy will be referred to by this document:

ANSI/IES RP-8-14 (Reaffirmed 2014), American National Standard Practice for Roadway Lighting as published by the Illuminating Engineering Society of North America.

TAC 2006, Guide for the Design of Roadway Lighting as published by the Transportation Association of Canada.

Ontario Electrical Safety Code (latest edition).

The requirements of the above noted standards will be used to set the performance and installation criteria for the lighting systems. Clarence-Rockland recognizes that there may be physical conditions or economic constraints in certain projects in which the requirements of the standards will be difficult to achieve. The consultant or developer, during the execution of a project design, may identify specific instances where the requirements of the above noted standards cannot be met. The consultant or developer shall contact the Municipality Project Manager in writing and list the areas with explanation in which the standard is not met. The Consultant shall provide suggestions on how to proceed. The Municipality will then review the situation and give directions how to proceed.

2.0 LIGHTING LEVELS AND DESIGN REQUIREMENTS

2.1 LIGHTING DESIGN CALCULATIONS

Lighting design calculations shall be carried out as described in *Annex A Calculation and Measurement Parameters* and *Example* of the ANSI / IESNA RP-8-14 *Roadway Lighting*. When performing lighting calculations, the travelled pavement width on which the calculation is being undertaken, shall include from face of curb to face of curb (or from the painted line / edge of asphalt to the painted line / edge of asphalt where no curb is present). Similarly for sidewalks, the lighting calculations shall be carried out to include the full width of the sidewalk.

Based on the performance of LEDs at the time this policy was updated, a luminaire lifecycle of a minimum of 100,000 hours was selected for the basis of light calculations. As LED technology and light output evolves rapidly, the light loss factor for all LED roadway and sidewalk/multi-use pathway lighting calculations shall be based on the manufacturer's recommended light loss factor at 100,000 hours less an additional 10% for environmental effects.

In performing lighting computations, the designer should always attempt to minimize the amount of 'over lighting', inherent in some lighting designs by manipulating one or more lighting parameters including luminaire mounting height, pole spacing, or luminaire lumen output. The designer shall also Design with the lighting curve of luminaire (loss of output overtime) Lighting design output to be the average for the fifth (5th) years of the Luminaire's life cycle.

The minimum lighting average must be achieved while satisfying the lighting uniformity and glare requirements outlined in Table 2.1 *Recommended Average Roadway Lighting Levels*.

2.2 RECOMMENDED AVERAGE ROADWAY LIGHTING LEVELS

There are three distinct areas for rights-of-way lighting within the City of Clarence-Rockland "Special Areas", "Urban" and "Rural". For both areas the recommended average roadway lighting levels are the same (for similar road classifications) as shown in **Table 2.1 Recommended Average Roadway Lighting Levels**. The Table also shows the minimum average Luminance levels, minimum average maintained illuminance levels, the maximum uniformity ratios and the maximum glare ratio by roadway and area classification.

2.2.1 Illuminance Criteria

The illuminance method will complement the luminance lighting criteria for designing roadway lighting of all tangent sections of roadway. Illuminance will be used as a secondary lighting design tool for field measurements and verification of the lighting design. It will only be used on its own to design roadway lighting for curvilinear road sections, sidewalks / walkways, and intersections.

2.2.2 Luminance Criteria

The luminance method will now be utilized to design roadway lighting for all tangent sections of roadway throughout the city of Clarence-Rockland. Right-of-way lighting designs will not be required to satisfy both luminance and illuminance criteria. Luminance will only be complemented by the illuminance for field verification of lighting designs with the luminance criteria taking precedence except as mentioned in **Section 2.2.1 Illuminance Criteria**. Refer to **Appendix D Luminance Versus Illuminance** for a sample calculation illustrating the impacts of attempting to utilize both criteria for roadway lighting designs.

2.2.3 Small Target Visibility (STV) Criteria

At the time of creating the Policy, the Roadway Lighting Committee of IESNA had yet to decide on the reliability of the STV method for lighting design. Although all of the Committee members concur that a contrast metric was desirable for lighting design, this method is still undergoing evaluation. STV might be a valuable tool when comparing the results of designs of approximately the same luminance and illuminance performance. The STV criteria and any new lighting criteria should be investigated further at the time of any future update to the C-RRLP.

Table 2.1 Recommended Average Roadway Lighting Levels

<u>Roadway Classification</u>		Area Classifications	Luminance		Glare	Illuminance	
			Avg. Luminance L avg (Cd/m ²)	Uniformity Ratio Lavg/Lmin	Veiling Luminance Ratio Lvmax/Lavg	Minimum Maintained Avg. Eavg(Lux)	Uniformity Ratio Eavg/Emin
<u>Urban Area</u>	<u>Major Collector & Collector</u>	Employment/Enterprise Area	0.6	4.0	0.4	9.0	4.0
		General Urban Area / Other	0.4	4.0	0.4	6.0	4.0
	<u>Local</u>	Employment/Enterprise Area	0.5	6.0	0.4	7.0	6.0
		General Urban Area / Other	0.3	6.0	0.4	4.0	6.0
<u>Rural Area</u>	<u>Collector</u>	Village Main Streets	0.6	4.0	0.4	9.0	4.0
		All other Roadways	Marker Lighting Only				
	<u>Local</u>	Village Main Streets	0.4	6.0	0.4	6.0	4.0
		All other Roadways	Marker Lighting Only				

Urban Collector Roads (ex:) Rural Collector Roads

(*within village boundaries)

Laurier st.
Carron st.
St-Josph st.
Dr. Corbeil
Landry
Champlain

(*outside village boundaries)

2.3 INTERSECTIONS

2.3.1 Intersections of Public Rights-of-Way

Urban area intersections will be fully lit if one of the intersecting roadways has full continuous lighting. Urban and rural area intersections will be fully lit in accordance with Table 2.2 *Recommended Average Lighting Levels for Intersections* if they have traffic signals. This is to promote visibility and safety at night for the intersection as it is a location where pedestrians, cyclists, and motorists all meet and negotiate for right-of-passage with each other at the controlled intersection. For urban intersections, the intersection lighting shall be the sum of the intersecting roadway lighting levels as per Table 2.2. For rural intersections with traffic signals only, the intersection lighting shall also be as per Table 2.2 regardless of whether or not the approaches are illuminated. If the approaches to the rural intersection are not illuminated, the intersection lighting shall be transitioned as described in **Section 2.7 Transition Illumination**.

Based on Table 2.1 *Recommended Average Roadway Lighting Levels*, the Road and Area Classes intersect to form six types of intersections. The recommended lighting levels for each of these intersections are shown in Table 2.2 *Recommended Average Lighting Levels for Intersections* that sets out the sum of the lighting values of the two intersecting roadways. To determine the class of the roadway, refer to Schedules "A" to "E" of the City of Clarence-Rockland Official Plan. In cases where the sum cannot be achieved (i.e. lower than the recommended levels in Table 2.2) due to the geometric design or other physical limitations of the intersection, such as the location of Hydro utilities, then the intersection levels, as a minimum, shall be 50% greater than the highest lighting level of the intersecting roads. Table 2.2 will always take precedence for intersection lighting and not until all other alternatives have been exhausted will the 50% exception to Table 2.2 apply. For intersections with only one of the intersecting roads having full continuous lighting, the intersection light levels shall be 50% greater than the levels of the fully lit approaching roadway. The non-illuminated intersecting roadway shall have transition lighting as described in **Section 2.7 Transition Illumination**.

Where the design lighting levels of the intersecting roads exceed the criteria in Table 2.1 *Recommended Average Roadway Lighting Levels*, the design levels shall then be used to determine the intersection requirements. This is to maintain visibility and safety of everyone using the intersection by 'highlighting' the area with increased lighting levels compared to the levels on the approaching roadway of the intersection.

Table 2.2 Recommended Average Lighting Levels for Intersections

Intersecting Roadway Classification	Minimum Maintained Avg. (Lux) by Area Classification / Uniformity Ratio E_{avg} / E_{min}	
	Employment / Enterprise Area	General Urban Area / Other & Rural
Major Collector / Collector & Major Collector / Collector	18.0/(4.0)	12.0/(4.0)
Major Collector / Collector & Local	16.0/(6.0)	10.0/(6.0)
Local & Local	14.0/(6.0)	8.0/(6.0)

2.4 SIDEWALKS / MULTI-USE PATHWAY

A sidewalk or multi-use pathway are a dedicated pedestrian facility located within a public road right-of-way. The minimum illumination levels for sidewalks and multi-use pathways shall be as indicated in Table 2.3 *Recommended Average Lighting Levels for Sidewalks / Multi-Use Pathway* is applicable to all "Urban", "Rural" and "Special Areas". For the purpose of achieving the recommended average lighting levels shown in Table 2.3 *Recommended Average Lighting Levels for Sidewalks/ Multi-Use Pathway*, these areas are assumed to be located adjacent to or within 2.5 m from the light pole. The roadway lighting levels will take precedence over sidewalk / Multi-Use Pathway lighting located more than 2.5 m away from the light pole; therefore, roadways will not be over lit in order to achieve average lighting levels in Table 2.3 for sidewalks in distant locations or on the side of the road opposite a single sided lighting installation.

Sidewalks / Multi-Use Pathway will be illuminated at the same time as the adjacent roadway is illuminated based on available capital funding and in accordance with the priority ranking of the abutting roadway. Sidewalk / Multi-Use Pathway lighting will be provided through 'back lighting' of the roadway lighting system and only on streets where there is a full continuous roadway lighting system. Separate dedicated sidewalk / Multi-Use Pathway lighting systems will not routinely be installed in the City.

Table 2.3 Recommended Average Lighting Levels for Sidewalks/ Multi-Use Pathway

Roadway Classification Adjacent to Sidewalks	Maintained Illuminance Levels	
	Average Horizontal $E_{avg}(Lux)$	Uniformity Ratio E_{avg} / E_{min}
Major Collector/ Collector	3.0	4.0
Local	2.0	6.0

2.5 LIGHTING POLE LOCATION AND OFFSET REQUIREMENT

Poles can be located in protected areas, unprotected areas, or be mounted on structures. Poles in protected areas include poles that are located behind a physical barricade such as a guide rail or concrete barrier wall. Poles in unprotected areas include poles that are not located behind any physical barricade and are typically located behind barrier type curb or the shoulder 'rounding.' These poles are susceptible to impact by a vehicle accidentally leaving the roadway.

2.5.1 Pole Offsets

2.5.1.1 Poles in Protected Areas

Poles in protected areas shall be located on a project-by-project basis in accordance with the barrier deflection characteristics and the proposed field conditions such as finished grades and right-of-way width.

2.5.1.2 Poles in Unprotected Areas

The offset for poles in unprotected areas is defined as the distance from the front face of the barrier type curb (or edge of traveled asphalt (solid white painted line) if no barrier type curb is present) to the nearest face of the pole. Poles in unprotected areas shall have a minimum offset from the barrier type curb or edge of traveled asphalt as indicated in Table 2.4 *Pole Offsets for Poles Located in Unprotected Areas*. When using Table 2.4 the following shall be noted:

- Deviations from the minimum pole offsets may only be approved at the discretion of a municipality official.
- The pole offsets are for tangent road sections only.
- For curvilinear road sections, the pole offset shall be dealt with on a project-by-project basis. Refer to the *Roadside Safety Manual* for guidelines and recommendations for pole locations and offsets on curvilinear roadway sections

Table 2.4 Pole Offsets for Poles Located in Unprotected Areas

Road Class 7	Curbs	Minimum Permissible Pole Offset (Meters m) (note 1)	
		Concrete Pole Direct Buried	Aluminum Pole Direct Buried
Collector	Y	1.5 (note 5)	0.6
	N	3.0	1.5
Local	Y	1.5 (note 5)	0.6
	N	1.5	1.5

Note:

1. Minimum permissible pole offsets can be increased as per the City official's approval. The minimum permissible pole offsets may be reduced if all other design options have been exhausted and the reduced offset must be approved by the City official. These minimum permissible pole offsets in Table 2.4 may be revised by approved City without amendment to this Policy.
2. Concrete poles direct buried are not allowed to be installed within a median.
3. Median width shall be a minimum of 1.5 m for pole installation.
4. Base-mounted aluminum poles should be given first consideration
5. For locations where there is a permanent dedicated 'on-street' parking bay abutting the traveled portion of the roadway, the minimum permissible pole offset may be reduced to 600 mm.

2.6 BICYCLE LANES

Bicycle lanes are dedicated travel lanes for bicycles located on the roadway adjacent to the curb or edge of pavement. The lanes are delineated with pavement markings and are considered part of the roadway. As such, they will be illuminated based on the recommended roadway lighting levels stipulated in Table 2.1 *Recommended Average Roadway Lighting Levels*, and any illumination requirements will be governed by the strategy for roadway lighting as set out in this Policy.

2.7 TRANSITION ILLUMINATION

Where sections of roadways that are fully illuminated are located adjacent to sections that are not, the street lighting shall be transitioned as recommended by the *Guide for the Design of Roadway Lighting*². Transitioning of the roadway illumination will allow for easier adaptation of the driver's eye from a lit to

a dark section of roadway. A consistent style of lighting equipment will be used in the transition area selected from in **Appendix A Street Lighting Selection Criteria and Equipment Inventory**.

2.7.2 Transition Illumination at Intersections

For intersections where only one of the intersecting roads has full continuous lighting and the light levels at the intersection are 50% greater than the light levels of the approaching illuminated roadway (as recommended by **Section 2.2 Intersections**), the non-illuminated intersecting road shall have transition lighting designed to extend the lighting beyond the intersection with a maximum of two pole cycles for each approach.

2.8 MARKER TYPE LIGHTING

Marker type lighting shall consist of one of the following:

- a) A single pole and luminaire located on the far right hand side of a 'T' intersection;
- b) A single pole and luminaire located at 'super mailbox' locations;
- c) Two poles and luminaires located at 'four-way' intersections in rural areas;
- d) A single pole and luminaire located on the crest of the cul de sac (i.e. the light standard will be placed at the intersection of the circumference of the cul de sac and the centerline of the road with the appropriate offset from the curb); or
- e) A single pole and luminaire located at a 90 degree bend of a roadway.

The luminaire shall be from the marker light classification of this policy complete with a maximum lumen output of 5,000 lumens except at 'super mailbox' locations where the luminaire shall be a standard classification. Marker type lighting will only be installed for the intersection of two public rights-of-way, at the crest of cul-de-sacs and at a 90 degree bend of a roadway where the rights-of-way are travelled and maintained all year round. Right-of-Way lighting for roadways with bends other than 90 degrees will be dealt with on a case-by-case basis at the discretion of the Manager of Engineering and Operations. The installation of the marker type lighting shall be subject to the availability of both existing electric power and capital funding.

2.9 HYDRO UTILITY WITHIN THE RIGHTS-OF-WAY

2.9.1 Conditions of Service

Roadway lighting systems shall meet the *Conditions of Service* set out by the local Electrical Supply Authorities and the Electrical Safety Authority (ESA).

2.9.2 Joint Use Hydro Light Pole

Where Hydro utility poles are located within public rights-of-way, it is desirable to utilize these poles where possible for the installation of luminaires in order to minimize the number of poles within rights-of-way. These joint use Hydro / street light poles must be coordinated with the local Electrical Supply Authority and shall satisfy the requirements of *Ontario Regulation 22/04 Electrical Distribution Safety* for third party equipment mounted on Hydro utility poles. In situations where hydro utility poles could be utilized to install decorative or pedestrian scale lighting the detailing of such a lighting plan should be made in consultation with the City officials.

2.10 OTHER JURISDICTIONS

Within the city of Clarence-Rockland, there are rights-of-way that are owned by, under the control of, and/or that are subject to design input by other public authorities such as the United Counties of

Prescott Russell (UCPR). The UCPR have lighting policies and procedures which takes precedence over the City of Clarence-Rockland's Lighting Policy.

ROADWAYS

UCPR roads and intersections

HIGHWAYS

Highway 17

2.11 CYCLING TRACKS

Cycle tracks will be illuminated at the same time as the adjacent roadway and only on streets where there is a full continuous roadway lighting system. As part of the City's street lighting design process, and within the terms of this lighting policy, all feasible efforts will be made by lighting designers to adjust street light locations and spacing to light cycle tracks. Roadway lighting levels will take precedence over cycle track lighting, and therefore roadways will not be over lit in order to achieve lighting of cycle tracks in distant locations or on the side of the road opposite a single sided lighting installation. Supplemental cycle track lighting systems will only be considered subject to capital and operating funding.

2.12 CITY APPROVAL OF LIGHTING DESIGNS BY THIRD PARTIES

The Clarence-Rockland Roadway Lighting Policy shall be performed or supervised by a Professional Electrical Engineer, registered in the Province of Ontario. The lighting design together with the lighting calculation summary shall be submitted to the Manager of Engineering and Operations for review and final approval.

2.13 ROUNDABOUTS

Roundabouts shall be treated as an intersection and illuminated according to IES publication DG-19-08. Refer to **Section 2.2 Intersections** for more information.

3.0 "SPECIAL AREAS"

"Special Areas" are to receive decorative style lighting equipment in accordance with this subsection. The following locations are subject to the Special Area lighting strategy:

- A. Laurier st, (from St-Jean st. to 1540 Laurier)
- B. Morris Village,
- C. Clarence Crossing
- D. Urban Subdivisions
- E. Urban Private Roads (subject to site plan)

Schedule (A) through (E) are designated and identified in the *City of Clarence-Rockland Official Plan – Schedule A to E* are identified in the C-RRLP and discussed in **Section 3.2 Urban Area Village Main streets** consist of existing or future high density, mixed-use residential and commercial locations that have been identified through a Council approved Community Improvement Plan (CIP). These areas are

not identified in the map schedules to the *City of Clarence-Rockland Official Plan*. Active mixed-use frontage streets are subject to the Special Area lighting strategy as part of this Roadway Lighting Policy. CIP active frontage streets may be located both in urban and in rural locations. Further information, on CIP Active mixed-use frontage streets can be obtained through the Planning and Growth Management's Department. Village main streets identified through a future public process approved by Council are subject to Special Area lighting without amendment to this Policy.

The decorative lighting equipment selection process for any "Special Area" may be initiated when one or more of the following public consultation processes occurs:

- Commencement of an Environmental Assessment and / or design for major roadway reconstruction,
- Part of major lifecycle re-lighting project without roadway reconstruction,
- Part of preparation of a Community Design Plan or planning study for all or applicable parts of the Special Area and,
- Part of private improvements to the public right-of-way associated major redevelopment.
- Roadways within any Special Area that are the subject of an Environmental Assessment (EA) or detailed road design to provide for upgrading or new construction, including sections of connecting streets, may be identified for installation of decorative lighting. When these rights-of-way have been approved through a future public process approved by Council they are subject to Special Area lighting without amendment to this Policy.

3.1 LIGHTING STRATEGY FOR "SPECIAL AREAS"

Decorative lighting shall be used on all roadways in "Special Areas" except as otherwise provided for in this Policy (i.e. Urban Area Villages and identified main streets are to be lit with standard lighting equipment). Except for the section of Laurier St. identified in section 3.0.

Decorative lighting should be applied consistently to with a goal to unify distinct character areas within the broader designation or areas; however the addition of pedestrian lighting in combination with tall mount lighting should generally be limited to areas of continuous active mixed-use frontage and designated main streets.

There are three options for lighting "Special Areas", as follows:

'Mid-height' pole complete with a decorative luminaire attached to the pole by either a bracket arm. This lighting option is applicable to all roadway classifications except arterial main streets.

'Tall-height' pole complete with a decorative luminaire complete with bracket arm. This lighting option is available to all Special Areas.

'The 'short-height' pole is complete with a decorative post top luminaire. This lighting option is only available to designated main streets, village *main streets* and continuous mixed use active frontage streets identified in a council approved plan.

All poles and luminaires for "Special Area" lighting shall be selected using **Appendix A Street Lighting Selection Criteria and Equipment Inventory**. All new and existing full height decorative lighting poles used in "Special Areas" may accommodate banners of standard dimension (maximum width 1.0 m, maximum height 1.5 m) at the request of the proponent. All requests for non-standard banners, planters and attachments must be accompanied by an engineering report certified by a licensed Professional Engineer in the province of Ontario. The engineering report must confirm that the integrity of the light pole will not be compromised and that it can safely accommodate the additional load of the banner and/or planter arms and/or attachments. The report shall also illustrate mounting bracket detail,

proposed mounting height on the pole, minimum vertical clearance from the ground and dimensions of the banner and/or planter and/or attachment.

For existing decorative lighting installations, the request to add banners and/or planters is subject to approval by the Manager of Engineering and Operations or Planning Division.

In addition to providing a certified engineering report, any banners placed on decorative poles are subject to the City's Signs By-law. Both banners and any planters placed on decorative poles shall meet minimum vertical clearances as approved by the Manager of the Public Works Departments in consultation with the Planning and Growth Management Department.

Within the boundary of clearly defined Special Areas, all rights-of-way under the control of the City that are subject to special lighting will use the same style of decorative luminaire and pole to provide both for continuity in design and to simplify lighting maintenance.

3.2 URBAN AREA VILLAGE MAIN STREETS

Urban Area Village Main streets are identified in the *City of Clarence-Rockland Official Plan – Schedule A to E*. Village main streets may have decorative lighting equipment while all other roadways within the Village shall have standard street lighting equipment.

4.0 CONTEXT-BASED POLICY APPLICATION

4.1 AREAS UNDER DEVELOPMENT – LIGHTING LEVELS AND STYLE

The following requirements will ensure consistency in roadway lighting for areas under development at the time the Policy is approved.

4.1.1 “Urban” and “Rural” Areas Under Development

To ensure roadway illumination consistency in the completion of neighbourhoods that are partially constructed or are approved for development (i.e. *Composite Utility Plan* has been approved) when this policy comes into effect, future development phases shall have roadway lighting designed and installed to match the existing street lighting levels and equipment style up to the nearest adjacent existing or planned collector roadway. However, where a substantive portion of vacant development land within the adjacent collector roadway boundaries has not been approved for development (i.e. prior to *Draft Plan of Subdivision* approval), the Manager of Engineering and Operations or Planning Division has the authority to select an alternate road or land use boundary (i.e. change from residential to commercial) up to which the existing street light level of illumination and equipment style will apply.

For example, if a specific style of lighting equipment (e.g. a lantern style luminaire), was chosen for the abutting development then that same style luminaire is to be used in the new adjoining development up to the nearest existing or planned arterial or collector road designation, or other approved boundary, regardless of change in land ownership / developer.

4.1.2 Infill of Existing Developments

For infill developments, the existing roadway lighting levels of the abutting developed land shall apply. Compatible style of roadway lighting poles and luminaires shall be utilized for the street lighting design. The lighting equipment shall be selected in adherence to **Appendix A Street Lighting Selection Criteria and Equipment Inventory**.

4.2 RURAL LOCAL ROADS

New and existing rural local roads shall receive marker type lighting installations as outlined in **Section 2.8 Marker Type Lighting**. Rural intersections with traffic signals will be fully illuminated in accordance with **Table 2.2 Recommended Average Lighting Levels for Intersections** regardless of whether or not the approaches are illuminated (refer to **Section 2.2 Intersections**). If it is not illuminated then transition lighting shall be provided as described in **Section 2.7 Transition Illumination**.

4.3 EXISTING URBAN LOCAL ROADS WITH MARKER LIGHTING

Existing urban local roads with marker lighting at the intersection shall remain as is. At the time of any major roadway reconstruction new lighting shall be designed as per Urban Local road criteria, lighting equipment shall be selected to conform to **Appendix A Street Lighting Selection Criteria and Equipment Inventory**.

4.4 EXISTING URBAN LOCAL ROADS WITH PARTIAL LIGHTING

Existing urban local roads with partial mid-block illumination shall remain as is. At the time of any major roadway reconstruction the partial mid-block illumination will be reinstated as per existing conditions except that the lighting equipment will conform to **Appendix A Street Lighting Selection Criteria and Equipment Inventory**. Unlit intersections in the vicinity of the partial mid-block lighting shall be upgraded to marker type lighting as outlined in **Section 2.8 Marker Type Lighting**.

4.5 URBAN / RURAL AREA BOUNDARY RIGHTS-OF-WAY

For roadways that form the boundary between urban and rural areas, the urban classification shall always take precedence over the rural policy for lighting that specific roadway. However, if the rural area falls under a Special Area designation the Special Area lighting policy shall take precedence only within the limits of the Special Area.

4.6 URBAN LOCAL ROADS IN NEW RESIDENTIAL, EMPLOYMENT & MIXED-USE CENTRE AREAS

Urban local roads in new Residential, Employment, and Mixed Use Centre Areas constructed after approval of this Policy will be illuminated to ANSI/IESNA₁ recommended lighting levels where practicable as shown in **Table 2.1 Recommended Average Roadway Lighting Levels**. The lighting equipment shall conform to that as listed in **Appendix A Street Lighting Selection Criteria and Equipment Inventory** and the luminaires will be of Full Cut-Off style with a maximum lumen output of 5000 lumens.

4.7 LIGHTING OF PRIVATELY OWNED ROADS AND LANES

Lighting of privately-owned roadways and lanes shall be installed and maintained at the expense of the owner(s) of the private road or laneway. The lighting style and location is subject to the approval of the Manager of Engineering and Operations or Planning Division and cannot be located in the public right-of-way.

If the private road intersection with the public right-of-way may warrant the installation of intersection lighting as per **Table 2.2**, then it will be lit to City standards at the expense of the owner(s). The equipment selected shall conform to **Appendix A Street Lighting Selection Criteria and Equipment Inventory**. When the lawn lamps are replaced with street lighting equipment, the lighting levels will be upgraded to meet the requirements of **Table 2.1 Recommended Average Roadway Lighting Levels**.

4.8 THROUGH-BLOCK PEDESTRIAN WALKWAYS

Through-block pedestrian walkways are short, mid-block connections between two public rights-of-way. The installation of lighting for existing unlit and new through-block pedestrian walkways shall only be installed on an as-requested basis and only if the through-block pedestrian walkway connects two lit public rights-of-way where both the rights-of-way and the through-block pedestrian walkway are open and maintained by the City throughout the year. The lighting of the existing through-block pedestrian walkways shall be subject to a lighting warrant review and the availability of both electric power, and operating and capital funding. For new through-block pedestrian walkways, lighting requirements shall be provided during the development of the through-block pedestrian walkway.

Typically through-block pedestrian walkways shall be lit to 2.0 Lux with a Uniformity of 6.0:1. If the through-block pedestrian walkway lighting is approved, only full cut off, 'shoe box' style luminaires.

4.9 MAJOR RE-LIGHTING PROJECT

A major re-lighting project occurs when the existing street lighting equipment (including poles, luminaires and underground ducts and cables) has reached the end of its life expectancy and based on available funds, it is scheduled for replacement with new lighting equipment in adherence to **Appendix A Street Lighting Selection Criteria and Equipment Inventory**. When the re-lighting project occurs without any major roadway reconstruction, then the extent of the re-lighting project will be the replacement of the old equipment with new and maintaining the existing lighting levels. If the major re-lighting project occurs in conjunction with a major roadway reconstruction involving a change in roadway geometry, then the re-lighting project must include a lighting design to ensure the appropriate lighting levels are achieved on the new roadway geometry as shown in Table 2.1 *Recommended Average Roadway Lighting Levels*. Major roadway reconstruction involves one or more of the following; underground utilities work, sidewalk and/or curb reconstruction and/or roadway geometry changes.

5.0 LIGHTING EQUIPMENT

5.1 BACKGROUND

The City of Clarence-Rockland has developed performance criteria for street lighting poles and luminaires which must meet or exceed those identified in **Appendix A Street Lighting Selection Criteria and Equipment Inventory**. These requirements are in place to ensure lighting systems provide quality lighting that are efficient in terms of energy consumption, operation and maintenance.

The City of Clarence-Rockland has adopted LED technology for its street lighting luminaires. LED lighting is changing the landscape of street and area lighting at a rapid pace. The rapid evolution of the technology will bring new street lighting luminaire offerings which will be more cost effective and energy efficient, require less maintenance and provide longer life.

All lighting equipment in this Policy, including but not limited to poles, luminaires, bracket arms, banner arms and lamps, meets or exceeds the City of Clarence-Rockland Material Specifications.

5.2 LUMINAIRE CORRELATED COLOUR TEMPERATURE

All new street lighting LED luminaires shall have a correlated colour temperature of 3000K for all roadways.

5.3 LUMINAIRE CLASSIFICATION SYSTEM

The IESNA utilizes a BUG (Backlight, Uplight & Glare) classification system, which categorizes luminaires based on their lumen output in the following, various zones:

- High Angle Light Zone
- Forward Light Zone
- Back Light Zone and,
- Up Light Zone

All decorative and standard LED luminaires described in **Appendix A Street Lighting Selection Criteria and Equipment Inventory** have a BUG classification.

5.4 POLE COLOURS

The approved colours for all the lighting poles are included in **Appendix A Street Lighting Selection Criteria and Equipment Inventory**. Pole colour finishes shall be in conformance with the City of Clarence-Rockland Material Specifications which supplements this Policy.

5.5 DECORATIVE LIGHTING EQUIPMENT

“Special Area” lighting equipment is included in **Appendix A Street Lighting Selection Criteria and Equipment Inventory**. “Special Areas” are to be lit using uniform lighting installations with the decorative style poles and luminaires. Figure 5.2 sets out the street lighting equipment and assemblies for ‘tall-height’, ‘mid-height’ and ‘short-height’ poles with luminaires and bracket arms. The assemblies are also summarized in Table 5.2 *Roadway Lighting Equipment for “Special Areas”*.

5.5.1 ‘Short-Height’ Lighting Equipment

‘Short-height’ lighting equipment is typically comprised of a 4.3 metre high decorative pole and a top mounted (post top) decorative luminaire. The ‘short-height’ pole is a pedestrian-scale pole mainly providing sidewalk lighting with a slight contribution to the roadway lighting. The maximum allowable lumen output for luminaires on this type of pole is 4000 lumens. Because of the short height of the pole, higher lumen output may produce glare that can be distracting to both the motorists and the pedestrians. Due to the low lumen output, ‘Short-height’ poles should be used in conjunction with ‘Tall-height’ poles in order to achieve the recommended average levels shown in Table 2.1 *Recommended Average Roadway Lighting Levels* for the roadway. Short height poles should generally only be used along Traditional Main streets, BIA main streets, Village main streets and other “special area” roadways that consist of continuous and active mixed-use frontages e.g. identified portions of Main streets and Mixed-use Centres.

‘Short-height’ lighting equipment is illustrated in Figures 5.2 L-A1 *Decorative Lighting Assemblies For ‘Short-Height’ Poles*. All decorative and standard LED luminaires described in **Appendix A Street Lighting Selection Criteria and Equipment Inventory**.

5.5.2 ‘Mid-Height’ Lighting Equipment

‘Mid-height’ lighting equipment is typically comprised of a 5.5 metre or a 7.6 metre high pole and a decorative luminaire side-mounted with a bracket arm. Mid-height equipment is available for use in “Special Areas” that have narrow rights-of-way.

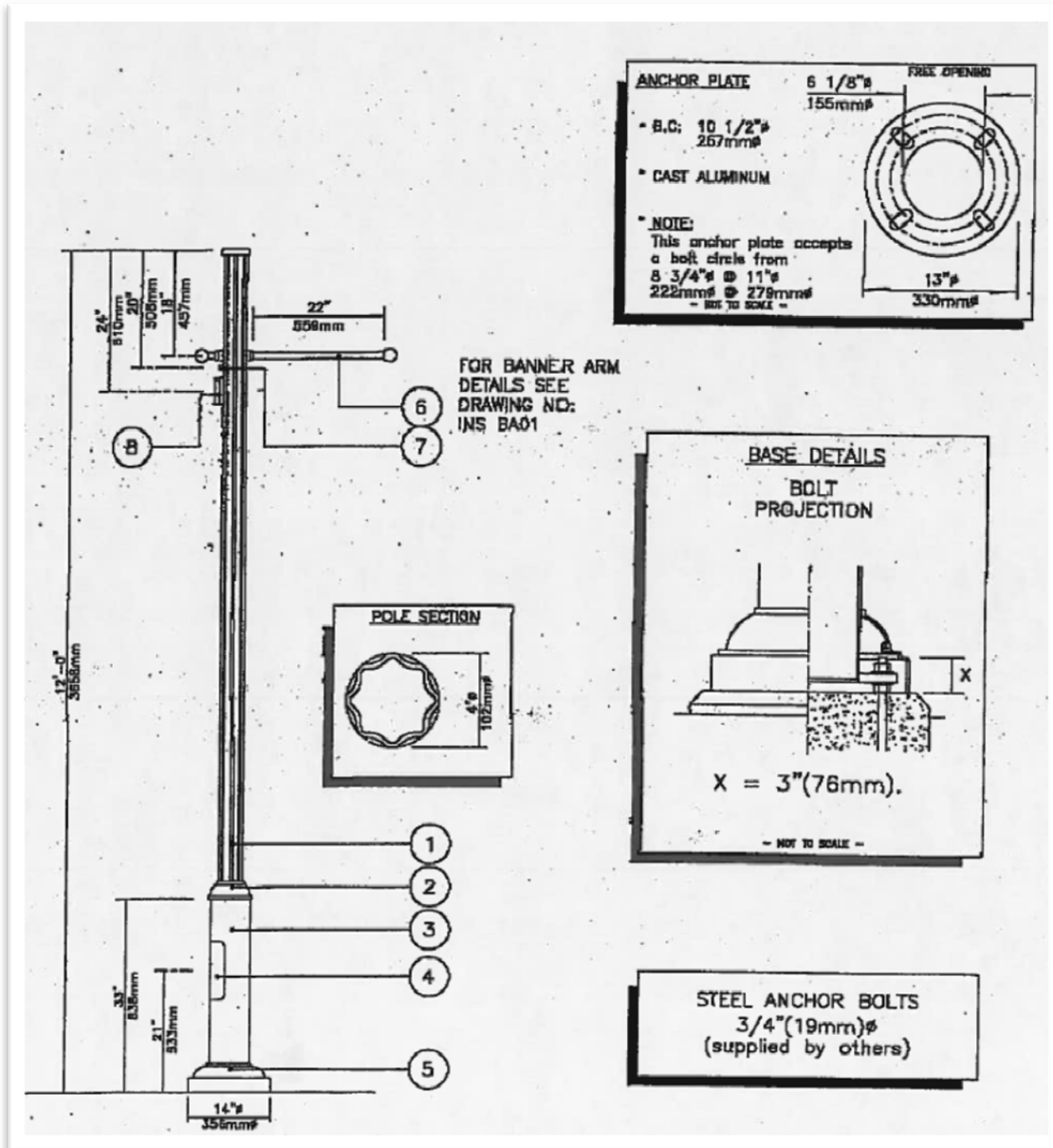
‘Mid-height’ lighting equipment is shown in Figures 5.2 L-B1. For ‘mid-height’ lighting installations, the ‘mid-height’ poles and luminaires can be interchanged to create different lighting assemblies.

FIGURE 5.1 L-C1 / L-C2 COBRA-HEAD STYLE LUMINAIRES AND ASSEMBLIES

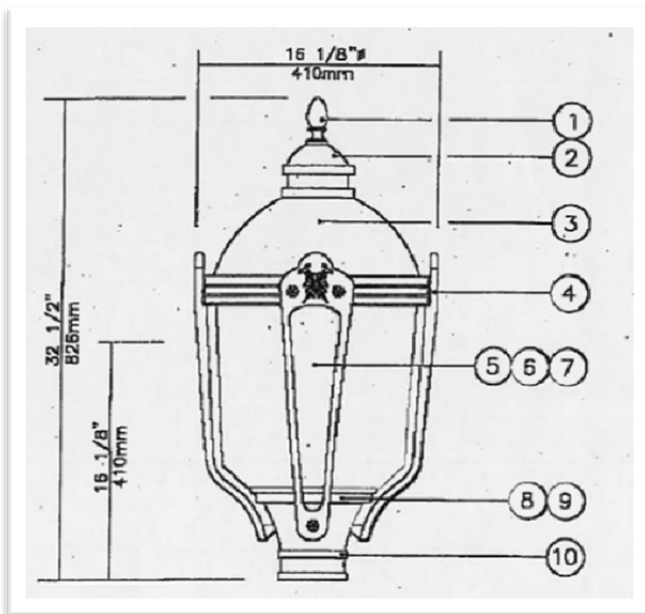
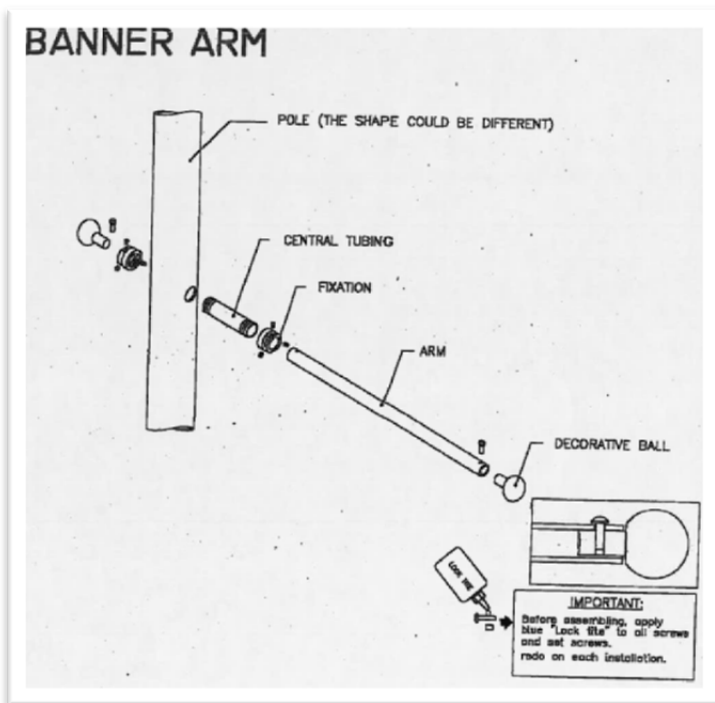
TBD(Photo metric analysis)

FIGURE 5.2 L-A1 / L-B1 DECORATIVE "SPECIAL AREAS" STYLE LUMINAIRES AND ASSEMBLIES

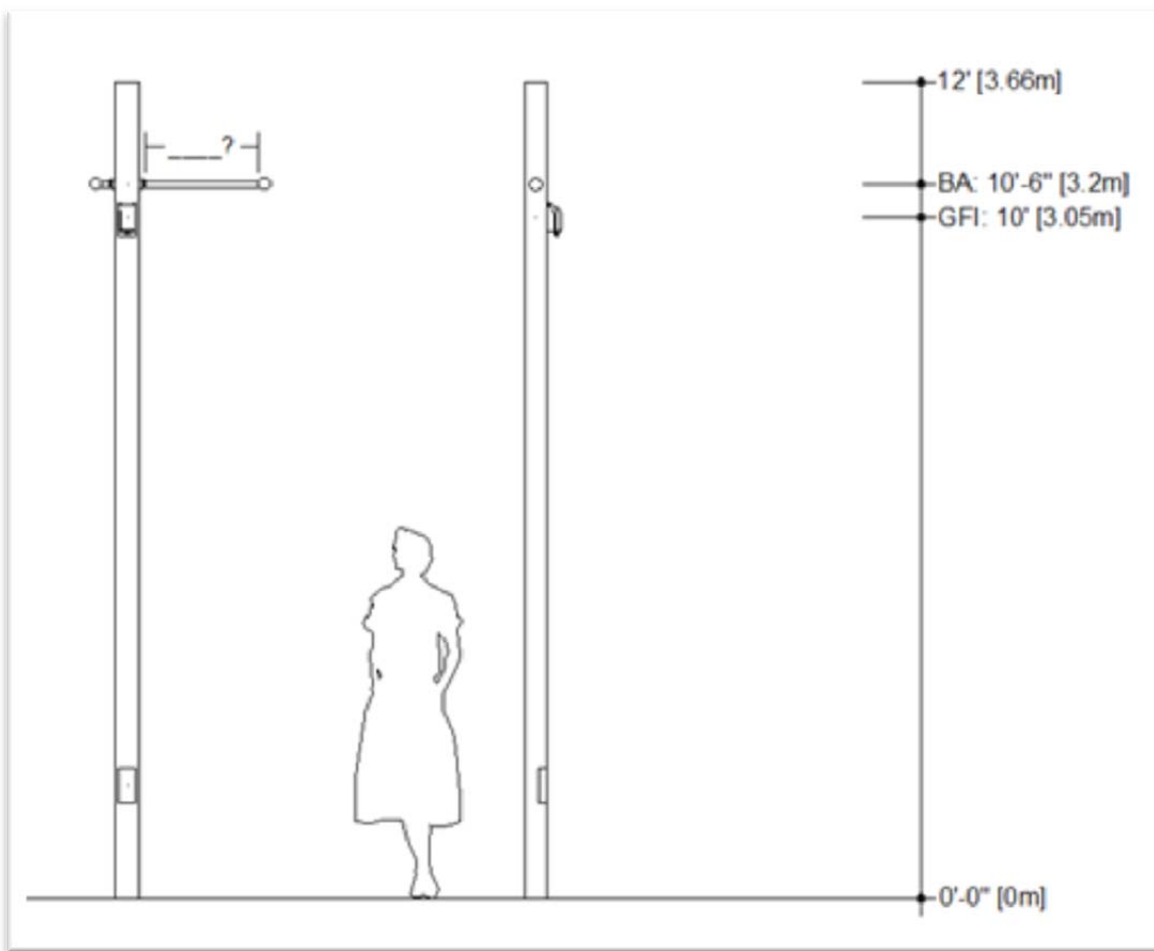
L-A1 – Post Mounted Square Lantern



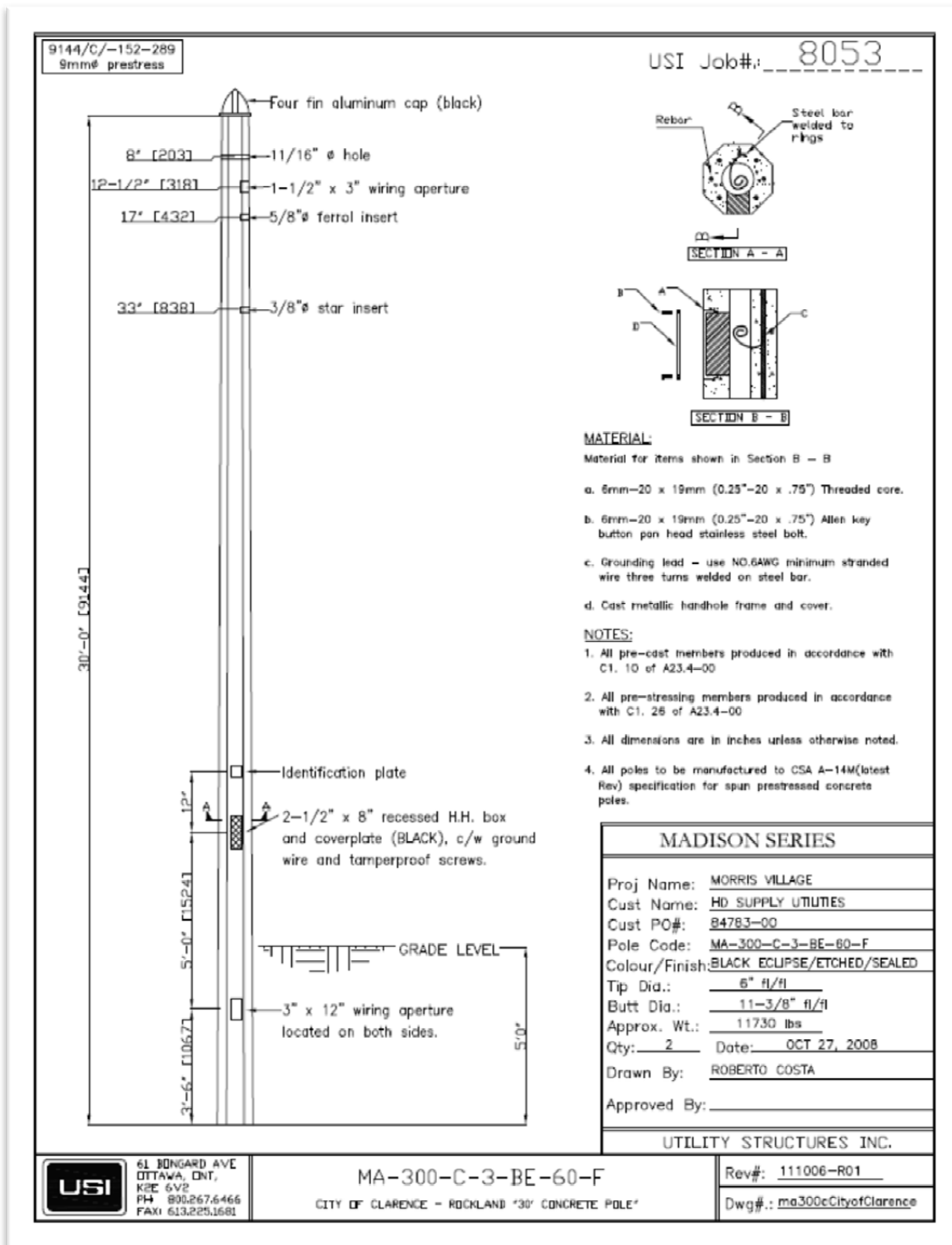
1. Pole Shaft: Shall be made from 4"(102mm) 8 fluted round extruded 6061-T6 aluminum tubing, having a 0.167"(4.2mm) wall thickness, welded to the pole base.
2. Joint Cover: Two-piece round joint cover made from cast 356 aluminum mechanical fastened with stainless screws.
3. Pole Base: Shall be made from 6-5/8"(168mm) round extruded 6061-T6 aluminum tubing base having a 0.135"(3.4mm) wall thickness, welded to both the bottom and top of the anchor plate, complete with fuse and in-line fuse-holder.
4. Maintenance Opening: The pole shall have a 4"x9"(102mmx229mm) maintenance opening centered 21"(533mm) from the bottom of the anchor plate, complete with a weatherproof cast 356 aluminum cover and a factory assembled copper ground lug.
5. Base Cover: Two-piece round joint cover made from cast 356 aluminum mechanical fastened with stainless screws.
6. Banner Arm: Made of aluminum tubing, 1-1/16"(27mm) outside diameter, mechanically secured.
7. Photocell: PH7 button type photocell, 120 volts, GFI type complete with a weatherproof cover.
8. Receptacle: Duplex receptacle, 15A, 120 volts, GFI type complete with a waterproof cover.



1. Finial: Decorative cast 356 aluminum, mechanically assembled.
2. Cupola: Decorative spun aluminum 1100-0, mechanically mounted on hood.
3. Hood: Spun aluminum 1100-0 dome, mechanically assembled on the luminaire.
4. Guard: in a round shape, this guard is a cast 356 aluminum with decorative arms welded to the fitter.
5. Globe: Made of one-piece seamless injected-molded acrylic. The globe is mechanically assembled on the access-mechanism.
6. Lamp: 100watts metal halide. ED 17 bulb, medium base.
7. Optical System: I.E.S. type 2 (asymmetrical). Optical system using the luminaire globe as retractor.
8. Ballast: High power factor of 90%. Primary voltage 120volts. Lamp starting capacity -20F(-30C) degrees. Assembled on a unitized removable tray with quick disconnect plug.
9. Access-mechanism: Rotomatic,

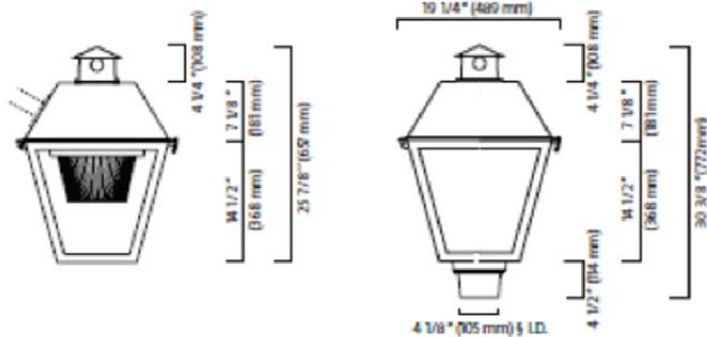


L-B1 – Side Mounted Square Lantern



LUMINAIRES

Conform to the UL 1598 and CSA C22.2250.0-08 standards



L40U-STM-RACE optic

sq. ft.
Weight: lbs (kg)

L40U-SFR-MS2 optic

EPA: 2.80sq. ft.
Weight: 50 lbs (22.7 kg)

LAMPS / LED

LED = Philips Lumileds Luxeon R, CRI = 70, CCT = 4000K (+/- 350K)

System (LED + driver) Rated life = 100,000 hrs¹

LED light engine technical information for L40U

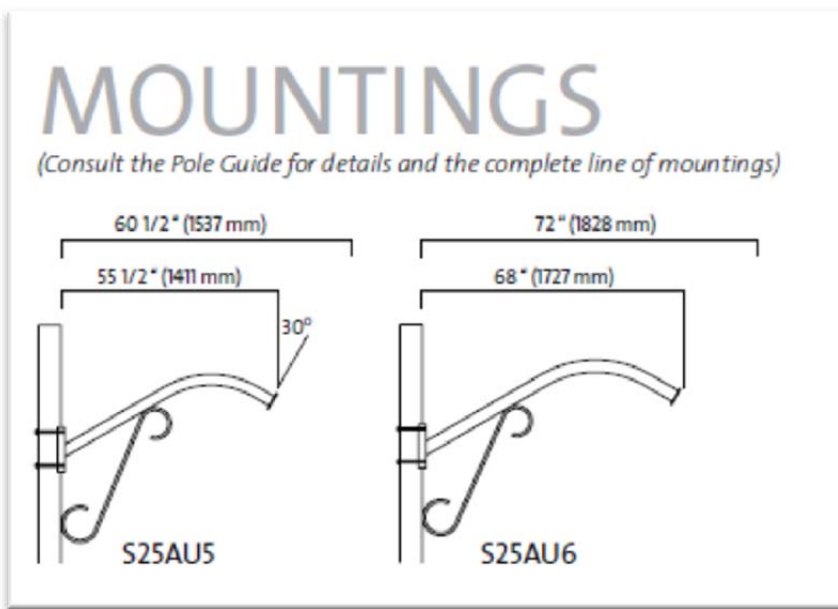
LAMP	TYPICAL DELIVERED LUMENS	TYPICAL SYSTEM WATTAGE ² (W)	TYPICAL CURRENT @ 120V (A)	TYPICAL CURRENT @ 208V (A)	TYPICAL CURRENT @ 240V (A)	TYPICAL CURRENT @ 277V (A)	LED CURRENT (mA)	HID EQUIVALENT ³	LUMINAIRE EFFICACY RATING (LM/W)	BUG RATING
35W32LED4K-R-LE2	2670	35	0.29	0.17	0.16	0.15	350	70-100	76.3	B1-U3-G1
35W32LED4K-R-LE3	2620	35	0.29	0.17	0.16	0.15	350	70-100	74.9	B1-U3-G1
35W32LED4K-R-LE4	2620	35	0.29	0.17	0.16	0.15	350	70-100	74.9	B1-U3-G1
35W32LED4K-R-LE5	2620	35	0.29	0.17	0.16	0.15	350	70-100	74.9	B2-U3-G1
55W32LED4K-R-LE2	3700	52	0.40	0.23	0.21	0.19	530	100-150	71.2	B1-U3-G1
55W32LED4K-R-LE3	3680	52	0.40	0.23	0.21	0.19	530	100-150	70.8	B1-U3-G1
55W32LED4K-R-LE4	3740	52	0.40	0.23	0.21	0.19	530	100-150	71.9	B1-U3-G1
55W32LED4K-R-LE5	3680	52	0.40	0.23	0.21	0.19	530	100-150	70.8	B2-U3-G1
55W48LED4K-R-LE2	3738	55	0.38	0.22	0.23	0.21	350	100-150	68.0	B1-U3-G1
55W48LED4K-R-LE3	3718	55	0.38	0.22	0.23	0.21	350	100-150	67.6	B1-U3-G1
55W48LED4K-R-LE4	3770	55	0.38	0.22	0.23	0.21	350	100-150	68.5	B1-U3-G1
55W48LED4K-R-LE5	3770	55	0.38	0.22	0.23	0.21	350	100-150	68.5	B2-U3-G1
80W48LED4K-R-LE2	5510	79	0.63	0.36	0.34	0.31	530	150-175	69.7	B2-U3-G2
80W48LED4K-R-LE3	5480	79	0.63	0.36	0.34	0.31	530	150-175	69.4	B2-U3-G2
80W48LED4K-R-LE4	5300	79	0.63	0.36	0.34	0.31	530	150-175	67.1	B2-U3-G2
80W48LED4K-R-LE5	5300	79	0.63	0.36	0.34	0.31	530	150-175	67.1	B3-U3-G2

¹ L70 = 100,000 hrs (at ambient temperature = 25°C and forward current = 700 mA)

² SYSTEM WATTAGE INCLUDES THE LAMP AND THE LED DRIVER.

³ EQUIVALENCE SHOULD ALWAYS BE CONFIRMED BY A PHOTOMETRIC LAYOUT.

NOTE: DUE TO RAPID AND CONTINUOUS ADVANCES IN LED TECHNOLOGY LED LUMINAIRE DATA IS SUBJECT TO CHANGE WITHOUT NOTICE AND AT THE DISCRETION OF PHILIPS.



5.6 LUMINAIRE GROUPING FOR “URBAN and RURAL”

The luminaires for “Rural areas” were grouped together for convenience based on their general appearance and then further subdivided in subgroups (Semi Cut Off & Full Cut Off) by luminaire distribution as described by *RP-8-14 Roadway Lighting*¹. There are four luminaire groups including; Cobra-Head Style Luminaires, Lantern Style Luminaires, Round Style Luminaires, and ‘Shoe Box’ Style Luminaires.

When selecting luminaires, poles and brackets, please refer to **Appendix A Street Lighting Selection Criteria and Equipment Inventory**.

5.7 ROADWAY LIGHTING EQUIPMENT CONTEXT

Table 5.2 *Roadway Lighting Equipment Context for “Urban” and “Rural Areas”* provides recommended standards for lighting equipment in various Road / Area classifications for “All Other Areas”. The recommendations provide a variety of lighting options with pole heights being matched up with luminaires and lumen output. Table 5.2 will ensure a consistent approach to the installation of lighting poles and luminaires within the rights-of-way throughout the city.

Table 5.1 Roadway Lighting Equipment for “Special Areas”

Roadway Class	Luminaires	Lumens Output (note 1)		Pole Height Above Grade (note 1)				Pole layout	
		5000-8500	1900-4000	Mid			Short	Short-Height	Mild-Height
				7.6m Conc.	5.5m Conc.	5.5m Alumi.			
Urban	L-A1		√				√	√	
	L-B1	√		√	√	√			√
Rural	L-A1		√				√	√	
	L-B1	√							√

Note:

1. Lamp Wattage and Pole Height may be increased for if necessary to achieve the minimum lighting levels.

Table 5.2 Roadway Lighting Equipment for “Urban” and “Rural” Areas

Roadway Class		Area Class	Luminaires		Lumen Output Range		Poles				
			L-C1	L-C2	3000-5000	1900-3750	Aluminum		Concrete		
							9.8m	8.2m	10.7m	9.1m	6.1m
Urban	Collector	Employment/Enterprise Area		✓	✓	✓		✓		✓	
	Local	General Urban	✓	✓	✓	✓				✓	✓
Rural	Collector	All Other Areas	✓	✓	✓			✓	✓		
	Local	All Other Areas	✓	✓	✓				✓		✓

6.0 DESIGN CONSIDERATIONS

In the design and implementation of roadway lighting, there are many things to consider, such as light pollution, transition of illumination, curvilinear road sections, etc. in order to provide a 'proper' lighting system.

6.1 LIGHT POLLUTION

Light pollution is a term used to describe the negative effects of the use of lighting such as light trespass, sky glow, and glare. With the proper use of light luminaires and pole heights, light pollution can be minimized. The implementation of a maximum semi cut-off luminaire (5% up-light¹) and the use of full cut-off luminaires (0% up-light¹) will reduce the amount of unwanted light into the environment.

6.2 RURAL AREA HORIZONTAL CURVES

The illumination of rural area horizontal curves shall be dealt with on a case-by-case basis and shall be subject to the availability of electric power and capital funding. If approved, the lighting of any rural area horizontal curve shall be complete with semi cut-off class luminaires with maximum lumen output of 5000 lumens.

6.3 STREET AND SIDEWALK LIGHTING SHADED BY TREES

The City acknowledges that seasonally, street and sidewalk lighting shaded by the foliage of trees is sometimes unavoidable. The resulting reduction in levels of roadway and sidewalk lighting is acceptable provided that the original design and installation of street lighting equipment was properly coordinated with the location of the trees. Therefore, street trees will not be trimmed to accommodate the street lighting, except as may be approved in special circumstances by the Manager of Engineering and Operations.

APPENDIX A STREET LIGHTING SELECTION CRITERIA AND EQUIPMENT INVENTORY

Please contact the Manager of Engineering and Operations for the latest “*Street Lighting Selection Criteria and Equipment Inventory*” document for complete details.

(Note: LED Street lighting for Urban and Rural areas will be available upon receiving the Photometric study for all of Clarence-Rockland.)

APPENDIX B MAIN STREET ROADS**URBAN AREAS**

Please consult with the City of Clarence-Rockland’s Planning and Infrastructure for the latest Urban areas boundaries.

Map Schedule “A” to “E”

APPENDIX C LUMINANCE VERSUS ILLUMINANCE

Right-of-way lighting designs are to be undertaken using the Luminance criteria for all tangent roadway sections as opposed to the Illuminance method. Luminance has become the preferred criteria for roadway lighting because it defines what the eye sees (meaning the light that is reflected from the roadway surface to the observer who is located 83m upstream from the calculation point and is looking downward at an angle of 1 degree). To perform this calculation, reflectance tables for the roadway surface are required. *IESNA RP-8* defines these reflectance values for four types of roadway surfaces, R1 to R4, where R1 is a concrete road surface and R2 to R4 are asphalt road surfaces of varying aggregate sizes/textures. Due to the requirements of the Luminance criteria (including the calculation method with the observer 83m upstream from the point of interest looking 1 degree downward and the reflectance tables), it will not be suitable for designing roadway lighting of curved roadway sections, intersections and sidewalks.

For curved roadway sections the observer is typically looking along the curve less than 83m ahead making it impractical to apply the Luminance criteria. For intersections, the light levels are typically increased due to the concentration of vehicular and pedestrian activity. This increase in light levels affects the Veiling Luminance calculations for glare which uses average Luminance to determine the glare ratio. Consequently, in order to correctly assess the Veiling Luminance of a roadway lighting design, Luminance calculations must be done in advance of or ahead of the intersection. For sidewalks, there is usually two components to the lighting design as recommended by the *IESNA RP-8*; horizontal or sidewalk surface (for detecting obstacles in the pedestrian’s path) and vertical or pedestrian surface (for facial recognition). Although one can dispute that we could define Luminance criteria for the horizontal sidewalk surface using R1 reflectance values, *IESNA RP-8* does not currently have recommended levels. Furthermore, it is not possible to perform Luminance calculations on a vertical plane since neither reflectance values for a surface that simulates a pedestrian nor calculation methods are available for performing such a calculation. Therefore Luminance cannot be used for sidewalk lighting.

Subsequently, the Illuminance criteria will still be used to design roadway lighting of curvilinear roadway sections, intersections and sidewalks. Illuminance is suitable in these instances as it is a measure of the amount of light that strikes a surface independent of an observer and reflectance properties of the surface and it can also be calculated on both a horizontal (roadway/sidewalk) and vertical (pedestrian) surface. Illuminance criteria will also be used as a verification tool for field measurements of designed lighting levels to actual light levels achieved on the roadway/sidewalk

Luminance and Illuminance should not be used in conjunction with each other in designing roadway lighting as it has a significant impact on the lighting installation in terms of higher initial capital construction cost, increase maintenance and operation costs, increased energy consumption and

increase light pollution. The following sample calculation demonstrates the impact of utilizing both criteria for roadway lighting designs:

Figure D.1 Roadway Lighting Design Using Luminance, illustrates a lighting design of a typical arterial roadway section using the Luminance criteria. The design resulted in a lighting layout with about 16 light poles per kilometre with pole spacing of 65m. The designed average Luminance achieved was 25% higher than the recommended average. The increased lighting is inherent in any lighting design in attempting to satisfy all the lighting criteria (in this case; Average, Uniformity & Glare). ‘Over Lighting’ should be minimized as much as possible as discussed in **Section 2.1 Lighting Design Calculations**.

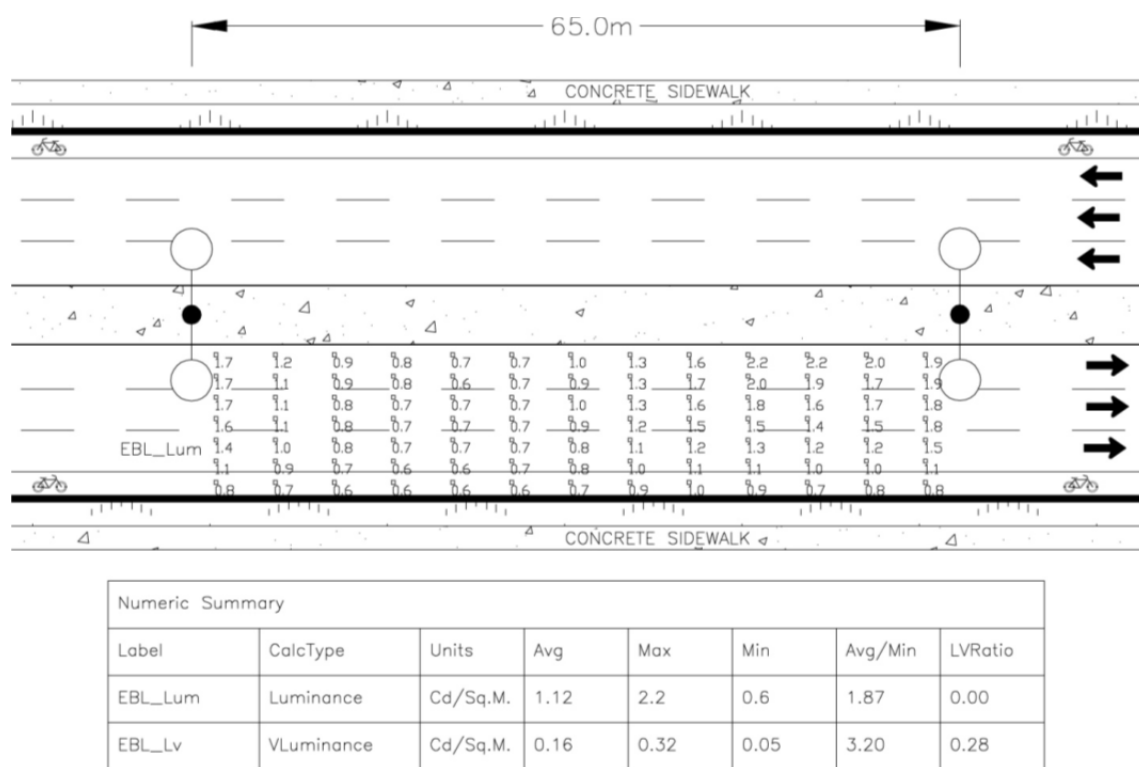
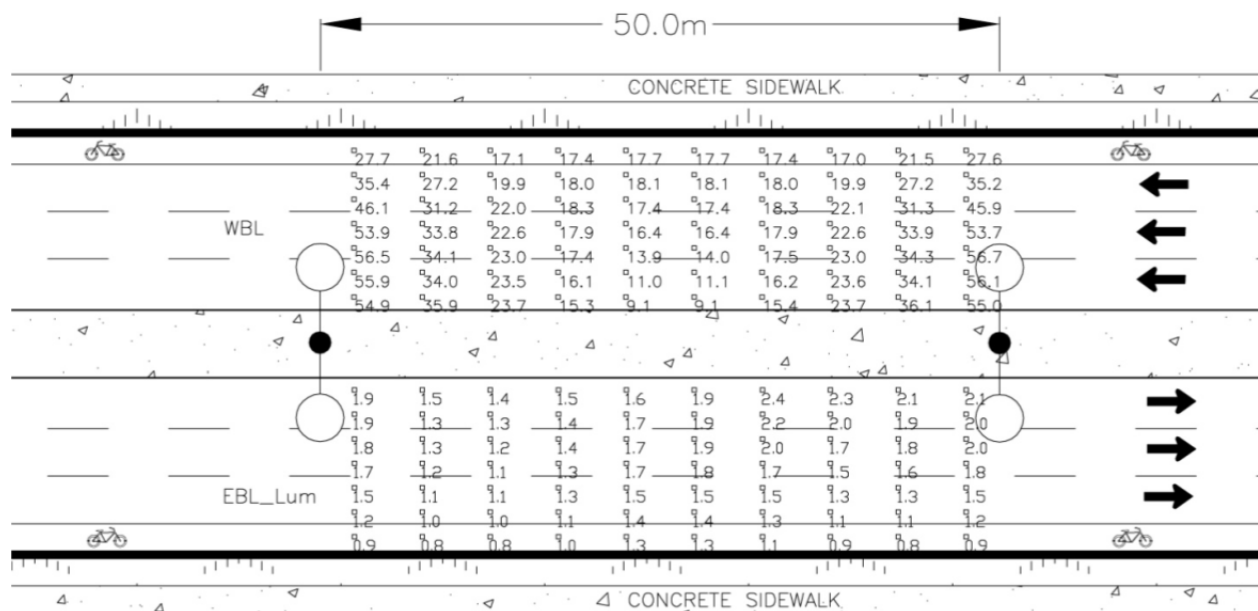


Figure D.2 Roadway Lighting Design Using Luminance & Illuminance, illustrates a lighting design for the same arterial roadway section using both Luminance and Illuminance criteria. This design resulted in a lighting layout with 20 Poles per kilometre with pole spacing of 50m. In attempting to achieve both criteria the designed average levels for Luminance was 65% higher than needed and for Illuminance it was 103% higher than actually recommended. The ‘over lighting’ again is a direct result of trying to achieve all the criteria for both Luminance and Illuminance (i.e. Average Luminance & Illuminance, Glare for Luminance and Uniformity for Luminance and Illuminance).

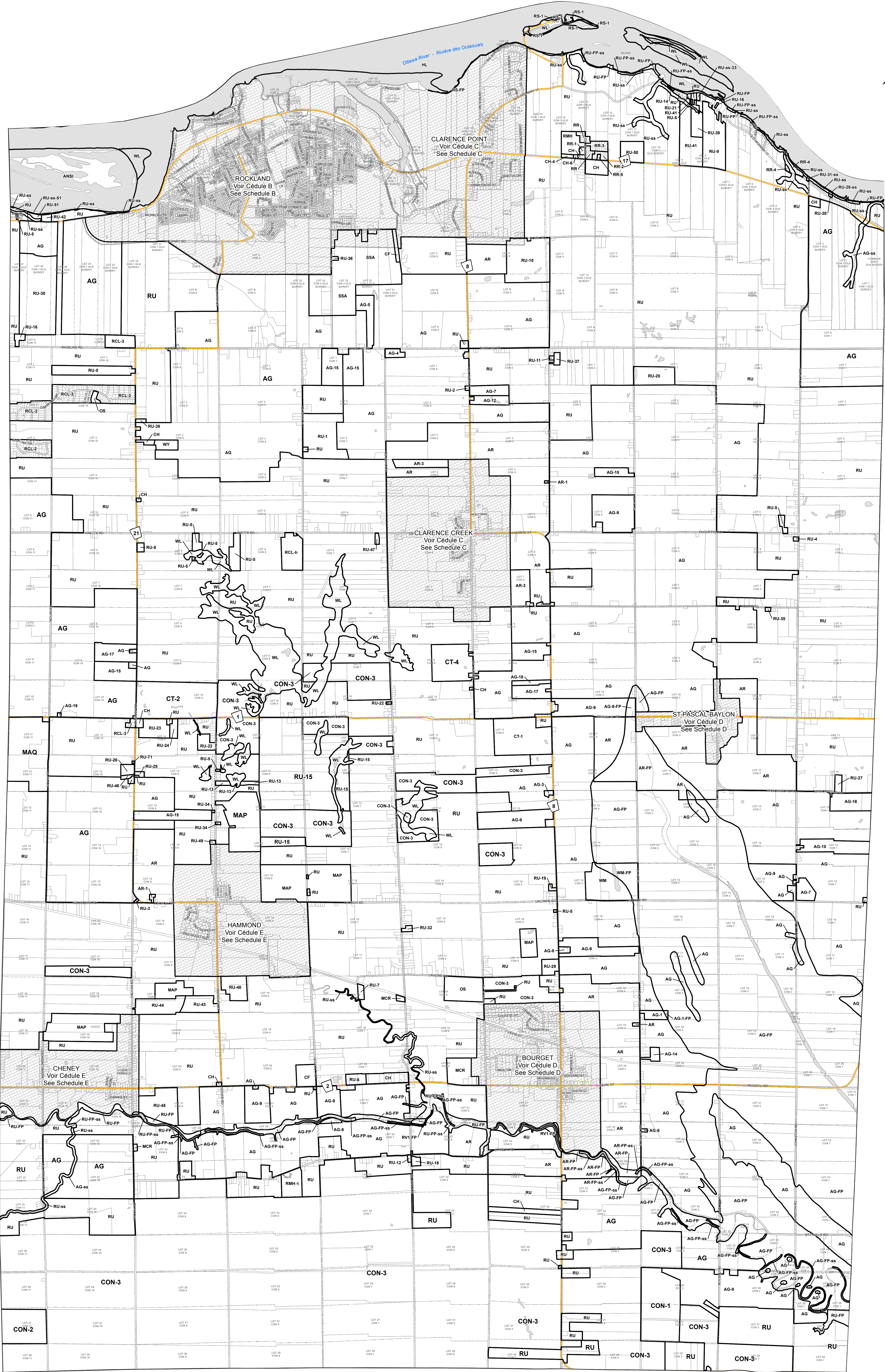


Numeric Summary							
Label	CalcType	Units	Avg	Max	Min	Avg/Min	LVRatio
WBL	Illuminance	Lux	26.41	56.7	9.1	2.90	N.A.
EBL_Lum	Luminance	Cd/Sq.M.	1.48	2.4	0.8	1.84	0.00
EBL_Lv	VLuminance	Cd/Sq.M.	0.22	0.38	0.08	2.75	0.26

In summary, using both Luminance and Illuminance methods produced a lighting design layout requiring an additional 4 poles per kilometre. The additional lighting poles resulted in significantly higher lighting levels than recommended; for both criteria Luminance average was 65% higher than recommended whereas with Luminance criteria only it was 25% higher. The higher lighting levels will result in increased energy consumption and light pollution. The sample calculation illustrates the advantages of using the Luminance criteria only for roadway lighting design such as reduced 'over lighting' in designed levels, increased poles spacing resulting in cost savings in the initial construction costs and ongoing operational and maintenance costs. For this reason Luminance shall always take precedence over Illuminance except for lighting designs where Luminance is not practical (e.g. curvilinear roadway sections, intersections and sidewalks).gg

1American National Standard Institute / Illuminating Engineering Society of North America (ANSI / IESNA)2Transportation Association Canada (TAC)3City of Ottawa Official Plan4Ministry of Transportation Ontario, Roadside Safety Manual5Electricity Act 19986Official Plan Schedule G – Rural Roads Network7Official Plan Schedule E – Urban Roadway Network

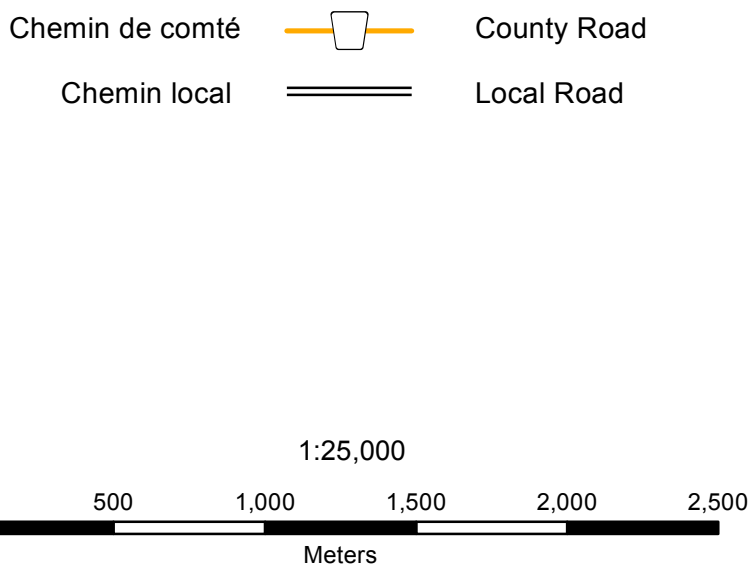
APPENDIX C SCHEDULE "A" TO "E"



ZONES

Résidentielle rurale	RR	Rural Residential	Zone de gestion des déchets	WM	Waste Management
Résidentielle saisonnière	RS	Seasonal Residential	Ressources minérales - sablière	MAP	Mineral Aggregate - Pit
Résidentielle maisons mobiles	RMH	Mobile Home Residential	Ressources minérales - carrière	MAQ	Mineral Aggregate - Quarry
Résidentielle domaine	RMH	Country Lot Residential	Ressources minérales - réserve	MAR	Mineral Aggregate - Reserve
Commerciale générale	CG	General Commercial	Terres humides	WL	Wetlands
Commerciale routière	CH	Highway Commercial	Conservation	CON	Conservation
Commerciale de récréation et hébergement	CT	Tourist Commercial	De contrainte	HL	Hazard
Installations communautaires	CF	Community Facilities	ZINS	ANSI	ANSI
Industrielle commerciale rurale	MCR	Industrial Commercial Rural	Secteur d'étude spéciale	SSA	Special Study Area
Cour de ferraille	WY	Wrecking Yard	Aménagement différé	-h	Holding Zone
Agricole	AG	Agricultural	Exception spéciale	-#	Special Exception Zone
Agricole restreinte	AR	Restricted Agricultural	Usage temporaire	-t#	Temporary Use
Rurale	RU	Rural	Pentes sensibles	-ss	Unstable Slopes
			Plaine inondable	-FP	Flood Plain

ROUTES / ROADS



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Last update : May 2016



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Carte de Zonage B - Zoning Map B

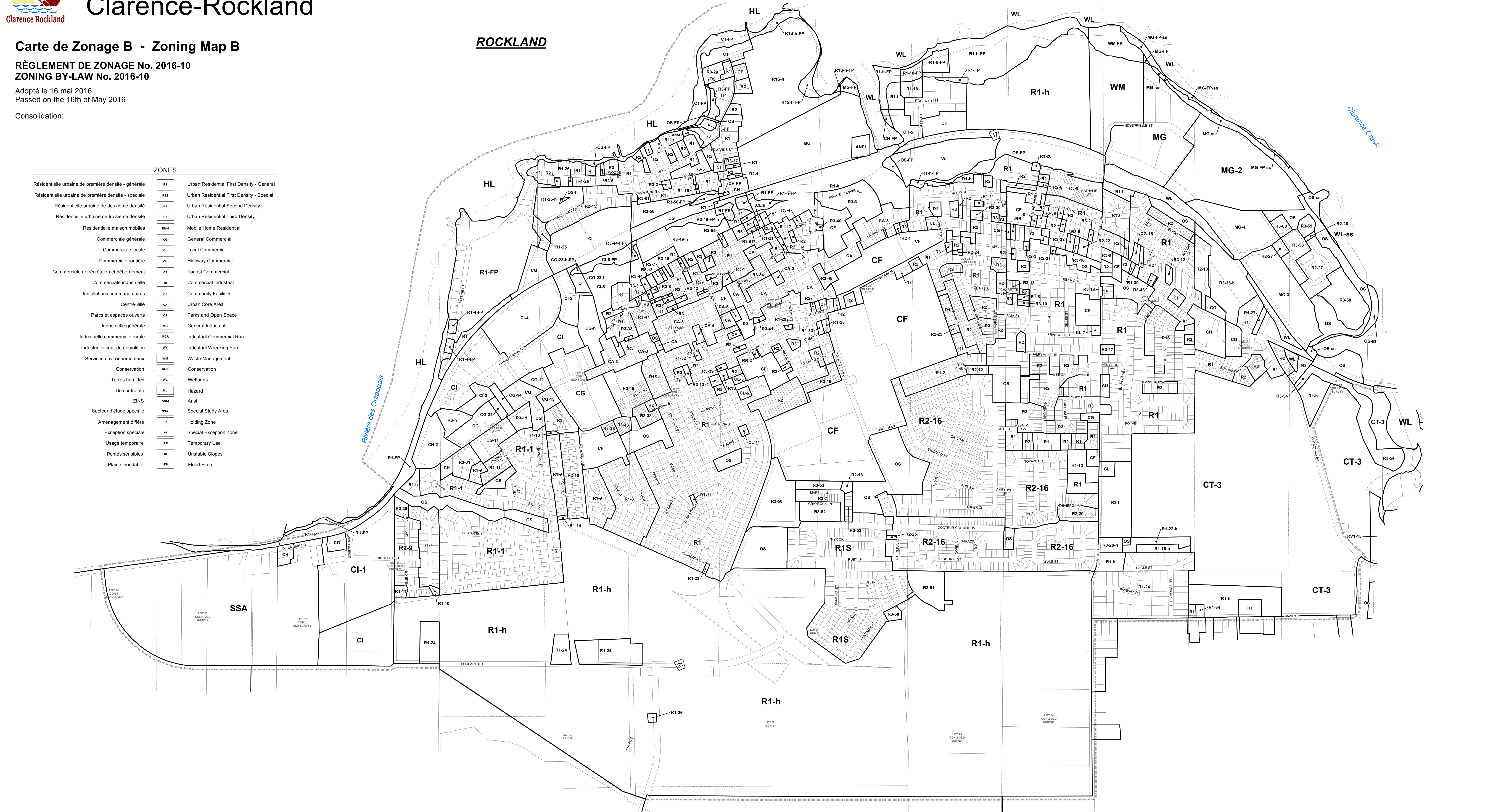
RÈGLEMENT DE ZONAGE No. 2016-10
ZONING BY-LAW No. 2016-10

Adopté le 16 mai 2016
Passed on the 16th of May 2016

Consolidation:

ZONES

Résidentielle urbaine de première densité - générale	R1	Urban Residential First Density - General
Résidentielle urbaine de première densité - spéciale	R1S	Urban Residential First Density - Special
Résidentielle urbaine de deuxième densité	R2	Urban Residential Second Density
Résidentielle urbaine de troisième densité	R3	Urban Residential Third Density
Résidentielle maison mobiles	RMH	Mobile Home Residential
Commerciale générale	CG	General Commercial
Commerciale locale	CL	Local Commercial
Commerciale routière	CH	Highway Commercial
Commerciale de récréation et hébergement	CT	Tourist Commercial
Commerciale industrielle	CI	Commercial Industrial
Installations communautaires	CF	Community Facilities
Centre-ville	CA	Urban Core Area
Parcs et espaces ouverts	OS	Parks and Open Space
Industrielle générale	MG	General Industrial
Industrielle commerciale rurale	MCR	Industrial Commercial Rural
Industrielle cour de démolition	WY	Industrial Wrecking Yard
Services environnementaux	WM	Waste Management
Conservation	CON	Conservation
Terres humides	WL	Wetlands
De contrainte	HL	Hazard
ZINS	ANSI	Ansi
Secteur d'étude spéciale	SSA	Special Study Area
Aménagement différé	-h	Holding Zone
Exception spéciale	-#	Special Exception Zone
Usage temporaire	-#	Temporary Use
Pentes sensibles	-#	Unstable Slopes
Plaine inondable	-#	Flood Plain





Cité de - City of Clarence-Rockland

Carte de Zonage C - Zoning Map C

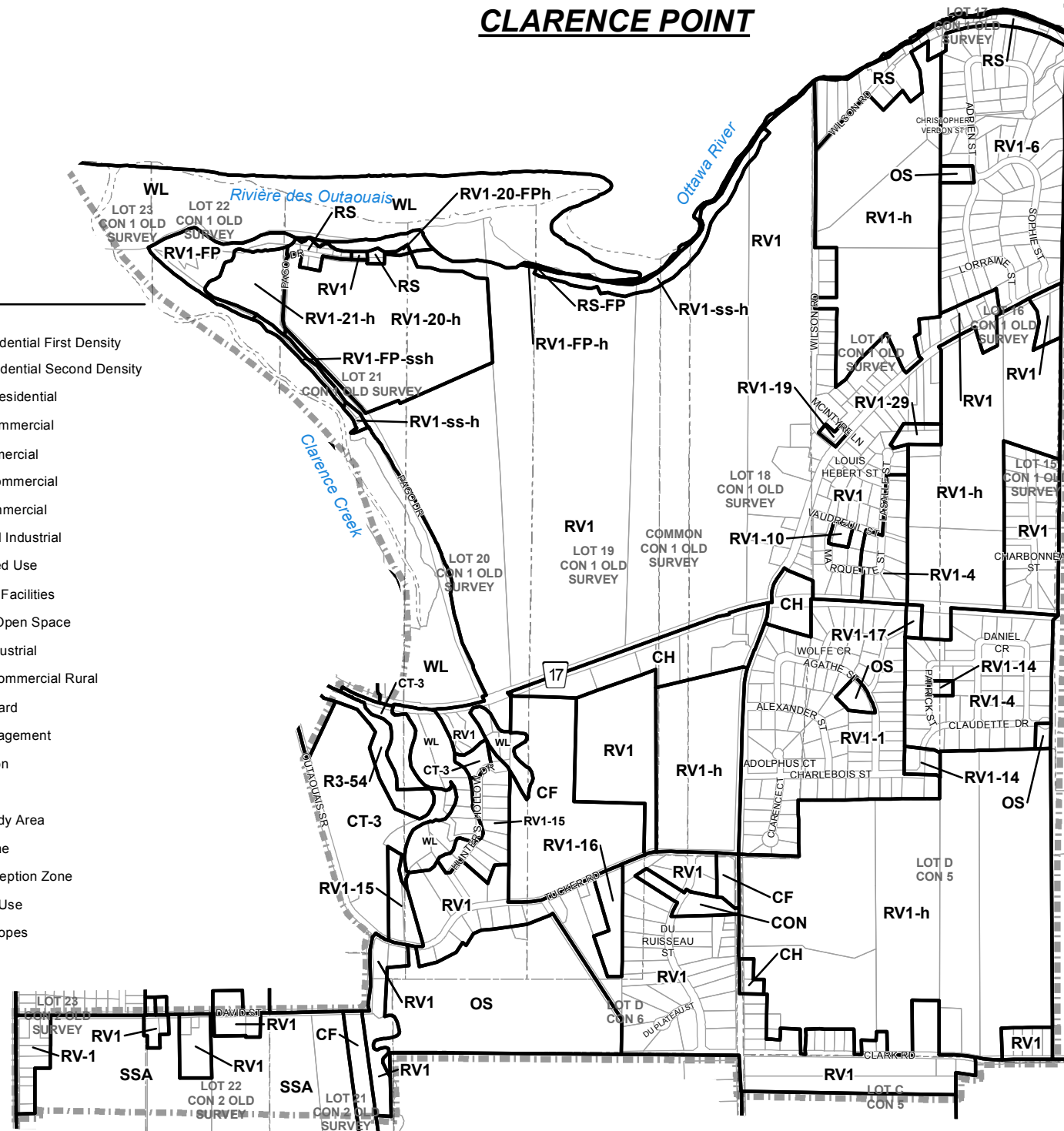
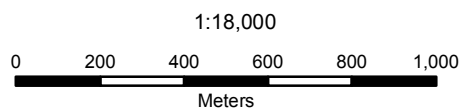
RÈGLEMENT DE ZONAGE No. 2016-10 ZONING BY-LAW No. 2016-10

Adopté le 16 mai 2016
Passed on the 16th of May 2016

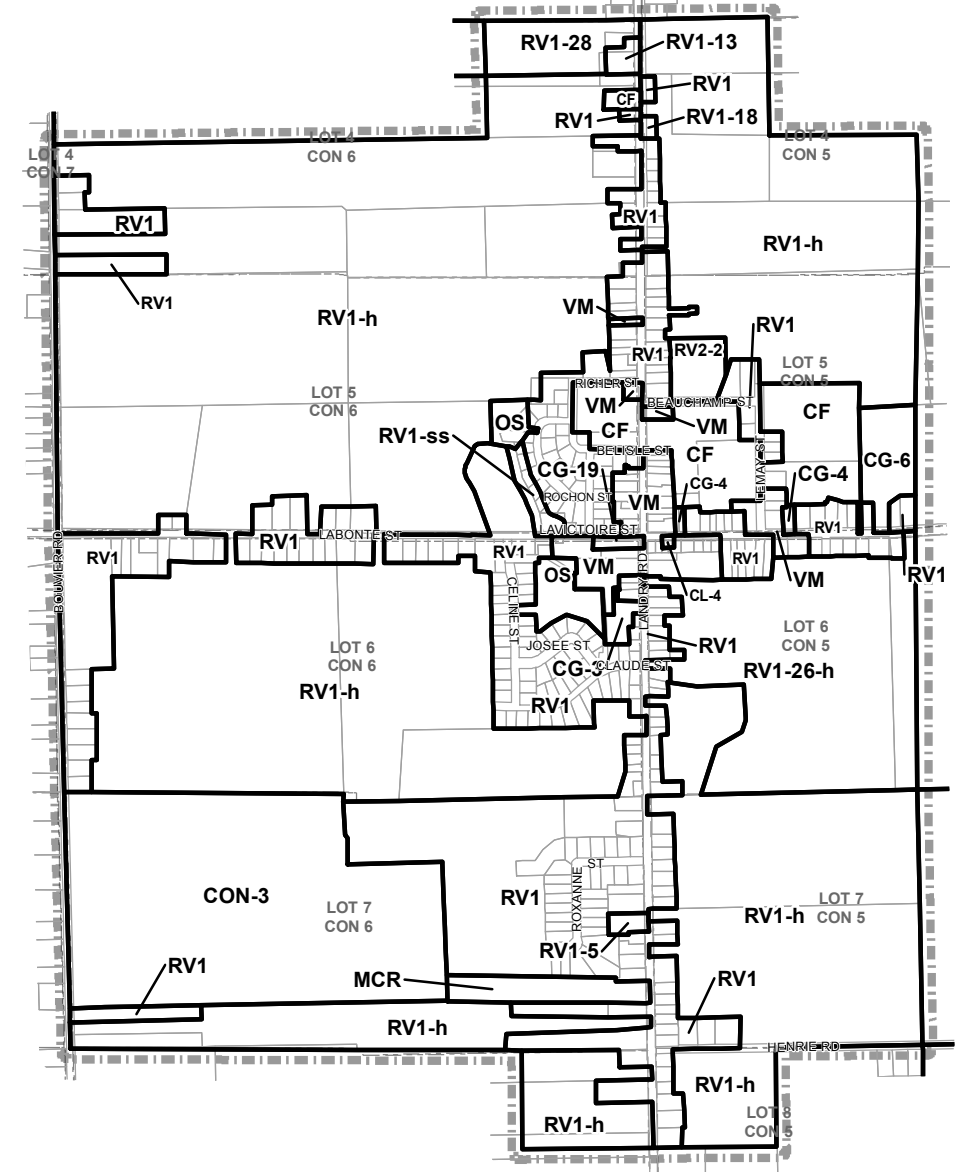
Consolidation:

ZONES

Résidentielle village de première densité	RV1	Village Residential First Density
Résidentielle village de deuxième densité	RV2	Village Residential Second Density
Résidentielle saisonnière	RS	Seasonal Residential
Commerciale générale	CG	General Commercial
Commerciale locale	CL	Local Commercial
Commerciale routière	CH	Highway Commercial
Commerciale de récréation et hébergement	CT	Tourist Commercial
Commerciale industrielle	CI	Commercial Industrial
Mixte village	VM	Village Mixed Use
Installations communautaires	CF	Community Facilities
Parcs et espaces ouverts	OS	Parks and Open Space
Industrielle générale	MG	General Industrial
Industrielle commerciale rurale	MCR	Industrial Commercial Rural
Cour de ferraille	WY	Wrecking Yard
Zone de gestion des déchets	WM	Waste Management
Conservation	CON	Conservation
Terres humides	WL	Wetlands
Secteur d'étude spéciale	SSA	Special Study Area
Aménagement différé	-h	Holding Zone
Exception spéciale	-#	Special Exception Zone
Usage temporaire	-t#	Temporary Use
Pentes sensibles	-ss	Unstable Slopes
Plaine inondable	-FP	Flood Plain



CLARENCE CREEK



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Carte de Zonage D - Zoning Map D

RÈGLEMENT DE ZONAGE No. 2016-10

ZONING BY-LAW No. 2016-10

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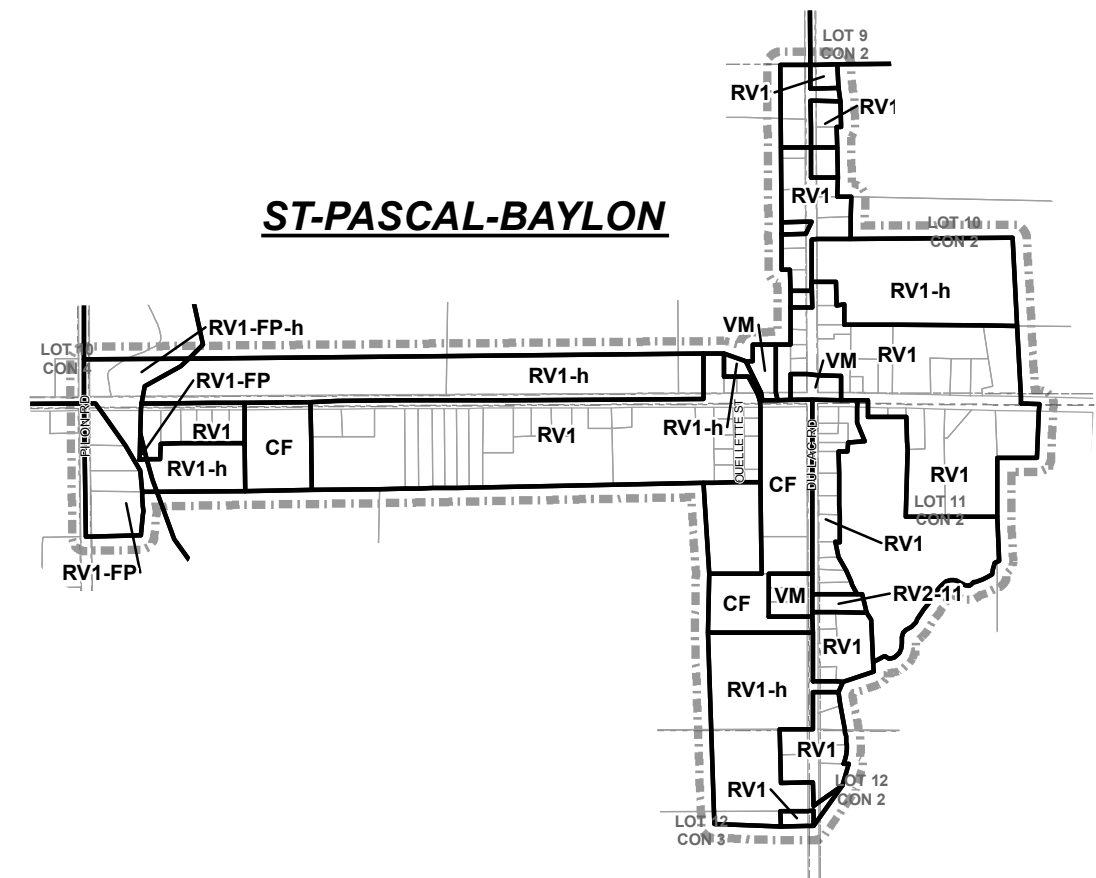
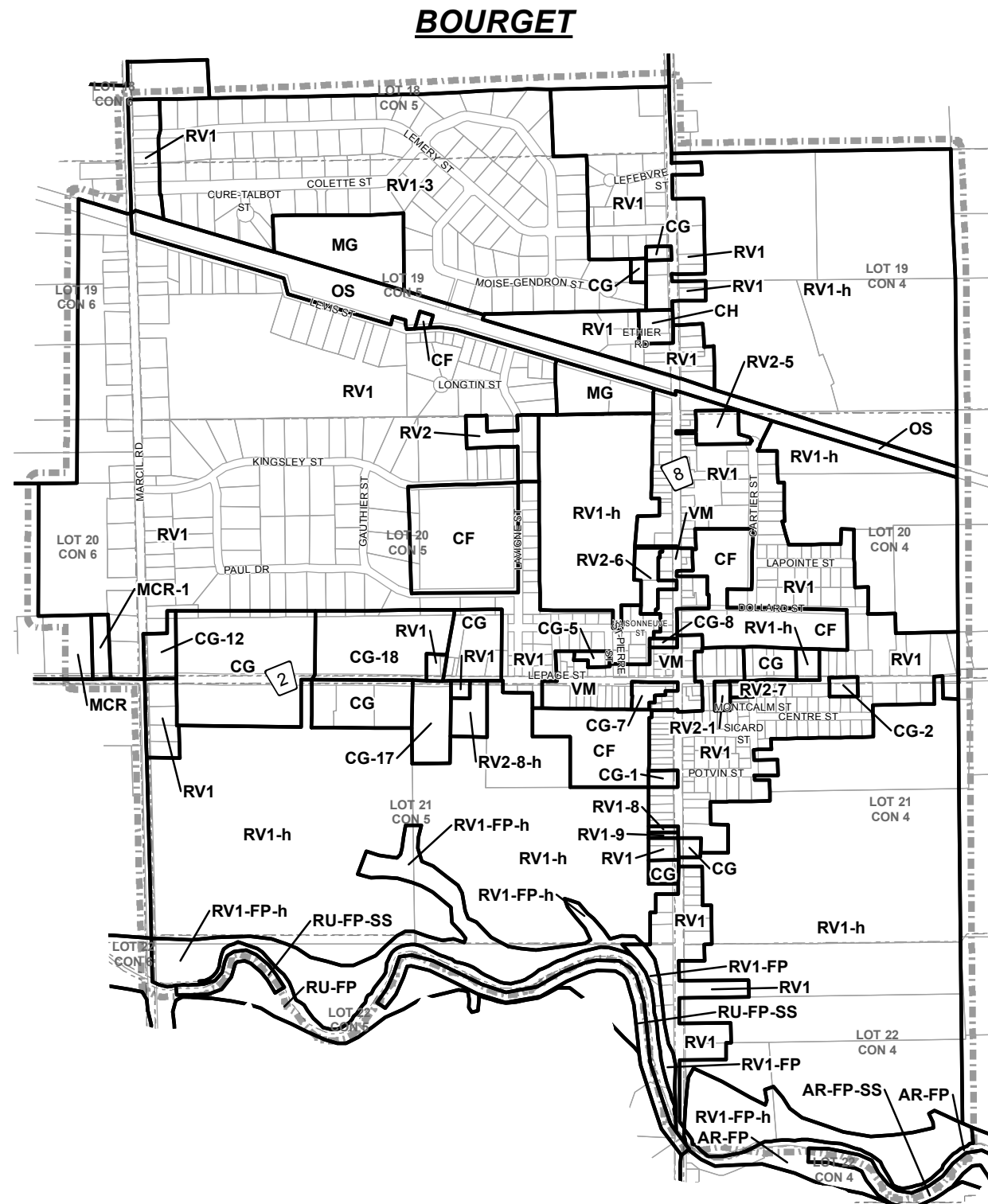
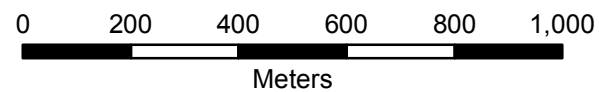
Passed on the 16th of May 2016

Consolidation:

ZONES

Résidentielle village de première densité	RV1	Village Residential First Density
Résidentielle village de deuxième densité	RV2	Village Residential Second Density
Résidentielle saisonnière	RS	Seasonal Residential
Commerciale générale	CG	General Commercial
Commerciale locale	CL	Local Commercial
Commerciale routière	CH	Highway Commercial
Commerciale de récréation et hébergement	CT	Tourist Commercial
Commerciale industrielle	CI	Commercial Industrial
Mixte village	VM	Village Mixed Use
Installations communautaires	CF	Community Facilities
Parcs et espaces ouverts	OS	Parks and Open Space
Industrielle générale	MG	General Industrial
Industrielle commerciale rurale	MCR	Industrial Commercial Rural
Cour de ferraille	WY	Wrecking Yard
Zone de gestion des déchets	WM	Waste Management
Conservation	CON	Conservation
Terres humides	WL	Wetlands
Aménagement différé	-h	Holding Zone
Exception spéciale	-#	Special Exception Zone
Usage temporaire	-t#	Temporary Use
Pentes sensibles	-ss	Unstable Slopes
Plaine inondable	-FP	Flood Plain

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Carte de Zonage E - Zoning Map E

RÈGLEMENT DE ZONAGE No. 2016-10
ZONING BY-LAW No. 2016-10

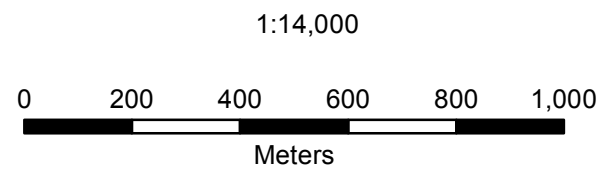
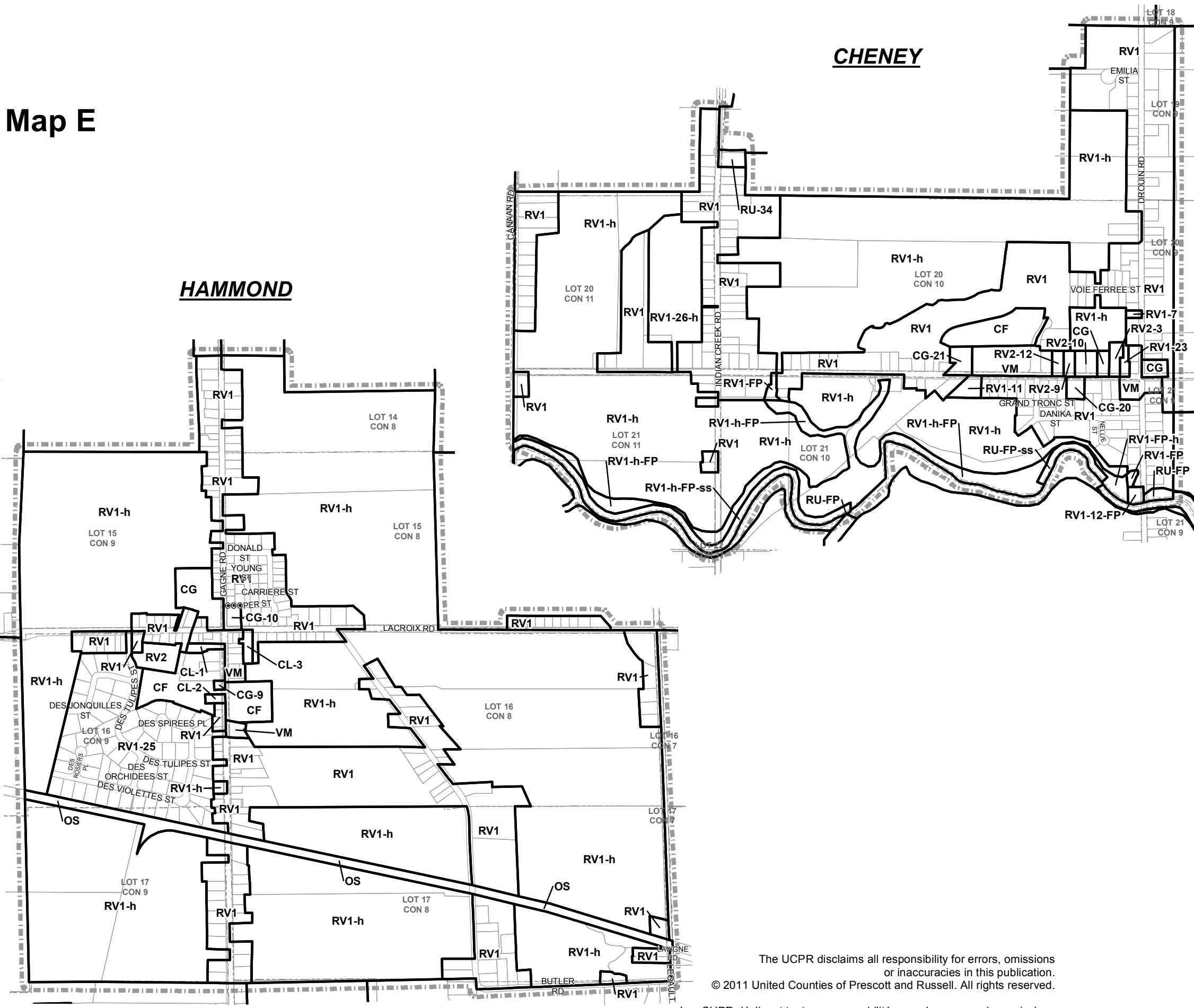
Adopté le 16 mai 2016
Passed on the 16th of May 2016

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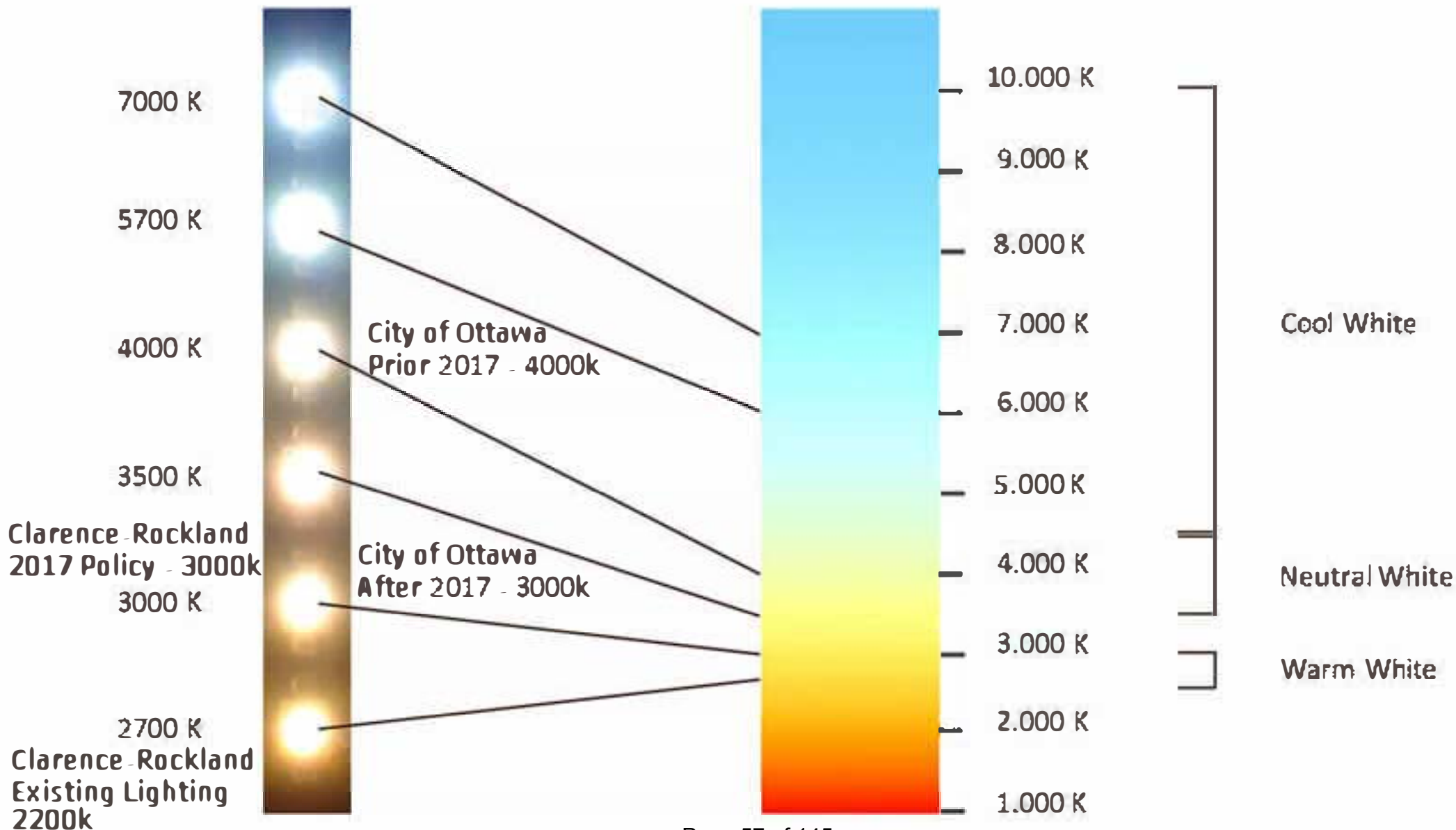
ZONES

Résidentielle village de première densité	RV1	Village Residential First Density
Résidentielle village de deuxième densité	RV2	Village Residential Second Density
Résidentielle saisonnière	RS	Seasonal Residential
Commerciale générale	CG	General Commercial
Commerciale locale	CL	Local Commercial
Commerciale routière	CH	Highway Commercial
Commerciale de récréation et hébergement	CT	Tourist Commercial
Commerciale industrielle	CI	Commercial Industrial
Mixte village	VM	Village Mixed Use
Installations communautaires	CF	Community Facilities
Parcs et espaces ouverts	OS	Parks and Open Space
Industrielle générale	MG	General Industrial
Industrielle commerciale rurale	MCR	Industrial Commercial Rural
Cour de ferraille	WY	Wrecking Yard
Zone de gestion des déchets	WM	Waste Management
Conservation	CON	Conservation
Terres humides	WL	Wetlands
Aménagement différé	-h	Holding Zone
Exception spéciale	-#	Special Exception Zone
Usage temporaire	-t#	Temporary Use
Pentes sensibles	-ss	Unstable Slopes
Plaine inondable	-FP	Flood Plain



LED Example

Kelvin Color Temperature Scale





REPORT N° INF2018-001

Date	21/02/2018
Submitted by	Denis Longpré
Subject	Clarence-Rockland and The Nation Water Servicing Study
File N°	INF2018-001

1) **NATURE/GOAL :**

The purpose of this report is to provide council with an update on the water sharing project with the municipality of The Nation.

2) **DIRECTIVE/PREVIOUS POLICY :**

N/A

3) **DEPARTMENT'S RECOMMENDATION :**

THAT Report INF2018-001 in regards to the water servicing study be received as information

QUE le rapport INF2018-001 au sujet de l'étude pour l'approvisionnement d'eau soit reçu à titre d'information.

4) **BACKGROUND :**

On March 6th 2017, Council approved a resolution to undertake an assessment of the City's ability to address potable water supply needs for both the City of the Clarence-Rockland (The City) and The Nation Municipality.

This assessment was to collect data, update the hydraulic model, analyse the data and evaluate the water treatment plant and distribution system's capacity. The analysis would also assess the future water demands of the City and overlay The Nation Municipality's water demands on the total demand. The analysis would cover different scenarios for the years 2017 to 2037 and beyond.

The final report would identify required upgrades and costs to increase the capacity of the City's infrastructure (water treatment plant and distribution system) to address the City's future water demand in addition to the water demands of The Nation Municipality.

5) **DISCUSSION :**

The assessment is progressing well and several meetings were held with The Nation throughout the process. The final report with the results of the analysis, recommendations and Capital works plan is anticipated to be completed by the end of February.

In view of the partnership approach with The Nation Municipality, the study proposed in this report will enable the City to:

- (a) to identify its future water supply and distribution needs inclusive of financing strategies in advance of implementation pressures and
- (b) enable the City to work in a cooperative venture with The Nation Municipality to address its short-term, medium and longer-term water needs.

As indicated in the March 2017 report, staff will present a full report to Committee/Council inclusive of recommendations with respect to future expansion requirements and costs and the feasibility of meeting Nation Township's water by the month of April.

6) **CONSULTATION:**

N/A

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

N/A

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

N/A

9) **LEGAL IMPLICATIONS :**

N/A

10) **RISK MANAGEMENT :**

This analysis will address the City's needs separately of the additional water consumption demand by The Nation and will allow the City to properly plan for future growth, committed development and special initiatives such as the looping of the Clarence-Creek and Bourget villages' water mains.

11) **STRATEGIC IMPLICATIONS :**

N/A

12) **SUPPORTING DOCUMENTS:**

N/A



REPORT N° AMÉ-18-06-R

Date	21/02/2018
Submitted by	Marie-Eve Bélanger
Subject	Entrance of Arena on County Road 17
File N°	D-11-225

1) **NATURE/GOAL :**

The nature of this report is to consider the closure of the Arena entrance onto County Road 17 for safety purposes.

2) **DIRECTIVE/PREVIOUS POLICY :**

n/a

3) **DEPARTMENT'S RECOMMENDATION :**

THAT The Committee of the Whole recommends to Council that the Mayor and the Clerk be authorized to sign the Letter of Intent with Riverlands of Rockland, and

THAT the City adds an amount of \$450,000 in the next Development Charge by-law for the intersection, and

THAT the City adds an amount of \$195,000 for the closure of the arena entrance including the construction of the traffic lights in the 2019 budget process.

QUE le comité plénier recommande au conseil que le maire et la greffière soit autorisé à signer la lettre d'engagement avec Riverlands of Rockland, et

QUE la Cité ajoute un montant de 450 000,00\$ dans le prochain règlement de redevances d'exploitations, et

QUE la Cité ajoute un montant de 195 000,00\$ dans le budget 2019 pour la fermeture de l'entrée de l'aréna, y compris la construction des feux de circulation.

4) **BACKGROUND :**

The Clarence-Rockland Arena was built in 2010-2011. During discussions with the City and the developer of the CIH, it was indicated that Industrielle Road would be the main access to the Arena. A traffic study was completed in September 2009, which concluded that a 50 m eastbound left turning lane would be required along County Road 17 and a westbound 90 metre right turn taper.

It was estimated at the time that the cost to build the turning lanes would be around \$300,000 and \$200,000 for traffic lights. Additionally, widening of the County Road 17 on the north side of the road was deemed necessary since there is a significant wetland to the south. Following this traffic study, the Department submitted a report to Council recommending that Industrielle Street be the main access to the arena and that no access be constructed along County Road 17 due to safety issues. It should be noted that the entrance to the arena was constructed on County Road 17 contrary to the Departments recommendation and such without the turning lanes recommended in the traffic study. This has resulted in multiple car accidents at the intersection of the County Road 17 and the arena's entrance

5) **DISCUSSION :**

In 2015, Regional Group signed a Subdivision Agreement with the City. As part of the agreement, one entrance onto County Road 17 was allowed with the condition that a second access/emergency access be constructed and connect to the arena lands. Additional requirements from the County were that turning lanes along County Road 17 be constructed along with traffic lights, as warranted by the traffic study, once the school or commercial components of the subdivision are built. Regional Group has fulfilled these conditions and have built the turning lanes onto County Road 17. As recommended in the traffic study, the eastbound turning lane and the westbound turning lane each have a 100 meter taper. In addition to the tapers, De la Berge Street (the main access to the project) also has a left and right turning lane. This creates a safe access to the subdivision and the arena lands.

A significant improvement to the existing intersections of Industrielle Street along the County Road 17 has also been undertaken in 2015. Industrielle Street was realigned with the extension of Caron Street and signalized with traffic lights to improve the safety and traffic flow of the intersection.

Now that the construction of the intersection of De la Berge Street and the improvements to the intersection of Industrielle Street are completed, the arena can be accessed by two safe and well signalized entrances. The access to the arena from the Caron/Industrielle intersection and from De la Berge Street are approximately 400 meters and 360 meters respectfully from the arenas main entrance.

The City met with Novatech Engineering and Regional Group on November 1st, 2017 in order to discuss the impacts that the closure of the arena entrance might have on their development and De la Berge Street. The major impact noted is in regards to the additional traffic volumes on De la Berge Street and the need of a traffic signal at the intersection.

The City was provided with a Letter of Intent on November 30th, 2017 in regards to the cost of the intersection. The Letter of Intent is included as an attachment to this report. Stipulated in the letter, is the amount of \$850,000 that has already been expensed by Clarence Crossing and the outstanding cost of \$150,000 to construct the traffic signals. It was determined that Clarence Crossing would generate 50% of the traffic, the arena 5% and the future connection of Laurier Street 45%. These traffic distributions form the basis for the cost distribution calculations found in the letter of intent and can be summarized as such;

- The City is responsible for the full cost of the signals in the amount of \$150,000 once warranted (which is expected to occur by 2019).
- The City is responsible for the of \$45,000 to rehabilitate the existing entrance by removing the asphalt (40 metres) and by seeding/sodding the right of way along the County Road 17.
- The amount of \$450,000 should be included in the next DC by-law study to complete the future alignment of Laurier Street.

The Department is in agreement with the traffic distributions and the cost distribution calculations in the Letter of Intent.

6) **CONSULTATION:**

A meeting was done on November 1st, 2017 with Novatech and Regional Group.

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

The Ward Councilor has informed staff that he has received a great number of calls from residents that are worried about the dangerous intersection and also has received a call from a resident that got rear-ended a few weeks ago.

The Fire Chief and an Acting OPP Inspector have also indicated that the entrance is problematic and prone to the potential for a serious accident.

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

The estimated cost of \$195,000 for the closure of the entrance including the construction of the traffic lights should be considered for the 2019 budget process. Additionally, \$450,000 should be included next the next DC by-law study.

9) **LEGAL IMPLICATIONS :**

n/a

10) **RISK MANAGEMENT :**

The elimination of the entrance will reduce the risk of accident at that intersection.

11) **STRATEGIC IMPLICATIONS :**

n/a

12) **SUPPORTING DOCUMENTS:**

Letter of Intent

November 28, 2017

DRAFT

Riverlands of Rockland Inc.
c/o Regional Group of Companies
1737 Woodward Drive, 2nd Floor
Ottawa, Ontario, K2C 0P9

City of Clarence Rockland
Planning and Construction Department
1560 rue Laurier Street
Rockland, Ontario, K4K 1P7

Attention:
David Kardish
Vice President, Land Development

Attention:
Marie-Eve Bélanger, MCIP, RPP
Development Manager

Reference: Letter of Intent
Berger Street and County Road 17 Intersection
Our File No. 112057

Further to our meeting of November 1, 2017, the following outlines the agreement between the parties with respect to the above-noted intersection:

- 1) The City wishes to close the existing CIHA access to County Road 17 and instead connect through Clarence Crossing to County Road 17.
- 2) Using traffic generation as a guide, the proposed intersection split is:

Clarence Crossing	50%
CIHA	5%
Future Laurier Extension	<u>45%</u>
	100%
- 3) The total cost of the intersection, including signals, is approximately \$1,000,000 of which \$850,000 has already been expended by Clarence Crossing, and \$150,000 would be required to install signals [all amounts are inclusive of 15% soft costs].
- 4) The City will include the 45% share for the Laurier Extension in their DC By-Law, with Clarence Crossing being eligible for recovery when the Laurier Extension proceeds.
- 5) The traffic analysis suggests that, with the addition of CIHA to the intersection, signals will be warranted [based on projected delay] at buildout of Clarence Crossing Phase 1 and the school being constructed, or alternatively, upon Phase 1 buildout and commencement of the business park component.
- 6) The City will frontload the full cost of the signal installation when warranted, as per 5) above.
- 7) Upon recovery of the DC component [per 4) above], the \$450,000 would be distributed as follows:

Clarence Crossing	\$350,000
Clarence Rockland	<u>\$100,000</u>
	\$450,000

Trusting this accurately reflects the discussion of November 1, 2017. Subject to agreement and signature of both parties, this letter would form the basis of agreement for these matters.

Yours very truly,

NOVATECH

John Riddell, P. Eng.
President

JGR/tf

The foregoing items are hereby agreed to between the parties.

Date

City of Clarence Rockland

Name:

Title:

Date

Riverlands of Rockland Inc.

Name:

Title:



REPORT N° ADMIN 2018-006

Date	21/02/2018
Submitted by	Helen Collier, Chief Administrative Officer
Subject	2015-2021 Strategic Plan
File N°	Click here to enter text.

1) Purpose:

The purpose of this report is to secure Council's approval of the 2015-2021 Strategic Plan referenced as Attachment 1 in this report.

2) DIRECTIVE/PREVIOUS POLICY :

At its December 18, 2017, meeting, Committee of the Whole received a staff report regarding the draft Strategic Plan for 2015-2021. At that time, it was agreed that the draft plan would be tabled for approximately a one-month period to allow members of Council sufficient time to review and provide comment on the Plan and its Strategic Priorities/Activities.

3) DEPARTMENT'S RECOMMENDATION :

WHEREAS the 2015-2021 draft Strategic Plan was tabled on December 18, 2017, for Council review and comment;

AND WHEREAS staff has had discussions with several members of Council on the Plan and, as a result, has incorporated amendments to the Plan as appropriate;

BE IT RESOLVED THAT the 2015-2021 Strategic Plan (appended as Attachment 1) be approved by Committee of the Whole and forwarded to Council for approval.

ATTENDU QUE le plan stratégique 2015-2021 a été déposé le 18 décembre 2017 pour révision et commentaires par le Conseil;

ET ATTENDU QUE le personnel a eu des discussions avec plusieurs membres du conseil sur le plan et a apporté des modifications au plan;

QU'IL SOIT RÉSOLU QUE le plan stratégique 2015-2021 (pièce jointe 1) soit approuvé par le comité plénier et transmis au conseil pour approbation.

4) BACKGROUND :

As indicated in staff's December 18, 2017, report, the Strategic Priorities and associated goals have been developed based on community feedback, the service alignment analysis (reference Appendix A of the Strategic Plan) and needs that have been identified by the administration and municipal Council.

5) Discussion :

During the "tabling" period staff received a number of inquiries (both written and oral) from members of Council. These discussions were quite beneficial and confirmed overall acceptance of the Strategic Priorities and action items identified in Appendix B of the Plan. The specifics of the consultation discussions are detailed in Section 6 of this report.

Attachment 2 provides a one-page summary of the Strategic Plan. This document can be made available at strategic locations within the city and in city facilities.

Once Council formally approves the Strategic Plan, staff will have the document translated and put into a professional format for distribution.

6) CONSULTATION:

The following provides an overview of the comments received from members of Council. Changes to the draft Plan are shown in bold text are.

1. Downtown Revitalization (page 20):

This strategic priority should reflect reviewing the feasibility of densification projects in the downtown core area with a view to assessing the viability of mixed-use developments that would incorporate commercial and residential. Requirements for zoning amendments and official plan amendments should be addressed as well.

In response to this comment, page 19 (Appendix B) has been modified to clarify this comment.

2. Active Transportation (page 25):

The master transportation plan should reflect a two staged approach: The first phase should consider transportation needs of the urban area and secondly, a separate phase should look at the transportation needs in the villages. Once these two

analysis have been completed there should be an assessment of connecting transportation link requirements between urban and village developments.

Staff has modified the wording (refer to bolded text) of this priority to reflect this concept.

3. Taxes-Commercial/Industrial Growth (page 30):

There was a comment that recent decisions by Council have impacted the direction of this strategic priority.

Subsequently, discussions have taken place with the Director of Finance and Economic Development and as such, the activities have been modified as shown in **bold text**.

4. Financial Stability (page 13):

Concern was expressed about the intent of "innovative funding."

Staff indicated that there is a necessity to investigate all forms of revenue not just increasing taxes or user fees. Staff is the opinion that there are other funding sources available for various city programs, and as such the Strategic Priority identified on page 31 reflects an initiative to proactively investigate and hopefully secure additional funding opportunities for city programs and infrastructure.

5. Street Repairs (page 18)

A comment was made that if road repairs are important to the municipality and the level of satisfaction is low, why does the city spend a small portion of overall funding on addressing these issues?

As members of Council are aware, staff has taken several reports forward for Council's consideration advising about the funding limitations to affect improvements to the City's existing infrastructure. The approval of the 10-year plan in 2017 represented a major milestone in terms of identifying priority projects and the timing of these works. An increase in funding for roads programs should be a consideration that Council should reflect on as part of the annual budget deliberation process. Funding for road programs must be assessed in comparison to the funding requirements for other City programs.

6. Consultant Appointments:

It was noted that several of the Strategic Priorities identified the need to retain external consultant services and, as such, a concern was expressed about the need for these appointments. Could they not be carried out using existing staff resources?

In the development of the Strategic Priorities and activities, staff reviewed in-house expertise and capacity to advance specific initiatives. Where it was felt that the administration either did not have the expertise to undertake the assignment or projected insufficient capacity to proceed with the initiative, the Strategic Priority identified a need to retain external consultant expertise.

It should be noted; however, these appointments would not take place until staff reassessed and confirmed the need to make a consultant appointment. The appointments would be subject to budget/Council approval.

7. Community Feedback:

Several members of Council expressed the view that the participation rate in the strategic planning process was limited.

Staff is of the view that while a greater participation level would've been desirable, a 4% overall participation rate is a reasonably good measure of public involvement in a study of this nature.

7) RECOMMENDATIONS OR COMMENTS FROM COMMITTEE/ OTHER DEPARTMENTS :

N/A

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

Implementation of the Strategic Priorities will result in some capital expenditures and costs for consultant appointments. Staff will bring these items forward as the initiatives progress in the form of status reports to Council.

It should be noted; however, that many of the priorities and initiatives will be undertaken using existing staff resources, which will not result in additional costs to the City's budget.

9) LEGAL IMPLICATIONS :

Implementation of the Strategic Plan will serve to minimize potential legal implications in certain service areas.

10) RISK MANAGEMENT :

The Strategic Priorities identified in the Strategic Plan reflect the needs of the City's stakeholders and members of Council. Implementation of the plan will assist the administration in mitigating many of the risks and threats that were identified in the public consultation process.

11) STRATEGIC IMPLICATIONS :

Council's approval of the attached strategic plan represents a significant milestone in « mapping out » the future direction of the municipality consistent with the needs that have been identified by our stakeholders.

12) SUPPORTING DOCUMENTS:

Attachment 1 - 2015-2021 Strategic Plan

Attachment 2 - One page summary of Strategic Plan



STRATEGIC
PLANNING

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City of Clarence-Rockland

STRATEGIC PLAN

2015 to 2021

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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 for 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 2015-2021 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:

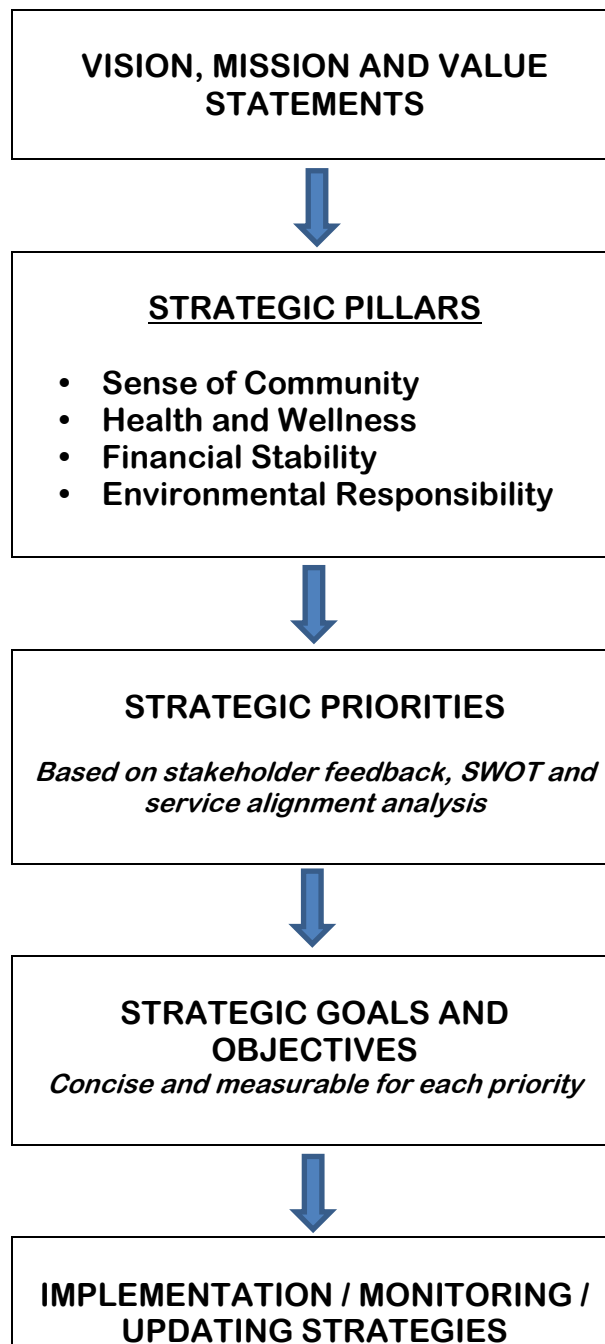
- align goals and objectives with Council's priorities and enhance accountability to our stakeholders,
- serve as a reference point to identify community needs,
- ensure the effective and efficient use of resources,
- provide direction to employees,
- establish an interrelationship between strategic 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:

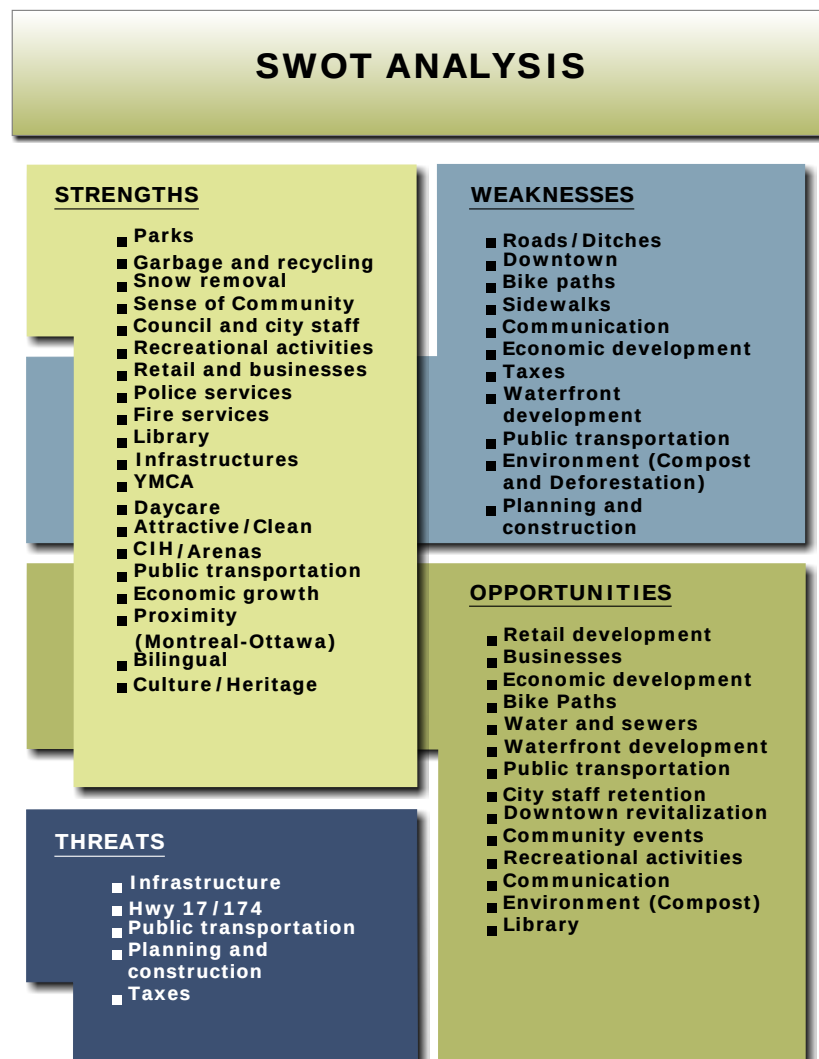
- what the City does well;
- where improvements are required in the provision of services;
- what opportunities are available to address needed improvements and position itself to deal with threats to the organization ; and

- 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
1. Riverfront Development 2. Downtown Revitalization 3. Communication 4. Image and Promote	1. Active Transportation 2. Integrated Accessibility Standards 3. Emergency Preparedness 4. Recreational Facilities	1. Economic Development 2. Commercial/Industrial Growth 3. Tax Base 4. Funding Opportunities	1. Growth Management 2. Planning 3. Asset Management

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
2015 - 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	• Liaise with Park Advisory Committee to develop concept plan for Du Moulin Park	• Evaluate staged implementation strategies and Development Charge impacts for Du Moulin Park • Liaise with UCPR economic development staff to identify riverfront opportunities • Research best practices re: riverfront development • Develop riverfront Master Plan • Investigate funding opportunities • Identify public/private partnerships to develop riverfront	City - Operating Budget Consultant - \$60K	Community Services * Infrastructure and Planning	

* Lead Department

Destination - Clarence-Rockland
2015- 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	• Implement phased infrastructure improvements	City - Operating and Capital budgets	Infrastructure and Planning * Finance and Economic Development	
		• Develop phased street improvement plan and obtain implementation funding approvals • Research feasibility of incentives for densification projects in the core (e.g. feasibility of mixed use commercial/residential) • Convene regular business association meetings				

* *Lead Department*

Destination - Clarence-Rockland
2015 - 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	• Identify policies and procedures required to deliver efficient and effective municipal services • Prioritize policies and procedures; and develop an implementation schedule for council approval	• Ongoing • Ongoing	City - Operating Budget	Office of the CAO * All Departments

* Lead Department

Destination - Clarence-Rockland
2015 - 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)	• Review best practices of peer municipalities • Issue RFP to retain consultant to design SharePoint for intranet and City's Website • Implement recommendations	• Ongoing	City - Operating and Capital Budget • Consultant appointment \$70K	Clerk * All Departments

* Lead Department

Destination - Clarence-Rockland
2015 - 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	• Undertake skills inventory of existing staff compliment • Ongoing • Identify and implement inter-departmental opportunities regarding staff utilization	City - Operating Budget	Human Resources * All Departments	

* Lead Department

Destination - Clarence-Rockland
2015 - 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	• Research best practices of peer municipalities and businesses • Identify positions requiring a succession plan strategy • Provide training and hands-on work opportunities to designated positions	City - Operating Budget	Human Resources * All Departments	

** Lead Department*

Destination - Clarence-Rockland
2015 - 2021 Strategic Action Plan

Strategic Priority - Active Transportation					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
HEALTH AND WELLNESS	To promote active transportation by developing an integrated bike path and cycling system	• Develop active transportation needs for urban and rural areas • Review best practices of peer municipalities • Develop prioritized master transportation plan and associated costs for the urban core and the villages. Linkages will be assessed for these areas. • Implement infrastructure needs • Investigate possible Provincial and Federal funding programs • Develop cycling and path standards	City - Operating and Capital	Community Services * Infrastructure and Planning	

* Lead Department

Destination - Clarence-Rockland
2015 - 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	• Update Emergency Management Committee By-Law • Update Emergency Response Plan By-Law • Identify training requirements for Emergency Control Group and submit to province • Conduct and evaluate annual Emergency Response Exercise	City - Operating Budget	Protective Services * All Departments	
		• Ongoing			

* Lead Department

Destination - Clarence-Rockland
2015 - 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	• Review current Accessibility Plan and Policies	• Prepare annual progress report re: implementation of accessibility measures	City - Operating and Capital Budget	Clerk * Community Services Infrastructure and Planning Protective Services	• Update of Accessibility Plan and Policies will comply with mandatory Integrated Accessibility Standards (IASR)
		• In conjunction with Accessibility Advisory Committee, develop 2018-2023 Plan and Policies • Identify and implement training requirements • Identify accessibility needs and costs for recreation and administration buildings	• Post 2018-2023 plan/policies on web-site • Submit updated Accessibility Plan and Policies to Province • Ongoing			

* Lead Department

Destination - Clarence-Rockland
2015 - 2021 Strategic Action Plan

Strategic Priority - Recreational Facilities					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
HEALTH AND WELLNESS	To expand indoor recreational space	• Municipality to identify its community recreation needs	City - Operating and Capital Budget	Community Services * Infrastructure and Planning	
		• Review best practices • Establish public - private partnership and develop terms of reference • Execute a memorandum of understanding with private sector partner re: operation of site			

** Lead Department*

Destination - Clarence-Rockland
2015 - 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	• Review current "lobbying" initiatives to expand and improve County Road 17/174 corridor	• Ongoing	City - Operating Budget	Finance and Economic Development * Infrastructure and Planning	• UCPR is road authority. Clarence-Rockland will be in a support role. • Ottawa is jurisdictional authority for Highway 174
		• Liaise with Unities Counties of Prescott and Russell (UCPR) to develop planning and funding strategies to expand County Road 17	• Ongoing			
		• In conjunction with UCPR, meet with Ottawa Mayor to determine City's position in regard to Highway 174 improvements	• Ongoing			
		• In conjunction with UCPR prepare brief to Federal and Provincial governments in regard to funding County Road 17	• Ongoing			

* Lead Department

*Destination - Clarence-Rockland
2015 - 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) - Complete feasibility assessment for business park	- Establish new reserve to facilitate future business park development - Undertake economic development strategy for business park	City - Operating Budget	Finance and Economic Development * Infrastructure and Planning	Approved in 2017
				Retain consultant - \$ 100K		

*** Lead Department**

Destination - Clarence-Rockland
2015 - 2021 Strategic Action Plan

Strategic Priority - Funding					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
FINANCIAL STABILITY	To develop a long range financing strategy to meet projected needs	• Identify long range operating and capital financial needs • Research best practices of peer municipalities • Develop financial policies and strategies to address long term needs (e.g. pay-as-you-go debt limits, reserve funds)	City - Operating Budget	Finance and Economic Development * All departments	• Assumes 10 year asset management programs and Development Charge By-Law update are approved.

* Lead Department

Destination - Clarence-Rockland
2015 - 2021 Strategic Action Plan

Strategic Priority - Infrastructure					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
FINANCIAL STABILITY	To enhance access to external funding sources (e.g. Federal and Provincial Programs)	• Identify best practices to determine/access external funding sources • Identify funding opportunities • Establish relationship with decision makers and administrators of funding programs	City - Operating Budget	Finance and Economic Development * All Departments	• Will involve research of both public and private sectors

** Lead Department*

Destination - Clarence-Rockland
2015 - 2021 Strategic Action Plan

Strategic Priority - Growth Management					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
ENVIRONMENTAL RESPONSIBILITY	To update City's Development Charge By-Law • Meeting with developers and builders to discuss update process (2017) • Determine infrastructure needs and costs to address growth projections • Develop infrastructure standards	• Review infrastructure needs and costs with developers/builders • Develop Development Charges policies and charges for various forms of development • Development Charge By-law approval (2019)	• Financial/Policy consultants - \$100K (2019) • Engineering consultant - \$100K (2018)	Finance and Economic Development * CAO/Clerk Finance and Economic Development Community Services Infrastructure and Planning Protective Services	• 1st developer meeting will be convened in December 2017 • Assumes By-Law not appealed

* Lead Department

Destination - Clarence-Rockland
2015 - 2021 Strategic Action Plan

Strategic Priority - Planning					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
ENVIRONMENTAL RESPONSIBILITY	To improve communications standards and approval processes with development community • Convene two developer/builder meetings per year • Establish planning application review team and convene team meetings with applicants • Adopt engineering standards and development application approval process	• Ongoing • Ongoing		Infrastructure and Planning * Community Services CAO's Office	• Draft documents to be tabled with developers/builders in 2017

* Lead Department

Destination - Clarence-Rockland
2015 - 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	- Establish levels of service and performance measures - Risk assessment and prioritization analysis; costing	Operating and Capital budgets	Infrastructure and Planning * 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	✓		✓	✓	✓	✓	
2018/2019-21		8/3	4/3	9/3	8/6	11/6	7/3	



VISION

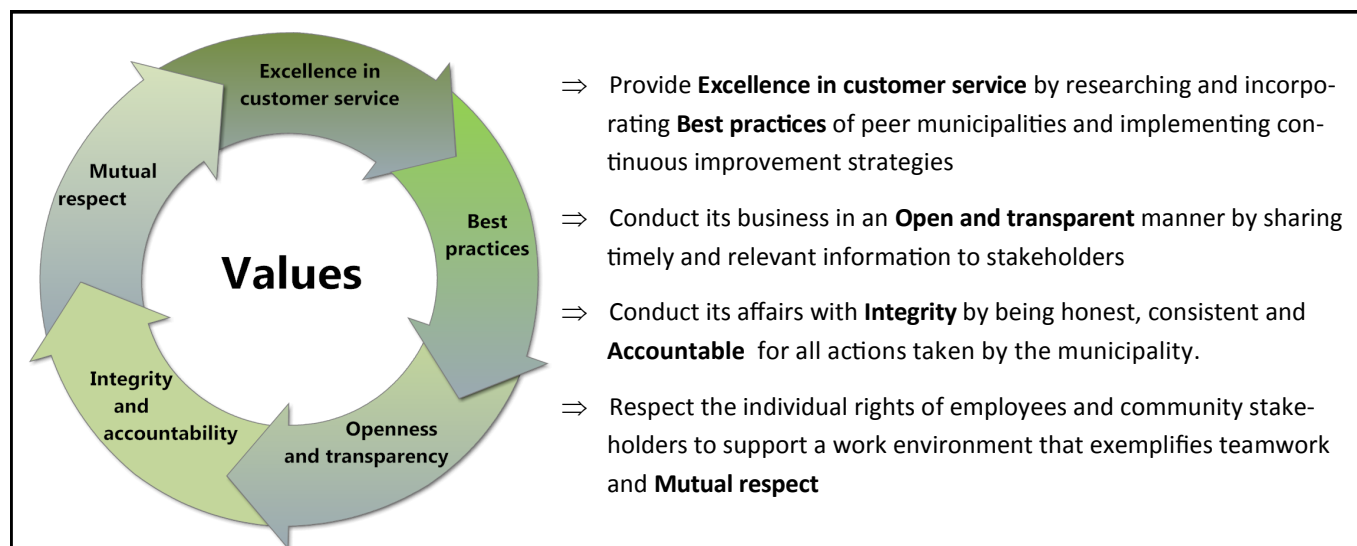
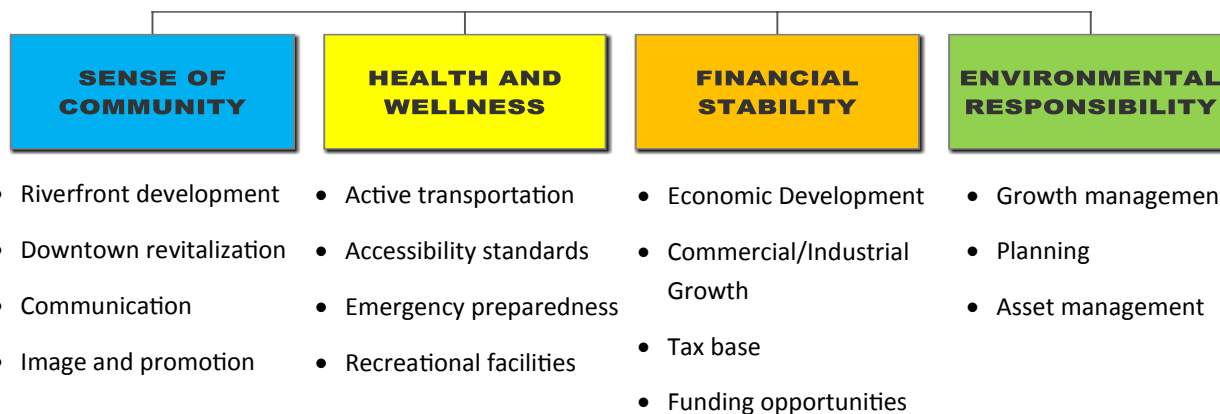
To be the best place to live, by being welcoming, bilingual, self-sufficient, safe and family oriented. Clarence-Rockland will be a healthy, economically sustainable and environmentally sensitive community that will continuously invest in its future.

MISSION

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.

DESTINATION CITY OF CLARENCE-ROCKLAND STRATEGIC PLAN 2015-2021

Council's Strategic Priorities





REPORT N° PRO2018-004

Date	21/02/2018
Submitted by	Brian Wilson
Subject	New proposed regulations under the Fire Protection and Prevention Act.
File N°	Click here to enter text.

1) **NATURE/GOAL :**

To advise Council on proposed new regulations under the Fire Protection and Prevention Act which will have a direct impact on the operations and training of the Clarence-Rockland Fire Department.

2) **DIRECTIVE/PREVIOUS POLICY :**

N/A

3) **DEPARTMENT'S RECOMMENDATION :**

THAT Report PRO2018-004 related to proposed new regulations to the Fire Protection and Prevention Act be received as information; and

THAT the Committee of the Whole recommends that Council provides input to the Ministry of Correctional Services and Community Safety in regards to the proposed regulations; and

THAT the Committee of the Whole recommends that Council seek additional funding from the Province towards the expected impacts of the increased training requirements required for certification as proposed in the draft regulations.

QUE le Rapport PRO2018-004 sur les nouveaux règlements proposés à la Loi sur la prévention et la protection contre l'incendie soit reçu à titre d'information; et

QUE le Comité plénier recommande au Conseil de fournir des commentaires au Ministère de la Sécurité communautaire et des Services correctionnels concernant les règlements proposés ; et

QUE le Comité plénier recommande au Conseil de solliciter des fonds supplémentaires de la part de la province pour les impacts attendus de l'augmentation des exigences en matière de formation requises pour la certification proposée dans le projet de règlement.

4) **BACKGROUND :**

The Fire Protection and Prevention Act, 1997 (FPPA), has been in place for over twenty years and has been revised a few times during that period. The FPPA provides the authority to a municipality to establish a fire department, and further provides for the government to establish

regulations “respecting practices and standards for fire protection services and certification and training of firefighters, including full-time, volunteer and part-time firefighters.”

The Ministry has been working with a group called the Provincial Fire Safety Technical Table (the Table) since January 2017 in an effort to modernize the fire service delivery across the Province. The Fire Safety Technical Table is composed of fire service experts from across Ontario.

On January 25, 2017, the Ministry of Community Safety and Correctional Services (MCSCS) released two proposed regulations under this Act related to new requirements for:

- Mandatory training and certification of firefighters; and
- Mandatory community risk assessments to inform the delivery of fire protection services.

Both proposed regulations are currently open for public feedback until March 11, 2018. The proposed regulations will have a significant impact on the training and certification requirements of both current, and more so, future firefighters.

5) **DISCUSSION :**

There are a number of potential impacts and some known impacts from these proposed changes. It is worth pointing out that Fire Departments have been required to provide training to their firefighters in accordance with OH&S regulations for many years, but until now certification has been voluntary, and not mandatory. Moving towards a certification process is a logical progression that verifies that firefighters have attained that knowledge, and provides a third-party verification of that knowledge and skill.

Regulation 1 – Firefighter Certification

The proposed regulations regarding firefighter certification will necessitate a change in the number of hours required to train our new recruits.

Under the proposed training and certification requirements, firefighters across Ontario will be required to be certified by the Fire Marshall’s office. There are three options for how this training and certification may be obtained:

In-House Training

- 1) Training can be conducted in-house, the entire training package would need to be submitted to the Academic Standards & Evaluation (AS&E) branch of the Office of the Fire Marshall, and if deemed adequate, AS&E would book a date to come and

evaluate those firefighters and provide certification, if successful. Courses offered internally would not be subject to registration fees, although a fee of \$65 is still payable to the Fire Marshall for the testing and evaluation component. Wages would still apply for both instructors and students. This model may be achievable in larger fire departments where they can provide enough students and instructors to make classes viable. This option would be extremely difficult for Clarence-Rockland, given we likely would not hire 20 new volunteer firefighters a year, making it impossible to fill a class (typically minimum class sizes are 10-12, with maximum class sizes 20-24, depending on the topic. Each class also requires specific student-instructor ratios, which for practical classes is often 5:1).

Ontario Fire College

- 2) Training can be conducted at the Ontario Fire College. Course fees at the Ontario Fire College are \$65 per course, and include room and board as well as the course. However, there is insufficient capacity at the Ontario Fire College currently to meet the needs of the Ontario fire service. Their capacity is limited by the number of dorm rooms available at the College, limiting how many courses can be offered there. The College is located in Gravenhurst (approx. 5-hr drive), which causes CRFD members to incur significant mileage and driving time getting to/from the College (the average cost incurred if a CRFD member attends the college is \$700 including travel time, mileage, and meals). The courses offered at the College are also almost exclusively weekdays (Mon-Fri), which is not conducive to many volunteer firefighters. Due to limited availability, distance, and training days, this option is not a viable option for Clarence-Rockland for the majority of courses.

Regional Training Centre

- 3) Training can be conducted at a Regional Training Centre, which offer Ontario Fire College courses run at different locations across the Province. Clarence-Rockland has recently become a Regional Training Centre, which offers CRFD members the opportunity to attain this training and eventual certification without having to travel. Under this arrangement, departments are still billed \$65 per student per course by the Fire College, which covers administration at the College and evaluation and certification. Regional Training Centres are required to be 'self-sufficient' meaning that instructor costs must be covered, along with maintenance of the facility, training props, etc. The Fire College currently assigns the instructors for each course, meaning that the Regional Training Centre is obligated to pay whichever instructors are assigned, at the Fire College established rate of pay. In order to cover costs for these

courses, the Clarence-Rockland Regional Training Centre has established a daily rate of \$80 per student, meaning a 5-day course would cost \$400, plus the \$65 paid to the Fire College. This ensures that the Regional Training Centre remains self-sufficient, and is not required to be subsidized by the City to run courses, etc. These course fees apply to all students taking courses at the Regional Training Centre, regardless of which department they come from.

What the regulations will mean

Currently, Clarence-Rockland Firefighters undergo training in a regional training program with other departments across Prescott & Russell to train them to the equivalent of the NFPA 1001 Level 1 standard. This training takes approximately 120 hours over 5 months. Clarence-Rockland Firefighters also undergo training as a medical first responder, which accounts for an additional 40 hours of training. This totals 160 hours of basic recruit training for a new CRFD member under the current program.

Under the proposed regulations, firefighters will need to be certified to the NFPA 1001 Level 2 standard, this will add an additional 80 hours of training to a new recruit. A prerequisite for this certification is NFPA 472 Hazardous Materials Operations Level, which is another 40 hours. Further, the proposed regulations will require anyone running a pumper truck at a fire to be certified under NFPA 1002, which will account for another 40 hours. This totals an additional 160 hours above what is currently required for our volunteer firefighters.

Historically, CRFD firefighters have not been paid while undergoing their basic recruit training. Upon successful completion, they have been given a stipend of \$500, in accordance with their collective bargaining agreement. In taking the requisite amount of training from 160 hours, to 320 hours, it is anticipated that this is going to create a big hurdle in attracting new volunteer recruits. It is worthwhile to note that under the proposed regulations, new firefighters would be classified as 'interns' for a period not to exceed two years, meaning they can be trained while 'on-the-job' and still be part of a responding crew, provided they are partnered with an experience (certified) firefighter.

The current cost to train a new volunteer recruit is approximately \$1,600 per volunteer, under the new regulations this will go up to around \$3,100 per volunteer. These costs only reflect instructor's wages over this period. Therefore these new Provincial requirements will result in a need to increase recruit training costs to approximately \$22,000 in 2019 and onwards (up from \$5,000 in 2018).

Also addressed in the proposed regulation is the requirement to have a certified fire officer to oversee firefighters, this will be a marked change from past practice whereby a (senior) firefighter could arrive first and oversee other firefighters until an officer arrives. This will likely result in an increased requirement to train more officers, and may have a detrimental effect on how service is delivered, particularly in the rural areas by restricting members from responding directly to an incident location.

There is also a requirement under this standard to have all personnel certified for certain skills (technical rescue, fire inspection, fire investigation, etc.). These skills are not exempted under the proposed legislation, and therefore we will need to certify a number of people in these standards prior to 2020. This will result in an increased training budget in 2019 to accommodate this training need. (Note: the skills are already taught to CRFD members; however, the proposed regulation will require a certification to continue to do them.)

In summary, there is going to be a significant time commitment both from instructors, and from our firefighters to meet these new standards. Moving forwards there will be a massive time commitment for new volunteer firefighters, which is going to prove a challenge for many municipalities to meet. It is unclear what financial assistance (if any) will be provided by the Province to meet this pressure.

Regulation 2 – Community Risk Assessments

This proposed regulation addresses the requirements to conduct an annual review of a community risk assessments, with a 5-year complete review cycle. Conducting annual reviews was already addressed in the Master Fire Plan and is part of our expected workflow anyways. So this new requirement is not expected to have a large impact on C-R.

There is a requirement for more detailed information, including inspection data, which some municipalities will have trouble producing, particularly if they do not have a proactive inspection program. As Council has adopted a new fire prevention and public education policy, requiring regular inspections, I am not anticipating any major concerns from these new requirements, but know the Chief's Association is lobbying for changes to better reflect smaller municipalities.

6) **CONSULTATION:**

Ontario Association of Fire Chiefs

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

None

- 8) **FINANCIAL IMPACT (expenses/material/etc.):**
There will be a pressure identified in the 2019 operating budget to address increased training needs to meet these new requirements. It is anticipated that 2018 costs can be absorbed within the existing approved operating budget.
- 9) **LEGAL IMPLICATIONS :**
These requirements are proposed as regulations under a Provincial Act and as proposed will be base requirements.
- 10) **RISK MANAGEMENT :**
None
- 11) **STRATEGIC IMPLICATIONS :**
None
- 12) **SUPPORTING DOCUMENTS:**
Draft Regulation – Mandatory Training and Certification for Firefighters
Draft Regulation – Community Risk Assessments
Ontario Assoc. Of Fire Chiefs Briefing Note on Proposed Regulations

Caution:

This consultation draft is intended to facilitate dialogue concerning its contents. Should the decision be made to proceed with the proposal, the comments received during consultation will be considered during the final preparation of the regulation. The content, structure, form and wording of the consultation draft are subject to change as a result of the consultation process and as a result of review, editing and correction by the Office of Legislative Counsel.

CONSULTATION DRAFT

ONTARIO REGULATION

to be made under the

FIRE PROTECTION AND PREVENTION ACT, 1997

FIREFIGHTER CERTIFICATION

Contents

1.	Definition
2.	Mandatory certification
3.	Intern firefighter
4.	Transition
5.	Commencement
Table 1	Mandatory certification

Definition

1. In this Regulation,

“NFPA” means the National Fire Protection Association.

Mandatory certification

2. (1) Every municipality, and every fire department in a territory without municipal organization, must ensure that its firefighters only perform a fire protection service set out in Table 1 if,

- (a) the firefighter performing the fire protection service is certified to the corresponding certification standard set out in that Table; or

- (b) the firefighter performing the fire protection service is an intern firefighter, within the meaning of section 3, operating under the supervision of a firefighter who is certified to the certification standard set out in that Table corresponding to the fire protection service performed by the intern firefighter.

Who provides certifications

- (2) The certification must be provided by the Fire Marshal.

Intern firefighter

- 3. An intern firefighter is a firefighter who,
 - (a) is enrolled in an internship program approved by the Fire Marshal; and
 - (b) has been a firefighter for no more than 24 months.

Transition

- 4. (1) A certification standard set out in items 1 to 5 of Table 1 does not apply with respect to a firefighter who,
 - (a) became a firefighter before January 1, 2019; and
 - (b) performed the fire protection service that the certification standard corresponds to before January 1, 2019.

Same

- (2) A certification standard set out in items 6 or 7 of Table 1 does not apply with respect to a firefighter that both of the following criteria apply to:
 - 1. The firefighter became a firefighter before January 1, 2019.
 - 2. Before July 1, 2018, the firefighter's fire chief was given permission by the Fire Marshal to issue the firefighter a successful Letter of Compliance with NFPA Standards respecting the relevant standard under Fire Marshal's Communiqué 2014-04, "Transition to NFPA Professional Qualifications Standards: Grandfathering

Policy”, which is dated January 2014 and available on a website of the Government of Ontario.

Commencement

5. (1) Subject to subsection (2), this Regulation comes into force on January 1, 2019.

(2) Subsection 4 (2) and items 6 to 11 of Table 1 come into force on January 1, 2020.

TABLE 1
MANDATORY CERTIFICATION

Item	Column 1 Fire protection service	Column 2 Certification standard
1.	Fire suppression activities, if the level of service provides for exterior attack only	NFPA 1001, “Standard for Fire Fighter Professional Qualifications”, 2013 Edition, Level I
2.	Fire suppression activities, if the level of service provides for exterior and interior attack	NFPA 1001, “Standard for Fire Fighter Professional Qualifications”, 2013 Edition, Level II
3.	Pump operations	NFPA 1002, “Standard for Fire Apparatus Driver/Operator Professional Qualifications”, 2017 Edition, Chapter 5
4.	Supervise other firefighters	NFPA 1021, “Standard for Fire Officer Professional Qualifications”, 2014 Edition, Level I
5.	Develop, implement or deliver a public education program and supporting materials	NFPA 1035, “Standard on Fire and Life Safety Educator, Public Information Officer, Youth Firesetter Intervention Specialist and Youth Firesetter Program Manager Professional Qualifications”, 2015 Edition, Chapter 4, Level I
6.	Fire prevention inspections or plans examination activities	NFPA 1031, “Standard for Professional Qualifications for Fire Inspector and Plan Examiner”, 2014 Edition, Level I
7.	Training courses for fire protection services	NFPA 1041, “Standard for Fire Service Instructor Professional Qualifications”, 2012 Edition, Level I
8.	Dispatch fire department resources (personnel and equipment)	NFPA 1061, “Professional Qualifications for Public Safety Telecommunications Personnel”, 2014 Edition, Level I
9.	Fire investigation activities	NFPA 1033, “Standard for Professional Qualifications for Fire Investigator”, 2014 Edition
10.	Technical rescue activities	NFPA 1006, “Standard for Technical Rescue Personnel Professional Qualifications”, 2017 Edition, in accordance with the level of service provided
11.	Hazardous materials response at the Technician Level	NFPA 1072, “Standard for Hazardous Materials/Weapons of Mass Destruction Emergency Response Personnel Professional Qualifications”, 2017 Edition

Caution:

This consultation draft is intended to facilitate dialogue concerning its contents. Should the decision be made to proceed with the proposal, the comments received during consultation will be considered during the final preparation of the regulation. The content, structure, form and wording of the consultation draft are subject to change as a result of the consultation process and as a result of review, editing and correction by the Office of Legislative Counsel.

CONSULTATION DRAFT

ONTARIO REGULATION

to be made under the

FIRE PROTECTION AND PREVENTION ACT, 1997

COMMUNITY RISK ASSESSMENTS

Contents

1.	Mandatory use
2.	What it is
3.	When to complete (at least every five years)
4.	When to review (at least every year)
5.	Commencement
Schedule 1	Mandatory profiles

Mandatory use

1. Every municipality, and every fire department in a territory without municipal organization, must,

- (a) complete and review a community risk assessment as provided by this Regulation; and
- (b) use its community risk assessment to inform decisions about the provision of fire protection services.

What it is

2. (1) A community risk assessment is a process of identifying, analyzing, evaluating and prioritizing risks to public safety to inform decisions about the provision of fire protection services.

Mandatory profiles

(2) A community risk assessment must include consideration of the mandatory profiles listed in Schedule 1.

Form

(3) A community risk assessment must be in the form, if any, that the Fire Marshal provides or approves.

When to complete (at least every five years)

3. (1) The municipality or fire department must complete a community risk assessment no later than five years after the day its previous community risk assessment was completed.

New municipality or fire department

(2) If a municipality, or a fire department in a territory without municipal organization, comes into existence, the municipality or fire department must complete a community risk assessment no later than two years after the day it comes into existence.

Transition

(3) A municipality that exists on January 1, 2019, or a fire department in a territory without municipal organization that exists on January 1, 2019, must complete a community risk assessment no later than January 1, 2024.

Revocation

(4) Subsection (3) and this subsection are revoked on January 1, 2025.

When to review (at least every year)

4. (1) The municipality or fire department must complete a review of its community risk assessment no later than 12 months after,

- (a) the day its community risk assessment was completed; and

- (b) the day its previous review was completed.

Other reviews

(2) The municipality or fire department must also review its community risk assessment whenever necessary.

Revisions

(3) The municipality or fire department must revise its community risk assessment if it is necessary to reflect,

- (a) any significant changes in the mandatory profiles;
- (b) any other significant matters arising from the review.

New assessment instead of review

(4) The municipality or fire department does not have to review its community risk assessment if it expects to complete a new community risk assessment on or before the day it would complete the review.

Commencement

5. This Regulation comes into force on the later of January 1, 2019 and the day it is filed.

SCHEDULE 1 MANDATORY PROFILES

1. Geographic profile: The physical features of the community, including the nature and placement of features such as highways, waterways, railways, canyons, bridges, landforms and wildland-urban interfaces.

2. Building stock profile: The number of buildings in the community, their age, their major occupancy classifications within the meaning of Ontario Regulation 332/12 (Building Code) under the *Building Code Act, 1992* and their state of compliance with the fire code.

3. Critical infrastructure profile: The capabilities and limitations of critical infrastructure, including electricity distribution, water distribution, telecommunications, hospitals and airports.

4. Demographic profile: The composition of the community's population, respecting matters relevant to the community, such as population size and dispersion, age, gender, cultural background, level of education, socioeconomic make-up, and transient population.

5. Hazard profile: The hazards in the community, including natural hazards, hazards caused by humans, and technological hazards.

6. Public safety response profile: The types of incidents responded to by other entities in the community, and those entities' response capabilities.

7. Community services profile: The types of services provided by other entities in the community, and those entities' service capabilities.

8. Economic profile: The economic sectors affecting the community that are critical to its financial sustainability.

9. Past loss and event history profile: The community's past emergency response experience, including the following analysis:

1. The number and types of emergency responses, injuries, deaths and dollar losses.
2. Comparison of the community's experience with the experiences of comparable communities.

Note: Each profile is to be interpreted as extending only to matters relevant to fire protection services.



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ONTARIO ASSOCIATION OF FIRE CHIEFS MEMBER BRIEFING NOTE MCSCS REGULATIONS

DATE: February 7, 2018

SUBJECT: MCSCS Regulations on Mandatory Certification and Training, and Community Risk Assessments – OAFCh Response, Recommendations and Key Messages

FROM: Chief Stephen Hernen, President

INTRODUCTION

On January 25, the Ministry of Community Safety and Correctional Services (MCSCS) released two proposed regulations under the *Fire Protection and Prevention Act, 1997* (FPPA) related to new requirements for:

1. [Mandatory training and certification for firefighters](#); and
2. [Community risk assessments to inform the delivery of fire protection services](#).

The MCSCS is seeking public feedback on both regulations. Comments are due March 11, 2018.

The Ministry received input on how to modernize fire service delivery in the province from a group of fire service experts, known as the provincial Fire Safety Technical Table (the Table), which was established in January 2017. The Ministry reviewed and compiled the Table's recommendations to develop the proposed regulations.

A third regulation on public reporting was initially proposed to the Table. Lack of clarity in several parts of the regulation resulted in the need for a further legal review to be conducted (currently pending), which has delayed its process. We do not know when or if this regulation will be released.

This briefing note has been prepared to assist OAFCh members in the development of their responses to the draft MCSCS fire regulations. You are welcome to share this document with your municipal council. Comments on the regulations can be provided online at:

www.ontariocanada.com/registry/view.do?postingId=26546&language=en.

BACKGROUND

The Technical Table was established to examine current and emerging fire safety challenges and opportunities, identify priorities for action, and support the development of evidence-based recommendations that will enhance fire safety in Ontario.



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Its goals are to review new and emerging challenges in fire safety, with a view to identify opportunities to enhance delivery in Ontario, such as:

- Firefighter training and professionalism (e.g. identification of specialized knowledge requirements and core competencies);
- Public education and prevention measures, including community risk assessments;
- Provincial standards for fire services, such as fire dispatch; and
- Public reporting of fire service data.

The OAFCh is represented at the Technical Table by our President, Chief Stephen Hernen, and Executive Vice President, Chief Rick Arnel. Additional OAFCh members participated in the Table on behalf of their municipalities, including Deputy Chief Kim Ayotte, Ottawa; Chief Ted Bryan, Otonabee-South Monaghan; Chief John Hay, Thunder Bay; Deputy Chief Jim Jessop, Toronto; and Chief Shawn Armstrong, Kingston.

The Technical Table also consists of MCSCS and Office of the Fire Marshal and Emergency Management (OFMEM) executive and staff, the Ontario Professional Fire Fighters Association (OPFFA), the Toronto Fire Fighters Association (TPFFA), and the Fire Fighters Association of Ontario (FFAO), as well as an Association of Municipalities (AMO) staff member and a lower-tier CAO representative.

The Table met monthly over the course of 2017, offering input to the MCSCS on minimum standards for professional fire service qualifications. Those recommendations were reviewed by the MCSCS and used to develop the draft regulations, for final review by the Minister. "Final" draft versions of the regulations are **not** the same as presented at the OAFCh Midterm Meeting in November 2017.

OVERVIEW

Draft Regulation1 – Mandatory Certification

The MCSCS is proposing to establish mandatory certification requirements set out by the National Fire Protection Association (NFPA) for all new firefighters employed or appointed to a fire department for the following positions: suppression firefighters, pump operators, technical rescue, fire officers and fire educators.

These requirements are proposed to come into force January 1, 2019, with the exception of technical rescue, which would come into force January 1, 2020. An additional year for technical rescue to achieve certification is being proposed to allow for sufficient time to develop training and certification examination materials.

In addition, The MCSCS is proposing that mandatory certification requirements also set out by the NFPA apply to existing firefighters currently employed or appointed in fire departments across Ontario, including fire inspectors, fire investigators, fire instructors, hazardous materials personnel and fire dispatchers.

It is proposed that these mandatory certification requirements apply to existing firefighters, given these positions are exposed to increased risk, including risk to the individuals performing these roles. These requirements are proposed to come into force January 1, 2020 to give fire departments additional time to train and certify their staff. More information can be found [here](#) on the [Ontario Regulatory Registry](#).



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Draft Regulation 2 – Mandatory Community Risk Assessments

The MCSCS is proposing that municipalities be required to conduct a standard risk assessment every five years focusing on key profiles in their communities (e.g. demographics, geography, past fire loss and event history, critical infrastructure, building stock profile within the community, etc.).

Municipalities would be responsible for reviewing their risk assessment annually to ensure that any significant changes in the mandatory profiles are identified. If there are any significant changes (e.g. addition of retirement homes or care facilities), the municipality will be responsible for updating their assessment. This information will be used to inform decisions about fire protection services in their community. This requirement is proposed to come into force January 1, 2019. More information can be found [here](#) on the [Ontario Regulatory Registry](#).

ANALYSIS

Draft Regulation1 – Mandatory Training and Certification

We understand that under the proposed mandatory training and certification regulation, the minimum certification/training requirements will only be for new hires, as of January 1, 2019 (i.e. suppression firefighters [external attack/internal attack], pump operators, fire officers and public educators). The draft regulation requires only those firefighters, in the five categories noted above, hired after January 1, 2019, to be certified.

Fire inspectors and/or fire instructors that have been grandfathered and became a firefighter before January 1, 2019 need not certify to the level to which they have been grandfathered.

Fire investigators, technical rescue, fire dispatch and hazardous material personnel cannot be grandfathered. Thus, those in the aforementioned roles, who are currently employed or appointed in fire departments, must all be certified by January 1, 2020.

The MCSCS is still attempting to gather information on fire services that do their own dispatch, which will be captured in this draft regulation; however, the MCSCS is looking to include other fire dispatch service providers in future regulations. In rural and northern Ontario, there are many other non-fire services that provide fire dispatch services. The full extent of different types of dispatch and where it occurs is not known at this time to the MCSCS or the OFMEM. A survey was conducted in November 2017 to gather this information; however, it was not successful in gathering sufficient information. Another survey is being conducted in February 2018 to retrieve additional data.

We understand that the MCSCS will consider provincial funding to support implementation of this regulation, once final; however, no decisions or commitments have been made. The MCSCS is scheduled to send a survey to all fire departments (release date to be determined) in order to understand the needs and potential gaps in the current training, certification, risk assessment and public reporting within Ontario's fire services, as well as to identify fire services' challenges in meeting the new fire services regulations requirements. Survey responses will inform the Ministry's implementation plan, including whether additional funding is available.



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OAFCh urges all municipal fire services to respond to the MCSCS survey, highlighting funding requirements to support implementation of the regulations. You need to clearly identify how achievable the mandatory certification will be, and the additional training costs that will be necessary. The value of any additional training (both time and costs) should be outlined in your response. We must advocate collectively.

The OAFCh believes sections of the Mandatory Training and Certification regulation require amendments to improve understanding and compliance.

- The Internship Program of 24 months needs to be expanded to include all applicable areas and positions, such as fire inspectors and Fire Officer I & II, replacing the limiting language found in section 3(b). As it's currently written, the regulation only applies to new hires.
- Table 1: Wording needs to be introduced to ensure future updates to NFPA standards are implemented by the Authority Having Jurisdiction (AHJ) as standards are updated, published, and testing/skills are made available. This will support and complete the certification process.
- Commencement: The date of implementation needs to be reviewed. With an election year upon us, there likely is not enough time before July 2018, or at the initial council meeting on/or after December 1st, 2018, to make decisions (e.g. training funding) to ensure full implementation of the Mandatory Training and Certification regulation. For this reason, a later effective date is needed.
 - In the meantime, all departments are urged to begin the work to move their department toward compliance with the regulations.
- Commencement: Certification for some individual chapters within NFPA 1006 may not be available for the January 1, 2020 deadline. Additional wording should be added, allowing the AHJ to manage the implementation of NFPA 1006 Technical Rescue as the standards are updated, published, and testing/skills are made available, in order to support and complete the certification process.

Draft Regulation 2 – Mandatory Community Risk Assessments

We understand that the OFMEM will be providing support and assistance for small rural and northern municipalities in completing the Community Risk Assessments. The regulation speaks to the OFMEM providing the approved, standardized fillable form for fire departments for Community Risk Assessments (i.e. the former Simplified Risk Assessment form).

The OAFCh believes this regulation, specifically under Schedule 1 Mandatory Profiles, requires amendments to improve understanding and compliance.

- The reference to building stock and classifications should use MPAC data to classify building usage in regards to fire risk.
- Section 2: Reporting the “state of compliance within the fire code” should be deleted as this is directly dependent upon municipalities’ set level of service for fire prevention (e.g. fire inspections upon request or complaints as permitted, under the FPPA). This item is not attainable.
- Section 6: In a multi-tier government (e.g. lower-tier fire, upper-tier EMS and provincial police), the data required for public safety response profile is not attainable.
- Section 7: While the community services profile has some duplication of the risk assessments under Emergency Management and Planning, it should be considered a risk assessment



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specifically for the risks that can/should be addressed by that reporting fire service, as indicated by E&R bylaws or other legislation.

- Specific risks around technical rescue are not captured in a HIRA, for example.
- Another example would be risk associated with property inspection frequencies.
- The Mandatory Risk Assessment for fire, under Section 7 of this regulation, needs clarification on content and formatting as a stand-alone document.
- Section 9 (2): Comparison to other “like” communities may be difficult to achieve. Reporting against provincial trends would be more appropriate.

OAFCh POSITION AND KEY MESSAGES

Professionalization of the Ontario Fire Service

- The OAFCh supports the Fire Safety Technical Table’s mandate, recognizing the proposed regulations are an important stride forward in the professionalization of the Ontario fire service.
- The OAFCh applauds the provincial government for taking steps to modernize the FPPA.
- The MCSCS proposed regulation on mandatory training and certification is the culmination of 25 years of effort to professionalize the Ontario fire service.
- For decades, the OAFCh has continually worked to enhance and professionalize the Ontario fire service.
 - In 1987, the OAFCh formed a Task Force to prepare a plan to implement fire service standards. The Task Force report, *Paradigm for Progress*, presented an action plan for implementation of fire service standards in the Province of Ontario.
 - The Professional Standards Setting Body (PSSB) was officially established in 1989 under the auspices of the OAFCh, and in co-operation with the Office of the Fire Marshal. Its mandate was to support the professionalization process for the Ontario fire service and set job performance standards for all levels within the Ontario fire service.
 - The OAFCh held ownership of the Ontario Fire Service Standards and was responsible for the development and maintenance of the standards.
 - The Office of the Fire Marshal was deemed responsible for curriculum development, course delivery, as well as knowledge and skills testing.
 - Certification to the Ontario Fire Service Standards was a joint venture of the OAFCh and the Office of the Fire Marshal that did not receive widespread support, especially from the majority of Ontario’s fire services.
 - In June 1993, the first edition of the Company Officer Standards was published.
 - In 2007, professional standards and core competencies were updated for company officers, fire chiefs, deputy fire chiefs, emergency vehicle technicians, fire prevention officers, fire service communicators, firefighters, senior officers and training officers.
 - In 2012, OAFCh members had a detailed review, and decided to discontinue the support of the Ontario Fire Service Standards for a number of financial, legal and reciprocity reasons.
 - At this time, the NFPA Professional Qualification Standards – currently the standards used throughout the rest of Canada, the USA and other areas of the world, were accepted by OAFCh members, by [resolution](#), as the recognized fire service standards in Ontario.
 - During that time, the OAFCh continued to offer support to the Office of the Fire Marshal in the development of education, training, skills and certification to the NFPA Professional Qualifications Standards.



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Commitment to Public Safety

- The Fire Safety Technical Table was established with the vision of enhancing fire safety province-wide through the provision of effective, cost-efficient and sustainable fire safety services.
- Training and certifying your fire service personnel to the standards set out in the regulations improves both firefighter and public safety.
- As per the FPPA, the onus is on the municipality to have properly trained fire service personnel that meet the level of service municipal council has determined to be appropriate for its community.
- Mandating the training and certification of personnel performing and delivering fire services improves public safety. It also reduces municipal risk exposure, as third-party companies cannot certify fire service personnel. Certification can only be achieved at the provincial, standardized level.

Implementation Challenges

- The OAFCh believes that specialized funding must be provided to **all** fire services to support implementation of the regulations.
- The OAFCh recognizes there are timing concerns and cost implications for departments to support compliance with the regulations.
- The OAFCh encourages any fire department who did not take advantage of grandfathering in 2013/14, which will be re-opened to specifically support implementation of the regulations (date to be determined), to use this option to certify its fire service personnel.
- The OAFCh believes that OFMEM should allow fire departments who previously grandfathered personnel to grandfather any additional staff that did not qualify in 2013/14, once grandfathering is re-opened.
- There has been significant training over the years to NFPA standards outlined in the regulations, which is already limiting risk exposure.
- Access to free, online testing through the OFMEM will aid the certification process and reduce municipal travel expenses. OFMEM **must** ensure these services are available to departments, in a timely manner, otherwise success/compliance is not likely.
- While the regulations do not detail how non-compliance will be handled, there is great liability risk to a municipality if it does not certify to the new mandatory standard for all categories of fire operations, in the event something unfortunate occurs.
 - Although there is protection from personal liability and indemnification provisions in the FPPA (see s. 74, 75, 76), it is only for those working in fire services (municipal or provincial) and not for municipal corporations.
- The OAFCh, in alignment with AMO, believes that liability indemnification should be available for all municipal governments who comply with these new regulations at least 12 months before the training and certification regulation comes into force.
 - If the province does provide liability indemnification to accompany these regulations, the province should provide sufficient funding to municipalities to cover the new training and certification costs for those designated positions at least 12 months before the training and certification regulation comes into force for those positions.
 - If sufficient provincial funding is not provided to municipal governments, the province will be knowingly creating a new unfunded mandate on municipalities.



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RECOMMENDATION

That all OAFCh members use the messaging below in their response to the draft regulations, in addition to other relevant local details, so the government is aware of the unique concerns across Ontario's fire service. Comments are due by March 11, 2018.

OAFCh urges all municipal fire services to respond to the MCSCS survey, scheduled to be released this month, highlighting funding requirements to support implementation of the regulations. You need to clearly identify how achievable the mandatory certification will be, and the additional training costs that will be necessary. The value of any additional training (both time and costs) should be outlined in your response. We must advocate collectively.

The OAFCh believes the following amendments to the regulations should be made before they become law, in order to improve understanding and compliance. We urge all fire chiefs and their municipalities to echo these requests in their comments to the Ministry.

- **Mandatory Training and Certification Draft Regulation:**
 - That the Mandatory Training and Certification regulation not come into force until at least July 1, 2019, preferably January 1, 2020, to allow municipal councils and their fire services to make all the necessary training funding decisions. It will also enable the provincial government to provide the necessary funding for training and liability indemnification 12 months prior to the regulations coming into force.
 - That the OFMEM must ensure timely access to free, online testing for departments.
 - That the Internship Program of 24 months be expanded to include all applicable areas and positions, such as fire inspectors and Fire Officer I & II, replacing the limiting language found in section 3(b). As it's currently written, the regulation only applies to new hires.
 - That Table 1 be revised to include wording that ensures future updates to NFPA standards are implemented by the Authority Having Jurisdiction (AHJ) as standards are updated, published, and testing/skills are made available. This will support and complete the certification process.
 - Certification for some individual chapters within NFPA 1006 may not be available for the January 1, 2020 deadline. Therefore, additional wording should be added to the regulations, allowing the AHJ to manage the implementation of NFPA 1006 Technical Rescue as the standards are updated, published, and testing/skills are made available, in order to support and complete the certification process.
- **Community Risk Assessments (Schedule 1 Mandatory Profiles) Draft Regulation:**
 - That the reference to building stock and classifications should use MPAC data to classify building usage in regards to fire risk.
 - That the line about reporting the "state of compliance within the fire code" in Section 2 be deleted, as this is directly dependent upon municipalities' set level of service for fire prevention (e.g. fire inspections upon request or complains as permitted, under the FPPA).
 - That Section 6 be removed. In a multi-tier government (e.g. lower-tier fire, upper-tier EMS and provincial police), the data required for a public safety response profile, as currently called for in the draft regulation, is not attainable.



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- That the mandatory risk assessment for fire, under Section 7 of this regulation, be clarified in regards to content and formatting as a stand-alone document.
- That Section 9(2) be edited to remove the requirement to compare to other “like” municipalities, as this data is not readily available. Reporting against provincial trends would be more appropriate.

CLOSING STATEMENT

The OAFC appreciates that you may have additional questions or concerns, specific to your department. We are keeping a running list of Frequently Asked Questions (FAQs), and doing our best to provide accurate responses, once we receive clarification from MCSCS (as needed). Please visit the OAFC website to review the FAQs (you must be logged in to view): www.oafc.on.ca/frequently-asked-questions-faqs-mcscs-draft-regulations

Should you or your municipal council have further questions, please contact Richard Boyes, OAFC Executive Director, by phone at 905-426-9865 or email to richard.boyes@oafc.on.ca. Questions will be added to the FAQ webpage as they are received.

We recognize you may still need time to digest the regulations and the potential impact to your department; however, we are pleased on the progress the regulations represent toward professionalizing the Ontario fire service, ultimately in support of our mission to improve public and firefighter safety.



REPORT N° PRO2018-006

Date	21/02/2018
Submitted by	Brian Wilson
Subject	New Fire Stations Progress Report
File N°	Click here to enter text.

1) **NATURE/GOAL :**

To provide Committee with an update on the progress thus far with the new Fire/Bylaw/EMS facilities in both Rockland, and Bourget.

2) **DIRECTIVE/PREVIOUS POLICY :**

Council passed resolution 2017-114 on May 15, 2017, which read:

BE IT RESOLVED THAT By-law No. 2017-70, to authorize the Mayor and the City Clerk to award a project management contract to Colliers Project Leaders to act as Project Management for the design-build project of the two fire stations (Bourget and Rockland), for an amount not to exceed \$233,000, excluding HST, be adopted.

Council defeated resolution 2017-205 on Sep 18, 2017, which read:

BE IT RESOLVED THAT Report No. PRO2017-016 be received; and

BE IT RESOLVED THAT Council approves Option A with a revised budget in the amount of \$6,429,109.31 for the construction of a joint Fire/Bylaw/EMS facility in Rockland, which includes a 10% contingency; and

BE IT FURTHER RESOLVED THAT Council approves a revised budget in the amount of \$3,831,830 for the construction of a joint Fire/EMS facility in Bourget, which includes a 10% contingency; and

BE IT FINALLY RESOLVED THAT Council delegates to the Chief Administrative Officer the authority to negotiate with the United Counties of Prescott and Russell, the potential sale of the EMS facility on Landry Road.

Council passed resolution 2017-206 on Sep 18, 2017, which read:

BE IT RESOLVED THAT Council approves a revised budget in the amount of \$3,500,000 for the construction of a Fire/By-law facility in Rockland, plus a 10% contingency; and

BE IT FURTHER RESOLVED THAT Council approves a budget in the amount of \$3,000,000 for the construction of a Fire facility in Bourget, which includes a 10% contingency; and

BE IT FINALLY RESOLVED THAT Council delegates to the Chief Administrative Officer the authority to negotiate with the United Counties of Prescott and Russell, a lease rental cost and the potential sale of the EMS facility on Landry Road.

Council passed resolution 2017-269 on Dec 4, 2017, which authorized the City to sign an Memorandum of Understanding (MOU) with the United Counties of Prescott & Russell regarding the construction of new paramedic stations, to be conjoined with the new fire stations, for

a determined lease rate, and also provided direction to staff that upon execution of this MOU, additional funding for the construction of a new paramedic station in Rockland be approved for \$2,110,913.77, and in Bourget be approved for \$569,755.02.

Total approved budget for the design and construction of the new stations as follows:

Rockland – Fire/Bylaw/EMS	\$ 5,960,913.77
Bourget – Fire/EMS	\$ 3,569,755.02

3) **DEPARTMENT’S RECOMMENDATION :**

THAT Report No. PRO2018-006 related to current progress of the new fire stations, be received as information.

QUE le rapport PRO2018-006 relié à l’état d’avancement des nouvelles casernes, soit reçu à titre d’information.

4) **BACKGROUND :**

Colliers Project Leaders was brought on as the Project Manager for this project due to the size, scale and scope of this project. Colliers is recognized as a leader in the field of project management, and has a wealth of experience in designing and building fire stations in the region, across the Province, and across the Country.

Since coming on board, Colliers has worked collaboratively with municipal staff in a number of key planning and developments steps including:

- Due Diligence Studies
 - Bourget – Phase I ESA Report
 - Bourget – Geotechnical Report
 - Bourget – Phase II ESA Report
 - Bourget – Legal Plan
 - Rockland – Geotechnical Report
 - Rockland – Building Condition Assessment
 - Rockland – Designated Substance Report
 - Rockland – Environmental Investigation & Remediation Report
- Conceptual Design
 - Bourget – Initial Concept & Options
 - Bourget – Revised Concept
 - Rockland – Initial Concepts & Options
 - Rockland – Revised Concept
- Budget Development and Reports to Council
 - Bourget – Multiple Cost Estimates
 - Rockland – Multiple Cost Estimates

- Owner Statement of Requirements
 - Bourget – Conceptual Site Plans
 - Bourget – Conceptual Floor Plans
 - Bourget – Room Data Sheets
 - Bourget – Furniture and Appliance List
 - Bourget – Statement of Requirements for UCPR
 - Rockland – Conceptual Site Plans
 - Rockland – Conceptual Floor Plans (New)
 - Rockland – Conceptual Renovation Floor Plans
 - Rockland – Conceptual Front Elevation Plan
 - Rockland – Room Data Sheets
 - Rockland – Furniture and Appliance List
 - Rockland – Statement of Requirements for UCPR
 - Design Brief for both stations
- Procurement
 - Development of RFQ Documents
 - Management of RFQ procurement process with City's Procurement Officer
 - Evaluation of RFQ Proposals
 - Development of Pre-Qualified List
 - Development of tender documents for design-build
 - Legal review of tender documents for design-build
 - Management of Design-Build tender process with City's Procurement Officer
 - Managing of proponent Q&As during tender process (on-going)
 - Managing site visit of Rockland station (during tender process)

The City pre-qualified six (6) potential bidders as part of the pre-qualification process, and is currently out to tender for the design-build portion of this project. The current tender closes in early March, and it is anticipated that there will be 4-5 proponents submitting proposals for evaluation.

5) **DISCUSSION :**

Municipal staff, along with the Colliers Team, has worked extensively to provide detailed information for potential proponents for this project. Colliers has assured municipal staff that the information provided thus far in the process to potential bidders meets or exceeds what is common in the industry for projects of this scope and nature.

Six addendums to the tender documents have been issued as of the writing of this report, to provide clarification to bidder questions submitted to the City's Procurement Officer. The correspondence and questions received to date from the bidders, along with the comments and questions received at the site visit, show tremendous interest in

the project. It is anticipated that additional addendums may be released before the tender process finally closes.

Based on current timing, it is anticipated that this tender process will close in early March, with evaluations happening as soon as possible. Municipal staff expect to bring a report back to Council for award of this tender process in either late March, or early April.

Once the design-build contractor has been selected, it is anticipated that the design process will commence immediately, with a sequential design/permit/approval process enabling construction to begin as soon as possible.

Based on current timing, it is anticipated that the Bourget facility will be completed first, with an anticipated completion date of early-mid 2019, with Rockland following one or two months later (due to the two-stage process of constructing the new station, followed by the renovation and retrofit of the existing building).

- 6) **CONSULTATION:**
Colliers Project Leaders
- 7) **RECOMMENDATIONS OR COMMENTS FROM COMMITTEE/ OTHER DEPARTMENTS :**
As previously identified
- 8) **FINANCIAL IMPACT (expenses/material/etc.):**
As previously identified
- 9) **LEGAL IMPLICATIONS :**
As previously identified
- 10) **RISK MANAGEMENT :**
As previously identified
- 11) **STRATEGIC IMPLICATIONS :**
As previously identified
- 12) **SUPPORTING DOCUMENTS:**
None



RAPPORT N° 2018-02-05

Date	Le 14 février 2018
Soumis par	Pierre Boucher
Objet	Budget des garderies 2017 /2018
# du dossier	F05-GAR

1) **NATURE / OBJECTIF :**

Le but de ce rapport est :

1. D'expliquer les défis encourus au budget 2017 (déficit budgétaire au montant de 504 400\$)
2. D'adresser le manque à gagner potentiel au budget 2018.

2) **DIRECTIVE/POLITIQUE ANTÉCÉDENTE :**

Depuis plusieurs années, le secteur des garderies du Service Communautaire doit composer régulièrement avec un manque à gagner. Le Service avait comme directive de travailler en fonction de minimiser l'impact budgétaire de ce secteur.

3) **RECOMMANDATION DU SERVICE:**

ATTENDU QUE le Service anticipe un déficit budgétaire de 232 695\$ au budget des opérations de 2018; et

ATTENDU QUE le Service a comme directive de la part du conseil municipal de travailler en fonction de minimiser l'impact budgétaire du secteur de garderie afin d'atteindre une équité entre les dépenses et les revenus

QUE le comité plénier recommande au conseil municipal d'approuver l'option 1 présenter dans le rapport 2018-02-05 soit une augmentation moyenne des taux de 11%, tel que recommandé; et

QUE ces augmentations de taux soient effectives à partir de la prochaine entente de service qui entre en vigueur le premier juillet 2018.

WHEREAS the department anticipates a budget deficit of \$232 695 to the 2018 operations Budget; and

WHEREAS the department received the mandate from Municipal Council to work at reducing the Daycare budget impacts in order to achieve an equity between expenses and revenues.

THAT the Committee of the Whole hereby recommends to Municipal Council to approve option 1 presented in the 2018-02-05 report, which is an average rate increase of 11%, as recommended; and

THAT these rate increases be effective from the next service agreement which comes into effect on July 1, 2018.

4) **HISTORIQUE :**

Le déficit des 4 dernières années du Service de Garderies fut :

	2015	2016	2017	2018
(Déficit)/Surplus budgété	(28,611)	52,109	52,109	(48,345)
(Déficit réalisé)	(735,634)	(153,297)	(504,400)	
Déficit anticipé				(232,695)

Frais 4 dernières années du Service de Garderies de la Cité :

	2015	2016	2017	2018	Moyenne d'augmentation annuelle
BAMBINS	40.15	41.75	43.40	46.90	5.33%
PRÉSCOLAIRES	39.75	41.53	43.00	45.15	4.34%
PARASCOLAIRES	18.95	19.60	20.00	20.00	1.82%
PARASCOLAIRES PLEINE JOURNÉE	26.70	27.60	28.15	28.15	1.79%
AM seulement	10.40	15.00	15.00	15.00	14.74%
PM seulement	12.00	15.00	15.00	15.00	8.33%

Comparables des frais de garderies avoisinantes :

Tableau des comparables des garderies 2018						
GARDERIE	BAMBIN	PRÉSCOLAIRE	PARASCO/ JRS SCOLAIRE	AM SEULEMENT	PM SEULEMENT	PLEINE JOURNEE
Tiny Hoppers Rockland	49.50	47.75	22.50	22.50	22.50	22.50
Little School Orleans	68.09	58.29				
Becasseaux Orléans	59.73	49.94	17.17	17.17	17.17	17.17
Coccinelle Orléans	59.00	49.50	19.44	9.86	11.25	40.00
Heritage Ottawa	75.00	58.50	23.00	23.00	23.00	23.00
Montfort Ottawa	57.60	50.00	20.75	6.00	18.40	40.00
Oasis Ottawa	66.00	50.70				
Tableau de taux des comparaisons						
Clarence- Rockland actuel	46.90	45.15	20.00	15.00	15.00	28.15
Clarence- Rockland; recommand. de l'admin.	52.50	50.50	22.00	16.50	16.50	31.00
Taux des garderies moyen comparables	62.13	52.10	20.57	15.71	18.46	28.53

5) DISCUSSION :

Explications des défis encourus au budget 2017 :

Revenus :

- L'ouverture des nouveaux locaux dans les centres suivants : St-Patrick et Carrefour Jeunesse, furent repoussés à deux reprises et ces changements furent hors du contrôle du Service.
- Nous avons dû attendre plus longtemps que prévu pour les permis d'opération requis auprès du Ministère de L'Éducation.

- Il y a eu la fermeture temporaire de la garderie St-Patrick pour l'été 2017, par le conseil scolaire, pour des rénovations majeures requises à l'école.

Ces changements ont retardé l'enregistrement des nouveaux clients. Les changements au niveau des relocalisations des groupes ainsi que le défi au niveau des enregistrements des nouveaux clients ont donc contribué en partie aux manques à gagner de ces revenus anticipés.

Pour l'instant nous ne pouvons pas confirmer avec exactitude la somme de perte de revenus que ces imprévus ont eus comme impact au budget 2017.

De plus, nous avons surévalué les revenus des parents payeurs depuis quelques années et nous estimons le manque à gagner pour ces items en 2017 à 292 620\$

Puisque les revenus des parents payeurs au budget 2018 furent estimés selon les mêmes barèmes que le budget précédent, nous croyons que le Service aura un défi budgétaire anticipé d'environ 274 195 \$.

Dépenses :

- Lors de l'élaboration du budget 2017, il y a eu une sous-évaluation des salaires et bénéfices totalisant 186,780\$ pour les garderies. Ce montant a été adressé au budget 2018, puisque le modèle des salaires a été entièrement revu.
- Le montant de temps supplémentaire a été 43 194\$ plus élevé que le budget proposé en 2017. Le montant de temps supplémentaire budgété était loin de la réalité et 25 000\$ a déjà été ajusté dans le budget de 2018 afin d'adresser ce problème.
- Un montant de 14 425\$ peut être expliqué par les heures supplémentaires qui ont été nécessaires pour l'ouverture des nouveaux locaux et des déménagements au cours de l'année. Ce montant n'est pas à corriger en 2018 puisque ces événements ne se reproduiront pas.
- Un montant de 45 481\$ en surplus du budget a été nécessaire pour les salaires de temps partiel pour le remplacement d'employés absents, afin de respecter le ratio et les normes du Ministère applicables.

Le total des dépenses aurait été déficitaire de 275 416\$, par contre il y a eu des économies au niveau de certains matériaux totalisant 31 026\$.

Le Service est d'avis que nous pouvons réduire notre base budgétaire 2018 d'une somme de 41 500\$ pour les matériaux et voyages puisque nous avons obtenu une partie des montants des Comtés Unis au mois de décembre 2017 pour absorber la somme nécessaire reliée aux matériaux.

Nous avons identifié un montant nécessaire supplémentaire, requis pour la formation, au budget de 2018 au montant de 4 000\$. Le département propose de réduire le montant du budget puisque les Comtés Unis déboursent la somme nécessaire à la formation.

Après ces ajustements, nous estimons que le manque à gagner au budget de 2018 sera d'environ **232 695\$**. Voir le tableau ci-dessous pour un résumé des explications.

Évaluation sommaire du Service	
Variance budgétaire en 2017	504,400 \$
Salaires adressés au budget 2018	186,780
Temps supplémentaire adressé au budget 2018	25,000
Formation adressé au budget 2018	4,000
Temps supplémentaire ouverture des nouveaux locaux et déménagements des groupes. Ne devrait pas se reproduire en 2018	14,425
Sous total à adresser en 2018	274,195
Réduction de base budgétaire (matériaux et voyages)	41,500
Total du montant à adresser en 2018	232,695 \$

Le Service est d'avis qu'il serait de mise que nous adressions le manque à gagner à partir de la prochaine entente qui entre en vigueur le premier juillet 2018. Ces changements de taux seraient circulés aux parents 3 mois avant l'entrée en vigueur du prochain contrat.

Le service présente dans le tableau à l'annexe A les options afin d'adresser le déficit prévu en 2018.

- 1 : La première option permet d'adresser le montant total grâce à une augmentation des taux d'environ 11%.
- 2 : La deuxième option permet d'adresser le déficit anticipé en répartissant une plus grosse partie de l'augmentation sur les groupes les plus couteux.

Le tableau suivant présente les taux pour chacune des options ainsi que l'augmentation totale pour 2018. L'augmentation révisée comprend l'augmentation qui a déjà été approuvée en 2018 par rapport au taux de 2017.

Option 1		Originale		Révisé	
	2017	Taux 2018	Augmentation %	Taux 2018	Augmentation %
BAMBINS	43.40	46.90	8%	52.5	21%
PRÉSCOLAIRES	43.00	45.15	5%	50.5	17%
PARASCOLAIRES	20.00	20.00	0%	22	10%
PARASCOLAIRES PLEINE JOURNÉE	28.15	28.15	0%	31	10%
AM ou PM	15.00	15.00	0%	16.5	10%

Option 2		Originale		Révisé	
	2017	Taux 2018	Augmentation %	Taux 2018	Augmentation %
BAMBINS	43.40	46.90	8%	60	38%
PRÉSCOLAIRES	43.00	45.15	5%	53	23%
PARASCOLAIRES	20.00	20.00	0%	21	5%
PARASCOLAIRES PLEINE JOURNÉE	28.15	28.15	0%	30	7%
AM ou PM	15.00	15.00	0%	16	7%

L'administration recommande une augmentation des taux de garderie de 11% afin de combler le déficit total en 2018.

Les revenus supplémentaires en 2019 permettra de combler l'augmentation des salaires reliés au coût de la vie et ainsi une deuxième augmentation ne sera probablement pas nécessaire, par contre, ceci sera à évaluer lors du budget 2019.

6) **CONSULTATION :**
N/A

7) **RECOMMANDATION OU COMMENTAIRES DU COMITÉ :**
N/A

8) **IMPACT FINANCIER (monétaire/matériaux/etc.):**

Le département prévoit faire un déficit de 232 695 \$ en 2018 avant d'adopter une solution à ce problème, principalement dû au fait que les revenus budgétés sont trop élevés.

La recommandation de l'administration, soit d'augmenter les taux en moyenne de 11%, permettra d'adresser ce déficit en 2018 et ainsi le département devrait être en mesure d'atteindre les revenus budgétés.

9) **IMPLICATIONS LÉGALES :**

N/A

10) **GESTION DU RISQUE (RISK MANAGEMENT) :**

Advenant que le conseil décide de ne pas adresser le déficit prévu d'environ **232 695 \$** au budget 2018, nous aurons ce défi budgétaire à adresser dans le futur.

11) **IMPLICATIONS STRATÉGIQUES :**

N/A

12) **DOCUMENTS D'APPUI:**

N/A

Montant à adresser en 2018 : \$232 695

Option 1 : Augmentation moyenne des taux de 11 %						
	Nombre d'enfants actuel *	Taux 2018	Nombre de jours par année	Taux proposés 2018	Aug. par jour	Aug. total pour la durée de l'entente
Bambin	43	\$46.90	239	\$52.50	\$5.60	\$1,338
Préscolaire	82	\$45.15	239	\$50.50	\$5.35	\$1,278
AM / PM	414	\$20.00	187	\$22.00	\$2.00	\$374
AM OU PM	255	\$15.00	187	\$16.50	\$1.50	\$280
Pédagogique	469	\$28.15	5	\$31.00	\$2.85	\$15.00
Mars	299	\$28.15	7	\$31.00	\$2.85	\$20
Été	404	\$28.15	38	\$31.00	\$2.85	\$108
Noël	269	\$28.15	7	\$31.00	\$2.85	\$20
Augmentation des revenus prévue en 2018						\$225 266
Déficit budgétaire restant à combler en 2018						\$7 429

Option 2 : Augmentation en grande partie selon les groupes déficitaires						
	Nombre d'enfants actuel *	Taux 2018	Nombre de jours par année	Taux proposés 2018	Aug. par jour	Aug. total pour la durée de l'entente
Bambin	43	\$46.90	239	\$60.00	\$13.10	\$3 131
Préscolaire	82	\$45.15	239	\$53.00	\$7.85	\$1 876
AM / PM	414	\$20.00	187	\$21.00	\$1.00	\$187
AM OU PM	255	\$15.00	187	\$16.00	\$1.00	\$159
Pédagogique	469	\$28.15	5	\$30.00	\$1.85	\$9
Mars	299	\$28.15	7	\$30.00	\$1.85	\$13
Été	404	\$28.15	38	\$30.00	\$1.85	\$52
Noël	269	\$28.15	7	\$30.00	\$1.85	\$13
Augmentation des revenus prévue en 2018						\$226 853
Déficit budgétaire restant à combler en 2018						\$5 860

* La moyenne d'enfants est basée sur les 4 derniers mois d'opération