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

October 22, 2019, 7:00 pm
Council Chambers
415 rue Lemay Street, Clarence Creek, Ont.

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CORPORATION DE LA CITÉ DE
CLARENCE-ROCKLAND
COMITÉ PLÉNIER

le 22 octobre 2019, 19 h 00
Council Chambers
415 rue Lemay Street, Clarence Creek, Ont.

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Declaration of pecuniary interest
Déclaration d'intérêt pécuniaire

Date of meeting Date de la réunion:	
Item Number Numéro de l'item:	
Subject of the item: Sujet de l'item :	
Name of Council Member Nom du membre du conseil	

I, _____, hereby declare a pecuniary interest in the matter identified above for the following reason :

Je, _____, déclare un intérêt pécuniaire en ce qui concerne l'article ci-haut mentionné, pour la raison suivante :

Name (print)	Signature	Date

This declaration is filed in accordance with the *Municipal Conflict of Interest Act* and will be recorded in the meeting minutes and will be made available in a public registry. / Cette déclaration est soumise sous la *Loi sur les conflits d'intérêt municipaux* et sera enregistrée dans le procès-verbal de la réunion et sera disponible dans un registre public.

Excerpt from the Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50

DUTY OF MEMBER

When present at meeting at which matter considered

5 (1) Where a member, either on his or her own behalf or while acting for, by, with or through another, has any pecuniary interest, direct or indirect, in any matter and is present at a meeting of the council or local board at which the matter is the subject of consideration, the member,

(a) shall, prior to any consideration of the matter at the meeting, disclose the interest and the general nature thereof;

(b) shall not take part in the discussion of, or vote on any question in respect of the matter; and

(c) shall not attempt in any way whether before, during or after the meeting to influence the voting on any such question. R.S.O. 1990, c. M.50, s. 5 (1).

Where member to leave closed meeting

(2) Where the meeting referred to in subsection (1) is not open to the public, in addition to complying with the requirements of that subsection, the member shall forthwith leave the meeting or the part of the meeting during which the matter is under consideration. R.S.O. 1990, c. M.50, s. 5 (2).

Extrait de la Loi sur les conflits d'intérêts municipaux, L.R.O. 1990, chap. M.50

OBLIGATIONS DU MEMBRE

Participation à une réunion où l’affaire est discutée

5 (1) Le membre qui, soit pour son propre compte soit pour le compte d’autrui ou par personne interposée, seul ou avec d’autres, a un intérêt pécuniaire direct ou indirect dans une affaire et participe à une réunion du conseil ou du conseil local où l’affaire est discutée, est tenu aux obligations suivantes :

a) avant toute discussion de l’affaire, déclarer son intérêt et en préciser la nature en termes généraux;

b) ne pas prendre part à la discussion ni voter sur une question relative à l’affaire;

c) ne pas tenter, avant, pendant ni après la réunion, d’influencer de quelque façon le vote sur une question relative à l’affaire. L.R.O. 1990, chap. M.50, par. 5 (1).

Exclusion de la réunion à huis clos

(2) Si la réunion visée au paragraphe (1) se tient à huis clos, outre les obligations que lui impose ce paragraphe, le membre est tenu de quitter immédiatement la réunion ou la partie de la réunion où l’affaire est discutée. L.R.O. 1990, chap. M.50, par. 5 (2).

DEVELOPMENT CHARGES BACKGROUND STUDY

City of Clarence-Rockland

Version for Public Consultation

HEMSON Consulting Ltd.

September 18, 2019

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EXECUTIVE SUMMARY

The following summarizes the findings of the City of Clarence-Rockland's 2019 Development Charges Background Study.

A. STUDY CONSISTENT WITH DEVELOPMENT CHARGES LEGISLATION

- This study calculates development charges for the City of Clarence-Rockland in compliance with the provisions of the *Development Charges Act, 1997* (*DCA*) and its associated regulation (*Ontario Regulation 82/98*).

- On January 26, 2015, the Council of the City of Clarence-Rockland passed Development Charges By-law 2015-13. Council must pass a new by-law in advance of the expiry of By-law 2015-13 in order to continue collecting development charges.

- The City needs to continue implementing DCs to fund capital projects throughout Clarence-Rockland so that new development pays for its capital requirements to the extent allowed by the *DCA* and so that new services required by growth are provided in a fiscally responsible manner.

- The *DCA* and *O. Reg. 82/98* require that a development charges background study be prepared in which development charges are determined with reference to:

  - a forecast of the amount, type and location of residential and non-residential development anticipated in the City;

  - a review of future capital projects, including an analysis of gross expenditures, funding sources and net expenditures incurred or to be incurred by the City to provide for the expected development, including the determination of the development and non-development-related components of the capital projects; and

  - an examination of the long-term capital and operating costs for the capital infrastructure required for each service to which the development charges by-laws would relate.

- This report identifies the development-related net capital costs attributable to development that is forecast to occur in the City. These costs are apportioned

to types of development (residential, non-residential) in a manner that reflects the increase in the need for each service.

- The capital programs contained in this report form the basis of the calculation of the proposed development charges for the City of Clarence-Rockland.

B. ALL SERVICES WITH DEVELOPMENT-RELATED COSTS INCLUDED IN THE ANALYSIS

The following City services have been included in the development charge analysis:

- Fire Services;
- Public Works;
- Roads and Related;
- Waterworks; and
- Sanitary Sewage.

It should be noted that the services included for development charges recovery in this study relate solely to non-discounted services. Discounted services such as Library, Parks and Recreation, By-law Enforcement and General Government, for which development charges are currently collected for, will continue to be inforce at the existing rates until the earlier of the prescribed date (currently proposed to be January 1, 2021 under draft regulation) or until the City implements a Community Benefits Charges By-law. Although a development charge is not being recalculated for discounted services at this time, the development charges at the existing rates are included in a summary of the total charges for illustration purposes in this study. A community benefits charge strategy, under separate cover, will need to be prepared in order to implement a Community Benefits Charge by-law under the provisions of the *Planning Act* by January 1 2021 as identified by draft regulations.

For Transit Services, the City of Clarence-Rockland will no longer be administering a commuter bus system due to declining ridership and high costs. A private company will continue to operate the route, therefore no additional transit capital costs are anticipated in this planning period, as such, no development charge is calculated for this service.

C. APPROACH USED TO CALCULATE DEVELOPMENT CHARGES

- Development charge rates have been established under the parameters and limitations of the *DCA.* This study provides the rationale and basis for the calculated rates.

- A City-wide average cost approach is used to calculate development charges for all services. This approach results in uniform charges levied throughout the City.

- The calculated charges are the maximum charges the City may adopt. Lower charges may be approved; however, this will require a reduction in the capital plan and reduced service levels, or financing from other sources, likely property taxes or utility rates.

D. DEVELOPMENT FORECAST

- A forecast of the amount, type and location of residential and non-residential development anticipated in the City to 2028 is included in this report and was informed by City planning staff. For the purposes of the development charges calculations, a 10-year planning period from 2019 to 2028 was used for all services.

- A development forecast for the 10-year study period, 2019-2028, estimates that the City's population will grow by 4,313 people.

- About 1,810 households are forecast to be built between 2019 and 2028. Population growth in new housing units is expected to add 4,507 people over the 2019-2028 period.

- Employment in Clarence-Rockland is forecast to grow by 610 employees over the next 10 years. This employment growth is projected to generate about 30,500 square metres of new, non-residential building space between 2019 and 2028.

- The following is a summary of the projected growth for the City:

City-wide Development Forecast	2018 Estimate	10-Year Planning Period 2019 - 2028	
		Growth	Total at 2028
Residential			
Total Occupied Dwellings	9,711	1,806	11,517
Total Population			
Census	25,516	4,313	29,829
Population In New Dwellings		*4,507*	
Non-Residential			
Employment	5,293	610	5,903
Non-Residential Building Space (sq.m.)		30,500	

E. FUNDING ENVELOPE BASED ON "NET" GROWTH

- In accordance with the *DCA*, development charges have been calculated (where applicable) at a level no higher than the average service level provided in the City over the 10-year period immediately preceding the preparation of the background study, on a service by service basis.

- The maximum permissible funding envelopes in this study are based on "net" population, employment and household growth.

F. THE CITY HAS AN EXTENSIVE DEVELOPMENT-RELATED CAPITAL FORECAST FOR THE PROVISION OF ELIGIBLE SERVICES

- City staff, in collaboration with Hemson Consulting and the City's engineering consultants, has compiled a development-related capital forecast setting out projects that are required to service anticipated development. The capital programs for all services are based on a 10-year planning period. Details of the capital program for Fire Services is provided in Appendix B, Services Related to a Highway (Public Works and Roads & Related) can be found in Appendix C, while Engineered Services (Waterworks and Sanitary Sewage) can be found in Appendix D.

- The following is a summary of the development-related capital program for all services considered in this study:

Summary of Development-Related Capital Program (2019-2028)		
Service	**Gross Cost ($000)**	**DC Eligible Cost ($000)**
Protection Services		
Fire Services	$12,370.4	$1,553.1
Services Related to a Highway		
Public Works	$4,430.8	$1,446.2
Roads and Related	$30,729.0	$14,180.7
Engineering		
Waterworks	$16,842.0	$4,658.5
Sanitary Sewage	$39,188.3	$6,567.9
Total	**$103,560.5**	**$28,406.4**

G. DEVELOPMENT CHARGES ARE CALCULATED WITH FULL REFERENCE TO THE *DCA*

- The following tables summarize the calculated residential and non-residential City-wide development charges:

Service	Residential Charges			Non-Residential Charge ($/sq.m)
	Single & Semi-Detached	Rows & Other Multiples	Apartments	
Discounted Services*				
Library Services	$228	$154	$135	$0.00
General Government	$212	$143	$125	$1.45
Parks And Recreation	$2,739	$1,850	$1,618	$0.00
By-Law Enforcement	$5	$3	$3	$0.02
Subtotal Discounted Services*	**$3,184**	**$2,150**	**$1,881**	**$1.47**
Transit and Protection Services				
Transit	$0	$0	$0	$0.00
Fire Protection	$1,016	$782	$544	$7.15
Subtotal Transit and Protection Services	**$1,016**	**$782**	**$544**	**$7.15**
Services Related to a Highway				
Public Works	$901	$693	$482	$6.34
Roads And Related	$8,384	$6,449	$4,485	$58.92
Services Rel. to a Highway Charge Per Unit	**$9,285**	**$7,142**	**$4,967**	**$65.26**
Engineered Services				
Waterworks	$2,608	$2,006	$1,395	$18.35
Sanitary Sewage	$3,818	$2,937	$2,042	$26.85
TOTAL RESIDENTIAL CHARGE BY UNIT TYPE (fully serviced)	**$19,911**	**$15,017**	**$10,829**	**$119.08**
(1) Based on Persons Per Unit of:	2.86	2.20	1.53	

* Development Charges for discounted services have not been recalculated under this study. The rates for these services as identified in By-law 2015-13 (indexed to current dollar) as permissible under Bill 108 will continue to be in force until prescribed by regulation.

H. NEWLY CALCULATED DC RATES COMPARED WITH CURRENT RATES

- The fully calculated residential charge for a fully serviced single or semi-detached unit in Clarence-Rockland is $19,911, which represents an increase of 24 per cent, or $3,852 over the City's current charge of $16,059.

- Discounted services such as Library, Parks and Recreation, By-law Enforcement and General Government, for which development charges are currently collected for, will continue to be in force at the existing rates until the City implements a Community Benefits Charges By-law as allowed for under the transition provision of Bill 108.

- The calculated non-residential charge of $119.08 per square metre of gross floor area represents a $30.27, or 34 per cent increase over the City's current non-residential charge of $88.81 per square metre.

- The increases are largely due to the increased capital funding requirements for Roads and Related and Waterworks infrastructure.

I. COST OF GROWTH ANALYSIS

- Tax and rate supported funding of $14.23 million will be required to support the development-related capital program.

- It is estimated that net operating costs will increase by about $1.51 million by the year 2028 as the facilities and infrastructure included in the capital forecast are operated and maintained.

- By 2029, the City will need to fund an additional $518,700 per annum in order to properly fund the full life cycle costs of the new City-wide assets supported under the proposed Development Charges By-Law.

I INTRODUCTION

The *Development Charges Act, 1997 (DCA)* and its associated *Ontario Regulation 82/98 (O. Reg. 82/98)* allow municipalities in Ontario to recover development-related capital costs from new development. The City of Clarence-Rockland Development Charges Background Study is presented as part of a process to lead to the approval of a new development charges by-law in compliance with this legislation.

The City of Clarence-Rockland is experiencing residential development pressure and is also an attractive location for a variety of non-residential development. The anticipated development in Clarence-Rockland will increase the demand on all City services. The City wishes to continue implementing DCs to fund development-related capital projects so that development continues to be serviced in a fiscally responsible manner.

The *DCA* and *O. Reg* require that a development charges background study be prepared in which development charges are determined with reference to:

- A forecast of the amount, type and location of development anticipated in the City;
- The average level of service provided by the City over the 10-year period immediately preceding the preparation of the background study for some services;
- A review of capital works in progress and anticipated future capital projects, including an analysis of gross expenditures, funding sources, and net expenditures incurred or to be incurred by the City or its local boards to provide for the expected development, including the determination of the growth and non-growth-related components of the capital projects; and
- An examination of the long-term capital and operating costs for the capital infrastructure required for each service to which the development charges by-laws would relate.

This study presents the results of the review to determine the net capital costs attributable to new development that is forecast to occur in the City of Clarence-Rockland between 2019 and 2028. These development-related net capital costs are apportioned to various types of development (residential; non-residential) in a manner that reflects the increase in the need for each service.

The *DCA* provides for a period of public review and comment regarding the proposed development charges. Following completion of the consultation process and Council's review of this study, it is intended that Council will pass new development charges for the City.

The remainder of this study sets out the information and analysis upon which the proposed development charges are based.

Section II designates the services for which the development charges are proposed and the areas within the City to which the development charges will apply. It also briefly reviews the methodology that has been used in this background study.

Section III presents a summary of the forecast residential and non-residential development which is expected to occur within the City over the 2019-2028 period.

Section IV summarizes the historical 10-year average capital service levels that have been attained in the City and form the basis for the development charge calculations.

Section V summarizes the development-related capital forecast that have been developed by various City departments and the City's consulting engineers.

Section VI summarizes the calculation of applicable development charges and the resulting calculated development charges by class and type of development.

Section VII provides a comparison of existing development charge rates in the City with the rates calculated in this study.

Section VIII provides an examination of the asset management and long-term capital and operating costs for each service included in the development charge calculation.

Section IX provides a review of development charges administrative matters such as collection method and timing of payments, exemptions, etc.

II THE METHODOLOGY USES A CITY-WIDE APPROACH TO ALIGN DEVELOPMENT-RELATED COSTS AND BENEFITS

Several key steps are required when calculating any development charge. However, specific circumstances arise in each municipality that must be reflected in the calculation. Therefore, this study has been tailored specifically for the City of Clarence-Rockland. The approach to the proposed development charges is focused on providing a reasonable alignment of development-related costs with the development that necessitates them.

A. CITY-WIDE DEVELOPMENT CHARGES ARE PROPOSED

The City provides a wide range of services to the community it serves and has an extensive inventory of facilities, land, infrastructure, vehicles and equipment. The *DCA* provides municipalities with flexibility to define services that will be included in the development charge by-laws, provided that the other provisions of the *Act* and its associated regulations are met. The *DCA* also requires that the by-laws designate the areas within which the by-laws shall be imposed. The development charges may apply to all lands in the municipality or to other designated development areas as specified in the by-laws.

1. Services Based on a City-Wide Approach

For all services that the City provides, a range of capital facilities, land, equipment and infrastructure is available throughout the City; fire stations, arterial roads, vehicles and so on. As new development occurs, new facilities will need to be added so that service levels in newly developing areas are provided at levels enjoyed in existing communities. A widely accepted method for sharing the development-related capital costs for such City services is to apportion them over all new development anticipated in the City.

The following services are included in the City-wide development charge calculation:

- Fire Services;
- Public Works;
- Roads and Related;
- Waterworks; and
- Sanitary Sewage.

These services form a reasonable basis on which to plan and administer the development charges. It is noted that the analysis of each of these services examines the individual capital facilities and equipment currently in place. The resulting development charge for these services is to be imposed against all development anywhere in the City.

It should be noted that the services included for development charges recovery in this study relate solely to non-discounted services. Discounted services such as Library, Parks and Recreation, By-law Enforcement and General Government, for which development charges are currently collected for, will continue to be inforce at the existing rates until the earlier of the prescribed date (currently proposed to be January 1, 2021 under draft regulation) or until the City implements a Community Benefits Charges By-law. A community benefits charge strategy, under separate cover, will need to be prepared in order to implement a Community Benefits Charge by-law under the provisions of the *Planning Act* by January 1 2021 as identified by draft regulations.

For Transit Services, the City of Clarence-Rockland will no longer be administering a commuter bus system due to declining ridership and high costs. A private company will continue to operate the route, therefore no additional transit capital costs are anticipated in this planning period, as such, no development charge is calculated for this service.

B. KEY STEPS IN DETERMINING DEVELOPMENT CHARGES FOR FUTURE DEVELOPMENT-RELATED PROJECTS

Several key steps are required in calculating development charges for future development-related projects. These are summarized below.

1. Development Forecast

The first step in the methodology requires a development forecast be prepared over the 10-year planning period, 2019-2028. The forecast of the future residential and non-residential development used in this study is based on information provided by City planning staff.

For the residential portion of the forecast, both the net (or Census) population growth and population growth in new units is estimated. The net population growth determines the need for additional facilities and provides the foundation for the development-related capital program.

When calculating the development charge however, the development-related net capital costs are spread over the total additional population that occupy new housing units. This population in new units represents the population from which development charges will be collected.

The non-residential portion of the forecast estimates the Gross Floor Area (GFA) of building space to be developed over the 10-year period. The forecast of GFA is based on the employment forecast for the City. Factors for floor space per worker are used to convert the employment forecast into gross floor areas for the purposes of the development charges study.

2. Service Categories and Historical Service Levels

The *DCA* provides that the increase in the need for service attributable to anticipated development:

> ... must not include an increase that would result in the level of service exceeding the average level of that service provided in the municipality over the 10-year period immediately preceding the preparation of the background study...(s. 5. (1) 4.)

Historic 10 year average service levels thus form the basis for development charges. A review of City's capital service levels for buildings, land, vehicles and so on, has therefore been prepared as a reference for the calculation, so that the portion of future capital projects that may be included in the development charge can be determined. The historical service levels used in this study have been calculated based on the period 2009-2018.

3. Development-Related Capital Forecast and Analysis of Net Capital Costs to be Included in the Development Charges

A development-related capital forecast has been prepared by the City's departments as part of the present study. The forecast identifies development-related projects and their gross and net costs, after allowing for capital grants, subsidies or other contributions as required by the *Act* (*DCA*, s. 5. (2)). The capital forecast provides another cornerstone upon which development charges are based. The *DCA* requires that the increase in the need for service attributable to the anticipated development may include an increase:

> ... only if the council of the municipality has indicated that it intends to ensure that such an increase in need will be met. (s. 5. (1) 3.)

In conjunction with *DCA*, s. 5. (1) 4. referenced above, these sections have the affect of requiring that the development charge be calculated on the lesser of the historic 10- year average service levels or the service levels embodied in future plans of the City. The development-related capital forecast prepared for this study ensures that development charges are only imposed to help pay for projects that have been or are intended to be purchased or built in order to accommodate future anticipated development. It is not sufficient in the calculation of development charges merely to have had the service in the past. There must also be a demonstrated commitment to continue to emplace facilities or infrastructure in the future. In this regard, *Ontario Regulation 82/98*, s. 3 states that:

> For the purposes of paragraph 3 of subsection 5 (1) of the Act, the council of a municipality has indicated that it intends to ensure that an increase in the need for service will be met if the increase in service forms part of an Official Plan, capital forecast or similar expression of the intention of the council and the plan, forecast or similar expression of the intention of the council has been approved by the council.

For some projects in the development-related capital forecast, a portion of the project may confer benefits to existing residents. As required by the *DCA*, s. 5. (1) 6., these portions of projects and their associated net costs are the funding responsibility of the City from non-development charges sources. The amount of City funding for such non-growth shares of projects is also identified as part of the preparation of the development-related capital forecast.

There is also a requirement in the *DCA* to reduce the applicable development charge by the amount of any "uncommitted excess capacity" that is available for a service. Adjustments are made in the analysis to meet this requirement of the *Act*.

4. Attribution to Types of Development

The next step in the determination of development charges is the allocation of the development-related net capital costs between the residential and non-residential sectors. This is done using apportionments for different services in accordance with the demands placed on the various services and the benefits derived.

Where reasonable data exist, the apportionment is based on the expected demand for, and use of, the service by sector (e.g. shares of population in new units and employment).

Finally, the residential component of the City-wide development charge is applied to different housing types on the basis of average occupancy factors. The non-residential component is applied on the basis of gross building space in square metres.

5. Final Adjustment

The final determination of the development charge results from adjustments made to development-related net capital costs for each service and sector resulting from the application of any unallocated reserve fund balances available to finance the development-related capital costs in the capital forecast. A cash flow analysis is also undertaken to account for the timing of projects and receipt of development charges. Interest earnings or borrowing costs are therefore accounted for in the calculation as allowed under the *DCA*.

III DEVELOPMENT FORECAST

This section provides the basis for the development forecasts used in calculating the development charges, as well as a summary of the forecast results. The City's residential and non-residential development forecasts are based on forecast data provided by the City of Clarence-Rockland's planning department staff. The tables take into consideration data from the 2016 Census, historical building permit and completion data and the current economic climate. A more detailed summary of the forecasts, including tables illustrating historical trends and forecast results is provided in Appendix A.

A. RESIDENTIAL FORECAST

Development charges are levied on residential development as a charge per new unit. Therefore, for the residential forecast, a projection of both the *population growth*[1] as well as the *population in new units* is required.

- The *population growth* determines the need for additional facilities and provides the foundation for the development-related capital program.
- When calculating the development charge, however, the development-related net capital costs are spread over the total additional population that occupy new housing units. This population in new units represents the population from which development charges will be collected.

Table 1 provides a summary of the residential forecast for the 10-year planning period. The City's Census population is expected to increase by about 4,313 people over the next 10 years. The population residing in new housing units is expected to increase by 4,507 people over the 10-year planning period. About 1,810 households are forecast to be built between 2019 and 2028.

B. NON-RESIDENTIAL FORECAST

Development charges are levied on non-residential development as a charge per square metre of Gross Floor Area (GFA). As with the residential forecast, the non-residential forecast requires both a projection of *employment* growth as well as a projection of the *employment growth associated with new floorspace* in the City.

[1] Commonly referred to as "net population growth" in the context of development charges.

The 10-year forecast projects an increase of approximately 610 employees, which will be accommodated in 30,500 square metres of new non-residential floor space.

TABLE 1

CITY OF CLARENCE-ROCKLAND
SUMMARY OF RESIDENTIAL AND NON-RESIDENTIAL
DEVELOPMENT FORECAST

City-wide Development Forecast	2018 Estimate	10-Year Planning Period 2019 - 2028	
		Growth	Total at 2028
Residential			
Total Occupied Dwellings	9,711	1,806	11,517
Total Population			
Census	25,516	4,313	29,829
Population In New Dwellings		*4,507*	
Non-Residential			
Employment	5,293	610	5,903
Non-Residential Building Space (sq.m.)		30,500	

IV SUMMARY OF HISTORICAL CAPITAL SERVICE LEVELS

The *DCA* and *Ontario Regulation 82/98* require that the development charges be set at a level no higher than the average service level provided in the municipality over the 10-year period immediately preceding the preparation of the background study, on a service by service basis.

For Fire Services and Services Related to a Highway: Public Works and Roads & Related, the legislative requirement is met by documenting historic service levels for the preceding 10 years, in this case, for the period 2009-2018.

O. Reg. 82/98 requires that, when determining historical service levels, both quantity and quality of service be taken into consideration. In most cases, the service levels are initially established in quantitative terms. For example, service levels for buildings are presented in terms of square feet per capita. The qualitative aspect is introduced by the consideration of the monetary value of the facility or service. In the case of buildings, for example, the cost would be shown in terms of dollars per square foot to replace or construct a facility of the same quality. This approach helps to ensure that the development-related capital facilities that are to be charged to new development reflect not only the quantity (number and size) but also the quality (value or replacement cost) of service provided historically by the City. Both the quantitative and qualitative aspects of service levels used in the present analysis are based on information provided by City staff, and is based on historical records and their experience with costs to acquire or construct similar facilities, equipment and infrastructure.

Table 2 summarizes service levels for all applicable services included in the development charge calculation. Appendices B and C provide detailed historical inventory data upon which the calculation of service levels is based.

TABLE 2

CITY OF CLARENCE-ROCKLAND
SUMMARY OF AVERAGE HISTORICAL SERVICE LEVELS 2009 - 2018

Service	2009 - 2018 Service Level Indicator	
1.0 FIRE SERVICES	**$315.45**	**per pop & empl**
Buildings	$90.04	per pop & empl
Land	$9.70	per pop & empl
Furniture & Equipment At Stations	$12.13	per pop & empl
Vehicles	$169.62	per pop & empl
Equipment And Gear	$33.96	per pop & empl
2.0 PUBLIC WORKS	**$293.76**	**per pop & empl**
Buildings	$86.28	per pop & empl
Land	$18.11	per pop & empl
Furniture And Equipment	$4.01	per pop & empl
Small Tools	$2.45	per pop & empl
Fleet	$179.26	per pop & empl
Fleet Contracted Services	$3.65	per pop & empl
3.0 ROADS AND RELATED	**$6,346.76**	**per pop & empl**
Roads	$5,496.68	per pop & empl
Bridges & Culverts	$390.94	per pop & empl
Streetlights	$262.49	per pop & empl
Sidewalks	$196.65	per pop & empl

V THE DEVELOPMENT-RELATED CAPITAL FORECAST

The *DCA* requires the Council of a municipality to express its intent to provide future capital facilities at the average historical service level incorporated in the development charges calculation. As noted above in Section II, *Ontario Regulation 82/98*, s. 3 states that:

> For the purposes of paragraph 3 of subsection 5 (1) of the Act, the council of a municipality has indicated that it intends to ensure that an increase in the need for service will be met if the increase in service forms part of an official plan, capital forecast or similar expression of the intention of the council and the plan, forecast or similar expression of the intention of the council has been approved by the council.

A. A DEVELOPMENT-RELATED CAPITAL FORECAST IS PROVIDED FOR COUNCIL'S APPROVAL

Based on the development forecasts summarized in Section III and detailed in Appendix A, City department staff, in collaboration with the consultants have created a development-related capital forecast setting out those projects that are required to service anticipated growth. For all eligible municipal services, the capital plan covers the 10-year period from 2019-2028. Furthermore, the City's engineering consultants have informed the list of capital projects related to roads and related, waterworks and sanitary sewage required to service growth.

One of the recommendations contained in this Background Study is for Council to adopt the capital forecast created for the purposes of the development charges calculation. It is assumed that future capital budgets and forecasts will continue to bring forward the development-related projects contained herein, that are consistent with the growth occurring in the City. It is acknowledged that changes to the forecast presented here may occur through the City's normal capital budget process.

B. THE DEVELOPMENT-RELATED CAPITAL FORECAST FOR FIRE SERVICES

A summary of the development-related capital forecast for Fire Services is presented in Table 3. Further details on the capital plan for Fire Services are available in Appendix B.

The development-related capital forecast estimates a total gross cost of $12.37 million. No grants, subsidies or other funding sources are identified as available for

this program. Therefore, the net municipal cost of the capital program remains $12.37 million.

This capital forecast incorporates those projects identified to be related to development anticipated in the next 10 years. It is not implied that all of these costs are to be recovered from new development by way of development charges (see the following Section VI for the method and determination of net capital costs attributable to growth). Portions of this capital forecast may relate to providing servicing for development which has occurred prior to 2019 (for which development charge reserve fund balances exist), for replacement of existing capital facilities or for growth anticipated to occur beyond the 2019-2028 planning period.

C. THE DEVELOPMENT-RELATED CAPITAL FORECAST FOR SERVICES RELATED TO A HIGHWAY AND ENGINEERING SERVICES

Table 4 provides the City-wide development-related capital recoveries for the services of Public Works, Roads and Related, Waterworks, and Sanitary Sewage. The City-wide capital program totals $91.19 million and provides servicing for anticipated development over the 10-year planning period from 2019-2028.

The largest proportion of the capital program is associated with growth-related Sanitary Sewage projects. The various treatment plant improvements, pumping stations, linear infrastructure projects and studies total $39.19 million, or 43 per cent of the total forecast.

The Roads and Related capital program includes bike and multi-use paths, roadworks, intersection improvements, and investments in sidewalks at a total cost of $30.73 million, or 34 per cent.

Waterworks projects include investments in the treatment plant, as well as linear infrastructure and studies. The gross capital program totals $16.84 million or 19 per cent of the total program.

The remainder of the capital forecast includes $4.43 million (5 per cent) for Public Works projects, such as snow dumps, an expansion to the public works garage, and assorted fleet and equipment investments.

TABLE 3

CITY OF CLARENCE-ROCKLAND
SUMMARY OF DEVELOPMENT-RELATED CAPITAL PROGRAM
FOR FIRE SERVICES 2019 - 2028
(in $000)

Service	Gross Cost	Grants/ Subsidies	Municipal Cost	Total Net Capital Program 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
1.0 FIRE SERVICES	**$12,370.4**	**$0.0**	**$12,370.4**	**$5,610.4**	**$1,500.0**	**$450.0**	**$0.0**	**$0.0**	**$0.0**	**$0.0**	**$280.0**	**$125.0**	**$4,405.0**
1.1 Recovery of Negative Reserve Fund	$813.9	$0.0	$813.9	$813.9	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
1.2 Buildings, Land & Furnishings	$9,831.5	$0.0	$9,831.5	$4,731.5	$1,500.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$3,600.0
1.3 Vehicles	$1,395.0	$0.0	$1,395.0	$65.0	$0.0	$450.0	$0.0	$0.0	$0.0	$0.0	$280.0	$0.0	$600.0
1.4 Equipment & Studies	$330.0	$0.0	$330.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$125.0	$205.0
TOTAL - FIRE SERVICES	**$12,370.4**	**$0.0**	**$12,370.4**	**$5,610.4**	**$1,500.0**	**$450.0**	**$0.0**	**$0.0**	**$0.0**	**$0.0**	**$280.0**	**$125.0**	**$4,405.0**

TABLE 4

CITY OF CLARENCE-ROCKLAND
SUMMARY OF DEVELOPMENT-RELATED CAPITAL PROGRAM
FOR SERVICES RELATED TO A HIGHWAY AND ENGINEERED SERVICES 2019 - 2028
(in $000)

Service	Gross Cost	Grants / Subsidies	Net Municipal	Total Net Capital Program									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
SERVICES RELATED TO A HIGHWAY													
1.0 PUBLIC WORKS	**$4,430.8**	**$0.0**	**$4,430.8**	**$1,567.3**	**$651.5**	**$1,501.5**	**$51.5**	**$401.5**	**$51.5**	**$51.5**	**$51.5**	**$51.5**	**$51.5**
1.1 Buildings	$3,359.8	$0.0	$3,359.8	$1,459.8	$600.0	$1,300.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
1.2 Fleet & Equipment	$1,071.0	$0.0	$1,071.0	$107.5	$51.5	$201.5	$51.5	$401.5	$51.5	$51.5	$51.5	$51.5	$51.5
2.0 ROADS AND RELATED	**$30,729.0**	**$0.0**	**$30,729.0**	**$6,489.8**	**$4,889.8**	**$5,439.8**	**$4,989.8**	**$5,139.8**	**$756.0**	**$756.0**	**$756.0**	**$756.0**	**$756.0**
1.1 City-Wide Roads Projects	$30,729.0	$0.0	$30,729.0	$6,489.8	$4,889.8	$5,439.8	$4,989.8	$5,139.8	$756.0	$756.0	$756.0	$756.0	$756.0
ENGINEERING: WATERWORKS AND SANITARY SEWAGE													
3.0 WATERWORKS	**$16,842.0**	**$0.0**	**$16,842.0**	**$4,604.0**	**$165.0**	**$15.0**	**$45.0**	**$25.0**	**$25.0**	**$1,202.0**	**$10,711.0**	**$25.0**	**$25.0**
2.1 City-wide Water Projects	$11,714.0	$0.0	$11,714.0	$713.0	$165.0	$15.0	$45.0	$15.0	$15.0	$15.0	$10,701.0	$15.0	$15.0
2.2 Pressure Zone-Specific Water Projects	$5,128.0	$0.0	$5,128.0	$3,891.0	$0.0	$0.0	$0.0	$10.0	$10.0	$1,187.0	$10.0	$10.0	$10.0
4.0 SANITARY SEWAGE	**$39,188.3**	**$0.0**	**$39,188.3**	**$11,213.3**	**$11,648.0**	**$365.0**	**$95.0**	**$13,373.0**	**$2,434.0**	**$15.0**	**$15.0**	**$15.0**	**$15.0**
3.1 City-wide Sanitary Sewer Projects	$39,188.3	$0.0	$39,188.3	$11,213.3	$11,648.0	$365.0	$95.0	$13,373.0	$2,434.0	$15.0	$15.0	$15.0	$15.0
TOTAL - 10-YEAR PROGRAM	**$91,190.1**	**$0.0**	**$91,190.1**	**$23,874.4**	**$17,354.3**	**$7,321.3**	**$5,181.3**	**$18,939.3**	**$3,266.5**	**$2,024.5**	**$11,533.5**	**$847.5**	**$847.5**

VI PROPOSED DEVELOPMENT CHARGES ARE CALCULATED IN ACCORDANCE WITH THE *DCA*

This section summarizes the calculation of development charges for each service category and the resulting total charges by sector. For all municipal services, the calculation of the "unadjusted" per capita (residential) and per square metre (non-residential) charges is reviewed. Adjustments to these amounts resulting from a cash flow analysis that takes interest earnings and borrowing costs into account are also discussed.

For residential development, the adjusted total per capita amount is then converted to a variable charge by housing unit type using various unit occupancy factors. For non-residential development, the charges are based on gross floor area (GFA) of building space.

It is noted that the calculation of the City-wide development charges does not include any provision for exemptions required under the *DCA,* such as the exemption for enlargements of up to 50 per cent on existing industrial buildings. Such legislated exemptions, or other exemptions that Council may choose to provide, will result in loss of DC revenue for the affected types of development. However, any such revenue loss may not be made up by offsetting increases in other portions of the calculated charge.

A. DEVELOPMENT CHARGES CALCULATION

A summary of the "unadjusted" residential and non-residential development charges is presented in Tables 5 and 6 for fire and services related to a highway/engineered services, respectively. Further details of the calculations for each individual City service category are available in Appendix B for Fire Services, Appendix C for Services Related to a Highway (includes public works as well as roads and related) and Appendix D for Engineered Services (includes waterworks and sanitary sewer).

1. Fire Services

A summary of the "unadjusted" residential and non-residential development charges for Fire Services is presented in Table 5.

The capital forecast for Fire Services incorporates those projects identified to be related to development anticipated in the next 10-years. However, not all of the capital costs are to be recovered from new development by way of development

charges. Table 5 shows that $1.98 million of the capital forecast relates to replacement of existing capital facilities or for shares of projects that provide benefit to the existing community. These portions of capital costs will have to be funded from non-development charge revenue sources.

Another share of the forecast, $8.84 million, is attributable to development beyond the 2028 period (and may therefore be recovered under future development charge studies).

The total costs eligible for recovery through development for Fire Services is $1.55 million. This amount is allocated between the residential and non-residential sectors based on shares of population in new units and employment growth.

Approximately $1.37 million of the Fire Services development charges eligible capital program is deemed to benefit residential development. When this amount is divided by the ten-year growth in population in new housing units an unadjusted charge of $303.24 per capita is the result. The non-residential share of the capital program totals $186,370 and when this amount is divided by the 10-year forecast of non-residential space growth, an unadjusted charge of $6.11 per square metre is the result.

2. Services Related to a Highway and Engineering Services

Table 6 describes the calculation of the unadjusted rates for the services of Public Works, Roads and Related, Waterworks, and Sanitary Sewage.

Not all of the net municipal costs are to be recovered from new development by way of development charges. Table 6 shows that $12.25 million of the capital program relates to replacement of existing capital works or for shares of projects that provide benefit to the existing community. This amount has been netted off the chargeable capital cost. Other costs not included in the development charges calculation include $6.95 million in direct developer contributions and $4.92 million in available reserve fund balances. Post-period shares in the amount of $40.22 million have also been netted out.

The remaining $26.85 million is related to development in the 2019-2028 planning period and has been included in the development charge calculation.

The capital program eligible for recovery through development charges is allocated to the residential and non-residential sectors based on future shares of population in new units and employment growth over the planning period to 2028. On this basis, the allocation to the residential and non-residential sectors is also calculated at 88 per cent and 12 per cent, respectively.

As a result, $23.63 million of the engineered services capital program is deemed to benefit residential development. When this amount is divided by the 10-year growth in population in new housing units an unadjusted charge of $5,243.16 per capita is

the result. The non-residential share totals $3.22 million and, when this amount is divided by the 10-year forecast of non-residential space growth an unadjusted charge of $105.65 per square metre is the result.

3. Adjusted Residential and Non-Residential Development Charges

Final adjustments to the "unadjusted" development charge rates summarized above are made through a cash flow analysis. The analysis, details of which are included in the Appendices, considers the borrowing cost and interest earnings associated with the timing of expenditures and development charge receipts for each service category.

Table 7 summarizes the results of the cash flow adjustments for the residential development charges rates. The adjusted per capita rate increases from $5,546.40 per capita to $5,848.86 per capita after the cash flow analysis for the residential charge.

Table 7 also provides the calculated rates by residential unit with the total charge per fully serviced unit. The charge for a fully serviced single or semi-detached unit is $19,911 per unit, $15,017 for a row or other type of multiple unit, and $10,829 for an apartment unit.

Table 8 shows the non-residential uniform charge also experiences an increase after cash flow considerations, from $111.76 to $119.08 per square metre.

Although a development charge is not being recalculated for discounted services at this time, the development charges at the existing rates are included in the total charges for illustration purposes and reflected in Tables 7 through 10.

TABLE 5

CITY OF CLARENCE-ROCKLAND
SUMMARY OF UNADJUSTED RESIDENTIAL AND NON-RESIDENTIAL DEVELOPMENT CHARGES
10-YEAR CAPITAL PROGRAM FOR FIRE SERVICES

10 Year Growth in Population in New U	4,507
10 Year Growth in Square Metres	30,500

Service	Development-Related Capital Program (2019 - 2028)						Residential Share		Non-Residential Share	
	Net Municipal Cost ($000)	Replacement & Benefit to Existing ($000)	Required Service Discount ($000)	Available DC Reserves ($000)	Post-2028 Benefit ($000)	Total DC Eligible Costs for Recovery ($000)	%	($000)	%	($000)
1.0 FIRE SERVICES	$12,370.4	$1,980.2	$0.0	$0.0	$8,837.1	$1,553.1	88%	$1,366.7	12%	$186.37
								$303.24		$6.11
TOTAL 10-YEAR FIRE SERVICES	**$12,370.4**	**$1,980.2**	**$0.0**	**$0.0**	**$8,837.1**	**$1,553.1**		**$1,366.7**		**$186.4**

TABLE 6

CITY OF CLARENCE-ROCKLAND
SUMMARY OF UNADJUSTED RESIDENTIAL AND NON-RESIDENTIAL DEVELOPMENT CHARGES
CAPITAL PROGRAM FOR SERVICES RELATED TO A HIGHWAY AND ENGINEEERING SERVICES

10 Year Growth in Population in New Units	4,507
Employment Growth	610
10 Year Growth in Square Meters	30,500

Service	Development-Related Capital Program (2019 - 2028)						Residential Share		Non-Residential Share	
	Net Municipal Cost ($000)	Replacement & Benefit to Existing ($000)	Direct Developer Contributions ($000)	Available DC Reserves ($000)	Post-Period Benefit ($000)	Total DC Eligible Costs for Recovery ($000)	%	($000)	%	($000)
SERVICES RELATED TO A HIGHWAY										
1.0 PUBLIC WORKS	$4,430.8	$1,697.9	$0.0	$175.3	$1,111.4	$1,446.2	88%	$1,272.7	12%	$173.55
Unadjusted Development Charge Per Capita								$282.38		
Unadjusted Development Charge Per Sq.M										$5.69
2.0 ROADS AND RELATED	$30,729.0	$1,376.5	$0.0	$1,380.0	$13,791.8	$14,180.7	88%	$12,479.0	12%	$1,701.68
Unadjusted Development Charge Per Capita								$2,768.81		
Unadjusted Development Charge Per Sq.M										$55.79
ENGINEERING: WATERWORKS AND SANITARY SEWAGE										
3.0 WATERWORKS	$16,842.0	$1,437.2	$0.0	$448.0	$10,298.4	$4,658.5	88%	$4,099.4	12%	$559.02
Unadjusted Development Charge Per Capita								$909.57		
Unadjusted Development Charge Per Sq.M										$18.33
4.0 SANITARY SEWAGE	$39,188.3	$7,739.8	$6,945.3	$2,915.0	$15,020.3	$6,567.9	88%	$5,779.8	12%	$788.15
Unadjusted Development Charge Per Capita								$1,282.40		
Unadjusted Development Charge Per Sq.M										$25.84
TOTAL 10-YEAR PROGRAM	**$91,190.1**	**$12,251.4**	**$6,945.3**	**$4,918.3**	**$40,221.8**	**$26,853.3**		**$23,630.9**		**$3,222.4**
Unadjusted Development Charge Per Capita								**$5,243.16**		
Unadjusted Development Charge Per Sq.M										**$105.65**

TABLE 7

CITY OF CLARENCE-ROCKLAND
CITY-WIDE DEVELOPMENT CHARGES
RESIDENTIAL DEVELOPMENT CHARGES

Service	Unadjusted Charge Per Capita	Adjusted Charge After Cashflow Per Capita	Charge By Unit Type (1)		
			Single & Semi-Detached	Rows & Other Multiples	Apartments
Discounted Services*					
Library Services	-	-	$228	$154	$135
General Government	-	-	$212	$143	$125
Parks And Recreation	-	-	$2,739	$1,850	$1,618
By-Law Enforcement	-	-	$5	$3	$3
Subtotal Discounted Services*	**$0.00**	**$0.00**	**$3,184**	**$2,150**	**$1,881**
Transit and Protection Services					
Transit	$0.00	$0.00	$0	$0	$0
Fire Protection	$303.24	$355.27	$1,016	$782	$544
Subtotal Transit and Protection Services	**$303.24**	**$355.27**	**$1,016**	**$782**	**$544**
Services Related to a Highway					
Public Works	$282.38	$315.09	$901	$693	$482
Roads And Related	$2,768.81	$2,931.59	$8,384	$6,449	$4,485
Services Rel. to a Highway Charge Per Unit	**$3,051.19**	**$3,246.67**	**$9,285**	**$7,142**	**$4,967**
Engineered Services					
Waterworks	$909.57	$911.97	$2,608	$2,006	$1,395
Sanitary Sewage	$1,282.40	$1,334.94	$3,818	$2,937	$2,042
TOTAL RESIDENTIAL CHARGE BY UNIT TYPE (fully serviced)	**$5,546.40**	**$5,848.86**	**$19,911**	**$15,017**	**$10,829**
(1) Based on Persons Per Unit of:			2.86	2.20	1.53

* Development Charges for discounted services have not been recalculated under this study. The rates for these services as identified in By-law 2015-13 (indexed to current dollar) as permissible under Bill 108 will continue to be in force until prescribed by regulation.

TABLE 8

CITY OF CLARENCE-ROCKLAND
CITY-WIDE DEVELOPMENT CHARGES
NON-RESIDENTIAL DEVELOPMENT CHARGES

Service	Unadjusted Charge ($/sq.m)	Adjusted Charge After Cashflow ($/sq.m)
Discounted Services*		
Library Services	-	$0.00
General Government	-	$1.45
Parks And Recreation	-	$0.00
By-Law Enforcement	-	$0.02
Disctounted Services Charge Per sq.m*	**$0.00**	**$1.47**
Transit and Protection Services		
Transit	$0.00	$0.00
Fire Protection	$6.11	$7.15
Subtotal Transit and Protection Services	**$6.11**	**$7.15**
Services Related to a Highway		
Public Works	$5.69	$6.34
Roads And Related	$55.79	$58.92
Services Rel. to a Highway Charge Per sq.m	**$61.48**	**$65.26**
Engineered Services		
Waterworks	$18.33	$18.35
Sanitary Sewage	$25.84	$26.85
TOTAL NON-RESIDENTIAL CHARGE PER SQ M (fully serviced)	**$111.76**	**$119.08**

* Development Charges for discounted services have not been recalculated under this study. The rates for these services as identified in By-law 2015-13 (indexed to current dollar) as permissible under Bill 108 will continue to be in force until prescribed by regulation.

VII COMPARISON OF CALCULATED AND CURRENT DEVELOPMENT CHARGES

Tables 9 and 10 present a comparison of the newly calculated residential and non-residential development charges with currently imposed development charge rates. It illustrates that the residential development charge for a fully serviced single- or semi-detached unit increases by $3,852 per unit, or 24 per cent.

The current development charge rate for fully serviced non-residential development also increases, from $88.81 per square metre to $119.08 per square metre (34 per cent).

It should be noted that the services included for development charges recovery in this study relate solely to non-discounted services. Discounted services such as Library, Parks and Recreation, By-law Enforcement and General Government, for which development charges are currently collected for, will continue to be inforce at the existing rates until the earlier of the prescribed date (currently proposed to be January 1, 2021 under draft regulation) or until the City implements a Community Benefits Charges By-law. Although a development charge is not being recalculated for discounted services at this time, the development charges at the existing rates are included in a summary of the total charges for illustration purposes in this study. A community benefits charge strategy, under separate cover, will need to be prepared in order to implement a Community Benefits Charge by-law under the provisions of the *Planning Act* by January 1 2021 as identified by draft regulations.

For Transit Services, the City of Clarence-Rockland will no longer be administering a commuter bus system due to declining ridership and high costs. A private company will continue to operate the route, therefore no additional transit capital costs are anticipated in this planning period, as such, no development charge is calculated for this service.

TABLE 9

CITY OF CLARENCE-ROCKLAND
COMPARISON OF CURRENT AND CALCULATED
RESIDENTIAL DEVELOPMENT CHARGES

Service	Current Residential Charge / SDU	Calculated Residential Charge / SDU	Difference in Charge	
Discounted Services*				
Library Services	$228	$228	$0	0%
General Government	$212	$212	$0	0%
Parks And Recreation	$2,739	$2,739	$0	0%
By-Law Enforcement	$5	$5	$0	0%
Subtotal Discounted Services*	**$3,184**	**$3,184**	**$0**	**0%**
Transit and Protection Services				
Transit	$135	$0	($135)	(100%)
Fire Protection	$944	$1,016	$72	8%
Subtotal Transit and Protection Services	**$1,079**	**$1,016**	**($63)**	**(6%)**
Services Related to a Highway				
Public Works	$861	$901	$40	5%
Roads And Related	$3,920	$8,384	$4,464	114%
Services Rel. to a Highway Charge Per Unit	**$4,781**	**$9,285**	**$4,504**	**94%**
Engineered Services				
Waterworks	$1,048	$2,608	$1,560	149%
Sanitary Sewage	$5,967	$3,818	($2,149)	-36%
TOTAL RESIDENTIAL CHARGE BY UNIT TYPE (fully serviced)	**$16,059**	**$19,911**	**$3,852**	**24%**

* Development Charges for discounted services have not been recalculated under this study. The rates for these services as identified in By-law 2015-13 (indexed to current dollar) as permissible under Bill 108 will continue to be in force until prescribed by regulation.

TABLE 10

CITY OF CLARENCE-ROCKLAND
COMPARISON OF CURRENT AND CALCULATED
NON-RESIDENTIAL DEVELOPMENT CHARGES

Service	Current Non-Residential Charge / Sq.m	Calculated Non-Residential Charge / Sq.m	Difference in Charge	
Discounted Services*				
Library Services	$0.00	$0.00	$0.00	0%
General Government	$1.45	$1.45	$0.00	0%
Parks And Recreation	$0.00	$0.00	$0.00	0%
By-Law Enforcement	$0.02	$0.02	$0.00	0%
Subtotal Discounted Services*	**$1.47**	**$1.47**	**$0.00**	**0%**
Transit and Protection Services				
Transit	$0.91	$0.00	($0.91)	(100%)
Fire Protection	$6.41	$7.15	$0.74	12%
Subtotal Transit and Protection Services	**$7.33**	**$7.15**	**($0.18)**	**(2%)**
Services Related to a Highway				
Public Works	$5.85	$6.34	$0.49	8%
Roads And Related	$26.60	$58.92	$32.32	122%
Services Rel. to a Highway Charge Per sq.m	**$32.45**	**$65.26**	**$32.81**	**101%**
Engineered Services				
Waterworks	$7.12	$18.35	$11.23	158%
Sanitary Sewage	$40.44	$26.85	($13.59)	-34%
TOTAL NON-RESIDENTIAL CHARGE PER SQ M (fully serviced)	**$88.81**	**$119.08**	**$30.27**	**34%**

* Development Charges for discounted services have not been recalculated under this study. The rates for these services as identified in By-law 2015-13 (indexed to current dollar) as permissible under Bill 108 will continue to be in force until prescribed by regulation.

VIII COST OF GROWTH ANALYSIS

This section provides a brief examination of the long-term capital and operating costs for the capital facilities and infrastructure to be included in the Development Charges By-law. This examination is required as one of the features of the *Development Charges Act, 1997.*

1. Net Operating Costs for the City's Services are Estimated to Increase Over the Forecast Period

Table 11 summarizes the estimated increase in net operating costs that the City will experience for additions associated with the planned capital program. Additional details are included in Appendix F.

As shown in Table 11, by 2028, the City's net operating costs are estimated to increase by $1.51 million. The most significant portion of this increase relates to the Fire Services and Public Works capital programs.

2. Long-Term Capital Financing from Non-Development Charge Sources Totals $21.18 Million

Table 11 also summarizes the components of the development-related capital program that will require funding from non-development charge sources as discussed in Section VI. In total $21.18 million will need to be financed from non-development charge sources over the next ten years. This includes about $6.95 million that will be financed by direct developer contributions, and about $14.23 million for shares of projects related to capital replacement and for non-growth shares of projects that provide benefit to the existing community. In addition, $49.06 million in interim financing may be required for projects related to growth in the post-2028 period. It is likely that most of these monies could be recovered from future development charges as the by-laws are revisited at least every five years.

A. ASSET MANAGEMENT PLAN

The *Development Charges* Act now requires that municipalities complete an Asset Management Plan before the passing of a development charges by-law. A key function of the Asset Management Plan is to demonstrate that all assets proposed to be funded under the development charges by-law are financially sustainable over their full life cycle. Further details relating to the Asset Management Plan are discussed in Appendix F.

TABLE 11

CITY OF CLARENCE-ROCKLAND
SUMMARY OF LONG TERM CAPITAL AND
OPERATING COST IMPACTS FOR TAX SUPPORTED SERVICES
(in thousands of constant dollars)

	2028
Net Operating Impacts (1)	
Fire Protection	$702.6
Public Works	$443.1
Roads and Related	$361.2
Waterworks	$0.0
Sanitary Sewage	$0.0
NET OPERATING IMPACTS	**$1,506.9**

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
Long-term Capital Impact (1)											
Total Net Cost	$29,484.8	$18,854.3	$7,771.3	$5,181.3	$18,939.3	$3,266.5	$2,024.5	$11,813.5	$972.5	$5,252.5	$103,560.5
Net Cost From Development Charges	$5,915.4	$3,172.6	$2,864.8	$2,692.4	$7,660.5	$696.4	$759.9	$3,636.3	$504.1	$504.1	$28,406.4
Prior Growth Share from DC Reserve Balances (2)	$4,918.3	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$4,918.3
Portion for Post-2028 Development (3)	$9,201.7	$8,767.0	$3,418.5	$2,335.9	$9,505.7	$1,664.3	$1,181.3	$7,924.3	$390.1	$4,670.1	$49,058.9
Funding From Non-DC Sources											
Other Contributions (4)	$6,945.3	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$6,945.3
Replacement	$4,881.6	$4,997.2	$1,028.0	$153.0	$1,773.1	$905.8	$83.3	$252.9	$78.3	$78.3	$14,231.6
FUNDING FROM NON-DC SOURCES	**$11,827.0**	**$4,997.2**	**$1,028.0**	**$153.0**	**$1,773.1**	**$905.8**	**$83.3**	**$252.9**	**$78.3**	**$78.3**	**$21,176.9**

Notes:
(1) See Appendix F
(2) Existing development charge reserve fund balances collected from growth prior to 2019 are applied to fund initial projects in development-related capital forecast
(3) Post 2028 development-related net capital costs may be eligible for development charge funding in future DC by-laws
(4) Other Contributions shown for engineered services includes Direct Developer Contributions.

1. Annual Capital Provisions for Tax and Rate Supported Assets

Table 12 shows the annual capital provisions required to replace the development eligible and ineligible costs associated with the capital infrastructure identified in the DC Background Study. This estimate is based on information obtained through discussions with municipal staff regarding useful life assumptions and the capital cost of acquiring and/or emplacing each asset.

Table 12 illustrates that, by 2029, the City will need to fund an additional $518,700 per annum in order to properly fund the full life cycle costs of the new City-wide assets supported under the proposed Development Charges By-Law

2. Future Revenue Growth

The calculated annual funding provision should be considered within the context of the City's projected growth. Over the next ten years the City is projected to increase by approximately 1,810 households. In addition, the City will also add 610 new employees that will result in approximately 30,500 square metres of additional non-residential building space.

This growth will have the effect of increasing the overall assessment base and additional user fee and charges revenue to offset the capital asset provisions required to replace the infrastructure proposed to be funded under the Development Charges By-law.

3. Assets are Deemed to be Financially Sustainable

In summary, the asset management plan and long-term capital and operating analysis included in this appendix demonstrates that the City can afford to invest and operate the identified services infrastructure over the 10-year planning period. Importantly, the City's annual budget review allows staff to continue to monitor and implement mitigating measures should the program become less sustainable.

Table 12
Calculated Annual AMP Provisions

Services	2019-2028 Capital Program		Annual AMP Provision by 2029	
	DC-Eligible	Non DC-Eligible	DC-Related	Non DC-Related
FIRE SERVICES	$1,553,000	$10,817,000	$14,700	$251,800
PUBLIC WORKS	$1,622,000	$2,809,000	$61,000	$102,200
ROADS AND RELATED	$15,560,000	$5,106,000	$388,400	$315,100
WATERWORKS	$5,106,000	$11,736,000	$5,600	$15,000
SANITARY SEWAGE	$9,483,000	$29,705,000	$49,000	$1,000,000
TOTAL	**$33,324,000**	**$60,173,000**	**$518,700**	**$1,684,100**

Note: DC Eligble funding includes 10-year period funding from DCs and DC Reserve Funding

IX DEVELOPMENT CHARGES ADMINISTRATION

A. DEVELOPMENT CHARGES ADMINSTRATION

No significant changes are recommended to the City's current policies and practices regarding development charge administration. In this regard:

- It is recommended that practices regarding collection of development charges and by-law administration continue to the extent possible.
- As required under the *DCA*, the City should codify any rules regarding application of the by-laws and exemptions within the development charges by-laws proposed for adoption.
- It is recommended that Council adopt the development-related capital forecast included in this background study, subject to annual review through the City's normal capital budget process.
- It is recommended that limited exemptions, other than those required in the *DCA,* be formally adopted in the by-laws.

B. CONSIDERATION FOR AREA RATING

In accordance with the DCA, Council must give consideration to the use of area rating, also known as area-specific development charges, as part of the DC Background Study. As part of the City's 2019 DC update, the appropriateness of implementing area-specific development charges for the various City services was examined.

The DCA permits the City to designate, in its DC by-law, the areas where development charges shall be imposed. The charges may apply to all lands in the City or to other designated development areas as specified in the DC by-law.

Most municipalities in the province have adopted uniform, municipal-wide DCs, as has the City of Clarence-Rockland since at least 2009. Based on discussions with staff, and the analysis of the delivery of services, it is proposed that the City continue to calculate and collect DCs on a uniform, City-wide basis. The rationale for maintaining a uniform City-wide approach is based primarily on the fact that 10-year historical service levels can be calculated on a City-wide basis to ensure the emplacement of a service or infrastructure in one particular area of the City does not exceed the service level of that specific community. As well, City-wide DCs ensure a

consistent approach to financing the cost of development-related projects, from both a DC and non-DC revenue source perspective. Finally, an attempt to impose area-specific DCs to a DC regime which has imposed City-wide DCs for a long length of time would cause equity issues during transitions.

APPENDIX A

DEVELOPMENT FORECAST

APPENDIX A

DEVELOPMENT FORECAST

This appendix provides details of the development forecast used to prepare the 2019 Development Charges Background Study for the City of Clarence-Rockland. Forecasts of population, households, employment and non-residential building space were prepared by Hemson with information provided by City planning staff. The tables take into consideration data from the 2016 Census, historical building permit and completion data and the current economic climate. The forecast results are provided in a series of tables.

Table 1 Historical Population, Occupied Households and Employment Summary
Table 2 Historical Annual Housing Completions by Type
Table 3 Historical Households by Period of Construction Showing Household Size
Table 4 Population, Household & Employment Forecast Summary
Table 5 Forecast of Household Growth by Unit Type
Table 6 Forecast of Population Growth in New Households by Unit Type
Table 7 Non-Residential Space Forecast

A. FORECAST APPROACH AND KEY ASSUMPTIONS

The *Development Charges Act* (*DCA*) requires the City, as part of its development charge background study, to estimate "the anticipated amount, type and location of development" for which development charges may be imposed. The forecast must cover both residential and non-residential development and be specific enough with regards to the quantum, type, location and timing of such development to allow the City to prepare a reasonable development-related capital program.

In this study, a ten year planning period from 2019-2028 has been used to calculate development charges for all eligible services provided by the City.

B. HISTORICAL DEVELOPMENT IN THE CITY OF CLARENCE-ROCKLAND

The City of Clarence-Rockland has experienced steady household and employment growth over the last ten years. Historical growth and development figures presented here are based on Statistics Canada Census data. A "Census-based" definition of population is used for the purpose of the development charges study. This definition

does not include the Census net undercoverage, which is typically included in the definition of "total" population commonly used in municipal planning documents. For development charges purposes, a 10-year historical period of 2009 to 2018 is used for calculating historical service levels. Since 2016 was the last year of the Census, figures for 2017 and 2018 are estimated.

Table 1 shows that over the historical period from 2009 to 2018, the City's Census population increased by 3,800 people (or 17%) to approximately 25,520 people by 2018. The number of occupied household units in the City increased at a higher rate than population (22% or 1,780 units) over the same period. This difference is the result of a decline in the average number of persons residing in household units.

Total employment numbers shown in Table 1 are based on Statistics Canada place of work data. Place of work employment figures record where people work rather than place of residence. The employment figures shown in this table include workers with no fixed address. However, work-at-home employment is excluded from the figures, for development charge purposes, as this type of employment does not require building floorspace for its activities. Table 1 shows that the City's employment grew over the last decade, from about 4,800 jobs in 2008 to 5,290 jobs in 2018. The rate of employment growth was slower than both the population and household growth trends over the same period, in part because of the 2008 financial crisis and subsequent recession. The City's activity rate (the ratio of employment to population) has declined over the historical 10-year period.

Table 2 provides historical annual housing completions from the Canada mortgage and Housing Corporation between 2009 and 2018. The number of completions by household unit type is shown along with the resulting percentages. The vast majority, 69 per cent, of all housing completion over the historical period were for single and semi-detached units. Apartment units accounted for 17 per cent of the unit mix and the remaining 14 per cent were for rows and other multiple unit types.

Table 3 provides details on historical occupancy patterns for permanently occupied dwelling units in the City. The overall average occupancy level in the City for single and semi-detached units is 2.54 persons per housing unit (PPU). Occupancy levels for recently constructed units, between 2006 and 2016, are used in the development charges calculation for single/semi detached units since they better reflect the number of people that are likely to reside in new development. The average PPU of permanent single and semi-detached units built in the City in the period 2006 to 2016 is 2.86. As the sample size for newly constructed units for multiples and

apartments is more limited relative to single and semi-detached new unit construction data, the total PPU of 2.20 for rows and 1.53 for apartment housing is used in the calculation.

C. FORECAST METHOD AND RESULTS

The forecast described herein is consistent with governing legislation and represents a best estimate of the amount and type of development that is likely to occur. Population, household unit and employment forecast numbers are presented in Table 4.

Development charges are levied on residential development as a charge per new unit. Therefore, for the residential forecast, a projection of both the *population growth*[1] as well as the *population in new housing* is required.

- The population growth determines the need for additional facilities and provides the foundation for the development-related capital program.
- When calculating the development charge, however, the development-related net capital costs are spread over the total additional population that occupies new household units. This population in new units represents the population from which development charges will be collected.

Development charges are levied on non-residential development as a charge per unit of gross floor area (GFA). The non-residential forecast includes both a projection of *employment growth* as well as a projection of the *employment growth associated with new floorspace* in the City.

1. Residential Forecast

The residential forecast is based on a forecast of population and household unit growth, as well as population in new units in the City. The allocation of development-related capital costs between the residential and non-residential sector is based on forecasts of population in new housing units and employment.

As detailed in Tables 4 and 5, the City's Census population is forecast to rise from 25,516 in 2018 to 29,829 in 2028 – this represents an increase of approximately 4,310 persons in the 10-year forecast period.

Over the 10-year planning period from 2019-2028, the total number of occupied household units is forecast to increase from 9,711 in 2018 to 11,517 in 2028 – this

[1] *Commonly referred to as "net population growth" in the context of development charges.*

represents increases approximately 1,810 units. Of the total household unit growth, approximately 65% of the units will be of single and semi-detached unit form, about 20% of units will be apartment units and the remaining will be related to rows & other multiple units (Table 5).

In addition to the Census population forecast, a forecast of "population in new units" that will result from the addition of new housing units has been made. The population growth in new units is estimated by applying the following PPUs to the dwelling unit forecast: 2.86 for single and semi-detached units; 2.20 for rows and other multiples; and 1.53 for apartments. The per capita residential development charge rates are calculated based on these estimates. As indicated in Table 6, the forecasted population growth in the new household units is anticipated at 4,507 persons over the 10-year period.

2. Non-Residential Forecast

Development charges are levied on non-residential development as a charge per unit of Gross Floor Area (GFA). As with the residential forecast, the non-residential forecast requires both a projection of employment growth, as well as a projection of the employment growth associated with new floor space in the City. As with the residential forecast, the GFA forecast covers the 10-year period from 2019 to 2028 for all DC eligible services.

The floor space assumptions are based on historical floor space trends and averages. An assumed Floor Space per Worker (FSW) is applied to forecast employment numbers in order to estimate the growth in non-residential building space across the City of Clarence-Rockland. The FSW assumption used herein is 50 m^2 per employee. The employment and floor space forecasts for the City are summarized in Table 7.

Total employment is forecast to grow by 610 employees over the ten-year forecast period from 2019 to 2028. The total floor space growth is forecast at 30,500 square metres over the 10-year planning period.

APPENDIX A - TABLE 1

CITY OF CLARENCE-ROCKLAND
HISTORICAL POPULATION, OCCUPIED HOUSEHOLDS & EMPLOYMENT SUMMARY

Mid-Year	Census Population	Growth	Occupied Households	Household Growth	PPU	Employment by Place of Work	Growth	Activity Rate
2009	22,195	479	8,161	230	2.72	5,115	311	23.0%
2010	22,684	489	8,397	236	2.70	5,446	331	24.0%
2011	***23,185***	***501***	***8,641***	***244***	***2.68***	***5,799***	***353***	***25.0%***
2012	23,445	260	8,774	133	2.67	5,667	-132	24.2%
2013	23,707	262	8,909	135	2.66	5,539	-128	23.4%
2014	23,972	265	9,047	138	2.65	5,413	-126	22.6%
2015	24,240	268	9,187	140	2.64	5,290	-123	21.8%
2016	**24,512**	**272**	**9,329**	**142**	**2.63**	***5,171***	***-119***	***21.1%***
2017	24,859	347	9,461	132	2.63	5,232	61	21.0%
2018	25,516	657	9,711	250	2.63	5,293	61	20.7%
2019	25,976	460	9,886	175	2.62	5,354	61	20.6%
Growth 2009-2018		3,800		1,780			489	

Source: Statistics Canada, Census of Canada

APPENDIX A - TABLE 2

CITY OF CLARENCE-ROCKLAND
HISTORICAL ANNUAL HOUSING COMPLETIONS (CMHC)

Year	CMHC Annual Housing Completions - Units				Completions - Shares By Unit Type			
	Singles & Semis	Rows	Apts.	Total	Singles & Semis	Rows	Apts.	Total
2009	127	7	0	134	95%	5%	0%	100%
2010	198	37	46	281	70%	13%	16%	100%
2011	172	18	80	270	64%	7%	30%	100%
2012	145	23	24	192	76%	12%	13%	100%
2013	124	37	48	209	59%	18%	23%	100%
2014	87	43	0	130	67%	33%	0%	100%
2015	84	11	12	107	79%	10%	11%	100%
2016	85	9	20	114	75%	8%	18%	100%
2017	88	20	24	132	67%	15%	18%	100%
2018	144	46	60	250	58%	18%	24%	100%
Growth 2009 - 2018	***1,254***	***251***	***314***	***1,819***	***69%***	***14%***	***17%***	***100%***
5 Year Avg.	*98*	*26*	*23*	*147*				

Source: Canada Mortgage and Housing Corporation (CMHC), Housing Market Information

APPENDIX A - TABLE 3

CITY OF CLARENCE-ROCKLAND
HISTORICAL HOUSEHOLDS BY PERIOD OF CONSTRUCTION SHOWING HOUSEHOLD SIZE

	Period of Construction										Period of Construction Summaries		
Dwelling Unit Type	**Pre 1945**	**1946-1960**	**1961-1970**	**1971-1980**	**1981-1990**	**1991-1995**	**1996-2000**	**2001-2005**	**2006-2010**	**2011-2016**	**Pre 2006**	**2006-2016**	**Total**
Singles and Semis													
Household Population	1,670	605	875	2,675	4,655	2,230	1,150	2,285	2,275	1,790	16,145	4,065	20,210
Households	645	285	365	1,060	1,685	800	415	765	805	615	6,020	1,420	7,440
Household Size	2.59	2.12	2.40	2.52	2.76	2.79	2.77	2.99	2.83	2.91	2.68	2.86	2.72
Rows													
Household Population	0	0	75	0	165	130	60	80	205	275	510	480	990
Households	0	10	30	10	75	60	20	50	90	105	255	195	450
Household Size	0.00	0.00	2.50	0.00	2.20	2.17	3.00	1.60	2.28	2.62	2.00	2.46	2.20
Apartments (excl. Duplexes)													
Household Population	180	60	115	145	205	95	60	205	210	275	1,065	485	1,550
Households	90	45	90	105	155	75	30	130	120	170	720	290	1,010
Household Size	2.00	1.33	1.28	1.38	1.32	1.27	2.00	1.58	1.75	1.62	1.48	1.67	1.53
Duplexes													
Household Population	50	80	170	270	215	60	70	0	35	0	915	35	950
Households	30	50	55	120	90	20	30	10	15	15	405	30	435
Household Size	1.67	1.60	3.09	2.25	2.39	3.00	2.33	0.00	2.33	0.00	2.26	1.17	2.18
All Units													
Household Population	1,900	745	1,235	3,090	5,240	2,515	1,340	2,570	2,725	2,340	18,635	5,065	23,700
Households	765	390	540	1,295	2,005	955	495	955	1,030	905	7,400	1,935	9,335
Household Size	2.48	1.91	2.29	2.39	2.61	2.63	2.71	2.69	2.65	2.59	2.52	2.62	2.54

Source: Statistics Canada, 2016 National Household Survey Special Run.

APPENDIX A - TABLE 4

CITY OF CLARENCE-ROCKLAND
POPULATION, HOUSEHOLD & EMPLOYMENT FORECAST SUMMARY

Mid-Year	Census Population	Census Pop'n Growth	Occupied Households	Total Household Growth	Household Size	Employment by POW	Employment by POW Growth	Activity Rate
2018	25,516	657	9,711	250	2.63	5,293	61	21%
2019	25,976	460	9,886	175	2.63	5,354	61	21%
2020	26,435	460	10,061	175	2.63	5,415	61	20%
2021	***26,895***	***460***	***10,236***	***175***	***2.61***	***5,476***	***61***	***20%***
2022	27,178	283	10,413	177	2.61	5,537	61	20%
2023	27,645	467	10,592	179	2.61	5,598	61	20%
2024	28,118	472	10,773	181	2.61	5,659	61	20%
2025	28,595	478	10,956	183	2.61	5,720	61	20%
2026	***29,078***	***483***	***11,141***	***185***	***2.59***	***5,781***	***61***	***20%***
2027	29,340	262	11,328	187	2.59	5,842	61	20%
2028	29,829	490	11,517	189	2.59	5,903	61	20%
2019-2028		4,313		1,806			610	

Source: City of Clarence-Rockland and Hemson Consulting, 2018

APPENDIX A - TABLE 5

CITY OF CLARENCE-ROCKLAND
FORECAST OF HOUSEHOLD GROWTH BY UNIT TYPE

Mid-Year	Annual Growth in Total Occupied Households				Shares By Unit Type			
	Singles & Semis	Rows & Other Multiples	Apartments	Total New Households	Singles & Semis	Rows & Other Multiples	Apartments	Total
2019	114	26	35	175	65%	15%	20%	100%
2020	114	26	35	175	65%	15%	20%	100%
2021	**114**	**26**	**35**	**175**	**65%**	**15%**	**20%**	**100%**
2022	115	27	35	177	65%	15%	20%	100%
2023	116	27	36	179	65%	15%	20%	100%
2024	118	27	36	181	65%	15%	20%	100%
2025	119	27	37	183	65%	15%	20%	100%
2026	**120**	**28**	**37**	**185**	**65%**	**15%**	**20%**	**100%**
2027	122	28	37	187	65%	15%	20%	100%
2028	123	28	38	189	65%	15%	20%	100%
2019-2028	1,174	271	361	1,806	*65%*	*15%*	*20%*	*100%*

Source: Hemson Consulting Ltd. 2018

APPENDIX A - TABLE 6

CITY OF CLARENCE-ROCKLAND
FORECAST POPULATION GROWTH IN NEW HOUSEHOLDS BY UNIT TYPE*

Mid-Year	Singles & Semis	Rows & Other Multiples	Apartments	Total Population in New Households
2019	325	58	54	437
2020	325	58	54	437
2021	**325**	**58**	**54**	**437**
2022	329	58	54	441
2023	333	59	55	447
2024	337	60	55	452
2025	340	60	56	456
2026	**344**	**61**	**57**	**462**
2027	348	62	57	467
2028	351	62	58	471
2019-2028	3,357	596	554	4,507
	2.86	*2.20*	*1.53*	

**Based on PPUs*

Source: Hemson Consulting Ltd., 2018

APPENDIX A - TABLE 7

CITY OF CLARENCE-ROCKLAND
NON-RESIDENTIAL SPACE FORECAST

Average Sq.M. Per Employee 50.0 m^2 per employee

Mid-Year	Place of Work Employment	Annual Growth	Growth in Space (m^2)
2019	5,354	61	3,050
2020	5,415	61	3,050
2021	***5,476***	***61***	***3,050***
2022	5,537	61	3,050
2023	5,598	61	3,050
2024	5,659	61	3,050
2025	5,720	61	3,050
2026	***5,781***	***61***	***3,050***
2027	5,842	61	3,050
2028	5,903	61	3,050
2019-2028		610	30,500

Source: Hemson Consulting, 2018

APPENDIX B

FIRE SERVICES TECHNICAL APPENDIX

APPENDIX B

FIRE SERVICES TECHNICAL APPENDIX

This appendix provides the detailed analysis undertaken to establish the development charge rates for Fire Services provided by the City of Clarence-Rockland. The appendix contains a set of three tables. The tables provide the background data and analysis undertaken to arrive at the calculated development charge rates. An overview of the content and purpose of each of the tables is given below.

TABLE 1 HISTORICAL SERVICE LEVELS

Table 1 presents the data used to determine the 10-year historical service level. The *DCA* and *Ontario Regulation 82/98* require that development charges be set at a level no higher than the average service level provided in a municipality over the 10-year period immediately preceding the preparation of the background study, on a service by service basis. For the purpose of this study, the historical inventory period is defined as 2009–2018.

O. Reg. 82/98 requires that, when defining and determining historical service levels, both the quantity and quality of service be taken into consideration. In most cases, the service levels are initially established in quantitative terms. For example, service levels for buildings are presented in terms of square feet. The qualitative aspect is introduced by considering the monetary value of the facility or service. In the case of buildings, for example, the cost would be shown in terms of cost per square foot to replace or construct a facility of the same quality. This approach helps to ensure that the development-related capital facilities that are to be funded by new growth reflect not only the quantity (number and size), but also the quality (replacement value or cost) of service provided by the municipality in the past. Both the quantitative and qualitative aspects of service levels used in the current analysis are based on information provided by City staff in consultation with Hemson. This information is generally based on historical records and experience with costs to acquire or construct similar facilities, equipment and infrastructure.

Table 1 also shows the calculation of the maximum allowable funding envelope and net of uncommitted excess capacity. The maximum allowable funding envelope is defined as the 10-year historical service level (expressed as $/capita or $/population and employment) multiplied by the forecast increase in net population and employment over the future planning period. The resulting figure is the value of capital

infrastructure that would have to be constructed for that particular service so that the 10-year historical service level is maintained.

There is also a requirement in the *DCA* to consider "excess capacity" within the City's existing infrastructure that may be available to partially meet future servicing requirements. If Council has expressed its intent, before or at the time the capacity was created, to recoup the cost of providing the capacity from new development, it is considered "committed excess capacity" under the *DCA*, and the associated capital cost is eligible for recovery. Should notional "uncommitted excess capacity" exist, and is determined to be available to service new development, appropriate adjustments are made to the calculations.

TABLE 2 2019 – 2028 DEVELOPMENT-RELATED CAPITAL PROGRAM AND CALCULATION OF THE "UNADJUSTED" DEVELOPMENT CHARGES

The *DCA* requires that Council express its intent to provide capital facilities to support future development. Based on the development forecasts presented in Appendix A, City staff in collaboration with consultants, have created a development-related capital forecast that sets out the projects required to service anticipated growth for the 10-year period from 2019–2028.

To determine the share of the program that is eligible for recovery through development charges, the project costs are reduced by any anticipated grants, subsidies or other recoveries and "replacement" shares and benefit to existing shares.

A benefit to existing share represents the portion of a capital project that will benefit the existing community. It could, for example, represent a portion of a new facility that will, at least in part, replace a facility that is demolished, redeployed or will otherwise not be available to serve its former function. The replacement share of the capital program is deemed not to be development-related and is therefore removed from the development charge calculation. The capital cost for replacement will require funding from non-development charge sources, typically property taxes or user fees.

The capital program less any replacement shares or benefit to existing yields the development-related costs. Although deemed development-related, not all of the net development-related capital program may be recoverable from development charges in the period from 2019–2028. For some services, reserve fund balances may be available to fund a share of the program. In addition, for some services, a portion of the capital program may service growth occurring after 2028. This portion of the capital program is deemed "pre-built" service capacity and is considered as committed

excess capacity to be recovered under future development charges. The capital costs associated with pre-built service capacity are also removed from the development charge calculation.

The remaining portion of the net capital program represents the development-related cost that may be included in the development charge. In all cases, as required, this amount is equal to or less than the maximum allowable capital amount as calculated at the end of Table 1. The result is the discounted development-related net capital costs eligible for recovery against growth over the forecast period from 2019–2028.

Calculation of the Unadjusted Development Charges Rates

The section below the capital program displays the calculation of the "unadjusted" development charge rates. The term "unadjusted" development charge is used to distinguish the charge that is calculated prior to cash flow financing considerations. The cash flow analysis is shown in Table 3.

The first step in determining the unadjusted development charge rate is to allocate the development-related net capital cost between the residential and non-residential sectors. For all services, the development-related costs have been apportioned as 88 per cent residential and 12 per cent non-residential. This apportionment is based on the anticipated shares of population and employment growth over the 10-year forecast period.

The residential share of the 2019–2028 DC eligible costs are then divided by the forecasted population growth in new housing units. This gives the unadjusted residential development charge per capita. The non-residential development-related net capital costs are divided by the forecasted increase in non-residential gross floor area (GFA). This yields a charge per square metre of new non-residential development.

TABLE 3 CASH FLOW ANALYSIS

A cash flow analysis is also undertaken to account for the timing of projects and receipt of development charges. Interest earnings or borrowing costs are accounted for in the calculation as allowed under the *DCA*. Based on the development forecast, the analysis calculates the DC rate required to finance the net development-related capital spending plan, including provisions for any borrowing costs or interest earnings on the reserve funds. The cash flow analysis is designed so that the closing cash balance at the end of the planning period is as close to nil as possible.

In order to determine appropriate development charge rates reflecting borrowing and earnings necessary to support the net development-related funding requirement, assumptions are used for the inflation rate and interest rate. An inflation rate of 2 per cent is used for the funding requirements, an interest rate of 5.5 per cent is used for borrowing on the funds and an interest rate of 3.5 per cent is applied to positive balances.

Table 3 displays the results of the cash flow analysis and provides the adjusted or final per capita residential and per square metre (of GFA) non-residential development charges.

FIRE SERVICES

The Clarence-Rockland Fire Services protects the lives, property and environment of the people who live, work and visit the City. The department is responsible for fire prevention, public education and emergency preparedness programs.

TABLE 1 HISTORICAL SERVICE LEVELS

Table 1 displays the 10-year historical inventory for buildings, land, vehicles and equipment for Fire Services. The City of Clarence-Rockland Fire Department operates out of three fire stations with a total building area of approximately 8,760 square feet. The total replacement value of the stations is $2.63 million. The land associated with all three fire stations totals 0.76 hectares and is valued at $400,900. Station equipment, such as tools, pumps and gas detectors totals $449,500. The 2018 Fire Department fleet totals 15 vehicles with a replacement value of $5.14 million. Finally, personal equipment and gear, such as protective clothing, communications equipment and breathing apparatus' are valued at $1.10 million.

The 2018 combined replacement value of the inventory of capital assets for Fire services is $9.72 million, resulting in a 10-year historical average service level of $315.45 per population and employment. The historical service level, multiplied by the ten-year net growth in population and employment (4,923), results in a ten-year maximum allowable funding envelope of $1.55 million. The DCA does not require a 10 per cent statutory discount for fire and rescue services. In addition, there is no excess capacity identified for this service and, as such, the full maximum allowable funding envelope is brought forward to the development charges calculation.

TABLE 2 2019–2028 DEVELOPMENT-RELATED CAPITAL PROGRAM & CALCULATION OF THE "UNADJUSTED" DEVELOPMENT CHARGES

The 2019 to 2028 development-related capital program recovers for various building projects, vehicle and equipment acquisitions, as well as the recovery of a negative reserve fund balance ($813,888).

Development-related building projects include the expansion of the Rockland Fire Station, replacement and expansion of the Bourget station, and the construction of a new fire station later in the planning period. Costs associated with the design, land acquisition and construction of these four projects total $9.83 million.

During the planning period, the department anticipates purchasing four vehicles including a command vehicle, one pumper, one tanker and one rehabilitation and contamination unit. The new vehicles add $1.40 million to the capital program.

New equipment acquisitions required to service the expanded stations and Station #4 as well as a Fire Master Plan Study in the ten-year planning period total $330,000.

Altogether, the ten-year capital program for Fire Services amounts to $12.37 million. Non-growth shares relating to replacement and benefit to existing shares of various projects total $1.98 million – this amount is solely attributable to replacement shares on the station expansions.

The DC eligible costs exceed the funding envelope by $8.84 million, which is deemed to provide benefit to development beyond 2028. This share will be eligible for funding under subsequent development charges studies. The remaining $1.55 million is related to development in the 2019–2028 planning period and is eligible for DC recovery. The development-related net capital cost is allocated 88 per cent to residential development ($1.37 million) and 12 per cent to non-residential development ($186,367). The residential share of the net development-related capital cost is divided by the 10-year growth in population in new housing units to derive an unadjusted charge of $303.24 per capita. The non-residential share of the net growth related capital cost is divided by the 10-year forecast growth in floor space, resulting in an unadjusted charge of $6.11 per square metre.

TABLE 3 CASH FLOW ANALYSIS

After cash flow consideration, both the residential and non-residential calculated charges increase to $355.27 per capita and $7.15 per square metre. This increase reflects the front-ended nature of the timing of anticipated capital projects. The following table summarizes the calculation of the Fire Services development charge:

FIRE SERVICES SUMMARY

10-year Hist. Service Level per pop & emp	2019 - 2028 Development-Related Capital Program		Unadjusted Development Charge		**Adjusted Development Charge**	
	Total	Net DC Recoverable	$/capita	$/sq.m	**$/capita**	**$/sq.m**
$315.45	$12,370,357	$1,553,062	$303.24	$6.11	**$355.27**	**$7.15**

APPENDIX B
TABLE 1

CITY OF CLARENCE-ROCKLAND
INVENTORY OF CAPITAL ASSETS
FIRE SERVICES

BUILDINGS	# of Square Feet										UNIT COST
Station Name	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	($/sq. ft.)
Bourget (#1)	2,331	2,331	2,331	2,331	2,331	2,331	2,331	2,331	2,331	2,331	$300
Clarence Creek (#2)	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	$300
Rockland (#3)	4,032	4,032	4,032	4,032	4,032	4,032	4,032	4,032	4,032	4,032	$300
Total (sq.ft.)	**8,763**	**8,763**	**8,763**	**8,763**	**8,763**	**8,763**	**8,763**	**8,763**	**8,763**	**8,763**	
Total ($000)	**$2,628.9**	**$2,628.9**	**$2,628.9**	**$2,628.9**	**$2,628.9**	**$2,628.9**	**$2,628.9**	**$2,628.9**	**$2,628.9**	**$2,628.9**	

LAND	# of Hectares										UNIT COST
Station Name	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	($/ha)
Bourget (#1)	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	$235,000
Clarence Creek (#2)	0.29	0.29	0.29	0.29	0.29	0.29	0.29	0.29	0.29	0.29	$235,000
Rockland (#3)	0.14	0.14	0.14	0.14	0.14	0.21	0.21	0.35	0.35	0.35	$870,000
Total (ha)	**0.55**	**0.55**	**0.55**	**0.55**	**0.55**	**0.62**	**0.62**	**0.76**	**0.76**	**0.76**	
Total ($000)	**$218.2**	**$218.2**	**$218.2**	**$218.2**	**$218.2**	**$279.1**	**$279.1**	**$400.9**	**$400.9**	**$400.9**	

FURNITURE & EQUIPMENT AT STATIONS	# of Pieces of Equipment										UNIT COST
Station Name	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	($/unit)
Heavy Hydraulics	2	2	2	2	2	2	3	3	3	3	$40,000
Other tools	1	1	1	1	1	1	1	1	1	1	$40,000
Miscallaneous	1	1	1	1	1	1	1	1	1	1	$105,000
Portable Pumps	2	2	2	2	2	2	2	2	2	2	$3,000
Generators	7	8	8	8	8	6	6	6	6	6	$2,000
Power tools	1	1	1	1	1	1	1	1	2	2	$2,000
Thermal Imager	3	3	3	3	3	3	3	3	3	4	$13,000
Gas detectors	4	4	4	4	4	4	4	4	4	4	$1,000
Small tools	1	1	1	1	1	1	1	1	1	3	$4,000
First aid equip	4	4	4	4	4	4	4	4	11	11	$6,000
Forcible entry tool	-	-	-	-	-	-	1	1	1	1	$10,000
Fire extinguisher training simulator	-	-	-	-	-	-	1	1	1	1	$12,000
Spare portable tank	-	-	-	-	-	1	1	1	1	1	$2,000
Container for storage	-	-	-	-	-	-	-	-	1	1	$4,500
Total (#)	**26**	**27**	**27**	**27**	**27**	**26**	**29**	**29**	**38**	**41**	
Total ($000)	**$318.0**	**$320.0**	**$320.0**	**$320.0**	**$320.0**	**$318.0**	**$380.0**	**$380.0**	**$428.5**	**$449.5**	

APPENDIX B
TABLE 1

CITY OF CLARENCE-ROCKLAND
INVENTORY OF CAPITAL ASSETS
FIRE SERVICES

VEHICLES	# of Vehicles										UNIT COST
Vehicle Type	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	($/vehicle)
Triple Combo Pumper	4	4	4	4	4	4	4	4	4	4	$600,000
Tanker	2	2	2	2	2	2	2	2	2	2	$450,000
Service Vehicle	0	0	0	1	3	3	3	3	5	5	$65,000
Rescue Van	1	1	1	1	1	1	1	1	1	1	$450,000
Boat	1	1	1	1	1	1	1	1	1	1	$75,000
Ladder Truck	1	1	1	1	1	1	1	1	1	1	$950,000
Mobile air mangement trailer	0	0	1	1	1	1	1	1	1	1	$40,000
Total (#)	**9**	**9**	**10**	**11**	**13**	**13**	**13**	**13**	**15**	**15**	
Total ($000)	**$4,775.0**	**$4,775.0**	**$4,815.0**	**$4,880.0**	**$5,010.0**	**$5,010.0**	**$5,010.0**	**$5,010.0**	**$5,140.0**	**$5,140.0**	

EQUIPMENT AND GEAR	# of Pieces of Equipment and Gear										UNIT COST
Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	($/unit)
Fire Fighter Protective Clothing											
PPE	80	80	80	80	80	80	80	80	80	90	$3,000
Station Wear	70	70	70	70	70	70	70	70	70	80	$600
Communications Equipment											
Pagers	70	70	70	70	70	70	70	70	80	80	$550
Mobile Radios	12	12	12	12	12	12	12	12	14	14	$1,000
Portable Radios	20	50	72	72	72	72	72	72	80	80	$1,000
Base Station	5	5	5	5	5	5	5	5	5	5	$2,000
Breathing Apparatus											
Harness & Regulator	30	30	30	40	40	40	40	40	40	40	$4,000
Assembly w Cylinder	30	30	30	40	40	40	40	40	40	40	$4,000
Face pieces	70	72	72	72	72	72	72	72	72	80	$2,000
Extra SCBA bottle	60	60	60	80	80	65	65	65	65	65	$1,000
RIT tool Bag	-	1	1	2	2	2	2	2	2	3	$3,500
RIT Air pack	-	1	1	2	2	2	2	2	2	3	$3,500
Air compressor (SCBA)	1	1	1	1	1	1	1	1	1	1	$50,000
Extractor	-	-	-	-	-	-	-	-	1	1	$2,000
Air Bags	-	-	-	-	-	2	2	2	2	2	$10,000
Total (#)	**448**	**482**	**504**	**546**	**546**	**533**	**533**	**533**	**554**	**584**	
Total ($000)	**$852.5**	**$893.5**	**$915.5**	**$1,022.5**	**$1,022.5**	**$1,027.5**	**$1,027.5**	**$1,027.5**	**$1,045.0**	**$1,104.0**	

APPENDIX B
TABLE 1

CITY OF CLARENCE-ROCKLAND
CALCULATION OF SERVICE LEVELS
FIRE SERVICES

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Historical Population	22,195	22,684	23,185	23,445	23,707	23,972	24,240	24,512	24,859	25,516
Historical Employment	5,115	5,446	5,799	5,667	5,539	5,413	5,290	5,171	5,232	5,293
Total Historical Population & Employment	27,310	28,130	28,984	29,112	29,246	29,385	29,530	29,683	30,091	30,808

INVENTORY SUMMARY ($000)

Buildings	$2,628.9	$2,628.9	$2,628.9	$2,628.9	$2,628.9	$2,628.9	$2,628.9	$2,628.9	$2,628.9	$2,628.9
Land	$218.2	$218.2	$218.2	$218.2	$218.2	$279.1	$279.1	$400.9	$400.9	$400.9
Furniture & Equipment At Stations	$318.0	$320.0	$320.0	$320.0	$320.0	$318.0	$380.0	$380.0	$428.5	$449.5
Vehicles	$4,775.0	$4,775.0	$4,815.0	$4,880.0	$5,010.0	$5,010.0	$5,010.0	$5,010.0	$5,140.0	$5,140.0
Equipment And Gear	$852.5	$893.5	$915.5	$1,022.5	$1,022.5	$1,027.5	$1,027.5	$1,027.5	$1,045.0	$1,104.0
Total ($000)	**$8,792.6**	**$8,835.6**	**$8,897.6**	**$9,069.6**	**$9,199.6**	**$9,263.5**	**$9,325.5**	**$9,447.3**	**$9,643.3**	**$9,723.3**

SERVICE LEVEL ($/pop &emp)

											Average Service Level
Buildings	$96.3	$93.46	$90.70	$90.30	$89.89	$89.46	$89.02	$88.57	$87.37	$85.33	$90.04
Land	$7.99	$7.76	$7.53	$7.49	$7.46	$9.50	$9.45	$13.50	$13.32	$13.01	$9.70
Furniture & Equipment At Stations	$11.64	$11.38	$11.04	$10.99	$10.94	$10.82	$12.87	$12.80	$14.24	$14.59	$12.13
Vehicles	$174.84	$169.75	$166.13	$167.63	$171.31	$170.50	$169.66	$168.79	$170.82	$166.84	$169.62
Equipment And Gear	$31.22	$31.76	$31.59	$35.12	$34.96	$34.97	$34.80	$34.62	$34.73	$35.83	$33.96
Total ($/pop & emp)	**$321.95**	**$314.10**	**$306.98**	**$311.54**	**$314.56**	**$315.24**	**$315.80**	**$318.27**	**$320.47**	**$315.60**	**$315.45**

CITY OF CLARENCE-ROCKLAND
CALCULATION OF MAXIMUM ALLOWABLE
FIRE SERVICES

10-Year Funding Envelope Calculation	
10 Year Average Service Level 2009 - 2018	$315.45
Net Population & Employment Growth 2019 - 2028	4,923
Maximum Allowable Funding Envelope	$1,553,062
Maximum Allowable Funding Envelope	**$1,553,062**

APPENDIX B
TABLE 2

CITY OF CLARENCE-ROCKLAND
DEVELOPMENT-RELATED CAPITAL PROGRAM
FIRE SERVICES

Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Costs Replacement & BTE Shares	Total DC Eligible Costs	DC Eligible Costs Available DC Reserves	DC Eligible Costs 2019-2028	DC Eligible Costs Post 2028
1.0 FIRE SERVICES									
1.1 Recovery of Negative Reserve Fund	2019	$ 813,888	$ -	$ 813,888	$ -	$ 813,888	$ -	$ 813,888	$ -
1.2 Buildings, Land & Furnishings									
1.2.1 Rockland Expansion - Construction	2019	$ 2,753,040	$ -	$ 2,753,040	$ 715,790	$ 2,037,250	$ -	$ 500,000	$ 1,537,250
1.2.2 Bourget Replacement - Construction	2019	$ 1,978,429	$ -	$ 1,978,429	$ 514,392	$ 1,464,037	$ -	$ 239,174	$ 1,224,864
1.2.3 Bourget Training Centre	2020	$ 1,500,000	$ -	$ 1,500,000	$ 750,000	$ 750,000	$ -	$ -	$ 750,000
1.2.4 New Station 4 - Land Acquisition	2028	$ 400,000	$ -	$ 400,000	$ -	$ 400,000	$ -	$ -	$ 400,000
1.2.5 New Station 4 - Design	2028	$ 200,000	$ -	$ 200,000	$ -	$ 200,000	$ -	$ -	$ 200,000
1.2.6 New Station 4 - Construction	2028	$ 3,000,000	$ -	$ 3,000,000	$ -	$ 3,000,000	$ -	$ -	$ 3,000,000
Subtotal Buildings, Land & Furnishings		$ 9,831,469	$ -	$ 9,831,469	$ 1,980,182	$ 7,851,287	$ -	$ 739,174	$ 7,112,113
1.3 Vehicles									
1.3.1 Command Vehicle	2019	$ 65,000	$ -	$ 65,000	$ -	$ 65,000	$ -	$ -	$ 65,000
1.3.2 Rehab & Decontamination Unit	2021	$ 450,000	$ -	$ 450,000	$ -	$ 450,000	$ -	$ -	$ 450,000
1.3.3 Additional Tanker - Station 4	2026	$ 280,000	$ -	$ 280,000	$ -	$ 280,000	$ -	$ -	$ 280,000
1.3.4 Additional Pumper - Station 4	2028	$ 600,000	$ -	$ 600,000	$ -	$ 600,000	$ -	$ -	$ 600,000
Subtotal Vehicles		$ 1,395,000	$ -	$ 1,395,000	$ -	$ 1,395,000	$ -	$ -	$ 1,395,000
1.4 Equipment & Studies									
1.4.1 SCBA - Station 4	2028	$ 100,000	$ -	$ 100,000	$ -	$ 100,000	$ -	$ -	$ 100,000
1.4.2 Extrication Tools - Station 4	2028	$ 50,000	$ -	$ 50,000	$ -	$ 50,000	$ -	$ -	$ 50,000
1.4.3 Compressor & Fill Station - Station 4	2028	$ 55,000	$ -	$ 55,000	$ -	$ 55,000	$ -	$ -	$ 55,000
1.4.4 Fire Master Plan	2027	$ 125,000	$ -	$ 125,000	$ -	$ 125,000	$ -	$ -	$ 125,000
Subtotal Equipment & Studies		$ 330,000	$ -	$ 330,000	$ -	$ 330,000	$ -	$ -	$ 330,000
TOTAL FIRE SERVICES		**$ 12,370,357**	**$ -**	**$ 12,370,357**	**$ 1,980,182**	**$ 10,390,175**	**$ -**	**$ 1,553,062**	**$ 8,837,113**

Residential Development Charge Calculation		
Residential Share of 2019 - 2028 DC Eligible Costs	88%	$1,366,695
10-Year Growth in Population in New Units		4,507
Unadjusted Development Charge Per Capita		**$303.24**
Non-Residential Development Charge Calculation		
Non-Residential Share of 2019 - 2028 DC Eligible Costs	12%	$186,367
10-Year Growth in Square Metres		30,500
Unadjusted Development Charge Per Square Metre		**$6.11**

2019 - 2028 Net Funding Envelope	$1,553,062
Reserve Fund Balance	
Balance as at December 31, 2018	($813,888)

APPENDIX B
TABLE 3

CITY OF CLARENCE-ROCKLAND
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
FIRE SERVICES
RESIDENTIAL DEVELOPMENT CHARGE
(in $000)

FIRE SERVICES	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**TOTAL**
OPENING CASH BALANCE	$0.0	($1,244.8)	($1,152.1)	($1,051.1)	($939.7)	($816.5)	($681.0)	($532.8)	($370.3)	($192.9)	
2019 - 2028 RESIDENTIAL FUNDING REQUIREMENTS											
- Fire Services: Non Inflated	$1,366.7	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	**$1,366.7**
- Fire Services: Inflated	$1,366.7	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	**$1,366.7**
NEW RESIDENTIAL DEVELOPMENT											
- Population Growth in New Units	437	437	437	441	447	452	456	462	467	471	**4,507**
REVENUE											
- DC Receipts: Inflated	$155.3	$158.4	$161.5	$166.3	$171.9	$177.3	$182.4	$188.5	$194.4	$200.0	**$1,756.0**
INTEREST											
- Interest on Opening Balance	$0.0	($68.5)	($63.4)	($57.8)	($51.7)	($44.9)	($37.5)	($29.3)	($20.4)	($10.6)	**($384.0)**
- Interest on In-year Transactions	($33.3)	$2.8	$2.8	$2.9	$3.0	$3.1	$3.2	$3.3	$3.4	$3.5	**($5.3)**
TOTAL REVENUE	$121.9	$92.7	$101.0	$111.4	$123.2	$135.5	$148.2	$162.5	$177.4	$192.9	**$1,366.7**
CLOSING CASH BALANCE	($1,244.8)	($1,152.1)	($1,051.1)	($939.7)	($816.5)	($681.0)	($532.8)	($370.3)	($192.9)	$0.0	

2019 Adjusted Charge Per Capita	**$355.27**

Allocation of Capital Program	
Residential Sector	88.0%
Non-Residential Sector	12.0%
Rates for 2019	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX B
TABLE 3

CITY OF CLARENCE-ROCKLAND
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
FIRE SERVICES
NON-RESIDENTIAL DEVELOPMENT CHARGE
(in $000)

FIRE SERVICES	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**TOTAL**
OPENING CASH BALANCE	$0.00	($169.09)	($155.75)	($141.23)	($125.45)	($108.34)	($89.80)	($69.75)	($48.09)	($24.74)	
2019 - 2028 NON-RESIDENTIAL FUNDING REQUIREMENTS											
- Fire Services: Non Inflated	$186.4	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	**$186.4**
- Fire Services: Inflated	$186.4	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	**$186.4**
NEW NON-RESIDENTIAL DEVELOPMENT											
- Growth in Square Metres	3,050	3,050	3,050	3,050	3,050	3,050	3,050	3,050	3,050	3,050	**30,500**
REVENUE											
- DC Receipts: Inflated	$21.8	$22.2	$22.7	$23.1	$23.6	$24.1	$24.6	$25.0	$25.6	$26.1	**$238.8**
INTEREST											
- Interest on Opening Balance	$0.0	($9.3)	($8.6)	($7.8)	($6.9)	($6.0)	($4.9)	($3.8)	($2.6)	($1.4)	**($51.3)**
- Interest on In-year Transactions	($4.5)	$0.4	$0.4	$0.4	$0.4	$0.4	$0.4	$0.4	$0.4	$0.5	**($0.7)**
TOTAL REVENUE	$17.3	$13.3	$14.5	$15.8	$17.1	$18.5	$20.0	$21.7	$23.4	$25.2	**$186.8**
CLOSING CASH BALANCE	($169.1)	($155.8)	($141.2)	($125.5)	($108.3)	($89.8)	($69.7)	($48.1)	($24.7)	$0.4	

2019 Adjusted Charge Per Square Metre	**$7.15**

Allocation of Capital Program	
Residential Sector	88.0%
Non-Residential Sector	12.0%
Rates for 2019	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX C

SERVICES RELATED TO A HIGHWAY TECHNICAL APPENDIX

APPENDIX C

SERVICES RELATED TO A HIGHWAY TECHNICAL APPENDIX

The Clarence-Rockland Infrastructure and Engineering Department provides public works and engineered infrastructure to the City. The department is responsible for the services of roads, sidewalks, municipal drains, sanitary sewers, environmental protection, engineering and waterworks. This appendix provides the detailed analysis undertaken to establish the development charge rates for municipal-wide services related to a highway. There are two subservices: Public Works and Roads and Related.

The following tables set out the 2019 to 2028 development-related capital forecast and the calculation of the development charges for services related to a highway. Descriptions of the contents of the three tables in each services can be found in Appendix C. The basis of the development-related capital program is primarily based on input from the City's consulting engineers, City's capital budget and detailed discussions with City staff. The projects identified in the capital program are required to service the demands of new development between 2019 and 2028, subject to annual capital budget reviews. It should be noted that detailed information on all projects identified in this section were circulated to the development industry for review and comment in advance of the preparation of this study.

APPENDIX C.1

PUBLIC WORKS

APPENDIX C.1

PUBLIC WORKS

The Clarence-Rockland Infrastructure and Engineering Department provides Public Works servicing to the City. The department is responsible for maintaining and repairing municipal roads, sidewalks, shoulders, bridges, culverts, and drainage ditches. Another key component of the department is the maintenance of municipal drains. It is also responsible for winter maintenance such as salting, plowing, and removing snow. Only Public Works fleet is included in the inventory and capital program.

TABLE 1 HISTORICAL SERVICE LEVELS

The current inventory of capital assets for Public Works includes approximately 22,180 square feet of building space with a total replacement value of $2.62 million. The 2.25 hectares of land associated with Public Works buildings are valued at $528,800. Furniture and equipment, excluding computers, totals $117,100. Tools required to provide the municipal services are worth approximately $143,100. The 46 vehicles in the Public Works fleet add an additional $5.77 million to the value of capital assets. Additional fleet contracted services add $126,000.

The total value of the Public Works capital inventory is $9.31 million. The 10-year historical average service level is $293.75 per population and employment, and this, multiplied by the 10-year net growth in population and employment, results in a maximum allowable funding envelope of $1.45 million. Under the *Development Charges Act, 1997*, services related to a highway as defined in subsection 1(1) of the *Municipal Act, 2001*, need not to be reduced by the legislated 10 per cent. As such, the maximum allowable funding envelope is carried over and is valued at $1.45 million.

TABLE 2 2019 – 2028 DEVELOPMENT-RELATED CAPITAL PROGRAM & CALCULATION OF THE "UNADJUSTED" DEVELOPMENT CHARGES

The 10-year development-related capital program for Public Works totals $4.43 million. This provides for an expansion of the municipal public works garage, two snow dumps, and various fleet and equipment acquisitions.

Replacement shares in the amount of $1.70 million have been identified and netted off the capital program. These shares comprise 50 per cent of the project costs for the

public work garage expansion's land acquisition, the new snow dumps, and a line-painting machine. The eligible DC reserve fund balance of $175,317 has been applied to the capital program. A portion of the program totalling $1.11 million cannot be funded through this development charges by-law due to funding envelope restrictions and will be considered in future studies.

The remaining $1.45 million is related to development in the 2019 to 2028 planning period and is eligible for DC recovery in this period. This development related cost is allocated 88 per cent or $1.27 million against new residential development, and 12 per cent or $173,547 against new non-residential development. This yields an unadjusted residential development charge of $282.38 per capita and $5.69 per square metre of new non-residential development.

TABLE 3 CASH FLOW ANALYSIS

After cash flow consideration, both the residential and non-residential calculated charges increase to $315.09 per capita and $6.34 per square metre, respectively.

The following table summarizes the calculation of the Public Works development charge:

PUBLIC WORKS SUMMARY

10-year Hist. Service Level per pop & emp	2019 - 2028 Development-Related Capital Program		Unadjusted Development Charge		**Adjusted Development Charge**	
	Total	Net DC Recoverable	$/capita	$/sq.m	**$/capita**	**$/sq.m**
$293.75	$4,430,835	$1,446,226	$282.38	$5.69	**$315.09**	**$6.34**

APPENDIX C.1
TABLE 1

CITY OF CLARENCE-ROCKLAND
INVENTORY OF CAPITAL ASSETS
PUBLIC WORKS

BUILDINGS	**# of Square Feet**										**UNIT COST**
Facility Name	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**($/sq.ft.)**
Garage Lemay St.	6,780	6,780	6,780	6,780	6,780	6,780	6,780	6,780	6,780	6,780	$235
Garage Lemay St. Office & Lunch room	620	620	620	620	620	620	620	620	620	620	$235
Clarence Creek Container	320	320	320	320	320	320	320	320	320	320	$25
Town Hall Container	110	110	110	110	110	110	110	110	110	110	$25
Sewage Plant (PW Storage)	2,150	2,150	2,150	2,150	2,150	2,150	2,150	2,150	2,150	2,150	$235
Salt Dome	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	$30
Sand Dome	-	-	-	-	-	-	-	-	4,200	4,200	$30
Total (#)	**17,980**	**17,980**	**17,980**	**17,980**	**17,980**	**17,980**	**17,980**	**17,980**	**22,180**	**22,180**	
Total ($000)	**$2,495.0**	**$2,495.0**	**$2,495.0**	**$2,495.0**	**$2,495.0**	**$2,495.0**	**$2,495.0**	**$2,495.0**	**$2,621.0**	**$2,621.0**	

LAND	**# of Hectares**										**UNIT COST**
Facility Name	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**($/ha)**
Garage Lemay St. Office & Lunch room	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	$235,000
Sewage Plant (PW Storage)	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	$235,000
Total (ha)	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**	
Total ($000)	**$528.8**	**$528.8**	**$528.8**	**$528.8**	**$528.8**	**$528.8**	**$528.8**	**$528.8**	**$528.8**	**$528.8**	

FURNITURE AND EQUIPMENT	**Total Value of Furniture & Equipment ($)**									
Description	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**
Garage Lemay Street	$6,600	$6,600	$6,600	$6,600	$6,600	$6,600	$6,600	$6,600	$6,600	$6,600
Garage Laurier	$110,500	$110,500	$110,500	$110,500	$110,500	$110,500	$110,500	$110,500	$110,500	$110,500
Total ($000)	**$117.1**	**$117.1**	**$117.1**	**$117.1**	**$117.1**	**$117.1**	**$117.1**	**$117.1**	**$117.1**	**$117.1**

APPENDIX C.1
TABLE 1

CITY OF CLARENCE-ROCKLAND
INVENTORY OF CAPITAL ASSETS
PUBLIC WORKS

SMALL TOOLS	**# of Tools**										**UNIT COST**
Description	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**($/unit)**
Quick Saw	2	1	1	1	1	1	1	1	1	1	$1,100
Chain Saw	3	4	4	4	4	4	4	4	4	4	$720
Compactor	3	2	2	2	2	1	1	1	1	1	$2,800
Weed Eater	4	5	5	6	6	3	3	3	3	3	$350
Generator	3	3	3	3	3	3	3	3	4	4	$1,220
Water Pump Gas	2	2	2	2	2	1	1	1	1	1	$5,000
Water Pump Electric	2	2	3	3	3	-	-	-	-	-	$330
Lawn Mower	2	2	2	2	2	1	1	1	1	1	$720
Crack Sealer	1	-	-	-	-	-	-	-	-	-	$1,600
Pole Saw	1	1	2	2	2	2	3	3	3	3	$550
Gas Boom	1	1	1	1	1	1	1	1	1	1	$500
Traffic Counter	3	3	2	2	2	2	2	4	4	4	$2,430
GPS	27	27	30	32	32	23	25	27	28	32	$480
Light Tower	-	-	1	1	1	1	1	1	1	1	$11,050
ASP Cutting Saw	-	-	-	1	1	1	2	2	2	2	$2,210
Hydraulic Jack Hammer	-	-	1	1	1	1	1	1	1	1	$8,840
Jumping Jack	-	1	1	1	1	1	1	1	1	1	$1,660
Pressure Washer	-	-	-	-	-	-	-	-	-	1	$8,000
Electronic Speed controller	-	-	-	-	-	-	-	-	-	1	$3,000
Wood Chipper	-	-	-	-	-	-	-	-	-	1	$55,000
Diesel Welder	-	-	-	-	-	-	-	-	-	1	$5,500
Total (#)	**54**	**54**	**60**	**64**	**64**	**46**	**50**	**54**	**56**	**64**	
Total ($000)	**$52.8**	**$50.1**	**$69.8**	**$73.4**	**$73.4**	**$58.5**	**$62.2**	**$68.0**	**$69.7**	**$143.1**	

APPENDIX C.1
TABLE 1

CITY OF CLARENCE-ROCKLAND
INVENTORY OF CAPITAL ASSETS
PUBLIC WORKS

FLEET	# of Vehicles										UNIT COST
Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	($/unit)
Pick ups	13	13	13	13	14	14	14	14	14	14	$39,000
Tandem Axel Trucks	6	6	6	6	6	7	7	8	8	8	$305,000
Back Hoe	1	1	1	1	1	1	1	1	1	1	$110,000
Front End Loader	2	2	2	2	2	2	2	2	2	2	$250,000
Grader	1	2	2	2	2	2	2	2	2	2	$310,000
Steamer	2	2	2	2	2	2	2	2	2	2	$66,300
Sewer Cleaner Flusher	1	1	1	1	1	-	-	-	-	-	$110,500
Snow Machine Trackless & Equip.	1	1	1	2	2	2	2	2	2	2	$116,000
Tractor	2	2	2	2	2	3	3	3	3	3	$78,000
Bomag	1	1	1	1	1	1	1	1	1	1	$560,000
Cube Van	1	1	1	1	1	1	1	1	1	1	$72,000
Excavator	1	1	1	-	-	-	-	-	-	-	$235,000
4 Wheeler	1	1	1	1	1	-	-	-	-	-	$20,000
Enclosed Trailer	-	1	1	1	1	1	1	1	1	1	$2,200
Boom flail	-	-	1	1	1	1	1	1	1	1	$43,000
SUV	-	-	-	-	1	1	2	2	2	2	$30,000
Service Van	-	-	-	-	-	-	-	-	2	2	$55,000
Line Painter	1	1	1	1	1	1	1	1	1	1	$36,000
Plow & Salt Spreader	-	-	-	1	1	1	1	1	1	1	$15,000
Tilt Truck Bed	-	-	-	-	-	-	-	1	1	1	$10,000
Hot Box	-	-	-	-	-	-	-	-	1	1	$50,000
Total (#)	**34**	**36**	**37**	**38**	**40**	**40**	**41**	**43**	**46**	**46**	
Total ($000)	**$4,695.1**	**$5,007.3**	**$5,050.3**	**$4,946.3**	**$5,015.3**	**$5,267.8**	**$5,297.8**	**$5,612.8**	**$5,772.8**	**$5,772.8**	

FLEET CONTRACTED SERVICES	# of Vehicles and Equipment										UNIT COST
Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	($/unit)
Grader	2	1	1	1	1	1	1	1	1	1	$90,000
Snow Clearing	-	-	-	-	-	-	-	-	1	1	$36,000
Total (#)	**2**	**1**	**1**	**1**	**1**	**1**	**1**	**1**	**2**	**2**	
Total ($000)	**$180.0**	**$90.0**	**$90.0**	**$90.0**	**$90.0**	**$90.0**	**$90.0**	**$90.0**	**$126.0**	**$126.0**	

APPENDIX C.1
TABLE 1

CITY OF CLARENCE-ROCKLAND
CALCULATION OF SERVICE LEVELS
PUBLIC WORKS

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Historic Population	22,195	22,684	23,185	23,445	23,707	23,972	24,240	24,512	24,859	25,516
Historic Employment	5,115	5,446	5,799	5,667	5,539	5,413	5,290	5,171	5,232	5,293
Total Historic Population & Employment	27,310	28,130	28,984	29,112	29,246	29,385	29,530	29,683	30,091	30,808

INVENTORY SUMMARY ($000)

Buildings	$2,495.0	$2,495.0	$2,495.0	$2,495.0	$2,495.0	$2,495.0	$2,495.0	$2,495.0	$2,621.0	$2,621.0
Land	$528.8	$528.8	$528.8	$528.8	$528.8	$528.8	$528.8	$528.8	$528.8	$528.8
Furniture And Equipment	$117.1	$117.1	$117.1	$117.1	$117.1	$117.1	$117.1	$117.1	$117.1	$117.1
Small Tools	$52.8	$50.1	$69.8	$73.4	$73.4	$58.5	$62.2	$68.0	$69.7	$143.1
Fleet	$4,695.1	$5,007.3	$5,050.3	$4,946.3	$5,015.3	$5,267.8	$5,297.8	$5,612.8	$5,772.8	$5,772.8
Fleet Contracted Services	$180.0	$90.0	$90.0	$90.0	$90.0	$90.0	$90.0	$90.0	$126.0	$126.0
Total ($000)	**$8,068.8**	**$8,288.2**	**$8,351.0**	**$8,250.5**	**$8,319.5**	**$8,557.1**	**$8,590.8**	**$8,911.7**	**$9,235.4**	**$9,308.8**

SERVICE LEVEL ($/pop & emp)

											Average Service Level
Buildings	$91.36	$88.70	$86.08	$85.70	$85.31	$84.91	$84.49	$84.06	$87.10	$85.07	$86.28
Land	$19.36	$18.80	$18.24	$18.16	$18.08	$17.99	$17.91	$17.81	$17.57	$17.16	$18.11
Furniture And Equipment	$4.29	$4.16	$4.04	$4.02	$4.00	$3.99	$3.97	$3.95	$3.89	$3.80	$4.01
Small Tools	$1.93	$1.78	$2.41	$2.52	$2.51	$1.99	$2.11	$2.29	$2.32	$4.65	$2.45
Fleet	$171.92	$178.01	$174.25	$169.91	$171.49	$179.27	$179.40	$189.09	$191.85	$187.38	$179.26
Fleet Contracted Services	$6.59	$3.20	$3.11	$3.09	$3.08	$3.06	$3.05	$3.03	$4.19	$4.09	$3.65
Total ($/pop & emp)	**$295.45**	**$294.64**	**$288.13**	**$283.41**	**$284.47**	**$291.21**	**$290.92**	**$300.23**	**$306.92**	**$302.15**	**$293.75**

CITY OF CLARENCE-ROCKLAND
CALCULATION OF MAXIMUM ALLOWABLE
PUBLIC WORKS

10-Year Funding Envelope Calculation	
10 Year Average Service Level 2009 - 2018	$293.75
Net Population & Employment Growth 2019 - 2028	4,923
Maximum Allowable Funding Envelope	$1,446,226
Maximum Allowable Funding Envelope	**$1,446,226**

APPENDIX C.1
TABLE 2

CITY OF CLARENCE-ROCKLAND
DEVELOPMENT-RELATED CAPITAL PROGRAM
PUBLIC WORKS

Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Costs		Total DC Eligible Costs	DC Eligible Costs		
					BTE (%)	Replacement & BTE Shares		Available DC Reserves	2019-2028	Post 2028
1.0 PUBLIC WORKS										
1.1 Buildings										
1.1.1 Snow Dump (including Land) - Rockland	2019	$ 1,459,835	$ -	$ 1,459,835	50%	$ 729,918	$ 729,918	$ 137,317	$ 592,601	$ -
1.1.2 Snow Dump (including Land) - Bourget	2020	$ 600,000	$ -	$ 600,000	50%	$ 300,000	$ 300,000	$ -	$ 300,000	$ -
1.1.3 Garage Renovation and Expansion	2021	$ 1,300,000	$ -	$ 1,300,000	50%	$ 650,000	$ 650,000	$ -	$ 146,125	$ 503,875
Subtotal Buildings		$ 3,359,835	$ -	$ 3,359,835		$ 1,679,918	$ 1,679,918	$ 137,317	$ 1,038,726	$ 503,875
1.2 Fleet & Equipment										
1.2.1 Compactor	2019	$ 20,000	$ -	$ 20,000	0%	$ -	$ 20,000	$ 20,000	$ -	$ -
1.2.2 Line Painting Machine	2019	$ 36,000	$ -	$ 36,000	50%	$ 18,000	$ 18,000	$ 18,000	$ -	$ -
1.2.3 Sidewalk Machine	2021	$ 150,000	$ -	$ 150,000	0%	$ -	$ 150,000	$ -	$ 150,000	$ -
1.2.4 Tandem	2023	$ 350,000	$ -	$ 350,000	0%	$ -	$ 350,000	$ -	$ -	$ 350,000
1.2.5 Maintenance Equipment	Various	$ 225,000	$ -	$ 225,000	0%	$ -	$ 225,000	$ -	$ 112,500	$ 112,500
1.2.6 Support Vehicles	Various	$ 290,000	$ -	$ 290,000	0%	$ -	$ 290,000	$ -	$ 145,000	$ 145,000
Subtotal Fleet & Equipment		$ 1,071,000	$ -	$ 1,071,000		$ 18,000	$ 1,053,000	$ 38,000	$ 407,500	$ 607,500
TOTAL PUBLIC WORKS		**$ 4,430,835**	**$ -**	**$ 4,430,835**		**$ 1,697,918**	**$ 2,732,918**	**$ 175,317**	**$ 1,446,226**	**$ 1,111,375**

Residential Development Charge Calculation		
Residential Share of 2019 - 2028 DC Eligible Costs	88%	$1,272,679
10-Year Growth in Population in New Units		4,507
Unadjusted Development Charge Per Capita		**$282.38**
Non-Residential Development Charge Calculation		
Non-Residential Share of 2019 - 2028 DC Eligible Costs	12%	$173,547
10-Year Growth in Square Metres		30,500
Unadjusted Development Charge Per Square Metre		**$5.69**

2019 - 2028 Net Funding Envelope	$1,446,226
Reserve Fund Balance	
Balance as at December 31, 2018	$175,317

APPENDIX C.1
TABLE 3

CITY OF CLARENCE-ROCKLAND
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
PUBLIC WORKS
RESIDENTIAL DEVELOPMENT CHARGE
(in $000)

PUBLIC WORKS	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	TOTAL
OPENING CASH BALANCE	$0.00	($417.63)	($596.73)	($785.15)	($702.76)	($611.25)	($510.33)	($399.72)	($278.05)	($144.94)	
2019 - 2028 RESIDENTIAL FUNDING REQUIREMENTS											
- Public Works: Non Inflated	$544.1	$286.7	$283.3	$22.7	$22.7	$22.7	$22.7	$22.7	$22.7	$22.7	**$1,272.7**
- Public Works: Inflated	$544.1	$292.4	$294.7	$24.0	$24.5	$25.0	$25.5	$26.0	$26.5	$27.1	**$1,310.0**
NEW RESIDENTIAL DEVELOPMENT											
- Population Growth in New Units	437	437	437	441	447	452	456	462	467	471	**4,507**
REVENUE											
- DC Receipts: Inflated	$137.7	$140.4	$143.3	$147.5	$152.5	$157.2	$161.8	$167.2	$172.4	$177.4	**$1,557.3**
INTEREST											
- Interest on Opening Balance	$0.0	($23.0)	($32.8)	($43.2)	($38.7)	($33.6)	($28.1)	($22.0)	($15.3)	($8.0)	**($244.6)**
- Interest on In-year Transactions	($11.2)	($4.2)	($4.2)	$2.2	$2.2	$2.3	$2.4	$2.5	$2.6	$2.6	**($2.8)**
TOTAL REVENUE	$126.5	$113.3	$106.3	$106.4	$116.0	$125.9	$136.1	$147.7	$159.7	$172.0	**$1,310.0**
CLOSING CASH BALANCE	($417.6)	($596.7)	($785.1)	($702.8)	($611.2)	($510.3)	($399.7)	($278.1)	($144.9)	$0.0	

2019 Adjusted Charge Per Capita	**$315.09**

Allocation of Capital Program	
Residential Sector	88.0%
Non-Residential Sector	12.0%
Rates for 2019	
Inflation Rate:	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX C.1
TABLE 3

CITY OF CLARENCE-ROCKLAND
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
PUBLIC WORKS
NON-RESIDENTIAL DEVELOPMENT CHARGE
(in $000)

PUBLIC WORKS	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**TOTAL**
OPENING CASH BALANCE	$0.00	($56.37)	($80.18)	($105.21)	($93.45)	($80.69)	($66.88)	($51.94)	($35.81)	($18.41)	
2019 - 2028 NON-RESIDENTIAL FUNDING REQUIREMENTS											
- Public Works: Non Inflated	$74.2	$39.1	$38.6	$3.1	$3.1	$3.1	$3.1	$3.1	$3.1	$3.1	**$173.5**
- Public Works: Inflated	$74.2	$39.9	$40.2	$3.3	$3.3	$3.4	$3.5	$3.5	$3.6	$3.7	**$178.6**
NON-RESIDENTIAL SPACE GROWTH											
- Growth in Square Metres	3,050	3,050	3,050	3,050	3,050	3,050	3,050	3,050	3,050	3,050	**30,500**
REVENUE											
- DC Receipts: Inflated	$19.3	$19.7	$20.1	$20.5	$20.9	$21.3	$21.8	$22.2	$22.7	$23.1	**$211.7**
INTEREST											
- Interest on Opening Balance	$0.0	($3.1)	($4.4)	($5.8)	($5.1)	($4.4)	($3.7)	($2.9)	($2.0)	($1.0)	**($32.4)**
- Interest on In-year Transactions	($1.5)	($0.6)	($0.6)	$0.3	$0.3	$0.3	$0.3	$0.3	$0.3	$0.3	**($0.4)**
TOTAL REVENUE	$17.8	$16.1	$15.2	$15.0	$16.1	$17.2	$18.4	$19.7	$21.0	$22.4	**$179.0**
CLOSING CASH BALANCE	($56.4)	($80.2)	($105.2)	($93.4)	($80.7)	($66.9)	($51.9)	($35.8)	($18.4)	$0.3	

2019 Adjusted Charge Per Square Metre	**$6.34**

Allocation of Capital Program	
Residential Sector	88.0%
Non-Residential Sector	12.0%
Rates for 2019	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX C.2

ROADS AND RELATED SERVICES

APPENDIX C.2

ROADS AND RELATED SERVICES

The Infrastructure and Engineering Department, maintains approximately 250 kilometres of road surfaces, and maintains the sidewalks, shoulders, bridges, culverts, surface drainage ditches and winter maintenance each year in the City of Clarence-Rockland. The capital program contained herein was largely prepared by City's engineering consultants based on the transportation master plan and is designed to serve the population and employment growth between 2019 and 2028.

TABLE 1 HISTORICAL SERVICE LEVELS

The City has 252 kilometers of roads valued at $204.00 million, as well as 26 bridges and culverts worth $16.40 million. Streetlights have a replacement cost of $9.44 million, while the 38 kilometers of sidewalks are valued at $7.29 million.

The total 2018 value of the Roads and Related inventory is $237.13 million, which provides a 10-year average service level of $6,346.76 per population and employment. When multiplied by the expected net population and employment growth between 2019 and 2028, this results in a maximum allowable funding envelope of $31.25 million. Under the *Development Charges Act, 1997*, services related to a highway as defined in subsection 1(1) of the *Municipal Act, 2001*, need not to be reduced by the legislated 10 per cent (as with other general services). As such, the maximum allowable funding envelope is carried over and is valued at $31.25 million.

TABLE 2 2019 – 2028 DEVELOPMENT-RELATED CAPITAL PROGRAM & CALCULATION OF THE "UNADJUSTED" DEVELOPMENT CHARGES

The 2019-2028 Roads and Related capital program totals $30.73 million and provides for various cycling and multi-use paths, roadway improvements, sidewalk projects, intersection improvements and development-related studies. The details and timing of each road project and the cost breakdown are shown on Table 2. A map has been provided by City Engineering Staff to complement the development charges capital program, and highlights the location of several project contained therein. Those projects shown on the map are indicated in the project description portion of the program list.

Replacement and benefit to existing shares been identified and total $1.38 million. This includes 50 per cent shares for the Caron and Laurier street bike lanes, as well as 25 per cent for the Clarence Crossing Multi Use Path, 50 per cent for sidewalks on Laurier Street and Sterling Avenue and a traffic light at De la Berge Street/Laurier/Chemin de Comte, and 20 per cent reductions to the costs of a Servicing Study update and a Master Transportation Study.

Finally, a share of $13.79 million is deemed to benefit growth beyond 2028. The remaining net capital costs eligible for DC recovery between 2019 and 2028 total $15.56 million (prior to reserve fund adjustments).

Table 3 summarizes the Roads and Related capital program and the various deductions made. As shown on Table 3, an amount of $1.38 million has been identified in the Roads DC reserve fund and is available to fund a portion of the program. Once this share has been netted out, the DC eligible share is reduced to 14.18 million.

The DC eligible shares have been allocated 88 per cent to new residential development and 12 per cent to non-residential development. The allocation of costs is based on the future shares of population in new units and employment growth to 2028. The residential share of the capital program totals $12.48 million and, when divided by the forecast growth in population in new units (4,507), an unadjusted charge of $2,768.81 per capita results. The non-residential share of $1.70 million is applied against the forecast increase in square metres of non-residential floor space (30,500), yielding an unadjusted charge of $55.79 per square metre.

TABLE 4 CASH FLOW ANALYSIS

The cash flow analysis is shown on Table 4. The analysis takes into consideration expenditure timing and DC revenue projections. After cash flow considerations, both the residential and non-residential charges increase to $2,931.59 per capita and $58.92 per square metre, respectively.

ROADS AND RELATED SUMMARY

2019 - 2028 Development-Related Capital Program		Unadjusted Development Charge		**Adjusted Development Charge**	
Total	Net DC Recoverable	$/capita	$/sq.m	**$/capita**	**$/sq.m**
$30,729,000	$14,180,706	$2,768.81	$55.79	$2,931.59	$58.92

APPENDIX C.2
TABLE 1

CITY OF CLARENCE-ROCKLAND
INVENTORY OF CAPITAL ASSETS
ROADS AND RELATED

ROADS	**# of Kilometres**										**UNIT COST**
Type of Road	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**($/km)**
Gravel Roads	39	41	95	96	101	108	101	99	89	81	$407,000
Asphalt Roads	51	54	126	127	134	143	151	153	164	171	$1,000,000
Total (km)	**90**	**95**	**221**	**223**	**235**	**251**	**252**	**252**	**252**	**252**	
Total ($000)	**$66,873.0**	**$70,687.0**	**$164,665.0**	**$166,072.0**	**$175,107.0**	**$186,956.0**	**$192,107.0**	**$193,293.0**	**$199,519.5**	**$204,002.0**	

BRIDGES & CULVERTS	**# of Bridges & Culverts**										**UNIT COST**
Description	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**($/unit)**
Bridges	4	4	10	10	10	11	11	11	11	11	$1,000,000
Culverts	2	2	4	4	5	5	5	5	15	15	$360,000
Total (#)	**6**	**6**	**14**	**14**	**15**	**16**	**16**	**16**	**26**	**26**	
Total ($000)	**$4,720.0**	**$4,720.0**	**$11,440.0**	**$11,440.0**	**$11,800.0**	**$12,800.0**	**$12,800.0**	**$12,800.0**	**$16,400.0**	**$16,400.0**	

STREETLIGHTS	**# of Units**										**UNIT COST**
Description	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**($/unit)**
Streetlights	476	507	1,171	1,186	1,244	1,332	1,332	1,352	1,355	1,363	$6,000
Traffic Lights	4	4	4	4	4	5	6	7	7	7	$180,000
Total (#)	**480**	**511**	**1,175**	**1,190**	**1,248**	**1,337**	**1,338**	**1,359**	**1,362**	**1,370**	
Total ($000)	**$3,576.0**	**$3,762.0**	**$7,746.0**	**$7,836.0**	**$8,184.0**	**$8,892.0**	**$9,072.0**	**$9,372.0**	**$9,390.0**	**$9,438.0**	

SIDEWALKS	**# of Kilometres**										**UNIT COST**
Description	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**($/km)**
Sidewalk	12.6	13.5	31.1	31.9	32.4	34.3	36.1	36.6	37.9	38.4	$190,000
Total (km)	**12.6**	**13.5**	**31.1**	**31.9**	**32.4**	**34.3**	**36.1**	**36.6**	**37.9**	**38.4**	
Total ($000)	**$2,394.0**	**$2,565.0**	**$5,913.4**	**$6,061.2**	**$6,162.7**	**$6,510.0**	**$6,867.4**	**$6,955.9**	**$7,208.2**	**$7,293.7**	

APPENDIX C.2
TABLE 1

CITY OF CLARENCE-ROCKLAND
CALCULATION OF SERVICE LEVELS
ROADS AND RELATED

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Historical Population	22,195	22,684	23,185	23,445	23,707	23,972	24,240	24,512	24,859	25,516
Historical Employment	5,115	5,446	5,799	5,667	5,539	5,413	5,290	5,171	5,232	5,293
Total Historical Pop. & Emp.	27,310	28,130	28,984	29,112	29,246	29,385	29,530	29,683	30,091	30,808

INVENTORY SUMMARY ($000)

Roads	$66,873.0	$70,687.0	$164,665.0	$166,072.0	$175,107.0	$186,956.0	$192,107.0	$193,293.0	$199,519.5	$204,002.0
Bridges & Culverts	$4,720.0	$4,720.0	$11,440.0	$11,440.0	$11,800.0	$12,800.0	$12,800.0	$12,800.0	$16,400.0	$16,400.0
Streetlights	$3,576.0	$3,762.0	$7,746.0	$7,836.0	$8,184.0	$8,892.0	$9,072.0	$9,372.0	$9,390.0	$9,438.0
Sidewalks	$2,394.0	$2,565.0	$5,913.4	$6,061.2	$6,162.7	$6,510.0	$6,867.4	$6,955.9	$7,208.2	$7,293.7
Total ($000)	**$77,563.0**	**$81,734.0**	**$189,764.4**	**$191,409.2**	**$201,253.7**	**$215,158.0**	**$220,846.4**	**$222,420.9**	**$232,517.7**	**$237,133.7**

SERVICE LEVEL ($/pop & emp)

											Average Service Level
Roads	$2,448.66	$2,512.87	$5,681.27	$5,704.59	$5,987.38	$6,362.29	$6,505.49	$6,511.98	$6,630.65	$6,621.64	$5,496.68
Bridges & Culverts	$172.8	$167.8	$394.7	$393.0	$403.5	$435.6	$433.5	$431.2	$545.0	$532.3	$390.94
Streetlights	$130.9	$133.7	$267.3	$269.2	$279.8	$302.6	$307.2	$315.7	$312.1	$306.3	$262.49
Sidewalks	$87.7	$91.2	$204.0	$208.2	$210.7	$221.5	$232.6	$234.3	$239.6	$236.7	$196.65
Total ($/pop & emp)	**$2,840.10**	**$2,905.58**	**$6,547.25**	**$6,574.92**	**$6,881.41**	**$7,322.03**	**$7,478.71**	**$7,493.29**	**$7,727.28**	**$7,697.05**	**$6,346.76**

CITY OF CLARENCE-ROCKLAND
CALCULATION OF MAXIMUM ALLOWABLE
ROADS AND RELATED

10-Year Funding Envelope Calculation	
10 Year Average Service Level 2009 - 2018	$6,346.76
Net Population & Employment Growth 2019 - 2028	4,923
Maximum Allowable Funding Envelope	$31,247,149
Discounted Maximum Allowable Funding Envelope	**$31,247,149**

APPENDIX C.2
TABLE 2

CITY OF CLARENCE-ROCKLAND
DEVELOPMENT-RELATED CAPITAL PROGRAM
ROADS AND RELATED

NO.	Infrastructure Requirement	Description / Remarks	Limits	Term	Timing From	Timing To	Estimated Project Costs: Gross Cost	Benefit to Existing Share		Other Contributions	Post Period Allocation[1]	Net Growth-Related
City-Wide Roads Projects												
Cycling												
1	Caron Street	Buffered Paved shoulder with signage on both sides of the roadway.	Between the David Street in the north and Baseline Road in the south.	Mid-Term	2024	2028	$583,000	50%	$291,500	$0	$0	$291,500
2	Laurier Street	Buffered bike lane with flex bollards with signage and cycling lane markings both directions.	Between Richelieu Street in the west, and Heritage Drive in the east	Short-Term	2019	2023	$616,000	50%	$308,000	$0	$0	$308,000
3	Laurier Street	Painted bike lane with signage and cycling lane markings both directions.	Between Heritage Drive in the west and County Road 17 in the east	Short-Term	2019	2023	$408,000	50%	$204,000	$0	$0	$204,000
4	Sterling Avenue Extension	Painted bike lane with signage and cycling lane markings both directions.	Between Platinum Drive in the north and Poupart Road Extension in the south.	Short-Term	2019	2023	$347,000	0%	$0	$0	$0	$347,000
Multi-Use Path												
5	New Roadway	Multi-Use pathway built on the north side of the roadway as part of the construction of the New east-west roadway to service a new subdivision in south Rockland.	Between Caron Street in the east and St. Jean Street in the west.	Short-Term	2019	2023	$612,000	0%	$0	$0	$0	$612,000
6	Poupart Road	New multi-use path on the north side of Poupart Road built as part of the Poupart Road widening.	Between RIchelieu Street in the north and St. Jean Street in the east.	Short-Term	2019	2023	$744,000	0%	$0	$0	$0	$744,000
7	St. Jean Street	New multi-use path on the east side of St. Jean Street built as part of development.	Between Docteur Corbeil Boulevard in the north and Poupart Road in the south on the east side of the roadway.	Short-Term	2019	2023	$262,000	0%	$0	$0	$0	$262,000
8	Bridewater Pedestrian Bridge				2019	2019	$1,600,000	0%	$0	$0	$915,485	$684,515
9	Clarence Crossing Multi Use Path				2021	2026	$600,000	25%	$150,000	$0	$0	$450,000
Roadway												
10	Green Avenue	Extension of Green Avenue to Caron Street.	Between existing extent of Green Avenue in the east to connect with the Docteru Corbeil Boulevard / Caron Street intersection in the west.	Mid-Term	2024	2028	$942,000	0%	$0	$0	$538,992	$403,008
11	Poupart Road & St. Jean Street	Road widening from two lanes to four. Will include a multi-use pathway on the north side of the roadway.	Between Laurier Street in the north and St. Jean Street in the east.	Short-Term	2019	2023	$9,900,000	0%	$0	$0	$5,664,565	$4,235,435
12	New Roadway	New Roadway Construction. Will include will include a multi-use pathway on the north side of the roadway and a pedestrian sidewalk on the south side.	Between Caron Street in the east and St. Jean Street in the west.	Short-Term	2019	2023	$5,293,000	0%	$0	$0	$3,028,540	$2,264,460
13	Sterling Avenue Extension	Extension of Sterling Avenue with painted bike lanes and sidewalks on boths sides of the road.	Between Platinum Drive in the north and Poupart Road Extension in the south.	Short-Term	2019	2023	$1,884,000	0%	$0	$0	$1,077,984	$806,016
14	Est Rockland East (Laurier - County Rd. 17)			Short-Term	2019	2023	$120,000	0%	$0	$0	$68,661	$51,339
Pedestrian (Sidewalk)												
15	Poupart Road	Sidewalk on one side of the street.	Between St Jean Street In The East To Richelieu Street In The West	Mid-Term	2024	2028	$530,000	0%	$0	$0	$0	$530,000
16	Laurier Street	Add sidewalk on the other side of the street so that both sides of the road have a sidewalk.	Between Clarence Rockland Veterinary Hospital On The East To Poupart Road In The West	Short-Term	2019	2023	$112,000	50%	$56,000	$0	$0	$56,000
17	Sterling Avenue	Add sidewalk on the other side of the street so that both sides of the road have a sidewalk.	Between Silver Lane In The North To Docteur Corbeil Boulevard In The South	Short-Term	2019	2023	$144,000	50%	$72,000	$0	$0	$72,000
18	New Roadway	Sidewalk on one side of the street.	Between St. Jean Street in the West and Caron Street in the East on the south side of the roadway.	Short-Term	2019	2023	$525,000	0%	$0	$0	$0	$525,000
19	Sterling Avenue Extension	Sidewalk on both sides of the street.	Between Platinum Drive In The North And Poupart Road Extension In The South.	Short-Term	2019	2023	$417,000	0%	$0	$0	$0	$417,000

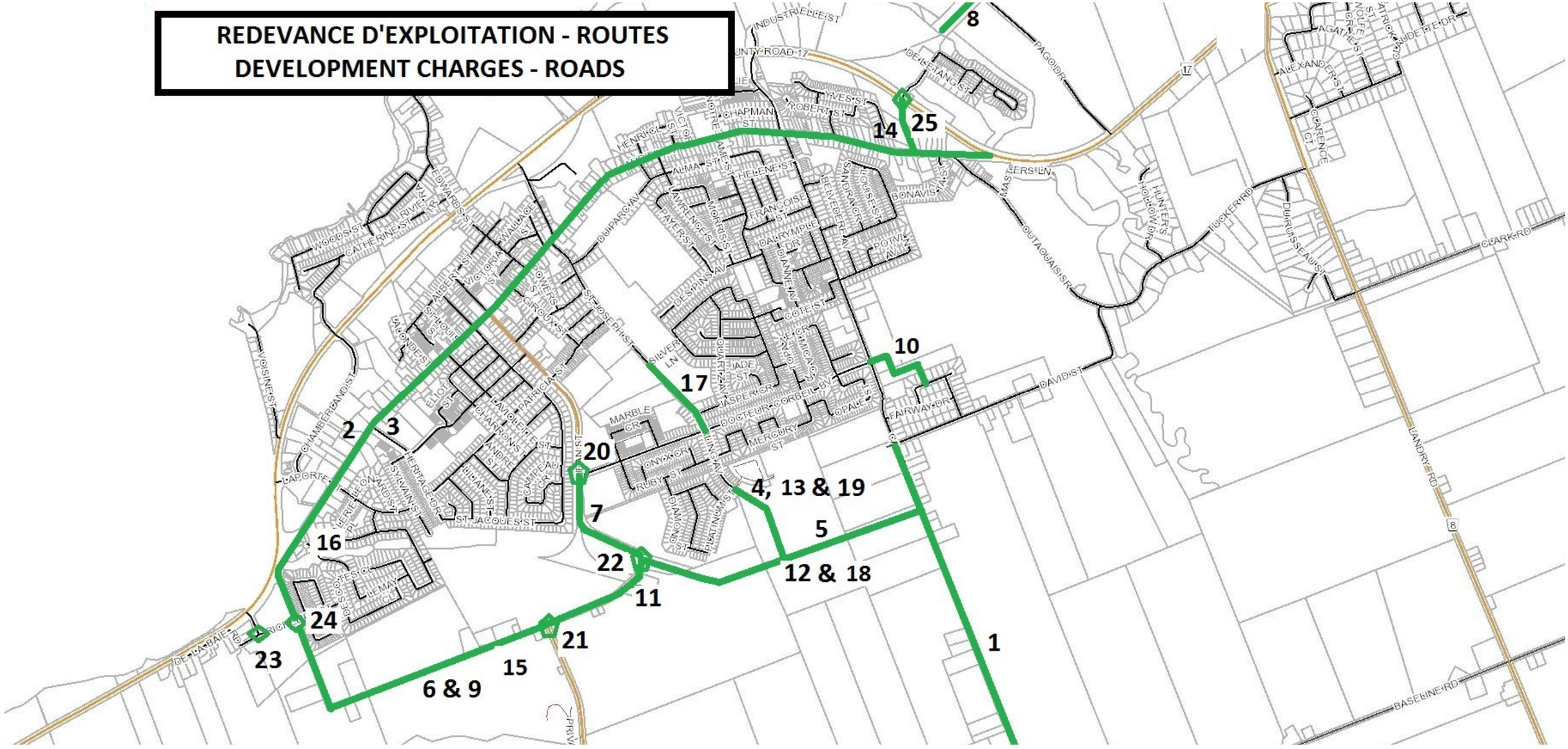
APPENDIX C.2
TABLE 2

CITY OF CLARENCE-ROCKLAND
DEVELOPMENT-RELATED CAPITAL PROGRAM
ROADS AND RELATED

NO.	Infrastructure Requirement	Description / Remarks	Limits	Term	Timing		Estimated Project Costs					
					From	To	Gross Cost	Benefit to Existing Share		Other Contributions	Post Period Allocation[1]	Net Growth-Related
City-Wide Roads Projects												
Intersection												
20	Poupart Road	Planned Roundabout	At St. Jean Street and Docteur Corbeil Boulevard.	Mid-Term	2024	2028	$1,150,000	0%	$0	$0	$658,005	$491,995
21	Poupart Road	Planned Roundabout	At the intersection of Poupart Road and St. Jean Street.	Short-Term	2019	2023	$1,150,000	0%	$0	$0	$658,005	$491,995
22	Poupart Road	Planned Roundabout	At the future intersection of St. Jean and the new east-west roadway servicing the new subdivision.	Short-Term	2019	2023	$1,150,000	0%	$0	$0	$658,005	$491,995
23	Carmen Bergeron Street	Upgrade existing stop-controlled intersection to a Signalized Intersection.	At Carmen Bergeron Street and Richelieu Street.	Short-Term	2019	2023	$345,000	0%	$0	$0	$197,402	$147,598
24	Richelieue Street	Upgrade existing stop-controlled intersection to a Signalized Intersection.	At Richelieu Street and Poupart Road.	Short-Term	2019	2023	$345,000	0%	$0	$0	$197,402	$147,598
25	Traffic Light	De la Berge street /Laurier/chemin de comté			2021	2021	$450,000	50%	$225,000	$0	$128,740	$96,260
Studies												
26	Servicing Study Update				2023	2023	$150,000	20%	$30,000	$0	$0	$120,000
27	Master Transportation Study				2027	2028	$200,000	20%	$40,000	$0	$0	$160,000
28	Provison for other Development-Related Studies				2019	2028	$150,000	0%	$0	$0	$0	$150,000
Total Roads Projects: 2019-2028							**$30,729,000**		**$1,376,500**	**$0**	**$13,791,785**	**$15,560,715**

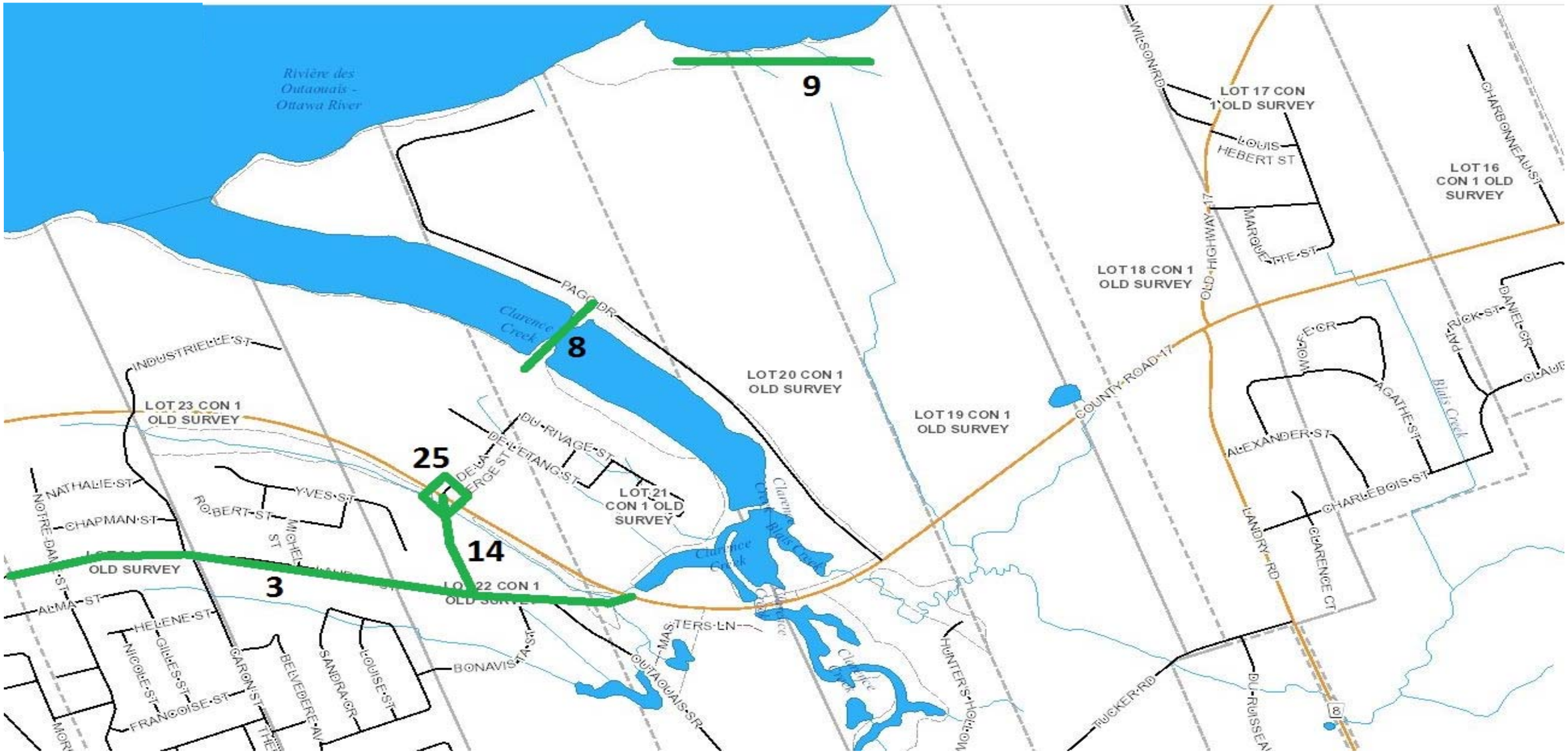
Notes
1) The post period allocation are based on share of household growth to 2041. The post-period share is: **57%**
2) Available DC Reserve Funds have been accounted for through the cash flow analysis

Map 1: Mapping of Roads and Related Projects



Map 2: Mapping of Roads and Related Projects

REDEVANCE D'EXPLOITATION - ROUTE (CLARENCE CROSSING)
DEVELOPEMENT CHARGES - ROADS (CLARENCE CROSSING)



APPENDIX C.2
TABLE 3

CITY OF CLARENCE-ROCKLAND
SUMMARY OF UNADJUSTED RESIDENTIAL AND NON-RESIDENTIAL DEVELOPMENT CHARGES
ROADS AND RELATED 2019-2028

10-Year Growth in Population in New Units	4,507
Employment Growth	610
10-Year Growth in Square Meters	30,500

	Development-Related Capital Forecast									
	Gross Project Cost ($000)	Benefit to Existing Share ($000)	Other Contributions ($000)	Available DC Reserves ($000)	Post Period Allocation ($000)	Total Net Capital Costs After Discount ($000)	Residential Share %	Residential Share $000	Non-Residential Share %	Non-Residential Share $000
ROADS AND RELATED 2019-2028										
City-Wide Roads Projects	$30,729.00	$1,376.50	$0.00	$1,380.01	$13,791.79	$14,180.71	88%	$12,479.02	12%	$1,701.68
TOTAL ROADS AND RELATED 2019-2028	**$30,729.00**	**$1,376.50**	**$0.00**	**$1,380.01**	**$13,791.79**	**$14,180.71**		**$12,479.02**		**$1,701.68**
Unadjusted Development Charge Per Capita ($)								**$2,768.81**		
Unadjusted Development Charge Per Sq. M. ($)										**$55.79**

APPENDIX C.2
TABLE 4

CITY OF CLARENCE-ROCKLAND
ROADS AND RELATED 2019-2028
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE

ROADS: RESIDENTIAL	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**TOTAL**
OPENING CASH BALANCE ($000)	$1,214.4	($262.5)	($1,195.4)	($2,359.2)	($3,503.7)	($4,829.4)	($4,034.7)	($3,161.8)	($2,198.3)	($1,146.9)	
2019 - 2028 RESIDENTIAL FUNDING REQUIREMENTS											
Roads: Residential: Non Inflated	$2,759.9	$2,157.5	$2,308.2	$2,223.5	$2,329.1	$381.3	$381.3	$381.3	$385.7	$385.7	**$13,693.4**
Roads: Residential: Inflated	$2,759.9	$2,200.6	$2,401.4	$2,359.6	$2,521.1	$421.0	$429.4	$438.0	$451.9	$461.0	**$14,443.9**
NEW RESIDENTIAL DEVELOPMENT											
- Population Growth in New Units	437	437	437	441	447	452	456	462	467	471	**4,507**
REVENUE											
- DC Receipts: Inflated	$1,281.1	$1,306.7	$1,332.9	$1,372.0	$1,418.4	$1,463.0	$1,505.5	$1,555.8	$1,604.1	$1,650.2	**$14,489.5**
INTEREST											
- Interest on Opening Balance	$42.5	($14.4)	($65.7)	($129.8)	($192.7)	($265.6)	($221.9)	($173.9)	($120.9)	($63.1)	**($1,205.6)**
- Interest on In-year Transactions	($40.7)	($24.6)	($29.4)	($27.2)	($30.3)	$18.2	$18.8	$19.6	$20.2	$20.8	**($54.5)**
TOTAL REVENUE	$1,282.9	$1,267.7	$1,237.7	$1,215.0	$1,195.4	$1,215.6	$1,302.4	$1,401.4	$1,503.3	$1,607.9	**$13,229.5**
CLOSING CASH BALANCE	($262.5)	($1,195.4)	($2,359.2)	($3,503.7)	($4,829.4)	($4,034.7)	($3,161.8)	($2,198.3)	($1,146.9)	$0.0	

2019 Adjusted Charge Per Capita	**$2,931.59**

Allocation of Capital Program	
Residential Sector	88.0%
Non-Residential Sector	12.0%
Rates for 2019	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX C.2
TABLE 4

CITY OF CLARENCE-ROCKLAND
ROADS AND RELATED 2019-2028
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE

ROADS: NON-RESIDENTIAL	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**TOTAL**
OPENING CASH BALANCE ($000)	$165.6	($30.6)	($152.3)	($305.1)	($456.5)	($635.0)	($526.4)	($409.1)	($282.3)	($146.3)	
2019 - 2028 NON-RESIDENTIAL FUNDING REQUIREMENTS											
Roads: Non-Residential: Non: Inflated	$376.3	$294.2	$314.8	$303.2	$317.6	$52.0	$52.0	$52.0	$52.6	$52.6	**$1,867.3**
Roads: Non-Residential: Inflated	$376.3	$300.1	$327.5	$321.8	$343.8	$57.4	$58.6	$59.7	$61.6	$62.9	**$1,969.6**
NEW NON-RESIDENTIAL DEVELOPMENT											
- New Building GFA - square metres	3,050	3,050	3,050	3,050	3,050	3,050	3,050	3,050	3,050	3,050	**30,500**
REVENUE											
- DC Receipts: Inflated	$179.7	$183.3	$187.0	$190.7	$194.5	$198.4	$202.4	$206.4	$210.6	$214.8	**$1,967.7**
INTEREST											
- Interest on Opening Balance	$5.8	($1.7)	($8.4)	($16.8)	($25.1)	($34.9)	($29.0)	($22.5)	($15.5)	($8.0)	**($156.1)**
- Interest on In-year Transactions	($5.4)	($3.2)	($3.9)	($3.6)	($4.1)	$2.5	$2.5	$2.6	$2.6	$2.7	**($7.4)**
TOTAL REVENUE	$180.1	$178.4	$174.7	$170.3	$165.3	$166.0	$175.9	$186.5	$197.6	$209.4	**$1,804.2**
CLOSING CASH BALANCE	($30.6)	($152.3)	($305.1)	($456.5)	($635.0)	($526.4)	($409.1)	($282.3)	($146.3)	$0.2	

2019 Adjusted Charge Per Square Metre	**$58.92**

Allocation of Capital Program	
Residential Sector	88.0%
Non-Residential Sector	12.0%
Rates for 2019	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX D

WATERWORKS AND SANITARY SEWER TECHNICAL APPENDIX

APPENDIX D

WATERWORKS AND SANITARY SEWER TECHNICAL APPENDIX

The Clarence-Rockland Infrastructure and Engineering Department provides public works and engineered infrastructure to the City. The department is responsible for the services of roads, sidewalks, municipal drains, sanitary sewers, environmental protection and waterworks. This appendix provides the detailed analysis undertaken to establish the development charge rates for the eligible municipal-wide engineered services of waterworks and sanitary sewerage for the City of Clarence-Rockland. Maps are included, where available, showing the location of certain projects included in the development charges capital programs.

The following tables set out the 2019 to 2028 development-related capital forecast and the calculation of the development charges for City-wide Waterworks and Sanitary Sewer services. The basis of the development-related capital program is the City's capital budget, detailed discussions with City staff and the results of master servicing studies prepared by the City's engineering consultants. The projects identified in the capital program are required to service the demands of new development between 2019 and 2028 and beyond, subject to annual capital budget reviews. It should be noted that detailed information on all projects identified in this section were circulated to the development industry for review and comment in advance of the preparation of this study.

APPENDIX D.1

WATERWORKS

APPENDIX D.1

WATERWORKS SERVICES

The capital program contained herein was assembled by the City's engineering staff as well as the City's engineering consultants and is designed to serve the population and employment growth between 2019 and 2028. The following tables provide details of the projects included in the City-wide Waterworks development charges calculation.

Waterworks included in the DC capital forecast are required to achieve health and safety standards as identified in relevant legislation including Provincial regulations, other relevant legislation as well as fire standards. As such, in accordance with section 4(3) of O.Reg. 82/98, the 10-year historical service level does not apply.

TABLE 1 2019 – 2028 DEVELOPMENT-RELATED CAPITAL PROGRAM

The 2019-2028 Waterworks capital program totals $16.84 million and includes $11.71 million in water projects and development-related studies. The largest project is the Rockland Water Treatment Plant capacity expansion that is estimated to cost $10.17 million. In addition, Pressure Zone-specific projects for Zone 1 (Rockland) and Zone 2 (Villages) total $110,000 and $5.02 million, respectively.

A benefit to existing share of 33 per cent has been applied to the replacement of a transmission main in Pressure Zone 1, as well as to the new transmission main project for the Caron Booster Station. This proportion has been determined in consultation with City staff and the City's engineering consultants and is based on flow data. As a result, $1.44 million has been removed from the calculation. There are no contributions or grants expected.

TABLE 2 CALCULATION OF THE "UNADJUSTED" DEVELOPMENT CHARGES

Table 2 shows that the available DC reserve fund balance of $448,010 has been removed from the calculation. As many of the works are being designed to benefit growth both in this period and beyond the 10-year planning period, a share of the costs, $10.30 million, will be considered for recovery under future by-laws. The remaining net DC costs eligible for recovery in 2019-2028 total $4.66 million, and are allocated 88 per cent residential and 12 per cent non-residential. The allocation of costs is based on the future shares of population in new units and employment growth to 2028.

The residential share of the capital program totals $4.10 million and, when divided by the forecast growth in population in new units (4,507), an unadjusted charge of $909.57 per capita results. The non-residential share of $559,020 is applied against the forecast increase in square metres of non-residential floor space (30,500), yielding an unadjusted charge of $18.33 per square metre.

TABLE 3 CASH FLOW ANALYSIS

The cash flow analysis is shown on Table 3. The analysis takes into consideration expenditure timing and DC revenue projections.

After cash flow considerations, both the residential and non-residential charges increase to $991.97 per capita and $18.35 per square metre, respectively.

WATERWORKS SUMMARY

2019 - 2028 Development-Related Capital Program		Unadjusted Development Charge		**Adjusted Development Charge**	
Total	Net DC Recoverable	$/capita	$/sq.m	**$/capita**	**$/sq.m**
$16,842,000	$4,658,460	$909.57	$18.33	$911.97	$18.35

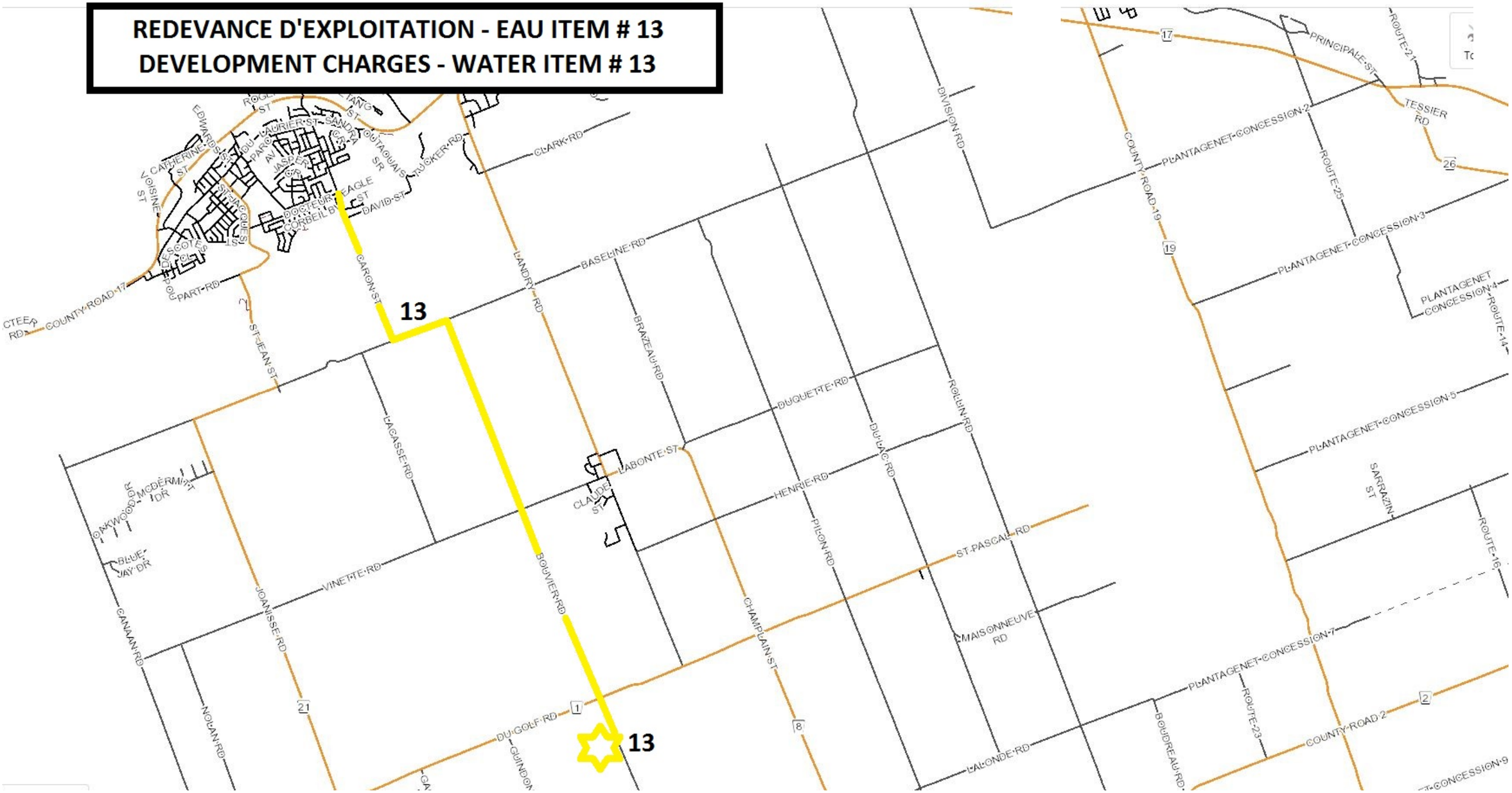
APPENDIX D.1
TABLE 1

CITY OF CLARENCE-ROCKLAND
DEVELOPMENT-RELATED CAPITAL PROGRAM
WATERWORKS

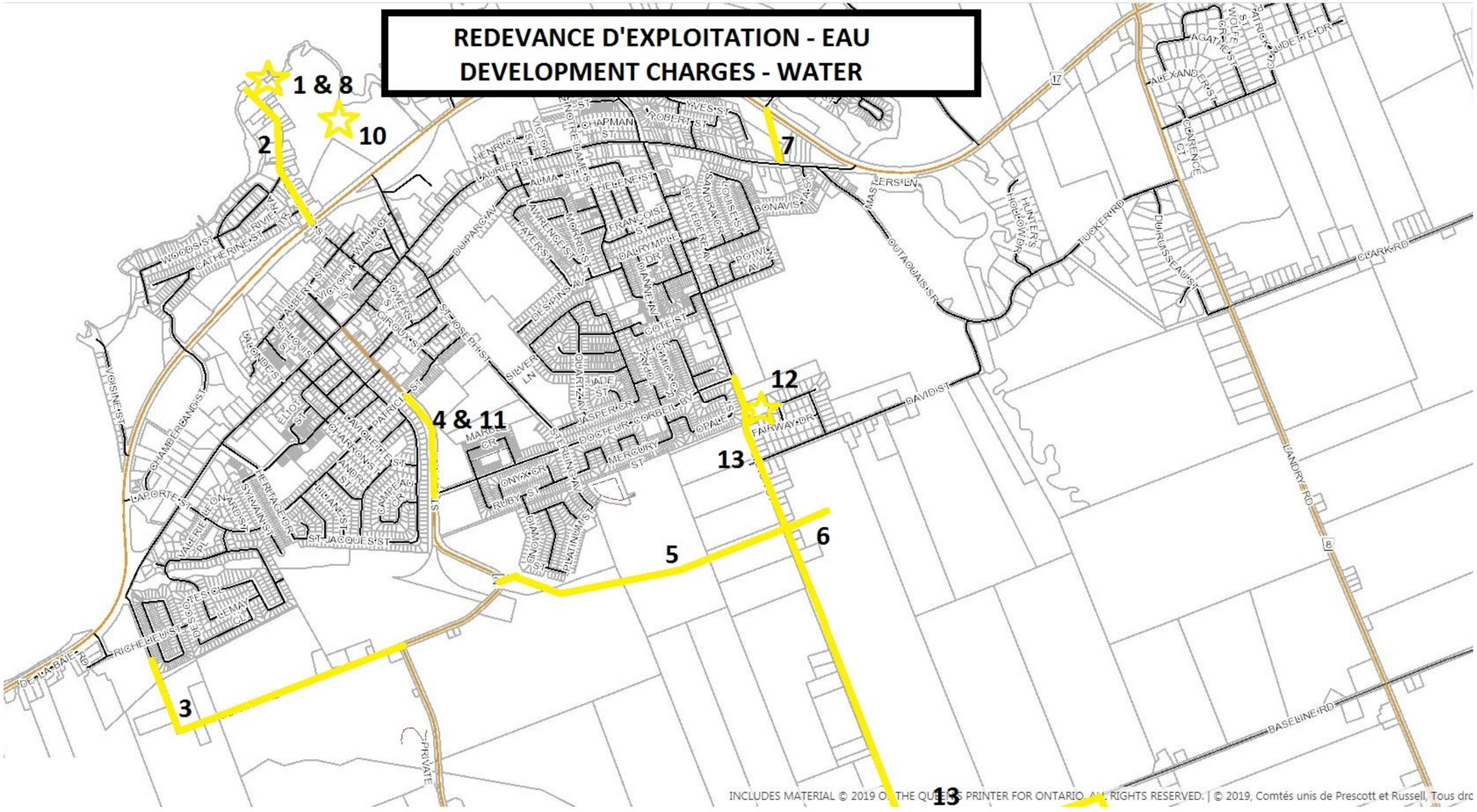
NO.	Infrastructure Requirement	Timing From - To	Estimated Project Costs: Gross Cost	Benefit to Existing Share		Direct Developer Contribution	Post Period Allocation	Net Growth-Related
City-wide Water Projects								
1	Rockland WTP Capacity Expansion	2026 - 2026	$10,172,000	0%	$0	$0	$7,137,501	$3,034,499
2	Replace Transmission Main - Pressure Zone 1 - WTP Discharge	2026 - 2026	$514,000	33%	$169,620	$0	$241,645	$102,735
3	Mtée Poupart (St-Jean - End) Asphalt Wal-Mart	2019 - 2019	$125,000	0%	$0	$0	$0	$125,000
4	St-Jean (Patricia-Jérome Corbeil loop)	2019 - 2019	$43,000	0%	$0	$0	$0	$43,000
5	Est-Ouest/East-West Corridor (Caron - St-Jean)	2020 - 2020	$150,000	0%	$0	$0	$0	$150,000
6	Est-Ouest/East-West Corridor (Caron - 400m East)	2022 - 2022	$30,000	0%	$0	$0	$0	$30,000
7	Rockland East (Laurier - County Road 17)	2019 - 2019	$30,000	0%	$0	$0	$0	$30,000
Studies								
8	Water Treatment Plant Capacity Study	2019 - 2019	$500,000	0%	$0	$0	$0	$500,000
9	Provison for other Development-Related Studies	2019 - 2028	$150,000	0%	$0	$0	$0	$150,000
Subtotal City-wide Water Projects			**$11,714,000**		**$169,620**	**$0**	**$7,379,146**	**$4,165,234**
Pressure Zone-Specific Water Projects								
Pressure Zone 1 (Rockland) - Water Projects								
10	Honeywell Sub (Water Plant to 17) Oversizing	2023 - 2028	$60,000	0%	$0	$0	$0	$60,000
11	New Watermain - Pressure Zone 1 - St. Jean St.	2019 - 2019	$50,000	0%	$0	$0	$0	$50,000
Pressure Zone 2 (Villages) - Water Projects								
12	Caron Booster Station Capacity Expansion	2025 - 2025	$ 1,177,000	0%	$0	$0	$916,135	$260,865
13	New Transmission Mains - Pressure Zones 1 and 2 - Caron Booster Station	2019 - 2019	$ 3,841,000	33%	$1,267,530	$0	$2,003,097	$570,373
Subtotal Pressure Zone-Specific Water Projects			**$5,128,000**		**$1,267,530**	**$0**	**$2,919,231**	**$941,239**
Total Water Projects			**$16,842,000**		**$1,437,150**	**$0**	**$10,298,377**	**$5,106,473**

Note: Available DC Reserve Funds have been accounted for through the cash flow analysis*

Map 3: Mapping of Waterwork Projects



Map 4: Mapping of Waterwork Projects



APPENDIX D.1
TABLE 2

CITY OF CLARENCE-ROCKLAND
SUMMARY OF UNADJUSTED RESIDENTIAL AND NON-RESIDENTIAL DEVELOPMENT CHARGES
WATERWORKS 2019-2028

10-Year Growth in Population in New Units	4,507
Employment Growth	610
10-Year Growth in Square Meters	30,500

	Development-Related Capital Forecast									
	Gross Project Cost ($000)	Benefit to Existing Share ($000)	Direct Developer Contributions ($000)	Available DC Reserves ($000)	Post Period Allocation ($000)	Total Net Capital Costs After Discount ($000)	Residential Share %	Residential Share $000	Non-Residential Share %	Non-Residential Share $000
WATERWORKS 2019-2028										
City-wide Water Projects	$11,714.00	$169.62	$0.00	$448.01	$7,379.15	$3,717.22	88%	$3,271.15	12%	$446.07
Pressure Zone-Specific Water Projects	$5,128.00	$1,267.53	$0.00	$0.00	$2,919.23	$941.24	88%	$828.29	12%	$112.95
TOTAL WATERWORKS 2019-2028	**$16,842.00**	**$1,437.15**	**$0.00**	**$448.01**	**$10,298.38**	**$4,658.46**		**$4,099.45**		**$559.02**
Unadjusted Development Charge Per Capita ($)								**$909.57**		
Unadjusted Development Charge Per Sq. M. ($)										**$18.33**

Note: As many of the works are being designed to benefit growth both in this period and beyond the 10-year planning period, a share of the costs are considered to be recovered from future DCs outside this planning period

APPENDIX D.1
TABLE 3

CITY OF CLARENCE-ROCKLAND
WATERWORKS 2019-2028
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE

WATER: RESIDENTIAL	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**TOTAL**
OPENING CASH BALANCE ($000)	$394.3	($388.1)	($146.5)	$253.3	$653.7	$1,101.3	$1,578.2	$1,821.7	($901.6)	($469.7)	
2019 - 2028 RESIDENTIAL FUNDING REQUIREMENTS											
Water: Residential: Non Inflated	$1,173.4	$145.2	$13.2	$39.6	$22.0	$22.0	$251.6	$2,782.8	$22.0	$22.0	**$4,493.7**
Water: Residential: Inflated	$1,173.4	$148.1	$13.7	$42.0	$23.8	$24.3	$283.3	$3,196.5	$25.8	$26.3	**$4,957.2**
NEW RESIDENTIAL DEVELOPMENT											
- Population Growth in New Units	437	437	437	441	447	452	456	462	467	471	**4,507**
REVENUE											
- DC Receipts: Inflated	$398.5	$406.5	$414.6	$426.8	$441.3	$455.1	$468.3	$484.0	$499.0	$513.3	**$4,507.5**
INTEREST											
- Interest on Opening Balance	$13.8	($21.3)	($8.1)	$8.9	$22.9	$38.5	$55.2	$63.8	($49.6)	($25.8)	**$98.3**
- Interest on In-year Transactions	($21.3)	$4.5	$7.0	$6.7	$7.3	$7.5	$3.2	($74.6)	$8.3	$8.5	**($42.7)**
TOTAL REVENUE	$391.0	$389.7	$413.6	$442.4	$471.4	$501.2	$526.8	$473.1	$457.7	$496.0	**$4,563.0**
CLOSING CASH BALANCE	($388.1)	($146.5)	$253.3	$653.7	$1,101.3	$1,578.2	$1,821.7	($901.6)	($469.7)	$0.0	

2019 Adjusted Charge Per Capita	**$911.97**

Allocation of Capital Program	
Residential Sector	88.0%
Non-Residential Sector	12.0%
Rates for 2019	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX D.1
TABLE 3

CITY OF CLARENCE-ROCKLAND
WATERWORKS 2019-2028
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE

WATER: NON-RESIDENTIAL	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**TOTAL**
OPENING CASH BALANCE ($000)	$53.8	($51.3)	($16.5)	$39.9	$95.9	$157.6	$222.6	$255.2	($117.7)	($61.0)	
2019 - 2028 NON-RESIDENTIAL FUNDING REQUIREMENTS											
Water: Non-Residential: Non: Inflated	$160.0	$19.8	$1.8	$5.4	$3.0	$3.0	$34.3	$379.5	$3.0	$3.0	**$612.8**
Water: Non-Residential: Inflated	$160.0	$20.2	$1.9	$5.7	$3.2	$3.3	$38.6	$435.9	$3.5	$3.6	**$676.0**
NEW NON-RESIDENTIAL DEVELOPMENT											
- New Building GFA - square metres	3,050	3,050	3,050	3,050	3,050	3,050	3,050	3,050	3,050	3,050	**30,500**
REVENUE											
- DC Receipts: Inflated	$56.0	$57.1	$58.2	$59.4	$60.6	$61.8	$63.0	$64.3	$65.6	$66.9	**$612.8**
INTEREST											
- Interest on Opening Balance	$1.9	($2.8)	($0.9)	$1.4	$3.4	$5.5	$7.8	$8.9	($6.5)	($3.4)	**$15.3**
- Interest on In-year Transactions	($2.9)	$0.6	$1.0	$0.9	$1.0	$1.0	$0.4	($10.2)	$1.1	$1.1	**($5.9)**
TOTAL REVENUE	$55.0	$54.9	$58.3	$61.7	$64.9	$68.3	$71.2	$63.0	$60.2	$64.6	**$622.3**
CLOSING CASH BALANCE	($51.3)	($16.5)	$39.9	$95.9	$157.6	$222.6	$255.2	($117.7)	($61.0)	$0.1	

2019 Adjusted Charge Per Square Metre	**$18.35**

Allocation of Capital Program	
Residential Sector	88.0%
Non-Residential Sector	12.0%
Rates for 2019	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX D.2

SANITARY SEWAGE

APPENDIX D.2

SANITARY SEWAGE SERVICES

Sanitary sewage and wastewater treatment services are provided through 40 kilometres of sewer pipes and a central Wastewater Treatment Plant in Rockland. The capital program contained herein was assembled by the City's engineering staff as well as the City's engineering consultants and is designed to serve the population and employment growth between 2019 and 2028.

Sanitary Sewage works included in the DC capital forecast are required to achieve health and safety standards as identified in relevant legislation including Provincial regulations, other relevant legislation as well as City standards. As such, in accordance with section 4(3) of O.Reg. 82/98, the ten-year historical service level does not apply.

TABLE 1 2019 – 2028 DEVELOPMENT-RELATED CAPITAL PROGRAM

The 2019-2028 Sanitary Sewage capital program totals $39.19 million and provides for treatment plant capacity expansion, headworks upgrades, pumping station works, development-related studies and investments in linear infrastructure. The details and timing of each project, and the cost breakdown are shown on Table 1.

The total gross cost of the capital program is not to be entirely recovered through future development charges. Approximately $7.74 million of the program has been identified as a benefit to existing, or non-growth share and has been removed from the calculation. The total non-growth shares relate to: 34 per cent of the Rockland Treatment Plant headworks upgrade and the Sanitary Pump Station 1 – the shares have based on future projected flows relative to present day flows. About 40 per cent of the Gestion Bio Solids Management project has been removed from the calculation in addition to a share of the Laurier Phase II projects are also considered a benefit to the existing community and removed from the calculation.

Lastly, it is expected that the construction of sanitary pump stations and sewers associated with pump stations #7 and #9 be paid for directly by the developers, therefore, $6.95 million has been removed from the calculation.

TABLE 2 CALCULATION OF THE "UNADJUSTED" DEVELOPMENT CHARGES

As shown in Table 2, an amount of $2.91 million in available in DC reserve funds and has been identified to fund a portion of the program. In addition, another $15.02 million has been identified to benefit development beyond 2028 and will be considered for recovery under future by-laws. The remaining net DC costs eligible for recovery over the 2019-2028 planning period total $6.57 million, and are allocated 88 per cent residential growth and 12 per cent non-residential growth. The allocation of costs is based on the future shares of population in new units and employment growth to 2028.

The residential share of the capital program totals $5.78 million and, when divided by the forecast growth in population in new units (4,507), an unadjusted charge of $1,282.40 per capita results. The non-residential share of $788,150 is applied against the forecast increase in square metres of non-residential floor space (30,500), yielding an unadjusted charge of $25.84 per square metre.

TABLE 3 CASH FLOW ANALYSIS

After cash flow considerations, both the residential and non-residential charges increase to $1,334.94 per capita and $26.85 per square metre, respectively.

SANITARY SEWAGE SUMMARY

2019 - 2028 Development-Related Capital Program		Unadjusted Development Charge		**Adjusted Development Charge**	
Total	Net DC Recoverable	$/capita	$/sq.m	**$/capita**	**$/sq.m**
$39,188,302	$6,567,935	$1,282.40	$25.84	$1,334.94	$26.85

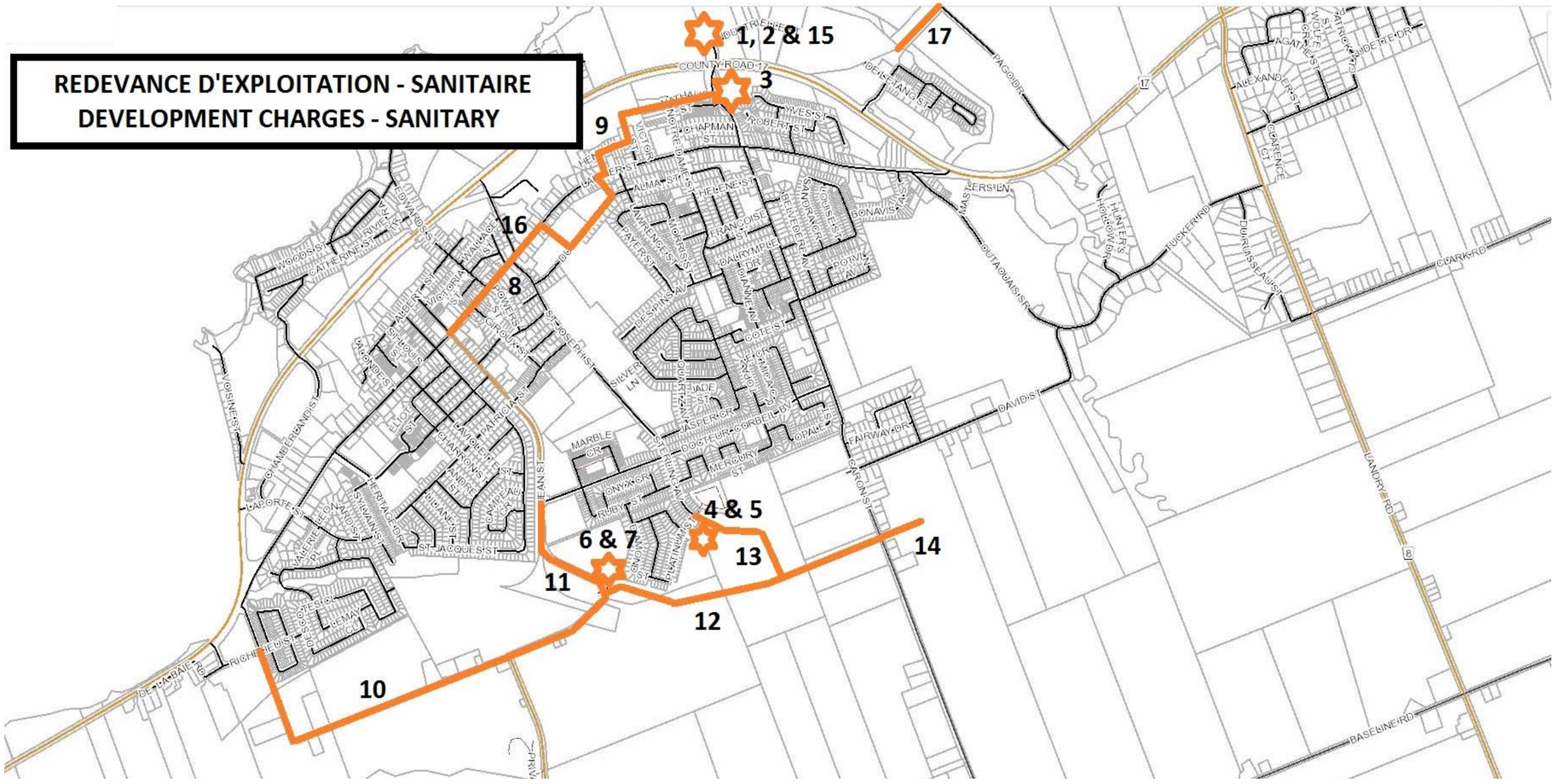
APPENDIX D.2
TABLE 1

CITY OF CLARENCE-ROCKLAND
DEVELOPMENT-RELATED CAPITAL PROGRAM
SANITARY SEWAGE

NO.	Infrastructure Requirement	Timing			Estimated Project Costs					
		From	-	To	Gross Cost	Benefit to Existing Share		Direct Developer Contribution	Post Period Allocation	Net Growth-Related
City-wide Sanitary Sewer Projects										
1	Rockland WPCP Capacity Expansion	2023	-	2023	$9,660,000	0%	$0	$0	$4,817,237	$4,842,763
2	Rockland WPCP Headworks Upgrade	2020	-	2020	$11,233,000	34%	$3,819,220	$0	$5,681,138	$1,732,642
3	Sanitary Pump Station #1 Expansion	2024	-	2024	$2,419,000	34%	$822,460	$0	$1,399,200	$197,340
4	New Sanitary Pump Station #7 Construction	2019	-	2019	$1,100,736	0%	$0	$1,100,736	$0	$0
5	New Sanitary Sewer to Pump Station #7	2019	-	2019	$141,780	0%	$0	$141,780	$0	$0
6	New Sanitary Pump Station #9	2019	-	2019	$5,078,261	0%	$0	$5,078,261	$0	$0
7	New Sanitary Sewer to Pump Station #9	2019	-	2019	$624,525	0%	$0	$624,525	$0	$0
8	Replace Sanitary Sewers - Laurier Trunk Sewers Phases 1 and 2	2019	-	2019	$1,439,000	43%	$618,770	$0	$779,263	$40,967
9	Replace Sanitary Sewers - Laurier Trunk Sewer to Pump Station #1	2023	-	2023	$3,698,000	43%	$1,590,140	$0	$2,002,582	$105,278
10	Mtée Poupart (St-Jean - End Asphalt W-Mart)	2019	-	2019	$228,000	0%	$0	$0	$0	$228,000
11	St-Jean (Dr. Corbeil-Mtée Poupart)	2019	-	2019	$207,000	0%	$0	$0	$0	$207,000
12	Est-Ouest Corridor East-West (Caron - St-Jean)	2020	-	2020	$400,000	0%	$0	$0	$0	$400,000
13	Nord-sud/North South Collector (+-Sterling to East -West Collector)	2019	-	2019	$104,000	0%	$0	$0	$0	$104,000
14	Est-Ouest Corridor EastWest (Caron - 400m East)	2022	-	2022	$80,000	0%	$0	$0	$0	$80,000
15	Gestion Bio Solids Management	2019	-	2019	$1,578,000	40%	$631,200	$0	$340,848	$605,952
16	Laurier Phase II	2019	-	2019	$397,000	65%	$258,050	$0	$0	$138,950
17	Clarence Creek Sanitary Siphon Crossing	2021	-	2021	$350,000	0%	$0	$0	$0	$350,000
Studies										
18	Sanitary System Master Plan	2019	-	2019	$300,000	0%	$0	$0	$0	$300,000
19	Provison for other Development-Related Studies	2019	-	2028	$150,000	0%	$0	$0	$0	$150,000
Subtotal City-wide Sanitary Sewer Projects					**$39,188,302**		**$7,739,840**	**$6,945,302**	**$15,020,268**	**$9,482,892**

Note: Available DC Reserve Funds have been accounted for through the cash flow analysis*

Map 5: Sanitary Sewage Projects



APPENDIX D.2
TABLE 2

CITY OF CLARENCE-ROCKLAND
SUMMARY OF UNADJUSTED RESIDENTIAL AND NON-RESIDENTIAL DEVELOPMENT CHARGES
SANITARY SEWAGE 2019-2028

10-Year Growth in Population in New Units	4,507
Employment Growth	610
10-Year Growth in Square Meters	30,500

	Development-Related Capital Forecast									
	Gross Project Cost ($000)	Benefit to Existing Share ($000)	Direct Developer Contributions ($000)	Available DC Reserves ($000)	Post Period Allocation ($000)	Total Net Capital Costs After Discount ($000)	Residential Share		Non-Residential Share	
							%	$000	%	$000
SANITARY SEWAGE 2019-2028										
City-wide Sanitary Sewer Projects	$39,188.30	$7,739.84	$6,945.30	$2,914.96	$15,020.27	$6,567.93	88%	$5,779.78	12%	$788.15
TOTAL SANITARY SEWAGE 2019-2028	**$39,188.30**	**$7,739.84**	**$6,945.30**	**$2,914.96**	**$15,020.27**	**$6,567.93**		**$5,779.78**		**$788.15**
Unadjusted Development Charge Per Capita ($)								**$1,282.40**		
Unadjusted Development Charge Per Sq. M. ($)										**$25.84**

Note: As many of the works are being designed to benefit growth both in this period and beyond the 10-year planning period, a share of the costs are considered to be recovered from future DCs outside this planning period

APPENDIX D.2
TABLE 3

CITY OF CLARENCE-ROCKLAND
SANITARY SEWAGE 2019-2028
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE

SEWAGE: RESIDENTIAL	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**TOTAL**
OPENING CASH BALANCE ($000)	$2,565.2	$1,771.6	$464.3	$758.0	$1,330.0	($2,817.3)	($2,504.3)	($1,959.7)	($1,362.0)	($709.5)	
2019 - 2028 RESIDENTIAL FUNDING REQUIREMENTS											
Sewage: Residential: Non Inflated	$1,443.1	$1,889.9	$321.2	$83.6	$4,367.5	$186.9	$13.2	$13.2	$13.2	$13.2	**$8,344.9**
Sewage: Residential: Inflated	$1,443.1	$1,927.7	$334.2	$88.7	$4,727.5	$206.3	$14.9	$15.2	$15.5	$15.8	**$8,788.8**
NEW RESIDENTIAL DEVELOPMENT											
- Population Growth in New Units	437	437	437	441	447	452	456	462	467	471	**4,507**
REVENUE											
- DC Receipts: Inflated	$583.4	$595.0	$606.9	$624.7	$645.9	$666.2	$685.5	$708.4	$730.4	$751.4	**$6,598.0**
INTEREST											
- Interest on Opening Balance	$89.8	$62.0	$16.2	$26.5	$46.5	($155.0)	($137.7)	($107.8)	($74.9)	($39.0)	**($273.3)**
- Interest on In-year Transactions	($23.6)	($36.6)	$4.8	$9.4	($112.2)	$8.0	$11.7	$12.1	$12.5	$12.9	**($101.1)**
TOTAL REVENUE	$649.5	$620.4	$628.0	$660.7	$580.2	$519.3	$559.5	$612.8	$668.0	$725.3	**$6,223.6**
CLOSING CASH BALANCE	$1,771.6	$464.3	$758.0	$1,330.0	($2,817.3)	($2,504.3)	($1,959.7)	($1,362.0)	($709.5)	$0.0	

2019 Adjusted Charge Per Capita	**$1,334.94**

Allocation of Capital Program	
Residential Sector	88.0%
Non-Residential Sector	12.0%
Rates for 2019	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX D.2
TABLE 3

CITY OF CLARENCE-ROCKLAND
SANITARY SEWAGE 2019-2028
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE

SEWAGE: NON-RESIDENTIAL	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**TOTAL**
OPENING CASH BALANCE ($000)	$349.8	$244.0	$68.3	$111.0	$191.0	($373.7)	($330.8)	($257.3)	($177.8)	($92.1)	
2019 - 2028 NON-RESIDENTIAL FUNDING REQUIREMENTS											
Sewage: Non-Residential: Non: Inflated	$196.8	$257.7	$43.8	$11.4	$595.6	$25.5	$1.8	$1.8	$1.8	$1.8	**$1,137.9**
Sewage: Non-Residential: Inflated	$196.8	$262.9	$45.6	$12.1	$644.7	$28.1	$2.0	$2.1	$2.1	$2.2	**$1,198.5**
NEW NON-RESIDENTIAL DEVELOPMENT											
- New Building GFA - square metres	3,050	3,050	3,050	3,050	3,050	3,050	3,050	3,050	3,050	3,050	**30,500**
REVENUE											
- DC Receipts: Inflated	$81.9	$83.5	$85.2	$86.9	$88.6	$90.4	$92.2	$94.1	$96.0	$97.9	**$896.7**
INTEREST											
- Interest on Opening Balance	$12.2	$8.5	$2.4	$3.9	$6.7	($20.6)	($18.2)	($14.1)	($9.8)	($5.1)	**($34.0)**
- Interest on In-year Transactions	($3.2)	($4.9)	$0.7	$1.3	($15.3)	$1.1	$1.6	$1.6	$1.6	$1.7	**($13.8)**
TOTAL REVENUE	$91.0	$87.1	$88.3	$92.1	$80.0	$71.0	$75.6	$81.5	$87.8	$94.5	**$848.9**
CLOSING CASH BALANCE	$244.0	$68.3	$111.0	$191.0	($373.7)	($330.8)	($257.3)	($177.8)	($92.1)	$0.2	

2019 Adjusted Charge Per Square Metre	**$26.85**

Allocation of Capital Program	
Residential Sector	88.0%
Non-Residential Sector	12.0%
Rates for 2019	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX E

RESERVE FUNDS

APPENDIX E

DEVELOPMENT CHARGES RESERVE FUNDS

The *Development Charges Act* requires that a reserve fund be established for each service for which development charges are collected. Table 1 presents the uncommitted reserve fund balances, as at December 31, 2018, that are available to help fund the development-related net capital costs identified in this study.

As shown in Table 1, the December 31, 2018 total reserve fund balance was $3,988,432. Of this total, the DC reserve balance related to discounted services sits in a cumulative negative position of ($115,974) while non-discounted services balance is about $4.10 million. For the purposes of this study, the reserves for non-discounted services are assigned to projects in the initial years of the capital program for each service. This has the effect of reducing and deferring capital costs brought forward to the development charge calculation and the cash flow analysis.

DC reserve fund balances for Discounted Services such as Library, Daycare, Parks and Recreation, By-law, and General Government services will continue to be used for the purposes for which they were set up for and collected as regulated by the *DCA* and other related legislation.

APPENDIX E
TABLE 1

CITY OF CLARENCE-ROCKLAND
DEVELOPMENT CHARGE RESERVE FUND BALANCE BY ACCOUNT
YEAR ENDING DECEMBER 31, 2018

Service	Uncommitted Reserve Funds
Discounted Services	
Library Services	$51,137
Daycare Services	$344,159
Parks And Recreation	($502,371)
By-Law Services	($26,759)
General Government	$17,859
Subtotal Discounted Services	**($115,974)**
Non-Discounted Services	
Protection and Transit Services	
Fire Services	($813,888)
Transit*	$0
Services Related to a Highway	
Public Works	$175,317
Roads And Related*	$1,380,008
Engineering	
Waterworks	$448,012
Sanitary Sewage	$2,914,957
Subtotal Discounted Services	**$4,104,406**
Total Development Charge Reserves	**$3,988,432**

** Transit reserve fund balance has been moved to Roads & Related as per Council resolution*

APPENDIX F

COST OF GROWTH ANALYSIS

APPENDIX F

COST OF GROWTH ANALYSIS

ASSET MANAGEMENT PLAN

The *DCA* now requires that municipalities complete an Asset Management Plan before passing a development charges by-law. A key function of the Asset Management Plan is to demonstrate that all assets funded under the development charges by-law are financially sustainable over their full life cycle.

Asset Types

A summary of the future municipal-owned assets and estimated useful life assumptions for eligible DC services considered as part of the study are outlined in Table 1. Although all capital assets considered in the study have been identified, not all assets necessitate future replacement or ongoing maintenance activities. The exception and the justification is as follows:

- Some of the works identified may represent one-time expenditures and may be temporary in nature. Therefore, the assets would not be required to be replaced and no ongoing operation and maintenance costs exist. Such assets are identified as "not a long-term asset" in the table.

- Some projects do not relate to the emplacement of a tangible capital asset– some examples include the acquisition of land or the undertaking of development-related studies. These projects/costs do not necessarily require future replacement or ongoing maintenance. Such projects are identified as "not infrastructure" in the table.

- For assets that have been constructed (i.e. recovery of past commitments) it is assumed that the related contribution is already included within the City's annual provision. As such, these projects are identified as "not applicable" in the table.

It should be noted that the capital cost estimates prepared for each of the projects identified in this section include grouped costs of various individual elements, which as a stand-alone item, may have its own useful life (ex. New buildings include: HVAC, structural elements, roof, etc.). Accordingly, the average useful life assumptions noted below are applicable to all project components.

Table 1 – Summary of Municipal Assets City-wide Services	
Service and Amenities	**Estimated Useful Life**
Fire Services • Reserve Fund Recovery • Buildings • Major Vehicles • Vehicles & Equipment	 • Not Applicable • 50 years • 20 years • 10 years
Public Works • Snow Dump • Buildings • Fleet & Equipment	 • 75 years • 50 years • 10 years
Roads and Related • Bridges • Roadways • Multi-use Paths • Studies	 • 75 years • 50 years • 25 years • Not Infrastructure
Waterworks • Waterworks Infrastructure • Studies	 • 100 years • Not Infrastructure
Sanitary Sewage • Linear Infrastructure • Buildings & Structures • Studies	 • 50 years • 15 years • Not Infrastructure

Annual Provision

When assets require rehabilitation or are due for replacement, the source of funds is limited to reserves or contributions from operating. Capital expenditures to carry out the rehabilitation and replacement of aging infrastructure are not growth-related and are therefore not eligible for funding through development charge revenues or other developer contributions.

Based on the information obtained from City staff regarding useful life assumptions and the capital cost of acquiring and/or emplacing each asset, a provision for infrastructure replacement has been calculated for all services considered in this study. Provisions for infrastructure replacement are initially calculated for each asset based on their useful life and the anticipated cost of replacement. The aggregate of all individual provisions form the required annual capital provision. In calculating the annual provisions, a number of assumptions are made to account for inflation (2.0 per cent) and interest (3.5 per cent).

Consistent with the requirements of the *DCA*, assets that are proposed to be funded under the development charges by-law have been included in the analysis. As a result, the total calculated annual provision for development charge related infrastructure has been netted down to consider the replacement of existing

infrastructure or benefit-to-existing development. However, for reference, the annual replacement provisions associated with the non-development charge funded costs; including costs related to the benefit-to-existing and post-period benefit have also been calculated.

Table 2 provides the calculated annual asset management contribution for both the gross capital expenditures and the share related to the 2019-2028 DC recoverable portion. The year 2029 have been included to calculate the annual contribution for the 2019-2028 periods as the expenditures in 2028 will not trigger asset management contributions until 2029. As shown in Table 2, by 2029, the City will need to fund an additional $518,700 per annum in order to properly fund the full life cycle costs of the new assets supported under the development charges by-law.

Table 2
Calculated Annual AMP Provisions

Services	2019-2028 Capital Program		Annual AMP Provision by 2029	
	DC-Eligible	Non DC-Eligible	DC-Related	Non DC-Related
FIRE SERVICES	$1,553,000	$10,817,000	$14,700	$251,800
PUBLIC WORKS	$1,622,000	$2,809,000	$61,000	$102,200
ROADS AND RELATED	$15,560,000	$5,106,000	$388,400	$315,100
WATERWORKS	$5,106,000	$11,736,000	$5,600	$15,000
SANITARY SEWAGE	$9,483,000	$29,705,000	$49,000	$1,000,000
TOTAL	**$33,324,000**	**$60,173,000**	**$518,700**	**$1,684,100**

Financial Sustainability of the Program

Future Revenue Growth

The calculated annual funding provision should be considered within the context of the City's projected growth. Over the next ten years (to 2028) the City is projected to increase by over 1,800 households, which represents nearly a 20 per cent increase over the existing base. In addition, the City will also add 610 new employees that will result in approximately 30,500 square metres of additional non-residential building space. This growth will have the effect of increasing the overall assessment base and additional user fee and charges revenues to offset the capital asset provisions required to replace the infrastructure proposed to be funded under the development charges by-law. The collection of these funds is intended to be allocated to the City's reserves for the future replacement of these assets.

LONG-TERM CAPITAL AND OPERATING IMPACT ANALYSIS

As shown in Table 3, by 2028, the City's net operating costs are estimated to increase by $1.51 million for property tax supported services. Increases in net operating costs will be experienced as new facilities such as fire station expansions are opened and as additions to the City's road network are made.

Watermains and Sanitary Sewer capital expenditures are expected to be offset by user fees and water/wastewater rates rather than property taxes and therefore no impact is reflected in the analysis. Capital costs related to studies are not expected to have an impact on property tax supported costs.

Table 4 summarizes the components of the development-related capital forecast that will require funding from non-DC sources. In total, $21.18 million will need to be financed from non-DC sources over the 2019-2028 planning period. In addition, $49.06 million in interim DC financing related to post-period shares of projects may be required. However, because DC by-laws must be revisited at least every five years, it is difficult to determine the quantum of interim financing that may be necessary.

The share of the development-related capital forecast requiring funding from non-DC sources consists of two components. The most significant, at $14.23 million is related to replacement and benefit to existing shares of existing City infrastructure. Another $6.95 million relates to contributions from other parties. Council is made aware of these factors so that they understand the operating and capital costs that will not be covered by DCs as it adopts the development-related capital forecast set out in the study.

THE PROGRAM IS DEEMED FINANCIALLY SUSTAINABLE

In summary, the asset management plan and long-term capital and operating analysis included in this appendix demonstrates that the City can afford to invest and operate the identified services infrastructure over the ten-year planning period. Importantly, the City's annual budget review allows staff to continue to monitor and implement mitigating measures should the program become less sustainable.

APPENDIX F

TABLE 3

CITY OF CLARENCE-ROCKLAND
ESTIMATED NET OPERATING COST OF THE PROPOSED
DEVELOPMENT-RELATED CAPITAL PROGRAM
(in constant 2019 dollars)

		Net Cost (in 2019$)	Estimated Operating Costs ($000) 2028
Fire Services			**$702.6**
- New Additional Space, Equipment and Vehicles	$0.10	per $1.00 of new infrastructure	$702.6
Public Works			**$443.1**
- New Additional Space, Equipment and Vehicles	$0.10	per $1.00 of new infrastructure	$443.1
Roads and Related			**$361.2**
- Development-Related Roads Infrastructure	$200	per household	$361.2
Waterworks			**$0.0**
- Rate supported service - no additional op costs			$0.0
Sanitary Sewage			**$0.0**
- Rate supported service - no additional op costs			$0.0
TOTAL ESTIMATED OPERATING COSTS			**$1,506.9**

APPENDIX F
TABLE 4

CITY OF CLARENCE-ROCKLAND
SUMMARY OF TAX AND RATE SUPPORTED FUNDING REQUIREMENTS
CAPITAL PROGRAM FOR NON-DISCOUNTED SERVICES

Service	Development-Related Capital Program (2019 - 2028)					
	Net Municipal Cost ($000)	Replacement & Benefit to Existing ($000)	Direct Developer Contributions ($000)	Available DC Reserves ($000)	Post-Period Benefit ($000)	Total DC Eligible Costs for Recovery ($000)
1.0 FIRE SERVICES	$12,370.4	$1,980.2	$0.0	$0.0	$8,837.1	$1,553.1
2.0 PUBLIC WORKS	$4,430.8	$1,697.9	$0.0	$175.3	$1,111.4	$1,446.2
3.0 ROADS AND RELATED	$30,729.0	$1,376.5	$0.0	$1,380.0	$13,791.8	$14,180.7
4.0 WATERWORKS	$16,842.0	$1,437.2	$0.0	$448.0	$10,298.4	$4,658.5
5.0 SANITARY SEWAGE	$39,188.3	$7,739.8	$6,945.3	$2,915.0	$15,020.3	$6,567.9
TOTAL 10 YEAR NON-DISCOUNTED SERVICES	**$103,560.5**	**$14,231.6**	**$6,945.3**	**$4,918.3**	**$49,058.9**	**$28,406.4**

APPENDIX G

LOCAL SERVICE POLICY

CITY OF CLARENCE-ROCKLAND

LOCAL SERVICE GUIDELINES

GENERAL POLICY GUIDELINES ON DEVELOPMENT CHARGES AND LOCAL SERVICE FUNDING FOR CITY-WIDE GROWTH-RELATED WORKS

The following guidelines set out, in general terms, the size and nature of the engineered infrastructure that is included in the City of Clarence-Rockland Development Charges (DC) Background Study, which is eligible to be funded in part by DCs. In order for a project to be partially funded through DCs, the following will apply:

1. The project will be listed in the most current City of Clarence-Rockland Development Cost Background Study.

    a. The City, at its sole discretion, may deem a project not listed in the most current DC Study to be development-related and potentially fundable, in whole or in part, from DCs. Inclusion of the new project may require the substitution (removal) of a similar project from the related service project list, as contained in the most current DC Study, or require consideration for future DC funding pending a DC Background Study update or amendment.

    b. The City, at its sole discretion, may deem a project not specifically listed in the most recent DC Study to be part of the “unallocated improvements” referenced in the most current DC Study. Therefore, the project may be considered development related and potentially fundable, in whole or in part from DC’s.

2. The project will add additional capacity to the servicing network. If the proposed infrastructure does not add any additional capacity beyond the servicing requirement for a particular development, the projects are assumed the sole responsibility of the developer.

    a. The City may require larger infrastructure than what may be necessitated by a given development in order to conform to the standard infrastructure sizes and capacity as per the City’s design criteria. This is not considered “excess” capacity and will be required at the direct expense of the developer and no share of the cost will be eligible for DC credits.

The following policy guidelines are general principles by which staff will be guided in considering development applications. However, each application will be considered on its own merits having regard to, among other factors, the nature, type and location of the development in any existing development and proposed development in its surrounding area these policy guidelines, the location and type of services required and their relationship to the proposed development and to existing and proposed development in the area, and subsection 59(2) of the *Development Charges Act, 1997*.

These local service policy guidelines are subject to review and amendment by the City, which may be independent of an amendment or update to the City's development charge by-law.

DEFINITIONS

A local service is defined as an infrastructure service that is:

Internal to a development, or external to a development, in order to support a specific development or required to link with the area to which the plan relates.

"Local service" funding is specifically considered for the following services:

1.0 Water Services
2.0 Sanitary Sewer Services
3.0 Storm Sewer Services
4.0 Transportation

1.0 WATER

1.1 Water Supply, Storage and Booster Pumping Stations

1.1.1 All projects related to upgrading, expanding or constructing water supply and treatment facilities (plants and water conservation), storage facilities (storage tanks, etc.), and pumping stations, including costs to acquire/expropriate land, considered to be in whole or in part related to development, are considered to be a DC project.

1.1.2 New or expanded local pumping stations, including upgrades identified through a development proposal, servicing a localized area and needs (specific development) are a local service and a direct developer responsibility.

1.1.3 Upgrades to, or construction of, temporary water booster pumping stations and reservoir projects are considered to be the developer's responsibility.

1.1.4 Upgrades to, or construction of, permanent water booster pumping stations and reservoir projects may be considered development charge eligible projects.

1.1.5 Where a temporary facility precedes the construction of a permanent facility, the developer that requires the temporary facility will be required to also assist in making provision for the permanent facility (e.g. secure land for permanent facility) as a condition of approval for the temporary facility.

1.2 Watermains

1.2.1 Watermains that are required to service a specific development, either internal or external to the site, are considered to be the developer's responsibility.

1.2.2 Connections to transmission watermains and pumping stations to service specific areas are considered to be a direct developer responsibility.

1.2.3 Transmission watermains (generally located outside the development area) may be required to provide network integrity, security or reliability to the distribution system. Where such transmission watermains are identified by a Class Environmental Assessment, Servicing Study or listed in the City's most current DC Study, they are considered to be a DC project.

1.2.4 A developer-implemented infrastructure upgrade required to service the needs of a specific development will not be eligible for City reimbursement or DC credits when it provides some additional capacity as a by-product (i.e. due to the selection of standard pipe sizes).

1.2.5 Watermains within and external to the development that are larger than 300 mm and service other development areas are to be included in the development charge calculation. The amount of cost contribution for watermains within a development shall be calculated using tendered unit prices or the City's unit cost at the time of construction and shall be the difference between the cost of the actual pipe diameter and the cost of a 300 mm pipe diameter including a 12% engineering fee. Only watermain and valves will be included in the calculation. Any costs related to the depth of pipe are the responsibility of the developer.

Watermain Size	**Charged to DCs**
300 mm	NIL
405 mm	cost of 405 mm - cost of 300 mm
610 mm	cost of 610 mm – cost of 300 mm
750 mm	cost of 750 mm – cost of 300 mm
900 mm	cost of 900 mm – cost of 300 mm
1050 mm	cost of 1050 mm – cost of 300 mm
1200 mm	cost of 1200 mm – cost of 300mm

2.0 SANITARY SYSTEMS

2.1 Wastewater Treatment

2.1.1 All projects providing for the upgrading, improvement and/or expansion of existing wastewater treatment facilities, including the cost to acquire/convey land, are considered in whole or in part to be related to development are considered to be a DC project.

2.2 Sanitary Sewers

2.2.1 A developer will be solely responsible for the cost and implementation of new or upgraded sewer infrastructure, either internal or external, that are required to adequately service a specific development in accordance with applicable City policies, standards and criteria.

2.2.2 A developer-implemented infrastructure upgrade required to service the needs of a specific development will not be eligible for DC credits when it provides some additional capacity as a by-product (i.e. due to the selection of standard pipe sizes).

2.2.3 Sanitary sewers within and external to the development that are larger than 375 mm and service other development areas are to be included in the development charge calculation. The amount of cost contribution for Sanitary sewers within a development shall be calculated using tendered unit prices or the City's unit cost at the time of construction and shall be the difference between the cost of the actual pipe diameter and the cost of a 375 mm pipe diameter including a 12% engineering fee. Only Sanitary sewers, and appurtenances will be included in the calculation. Any costs related to the depth of pipe are the responsibility of the developer.

2.2.4 A sanitary or combined sewer, of any size, required to connect a specific development to a major pumping station to service development, is considered the sole responsibility of a developer.

2.2.5 Trunk sanitary sewers, external to the development, and major pumping stations serving more than one development are to be included in the development charge calculation. These services will be identified through a Class Environmental Assessment, Servicing Study or by City staff.

2.2.6 Development Charges funding will also extend to correct a health related and/or environmental concern with a growth-related component.

2.2.7 Over-depth costs for upstream lands and rock excavation will be considered a development charge eligible expense.

2.3 Pumping Stations

2.3.1 New pumping stations or expansions of the existing major pumping stations are considered to be a DC project. Major pumping stations are those identified through the Class Environmental Assessment process or a Master Servicing Study. Such improvements will be identified in the City's most current DC Study.

2.3.2 New or expanded local pumping stations including upgrades identified through a development proposal, to service a specific development in addition to any existing service area, are a local service and a direct responsibility of the developer or developers on a flow area or proportional basis, or by agreement between the developers.

2.3.3 Connections to collectors and pumping stations to service specific areas are to be a direct developer responsibility.

2.3.4 Upgrades to, or construction of, temporary sanitary pumping stations are considered to be the developer's responsibility.

3.0 Stormwater

3.1 Storm Sewers

3.1.1 Storm sewers that are required for a development, either internal or external, are considered to be the developer's responsibility.

3.1.2 If a storm sewer upgrade is required based on existing flows from the storm sewer service area as well as proposed flows generated by the development according

to applicable City policies, guidelines and standard, the developer will be responsible for the cost of the sewer upgrade.

3.2 Stormwater Management Facilities

3.2.1 Stormwater quality and quantity works required to service a specific development, either internal or external, are a direct developer responsibility.

3.2.2 Stormwater management facilities that benefit multiple developments will be subject to "collect back agreements" and will be detailed in conditions of subdivision approval.

4.0 TRANSPORTATION

4.1 Overriding Principals

4.1.1 Transportation infrastructure needs that are within, adjacent to, or related to, a specific development application, including rezonings, are considered to be a local service and direct responsibility of the developer as a condition of development approval process;

4.1.2 Transportation infrastructure needs that are driven by overall City wide development and are external to a development site will be considered as "non-local" and potentially funded by DCs.

4.2 Definitions

Table 1 (see attached) provides a summary of the characteristics of local roadways; major and minor collectors; industrial and arterial roadways.

4.3 Arterial Roads

4.3.1 New Arterial Roads:

The cost of constructing an arterial roadway beyond 11 m represents an eligible DC expenditure

When development proceeds construction of a new arterial road and the road is either adjacent to or runs through the development plans, the developer is responsible for the cost equivalent of a collector road [11 m pavement surface] which will include streetlights, landscaping elements, sidewalks etc.

The timing of the arterial road construction will be dependent on growth demands and may have to be included in a subsequent DC study.

4.3.2 Widening of Existing Arterial Roads

For existing arterial roadways, the oversizing costs associated with any additional width beyond 11 m of pavement will be considered as a DC eligible expense.

4.4 Collector Roads

4.4.1 The cost of the first 11 m of asphalt for new major and minor collector roads is the financial responsibility of the developer(s).

4.4.2 For existing collector roadways, the oversizing cost associated with any additional width beyond 11 m of pavement width shall be deemed a DC eligible expense.

4.5 Internal Roads

4.5.1 All local and collector roads internal to a development (including road base and surface, street lighting, storm sewers, bridges, culverts, sidewalks, bike lanes, bike paths, noise walls, utilities, turning lanes, line painting, signage, etc.) – are the direct responsibility of the developer.

4.6 Road Reconstruction

4.6.1 Road reconstruction projects are projects that are intended to maintain the same number of basic lanes. However, if the existing roadway is required to be significantly rehabilitated [i.e. full depth granular replacement] in order to accommodate current and future transportation needs or requires upgrading such

as urbanization to engineering standards, the cost of these works shall be deemed to be a DC eligible expenditures. These projects may also include the construction of appropriate turning lanes as required to service future growth. The cost of these works again will be considered to be a DC related costs.

4.7 Road Resurfacing

4.7.1 Road resurfacing projects are those that are intended to maintain the same number of basic lanes. However, if the asphalt requires partial or full depth replacement in order to support growth related traffic, the cost of these works will be included in the Background Development Charge Study and will be considered as a DC eligible cost.

4.8 Bridges

4.8.1 New bridges that are required to service future growth [as identified in the city's Master Transportation Plan] are considered to be DC eligible expenditures.

4.9 Traffic Signals and Intersection Improvements

4.9.1 Traffic signals required for private site entrances and/or road intersections external to a development that are warranted due to the development are considered a direct developer responsibility.

Other traffic signals that are required on any type of roadway as a result of increasing growth related traffic volumes are considered to be DC eligible projects.

4.10 Streetlights

4.10.1 Streetlights on arterial roads and for the oversized portion of major collector roads are considered to be development charge projects.

4.10.2 Streetlights on all other roads are considered to be a developer financial responsibility.

4.11 Sidewalks

4.11.1 Sidewalks on arterial roads will be considered a development charge related expenditure.

4.11.2 Sidewalks on one or both sides of all other new roadways are not development charges projects and are considered to be the developers' financial responsibility.

4.11.3 Sidewalks that are external to a development and are necessary to connect the development to public spaces are considered to be the developers' financial responsibility.

4.11.4 The cost of sidewalks on arterial and collector roadways will be considered as an eligible expense for DC funding

4.12 Cycling Facilities

4.12.1 Bike lanes within the road allowance are considered to be part of the road construction and should follow the guidelines explained in the road construction section.

4.12.2 Bike paths outside of road allowances are considered to be the developers' financial responsibility if they are identified as part of a plan of subdivision.

4.12.3 Mixed use trails located outside of a road allowance and provide benefit to users beyond the development under consideration, may be considered as a DC eligible expense.

4.13 Land Acquisition from Road Works

4.13.1 Land acquisitions for Arterial or Major Collector roads that are to be constructed to approved engineering standard widths are primarily acquired by dedications under the Planning Act. In instances where limited or no development is anticipated and direct dedication is unlikely, the land acquisition is considered to be part of the capital cost of the related development charge project.

4.13.2 Land Acquisition for Grade Separations (beyond normal dedication requirements) is considered to be included in the capital cost of the related development charge project.

TABLE 1

City of Clarence-Rockland Roadway Classifications						
Characteristic	Local	Collector		Industrial		Arterial
		Minor	Major	Standard	Collector	
Traffic move / Property access	Primary – Property access	Property access & Traffic movement equal	Primary – Traffic movement	Primary – Property Access	Property Access / Traffic movement equal	Primary – Traffic movement
AADT	<1,000	1,000-5,000	>5,000	<1,000	1,000-12,000	5,000-30,000
Peak Period Lanes	2	2	2 – 4	2	2-4	4
Connections	Locals, collectors	Locals, collectors	Locals, collectors, and arterials	Locals, collectors	Locals, collectors, arterials	Collectors, arterials
Flow Character	Interrupted	Interrupted	Interrupted	Interrupted	Interrupted	Uninterrupted
Speed Limit (km/h)	40-50	40-50	50-80	40-50	40-50	80-100
Sidewalks	As required	One side	Both sides	As required	As required	As required
Cyclists	No Cycling lanes	Widen Curb Lanes	Widen Curb Lanes	No cycling Lanes	Cycling Lanes as required	Cycling Lanes as required
Transit	Generally not permitted	Permitted	Permitted	Generally not provided	Permitted	Permitted
Truck restrictions	Restrictions preferred	Restrictions permitted	Restrictions permitted	No restrictions	No restrictions	No restrictions
Row width (m)	15-22	40-50	40-60	20-30	40-60	>30

APPENDIX H

PROPOSED DRAFT 2019 DC BY-LAW
(AVAILABLE UNDER SEPARATE COVER)

THE CORPORATION OF THE CITY OF CLARENCE-ROCKLAND
BY-LAW NUMBER 2019-85

A BY-LAW WITH RESPECT TO DEVELOPMENT CHARGES

WHEREAS the City of Clarence-Rockland ("the City") will experience growth through development and re-development;

AND WHEREAS development and re-development requires the provision of physical and social services by the City of Clarence-Rockland;

AND WHEREAS Council desires to ensure that the capital cost of meeting development-related demands for or burden on municipal services does not place an excessive financial burden on the City of Clarence-Rockland or its existing taxpayers while at the same time ensuring new taxpayers contribute no more than the net capital cost attributable to providing the current level of municipal services;

AND WHEREAS the *Development Charges Act, 1997* permits Council to pass by-laws for the imposition of development charges if development or re-development of land within the City of Clarence-Rockland is for uses which would increase the need for municipal services and any one or more of the actions set out in subsection 2(2) of the *Development Charges Act, 1997* are required for such development or re-development;

AND WHEREAS the Council of the Corporation of the City of Clarence-Rockland has given notice in accordance with section 12 of the Act, of its intention to pass a by-law under section 2 of the said Act;

AND WHEREAS Council had before it a report entitled the "Development Charges Background Study", submitted by Hemson Consulting Ltd. dated September 18, 2019 (the "Study");

AND WHEREAS Council of the Corporation of the City of Clarence-Rockland, hereby determines that the future excess capacity identified in the Study dated September 18, 2019, shall be paid for by the development charges contemplated in the Study;

AND WHEREAS Council of the City of Clarence-Rockland on November 18, 2019 determined that the increase in the need for services attributable to the anticipated development as contemplated in the Study, including any capital costs, will be met by updating the capital budget and forecast for the City of Clarence-Rockland, where appropriate;

AND WHEREAS the Council of the City of Clarence-Rockland has given consideration of the use of more than one Development Charge By-law to reflect different needs for services in different areas, also known as "area rating" or "area specific development charges", and has determined that for the services, and associated infrastructure proposed to be funded by development charges under this by-law, that it is fair and reasonable that the charges be calculated on a municipal-wide basis;

AND WHEREAS the Study dated September 18, 2019 includes an Asset Management Plan that deals with all assets whose capital costs are intended to be funded under the Development Charge By-law and that such assets are considered to be financially sustainable over their full life-cycle;

AND WHEREAS the Council of the City of Clarence-Rockland will give consideration to incorporating the Asset Management Plan outlined in the Study within the City of Clarence-Rockland ongoing practices and Corporate Asset Management Plan;

AND WHEREAS Council has reviewed the Study and has considered the comments of the public at a public meeting duly called on October 22, 2019, to consider the enactment of a by-law under the *Development Charges Act, 1997*;

AND WHEREAS Council of the Corporation of the City of Clarence-Rockland agrees that no further public meetings are required under Section 12 of the Act.

THE CORPORATION OF THE CITY OF CLARENCE-ROCKLAND BY THE COUNCIL THEREFORE ENACTS AS FOLLOWS:

1. In this By-law terms have the following meanings:

   (a) "Act" means the *Development Charges Act, 1997*, as amended;

   (b) "Agricultural Use" means a use of land, buildings or structures for the purpose of field crops, fruit farming, market gardening, dairying, animal husbandry, poultry or beekeeping and such uses, structures and buildings as are customarily related to a farming operation, but does not include a Dwelling Unit;

   (c) "Apartment Unit" (Apt) means any residential dwelling unit within a building containing three or more dwelling units where access to each residential unit is obtained through a common entrance or entrances from the street level and the residential units are connected by an interior corridor;

(d) "Bedroom" (BR) includes any room which can be used as sleeping quarters but does not include a kitchen, bathroom, living room or dining room;

(e) "Board of Education" has the same meaning as that specified in subsection 29(1) of the Act;

(f) "Capital Cost" means costs incurred or proposed to be incurred by a municipality or a local board or commission thereof directly or under an agreement;

i. to acquire land or an interest in land,
ii. to improve land,
iii. to acquire, construct or improve buildings and structures,
iv. to acquire, construct or improve facilities including,

1. rolling stock with an expected useful life of seven years or more, furniture and equipment, excluding computer equipment and

2. materials acquired for circulation, reference or information purposes by a library board as defined in the Public Libraries Act, R.S.O. 1998, and

v. to undertake studies in connection with any of the matters in clauses (f)(i) through (iv), required for the provision of designated services

(g) "City" means the City of Clarence-Rockland;

(h) "Commercial Use" means the use of land, structures or buildings for the purposes of buying or selling commodities and services, but does not include Industrial Use or Agricultural Use, but does include hotels, motels, motor inns and boarding, lodging and rooming houses;

(i) "Council" means the Council of the City of Clarence-Rockland;

(j) "Development" means the construction, erection or placing of one or more buildings or structures on land or the making of an addition or alteration to a building or structure that has the effect of increasing the size or usability thereof, and includes re-development;

(k) "Development Charge" means a charge imposed with respect to Growth-Related Net Capital Costs against land pursuant to the provisions of the within by-law;

(l) "Duplex dwelling unit" shall mean a dwelling that is divided horizontally into two dwelling units.

(m) "Dwelling Unit" means one or more habitable rooms designed or intended for use by one household exclusively as an independent and separate unit in which separate kitchen and sanitary facilities are provided for the exclusive use of the household with a private entrance from outside the building or from a common hallway or stairway inside the building;

(n) "Existing" means the number, use and size that existed as of the date this by-law was passed;

(o) "Growth-Related Net Capital Cost" means the portion of the Net Capital Cost of services that is reasonably attributable to the need for such Net Capital Cost that results or will result from new development in all or a defined part of the City;

(p) "Industrial Use" means the use of land, buildings or structures designed for the purpose of manufacturing, assembling, making, preparing, inspecting, ornamenting, finishing, treating, altering, repairing, warehousing or storing or adapting for sale of any goods, substance, article or thing, or any part thereof and the storage of building and construction equipment and materials, as distinguished from the buying and selling of commodities and the supplying of personal services. This definition does not include Agricultural Use;

(q) "Institutional Use" means land, buildings, structures or part thereof used by any organization, group or association for promotion of charitable, educational or benevolent objectives and not for profit or gain;

(r) "Local Board" means a school board, public utility commission, transportation commission, public library board, board of park management, local board of health, board of commissioners of police, planning board, or any other board, commission, committee, body or local authority established or exercising any power or authority under any general or special Act with respect to any of the affairs or purposes, including school purposes, of the City of Clarence-Rockland or any part or parts thereof;

(s) "Local Services" means those services, facilities or things which are within the boundaries of, about or are necessary to connect lands to Services and an application has been made in respect of the lands under sections 51 and 53 of the *Planning Act, R.S.O. 1990*;

(t) "Multiple Housing" means all residential dwellings other than single detached dwellings, semi-detached dwellings, duplex dwellings and apartment units;

(u) "Net Capital Cost" means the Capital Cost less capital grants, subsidies and other

contributions made to the City or that the council of the municipality anticipates will be made, including conveyances or payments under sections 41, 51 and 53 of the *Planning Act, R.S.O. 1990*, in respect of the Capital Cost;

(v) "Non-Residential Use" includes Commercial, Industrial and Institutional Uses;

(w) "Non-Profit Housing" housing which is or is intended to be offered primarily to persons or families of low income and which is owned or operated by a non-profit corporation being a corporation, no part of the income of which is payable to or otherwise available for the personal benefit of a member or shareholder thereof;

(x) "Official Plan" means the Official Plan adopted for the City, as amended and approved;

(y) "Owner" means the owner of land or a person who has made application for an approval for the development of land upon which a Development Charge is imposed;

(z) "Place of Worship" means that part of a building or structure that is exempt from taxation as a place of worship under the *Assessment Act, R.S.O. 1990*, c. A.31, as amended;

(aa) "Rate" means the interest rate established weekly by the Bank of Canada based on Treasury Bills having a term of 91 days;

(bb) "Regulation" means O. Reg. 82/98 as at February 20, 1998, as amended;

(cc) "Residential Building" means a building, occupied or capable of being occupied as a home, residence or sleeping place by one or more persons, containing one or more Dwelling Units but not including motels, hotels, tents, truck campers, tourist trailers, mobile camper trailers or boarding, lodging or rooming houses;

(dd) "Residential Use" means the use of a building or structure or portion thereof for one or more Dwelling Units. This also includes a Dwelling Unit on land that is used for an Agricultural Use, but does not include any other type of building erected on Agricultural land;

(ee) "Row Housing Dwelling Unit" means a building that is divided vertically into three or more dwelling units, each of which has independent entrances, to a front and rear yard immediately abutting the front and rear walls of each dwelling unit;

(ff) "Semi-Detached Dwelling Unit" means the whole of the building divided vertically from the foundation to the roof by an unpierced common wall into two

separate dwelling units each of which has an independent entrance directly from grade;

(gg) "Services" means those services, facilities, accommodations and things shown on Schedule "A" to this by-law;

(hh) "Services in Lieu" means those Services specified in an agreement made under clause 11 of this by-law;

(ii) "Servicing Agreement" means an agreement to provide municipal services by the City of Clarence-Rockland to specified lands within the municipality;

(jj) "Single Detached Dwelling Unit" means a completely detached dwelling unit to which entrance is gained only by a private entrance outside the building;

(kk) "Temporary building or structure" means a building or structure constructed or erected on land for a continuous period not exceeding six months, or an addition or alteration to a building or structure that has the effect of increasing the total floor area thereof for a continuous period exceeding six months;

(ll) "Total floor area" means:

i. In the case of a residential use building or structure, or in the case of a mixed-use building or structure with respect to the residential use portion thereof, the total of all floors measured between the outside surfaces of exterior walls or between the outside surfaces of exterior walls and the centre line of party walls separating the dwelling unit from another dwelling unit or other portion of the building;

ii. In the case of a non-residential use building or structure or in the case of a mixed-use building or structure in respect of the non-residential portion

Thereof, the total area of all building floors above or below grade measured between the outside surfaces of the exterior walls or between the outside surfaces of exterior walls and the centre line of party walls separating two uses; and

1. Includes the area of a mezzanine as defined in the Ontario Building Code; and

2. Excludes those areas exclusively for parking of vehicles unless the parking of vehicles is the primary use of the building or structure.

(mm) "Unit" includes a Dwelling Unit and Apartment Unit;

(nn) "Zoning By-Law" means the Zoning By-Law of the City of Clarence-Rockland, as adopted by Council, plus amendments or any successor thereof passed pursuant to the *Planning Act, R.S.O. 1990*;

2. (a) This by-law applies to all lands in the City of Clarence-Rockland whether or not the land or use thereof is exempt from taxation under s. 13 of the *Assessment Act*.

(b) Notwithstanding clause 2(a) above, this by-law does not apply to the development of land that is owned by and used for the purposes of:

i. A Board of Education;
ii. The City of Clarence-Rockland, or any local board or commission thereof;
iii. The United Counties of Prescott & Russell or any local board thereof;
iv. A place of worship and the land used in connection therewith; and
v. Temporary buildings or structures provided that such buildings are removed within six months of the issuance of a building permit.

(c) Notwithstanding clause 2(a) above, half of the prescribed charge is applicable to a residential use building erected and owned by non-profit housing, provided that satisfactory evidence is provided to the Treasurer that the residential use building is intended for persons of low or modest incomes and that the dwelling units are being made available at values that are initially and will continue to be below current market levels in the County of Prescott & Russell.

3. Council hereby determines that the development of land, buildings or structures for Residential and Non-Residential Uses have required or will require the provision, enlargement, expansion or improvement of the Services shown in the proportions applicable to each such use on Schedule "A" hereto.

4. (a) The development charge with respect to the use of any land, buildings or structures shall be calculated as follows;

i. In the case of residential development, or the residential portion of a mixed-use development, based upon the number and type of dwelling units; or

ii. In the case of non-residential development, or the non-residential portion of a mixed-use development, based upon the total floor area of such development

(b) The development charges described in Schedule B to this By-law shall be imposed on residential uses of lands, buildings or structures, including a dwelling unit

accessory to a non-residential use and, in the case of a mixed-use building or structure, on the residential component of the mixed-use building or structure, according to the type of residential use.

(c) The development charges described in Schedule B to this By-law shall be imposed on non-residential uses of lands, buildings or structures and, in the case of a mixed-use building or structure, on the non-residential components of the mixed-use building or structure, and calculated with respect to each of the services according to the total floor area of the non-residential use.

(d) The Development Charges set out in this By-law are identified in Schedule B hereto and are payable in full, subject to the exemptions and credits herein from the effective date of this By-law.

(e) No development charge shall be imposed if a building that has been destroyed or legally demolished is rebuilt within three years of the destruction or demolition. If a different type of building is constructed, a credit equal to the development charge that would have been imposed on the original building, will apply.

5. (a) The whole of the development charge imposed hereunder shall be calculated and paid in full on the date a building permit under the *Building Code Act* is issued in respect of the building or structure for the use to which the development charge hereunder applies.

(b) No building permit shall be issued for any building or structure in respect of which the development charge applicable hereunder remains unpaid, unless an agreement permits a later payment.

(c) The Council may enter into a written agreement providing for payment of the development charges on any date that Council decides is appropriate.

6. Nothing in this by-law prevents Council from requiring, as a condition of approval under section 51 or 53 of the *Planning Act, R.S.O. 1990*, that the Owner, at his own expense, install such Local Services as Council may require or that the Owner install local connections to municipal services at the Owner's expense.

7. This By-law does not apply with respect to approvals related to the residential development of land, buildings or structures that would have the affect only:

(a) of permitting the enlargement of an existing dwelling unit;

(b) of creating one or two additional dwelling units in an existing single detached dwelling;

(c) of creating one additional dwelling unit in an existing semi-detached dwelling or duplex dwelling; or

(d) of creating one additional dwelling unit in any other existing residential building, all as defined in the Regulations.

8. For the purposes of section 7, where a building permit has been issued for the construction of a single detached dwelling, semi-detached dwelling, or any other residential dwelling following the adoption of this by-law, such building shall be deemed not to be existing until such time as a provisional occupancy certificate has been granted and a final inspection has been completed. For the purposes of clarification, and without limiting the generality of the foregoing, where an applicant has paid Development Charges on issuance of building permit and prior to the granting of provisional occupancy by Building Department with respect to that building permit, the applicant or such successor permit holder, alters, modifies, etc., the building to add dwelling unit(s), such additional dwelling unit(s) shall not be eligible for the exemptions set out in section 7 with respect to the payment of Development Charges.

9. Notwithstanding Subsections 7(b) to (d), a Development Charge shall be imposed with respect to the creation of one or two additional dwelling units in a dwelling, if the gross floor area of the additional one or two dwelling units exceeds, the gross floor area of the existing dwelling unit in Subsection 7(b) and 7(c), and the smallest existing dwelling unit in Subsection 7(d).

10. The development charges established hereunder may be adjusted without amendment to this by-law annually as of the 31st of December in each year commencing on 31st December, 2020, in accordance with the most recent twelve-month change in Statistics Canada Quarterly, Construction Price Statistics.

11. (a) Council, by written agreement, may permit an Owner to commute the whole or such part of the development charge applicable to the Owner's development, as may be specified in the agreement, by the provision at the Owner's sole expense of Services in Lieu. Such agreement shall further specify that where the Owner provides Services in Lieu in accordance with the agreement, Council shall give to the Owner a credit against the Development charge otherwise applicable to his development equal to the reasonable cost of providing the Services in Lieu.

(b) In any agreement made under clause 11 (a), Council may also give a further credit equal to the owner's reasonable cost of providing Services in addition to or of a greater size or capacity than would be required under this by-law, but may not give the credit against the development charge payable.

(c) Any dispute as to the reasonable cost of providing the Services in Lieu or the Services mentioned in clause 11 (a) and (b) above shall be referred to the City of Clarence-Rockland Council whose decision shall be final and binding.

12. A copy of this by-law may be registered against such lands in the City of Clarence-Rockland as Council by resolution from time to time may direct.

13. Any amount of development charge which remains unpaid after the date specified in clause 5 or in a written agreement shall be added to the tax roll and collected as unpaid taxes.

14. The Treasurer of the City of Clarence-Rockland shall administer this by-law.

15. (a) Any agreement made under section 51 or 53 of the *Planning Act, R.S.O. 1990*, before the date this by-law comes into force which provides for the payment of a lot levy, capital contribution or other charge shall remain in full force and effect and be enforceable according to its terms.

(b) The Treasurer in calculating the development charge payable under clause 4, above shall deduct from the development charge otherwise payable any amount paid pursuant to an agreement mentioned in clause 11 (a), above.

(c) Where a lot levy, or development charge was collected as a condition for a lot created by consent pursuant to Section 53 of the *Planning Act R.S.O. 1990*, then the amount collected shall be deducted from the Development Charge at the time the Building Permit is issued.

16. (a) Council directs the Treasurer to create individual reserve funds, separate from the other reserve funds of the municipality, including reserve funds created of administered under section 165 of the *Municipal Act* for each of the services listed in Schedule "A" to this by-law. The Treasurer shall deposit the development charges received under this by-law into the appropriate reserve fund thus created and shall pay from the appropriate reserve fund any amounts necessary to defray the Net Capital Cost of the service.

(b) The amounts contained in the reserve funds established under clause 16 (a) above,

shall be invested in accordance with subsection 165(2) of the *Municipal Act* and any income received from such investment shall be credited to the said reserve fund in the proportions determined by the balances in the accounts listed in Schedule "A" to this by-law as of December 31 of the previous year.

17. Where any unpaid development charges are collected as taxes under clause 11 above, the money so collected shall be credited to the said reserve funds in the proportions provided for in Schedule A.

18. The Treasurer of the City of Clarence-Rockland shall, in each year on or before May 31, present to Council a statement in respect of the reserve fund for the prior year established hereunder containing the information required under the Regulation.

19. (a) If this by-law is amended or repealed by Council or the Ontario Municipal Board, the Treasurer shall determine within 30 days of the amendment or repeal whether any owner has overpaid in respect of the development charge payable hereunder immediately prior to the repeal or amendment of this by-law and if such an overpayment has been made, the Treasurer shall calculate the amount of such overpayment.

    (b) Any overpayment determined under clause 19 (a), above shall be paid to the person who made the payment by his or her last known address within 30 days of the date of the repeal or amendment of this by-law.

    (c) The refund payable under clause 19 (b), above shall be paid with interest calculated from the date upon which the overpayment was collected to the date on which the refund is made. Such interest shall be paid at the Bank of Canada Rate in effect from time to time from the date of enactment of this by-law as adjusted in clause 19 (d), below.

    (d) The Bank of Canada Rate in effect on the date of enactment of this by-law shall be adjusted on the first business day of January, 2011 to the Rate established by the Bank of Canada on that day and shall be adjusted four times each year thereafter on the first business day of January, April, July and October to the Rate established by the Bank of Canada on the day of the adjustment.

20. This by-law shall continue in force and effect for a term of 5 years from the date of its coming into force.

21. This by-law comes into force on February 1, 2020.

By-law read a first, second and third time and finally passed this 28th day of October 2019.

_____

GUY DESJARDINS, MAYOR

_____

MONIQUE OUELLET, CLERK

SCHEDULE "A"

SCHEDULE OF CATEGORY OF
MUNICIPAL SERVICES AND ALLOCATIONS

Category of Service	Percentage of Total Charge	
	Residential	Non-Residential
Protection Services		
Fire Protection	9.86%	9.04%
Services Related to a Highway		
Public Works	8.75%	8.42%
Roads And Related	81.39%	82.54%
TOTAL CITY-WIDE UNIFORM CHARGE	**100.00%**	**100.00%**

Category of Service	Percentage of Total Charge	
	Residential	Non-Residential
Transit and Protection Services		
Fire Protection	7.87%	7.11%
Services Related to a Highway		
Public Works	6.98%	6.62%
Roads And Related	64.95%	64.93%
Engineering		
Waterworks	20.20%	21.33%
TOTAL CITY-WIDE UNIFORM CHARGE (incl. Waterworks)	**100.00%**	**100.00%**

Category of Service	Percentage of Total Charge	
	Residential	Non-Residential
Transit and Protection Services		
Fire Protection	6.07%	5.47%
Services Related to a Highway		
Public Works	5.39%	5.09%
Roads And Related	50.12%	49.92%
Engineering		
Waterworks	15.59%	16.40%
Sanitary Sewage	22.82%	23.12%
TOTAL CITY-WIDE UNIFORM CHARGE (fully serviced)	**100.00%**	**100.00%**

SCHEDULE "B"

SCHEDULE OF DEVELOPMENT CHARGES

Service	Residential Charge By Unit Type (1)		
	Single & Semi-Detached	Rows & Other Multiples	Apartments
Protection Services			
Fire Protection	$1,016	$782	$544
Subtotal Transit and Protection Services	**$1,016**	**$782**	**$544**
Services Related to a Highway			
Public Works	$901	$693	$482
Roads And Related	$8,384	$6,449	$4,485
Services Rel. to a Highway Charge	**$9,285**	**$7,142**	**$4,967**
TOTAL UNSERVICED CHARGE	**$10,301**	**$7,924**	**$5,511**

City-Wide Uniform Charge	$10,301	$7,924	$5,511
Waterworks	$2,608	$2,006	$1,395
TOTAL CHARGE (incl. Waterworks)	**$12,909**	**$9,930**	**$6,906**

City-Wide Uniform Charge	$10,301	$7,924	$5,511
Engineered Services			
Waterworks	$2,608	$2,006	$1,395
Sanitary Sewage	$3,818	$2,937	$2,042
TOTAL CHARGE (fully serviced)	**$16,727**	**$12,867**	**$8,948**

City of Clarence-Rockland Development Charges Study

Statutory Public Meeting

Tuesday, October 22, 2019

HEMSON
Consulting Ltd.

Clarence-Rockland

Purpose of Today's Meeting

- Statutory **Public Meeting** required by Section 12 of the *Development Charges Act*
- Primary purpose is to provide the public with an opportunity to make representation on the proposed 2019 Development Charges Background Study and By-law
- DC Background Study was made publically available on **September 18th, 2019**
- Proposed 2019 By-law was made publically available on **October 8th, 2019**

Today We Will Discuss

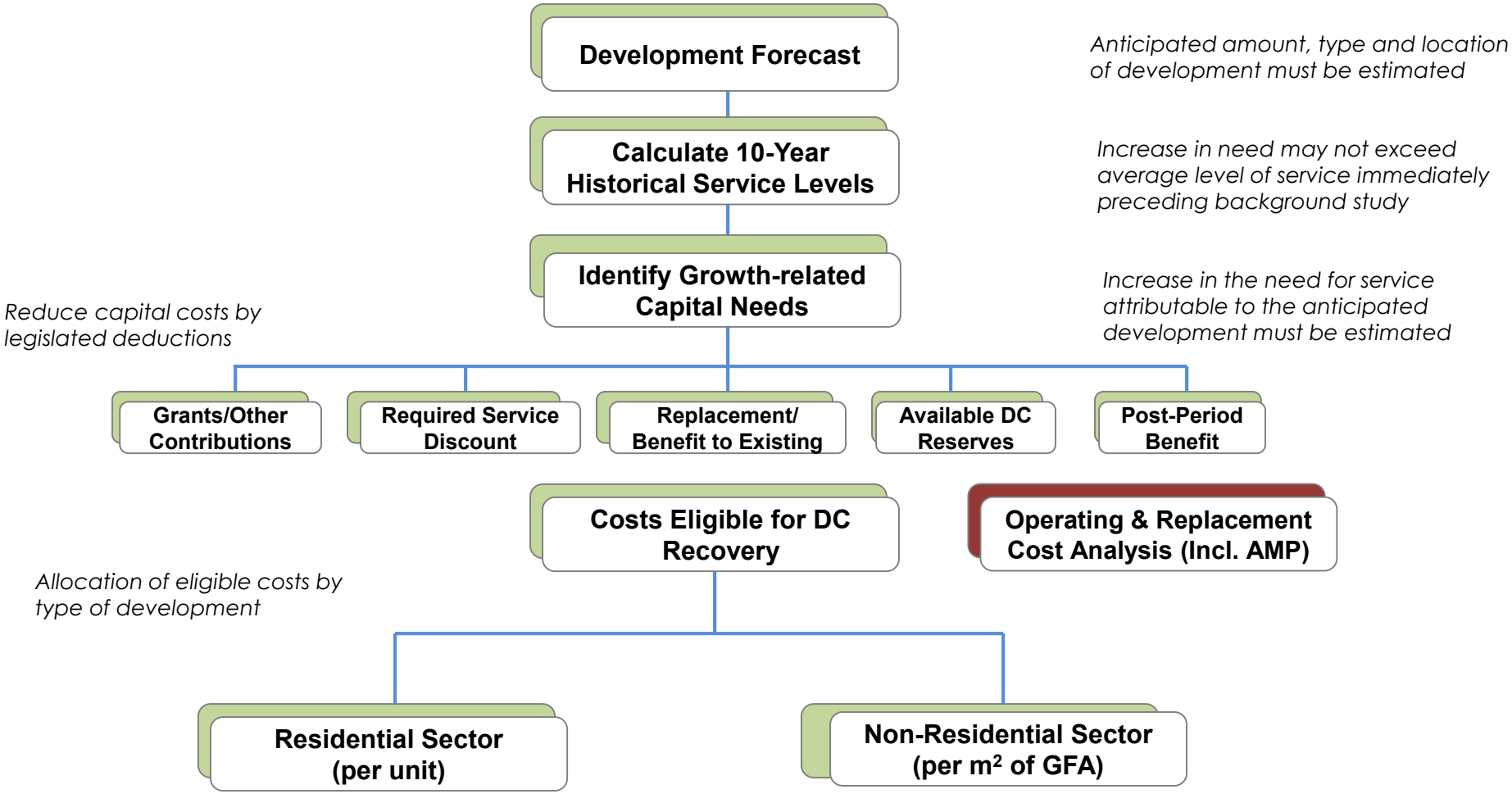
- Background
- Bill 108: *More Homes, More Choice Act, 2019*
- Development Forecast
- Summary of Development-Related Capital Programs
- Calculated Rates
- Next Steps

Background

- Council passed Development Charge (DC) By-law 2015-13 which came into force on February 1st, 2015 that imposes DC rates for eligible City services
  - By-law's five year life expires on February 1st, 2020

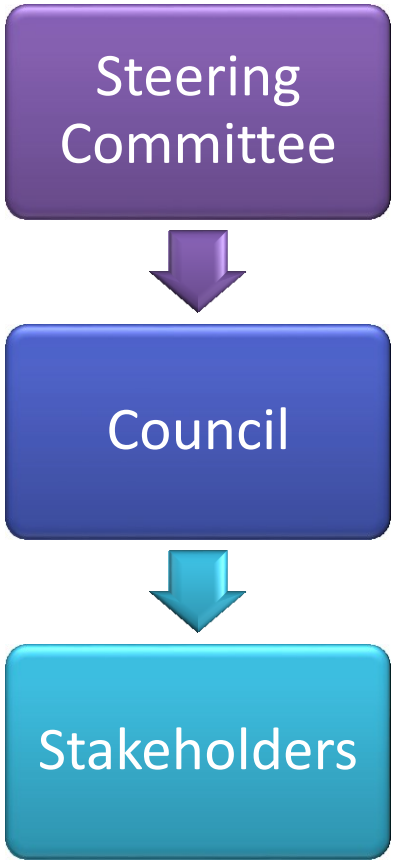
- City must pass new a by-law before expiry date in order to continue collecting DCs

Overview of Study Process



Stakeholder Consultation

- Meetings with industry stakeholders have been held prior to the release of the 2019 DC Background Study
  - Provided opportunity to address issues/concerns early on in the process
  - Enhances communication and transparency
- Key inputs of the DC Study (i.e. forecast, service levels, capital programs etc.) were provided to stakeholders in advance of study release.
- These meetings were in addition to the statutory public meeting



Bill 108: *More Homes, More Choice Act*, 2019

- Received Royal Assent on June 6th 2019
- Proposed changes to the *Development Charges Act, 1997* (DCA) and DC Regulations
  - Exempting secondary suites from DCs in new construction
  - DC rates payable at different times
  - Soft DC services to be collected through a Community Benefits By-law
- Full DCA Regulations still to be released
- City to continue collection of "discounted" services as per existing by-law

City's Eligible Services

- "Soft" or "Discounted" Services will no longer form part of DCA:
  - Library Services
  - Daycare Services
  - Parks and Recreation
  - By-law Services
  - General Government (partially)

- "Hard" or "Non-Discounted" Services to remain in City's 2019 DC By-law:
  - Fire Services
  - Services Related to a Highway:
    - Public Works
    - Roads and Related
  - Waterworks
  - Sanitary Sewage

Proposed Services Eligible for Recovery

- Only hard (i.e. 100% cost recovery) services will remain under the *DC Act* authority
- Waste Diversion and Ambulance would move from 90% recovery service to 100% and will remain eligible
- "Soft" services have been entirely removed from the *DC Act* framework
- New authority proposed under *Planning Act* would allow municipalities to charge for community benefits such as libraries and recreation
  - Community Benefits Charge (CBC) essentially becomes vehicle for funding soft services growth-related infrastructure

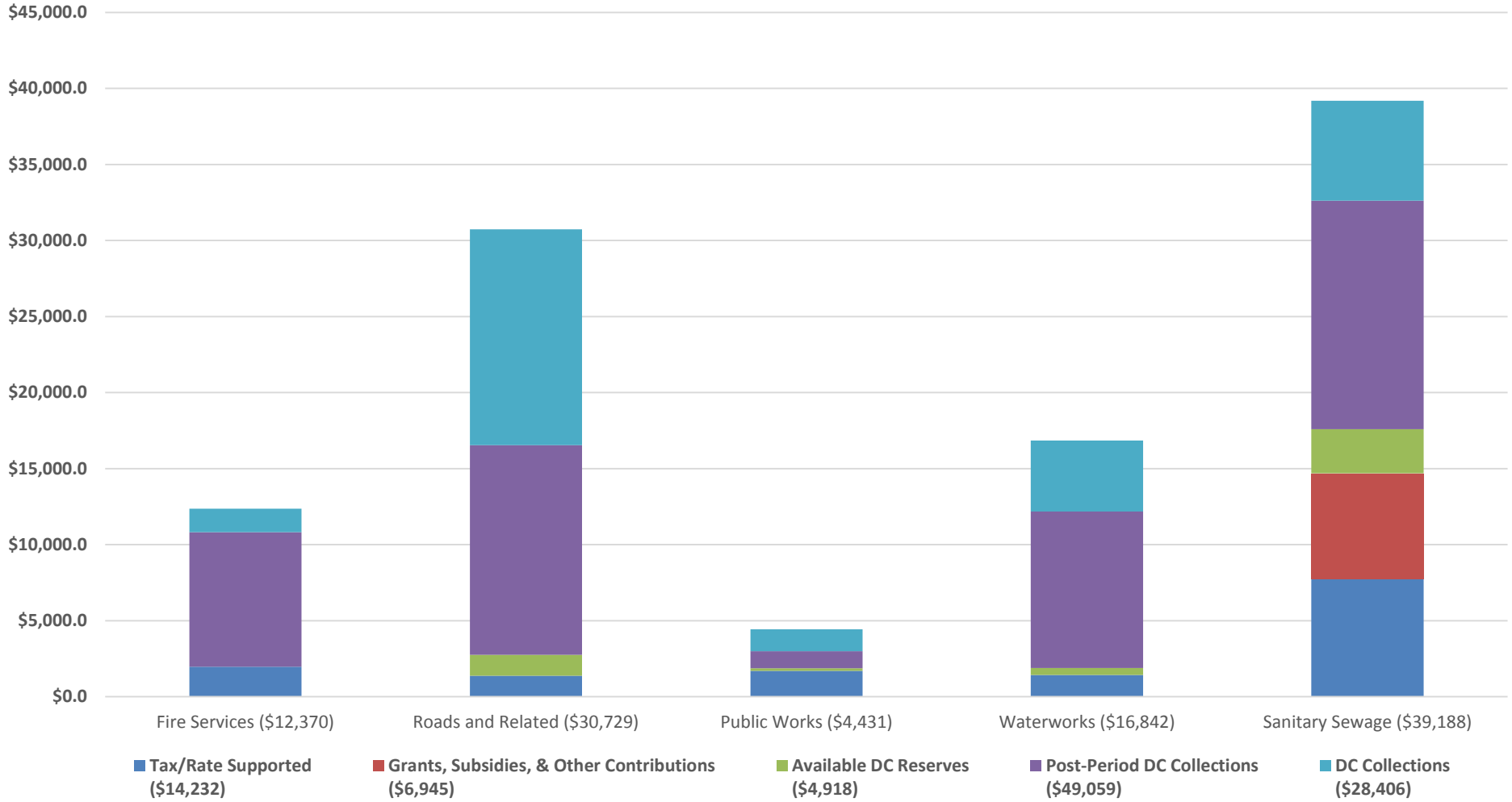
Development Forecast

- Historical service levels based on:
  - 2009 to 2018
- Capital planning periods:
  - All Services 2019 – 2028
- 10-year and build-out unit forecast based on information provided by Planning staff

Forecast Summary

City-wide Development Forecast	2018 Estimate	10-Year Planning Period 2019 - 2028	
		Growth	Total at 2028
Residential			
Total Occupied Dwellings	9,711	1,806	11,517
Total Population			
Census	25,516	4,313	29,829
Population In New Dwellings		*4,507*	
Non-Residential			
Employment	5,293	610	5,903
Non-Residential Building Space (sq.m.)		30,500	

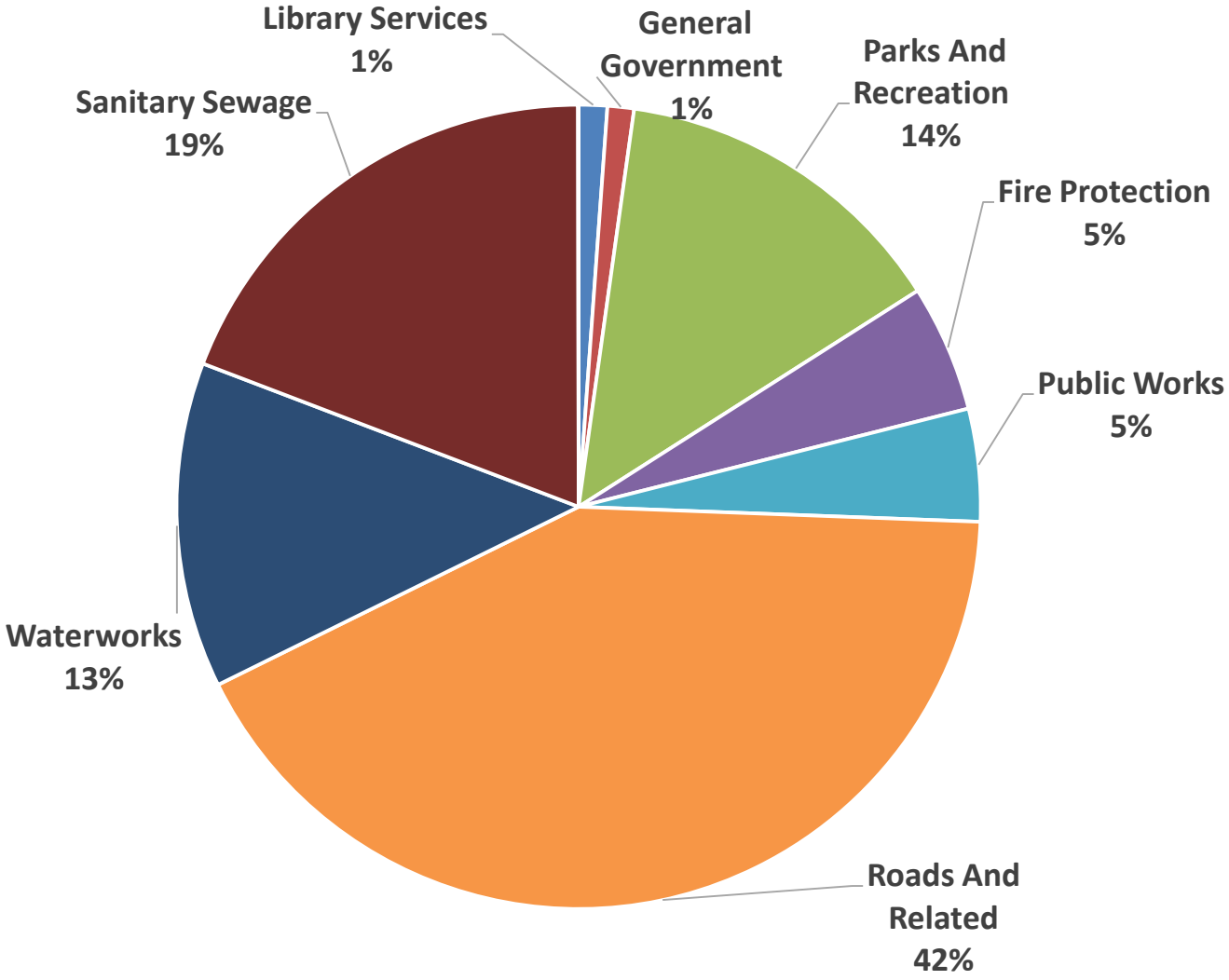
Gross Program Cost = $103.6 Million



Note: Summary of Capital Program only relates to non-discounted services considered under this study
DC Collections are represented over a 10-year period

HEMSON

Calculated Maximum Allowable City-wide Residential DC Rate (Urban)



Residential Charges / Unit*
Single & Semi $19,911
Rows/Multiples $15,017
Apartments $10,829

* Includes discounted Service charges as presented in By-law 2015-13

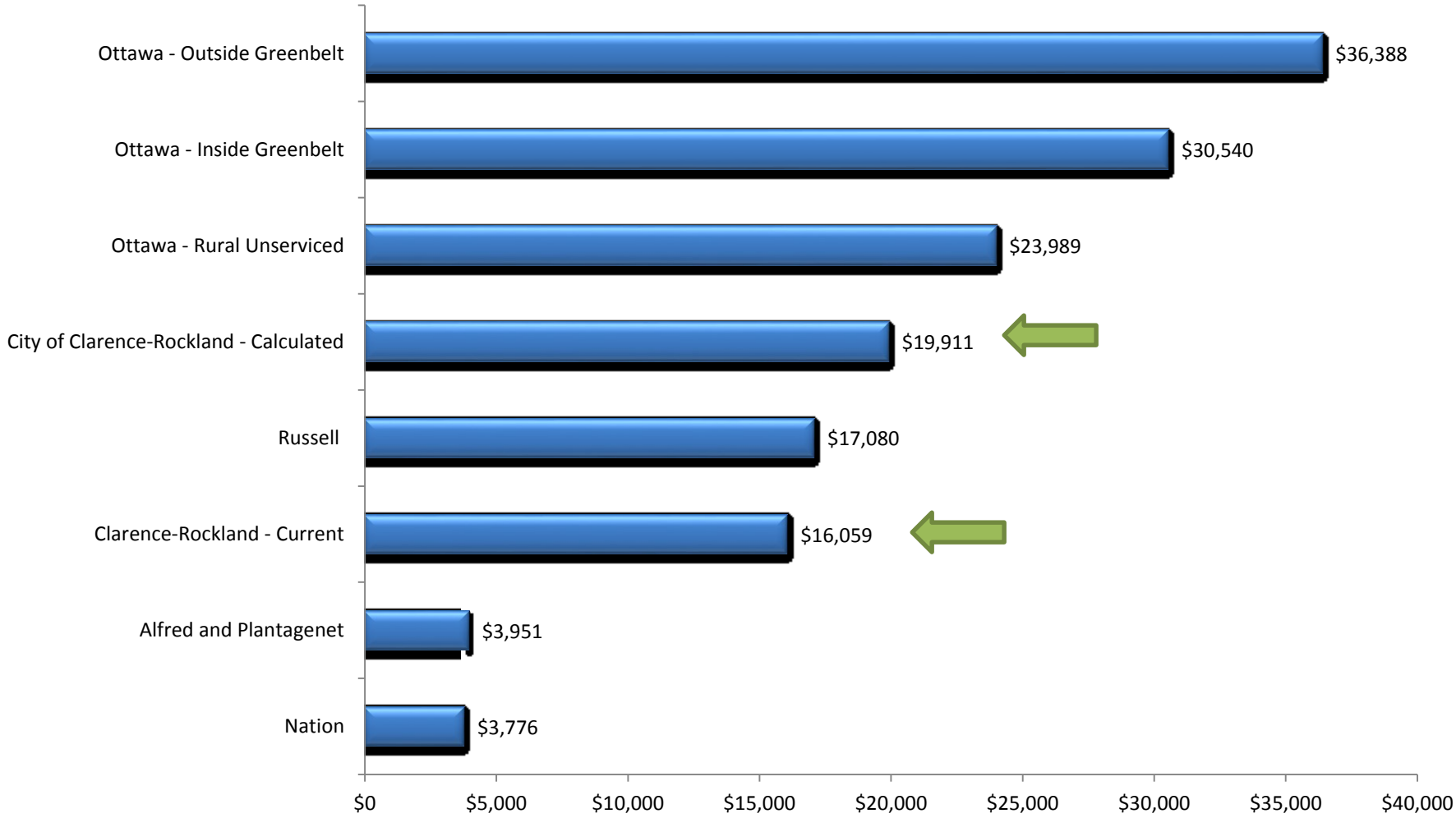
HEMSON

Current vs. Calculated City-wide Single/Semi Detached Unit (Urban)

Service	Current Residential Charge / SDU	Calculated Residential Charge / SDU	Difference in Charge	
Discounted Services*				
Library Services	$228	$228	$0	0%
General Government	$212	$212	$0	0%
Parks And Recreation	$2,739	$2,739	$0	0%
By-Law Enforcement	$5	$5	$0	0%
Subtotal Discounted Services*	**$3,184**	**$3,184**	**$0**	**0%**
Transit and Protection Services				
Transit	$135	$0	($135)	(100%)
Fire Protection	$944	$1,016	$72	8%
Services Related to a Highway				
Public Works	$861	$901	$40	5%
Roads And Related	$3,920	$8,384	$4,464	114%
Services Rel. to a Highway Charge Per Unit	**$4,781**	**$9,285**	**$4,504**	**94%**
Engineered Services				
Waterworks	$1,048	$2,608	$1,560	149%
Sanitary Sewage	$5,967	$3,818	($2,149)	-36%
TOTAL RESIDENTIAL CHARGE BY UNIT TYPE (fully serviced)	**$16,059**	**$19,911**	**$3,852**	**24%**

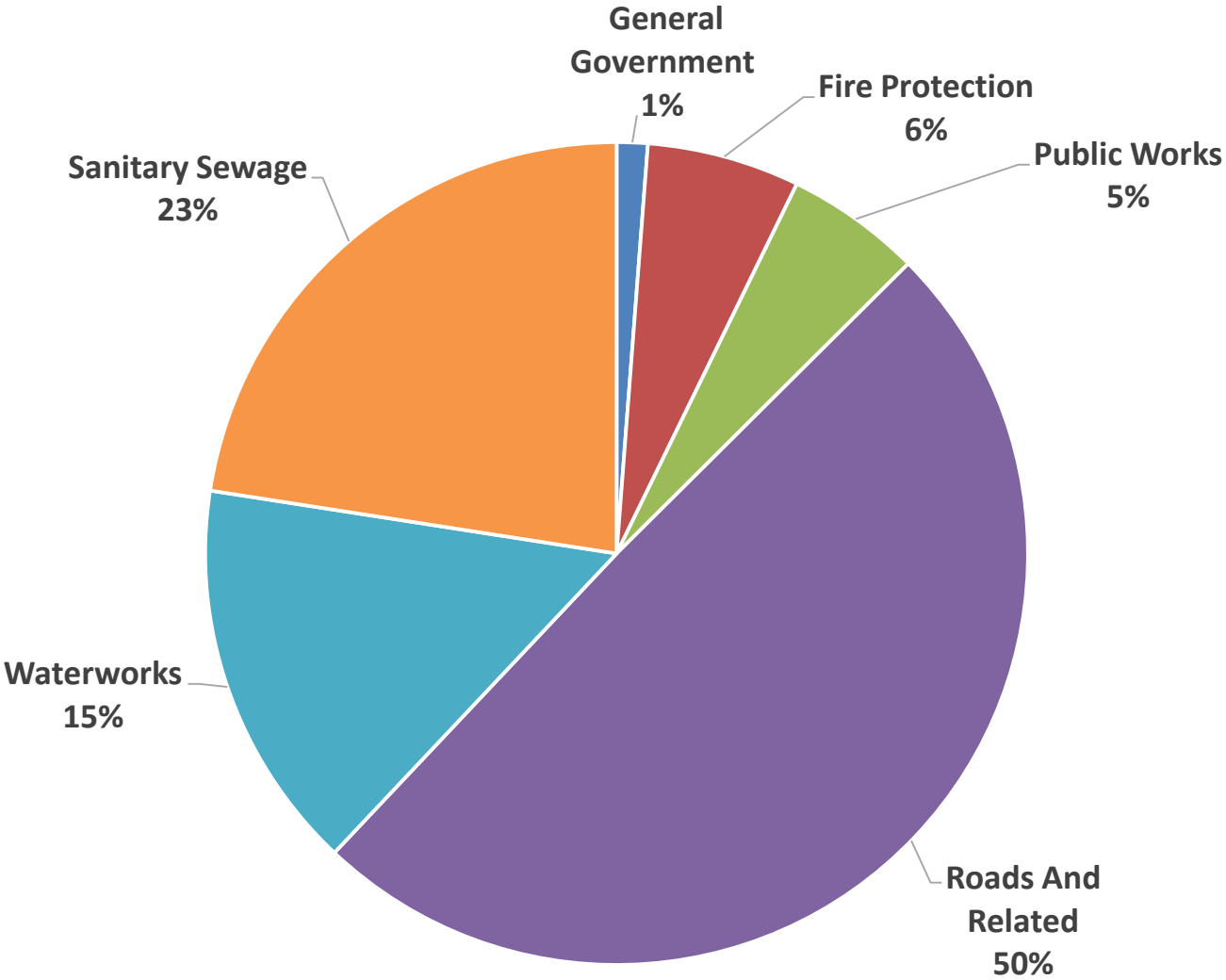
* As presented in By-law 2015-13 (indexed to current dollar) as permissible under Bill 108

Residential Rate Comparison $/SDU



HEMSON

Calculated Maximum Allowable City-wide Non-Residential DC Rate (Urban)



Non-Residential Charge ($/sq.m)*
$119.08

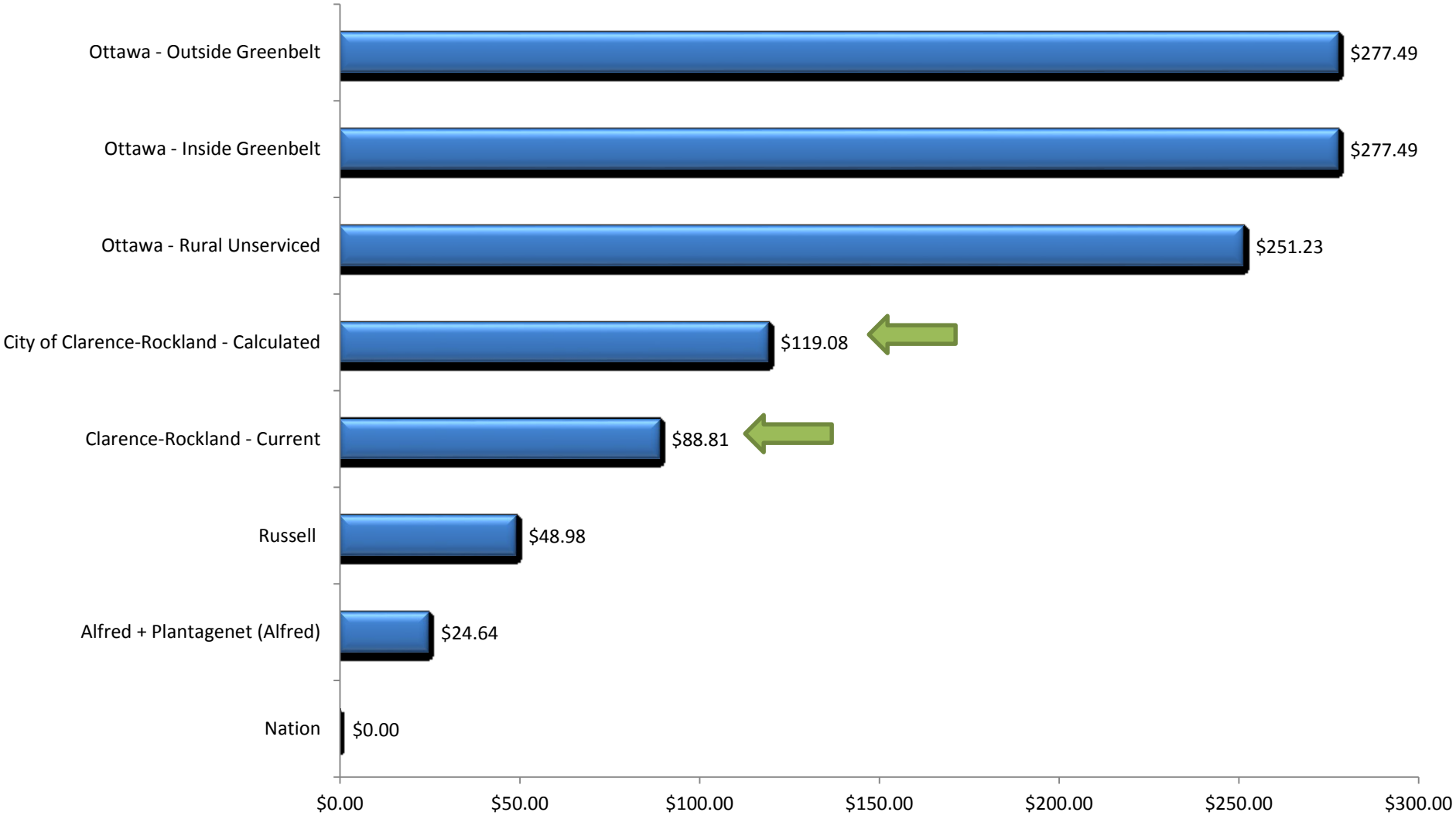
* Includes discounted Service charges as presented in By-law 2015-13

Current vs. Calculated City-wide Non-Residential Charge per m^2

Service	Current Non-Residential Charge / Sq.m	Calculated Non-Residential Charge / Sq.m	Difference in Charge	
Discounted Services*				
Library Services	$0.00	$0.00	$0.00	0%
General Government	$1.45	$1.45	$0.00	0%
Parks And Recreation	$0.00	$0.00	$0.00	0%
By-Law Enforcement	$0.02	$0.02	$0.00	0%
Subtotal Discounted Services*	**$1.47**	**$1.47**	**$0.00**	**0%**
Transit and Protection Services				
Transit	$0.91	$0.00	($0.91)	(100%)
Fire Protection	$6.41	$7.15	$0.74	12%
Services Related to a Highway				
Public Works	$5.85	$6.34	$0.49	8%
Roads And Related	$26.60	$58.92	$32.32	122%
Services Rel. to a Highway Charge Per sq.m	**$32.45**	**$65.26**	**$32.81**	**101%**
Engineered Services				
Waterworks	$7.12	$18.35	$11.23	158%
Sanitary Sewage	$40.44	$26.85	($13.59)	-34%
TOTAL NON-RESIDENTIAL CHARGE PER SQ M (fully serviced)	**$88.81**	**$119.08**	**$30.27**	**34%**

* As presented in By-law 2015-13 (indexed to current dollar) as permissible under Bill 108

Non-Residential Rate Comparison $/Square Metre



HEMSON

Key DC By-law Policy Changes

- Included a definition for "non-profit housing"
- 50% reduction of DCs for non-profit housing
- 2019 DC By-law only includes non-discounted service rates.
  - Current by-law to continue to be in-force for discounted services

Implementation Options

1. Fully-calculated non-discounted rates come into force February 1, 2020

2. Phase-in rates over a three to five year period (loss of revenue to be made up from other sources – property taxes/utility rates)
   - Foregone DC revenue cannot be made up by way of higher DCs.

Next Steps

- **October 22 (Today)**
  - Statutory Public Meeting
- Respond to written submissions and continue dialogue with development industry
- **November 18** - Target date for Council consideration of DC By-law
- Statutory notice requirements

L'objectif de la réunion aujourd'hui

- La **réunion publique** obligatoire est exigée par l'article 12 de la *Loi sur les redevances d'aménagement*

- Le but premier est de donner une opportunité au public de présenter des oberservations sur l'étude des redevances d'aménagement 2019 et le règlement proposé

- L'étude des redevances d'aménagement a été mise à la disposition du public le **18 septembre 2019**

- Le règlement proposé a été mis à la disposition du public le le **8 octobre 2019**

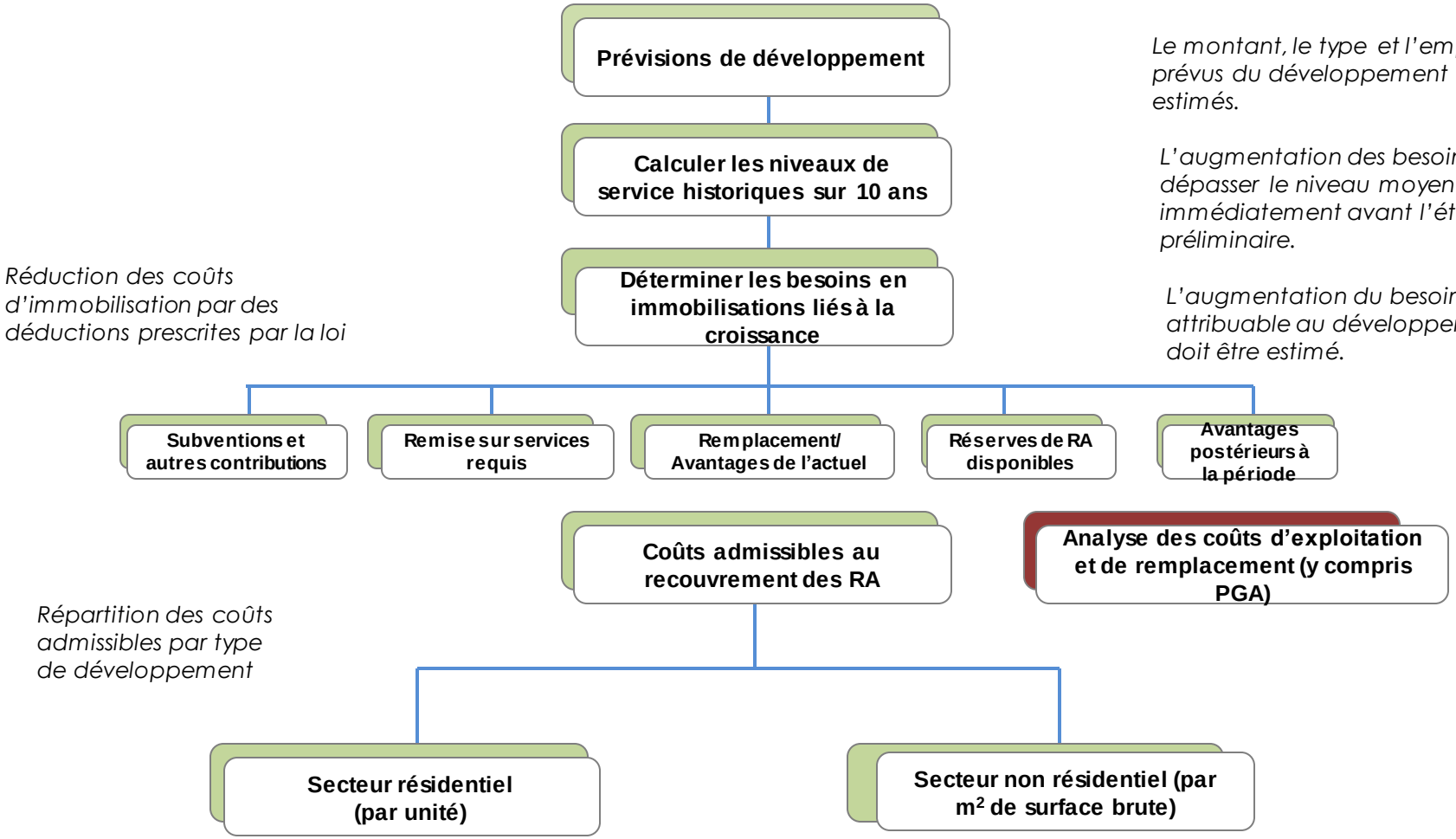
Aujourd'hui, au programme

- Contexte général
- Projet de loi 108 : *Loi de 2019 pour plus de logements et plus de choix*
- Prévisions en matière de développement
- Sommaire des programmes d'immobilisations liés au développement
- Taux calculés
- Prochaines étapes

Contexte général

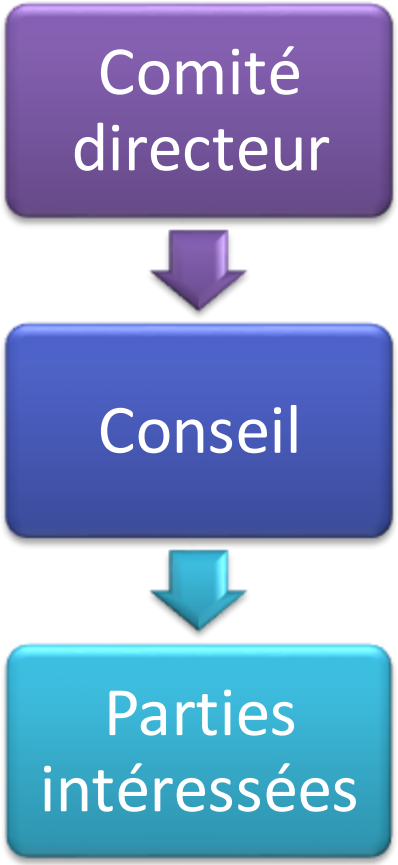
- Le Conseil a adopté le Règlement 2015-13 sur les redevances d'aménagement (RA), entré en vigueur le 1er février 2015, qui impose des taux de RA aux services de la Cité admissibles.
  - La durée de vie de cinq ans du règlement expire le 1er février 2020.
- La Cité doit adopter un nouveau règlement avant la date d'expiration afin de continuer à percevoir les RA.

Aperçu du processus d'étude



Consultation des parties intéressées

- Des réunions avec les parties intéressées de l'industrie ont eu lieu avant la publication de l'étude préliminaire des RA de 2019.
  - A donné l'occasion d'aborder les questions et préoccupations dès le début du processus
  - A amélioré la communication et la transparence
- Consultation a été utilisée pour discuter des apports majeurs de l'étude des RA (prévisions, niveaux de service, programmes d'immobilisations, etc.)
- Ces réunions s'ajoutent à la réunion publique obligatoire



Projet de loi 108 : *Loi de 2019 pour plus de logements et plus de choix*

- A reçu la sanction royale le 6 juin 2019
- Modifications proposées à la *Loi de 1997 sur les redevances d'aménagement* (LRA) et aux règlements sur les RA
  - Exemption des logements accessoires des RA dans les nouvelles constructions
  - Taux des RA payables à des moments différents
  - Les services des RA non essentiels doivent être perçus au moyen d'un règlement sur les avantages communautaires
- Les règlements de la LRA n'ont pas encore été publiés
- La Cité va poursuivre la collecte des services « à prix réduit » conformément au règlement en vigueur

Services admissibles de la Cité

- Des services "non-essentiels" ou "à prix réduit" ne feront plus partie des RAC :
  - Services de bibliothèque
  - Services de garderie
  - Loisirs et parcs
  - Services de la règlementation
  - Gouvernement général (partiellement)

- Des services "essentiels" et non "à prix réduit" qui resteront dans le règlement des RA 2019 de la Cité:
  - Services d'incendie
  - Services relatifs aux routes
    - Travaux publics
    - Routes et relatifs aux routes
  - Aqueducs
  - Services d'égout

Services admissibles au recouvrement (proposés)

- Seuls les services essentiels (recouvrement des coûts à 100%) demeureront sous l'autorité de la *Loi sur les redevances d'aménagement*

- Le réacheminement des déchets et les services ambulanciers passeraient de 90 % à 100 % des coûts recouverts et demeureraient admissibles

- Les services non essentiels ont été entièrement retirés du cadre de la *Loi sur les redevances d'aménagement*

- Une nouvelle autorisation proposée en vertu de la *Loi sur l'aménagement du territoire* permettrait aux municipalités d'exiger des frais pour les avantages communautaires comme les bibliothèques et les loisirs
  - La redevance pour avantages communautaires (RAC) devient essentiellement un moyen de financer l'infrastructure liée à la croissance des services non essentiels.

Prévisions de développement

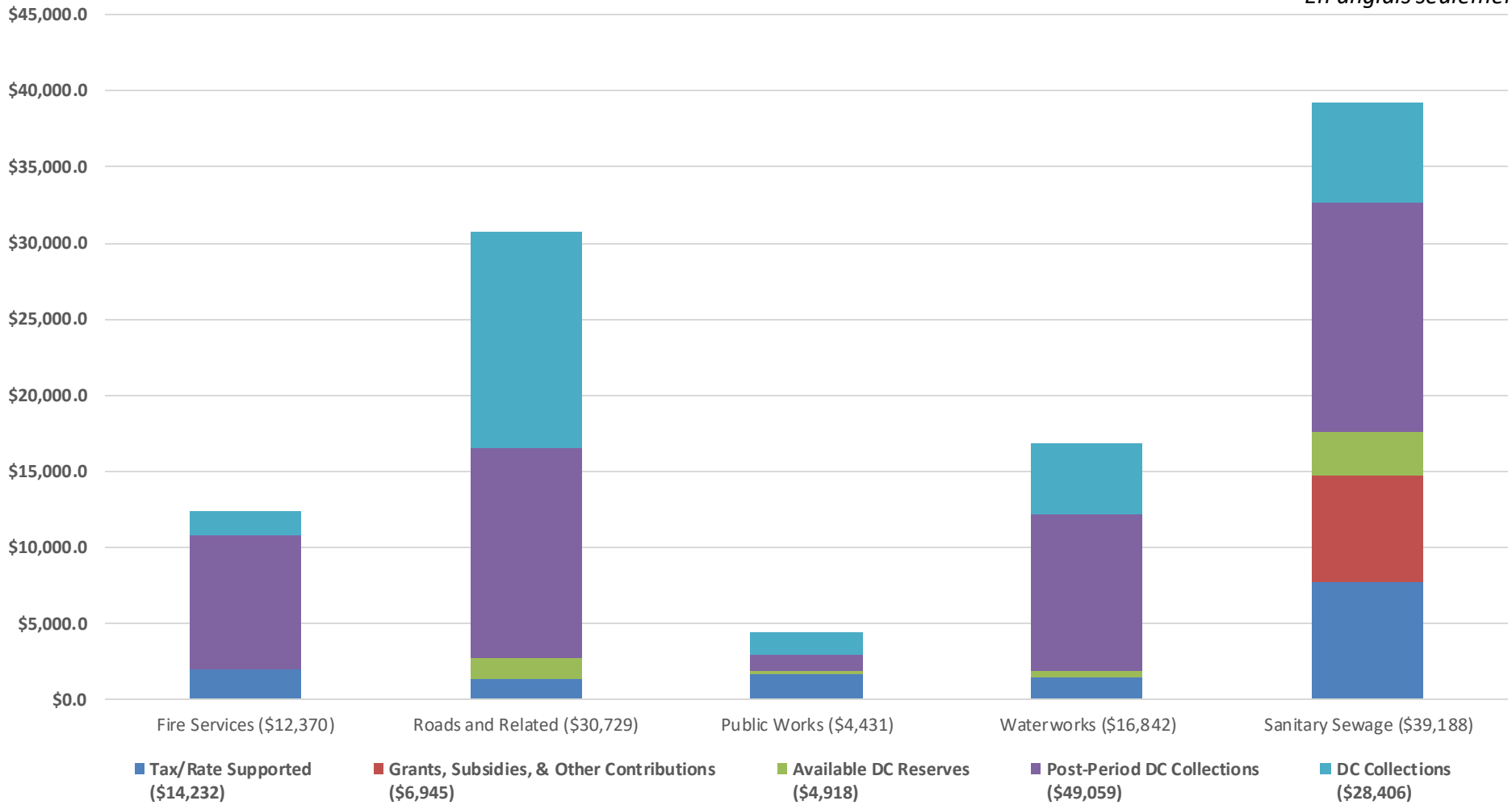
- Niveaux de service historiques basés sur :
  - 2009 à 2018
- Périodes de planification des immobilisations :
  - Tous les services 2019 à 2028
- Prévisions sur 10 ans d'après l'information fournie par le personnel du Service de l'aménagement du territoire.

Résumé des prévisions

Prévisions d'aménagement à l'échelle de la Cité	Estimation 2018	10 ans 2019 - 2028	
		Croissance	Total en 2028
Résidentiel			
Total des logements occupés	9 711	1 806	11 517
Ensemble de la population			
Recensement*	25 516	4 313	29 829
Population dans de nouveaux logements		*4 507*	
Non résidentiel			
Emploi	5 293	610	5 903
Immeubles non résidentiels (en m^2)		30 500	

Gross Program Cost = $103.6 Million

En anglais seulement

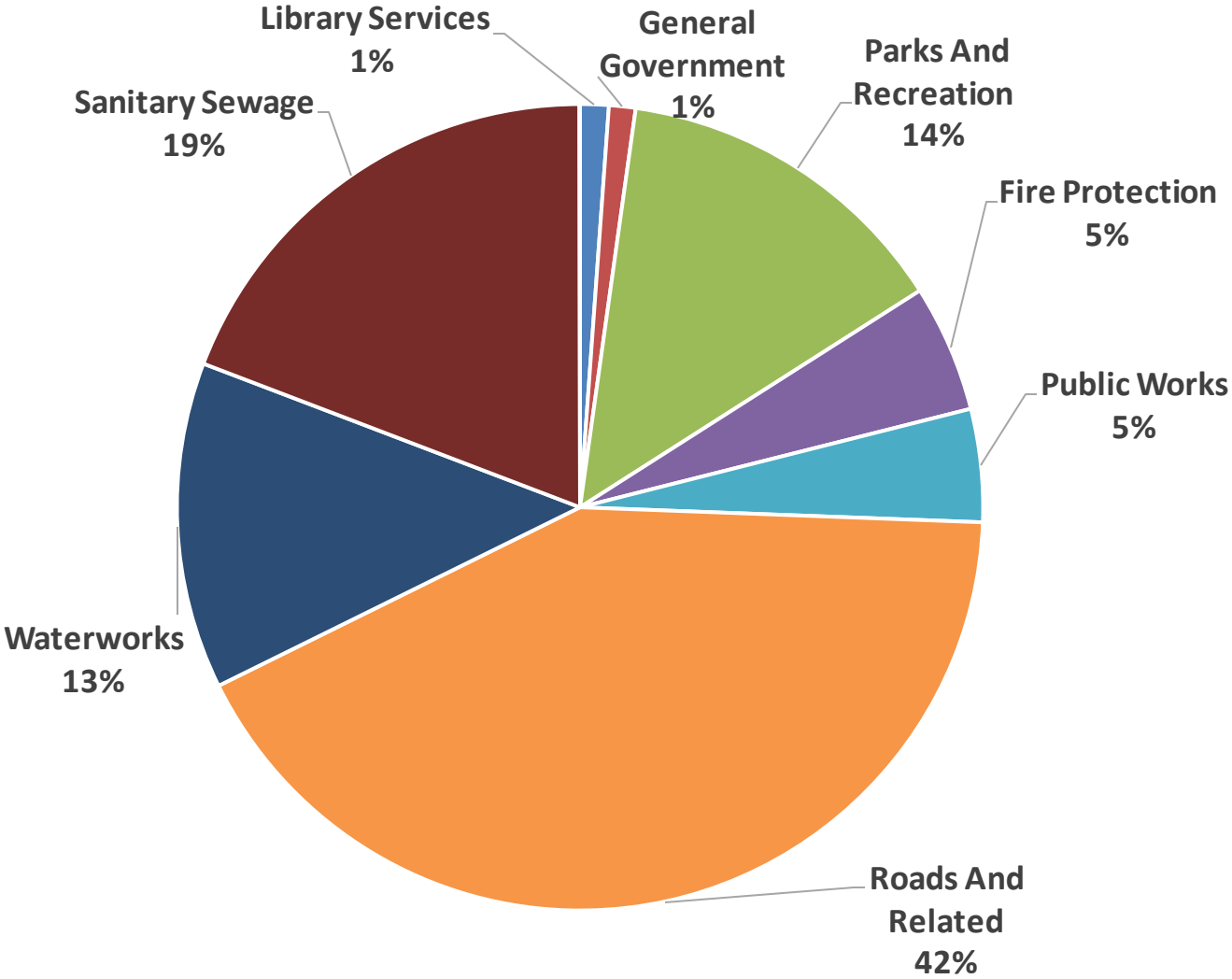


Note: Summary of Capital Program only relates to non-discounted services considered under this study

HEMSON

Calculated Maximum Allowable City-wide Residential DC Rate (Urban)

En anglais seulement



Residential Charges / Unit*
Single & Semi $19,911
Rows/Multiples $15,017
Apartments $10,829

* Discounted Service charges as presented in By-law 2015-13

HEMSON

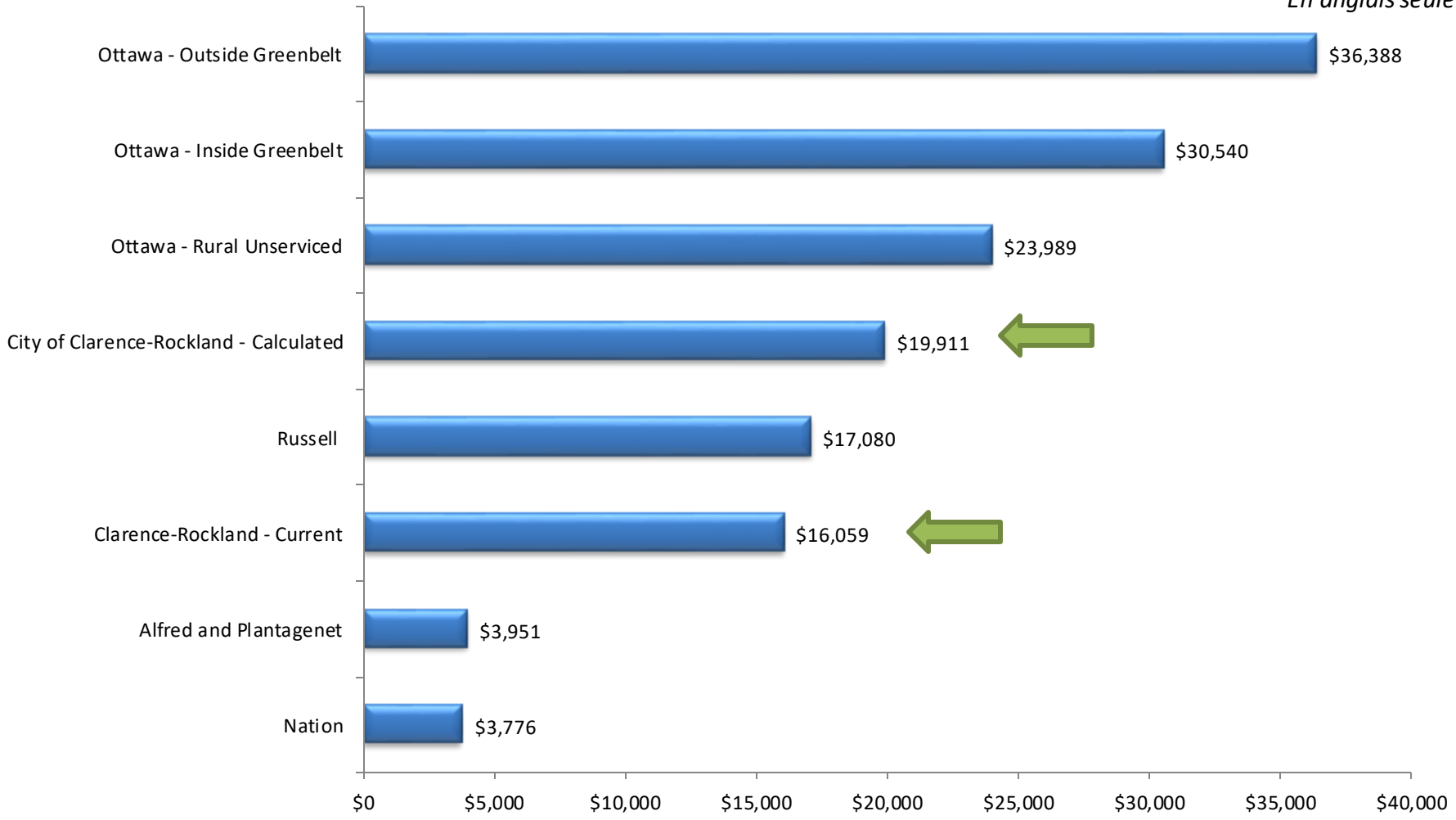
Logements uniques/habitations jumelées, comparaison situation actuelle et calculée à l'échelle de la Cité (urbain)

Services	Redevances résidentielles actuelles (habitations jumelées)	Redevances résidentielles calculées (habitations jumelées)	Différence	
Services à prix réduit*				
Services de bibliothèque	$228	$228	$0	0%
Gouvernement général	$212	$212	$0	0%
Parcs et loisirs	$2,739	$2,739	$0	0%
Application des règlements administratifs	$5	$5	$0	0%
Sous-total des services à prix réduit*	**$3,184**	**$3,184**	**$0**	**0%**
Transports et services de protection				
Transports	$135	$0	($135)	(100%)
Protection contre l'incendie	$944	$1,016	$72	8%
Services liés à une autoroute				
Travaux publics	$861	$901	$40	5%
Routes et connexes	$3,920	$8,384	$4,464	114%
Services liés à une redevance routière par unité	**$4,781**	**$9,285**	**$4,504**	**94%**
Services d'ingénierie				
Travaux d'aqueducs	$1,048	$2,608	$1,560	149%
Eaux usées domestiques	$5,967	$3,818	($2,149)	-36%
REDEVANCE RÉSIDENTIELLE TOTALE PAR TYPE D'UNITÉ	**$16,059**	**$19,911**	**$3,852**	**24%**

* Tel que présenté dans le règlement 2015-13 (indexé au dollar courant) tel que permis par le projet de loi 108.

Residential Rate Comparison $/SDU

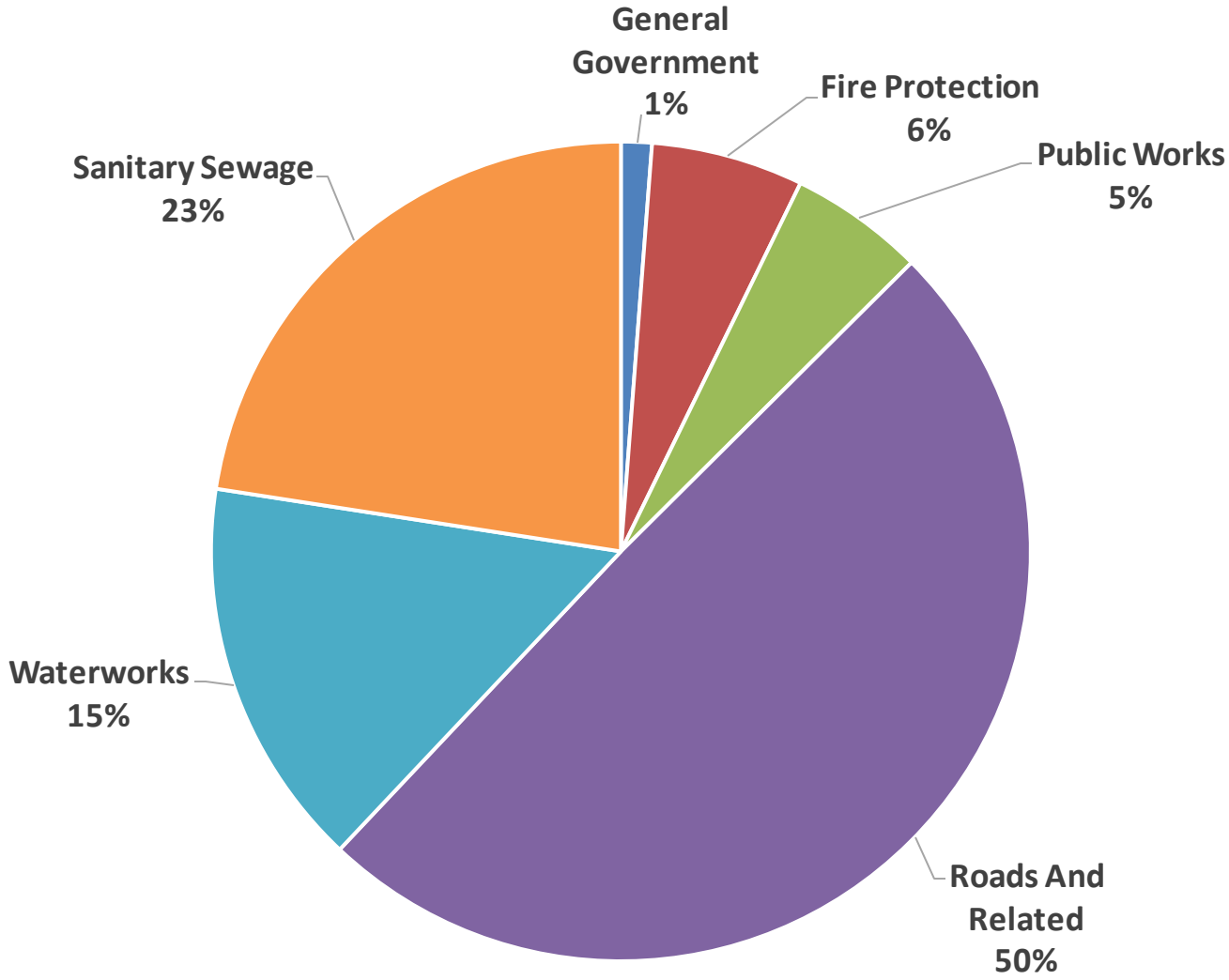
En anglais seulement



HEMSON

Calculated Maximum Allowable City-wide Non-Residential DC Rate (Urban)

En anglais seulement



Non-Residential Charge ($/sq.m)*
$119.08

* Discounted Service charges as presented in By-law 2015-13

HEMSON

Redevance non résidentielle actuelle par rapport à la redevance calculée à l'échelle de la ville par M2

Service	Redevance résidentielle actuelle (par m²)	Redevance résidentielle calculée (par m²)	Différence	
Services à prix réduit*				
Services de bibliothèque	$0.00	$0.00	$0.00	0%
Gouvernement général	$1.45	$1.45	$0.00	0%
Parcs et loisirs	$0.00	$0.00	$0.00	0%
Application des règlements administratifs	$0.02	$0.02	$0.00	0%
Sous-total des services à prix réduit*	**$1.47**	**$1.47**	**$0.00**	**0%**
Transports et services de protection				
Transports	$0.91	$0.00	($0.91)	(100%)
Protection contre l'incendie	$6.41	$7.15	$0.74	12%
Services liés à une autoroute				
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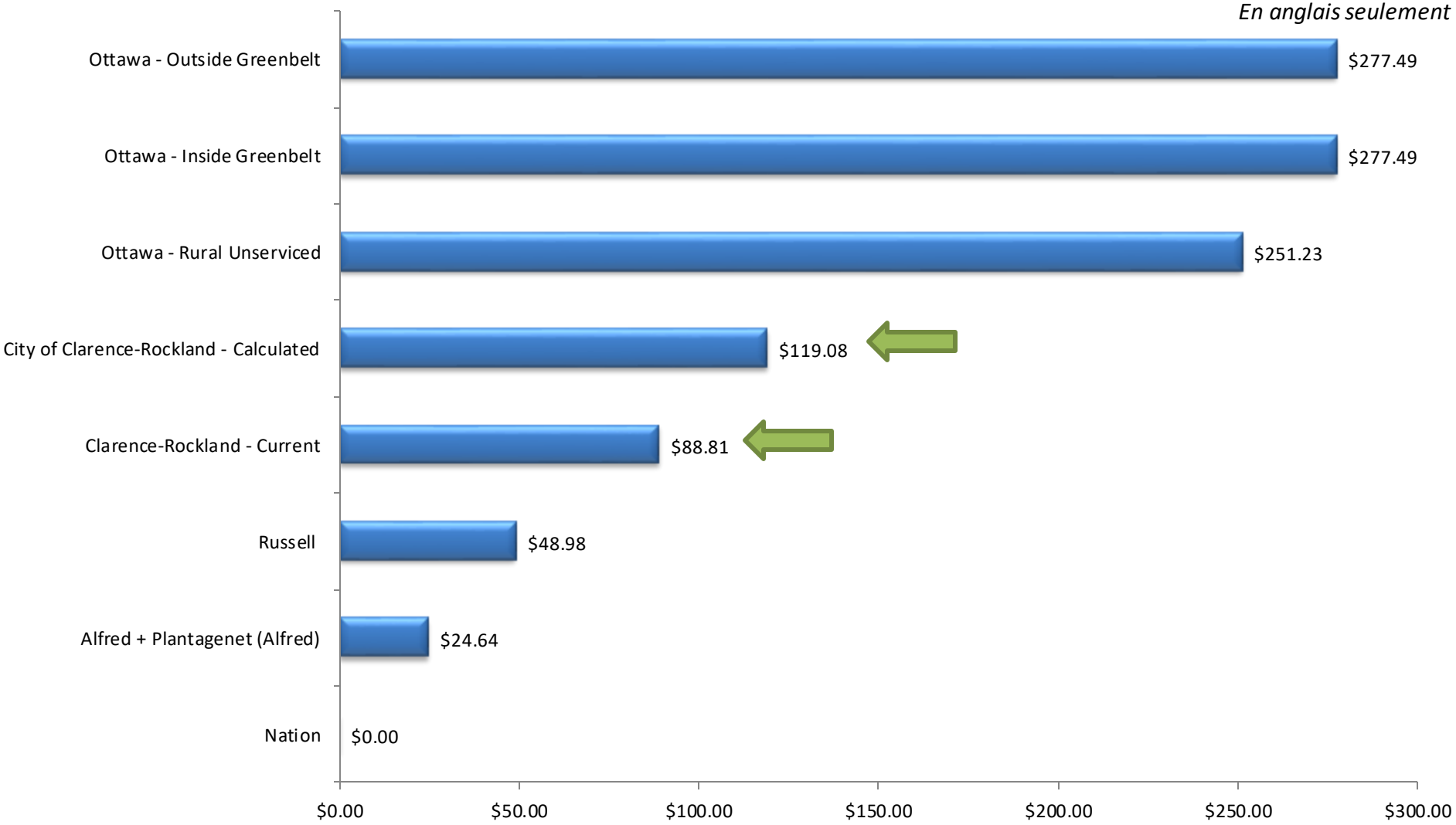
Services d'ingénierie				
Travaux d'aqueducs	$7.12	$18.35	$11.23	158%
Eaux usées domestiques	$40.44	$26.85	($13.59)	-34%
REDEVANCE RÉSIDENTIELLE TOTALE PAR TYPE D'UNITÉ (tout équipé)	**$88.81**	**$119.08**	**$30.27**	**34%**

* Tel que présenté dans le règlement 2015-13 (indexé au dollar courant) tel que permis par le projet de loi 108.

Non-Residential Rate Comparison $/Square Metre

En anglais seulement



HEMSON

Modifications de la politique du règlement des RA

- Inclut maintenant la définition pour « logements sans but lucratif »
- Inclut maintenant une nouvelle réduction des RA de 50 % pour les logements sans but lucratif
- Le règlement des RA 2019 inclut seulement les taux de services sans prix réduit.

  - Le règlement actuel restera en vigueur pour les services à prix réduits.

Les options d'implantation

1. Les taux non réduits entreront en vigueur le 1er février 2020

2. Taux progressifs pour une période de trois à cinq ans (perte de revenus provenant d'une autre source – taxes/taux des services publics)

- Les revenus des RA abandonnés ne peut pas être constitué de RA plus élevés.

Prochaines étapes

- **22 octobre (aujourd'hui)**
  - réunion publique obligatoire
- Répondre aux demandes écrites et continuer les pourparlers avec l'industrie du développement
- **18 novembre** – Date cible pour la considération du règlement des RA par le conseil
- Exigences en matière d'avis obligatoires

REPORT N° FIN 2019-031

Date	25/09/2019
Submitted by	Frédéric Desnoyers
Subject	2020 Budget Tabling Report
File N°	N/A

1) **NATURE/GOAL :**
The purpose of this report is to table to Council for consideration the Draft 2020 budget

2) **DIRECTIVE/PREVIOUS POLICY :**
Adopt an annual operating and a capital budget; property tax bylaws cannot be passed until both budgets have been adopted. Under the Act, municipalities are not permitted to budget for an operating deficit.

3) **DEPARTMENT'S RECOMMENDATION :**
THAT Report no. FIN2019-031, which includes a copy of the 2020 draft preliminary budget, as recommended by staff, be received as information in preparation for deliberations.

QUE le Rapport no. FIN2019-031, qui inclut une copie de l'ébauche préliminaire du budget 2020, tel que proposé par le personnel, soit reçu à titre d'information en préparation aux délibérations.

4) **BACKGROUND :**
On August 21,2019 Council approved report FIN2019-026, which gave the administration a target of 3% for the tax rate increase.

5) **DISCUSSION :**
A. Property tax rate
This report provides Council with the analysis to support the draft 2019 Operating and Capital budgets. The 2019 Draft Operating Budget represents a 3.03 per cent tax increase broken out as follows

2020 Municipal Tax Rate ($'s)			
	Amount	**Tax Rate**	**Cumulative**
Service Level	$286,000	1.42%	1.42%
Discretionary	(167,977)	-0.83%	0.59%
Non-discretionary	421,434	2.09%	2.68%
Public Library	69,878	0.34%	3.03%
Total	**$609,335**		

B. Water and Sewer Rates

The Water and Sewer rates will increase by 4.0 percent for fixed rates and 2.0 percent for variable rates. This increase is necessary to keep up with the operational costs including debt servicing as well as to pay for capital costs. All of the supporting analysis was updated by City Staff from Hemson's study prepared for the 2019 budget.

C. Waste Rates

The waste rates for residential properties remain unchanged at $187.50 and commercial rates are as described in table below. The commercial rate increases follow the policy set three years ago to gradually increase commercial waste rates closer to market rates.

2019 Waste Rates ($'s)		
	2019	**2020**
Residential	$187.50	$187.50
Commercial		
• **Waste Bags**	$400	$400
• **Waste Bins - minimum**	$2,000	$2,225
- **Per ton**	$135	$150

D. Capital Budget

The 2020 capital budget for the City amounts to $7.5 million and addresses the growth related, repair and maintenance and strategic capital investments envisioned for 2019. This report also describes the capital work-in-progress (e.g capital projects approved in previous years and there are $19.6 million in unspent capital funds projected as at December 31, 2019.

E. The 2020 Operating Budget

1. Property tax rate

The property tax impact for residents is based on the net tax requirement for all of the City services and the revised assessment base that has been provided by the Municipal Property Assessment Corporation (MPAC). The resident's final property tax bill is estimated to be complete in April when the City is notified of the tax requirements of the County and the school boards.

For 2020, the municipal taxes for an average home assessed at $293,500 will be $2,017 resulting in an increase of $59 or 3.03% per cent over the amount in 2019. In 2020 a 1% tax increase represents 19$/year for the average home owner. The table below summarizes the tax bill for an average ratepayer in Clarence-Rockland (excluding County and school taxes).

Average Ratepayer – Clarence-Rockland ($'s)				
Bill	**2019**	**2020**	**$Diff.**	**%**
Property taxes*	$1,958	$2,017	$59	3.03%
Water/ sewer - 165M³ per year	$818	$840	$22	2.69%
Waste service	$187.50	$187.50	0	0.00%

*average home assessed at $293,500

For the purpose of budget deliberations, Council is reminded that for every 1% change in taxation, there is a corresponding impact of $201,000 on the operating budget.

1% = $201,000

2. Operating budget by department

The operating budget is prepared by looking at the total expenditures required by the City over one complete fiscal cycle. These expenditures are offset by revenues that come from non-tax sources including items such as grants from the Province, fees, and fines with the balance coming from property taxation. The operating budget by department is summarized below and detailed in the "Overview and Summaries" section of the budget book.

2020 Operating Budget (000's) By Department			
	2019	**2020**	**%**
Departments	$31,307	$31,811	1.6%
Library	918	992	8.1%
Water	3,398	3,404	0.2%
Sewer	2,408	2,481	3.0%
Waste	2,716	2,904	6.9%
Total	**$40,747**	**$41,592**	**2.1%**

*The total is not equal to the required tax increase of 3.03% as the table is only looking at expenditures and not the revenues.

3. Tax-supported operating budget pressures

Appendix A identifies the detailed budget pressures that are addressed in this budget. The following are the major items by category of expense for tax-supported budget.

2020 Operating Budget ($'s) Tax-supported Budget Pressures by Expense category	
a – Revenue	$(458,054)
b – Compensation	563,068
c – Operating costs	286,532
d – Capital levy	502,127
e – Grants	(354,216)
f – Library	69,878
Total	**$609,335**

Below is a summary of the major reductions incorporated in the 2020 budget in order to get the tax increase from 6% to 3% as requested by Council during the budget guideline report. These reductions are already integrated in the budget changes.

- (230,000) – Salaries and benefits, required change in the guideline report was over evaluated
- (125,000) – Pay-as-you-Go (contribution to reserves)
- (58,500) – Information Technology position (50%)
- (46,000) – OPP, required change in the guideline report was over evaluated
- (48,000) – Increase in investment income budget
- (25,000) – Decrease in snow contribution reserve
- (23,000) – Decrease in legal fees budget
- (16,000) – Decrease in protective services vehicle repairs
- (13,000) – Decrease in finance consultant

a. Revenue - $458,054

The City is expecting an additional $380,000 in tax revenue as a result of increased properties in 2020 representing a growth rate of 2%. To date, staff have not heard of any changes to its Ontario Municipal Partnership Fund grant and the grant is maintained at last year's level of $610,100.

This budget proposes an average increase in fees and charges of 2% that will bring an added revenue of $12,000.

The current proposed budget also has a total increase of 3.6 % on daycare fees.

The City's investment income was increased by $48,000 as a direct result of higher returns on investment and a higher cashflow.

Finally, the City's budget for Provincial Offences Act Fines is decreased

by $50,000 to $150,000. This brings the POA budget down $250,000 from its level of $400,000 in 2015.

b. Compensation - $563,068

The principle pressure for compensation are the costs of increments for staff that are moving through the salary grid, the negotiated increase for the cost of living and the increase in benefits rates. The total pressures for base compensation amount to approximately $400,000 on a base budget of $15M.

In 2020, the Workpace Safety & Insurance Board (WSIB) is completely changing their rate structure. The overall increase is $24,141, but there was a significant change in the allocation of the cost between departments. The daycares and the library were the most affected. The WSIB cost for daycares increased by $58,000 and $11,000 for the library which gave a reduction to all other departments by approx. $45,000

In addition, the following items are included:

- 54,300 – Mayor's salary from part-time to full-time
- 58,500 – New IT position (50%)

Staffing Distribution Full time Permanent Positions			
	2019	**2020**	**Change**
CAO	2	2	
HR	3	3	
Clerk's office	2	2	
Building Maintenance	1	1	
Finance	9	9	
IT	3	4	1
Protective Services	11	11	
Community Services	17	17	
Daycares	49	49	
Infrastructure and Planning	45	45	
Total	**142**	**143**	**1**

The total count of Full time of employees in the City of Clarence-Rockland for 2020 amounts to 143.

c. Operating costs - $286,532

The operating cost pressures are detailed in Appendix B.

Discretionary - $(2,500)
Many small items identified in Appendix B.

Level of Service Standard - $(131,000)
Included is the service level reduction in transit.

Non-discretionary - $171,019
$21,320 increase for the OPP and many more increases identified in Appendix B.

Internal transfers - $249,013
Many items identified in Appendix B, overall all internal transfers cancel each other.

d. Capital Levy – $502,127

The capital levy is a primary source of revenue to support the City's capital budget. It includes both the current levy that is transferred from operating to capital (e.g. Pay-as-you-Go) as well as the in-year debt charges. The capital levy provides the leverage that is necessary to ensure that the City's capital budget is adequately funded. However, the capital levy has a direct impact on the current year's tax rate. Therefore, the capital levy must be assessed along with the many other in-year tax pressures.

This proposed budget includes an increase of $417,000 in the Pay-as-you-Go portion and $85,127 in debt charges of the capital levy as follows:

Capital levy ($'s)			
Pay-as-you-Go (Contribution to reserves)			
	2019	**2020**	**Change**
Roads	$1,254,762	$1,506,762	$252,000
General	297,753	297,753	
Economic Development	100,000	125,000	25,000
Fleet and Buildings	973,233	1,113,233	140,000
UCPR	465,000	396,297	(68,703)
OCIF	329,874	591,090	261,216
Subtotal	**$3,420,622**	**$4,030,135**	**$609,513**
Debt Charges			
Debt Charges	1,696,171	1,781,298	85,127
Total capital levy	**$5,116,793**	**$5,811,433**	**$694,640**

Exluding UCPR and OCIF	**$4,321,919**	**$4,824,046**	**$502,127**

The capital levy and the City's long-term debt situation are discussed in detail in the "Overview and Summaries" section of the draft 2020 budget.

e. Grants - $354,216

These include 2 adjustment to current grants being received.
They are both internal transfers and do not affect the 2020 budget. Most grants have not been confirmed for 2020 and therefore have not been adjusted. Here are a few grants included in the 2020 not yet confirmed:

- $610,100 – Ontario Municipal Partnership Fund (OMPF)
- $396,297 – United County of Prescott Russell road grant
- $17,658 – Court Security and Prisoner Transportation Grant
- $591,090 – Ontario Community Infrastructure Fund (OCIF)

f. Public Library - $69,878

The Public Library Board have identified $69,878 in budget pressures for 2020. This includes $29,219 in compensation, $10,509 in operating costs and $34,150 to fund its proposed capital projects for 2020.

F. The Draft 2020 Capital budget

1. Works-in-Progress review

The City's Capital-works-in-Progress (WIP) as at December 31, 2019 represents projects that were approved by City Council in previous years that have some remaining unspent spending authority. As at December 31, 2019, it is projected that $19.6 million will remain in capital budget authority to be spent. These details are provided in the Capital budget section of the budget book.

2. 2020 Draft Capital Budget

Capital expenditures include expenditures to purchase, develop or construct major new assets with useful lives greater than one year that are used in the delivery of City programs and services, together with expenditures made to rehabilitate, expand or improve the service delivery capability of existing assets.

The funding of the City's capital budget is from the following sources:

a. General fund – represents the operating fund of the City and is where the City's Pay-as-you-Go provisions e.g. capital levy is

directed. These payments are essentially used in the current year to finance capital projects that lowers the amount of borrowing that is required.

b. Asset Management reserve funds – these reserve funds are intended to address some of the requirements of the City's Asset Management Plan. They include fleet renewal, fleet renewal fire, building renewal and equipment renewal.

c. Capital reserves – represents unused funds that have been provided for in previous budgets for specified capital reserves including general capital, sewer, water, waste and parks.

d. Development charges – fees paid by developers to pay for the growth-related portion of the City's infrastructure.

e. Grants – includes funding sources such as dedicated gas tax and provincial conditional or unconditional grants for capital purposes.

f. Debt - represents the portion of a capital project that will be financed by future borrowing.

The capital budget for the City amounts to $7.5 million and addresses the growth-related, repair and maintenance and strategic capital investments envisioned for 2020.

2020 Capital Budget (000's)			
	2018	**2019**	**2020**
Tax-Supported	$9,944	$7,727	$6,522
Water	673	2,089	981
Sewer	420	364	0
Waste	850	35	0
Library	42	21	55
Total	**$11,929**	**$10,236**	**$7,558**

3. Reserves & reserve funds

As at December 31, 2019, the City forecasts having $13.5 million in reserves. From that amount $5.2M is the development charge reserve and $4.6M is reserves for rate-supported infrastructure (water, sewer & waste), leaving only $3.7M. When preparing the capital budget all infrastructure reserves are used as financing. This budget assumes $3.4 million in funding for 2020 from City reserves to pay for capital projects. The reserves and reserve funds balances are presented in detail in the "Overview and Summaries" section of the draft 2020 budget.

G. The 2020 Budget for Water, Sewer and Waste

Each of these budgets is self-financed from revenues contributed by the users of the service. Each budget is supported by a comprehensive model to forecast future capital expenses and ensure self-funding.

1. Water Services

a. Operating Budget

The following rate increases are proposed for 2020:

	2019	2020	%
Connections	7,489	7,639	2.0%
Fixed Charge	$13.32	$13.85	4.0%
Consumption Charge	$1.3067	$1.3328	2.0%

The water services budget funds water treatment, distribution, repairs and the cleaning of water lines. The expenditure budget for 2019 amounts to $3.4 million. The majority of these expenditures are recovered through the water rates - metered rate revenue is projected at $1.5 million and the fixed rates will generate $1.2 million in revenue. Other revenues from local improvement charges, re-connection charges, meter sales, etc. will fund the remaining water system expenditures.

Water Services Budget ($'S)			
	Budget		
	2019	**2020**	**Difference**
Fixed rate	$1,207,329	$1,269,858	$62,529
Metered revenues	1,537,167	1,579,651	42,484
Other revenues	653,727	554,130	99,597
Total revenues	**$3,398,223**	**$3,403,639**	**$5,416**
Operating costs	3,172,422	3,208,734	36,312
Contribution to reserves	225,801	194,905	(30,896)
Total Expenses	**$3,398,223**	**$3,403,639**	**$5,416**

b. Capital Budget

Only one investment is planned for 2020 which is $981,000 for watermain replacement on Wallace Street

2. Sewer services

a. Operating Budget

The following rate increases are proposed for 2020:

	2019	2020	%
Connections	5,529	5,659	2.3%
Fixed Charge	$13.25	$13.78	4.0%
Consumption Charge	$1.7207	$1.7551	2.0%

The sewer services budget funds sewer collection, sewage treatment and repairs to lines and the system. The expenditure budget for 2020 is $2.13 million. The majority of these expenditures are recovered through the sewer rates - metered rate revenue is projected at $1.5 million and fixed rates are anticipated to generate $0.91 million in revenue. Other revenues from local improvement charges, re-connection charges, account charges, etc. will fund the remaining sewer system expenditures.

Sewer Services Budget ($'S)			
	Budget		
	2019	**2020**	**Difference**
Fixed rate	$879,085	$914,275	$35,190
Metered revenues	1,492,603	1,530,849	38,246
Other revenues	36,086	36,086	0
Total revenues	**$2,407,774**	**$2,481,210**	**$73,436**
Operating costs	2,041,574	2,132,004	90,430
Contribution to reserves	366,200	349,206	(16,994)
Total Expenses	**$2,407,774**	**$2,481,210**	**$73,436**

3. Waste Services

a. Operating Budget

The following rate increases are proposed for 2020:

	2019	2020	%
Clients			
Residential	9,524	9,682	2%
Commercial			
▪ Bags	234	297	27%
▪ Bins	80	100	25%
Rates			
Residential	$187.50	$187.50	0%
Commercial			

▪ Bags	$400	$400	0%
▪ Bins – minimum	$2,000	$2,225	11%
▪ Bins - tonnage	$135	$150	11%

The rate increases are necessary to accommodate operating costs of the waste system and to ensure the funding for the long-term infrastructure requirements. The commercial rate increases follow the policy set three years ago to gradually increase commercial waste rates closer to market rates.

The funds expended in waste services include garbage collection, disposal, recycling, and the handling of hazardous waste. The expenditure budget for 2020 is $2.9 million with residential charges revenue projected at $1.8 million and commercial revenue at $0.4 million.

Waste Services Budget ($'S)			
	Budget		
	2019	**2020**	**Difference**
Residential	$1,785,750	$1,815,375	$29,625
Commercial	307,990	416,326	108,336
Other revenues	622,708	672,699	49,991
Total revenues	**$2,716,448**	**$2,904,400**	**$187,952**
Operating costs	2,591,161	2,737,267	146,106
Contribution to reserves	125,287	167,133	41,846
Total Expenses	**$2,716,448**	**$2,904,400**	**$187,952**

H. Councillors initiatives

As part of the 2020 budget process, individual councillors were invited to submit request of projects that they would like to see.
All of the initiatives received are included in Appendix C.
Council is to discuss these projects during the 2020 budget deliberations and to vote collectively on an action plan.

6) **CONSULTATION:**
In terms of public consultation, the public were notified of the Council budget deliberation dates identified in the recommendation section of this report.

In addition, the public were invited to provide comments on the budget to the following e-mail address Budget@CLarence-Rockland.com. Any comment received will be provided to Council

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

8) **FINANCIAL IMPACT (expenses/material/etc.):**
As included in this report.

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

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

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

12) **SUPPORTING DOCUMENTS:**

- 2020 Draft Operating and Capital budget Document (issued separately)

- Appendix A – Summary by Category
- Appendix B – 2020 Major changes
- Appendix C – 2020 Council initiatives

Cité de / City of Clarence-Rockland

Budget 2020 Budget

Par Objet de dépense / By Major Object	Salaires et avantages sociaux / Salaries and benefits	Coûts d'opérations / Operating costs	Paiement à l'usage / Pay-as-you-Go	Subventions / Grants	Revenus / Revenues	Frais d'utilisation / User fees	Total
Département / Department							
Revenus et dépenses corporatifs / Corporate Revenues and Expenses	-	212,413	502,127	-261,216	-290,157	-752	162,415
Conseil / City Council	74,232	-	-	-	-	-	74,232
Directrice générale / Chief Administrative Officer	-23,257	-28,142	-	-	-	-	-51,399
Finances / Finance	5,418	-18,000	-	-	-	-1,992	-14,574
Technologie de l'information / Information Technology	81,731	-	-	-	-	-	81,731
Service de la protection / Protective Services	29,521	136,651	-	-93,000	-920	-1,717	70,535
Infrastructure et aménagement du territoire / Infrastructure and Planning	132,078	67,683	-	-	-16,478	-4,502	178,781
Services communautaires / Community Services	97,870	31,892	-	-	25,000	-6,236	148,526
Services de garderie / Day Care Services	165,475	20,815	-	-	-160,300	-	25,990
Transport en commun / Public Transit	-	-158,100	-	-	-	-	-158,100
Bibliothèque / Public Library	29,219	44,659	-	-	-4,000	-	69,878
Police provinciale de l'Ontario / Ontario Provincial Police	-	21,320	-	-	-	-	21,320
Total	592,287	331,191	502,127	-354,216	-446,855	-15,199	609,335

Cité de / City of Clarence-Rockland

Budget 2020 Budget

Par catégorie / By Category	Non discrétionnaire / Non-discretionary	Discrétionnaire / Discretionary	Niveau de service / Service level	Transfert interne / Internal transfer			Total
Département / Department							
Revenus et dépenses corporatifs / Corporate Revenues and Expenses	-210,233	-48,752	417,000	4,400	-	-	162,415
Conseil / City Council	19,932	54,300	-	-	-	-	74,232
Directrice générale / Chief Administrative Officer	9,743	-23,000	-	-38,142	-	-	-51,399
Finances / Finance	5,418	-19,992	-	-	-	-	-14,574
Technologie de l'information / Information Technology	23,231	58,500	-	-	-	-	81,731
Service de la protection / Protective Services	79,352	-8,817	-	-	-	-	70,535
Infrastructure et aménagement du territoire / Infrastructure and Planning	176,561	-20,480	22,700	-	-	-	178,781
Services communautaires / Community Services	107,620	2,764	-	38,142	-	-	148,526
Services de garderie / Day Care Services	188,490	-162,500	-	-	-	-	25,990
Transport en commun / Public Transit	-	-	-153,700	-4,400	-	-	-158,100
Bibliothèque / Public Library	30,080	39,798	-	-	-	-	69,878
Police provinciale de l'Ontario / Ontario Provincial Police	21,320	-	-	-	-	-	21,320
Total	451,514	-128,179	286,000	-	-	-	609,335
Augmentation taux d'imposition / Tax rate increase					**1%**	**$ 201,000**	**3.03%**

Cité de / City of Clarence-Rockland
2020 Budget 2020
Changement majeurs / Major Changes

Item	Objet de dépense / Major object	Description	Catégorie / Category	Montant / Amount	Commentaires / Comments
Revenus et dépenses corporatifs / Corporate Revenues and Expenses					
1	Frais d'utilisation / User fees	Tous les frais d'utilisation / All User fees	Discrétionnaire / Discretionary	- 752.00	Augmentation de 2 % de tous les frais / Increase of 2% in all fees
2	Revenus / Revenues	Revenus d'intérêts/ Interest Income	Discrétionnaire / Discretionary	- 48,000.00	Pour ajuster les revenus d'intérêts à l'actuel / To adjust interest revenue with actual
3	Paiement à l'usage / Pay-as-you-go	Paiement à l'usage (Chemins) / Pay-as-you-go (Roads)	Niveau de service / Service level	202,000.00	Augmenter la contribution du fonds de réserve pour les routes de 1 % du taux de taxe, selon le réglement 2011-104 / Increase contribution to road reserve fund for 1% of tax rate per By-Law 2011-104
4	Paiement à l'usage / Pay-as-you-go	Paiement à l'usage (Equipment) / Pay-as-you-go (Equipment)	Niveau de service / Service level	50,000.00	Augmenter la contribution à la réserve des équipements/ Increase contribution to equipment reserve
5	Paiement à l'usage / Pay-as-you-go	Paiement à l'usage (Flotte) / Pay-as-you-go (Fleet)	Niveau de service / Service level	50,000.00	Augmenter la contribution à la réserve de la flotte / Increase contribution to fleet reserve
6	Paiement à l'usage / Pay-as-you-go	Paiement à l'usage (Chemins) / Pay-as-you-go (Roads)	Niveau de service / Service level	50,000.00	Augmenter le paiement à l'usage, étant donné que l'on s'attend que la subvention au financement routier des CUPR soit réduite causé par le projet de radio / Increase Pay-as-you-Go as the UCPR road funding grant is expected to be reduced due to the radio project
7	Paiement à l'usage / Pay-as-you-go	Paiement à l'usage (Édifices) / Pay-as-you-go (Buildings)	Niveau de service / Service level	40,000.00	Augmenter la contribution à la réserve des bâtiments / Increase contribution to buildings reserve
8	Paiement à l'usage / Pay-as-you-go	Paiement à l'usage (Dév économic) / Pay-as-you-go (Economic Dev).	Niveau de service / Service level	25,000.00	Augmenter la contribution à la réserve de développement économique / Increase contribution to economic development reserve
9	Paiement à l'usage / Pay-as-you-Go	Dette budgétaire / Debt budget	Non discrétionnaire / Non-discretionary	85,127.00	Pour la nouvelle dette a long terme / For new long term debt
10	Revenus / Revenues	Règlement des Infractions Provinciales / Provincial Offences Act Fines	Non discrétionnaire / Non-discretionary	50,000.00	Pour ajuster aux chiffres réels / To adjust to actual
11	Revenus / Revenues	Réserve de stabilisation du taux de taxe / Tax stabilization reserve	Non discrétionnaire / Non-discretionary	33,698.00	Pour enlever le revenu de la réserve de stabilisation du taux de taxe utilisé pour balancer le budget / To remove contribution from reserve used to balance budget
12	Coûts d'opérations / Operating costs	Conservation Authority	Non discrétionnaire / Non-discretionary	14,500.00	Conservation de la Nation Sud - Augmenation annuelle South Nation Conservation - annual increase
13	Coûts d'opérations / Operating costs	Assurance - Bâtiment / Insurance - Building	Non discrétionnaire / Non-discretionary	1,000.00	Prise de possesion du nouveau garage des Services communautaires (Ancienne station des paramédics - Coin des rues Tucker et Landry) / Taking possession of the new Community Services garage (Former Paramedic Station - Tucker and Landry Street corner)

Cité de / City of Clarence-Rockland
2020 Budget 2020
Changement majeurs / Major Changes

Item	Objet de dépense / Major object	Description	Catégorie / Category	Montant / Amount	Commentaires / Comments
14	Revenus / Revenues	Augmentation des frais d'administration pour l'eau, les égouts et les déchets / Increase in Admin fees from Water, Sewer & Waste	Non discrétionnaire / Non-discretionary	- 6,700.00	Augmentation du coût de la vie pour l'eau, les égouts et les déchets / Cost of living increase from Water, Sewer & Waste
15	Revenus / Revenues	Frais administratifs / Administrative fees	Non discrétionnaire / Non-discretionary	- 7,858.00	Augmentation du coût de la vie du département de la construction, des garderies et de la bibliothèque / Cost of living increase from construction, daycares & library
16	Revenus / Revenues	Évaluation de la croissance / Assessment Base Growth	Non discrétionnaire / Non-discretionary	- 380,000.00	1.90 % d'augmentation / 1.90 % Increase
17	Coûts d'opérations / Operating costs	Contribution à la réserve / Contribution to reserve	Transfert interne / Internal transfer	261,216.00	Pour ajuster la subvention du Fonds ontarien pour l'infrastructure communautaire (FOIC) / To adjust the Ontario Community Infrastructure Fund grant (OCIF)
18	Revenus / Revenues	Subvention de route des CUPR / UCPR Road Grant	Transfert interne / Internal transfer	68,703.00	Pour ajuster la subvention reçu des Comté Unis de Prescott Russell / To adjust the grant received by the United Counties of Prescott and Russell
19	Coûts d'opérations / Operating costs	Contribution de la réserve / Contribution from reserve	Transfert interne / Internal transfer	50,000.00	Pour enlever la contribution de la réserve de 2019 qui financait un élément de la contingence / To remove contribution from reserve that was financing a ont-time contingency item
20	Coûts d'opérations / Operating costs	Frais administratifs / Administrative fees	Transfert interne / Internal transfer	4,400.00	Transfert - transport en commun/ Transfer - Transit
21	Coûts d'opérations / Operating costs	Contingence / Contingency	Transfert interne / Internal transfer	- 50,000.00	Ajustement de contingence à la base de 50 000 $ / Contingency adjustment to base of $50,000
22	Coûts d'opérations / Operating costs	Contribution à la réserve / Contribution to reserve	Transfert interne / Internal transfer	- 68,703.00	Pour ajuster la subvention reçu des Comtés Unis de Prescott et Russell / To adjust the grant received by the United Counties of Prescott and Russell
23	Subventions / Grants	Subvention FOIC / OCIF Grant	Transfert interne / Internal transfer	- 261,216.00	Pour ajuster la subvention du Fonds ontarien pour l'infrastructure communautaire (FOIC) / To adjust the Ontario Community Infrastructure Fund grant (OCIF)
Conseil / Council					
1	Salaires et avantages sociaux / Salaries and benefits	Salaires et avantages sociaux / Salaries & benefits	Discrétionnaire / Discretionary	54,300.00	Pour doubler les heures du maire / To double the Mayor's hours
2	Salaires et avantages sociaux / Salaries and benefits	Salaires et avantages sociaux / Salaries & benefits	Non discrétionnaire / Non-discretionary	19,932.00	Coût de la vie et augmentations / Cost of living and increments
Finances / Finance					
1	Frais d'utilisation / User fees	Tous les frais d'utilisation / All User fees	Discrétionnaire / Discretionary	- 1,992.00	Augmentation de 2 % de tous les frais / Increase of 2% in all fees
2	Coûts d'opérations / Operating costs	Frais bancaires / Bank Charges	Discrétionnaire / Discretionary	- 4,000.00	Changement dans le fournisseur a permis de réduire les coûts / Change in supplier resulted in a savings

Cité de / City of Clarence-Rockland
2020 Budget 2020
Changement majeurs / Major Changes

Item	Objet de dépense / Major object	Description	Catégorie / Category	Montant / Amount	Commentaires / Comments
3	Coûts d'opérations / Operating costs	Impression des factures / Tax Bills Processing	Discrétionnaire / Discretionary	- 4,000.00	Changement dans le fournisseur a permis de réduire les coûts / Change in supplier resulted in a savings
4	Coûts d'opérations / Operating costs	Consultant / Consulting	Discrétionnaire / Discretionary	- 10,000.00	Réduction d'utilisation de consultant puisque plus de travaux sont fait à l'interne / Reduction in consulting budget caused by more work done internally
5	Salaires et avantages sociaux / Salaries and benefits	Salaires et avantages sociaux / Salaries & benefits	Non discrétionnaire / Non-discretionary	5,418.00	Coût de la vie et augmentations / Cost of living and increments
Technologie de l'information / Information Technology					
1	Salaires et avantages sociaux / Salaries and benefits	Salaires et avantages sociaux / Salaries & benefits	Discrétionnaire / Discretionary	58,500.00	Pour ajouter une nouvelle position (50%)/ To create a new IT position (50%)
2	Coûts d'opérations / Operating costs	Licences et renouvellements de logiciels / Software Licenses & Renewals	Discrétionnaire / Discretionary	20,000.00	Achat d'un logiciel pour la gestion des ressorces humaines et le services de paie/ Purchase of new software : Human resource management & payroll system
3	Coûts d'opérations / Operating costs	Licences et renouvellements de logiciels / Software Licenses & Renewals	Discrétionnaire / Discretionary	- 20,000.00	Épargne au niveau du GL / Savings with actual expenses
4	Salaires et avantages sociaux / Salaries and benefits	Salaires et avantages sociaux / Salaries & benefits	Non discrétionnaire / Non-discretionary	23,231.00	Coût de la vie et augmentations / Cost of living and increments
5	Coûts d'opérations / Operating costs	Consultant / Consulting	Transfert interne / Internal transfer	50,000.00	Transfert de GL / GL transfer
6	Coûts d'opérations / Operating costs	Licences et renouvellements de logiciels / Software Licenses & Renewals	Transfert interne / Internal transfer	2,100.00	Transfert de GL / GL transfer
7	Coûts d'opérations / Operating costs	Abonnement / Subscriptions	Transfert interne / Internal transfer	400.00	Transfert de GL / GL transfer
8	Coûts d'opérations / Operating costs	Réparations et entretien/ Repairs and Maintenance	Transfert interne / Internal transfer	- 2,500.00	Transfert de GL / GL transfer
9	Coûts d'opérations / Operating costs	Consultant - réparation d'ordinateur / Computer repairs - Consultant	Transfert interne / Internal transfer	- 50,000.00	Transfert de GL / GL transfer
Directrice générale / Chief Administrative Officer					
1	Coûts d'opérations / Operating costs	Efficacité énergétique / Energy efficiency	Discrétionnaire / Discretionary	10,000.00	Augmentation de la base budgétaire afin de faire des projets qui réduirons la consommation d'énergie / To increase budget base to accomplish projects that will reduce energy consumption
2	Coûts d'opérations / Operating costs	Réclamations / Liability Claims	Discrétionnaire / Discretionary	6,000.00	Ajustement des frais légaux à l'actuel / To adjust legal fees to actual
3	Coûts d'opérations / Operating costs	Frais légaux / Legal fees	Discrétionnaire / Discretionary	- 4,000.00	Ajustement des frais légaux à l'actuel / To adjust legal fees to actual
4	Coûts d'opérations / Operating costs	Téléphone / Phone	Discrétionnaire / Discretionary	- 10,000.00	Pour ajuster la dépense à l'actuel / To adjust expense account with actual
5	Coûts d'opérations / Operating costs	Frais légaux - RH / Legal fees - HR	Discrétionnaire / Discretionary	- 25,000.00	Ajustement des frais légaux à l'actuel / To adjust legal fees to actual

Cité de / City of Clarence-Rockland
2020 Budget 2020
Changement majeurs / Major Changes

Item	Objet de dépense / Major object	Description	Catégorie / Category	Montant / Amount	Commentaires / Comments
6	Salaires et avantages sociaux / Salaries and benefits	Salaires et avantages sociaux / Salaries & benefits	Non discrétionnaire / Non-discretionary	6,743.00	Coût de la vie et augmentations / Cost of living and increments
7	Coûts d'opérations / Operating costs	Réparations mécaniques / Mechanical repairs	Non discrétionnaire / Non-discretionary	3,000.00	Hôtel de ville Rockland - Systèmes mécaniques vieillissants qui nécessite de plus en plus de réparation / Rockland City Hall - All mechanical systems are aging and requires more and more repairs
8	Coûts d'opérations / Operating costs	Entretien des édifices / Building maintenance	Transfert interne / Internal transfer	6,000.00	Transfert dans le compte approprié / Transfer to the appropriate account
9	Coûts d'opérations / Operating costs	Repas / Meals	Transfert interne / Internal transfer	3,000.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
10	Coûts d'opérations / Operating costs	Temps supplémentaire / Overtime	Transfert interne / Internal transfer	740.00	Transfert dans le compte approprié / Transfer to the appropriate account
11	Coûts d'opérations / Operating costs	Repas / Meals	Transfert interne / Internal transfer	500.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
12	Coûts d'opérations / Operating costs	Abonnement / Membership	Transfert interne / Internal transfer	- 500.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
13	Coûts d'opérations / Operating costs	Temps supplémentaire / Overtime	Transfert interne / Internal transfer	- 740.00	Transfert dans le compte approprié / Transfer to the appropriate account
14	Coûts d'opérations / Operating costs	Formation / Training-Video/Workshop	Transfert interne / Internal transfer	- 1,000.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
15	Coûts d'opérations / Operating costs	Matériaux / Supplies	Transfert interne / Internal transfer	- 2,000.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
16	Coûts d'opérations / Operating costs	Fournitures de nettoyage / Cleaning Supplies	Transfert interne / Internal transfer	- 6,000.00	Transfert dans le compte approprié / Transfer to the appropriate account
17	Coûts d'opérations / Operating costs	Employé d'été / Summer student	Transfert interne / Internal transfer	- 8,142.00	Transfert du budget à temps partiel, pour couvrir les vacances d'été au centre de service à la clientèle et aider aux événements (16 semaines)/Transfer of part-time budget, to cover summer holidays at client service center and help with events (16 weeks)
18	Salaires et avantages sociaux / Salaries and benefits	Salaires à temps partiel / Part time Wages	Transfert interne / Internal transfer	- 30,000.00	Transfert dans le compte approprié / Transfer to the appropriate account
Infrastructure et aménagement du territoire / Infrastructure and Planning					
1	Frais d'utilisation / User fees	Tous les frais d'utilisation / All User fees	Discrétionnaire / Discretionary	- 4,502.00	Augmentation de 2 % de tous les frais / Increase of 2% in all fees
2	Coûts d'opérations / Operating costs	Contribution à la réserve du déneigement / Snow contribution reserve	Niveau de service / Service level	25,000.00	Budget 2018: 10 000 $ de contribution / 2018 Budget : $10,000 Restablish contribution
3	Coûts d'opérations / Operating costs	Traçage de lignes / Line Painting	Niveau de service / Service level	4,700.00	Plus de rues pavées et transférées à la Cité incluant de nouveaux quartiers / Many roads have been paved or transferred to the City including new development
4	Coûts d'opérations / Operating costs	Contrat - balayage de rues / Contracts sweeping	Niveau de service / Service level	3,000.00	Plus de rues pavées et transférées à la Cité incluant de nouveaux quartiers / Many roads have been paved or transferred to the City including new development

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Item	Objet de dépense / Major object	Description	Catégorie / Category	Montant / Amount	Commentaires / Comments
5	Coûts d'opérations / Operating costs	Matériaux mélange à froid / Materials cold patch	Niveau de service / Service level	- 10,000.00	Plusieurs rues ont été repavées, nous utilisons moins de mélange à froid / Many roads have been repaved causing the need for cold patch to reduce
6	Salaires et avantages sociaux / Salaries and benefits	Salaires et avantages sociaux / Salaries & benefits	Non discrétionnaire / Non-discretionary	133,739.00	Coût de la vie et augmentations / Cost of living and increments
7	Coûts d'opérations / Operating costs	Diesel / Diesel	Non discrétionnaire / Non-discretionary	13,200.00	Pour couvrir l'augmentation dans les frais d'essence / To adjust for the increases in fuel prices
8	Coûts d'opérations / Operating costs	Essence / Gaz	Non discrétionnaire / Non-discretionary	5,500.00	Pour couvrir l'augmentation dans les frais d'essence / To adjust for the increase in fuel prices
9	Coûts d'opérations / Operating costs	Licenses pour véhicules / Vehicle Licences	Non discrétionnaire / Non-discretionary	2,000.00	Pour ajuster à la dépense actuelle/ To adjust to actual
10	Coûts d'opérations / Operating costs	Vêtements de protection / Protective Clothing	Non discrétionnaire / Non-discretionary	1,500.00	Pour ajuster à la dépense actuelle/ To adjust to actual
11	Coûts d'opérations / Operating costs	Contrat de mélange à chaud / Hot mix contracts	Transfert interne / Internal transfer	97,000.00	Programme sur trois ans entre le mélange a chaud, la réparation des trottoirs et le nettoyage des fossés Permet de concentrer les efforts de temps et d'argent Meilleurs résultats sur trois ans / Three-year program between hot mix, sidewalk repairs and ditch cleaning Allows to focus time and money efforts Best results over three years
12	Coûts d'opérations / Operating costs	Tonte de gazon / Grass Mowing	Transfert interne / Internal transfer	20,000.00	Le service de tonte de gazon est maintenant effectué par un sous-contractant au lieu des étudiants / Grass mowing is now completed by a subcontractor instead of summer students
13	Coûts d'opérations / Operating costs	Matériaux / Supplies	Transfert interne / Internal transfer	3,500.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
14	Coûts d'opérations / Operating costs	Gaz naturel / Natural Gas	Transfert interne / Internal transfer	1,000.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
15	Coûts d'opérations / Operating costs	Fournitures de bureau / Office Supplies	Transfert interne / Internal transfer	1,000.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
16	Coûts d'opérations / Operating costs	Radios portables / Portable Radios	Transfert interne / Internal transfer	1,000.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
17	Coûts d'opérations / Operating costs	Impressions / Printing	Transfert interne / Internal transfer	570.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
18	Coûts d'opérations / Operating costs	Services de courrier / Courier Services	Transfert interne / Internal transfer	500.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
19	Revenus / Revenues	Vente d'huile usée / Waste Oil Purchase	Transfert interne / Internal transfer	500.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
20	Coûts d'opérations / Operating costs	Eau / Water	Transfert interne / Internal transfer	300.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
21	Coûts d'opérations / Operating costs	Abonnement / Membership	Transfert interne / Internal transfer	- 200.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
22	Coûts d'opérations / Operating costs	Fournitures / Supplies	Transfert interne / Internal transfer	- 800.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual

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23	Coûts d'opérations / Operating costs	Téléphone / Telephone	Transfert interne / Internal transfer	- 870.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
24	Revenus / Revenues	Dépenses véhicules / Vehicle expenses	Transfert interne / Internal transfer	- 1,000.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
25	Coûts d'opérations / Operating costs	Réparations de véhicules / Vehicle Repairs	Transfert interne / Internal transfer	- 2,500.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
26	Coûts d'opérations / Operating costs	Entretien des édifices / Building maintenance	Transfert interne / Internal transfer	- 4,000.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
27	Salaires et avantages sociaux / Salaries and benefits	Salaires et avantages sociaux / Salaries & benefits	Transfert interne / Internal transfer	- 20,000.00	Le service de tonte de gazon est maintenant effectué par un sous-contractant au lieu des étudiants / Grass mowing is now completed by a subcontractor instead of summer students
28	Coûts d'opérations / Operating costs	Réparation des trottoirs / Sidewalks repairs	Transfert interne / Internal transfer	- 47,000.00	Programme sur trois ans entre le mélange à chaud, la réparation des trottoirs et le nettoyage des fossés Permet de concentrer les efforts de temps et d'argent Meilleurs résultats sur trois ans / Three-year program between hot mix, sidewalk repairs and ditch cleaning Allows to focus time and money efforts Best results over three years
29	Coûts d'opérations / Operating costs	Contrats égoûts pluviales rurales / Contracts rural storms	Transfert interne / Internal transfer	- 50,000.00	Programme sur trois ans entre le mélange à chaud, la réparation des trottoirs et le nettoyage des fossés. Permet de concentrer les efforts de temps et d'argent. Meilleurs résultats sur trois ans / Three-year program between hot mix, sidewalk repairs and ditch cleaning Allows to focus time and money efforts Best results over three years
Aménagement du territoire / Planning					
30	Salaires et avantages sociaux / Salaries and benefits	Comité d'ajustements / Committee of Adjustment	Non discrétionnaire / Non-discretionary	6,000.00	Pour ajuster les salaires et frais de formation pour le Comité d'ajustements / Too add salaries and training budget for Committee of Adjustment
31	Revenus / Revenues	Frais - modification de zonage / Zoning Amendment Fees	Transfert interne / Internal transfer	8,659.00	Pour ajuster les comptes de revenus au réel / To adjust revenue accounts to actuals
32	Coûts d'opérations / Operating costs	Publicité - Avis public / Advertising - Public Notice	Transfert interne / Internal transfer	1,400.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
33	Coûts d'opérations / Operating costs	Outils et vêtements / Tools & Clothing	Transfert interne / Internal transfer	800.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
34	Revenus / Revenues	Lettre d'engagement / Letter of Undertaking	Transfert interne / Internal transfer	670.00	Pour ajuster les comptes de revenus au réel / To adjust revenue accounts to actuals
35	Coûts d'opérations / Operating costs	Publication	Transfert interne / Internal transfer	500.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
36	Revenus / Revenues	Ventes de documents / Sales of Documents	Transfert interne / Internal transfer	240.00	Pour ajuster les comptes de revenus au réel / To adjust revenue accounts to actuals
37	Coûts d'opérations / Operating costs	Abonnement / Membership	Transfert interne / Internal transfer	200.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual

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38	Coûts d'opérations / Operating costs	Repas / Meals	Transfert interne / Internal transfer	100.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
39	Coûts d'opérations / Operating costs	Traduction / Translation	Transfert interne / Internal transfer	- 2,000.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
40	Revenus / Revenues	Dérogation mineure / Minor Variance	Transfert interne / Internal transfer	- 2,184.00	Pour ajuster les comptes de revenus au réel / To adjust revenue accounts to actuals
41	Revenus / Revenues	Morcellement de terrain / Land Severance	Transfert interne / Internal transfer	- 7,385.00	Pour ajuster les comptes de revenus au réel / To adjust revenue accounts to actuals
Construction / Building permits					
42	Revenus / Revenues	Contribution du fonds de réserve / Contribution from reserve fund	Discrétionnaire / Discretionary	- 15,978.00	Pour équilibrer les frais supplémentaires / To balance additional fees
43	Salaires et avantages sociaux / Salaries and benefits	Salaires et avantages sociaux / Salaries & benefits	Non discrétionnaire / Non-discretionary	12,339.00	Coût de la vie et augmentations / Cost of living and increments
44	Coûts d'opérations / Operating costs	Frais administratifs / Administrative fees	Non discrétionnaire / Non-discretionary	2,283.00	Coût de la vie et augmentations / Cost of living and increments
Services communautaires / Community Services					
1	Coûts d'opérations / Operating costs	Programme de soutien financier / Financial support program	Discrétionnaire / Discretionary	5,000.00	Plus de demandes / More applications
2	Coûts d'opérations / Operating costs	Téléphone / Telephone	Discrétionnaire / Discretionary	2,000.00	Programme de messagerie téléphonique personnalisé lorsqu'en attente / Personalized phone messaging program when on hold
3	Coûts d'opérations / Operating costs	Subventions - Acitvités Communautaires / Community Events - Grants	Discrétionnaire / Discretionary	2,000.00	Journée familiale annuelle au parc de Bourget - demandé par le Comité de loisirs de Bourget / Annual family day at Bourget Park - requested by the Bourget Recreation Committee
4	Frais d'utilisation / User fees	Tous les frais d'utilisation / All User fees	Discrétionnaire / Discretionary	- 260.00	Augmentation de 2 % de tous les frais / Increase of 2% in all fees
5	Frais d'utilisation / User fees	Tous les frais d'utilisation / All User fees	Discrétionnaire / Discretionary	- 5,976.00	Augmentation de 2 % de tous les frais / Increase of 2% in all fees
6	Salaires et avantages sociaux / Salaries and benefits	Salaires et avantages sociaux / Salaries & benefits	Non discrétionnaire / Non-discretionary	65,870.00	Coût de la vie et augmentations / Cost of living and increments
7	Coûts d'opérations / Operating costs	Déneigement / Snow removal	Non discrétionnaire / Non-discretionary	15,000.00	Tous les édifices - Pluie verglaçante plus fréquente - Application d'abrasif plus fréquente / All buildings - Freezing rain more frequent - More frequent abrasive application
8	Coûts d'opérations / Operating costs	Réparations mécaniques / Mechanical repairs	Non discrétionnaire / Non-discretionary	5,000.00	Aréna de Clarence - Tous les sytèmes mécaniques sont vieillissants et nécessites de plus en plus de réparation. Demandè 15 000$ en 2019 reçu 10 000 $ / Clarence Arena - All mechanical systems are aging and requires more and more repairs Asked for $ 15,000 in 2019 received $ 10,000

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9	Coûts d'opérations / Operating costs	Temps supplémentaire / Overtime	Non discrétionnaire / Non-discretionary	4,250.00	Pour assister aux différents comités, conseil, etc / To assist to various committees, councils, etc
10	Coûts d'opérations / Operating costs	Électricité / Hydro	Non discrétionnaire / Non-discretionary	4,000.00	Prise de possesion du nouveau garage des Services communautaires (Ancienne station des paramédics - Coin des rues Tucker et Landry) / Taking possession of the new Community Services garage (Former Paramedic Station - Tucker and Landry Street corner)
11	Coûts d'opérations / Operating costs	Entretien des édifices / Building maintenance	Non discrétionnaire / Non-discretionary	3,000.00	Ajout de plusieurs abris dans les parcs qui nécessites de l'entretien / Addition of several shelters in the parks which requires maintenance
12	Coûts d'opérations / Operating costs	Entretien des édifices / Building maintenance	Non discrétionnaire / Non-discretionary	3,000.00	Prise de possesion du nouveau garage des Services communautaires (Ancienne station des paramédics - Coin des rues Tucker et Landry) / Taking possession of the new Community Services garage (Former Paramedic Station - Tucker and Landry Street corner)
13	Coûts d'opérations / Operating costs	Réparations mécaniques / Mechanical repairs	Non discrétionnaire / Non-discretionary	3,000.00	Prise de possesion du nouveau garage des Services communautaires (Ancienne station des paramédics - Coin des rues Tucker et Landry) / Taking possession of the new Community Services garage (Former Paramedic Station - Tucker and Landry Street corner)
14	Coûts d'opérations / Operating costs	Gaz naturel / Natural Gas	Non discrétionnaire / Non-discretionary	2,000.00	Prise de possesion du nouveau garage des Services communautaires (Ancienne station des paramédics - Coin des rues Tucker et Landry) / Taking possession of the new Community Services garage (Former Paramedic Station - Tucker and Landry Street corner)
15	Coûts d'opérations / Operating costs	Déneigement / Snow removal	Non discrétionnaire / Non-discretionary	2,000.00	Prise de possesion du nouveau garage des Services communautaires (Ancienne station des paramédics - Coin des rues Tucker et Landry) / Taking possession of the new Community Services garage (Former Paramedic Station - Tucker and Landry Street corner)
16	Salaires et avantages sociaux / Salaries and benefits	Salaires à temps partiel / Part time Wages	Non discrétionnaire / Non-discretionary	2,000.00	Centre Chamberland - Contrat de location du "Carrefour Bien-être" / Chamberland Center - "Carrefour bien être" agreement
17	Coûts d'opérations / Operating costs	Électricité / Hydro	Non discrétionnaire / Non-discretionary	1,000.00	Centre Chamberland - Contrat de location du "Carrefour Bien-être" / Chamberland Center - "Carrefour bien être" agreement
18	Coûts d'opérations / Operating costs	Système d'alarme / Alarm System	Non discrétionnaire / Non-discretionary	500.00	Prise de possesion du nouveau garage des Services communautaires (Ancienne station des paramédics - Coin des rues Tucker et Landry) / Taking possession of the new Community Services garage (Former Paramedic Station - Tucker and Landry Street corner)
19	Coûts d'opérations / Operating costs	Fournitures de nettoyage / Cleaning Supplies	Non discrétionnaire / Non-discretionary	500.00	Prise de possesion du nouveau garage des Services communautaires (Ancienne station des paramédics - Coin des rues Tucker et Landry) / Taking possession of the new Community Services garage (Former Paramedic Station - Tucker and Landry Street corner)
20	Coûts d'opérations / Operating costs	Fournitures de nettoyage / Cleaning Supplies	Non discrétionnaire / Non-discretionary	500.00	Centre Chamberland - Contrat de location du "Carrefour Bien-être" / Chamberland Center - "Carrefour bien être" agreement
21	Coûts d'opérations / Operating costs	Gaz naturel / Natural Gas	Non discrétionnaire / Non-discretionary	500.00	Centre Chamberland - Contrat de location du "Carrefour Bien-être" / Chamberland Center - "Carrefour bien être" agreement

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22	Coûts d'opérations / Operating costs	Eau / Water	Non discrétionnaire / Non-discretionary	500.00	Centre Chamberland - Contrat de location du "Carrefour Bien-être" / Chamberland Center - "Carrefour bien être" agreement
23	Revenus / Revenues	Location de salle / Hall Rental	Non discrétionnaire / Non-discretionary	- 5,000.00	Centre Chamberland - Contrat de location du "Carrefour Bien-être" / Chamberland Center - "Carrefour bien être" agreement
24	Salaires et avantages sociaux / Salaries and benefits	Salaires réguliers / Regular salaries	Transfert interne / Internal transfer	30,000.00	Transfert dans le compte approprié / Transfer to the appropriate account
25	Revenus / Revenues	Réserve générale / General reserve	Transfert interne / Internal transfer	15,000.00	Pour enlever le financement du coût du site Web (One-Time) / To remove financing for the cost of Website (One-Time)
26	Revenus / Revenues	Réserve générale / General reserve /	Transfert interne / Internal transfer	15,000.00	Pour enlever le financement du coût des arbres (One-Time) / To finance the cost of trees (One-Time)
27	Coûts d'opérations / Operating costs	Employé d'été / Summer students	Transfert interne / Internal transfer	8,142.00	Transfert du budget de temps partiel pour couvrir les vacances d'été au centre de service à la clientèle et aider aux événements (16 semaines) / Transfer of part-time budget, to cover summer holidays at client service center and help with events (16 weeks)
28	Coûts d'opérations / Operating costs	Déneigement / Snow removal	Transfert interne / Internal transfer	3,500.00	Transfert dans le compte approprié / Transfer to the appropriate account
29	Salaires et avantages sociaux / Salaries and benefits	Autres salaires/ Other salaries	Transfert interne / Internal transfer	2,750.00	Transfert dans le compte approprié / Transfer to the appropriate account
30	Coûts d'opérations / Operating costs	Subventions / Grants	Transfert interne / Internal transfer	1,000.00	Jumelage de deux codes budgétaires/ Pairing two GL codes
31	Coûts d'opérations / Operating costs	Autres / Others	Transfert interne / Internal transfer	- 1,000.00	Jumelage de deux codes budgétaires/ Pairing two GL codes
32	Salaires et avantages sociaux / Salaries and benefits	Salaires à temps partiel / Part time Wages	Transfert interne / Internal transfer	- 2,750.00	Transfert dans le compte approprié / Transfer to the appropriate account
33	Coûts d'opérations / Operating costs	Tonte de gazon / Grass Mowing	Transfert interne / Internal transfer	- 3,500.00	Transfert dans le compte approprié / Transfer to the appropriate account
34	Coûts d'opérations / Operating costs	Site Web / Web-Site	Transfert interne / Internal transfer	- 15,000.00	Pour enlever le coût du Site Web / To remove Web Site cost
35	Coûts d'opérations / Operating costs	Trees / Arbres	Transfert interne / Internal transfer	- 15,000.00	Pour enlever le programme de plantation d'arbres / To remove tree programm from 2019
Service de la protection / Protective Services					
1	Coûts d'opérations / Operating costs	Cours et frais de scolarité / Course and Tuition Fees	Discrétionnaire / Discretionary	27,600.00	Frais de formation pour le Collège des pompiers de l'Ontario pour les nouvels recrus / Training costs for Ontario Fire College classes - new recruits, etc
2	Coûts d'opérations / Operating costs	Kilométrage / Mileage	Discrétionnaire / Discretionary	900.00	Frais de location de véhicules pour les formations / Car rental costs for courses - no spare city vehicles

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3	Coûts d'opérations / Operating costs	Programmes spéciaux/ Special Programs	Discrétionnaire / Discretionary	500.00	Coût pour programmes spéciaux / Costs for special enforcement programs (blitz signs, etc)
4	Coûts d'opérations / Operating costs	Kilométrage / Mileage	Discrétionnaire / Discretionary	- 500.00	Nouveau véhicule réduit les frais de remboursement de kilométrage / Additional vehicle reducing need for mileage
5	Coûts d'opérations / Operating costs	Traduction / Translation	Discrétionnaire / Discretionary	- 1,000.00	Plus de personnel billingue, réduit les besoins de traduction / Bilingual staff, less need for translation
6	Frais d'utilisation / User fees	Tous les frais d'utilisation / All User fees	Discrétionnaire / Discretionary	- 1,717.00	Augmentation de 2 % de tous les frais / Increase of 2% in all fees
7	Revenus / Revenues	Sauvetage - services de désincarcération / Rescue - extrication services	Discrétionnaire / Discretionary	- 3,800.00	Pour ajuster les revenus à l'actuel / To adjust revenues to match actuals
8	Salaires et avantages sociaux / Salaries and benefits	Temps supplémentaire / Overtime	Discrétionnaire / Discretionary	- 5,000.00	Meilleure gestion du temps supplémentaire/ Overtime being managed better by Enforcement Manager
9	Revenus / Revenues	Recouvrement interne / Internal recoveries	Discrétionnaire / Discretionary	- 8,800.00	Revenu du RTC pour allocation des frais de bâtiment /
10	Revenus / Revenues	Revenus locatifs / Lease revenue	Discrétionnaire / Discretionary	- 17,000.00	Revenu locatif des CUPR pour les frais opérationnels d'entretien / Lease revenue from UCPR to pay for operational maintenance cost
11	Salaires et avantages sociaux / Salaries and benefits	Salaires et avantages sociaux / Salaries & benefits	Non discrétionnaire / Non-discretionary	34,521.00	Coût de la vie et augmentations / Cost of living and increments
12	Coûts d'opérations / Operating costs	Contrat de la PPO / OPP Contract	Non discrétionnaire / Non-discretionary	21,320.00	Augmentation annuelle (confirmé) / Annual increase (confirmed)
13	Coûts d'opérations / Operating costs	Déneigement / Snow removal	Non discrétionnaire / Non-discretionary	13,000.00	Coûts estimés pour l'addition des nouvelles casernes / Estimated costs for new buildings
14	Coûts d'opérations / Operating costs	Électricité / Hydro	Non discrétionnaire / Non-discretionary	10,444.00	Coûts estimés pour l'addition des nouvelles casernes / Estimated costs for new buildings
15	Coûts d'opérations / Operating costs	Entretien des édifices / Building maintenance	Non discrétionnaire / Non-discretionary	7,407.00	Coûts estimés pour l'addition des nouvelles casernes / Estimated costs for new buildings
16	Coûts d'opérations / Operating costs	Uniformes / Uniforms	Non discrétionnaire / Non-discretionary	3,000.00	Ajustement de la dépense à l'actuel pour reflété les obligations des contrats / Adjusted to actual - based on contracted uniform req's
17	Coûts d'opérations / Operating costs	Tonte de gazon / Grass Mowing	Non discrétionnaire / Non-discretionary	2,500.00	Coûts estimés pour l'addition des nouvelles casernes / Estimated costs for new buildings
18	Coûts d'opérations / Operating costs	Gaz naturel / Natural Gas	Non discrétionnaire / Non-discretionary	2,000.00	Coûts estimés pour l'addition des nouvelles casernes / Estimated costs for new buildings
19	Coûts d'opérations / Operating costs	Matériaux / Supplies	Non discrétionnaire / Non-discretionary	2,000.00	Matériaux additionnels pour les officiers / Additional supplies for officers - duty bags, equipment, etc
20	Revenus / Revenues	Revenus de fauses alarmes / False Alarm Fees	Non discrétionnaire / Non-discretionary	1,680.00	Pour ajuster les revenus à l'actuel / To adjust revenues to match actuals
21	Coûts d'opérations / Operating costs	Fournitures de nettoyage / Cleaning Supplies	Non discrétionnaire / Non-discretionary	1,100.00	Coûts estimés pour l'addition des nouvelles casernes / Estimated costs for new buildings
22	Coûts d'opérations / Operating costs	Eau / Water	Non discrétionnaire / Non-discretionary	1,100.00	Coûts estimés pour l'addition des nouvelles casernes / Estimated costs for new buildings

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Item	Objet de dépense / Major object	Description	Catégorie / Category	Montant / Amount	Commentaires / Comments
23	Coûts d'opérations / Operating costs	Abonnement / Subscriptions	Non discrétionnaire / Non-discretionary	600.00	Ajout du frais pour l'inscription à l'aide mutuelle / Corrected to include budget for mutual aid registration
24	Coûts d'opérations / Operating costs	Communication / Dispatching	Transfert interne / Internal transfer	93,000.00	Pour ajouter le paiement de la facture de communication / To add payment for fire dispatch invoice
25	Revenus / Revenues	Revenus CRF / RTC Revenues	Transfert interne / Internal transfer	27,000.00	Pour ajuster les revenus à l'actuel / To adjust revenues to match actuals
26	Coûts d'opérations / Operating costs	Location d'équipements / Equipment Rental	Transfert interne / Internal transfer	4,000.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
27	Coûts d'opérations / Operating costs	Allocation de frais internes / Internal fees allocated	Transfert interne / Internal transfer	4,000.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
28	Coûts d'opérations / Operating costs	Repas / Meals	Transfert interne / Internal transfer	3,000.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
29	Coûts d'opérations / Operating costs	Fournitures de bureau / Office supplies	Transfert interne / Internal transfer	1,000.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
30	Coûts d'opérations / Operating costs	Licences et renouvellements de logiciels / Software Licenses & Renewals	Transfert interne / Internal transfer	1,000.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
31	Coûts d'opérations / Operating costs	Kilométrage / Mileage	Transfert interne / Internal transfer	500.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
32	Coûts d'opérations / Operating costs	Services de courrier / Courier Services	Transfert interne / Internal transfer	- 500.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
33	Coûts d'opérations / Operating costs	Impression / Printing	Transfert interne / Internal transfer	- 1,000.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
34	Coûts d'opérations / Operating costs	Produits chimiques / Chemicals Supplies	Transfert interne / Internal transfer	- 1,000.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
35	Coûts d'opérations / Operating costs	Educational Materials	Transfert interne / Internal transfer	- 1,000.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
36	Coûts d'opérations / Operating costs	Réparations d'équipements / Equipment Repairs	Transfert interne / Internal transfer	- 1,000.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
37	Coûts d'opérations / Operating costs	Publicité / Advertising	Transfert interne / Internal transfer	- 1,500.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
38	Coûts d'opérations / Operating costs	Matériaux / Supplies	Transfert interne / Internal transfer	- 3,000.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
39	Coûts d'opérations / Operating costs	Tonte de gazon / Grass Mowing	Transfert interne / Internal transfer	- 5,000.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
40	Coûts d'opérations / Operating costs	Déneigement / Snow removal	Transfert interne / Internal transfer	- 5,000.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
41	Coûts d'opérations / Operating costs	Contrats - instructeurs / Contract - Instructors	Transfert interne / Internal transfer	- 21,500.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
42	Subventions / Grants	Autres subventions - CUPR / Other Grants - UCPR	Transfert interne / Internal transfer	- 93,000.00	Pour inscrire le paiement reçu des CUPR pour la communication / To add payment received from UCPR to pay for fire dispatch
Transport en commun / Public Transit					
1	Coûts d'opérations / Operating costs	Revenus et dépenses / Revenues and expenses	Niveau de service / Service level	- 153,700.00	Élimination du service, entretien des abri-bus et des stationnements seulement / Elimination of service, maintenance of bus shelters & parking lots - only

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Item	Objet de dépense / Major object	Description	Catégorie / Category	Montant / Amount	Commentaires / Comments
2	Coûts d'opérations / Operating costs	Frais administratifs / Administrative fees	Transfert interne / Internal transfer	- 4,400.00	Transfert / Transfer
Services de garderie / Day Care Services					
1	Coûts d'opérations / Operating costs	Daycare Program Supplies	Discrétionnaire / Discretionary	2,000.00	Ajout d'enfants / Additionnal children
2	Revenus / Revenues	Frais de garde / Daycare Nursery Charge	Discrétionnaire / Discretionary	- 6,500.00	Revenus de réduction d'une journée de crédit (vacance) / Reduction of one day of credit (vacations)
3	Revenus / Revenues	Frais de garde / Daycare Nursery Charge	Discrétionnaire / Discretionary	- 68,000.00	Augmentation des taux (1,6 %) / Increase in daily rates (1.6%)
4	Revenus / Revenues	Frais de garde / Daycare Nursery Charge	Discrétionnaire / Discretionary	- 90,000.00	Revenus de l'ajout de 6 journées fériées (2 %)/ 6 Statutory days revenues (2%)
5	Salaires et avantages sociaux / Salaries and benefits	Salaires et avantages sociaux / Salaries & benefits	Non discrétionnaire / Non-discretionary	165,475.00	Coût de la vie et augmentations / Cost of living and increments
6	Coûts d'opérations / Operating costs	Fournitures de bureau / Office supplies	Non discrétionnaire / Non-discretionary	7,000.00	Système de Digibot, coût annuel/ Digibot system - annual subscription
7	Coûts d'opérations / Operating costs	Frais administratifs / Administrative fees	Non discrétionnaire / Non-discretionary	5,375.00	Coût de la vie et augmentations / Cost of living and increments
8	Revenus / Revenues	Subvention - ressources humaines / Grants - Human ressources	Non discrétionnaire / Non-discretionary	4,000.00	Non applicable / Non applicable
9	Coûts d'opérations / Operating costs	Remplacement d'ordinateurs / Computer replacement	Non discrétionnaire / Non-discretionary	3,200.00	Ajout de tablette pour le système Digibot / Additionnal tablets for Digibot system
10	Coûts d'opérations / Operating costs	Location / Rent	Non discrétionnaire / Non-discretionary	2,000.00	Ajout d'espaces / Additionnal spaces
11	Coûts d'opérations / Operating costs	Licences / Licenses	Non discrétionnaire / Non-discretionary	500.00	Le coût des licences d'opération par centre a considérablement augmenté / The cost of operating licenses per center has increased significantly
12	Coûts d'opérations / Operating costs	Kilométrage / Mileage	Non discrétionnaire / Non-discretionary	500.00	Somme requise pour combler le besoin des chefs d'équipes pour le voyagement pour les groceries et autres / Amount required to meet the needs of the team leaders travelling to buy groceries and other
13	Revenus / Revenues	Frais administratifs - nouveaux comptes / Admin charge New Accounts	Non discrétionnaire / Non-discretionary	400.00	Moins de revenus qu'anticipé/ Less revenues then anticipated
14	Coûts d'opérations / Operating costs	Téléphone / Phone	Non discrétionnaire / Non-discretionary	240.00	Somme requise pour respecter le budget / Required amount to respect the budget
15	Revenus / Revenues	Frais administratifs - nouveaux comptes / Admin charge New Accounts	Non discrétionnaire / Non-discretionary	- 200.00	Ajout d'ouvertures de comptes/ Additionnal accounts
16	Coûts d'opérations / Operating costs	Approvisionnements alimentaires / Food supplies	Transfert interne / Internal transfer	4,500.00	Transfert interne pour combler les besoins des centres de service / Internal transfer to fill the needs of the service centers
17	Coûts d'opérations / Operating costs	Fournitures du programme de garderie / Daycare Program Supplies	Transfert interne / Internal transfer	3,500.00	Transfert interne pour combler les besoins des centres de service / Internal transfer to fill the needs of the service centers

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Item	Objet de dépense / Major object	Description	Catégorie / Category	Montant / Amount	Commentaires / Comments
18	Coûts d'opérations / Operating costs	Fournitures du programme de garderie / Daycare Program Supplies	Transfert interne / Internal transfer	1,000.00	Transfert interne pour combler les besoins des centres de service / Internal transfer to fill the needs of the service centers
19	Coûts d'opérations / Operating costs	Approvisionnements alimentaires / Food supplies	Transfert interne / Internal transfer	1,000.00	Transfert interne pour combler les besoins des centres de service / Internal transfer to fill the needs of the service centers
20	Coûts d'opérations / Operating costs	Approvisionnements alimentaires / Food supplies	Transfert interne / Internal transfer	800.00	Transfert interne pour combler les besoins des centres de service / Internal transfer to fill the needs of the service centers
21	Coûts d'opérations / Operating costs	Approvisionnements alimentaires / Food supplies	Transfert interne / Internal transfer	- 1,500.00	Transfert interne pour combler les besoins des centres de service / Internal transfer to fill the needs of the service centers
22	Coûts d'opérations / Operating costs	Approvisionnements alimentaires / Food supplies	Transfert interne / Internal transfer	- 2,240.00	Transfert interne pour combler les besoins des centres de service/ Internal transfer to fill the needs of the service centers
23	Coûts d'opérations / Operating costs	Approvisionnements alimentaires / Food supplies	Transfert interne / Internal transfer	- 2,560.00	Transfert interne pour combler les besoins des centres de service/ Internal transfer to fill the needs of the service centers
24	Coûts d'opérations / Operating costs	Fournitures du programme de garderie / Daycare Program Supplies	Transfert interne / Internal transfer	- 4,500.00	Transfert interne pour combler les besoins des centres de service / Internal transfer to fill the needs of the service centers
Bibliothèque / Public Library					
1	Coûts d'opérations / Operating costs	Contribution à la réserve / Contribution to reserve	Discrétionnaire / Discretionary	34,150.00	Augmentation contribution à la réserve pour financer les projets d'immobilisations / Increase contribution to reserve to fund capital projects
2	Coûts d'opérations / Operating costs	Licences et renouvellements de logiciels / Software Licenses & Renewals	Discrétionnaire / Discretionary	3,000.00	Augmentation des coûts / Cost increases
3	Coûts d'opérations / Operating costs	Coûts des services internet / Internet Service Fees	Discrétionnaire / Discretionary	2,500.00	Ajout de réseaux sans-fil - plan mensuel/ Add Hotspots - monthly plans
4	Coûts d'opérations / Operating costs	Frais de poste et expédition / Postage, Freight, Express	Discrétionnaire / Discretionary	1,750.00	Coupure provinciale, élimination des Services des bibliothèques de l'Ontario-Sud, service de livraison / Provincial cuts resulted in elimination of Southern Ontario Library Service delivery vans
5	Coûts d'opérations / Operating costs	Matériel informatique / Computers - Hardware	Discrétionnaire / Discretionary	1,000.00	Augmentation des coûts / Cost increases
6	Coûts d'opérations / Operating costs	Entretien d'ordinateurs - contrats / Computers Maintenance - Contract	Discrétionnaire / Discretionary	1,000.00	Augmentation des coûts / Cost increases
7	Coûts d'opérations / Operating costs	Kilométrage et déplacements / Mileage/travel	Discrétionnaire / Discretionary	500.00	Augmentation du coût selon la nouvelle entente collective / Mileage: cost per km increased per collective agreement
8	Coûts d'opérations / Operating costs	Meubles de bureau / Furniture	Discrétionnaire / Discretionary	171.00	Faire correspondre le montant à ce dont nous avons réellement besoin et aux augmentations de coûts / To bring the amount in line with what we actually require and cost increases
9	Coûts d'opérations / Operating costs	Fournitures de bureau / Office supplies	Discrétionnaire / Discretionary	127.00	Faire correspondre le montant à ce dont nous avons réellement besoin et aux augmentations de coûts / To bring the amount in line with what we actually require and cost increases

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Item	Objet de dépense / Major object	Description	Catégorie / Category	Montant / Amount	Commentaires / Comments
10	Coûts d'opérations / Operating costs	Collection audiovisuelle / Audio Visual Collection	Discrétionnaire / Discretionary	100.00	Faire correspondre le montant à ce dont nous avons réellement besoin et aux augmentations de coûts / To bring the amount in line with what we actually require and cost increases
11	Revenus / Revenues	Frais d'évènements / Event fees	Discrétionnaire / Discretionary	- 250.00	Pour ajuster aux chiffres réels / To adjust to actual
12	Coûts d'opérations / Operating costs	Publicité / Advertising	Discrétionnaire / Discretionary	- 500.00	Réduit pour refléter les besoins / Reduce to match requirement
13	Revenus / Revenues	Vente de livres / Sale of books	Discrétionnaire / Discretionary	- 750.00	Pour ajuster aux chiffres réels / To adjust to actual
14	Revenus / Revenues	Conseil Scolaire / Schoold Board	Discrétionnaire / Discretionary	- 3,000.00	Augmentation - indice du prix à la consommation / Consumer price index increase
15	Salaires et avantages sociaux / Salaries and benefits	Salaires et avantages sociaux / Salaries & benefits	Non discrétionnaire / Non-discretionary	29,219.00	Coût de la vie et augmentations / Cost of living increase
16	Coûts d'opérations / Operating costs	Location de photocopieur / Lease Photocopier	Non discrétionnaire / Non-discretionary	300.00	Faire correspondre le montant à ce dont nous avons réellement besoin et aux augmentations de coûts / To bring the amount in line with what we actually require and cost increases
17	Coûts d'opérations / Operating costs	Téléphone / Telephone	Non discrétionnaire / Non-discretionary	200.00	Faire correspondre le montant à ce dont nous avons réellement besoin et aux augmentations de coûts / To bring the amount in line with what we actually require and cost increases
18	Coûts d'opérations / Operating costs	Augmentation des coûts administratifs / Admin cost increase	Non discrétionnaire / Non-discretionary	200.00	Coût de la vie et augmentations / Cost of living and increments
19	Coûts d'opérations / Operating costs	Loyer - Bourget / Rent- Bourget	Non discrétionnaire / Non-discretionary	161.00	Selon le contrat / Per contract
20	Coûts d'opérations / Operating costs	Dépenses des programmes / Program expenses	Transfert interne / Internal transfer	8,000.00	Le budget a été séparé en 2 catégories / Program budget split in two categories
21	Coûts d'opérations / Operating costs	Dépenses des programmes / Program expenses	Transfert interne / Internal transfer	- 8,000.00	Le budget a été séparé en 2 catégories / Program budget split in two categories

Annexe C / Appendix C

Cité de City of Clarence-Rockland
2020 - Draft Budget
Initiatives des conseillers(ère) / Councillors initiatives

Quartier/ Ward	Nom de projet / Project Name	Project description
Quartier 1 / Ward 1	Tracteur de trottoir - Attachement pour briser la glace Sidewalk Tractor - Ice Breaker Attachment	Achat d'une attachement brise glace pour un tracteur de trottoir / Purchase of a ice breaker attachment for a sidewalk tractor.
Quartier 1 / Ward 1	Lumière de rue additionnelle pour la rue Liliane et Yvette Additional Light post for Liliane St. & Yvette St	Pour ajouter des lumières de rue sur la rue Liliane et Yvette. Depuis le changement au LEF, les 2 routes sont moint éclairées. / Look into adding light posts on Liliane St and Yvette St. Since the switch to LED lights, these 2 streets seem to have gone darker.
Quartier 1 / Ward 1	Rue André Street	Réparation de la rue "Traitement de surface" pour la rue André / Road repair "surface treatment" for Andre St.
Quartier 1 / Ward 1	Rue Charron Street	Réparation de la rue "Traitement de surface" pour la rue Charron entre St-Denis et Raymond / Road repair "surface treatment" for Charron St. between St-Denis St and Raymond St.
Quartier 1 / Ward 1	Cercle DesCôtes Circle	Réparation de la rue "Traitement de surface" pour le Cercle DesCôtes / Road repair "surface treatment" for Descôtes Cir.
Quartier 1 / Ward 1	Cercle Lemay Circle	Réparation de la rue "Traitement de surface" pour le Cercle Lemay / Road repair "surface treatment" for Lemay Cir.
Quartier 1 / Ward 1	Rue Ste-Anne Street	Réparation de la rue "Traitement de surface" pour la rue Ste-Anne / Road repair "surface treatment" for St-Anne St.
Quartier 1 / Ward 1	Rue St-Jacques Street	Terminer le traitement de surface sur la rue St-Jacques qui a été réparé en 2018 mais pas complété, entre la rue Liliane et Sébastien / Finish the surface treatment for St-Jacques St. that was repaired in 2018 but not completed, in between Liliane St. and Sebastien St.
Quartier 1 / Ward 1	Révision opérationnelle / Operational Review	Revue opérationnelle indépendante afin de revoir les services de la munipalité et optimiser ceux-ci afin d'être plus efficace. / Independent Operational Review of the city services in order to optimize our services and be more efficient.

Annexe C / Appendix C

Cité de City of Clarence-Rockland
2020 - Draft Budget
Initiatives des conseillers(ère) / Councillors initiatives

Quartier/ Ward	Nom de projet / Project Name	Project description
Quartier 2 / Ward 2	Rue Industrielle Street	Avec l'aréna dans le parc industriel et l'achèvement de la rue Caron, il faudrait un trottoir pour amener les gens à l'aréna en toute sécurité. Cela impliquerait un bon éclairage le long du trottoir. / With the arena in the industrial park and with Caron being completed, a sidewalk would be needed to get people to the arena safely. This would involve proper lighting along the sidewalk leading to the arena.
Quartier 2 / Ward 2	Rue Edwards Street North	En raison de la rue menant à un grand parc de notre municipalité et dû à la vitesse excessive, des ralentisseurs de vitesse temporaire devrait être installés (printemps, été automne) / Due to the street leading to a major park in our city and due to excessive speed, temporary speed bumps are necessary in (spring, fall and summer).
Quartier 2 / Ward 2	Rue Chapman Street	La rue Chapman a été refaite lorsque la rue Caron a été complétée, mais nous ne pouvons pas tourner à gauche pour accéder à l'autoroute et nous ne pouvons pas entre dans la rue de Caron. Les résidents devraient pouvoir tourner à gauche et accèder à la rue de Caron / Chapman street was remade when Caron was completed however we cannot turn left to access the highway and we cannot enter the street from Caron. The residents need to be able to turn left and access the street from Caron.
Quartier 3 / Ward 3	Rue Caron Street	Surface treatment sur Caron de David à Baseline / Surfacte treatment on Caron from David St. to Baseline.

Annexe C / Appendix C

Cité de City of Clarence-Rockland
2020 - Draft Budget
Initiatives des conseillers(ère) / Councillors initiatives

Quartier/ Ward	Nom de projet / Project Name	Project description
Quartier 5 / Ward 5	Sentier multifonctionnel - Rue Landry / Multi-Use path Landry Street	Une section du chemin Landry (sud) entre les rues Claude et Roxanne s'avère très dangereuse pour les piétons et cyclistes. La rue Roxanne est en plein développement résidentiel, et la rue Landry à cet endroit compte une vingtaine de maisons avec des jeunes familles mais est très étroite et n'a pas d'accotement pour la marche ou les vélos. Les gens aimeraient pouvoir marcher ou aller en vélo vers le village pour aller au Parc Jules-Saumure (splash pad), au dépanneur, restaurent, aréna, école, bureau de poste, etc. Avec la circulation et le chemin étroit ceci n'est pas sécuritaire. Les gens doivent marcher sur le gazon, dans la boue ou sur le chemin. Un accotement pavé multifonctionnel règlerait le problème. / A section of Landry Road (south) between Claude and Roxanne Streets is very dangerous for pedestrians and cyclists. Roxanne Street is in full residential development, and the Landry Street at this location has about twenty houses with young families but is very narrow and has no shoulder for walking or bicycles. People would like to walk or bike to the village to go to the Jules-Saumure Park (splash pad), convenience store, restaurant, arena, school, post office, etc. With traffic and narrow path this is not safe. People have to walk on grass, mud or on the road. A multi-use paved shoulder would solve the problem
Quartier 6 / Ward 6	Rue Du Lac Road	Pour repaver en asphalte le chemin DuLac Sud de Baseline pour approximativement 5.1km/ To repave in asphalt Du Lac road South of Baseline for approx. 5.1km
Quartier 7 / Ward 7	Chemin Gagné Road	Reconstruction du chemin Gagné / Reconstruct Gagné road
Quartier 7 / Ward 7	Chemin Lavigne Road	Surface treatment sur le chemin Lavigne/ Surfacte treatment on Lavigne street.

RAPPORT N° FIN2019-031

Date	02/10/2019
Soumis par	Frédéric Desnoyers
Objet	Dépôt du rapport budgétaire 2019
# du dossier	N/A

1) **NATURE / OBJECTIF :**
Le présent rapport a pour but de présenter au conseil municipal l'ébauche du budget 2020 pour sa considération.

2) **DIRECTIVE/POLITIQUE ANTÉCÉDENTE :**
Adopter un budget annuel de fonctionnement et d'immobilisations ; les règlements de l'impôt foncier ne peuvent être adoptés avant que les deux budgets aient été approuvés. En vertu de la loi, les municipalités ne sont pas autorisées d'avoir un déficit budgétaire.

3) **RECOMMANDATION DU SERVICE:**
QUE le Rapport no. FIN2019-031, qui inclut une copie de l'ébauche préliminaire du budget 2020, tel que proposé par le personnel, soit reçu à titre d'information en préparation aux délibérations.

4) **HISTORIQUE :**
Le 21 août 2019, le Conseil a approuvé le rapport FIN2019-026, qui fixait à 3% l'objectif de l'augmentation du taux de taxes.

5) **DISCUSSION :**
A. <u>Taux de taxation résidentielle</u>

Ce rapport présente au Conseil l'analyse à l'appui des projets du budget de fonctionnement et d'immobilisations pour 2020. L'ébauche du budget de fonctionnement représente une augmentation du taux d'imposition de 3,03 % pour 2020 et s'explique comme suit :

Taux de la taxe résidentielle 2020 ($)			
	Montant	**Taux de taxe**	**Cumulatif**
Niveau de service	286 000 $	1,42 %	1,42 %
Discrétionnaire	(167 977)	-0,83 %	0,59 %
Non discrétionnaire	421 434	2,09 %	2,68 %
Bibliothèque publique	69 878	0,34 %	3,03 %
Total	**609 335 $**		

B. Taux - services d'eau et d'égouts

Les taux des services de l'eau et des égouts augmenteront de 4,0% pour les taux fixes et de 2,0% pour les taux variables. Cette augmentation est nécessaire pour couvrir le coût des opérations, y compris le taux pour le service de la dette, ainsi que pour payer les coûts en capital. L'administration a mise à jour le modèle de la firme Hemson Consultants du budget 2019 afin d'appuyer les taux.

C. Taux de déchets

Les taux de déchets pour les propriétés résidentielles restent inchangés à 187,50 $ et les taux commerciaux sont décrits dans le tableau ci-dessous. Les hausses des taux commerciaux suivent la politique établie il y a deux ans, consistant à augmenter progressivement les taux de déchets commerciaux proches des taux du marché.

Taux de déchets 2019 ($)		
	2019	**2020**
Résidentiel	187,50 $	187,50 $
Commerciale		
• **Sac de déchets**	400 $	400 $
• **Bac de déchets - minimum**	2 000 $	2 225 $
- **Par tonne**	135 $	150 $

D. Budget d'immobilisations

Le budget d'immobilisations 2020 de la Cité s'élève à 7,9 millions de dollars et couvre les investissements stratégiques en immobilisations liés à la croissance, aux réparations et à la maintenance prévue pour 2020. Ce rapport décrit également les travaux d'immobilisation en cours (par exemple, les projets d'immobilisations approuvés au cours des années précédentes) et au 31 décembre 2019, des fonds de capital non dépensés de 19,6 millions de dollars étaient prévus.

E. Le budget de fonctionnement 2020

1. Taux de taxation résidentielle

L'impact de la taxe résidentielle pour les résidents est basé sur la taxe nette pour tous les services de la Cité et l'évaluation de base révisée fournie par la Société d'évaluation foncière des municipalités (SEFM). La dernière facture d'impôt foncier du résident devrait être terminée

en avril, lorsque la Cité sera informée des obligations fiscales des comtés unis et des conseils scolaires.

Pour 2020, les taxes municipales pour une maison moyenne évaluée à 293 500 $ seront de 2 017 $, ce qui donnera une augmentation de 59 $, ou 3,03%, par rapport au montant de 2019. En 2020, une augmentation de taxe de 1% représente 19 $/année pour le propriétaire d'une maison moyenne. Le tableau ci-dessous résume une facture de taxe d'un contribuable moyen à Clarence-Rockland (excluant les comtés unis et les taxes scolaires).

Contribuable moyen - Clarence-Rockland ($)				
Facture	**2019**	**2020**	**$Diff.**	**%**
Taxe résidentielle*	1 958 $	2 017 $	59 $	3,03 %
Eau/ égouts - 165M³ par année	818 $	840 $	22 $	2,69 %
Service de déchets	187,50 $	187,50 $	0 $	0,00 %

* Maison moyenne évaluée à 293 500 $

Pour des fins des délibérations budgétaires, le Conseil est rappelé que pour chaque changement de 1% de la fiscalité, il en résulte une incidence correspondante de 201 000 dollars sur le budget de fonctionnement.

1 % = 201 000 $

2. Budget de fonctionnement par département

Le budget de fonctionnement est préparé en examinant les dépenses totales requises par la Cité sur un cycle financier complet. Ces dépenses sont compensées par les revenus provenant d'autres sources que les taxes, y compris des éléments tels que les subventions de la province, les frais et les amendes, le solde provenant de l'impôt foncier. Le budget de fonctionnement par département est résumé ci-dessous et détaillé dans la section « Aperçu et résumés » dans le livre du budget.

Budget de fonctionnement 2020 (000's) Par département			
	2019	**2020**	**%**
Départements	31 307 $	31 811 $	1,6 %
Bibliothèque	918	992	8,1 %

Services d'eau	3 398	3 404	0,2 %
Services d'égouts	2 408	2 481	3,0 %
Services de déchets	2 716	2 904	6,9 %
Total	**40 747 $**	**41 592 $**	**2,1 %**

*Le total n'est pas égal à l'augmentation de taxe requise puisque le tableau comprend seulement les dépenses et n'inclus pas la variation dans les revenus.

3. Pressions budgétaires supportées par les taxes

L'annexe B présente les pressions budgétaires détaillées dans ce budget. Vous trouverez ci-dessous les pressions budgétaires par catégorie de dépenses supportées par les taxes.

Budget de fonctionnement 2020 ($) Pressions budgétaires supportées par les taxes par catégorie de dépenses	
a – Revenus	(458 054 $)
b – Compensation	563 068
c – Coûts de fonctionnement	286 532
d – Paiements pour les immobilisations	502 127
e – Subventions	(354 216)
f – Bibliothèque	69 878
Total	**609 335 $**

Vous trouverez ci-dessous un résumé des principales réductions incorporées dans le budget 2020 afin de faire passer le taux d'augmentation de taxe de 6% à 3%, tel que demandé par le Conseil dans le rapport sur les lignes directrices budgétaires. Ces réductions sont déjà intégrées dans les modifications budgétaires.

- (230 000) - Salaires et avantages sociaux, le changement requis dans le rapport sur les lignes directrices était surévalué
- (125 000) - Paiement à l'usage (contribution aux réserves)
- (58 500) - Poste en technologies de l'information (50%)
- (46 000) - PPO, le changement requis dans le rapport sur les lignes directrices était surévalué
- (48 000) - Augmentation du budget des revenus de placements
- (25 000) - Diminution de la contribution à la réserve de neige
- (23 000) - Diminution du budget des frais légaux
- (16 000) - Diminution du budget des réparations de véhicules du service de la protection
- (13 000) - Diminution du budget de consultant en finance

a) Revenus – 458 054 $

La Cité s'attend à des revenus supplémentaires de taxes de 380 000 $ résultant de l'augmentation des propriétés en 2020, ce qui représente un taux de croissance de 2%. À ce jour, l'administration n'a pas obtenu de confirmation quant à la subvention du Fonds de partenariat avec les municipalités de l'Ontario, celle-ci est donc présenté au même niveau que l'année dernière soit, 610 100$.

Ce budget propose des augmentations de 2% sur les frais d'usagers, qui généreront des revenus supplémentaires de 12 000 $.

Le budget proposé comprend aussi une augmentation de 3,6% pour les frais de garderies.

Le revenu de placement de la Cité a été augmenté de 48 000 $ en raison directe de la hausse du rendement des investissements et de la hausse des flux de trésorerie.

b) Compensation – 563 068 $

Les principales pressions augmentant les salaires et bénéfices sont les coûts liés aux augmentations d'effectifs pour le personnel évoluant dans la grille salariale et à l'augmentation négociée pour le coût de la vie. Le total des pressions exercées sur la rémunération de base s'élève à environ 400 000 $ sur un budget de 15M$.

En 2020, la Commission de la sécurité du travail et des assurances (CSPAAT) a modifié complètement sa structure tarifaire. L'augmentation total du coût est de 24 141 dollars, mais la répartition des coûts entre les départements a été considérablement modifiée. Les garderies et la bibliothèque ont été les plus touchées. Le coût de la CSPAAT pour les garderies a augmenté de 58 000 $ et de 11 000 $ pour la bibliothèque, ce qui a entraîné une réduction d'environ 45 000 $ pour tous les autres départements.

De plus, les éléments suivants sont inclus:

- 54 300 $ - Salaire du maire de temps partiel à temps plein
- 58 500 $ - Nouveau poste en technologie de l'information (50%)

Répartition du personnel Postes permanents à temps plein			
	2019	**2020**	**Changement**
DG	2	2	
RH	3	3	
Greffière	2	2	

Entretien bâtiment	1	1	
Finance	9	9	
TI	3	4	1
Services de la protection	11	11	
Service communautaire	17	17	
Garderies	49	49	
Infrastructure et aménagement du territoire	45	45	
Total	**142**	**143**	**1**

Le nombre total d'employés à temps plein dans la Cité de Clarence-Rockland en 2020 s'élève à 143.

c) Coûts de fonctionnement – 286 532 $

Les pressions sur les coûts de fonctionnement sont détaillées à l'annexe B.

Discrétionnaire – (2 500) $
De nombreux items identifiés à l'annexe B.

Niveaux de service – (131 000) $
La réduction de service pour le transport en commun comprend la majorité de ce montant.

Non discrétionnaire – 171 019 $
Augmentation de 21 320 $ pour la PPO et plusieurs autres éléments identifiés à l'annexe B.

Transferts interne – 249 013 $
Nombreux items identifiés à l'annexe B. Tous les transferts internes s'annulent.

d) Taxe sur le capital – 502 127 $

La taxe sur le capital est une source principale de revenus pour financer le budget d'immobilisations de la Cité. Il inclut à la fois la taxe actuelle transférée des activités d'exploitation au capital (par exemple, paiement à l'usage), ainsi que les frais de la dette. La taxe sur le capital procure le montant nécessaire pour s'assurer que le budget d'immobilisation de la Cité est bien financé. Cependant, la taxe sur le capital a un impact direct sur le taux d'imposition de l'année en cours. Par conséquent, la taxe sur le capital doit être évaluée avec les nombreuses autres pressions budgétaires exercées en cours de l'année.

Le budget proposé comprend une augmentation de 417 000 $ de la portion du paiement à l'usage et 85 127 $ pour le budget de dette,

comme suit:

Taxe sur le capital ($)			
Paiement a l'usage			
	2019	**2020**	**Changement**
Chemins	1 254 762	1 506 762 $	252 000 $
Générale	297 753	297 753	
Développement économique	100 000	125 000	25 000
Flotte et édifices	973 233	1 113 233	140 000
CUPR	465 000	396 297	(68 703)
FOIC	329 874	591 090	261 216
Sous-total	**3 420 622 $**	**4 030 135 $**	**609 513 $**
Frais de la dette			
Frais de la dette	1 696 171	1 781 298	85 127
Totale de la taxe sur le capital	**5 116 793 $**	**5 811 433 $**	**694 640 $**
Exluant CUPR et FOIX	**4 321 919 $**	**4 824 046 $**	**502 127 $**

La taxe sur le capital et la situation de la dette à long terme de la Cité sont examinées en détail dans la section « Vue d'ensemble et sommaires » dans le livre de budget 2020.

e) Subventions – 354 216 $

Ce montant inclus 2 ajustements aux subventions présentement reçu. Ces ajustements sont des transferts internes et n'affectent pas le budget 2020. La plupart des subventions n'ont pas été confirmées pour 2020 et n'ont donc pas été ajustées. Voici quelques subventions incluses dans le 2020 non encore confirmées:

- 610 100 $ - Fonds de partenariat avec les municipalités de l'Ontario (FPMO)
- 396 297 $ - Subvention pour les chemins Comtés Unis de Prescott Russell
- 17 658 $ - Subvention pour la sécurité de la Cour et le transport des prisonniers
- 591 090 $ - Fonds ontarien pour l'infrastructure communautaire (FOIC)

f) Bibliothèque publique – 69 878 $

Le conseil de la bibliothèque publique a identifié des pressions budgétaires de 69 878 $ pour 2020. Cela comprend une augmentation des salaires et bénéfices de 29 219 $, une augmentation des coûts de fonctionnement de 10 509 $ et une augmentation du budget de 34 150 $ pour financer les projets d'immobilisations proposés pour 2020.

F. L’ébauche du budget d’immobilisations 2020

1. Examen des travaux en cours

Les travaux d’immobilisations en cours de la Cité au 31 décembre 2019 représentent des projets qui ont été approuvés par le Conseil municipal au cours des années précédentes et pour lesquels il reste encore des autorisations de les dépensés. Au 31 décembre 2019, il est prévu que 19,6 millions de dollars autorisés resteront dans le budget d’immobilisations afin de les dépenser. Ces détails sont couverts dans la section Budget d’immobilisations du livre budgétaire.

2. Ébauche du budget d'immobilisations 2020

Les dépenses en capitales comprennent les dépenses pour l’achat, le développement ou la construction de nouveaux actifs avec une durée de vie supérieure à un an. Ce budget sera utilisé dans la distribution des programmes et services de la Cité, ainsi que les dépenses engagées à réhabiliter, agrandir ou améliorer les services d’actifs existants.

Le financement du budget capital de la Cité provient des sources suivantes :

a) Fonds général – représente le fond général d’opération de la Cité en plus d’être où les provisions du « Paiement à l’usage » sont dirigées i.e., la taxe sur le capital. Ces paiements sont essentiellement utilisés tout au long de l'année en cours pour financer des projets d'immobilisations qui réduisent le montant d'emprunt requis.

b) Fonds de réserve pour la gestion des actifs – ces fonds de réserve ont été créés durant le processus budgétaire 2013 et ils sont destinés à remédier à certaines des exigences du Plan de gestion des actifs de la Cité. Les fonds comprennent le renouvellement de la flotte en général, le renouvellement de la flotte du service des Incendies, la rénovation et le renouvellement de l’équipement.

c) Réserves capitales – représentent les fonds non utilisés qui ont été mis au budget précédent pour des réserves capitales spécifiques incluant le fonds général, les égouts, l’eau, les déchets et les parcs.

d) Frais de développement - frais payés par les développeurs pour couvrir la portion du budget d’infrastructures reliée à la croissance.

e) Subventions – comprennent les sources de financement tel que la taxe sur l’essence et les subventions provinciales conditionnelles ou inconditionnelles pour des fins d’immobilisations.

f) Dette – représente la portion d'un projet capital qui sera financé par un emprunt futur.

Le budget d'immobilisations de la Cité s'élève à 7,9 $ millions et adresse les projets reliés à la croissance, les réparations et l'entretien des investissements d'immobilisation stratégique prévus en 2020.

Budget d'immobilisations 2020 (000's)			
	2018	**2019**	**2020**
Supporté par les taxes	9 944 $	7 727 $	6 947 $
Eau	673	2,089	981
Égouts	420	364	0
Déchets	850	35	0
Bibliothèque	42	21	55
Total	**11 929 $**	**10 236 $**	**7 983 $**

3. Réserves et fonds de réserve

Au 31 décembre 2019, la Cité prévoit avoir 13,5 $ millions au fonds de réserve. De ce montant 5,2M$ est la réserve des redevances d'aménagement et $4,6M sont les réserves pour les départements supportés par les taux (eau, égouts, déchets). Lors de la préparation du budget d'immobilisations les soldes d'ouvertures des réserves sont pris en compte dans la planification. Ce budget assume 3,7 $ millions en financement pour 2020 à partir de réserves de la Cité afin de payer pour des projets d'immobilisations. Les soldes des réserves et des fonds de réserve sont présentés en détail dans la section « Vue d'ensemble » de l'ébauche budgétaire 2020.

G. Le budget 2020 pour l'eau, les égouts et les déchets

Chacun de ces budgets est autofinancé par les recettes contribuées à partir des revenus générés par les utilisateurs du service.
Chaque budget est appuyé par un modèle complet permettant de prévoir les dépenses en immobilisations futures et d'assurer l'autofinancement des services.

1. Services d'eau

a) Budget de fonctionnement

Les augmentations suivantes sont proposées pour 2020:

	2019	2020	%
Connections	7 489	7 639	2,0 %
Taux fixe	13,32 $	13,85 $	4,0 %
Frais de consommation	1,3067 $	1,3328 $	2,0 %

Le budget des services de l'eau finance le réseau d'eau, la distribution, la réparation et le nettoyage des conduites d'eau. Le budget de dépenses pour 2020 s'élève à 3,4 millions de dollars. La majorité de ces dépenses sont récupérées par le biais des taxes d'eau – les revenus de taxes calculés devraient atteindre 1,5 million de dollars et les tarifs fixes vont générer des revenus de 1,2 million de dollars. Les autres revenus proviennent des redevances d'améliorations locales, des frais de raccordement, des ventes de compteurs, financeront les dépenses restantes du réseau d'eau.

Services d'eau ($)			
	Budget		
	2019	2020	Différence
Frais fixes	1 207 329 $	1 269 858 $	62 529 $
Revenus mesurés avec compteur	1 537 167	1 579 651	42 484
Autres revenus	653 727	554 130	99 597
Total des revenus	**3 398 223 $**	**3 403 639 $**	**5 416 $**
Coûts opérationnels	3 172 422	3 208 734	36 312
Contribution à la réserve	225 801	194 905	(30 896)
Total des dépenses	**3 398 223 $**	**3 403 639 $**	**5 416 $**

b) Budget d'immobilisations

Seulement un projet est prévu au budget pour 2020, soit le remplacement de la conduite d'eau principale sur la rue Wallace au montant de 981 000 $.

2. Services d'égouts

a) Budget de fonctionnement

Les augmentations suivantes sont proposées pour 2020:

	2019	2020	%
Connections	5 529	5 659	2,3 %
Taux fixe	13,25 $	13,78 $	4,0 %
Frais de consommation	1,7207 $	1,7551 $	2,0 %

Le budget du service d'égouts finance les égouts, le traitement des eaux usées et la réparation des lignes du réseau. Le budget de dépenses de 2020 est de 2,13 millions. La majorité de ces dépenses doivent être récupérées par le biais des taxes d'égouts – les revenues de consommation aux compteurs sont anticipées à 1,5 million et les taux fixes devraient générer des revenus de 0,91 million. Les autres revenus proviendront des améliorations locales, des redevances de branchements, des frais aux comptes vont financer les dépenses restantes au système d'égouts.

Services d'égouts ($)			
	Budget		
	2019	2020	Différence
Frais fixes	879 085 $	914 275 $	35 190 $
Revenus mesurés avec compteur	1 492 603	1 530 849	38 246
Autres revenus	36 086	36 086	0
Total des revenus	**2 407 774 $**	**2 481 210 $**	**73 436 $**
Coûts opérationnels	2 041 574	2 132 004	90 430
Contribution à la réserve	366 200	349 206	(16 994)
Total des dépenses	**2 407 774 $**	**2 481 210 $**	**73 436 $**

3. Services de déchets

a) Budget de fonctionnement

Les augmentations suivantes sont proposées pour 2020 :

	2019	2020	%
Clients			
Résidential	9 524	9 682	2 %
Commerciale			
▪ Sacs	234	297	27 %
▪ Bacs	80	100	25 %
Taux			
Résidential	187,50 $	187,50 $	0 %
Commerciale			
▪ Sacs	400 $	400 $	0 %
▪ Bacs – minimum	$2,000 $	2 225 $	11 %
▪ Bacs - tonnage	135 $	150 $	11 %

Les augmentations sont nécessaires pour tenir compte des coûts de

fonctionnement du système de gestion des déchets et assurer le financement des besoins en infrastructure à long terme. Les hausses des taux commerciaux suivent la politique établie il y a deux ans. Le but est d'augmenter progressivement les taux de déchets commerciaux au taux du marché.

Les fonds consacrés aux services de gestion des déchets comprennent la collecte, l'élimination des ordures, le recyclage et la manipulation des déchets dangereux. Le budget de dépenses pour 20 s'élève à 2,9 millions de dollars. Les revenus résidentiels étant estimés à 1,8 million et les revenus commerciaux à 0,4 million.

Services de déchets ($)			
	Budget		
	2019	2020	Différence
Résidentiel	1 785 750 $	1 815 375$	29 625 $
Commerciale	307 990	416 326	108 336
Autres revenus	622 708	672 699	49 991
Total des revenus	**2 716 448 $**	**2 904 400 $**	**187 952 $**
Coûts opérationnels	2 591 161	2 737 267	146 106
Contribution à la réserve	125 287	167 133	41 846
Total des dépenses	**2 716 448 $**	**2 904 400 $**	**187 952$**

H. <u>Initiatives des conseillers(ère)</u>

Dans le cadre du processus budgétaire 2020, chaque conseillers(ère) ont été invités à soumettre des demandes de projets qu'ils souhaitent voir.
Toutes les initiatives reçues sont incluses à l'annexe C.
Le Conseil doit discuter de ces projets lors des délibérations sur le budget 2020 et voter collectivement sur un plan d'action.

6) **CONSULTATION :**
En termes de consultation publique, le public a été informé des dates de délibération du budget du Conseil identifié dans la section « Recommandations » de ce rapport.

En plus, le public a été invité à faire part de ses commentaires sur le budget à l'adresse électronique suivante : Budget@Clarence-Rockland.com. Tous les commentaires reçus seront partagés avec le Conseil.

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

N/A

8) **IMPACT FINANCIER (monétaire/matériaux/etc.):**
Tel qu'indiqué dans ce rapport

9) **IMPLICATIONS LÉGALES :**
N/A

10) **GESTION DU RISQUE (RISK MANAGEMENT) :**
N/A

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

12) **DOCUMENTS D'APPUI:**
2020 ébauche du budget de fonctionnement et d'immobilisations (séparé)
Annexe A – Sommaire par catégorie
Annexe B – Changements majeurs 2020
Annexe C – Initiatives des conseillers(ères)

Clarence-Rockland

Cité de / City of Clarence-Rockland

Ébauche du Budget 2020
2020 Draft Budget

Budget de fonctionnement / Operating Budget

Budget d'immobilisations / Capital Budget

City of / Cité de Clarence-Rockland
2020 Budget 2020

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RAPPORT N° FIN2019-031

Date	02/10/2019
Soumis par	Frédéric Desnoyers
Objet	Dépôt du rapport budgétaire 2019
# du dossier	N/A

1) **NATURE / OBJECTIF :**
Le présent rapport a pour but de présenter au conseil municipal l'ébauche du budget 2020 pour sa considération.

2) **DIRECTIVE/POLITIQUE ANTÉCÉDENTE :**
Adopter un budget annuel de fonctionnement et d'immobilisations ; les règlements de l'impôt foncier ne peuvent être adoptés avant que les deux budgets aient été approuvés. En vertu de la loi, les municipalités ne sont pas autorisées d'avoir un déficit budgétaire.

3) **RECOMMANDATION DU SERVICE:**
QUE le Rapport no. FIN2019-031, qui inclut une copie de l'ébauche préliminaire du budget 2020, tel que proposé par le personnel, soit reçu à titre d'information en préparation aux délibérations ; et

4) **HISTORIQUE :**
Le 21 août 2019, le Conseil a approuvé le rapport FIN2019-026, qui fixait à 3% l'objectif de l'augmentation du taux de taxes.

5) **DISCUSSION :**
A. <u>Taux de taxation résidentielle</u>

Ce rapport présente au Conseil l'analyse à l'appui des projets du budget de fonctionnement et d'immobilisations pour 2020. L'ébauche du budget de fonctionnement représente une augmentation du taux d'imposition de 3,03 % pour 2020 et s'explique comme suit :

Taux de la taxe résidentielle 2020 ($)			
	Montant	**Taux de taxe**	**Cumulatif**
Niveau de service	286 000 $	1,42 %	1,42 %
Discrétionnaire	(167 977)	-0,83 %	0,59 %
Non discrétionnaire	421 434	2,09 %	2,68 %
Bibliothèque publique	69 878	0,34 %	3,03 %
Total	**609 335 $**		

B. Taux - services d'eau et d'égouts

Les taux des services de l'eau et des égouts augmenteront de 4,0% pour les taux fixes et de 2,0% pour les taux variables. Cette augmentation est nécessaire pour couvrir le coût des opérations, y compris le taux pour le service de la dette, ainsi que pour payer les coûts en capital. L'administration a mise à jour le modèle de la firme Hemson Consultants du budget 2019 afin d'appuyer les taux.

C. Taux de déchets

Les taux de déchets pour les propriétés résidentielles restent inchangés à 187,50 $ et les taux commerciaux sont décrits dans le tableau ci-dessous. Les hausses des taux commerciaux suivent la politique établie il y a deux ans, consistant à augmenter progressivement les taux de déchets commerciaux proches des taux du marché.

Taux de déchets 2019 ($)		
	2019	**2020**
Résidentiel	187,50 $	187,50 $
Commerciale		
• **Sac de déchets**	400 $	400 $
• **Bac de déchets - minimum**	2 000 $	2 225 $
- **Par tonne**	135 $	150 $

D. Budget d'immobilisations

Le budget d'immobilisations 2020 de la Cité s'élève à 7,9 millions de dollars et couvre les investissements stratégiques en immobilisations liés à la croissance, aux réparations et à la maintenance prévue pour 2020. Ce rapport décrit également les travaux d'immobilisation en cours (par exemple, les projets d'immobilisations approuvés au cours des années précédentes) et au 31 décembre 2019, des fonds de capital non dépensés de 19,6 millions de dollars étaient prévus.

E. Le budget de fonctionnement 2020

1. Taux de taxation résidentielle

L'impact de la taxe résidentielle pour les résidents est basé sur la taxe nette pour tous les services de la Cité et l'évaluation de base révisée fournie par la Société d'évaluation foncière des municipalités (SEFM). La dernière facture d'impôt foncier du résident devrait être terminée

en avril, lorsque la Cité sera informée des obligations fiscales des comtés unis et des conseils scolaires.

Pour 2020, les taxes municipales pour une maison moyenne évaluée à 293 500 $ seront de 2 017 $, ce qui donnera une augmentation de 59 $, ou 3,03%, par rapport au montant de 2019. En 2020, une augmentation de taxe de 1% représente 19 $/année pour le propriétaire d'une maison moyenne. Le tableau ci-dessous résume une facture de taxe d'un contribuable moyen à Clarence-Rockland (excluant les comtés unis et les taxes scolaires).

Contribuable moyen - Clarence-Rockland ($)				
Facture	**2019**	**2020**	**$Diff.**	**%**
Taxe résidentielle*	1 958 $	2 017 $	59 $	3,03 %
Eau/ égouts - 165M³ par année	818 $	840 $	22 $	2,69 %
Service de déchets	187,50 $	187,50 $	0 $	0,00 %

* Maison moyenne évaluée à 293 500 $

Pour des fins des délibérations budgétaires, le Conseil est rappelé que pour chaque changement de 1% de la fiscalité, il en résulte une incidence correspondante de 201 000 dollars sur le budget de fonctionnement.

1 % = 201 000 $

2. Budget de fonctionnement par département

Le budget de fonctionnement est préparé en examinant les dépenses totales requises par la Cité sur un cycle financier complet. Ces dépenses sont compensées par les revenus provenant d'autres sources que les taxes, y compris des éléments tels que les subventions de la province, les frais et les amendes, le solde provenant de l'impôt foncier. Le budget de fonctionnement par département est résumé ci-dessous et détaillé dans la section « Aperçu et résumés » dans le livre du budget.

Budget de fonctionnement 2020 (000's) Par département			
	2019	**2020**	**%**
Départements	31 307 $	31 811 $	1,6 %
Bibliothèque	918	992	8,1 %

Services d'eau	3 398	3 404	0,2 %
Services d'égouts	2 408	2 481	3,0 %
Services de déchets	2 716	2 904	6,9 %
Total	**40 747 $**	**41 592 $**	**2,1 %**

*Le total n'est pas égal à l'augmentation de taxe requise puisque le tableau comprend seulement les dépenses et n'inclus pas la variation dans les revenus.

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Vous trouverez ci-dessous un résumé des principales réductions incorporées dans le budget 2020 afin de faire passer le taux d'augmentation de taxe de 6% à 3%, tel que demandé par le Conseil dans le rapport sur les lignes directrices budgétaires. Ces réductions sont déjà intégrées dans les modifications budgétaires.

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- (25 000) - Diminution de la contribution à la réserve de neige
- (23 000) - Diminution du budget des frais légaux
- (16 000) - Diminution du budget des réparations de véhicules du service de la protection
- (13 000) - Diminution du budget de consultant en finance

a) Revenus – 458 054 $

La Cité s'attend à des revenus supplémentaires de taxes de 380 000 $ résultant de l'augmentation des propriétés en 2020, ce qui représente un taux de croissance de 2%. À ce jour, l'administration n'a pas obtenu de confirmation quant à la subvention du Fonds de partenariat avec les municipalités de l'Ontario, celle-ci est donc présenté au même niveau que l'année dernière soit, 610 100$.

Ce budget propose des augmentations de 2% sur les frais d'usagers, qui généreront des revenus supplémentaires de 12 000 $.

Le budget proposé comprend aussi une augmentation de 3,6% pour les frais de garderies.

Le revenu de placement de la Cité a été augmenté de 48 000 $ en raison directe de la hausse du rendement des investissements et de la hausse des flux de trésorerie.

b) Compensation – 563 068 $

Les principales pressions augmentant les salaires et bénéfices sont les coûts liés aux augmentations d'effectifs pour le personnel évoluant dans la grille salariale et à l'augmentation négociée pour le coût de la vie. Le total des pressions exercées sur la rémunération de base s'élève à environ 400 000 $ sur un budget de 15M$.

En 2020, la Commission de la sécurité du travail et des assurances (CSPAAT) a modifié complètement sa structure tarifaire. L'augmentation total du coût est de 24 141 dollars, mais la répartition des coûts entre les départements a été considérablement modifiée. Les garderies et la bibliothèque ont été les plus touchées. Le coût de la CSPAAT pour les garderies a augmenté de 58 000 $ et de 11 000 $ pour la bibliothèque, ce qui a entraîné une réduction d'environ 45 000 $ pour tous les autres départements.

De plus, les éléments suivants sont inclus:

- 54 300 $ - Salaire du maire de temps partiel à temps plein
- 58 500 $ - Nouveau poste en technologie de l'information (50%)

Répartition du personnel Postes permanents à temps plein			
	2019	**2020**	**Changement**
DG	2	2	
RH	3	3	
Greffière	2	2	

Entretien bâtiment	1	1	
Finance	9	9	
TI	3	4	1
Services de la protection	11	11	
Service communautaire	17	17	
Garderies	49	49	
Infrastructure et aménagement du territoire	45	45	
Total	**142**	**143**	**1**

Le nombre total d'employés à temps plein dans la Cité de Clarence-Rockland en 2020 s'élève à 143.

c) Coûts de fonctionnement – 286 532 $

Les pressions sur les coûts de fonctionnement sont détaillées à l'annexe B.

Discrétionnaire – (2 500) $
De nombreux items identifiés à l'annexe B.

Niveaux de service – (131 000) $
La réduction de service pour le transport en commun comprend la majorité de ce montant.

Non discrétionnaire – 171 019 $
Augmentation de 21 320 $ pour la PPO et plusieurs autres éléments identifiés à l'annexe B.

Transferts interne – 249 013 $
Nombreux items identifiés à l'annexe B. Tous les transferts internes s'annulent.

d) Taxe sur le capital – 502 127 $

La taxe sur le capital est une source principale de revenus pour financer le budget d'immobilisations de la Cité. Il inclut à la fois la taxe actuelle transférée des activités d'exploitation au capital (par exemple, paiement à l'usage), ainsi que les frais de la dette. La taxe sur le capital procure le montant nécessaire pour s'assurer que le budget d'immobilisation de la Cité est bien financé. Cependant, la taxe sur le capital a un impact direct sur le taux d'imposition de l'année en cours. Par conséquent, la taxe sur le capital doit être évaluée avec les nombreuses autres pressions budgétaires exercées en cours de l'année.

Le budget proposé comprend une augmentation de 417 000 $ de la portion du paiement à l'usage et 85 127 $ pour le budget de dette,

comme suit:

Taxe sur le capital ($)			
Paiement a l'usage			
	2019	**2020**	**Changement**
Chemins	1 254 762	1 506 762 $	252 000 $
Générale	297 753	297 753	
Développement économique	100 000	125 000	25 000
Flotte et édifices	973 233	1 113 233	140 000
CUPR	465 000	396 297	(68 703)
FOIC	329 874	591 090	261 216
Sous-total	**3 420 622 $**	**4 030 135 $**	**609 513 $**
Frais de la dette			
Frais de la dette	1 696 171	1 781 298	85 127
Totale de la taxe sur le capital	**5 116 793 $**	**5 811 433 $**	**694 640 $**
Exluant CUPR et FOIX	**4 321 919 $**	**4 824 046 $**	**502 127 $**

La taxe sur le capital et la situation de la dette à long terme de la Cité sont examinées en détail dans la section « Vue d'ensemble et sommaires » dans le livre de budget 2020.

e) Subventions – 354 216 $

Ce montant inclus 2 ajustements aux subventions présentement reçu. Ces ajustements sont des transferts internes et n'affectent pas le budget 2020. La plupart des subventions n'ont pas été confirmées pour 2020 et n'ont donc pas été ajustées. Voici quelques subventions incluses dans le 2020 non encore confirmées:

- 610 100 $ - Fonds de partenariat avec les municipalités de l'Ontario (FPMO)
- 396 297 $ - Subvention pour les chemins Comtés Unis de Prescott Russell
- 17 658 $ - Subvention pour la sécurité de la Cour et le transport des prisonniers
- 591 090 $ - Fonds ontarien pour l'infrastructure communautaire (FOIC)

f) Bibliothèque publique – 69 878 $

Le conseil de la bibliothèque publique a identifié des pressions budgétaires de 69 878 $ pour 2020. Cela comprend une augmentation des salaires et bénéfices de 29 219 $, une augmentation des coûts de fonctionnement de 10 509 $ et une augmentation du budget de 34 150 $ pour financer les projets d'immobilisations proposés pour 2020.

F. L’ébauche du budget d’immobilisations 2020

1. Examen des travaux en cours

Les travaux d’immobilisations en cours de la Cité au 31 décembre 2019 représentent des projets qui ont été approuvés par le Conseil municipal au cours des années précédentes et pour lesquels il reste encore des autorisations de les dépensés. Au 31 décembre 2019, il est prévu que 19,6 millions de dollars autorisés resteront dans le budget d’immobilisations afin de les dépenser. Ces détails sont couverts dans la section Budget d’immobilisations du livre budgétaire.

2. Ébauche du budget d'immobilisations 2020

Les dépenses en capitales comprennent les dépenses pour l’achat, le développement ou la construction de nouveaux actifs avec une durée de vie supérieure à un an. Ce budget sera utilisé dans la distribution des programmes et services de la Cité, ainsi que les dépenses engagées à réhabiliter, agrandir ou améliorer les services d’actifs existants.

Le financement du budget capital de la Cité provient des sources suivantes :

a) Fonds général – représente le fond général d’opération de la Cité en plus d’être où les provisions du « Paiement à l’usage » sont dirigées i.e., la taxe sur le capital. Ces paiements sont essentiellement utilisés tout au long de l'année en cours pour financer des projets d'immobilisations qui réduisent le montant d'emprunt requis.

b) Fonds de réserve pour la gestion des actifs – ces fonds de réserve ont été créés durant le processus budgétaire 2013 et ils sont destinés à remédier à certaines des exigences du Plan de gestion des actifs de la Cité. Les fonds comprennent le renouvellement de la flotte en général, le renouvellement de la flotte du service des Incendies, la rénovation et le renouvellement de l’équipement.

c) Réserves capitales – représentent les fonds non utilisés qui ont été mis au budget précédent pour des réserves capitales spécifiques incluant le fonds général, les égouts, l’eau, les déchets et les parcs.

d) Frais de développement - frais payés par les développeurs pour couvrir la portion du budget d’infrastructures reliée à la croissance.

e) Subventions – comprennent les sources de financement tel que la taxe sur l’essence et les subventions provinciales conditionnelles ou inconditionnelles pour des fins d’immobilisations.

f) Dette – représente la portion d'un projet capital qui sera financé par un emprunt futur.

Le budget d'immobilisations de la Cité s'élève à 7,9 $ millions et adresse les projets reliés à la croissance, les réparations et l'entretien des investissements d'immobilisation stratégique prévus en 2020.

Budget d'immobilisations 2020 (000's)			
	2018	**2019**	**2020**
Supporté par les taxes	9 944 $	7 727 $	6 947$
Eau	673	2,089	981
Égouts	420	364	0
Déchets	850	35	0
Bibliothèque	42	21	55
Total	**11 929 $**	**10 236 $**	**7 983 $**

3. Réserves et fonds de réserve

Au 31 décembre 2019, la Cité prévoit avoir 13,5 $ millions au fonds de réserve. De ce montant 5,2M$ est la réserve des redevances d'aménagement et $4,6M sont les réserves pour les départements supportés par les taux (eau, égouts, déchets). Lors de la préparation du budget d'immobilisations les soldes d'ouvertures des réserves sont pris en compte dans la planification. Ce budget assume 3,7 $ millions en financement pour 2020 à partir de réserves de la Cité afin de payer pour des projets d'immobilisations. Les soldes des réserves et des fonds de réserve sont présentés en détail dans la section « Vue d'ensemble » de l'ébauche budgétaire 2020.

G. Le budget 2020 pour l'eau, les égouts et les déchets

Chacun de ces budgets est autofinancé par les recettes contribuées à partir des revenus générés par les utilisateurs du service.
Chaque budget est appuyé par un modèle complet permettant de prévoir les dépenses en immobilisations futures et d'assurer l'autofinancement des services.

1. Services d'eau

a) Budget de fonctionnement

Les augmentations suivantes sont proposées pour 2020:

	2019	2020	%
Connections	7 489	7 639	2,0 %
Taux fixe	13,32 $	13,85 $	4,0 %
Frais de consommation	1,3067 $	1,3328 $	2,0 %

Le budget des services de l'eau finance le réseau d'eau, la distribution, la réparation et le nettoyage des conduites d'eau. Le budget de dépenses pour 2020 s'élève à 3,4 millions de dollars. La majorité de ces dépenses sont récupérées par le biais des taxes d'eau – les revenus de taxes calculés devraient atteindre 1,5 million de dollars et les tarifs fixes vont générer des revenus de 1,2 million de dollars. Les autres revenus proviennent des redevances d'améliorations locales, des frais de raccordement, des ventes de compteurs, financeront les dépenses restantes du réseau d'eau.

Services d'eau ($)			
	Budget		
	2019	**2020**	**Différence**
Frais fixes	1 207 329 $	1 269 858 $	62 529 $
Revenus mesurés avec compteur	1 537 167	1 579 651	42 484
Autres revenus	653 727	554 130	99 597
Total des revenus	**3 398 223 $**	**3 403 639 $**	**5 416 $**
Coûts opérationnels	3 172 422	3 208 734	36 312
Contribution à la réserve	225 801	194 905	(30 896)
Total des dépenses	**3 398 223 $**	**3 403 639 $**	**5 416 $**

b) Budget d'immobilisations

Seulement un projet est prévu au budget pour 2020, soit le remplacement de la conduite d'eau principale sur la rue Wallace au montant de 981 000 $.

2. Services d'égouts

a) Budget de fonctionnement

Les augmentations suivantes sont proposées pour 2020:

	2019	2020	%
Connections	5 529	5 659	2,3 %
Taux fixe	13,25 $	13,78 $	4,0 %
Frais de consommation	1,7207 $	1,7551 $	2,0 %

Le budget du service d'égouts finance les égouts, le traitement des eaux usées et la réparation des lignes du réseau. Le budget de dépenses de 2020 est de 2,13 millions. La majorité de ces dépenses doivent être récupérées par le biais des taxes d'égouts – les revenues de consommation aux compteurs sont anticipées à 1,5 million et les taux fixes devraient générer des revenus de 0,91 million. Les autres revenus proviendront des améliorations locales, des redevances de branchements, des frais aux comptes vont financer les dépenses restantes au système d'égouts.

Services d'égouts ($)			
	Budget		
	2019	**2020**	**Différence**
Frais fixes	879 085 $	914 275 $	35 190 $
Revenus mesurés avec compteur	1 492 603	1 530 849	38 246
Autres revenus	36 086	36 086	0
Total des revenus	**2 407 774 $**	**2 481 210 $**	**73 436 $**
Coûts opérationnels	2 041 574	2 132 004	90 430
Contribution à la réserve	366 200	349 206	(16 994)
Total des dépenses	**2 407 774 $**	**2 481 210 $**	**73 436 $**

3. Services de déchets

a) Budget de fonctionnement

Les augmentations suivantes sont proposées pour 2020 :

	2019	2020	%
Clients			
Résidential	9 524	9 682	2 %
Commerciale			
▪ Sacs	234	297	27 %
▪ Bacs	80	100	25 %
Taux			
Résidential	187,50 $	187,50 $	0 %
Commerciale			
▪ Sacs	400 $	400 $	0 %
▪ Bacs – minimum	$2,000 $	2 225 $	11 %
▪ Bacs - tonnage	135 $	150 $	11 %

Les augmentations sont nécessaires pour tenir compte des coûts de

fonctionnement du système de gestion des déchets et assurer le financement des besoins en infrastructure à long terme. Les hausses des taux commerciaux suivent la politique établie il y a deux ans. Le but est d'augmenter progressivement les taux de déchets commerciaux au taux du marché.

Les fonds consacrés aux services de gestion des déchets comprennent la collecte, l'élimination des ordures, le recyclage et la manipulation des déchets dangereux. Le budget de dépenses pour 20 s'élève à 2,9 millions de dollars. Les revenus résidentiels étant estimés à 1,8 million et les revenus commerciaux à 0,4 million.

Services de déchets ($)			
	Budget		
	2019	2020	Différence
Résidentiel	1 785 750 $	1 815 375$	29 625 $
Commerciale	307 990	416 326	108 336
Autres revenus	622 708	672 699	49 991
Total des revenus	**2 716 448 $**	**2 904 400 $**	**187 952 $**
Coûts opérationnels	2 591 161	2 737 267	146 106
Contribution à la réserve	125 287	167 133	41 846
Total des dépenses	**2 716 448 $**	**2 904 400 $**	**187 952$**

H. <u>Initiatives des conseillers(ère)</u>

Dans le cadre du processus budgétaire 2020, chaque conseillers(ère) ont été invités à soumettre des demandes de projets qu'ils souhaitent voir.
Toutes les initiatives reçues sont incluses à l'annexe C.
Le Conseil doit discuter de ces projets lors des délibérations sur le budget 2020 et voter collectivement sur un plan d'action.

6) **CONSULTATION :**
En termes de consultation publique, le public a été informé des dates de délibération du budget du Conseil identifié dans la section « Recommandations » de ce rapport.

En plus, le public a été invité à faire part de ses commentaires sur le budget à l'adresse électronique suivante : Budget@Clarence-Rockland.com. Tous les commentaires reçus seront partagés avec le Conseil.

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

N/A

8) **IMPACT FINANCIER (monétaire/matériaux/etc.):**
Tel qu'indiqué dans ce rapport

9) **IMPLICATIONS LÉGALES :**
N/A

10) **GESTION DU RISQUE (RISK MANAGEMENT) :**
N/A

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

12) **DOCUMENTS D'APPUI:**
2020 ébauche du budget de fonctionnement et d'immobilisations (séparé)
Annexe A – Sommaire par catégorie
Annexe B – Changements majeurs 2020
Annexe C – Initiatives des conseillers(ères)

REPORT N° FIN 2019-031

Date	25/09/2019
Submitted by	Frédéric Desnoyers
Subject	2020 Budget Tabling Report
File N°	N/A

1) **NATURE/GOAL :**
The purpose of this report is to table to Council for consideration the Draft 2020 budget

2) **DIRECTIVE/PREVIOUS POLICY :**
Adopt an annual operating and a capital budget; property tax bylaws cannot be passed until both budgets have been adopted. Under the Act, municipalities are not permitted to budget for an operating deficit.

3) **DEPARTMENT'S RECOMMENDATION :**
THAT Report no. FIN2019-031, which includes a copy of the 2020 draft preliminary budget, as recommended by staff, be received as information in preparation for deliberations; and

QUE le Rapport no. FIN2019-031, qui inclut une copie de l'ébauche préliminaire du budget 2020, tel que proposé par le personnel, soit reçu à titre d'information en préparation aux délibérations ; et

4) **BACKGROUND :**
On August 21,2019 Council approved report FIN2019-026, which gave the administration a target of 3% for the tax rate increase.

5) **DISCUSSION :**
A. Property tax rate
This report provides Council with the analysis to support the draft 2019 Operating and Capital budgets. The 2019 Draft Operating Budget represents a 3.03 per cent tax increase broken out as follows

2020 Municipal Tax Rate ($'s)			
	Amount	**Tax Rate**	**Cumulative**
Service Level	$286,000	1.42%	1.42%
Discretionary	(167,977)	-0.83%	0.59%
Non-discretionary	421,434	2.09%	2.68%
Public Library	69,878	0.34%	3.03%
Total	**$609,335**		

B. Water and Sewer Rates

The Water and Sewer rates will increase by 4.0 percent for fixed rates and 2.0 percent for variable rates. This increase is necessary to keep up with the operational costs including debt servicing as well as to pay for capital costs. All of the supporting analysis was updated by City Staff from Hemson's study prepared for the 2019 budget.

C. Waste Rates

The waste rates for residential properties remain unchanged at $187.50 and commercial rates are as described in table below. The commercial rate increases follow the policy set three years ago to gradually increase commercial waste rates closer to market rates.

2019 Waste Rates ($'s)		
	2019	**2020**
Residential	$187.50	$187.50
Commercial		
• **Waste Bags**	$400	$400
• **Waste Bins - minimum**	$2,000	$2,225
- **Per ton**	$135	$150

D. Capital Budget

The 2020 capital budget for the City amounts to $7.9 million and addresses the growth related, repair and maintenance and strategic capital investments envisioned for 2019. This report also describes the capital work-in-progress (e.g capital projects approved in previous years and there are $19.6 million in unspent capital funds projected as at December 31, 2019.

E. The 2020 Operating Budget

1. Property tax rate

The property tax impact for residents is based on the net tax requirement for all of the City services and the revised assessment base that has been provided by the Municipal Property Assessment Corporation (MPAC). The resident's final property tax bill is estimated to be complete in April when the City is notified of the tax requirements of the County and the school boards.

For 2020, the municipal taxes for an average home assessed at $293,500 will be $2,017 resulting in an increase of $59 or 3.03% per cent over the amount in 2019. In 2020 a 1% tax increase represents 19$/year for the average home owner. The table below summarizes the tax bill for an average ratepayer in Clarence-Rockland (excluding County and school taxes).

Average Ratepayer – Clarence-Rockland ($'s)				
Bill	**2019**	**2020**	**$Diff.**	**%**
Property taxes*	$1,958	$2,017	$59	3.03%
Water/ sewer - 165M³ per year	$818	$840	$22	2.69%
Waste service	$187.50	$187.50	0	0.00%

*average home assessed at $293,500

For the purpose of budget deliberations, Council is reminded that for every 1% change in taxation, there is a corresponding impact of $201,000 on the operating budget.

1% = $201,000

2. Operating budget by department

The operating budget is prepared by looking at the total expenditures required by the City over one complete fiscal cycle. These expenditures are offset by revenues that come from non-tax sources including items such as grants from the Province, fees, and fines with the balance coming from property taxation. The operating budget by department is summarized below and detailed in the "Overview and Summaries" section of the budget book.

2020 Operating Budget (000's) By Department			
	2019	**2020**	**%**
Departments	$31,307	$31,811	1.6%
Library	918	992	8.1%
Water	3,398	3,404	0.2%
Sewer	2,408	2,481	3.0%
Waste	2,716	2,904	6.9%
Total	**$40,747**	**$41,592**	**2.1%**

*The total is not equal to the required tax increase of 3.03% as the table is only looking at expenditures and not the revenues.

3. Tax-supported operating budget pressures

Appendix A identifies the detailed budget pressures that are addressed in this budget. The following are the major items by category of expense for tax-supported budget.

2020 Operating Budget ($'s) Tax-supported Budget Pressures by Expense category	
a – Revenue	$(458,054)
b – Compensation	563,068
c – Operating costs	286,532
d – Capital levy	502,127
e – Grants	(354,216)
f – Library	69,878
Total	**$609,335**

Below is a summary of the major reductions incorporated in the 2020 budget in order to get the tax increase from 6% to 3% as requested by Council during the budget guideline report. These reductions are already integrated in the budget changes.

- (230,000) – Salaries and benefits, required change in the guideline report was over evaluated
- (125,000) – Pay-as-you-Go (contribution to reserves)
- (58,500) – Information Technology position (50%)
- (46,000) – OPP, required change in the guideline report was over evaluated
- (48,000) – Increase in investment income budget
- (25,000) – Decrease in snow contribution reserve
- (23,000) – Decrease in legal fees budget
- (16,000) – Decrease in protective services vehicle repairs
- (13,000) – Decrease in finance consultant

a. Revenue - $458,054

The City is expecting an additional $380,000 in tax revenue as a result of increased properties in 2020 representing a growth rate of 2%. To date, staff have not heard of any changes to its Ontario Municipal Partnership Fund grant and the grant is maintained at last year's level of $610,100.

This budget proposes an average increase in fees and charges of 2% that will bring an added revenue of $12,000.

The current proposed budget also has a total increase of 3.6 % on daycare fees.

The City's investment income was increased by $48,000 as a direct result of higher returns on investment and a higher cashflow.

Finally, the City's budget for Provincial Offences Act Fines is decreased by $50,000 to $150,000. This brings the POA budget down $250,000 from its level of $400,000 in 2015.

b. Compensation - $563,068

The principle pressure for compensation are the costs of increments for staff that are moving through the salary grid, the negotiated increase for the cost of living and the increase in benefits rates. The total pressures for base compensation amount to approximately $400,000 on a base budget of $15M.

In 2020, the Workpace Safety & Insurance Board (WSIB) is completely changing their rate structure. The overall increase is $24,141, but there was a significant change in the allocation of the cost between departments. The daycares and the library were the most affected. The WSIB cost for daycares increased by $58,000 and $11,000 for the library which gave a reduction to all other departments by approx. $45,000

In addition, the following items are included:

- 54,300 – Mayor's salary from part-time to full-time
- 58,500 – New IT position (50%)

Staffing Distribution Full time Permanent Positions			
	2019	**2020**	**Change**
CAO	2	2	
HR	3	3	
Clerk's office	2	2	
Building Maintenance	1	1	
Finance	9	9	
IT	3	4	1
Protective Services	11	11	
Community Services	17	17	
Daycares	49	49	
Infrastructure and Planning	45	45	
Total	**142**	**143**	**1**

The total count of Full time of employees in the City of Clarence-Rockland for 2020 amounts to 143.

c. Operating costs - $286,532

The operating cost pressures are detailed in Appendix B.

Discretionary - $(2,500)
Many small items identified in Appendix B.

Level of Service Standard - $(131,000)
Included is the service level reduction in transit.

Non-discretionary - $171,019
$21,320 increase for the OPP and many more increases identified in Appendix B.

Internal transfers - $249,013
Many items identified in Appendix B, overall all internal transfers cancel each other.

d. Capital Levy – $502,127

The capital levy is a primary source of revenue to support the City's capital budget. It includes both the current levy that is transferred from operating to capital (e.g. Pay-as-you-Go) as well as the in-year debt charges. The capital levy provides the leverage that is necessary to ensure that the City's capital budget is adequately funded. However, the capital levy has a direct impact on the current year's tax rate. Therefore, the capital levy must be assessed along with the many other in-year tax pressures.

This proposed budget includes an increase of $417,000 in the Pay-as-you-Go portion and $85,127 in debt charges of the capital levy as follows:

Capital levy ($'s)			
Pay-as-you-Go (Contribution to reserves)			
	2019	**2020**	**Change**
Roads	$1,254,762	$1,506,762	$252,000
General	297,753	297,753	
Economic Development	100,000	125,000	25,000
Fleet and Buildings	973,233	1,113,233	140,000
UCPR	465,000	396,297	(68,703)
OCIF	329,874	591,090	261,216
Subtotal	**$3,420,622**	**$4,030,135**	**$609,513**
Debt Charges			

Debt Charges	1,696,171	1,781,298	85,127
Total capital levy	**$5,116,793**	**$5,811,433**	**$694,640**
Exluding UCPR and OCIF	**$4,321,919**	**$4,824,046**	**$502,127**

The capital levy and the City's long-term debt situation are discussed in detail in the "Overview and Summaries" section of the draft 2020 budget.

e. Grants - $354,216

These include 2 adjustment to current grants being received.
They are both internal transfers and do not affect the 2020 budget. Most grants have not been confirmed for 2020 and therefore have not been adjusted. Here are a few grants included in the 2020 not yet confirmed:

- $610,100 – Ontario Municipal Partnership Fund (OMPF)
- $396,297 – United County of Prescott Russell road grant
- $17,658 – Court Security and Prisoner Transportation Grant
- $591,090 – Ontario Community Infrastructure Fund (OCIF)

f. Public Library - $69,878

The Public Library Board have identified $69,878 in budget pressures for 2020. This includes $29,219 in compensation, $10,509 in operating costs and $34,150 to fund its proposed capital projects for 2020.

F. The Draft 2020 Capital budget

1. Works-in-Progress review

The City's Capital-works-in-Progress (WIP) as at December 31, 2019 represents projects that were approved by City Council in previous years that have some remaining unspent spending authority. As at December 31, 2019, it is projected that $19.6 million will remain in capital budget authority to be spent. These details are provided in the Capital budget section of the budget book.

2. 2020 Draft Capital Budget

Capital expenditures include expenditures to purchase, develop or construct major new assets with useful lives greater than one year that are used in the delivery of City programs and services, together with expenditures made to rehabilitate, expand or improve the service delivery capability of existing assets.

The funding of the City's capital budget is from the following sources:

a. General fund – represents the operating fund of the City and is where the City's Pay-as-you-Go provisions e.g. capital levy is directed. These payments are essentially used in the current year to finance capital projects that lowers the amount of borrowing that is required.

b. Asset Management reserve funds – these reserve funds are intended to address some of the requirements of the City's Asset Management Plan. They include fleet renewal, fleet renewal fire, building renewal and equipment renewal.

c. Capital reserves – represents unused funds that have been provided for in previous budgets for specified capital reserves including general capital, sewer, water, waste and parks.

d. Development charges – fees paid by developers to pay for the growth-related portion of the City's infrastructure.

e. Grants – includes funding sources such as dedicated gas tax and provincial conditional or unconditional grants for capital purposes.

f. Debt - represents the portion of a capital project that will be financed by future borrowing.

The capital budget for the City amounts to $7.9 million and addresses the growth-related, repair and maintenance and strategic capital investments envisioned for 2020.

2020 Capital Budget (000's)			
	2018	**2019**	**2020**
Tax-Supported	$9,944	$7,727	$6,947
Water	673	2,089	981
Sewer	420	364	0
Waste	850	35	0
Library	42	21	55
Total	**$11,929**	**$10,236**	**$7,983**

3. Reserves & reserve funds

As at December 31, 2019, the City forecasts having $13.5 million in reserves. From that amount $5.2M is the development charge reserve and $4.6M is reserves for rate-supported infrastructure (water, sewer & waste), leaving only $3.7M. When preparing the capital budget all infrastructure reserves are used as financing. This budget assumes $3.7 million in funding for 2020 from City reserves to pay for capital projects. The reserves and reserve funds balances are presented in detail in the "Overview and Summaries" section of the draft 2020 budget.

G. The 2020 Budget for Water, Sewer and Waste

Each of these budgets is self-financed from revenues contributed by the users of the service. Each budget is supported by a comprehensive model to forecast future capital expenses and ensure self-funding.

1. Water Services

a. Operating Budget

The following rate increases are proposed for 2020:

	2019	2020	%
Connections	7,489	7,639	2.0%
Fixed Charge	$13.32	$13.85	4.0%
Consumption Charge	$1.3067	$1.3328	2.0%

The water services budget funds water treatment, distribution, repairs and the cleaning of water lines. The expenditure budget for 2019 amounts to $3.4 million. The majority of these expenditures are recovered through the water rates - metered rate revenue is projected at $1.5 million and the fixed rates will generate $1.2 million in revenue. Other revenues from local improvement charges, re-connection charges, meter sales, etc. will fund the remaining water system expenditures.

Water Services Budget ($'S)			
	Budget		
	2019	**2020**	**Difference**
Fixed rate	$1,207,329	$1,269,858	$62,529
Metered revenues	1,537,167	1,579,651	42,484
Other revenues	653,727	554,130	99,597
Total revenues	**$3,398,223**	**$3,403,639**	**$5,416**
Operating costs	3,172,422	3,208,734	36,312
Contribution to reserves	225,801	194,905	(30,896)
Total Expenses	**$3,398,223**	**$3,403,639**	**$5,416**

b. Capital Budget

Only one investment is planned for 2020 which is $981,000 for watermain replacement on Wallace Street

2. Sewer services

a. Operating Budget

The following rate increases are proposed for 2020:

	2019	2020	%
Connections	5,529	5,659	2.3%
Fixed Charge	$13.25	$13.78	4.0%
Consumption Charge	$1.7207	$1.7551	2.0%

The sewer services budget funds sewer collection, sewage treatment and repairs to lines and the system. The expenditure budget for 2020 is $2.13 million. The majority of these expenditures are recovered through the sewer rates - metered rate revenue is projected at $1.5 million and fixed rates are anticipated to generate $0.91 million in revenue. Other revenues from local improvement charges, re-connection charges, account charges, etc. will fund the remaining sewer system expenditures.

Sewer Services Budget ($'S)			
	Budget		
	2019	**2020**	**Difference**
Fixed rate	$879,085	$914,275	$35,190
Metered revenues	1,492,603	1,530,849	38,246
Other revenues	36,086	36,086	0
Total revenues	**$2,407,774**	**$2,481,210**	**$73,436**
Operating costs	2,041,574	2,132,004	90,430
Contribution to reserves	366,200	349,206	(16,994)
Total Expenses	**$2,407,774**	**$2,481,210**	**$73,436**

3. Waste Services

a. Operating Budget

The following rate increases are proposed for 2020:

	2019	2020	%
Clients			
Residential	9,524	9,682	2%
Commercial			
▪ Bags	234	297	27%
▪ Bins	80	100	25%
Rates			

Residential	$187.50	$187.50	0%
Commercial			
▪ Bags	$400	$400	0%
▪ Bins – minimum	$2,000	$2,225	11%
▪ Bins - tonnage	$135	$150	11%

The rate increases are necessary to accommodate operating costs of the waste system and to ensure the funding for the long-term infrastructure requirements. The commercial rate increases follow the policy set three years ago to gradually increase commercial waste rates closer to market rates.

The funds expended in waste services include garbage collection, disposal, recycling, and the handling of hazardous waste. The expenditure budget for 2020 is $2.9 million with residential charges revenue projected at $1.8 million and commercial revenue at $0.4 million.

Waste Services Budget ($'S)			
	Budget		
	2019	**2020**	**Difference**
Residential	$1,785,750	$1,815,375	$29,625
Commercial	307,990	416,326	108,336
Other revenues	622,708	672,699	49,991
Total revenues	**$2,716,448**	**$2,904,400**	**$187,952**
Operating costs	2,591,161	2,737,267	146,106
Contribution to reserves	125,287	167,133	41,846
Total Expenses	**$2,716,448**	**$2,904,400**	**$187,952**

H. Councillors initiatives

As part of the 2020 budget process, individual councillors were invited to submit request of projects that they would like to see.
All of the initiatives received are included in Appendix C.
Council is to discuss these projects during the 2020 budget deliberations and to vote collectively on an action plan.

6) **CONSULTATION:**
In terms of public consultation, the public were notified of the Council budget deliberation dates identified in the recommendation section of this report.

In addition, the public were invited to provide comments on the budget to the following e-mail address Budget@CLarence-Rockland.com. Any comment received will be provided to Council

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

8) **FINANCIAL IMPACT (expenses/material/etc.):**
As included in this report.

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

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

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

12) **SUPPORTING DOCUMENTS:**

- 2020 Draft Operating and Capital budget Document (issued separately)

- Appendix A – Summary by Category
- Appendix B – 2020 Major changes
- Appendix C – 2020 Council initiatives

Cité de / City of Clarence-Rockland

Budget 2020 Budget

Par Objet de dépense / By Major Object	Salaires et avantages sociaux / Salaries and benefits	Coûts d'opérations / Operating costs	Paiement à l'usage / Pay-as-you-Go	Subventions / Grants	Revenus / Revenues	Frais d'utilisation / User fees	Total
Département / Department							
Revenus et dépenses corporatifs / Corporate Revenues and Expenses	-	212,413	502,127	-261,216	-290,157	-752	162,415
Conseil / City Council	74,232	-	-	-	-	-	74,232
Directrice générale / Chief Administrative Officer	-23,257	-28,142	-	-	-	-	-51,399
Finances / Finance	5,418	-18,000	-	-	-	-1,992	-14,574
Technologie de l'information / Information Technology	81,731	-	-	-	-	-	81,731
Service de la protection / Protective Services	29,521	136,651	-	-93,000	-920	-1,717	70,535
Infrastructure et aménagement du territoire / Infrastructure and Planning	132,078	67,683	-	-	-16,478	-4,502	178,781
Services communautaires / Community Services	97,870	31,892	-	-	25,000	-6,236	148,526
Services de garderie / Day Care Services	165,475	20,815	-	-	-160,300	-	25,990
Transport en commun / Public Transit	-	-158,100	-	-	-	-	-158,100
Bibliothèque / Public Library	29,219	44,659	-	-	-4,000	-	69,878
Police provinciale de l'Ontario / Ontario Provincial Police	-	21,320	-	-	-	-	21,320
Total	592,287	331,191	502,127	-354,216	-446,855	-15,199	609,335

Cité de / City of Clarence-Rockland

Budget 2020 Budget

Par catégorie / By Category	Non discrétionnaire / Non-discretionary	Discrétionnaire / Discretionary	Niveau de service / Service level	Transfert interne / Internal transfer			Total
Département / Department							
Revenus et dépenses corporatifs / Corporate Revenues and Expenses	-210,233	-48,752	417,000	4,400	-	-	162,415
Conseil / City Council	19,932	54,300	-	-	-	-	74,232
Directrice générale / Chief Administrative Officer	9,743	-23,000	-	-38,142	-	-	-51,399
Finances / Finance	5,418	-19,992	-	-	-	-	-14,574
Technologie de l'information / Information Technology	23,231	58,500	-	-	-	-	81,731
Service de la protection / Protective Services	79,352	-8,817	-	-	-	-	70,535
Infrastructure et aménagement du territoire / Infrastructure and Planning	176,561	-20,480	22,700	-	-	-	178,781
Services communautaires / Community Services	107,620	2,764	-	38,142	-	-	148,526
Services de garderie / Day Care Services	188,490	-162,500	-	-	-	-	25,990
Transport en commun / Public Transit	-	-	-153,700	-4,400	-	-	-158,100
Bibliothèque / Public Library	30,080	39,798	-	-	-	-	69,878
Police provinciale de l'Ontario / Ontario Provincial Police	21,320	-	-	-	-	-	21,320
Total	451,514	-128,179	286,000	-	-	-	609,335
Augmentation taux d'imposition / Tax rate increase					**1%**	**$ 201,000**	**3.03%**

Cité de / City of Clarence-Rockland
2020 Budget 2020
Changement majeurs / Major Changes

Item	Objet de dépense / Major object	Description	Catégorie / Category	Montant / Amount	Commentaires / Comments
Revenus et dépenses corporatifs / Corporate Revenues and Expenses					
1	Frais d'utilisation / User fees	Tous les frais d'utilisation / All User fees	Discrétionnaire / Discretionary	- 752.00	Augmentation de 2 % de tous les frais / Increase of 2% in all fees
2	Revenus / Revenues	Revenus d'intérêts/ Interest Income	Discrétionnaire / Discretionary	- 48,000.00	Pour ajuster les revenus d'intérêts à l'actuel / To adjust interest revenue with actual
3	Paiement à l'usage / Pay-as-you-go	Paiement à l'usage (Chemins) / Pay-as-you-go (Roads)	Niveau de service / Service level	202,000.00	Augmenter la contribution du fonds de réserve pour les routes de 1 % du taux de taxe, selon le réglement 2011-104 / Increase contribution to road reserve fund for 1% of tax rate per By-Law 2011-104
4	Paiement à l'usage / Pay-as-you-go	Paiement à l'usage (Equipment) / Pay-as-you-go (Equipment)	Niveau de service / Service level	50,000.00	Augmenter la contribution à la réserve des équipements/ Increase contribution to equipment reserve
5	Paiement à l'usage / Pay-as-you-go	Paiement à l'usage (Flotte) / Pay-as-you-go (Fleet)	Niveau de service / Service level	50,000.00	Augmenter la contribution à la réserve de la flotte / Increase contribution to fleet reserve
6	Paiement à l'usage / Pay-as-you-go	Paiement à l'usage (Chemins) / Pay-as-you-go (Roads)	Niveau de service / Service level	50,000.00	Augmenter le paiement à l'usage, étant donné que l'on s'attend que la subvention au financement routier des CUPR soit réduite causé par le projet de radio / Increase Pay-as-you-Go as the UCPR road funding grant is expected to be reduced due to the radio project
7	Paiement à l'usage / Pay-as-you-go	Paiement à l'usage (Édifices) / Pay-as-you-go (Buildings)	Niveau de service / Service level	40,000.00	Augmenter la contribution à la réserve des bâtiments / Increase contribution to buildings reserve
8	Paiement à l'usage / Pay-as-you-go	Paiement à l'usage (Dév économic) / Pay-as-you-go (Economic Dev).	Niveau de service / Service level	25,000.00	Augmenter la contribution à la réserve de développement économique / Increase contribution to economic development reserve
9	Paiement à l'usage / Pay-as-you-Go	Dette budgétaire / Debt budget	Non discrétionnaire / Non-discretionary	85,127.00	Pour la nouvelle dette a long terme / For new long term debt
10	Revenus / Revenues	Règlement des Infractions Provinciales / Provincial Offences Act Fines	Non discrétionnaire / Non-discretionary	50,000.00	Pour ajuster aux chiffres réels / To adjust to actual
11	Revenus / Revenues	Réserve de stabilisation du taux de taxe / Tax stabilization reserve	Non discrétionnaire / Non-discretionary	33,698.00	Pour enlever le revenu de la réserve de stabilisation du taux de taxe utilisé pour balancer le budget / To remove contribution from reserve used to balance budget
12	Coûts d'opérations / Operating costs	Conservation Authority	Non discrétionnaire / Non-discretionary	14,500.00	Conservation de la Nation Sud - Augmenation annuelle South Nation Conservation - annual increase
13	Coûts d'opérations / Operating costs	Assurance - Bâtiment / Insurance - Building	Non discrétionnaire / Non-discretionary	1,000.00	Prise de possesion du nouveau garage des Services communautaires (Ancienne station des paramédics - Coin des rues Tucker et Landry) / Taking possession of the new Community Services garage (Former Paramedic Station - Tucker and Landry Street corner)

Cité de / City of Clarence-Rockland
2020 Budget 2020
Changement majeurs / Major Changes

Item	Objet de dépense / Major object	Description	Catégorie / Category	Montant / Amount	Commentaires / Comments
14	Revenus / Revenues	Augmentation des frais d'administration pour l'eau, les égouts et les déchets / Increase in Admin fees from Water, Sewer & Waste	Non discrétionnaire / Non-discretionary	- 6,700.00	Augmentation du coût de la vie pour l'eau, les égouts et les déchets / Cost of living increase from Water, Sewer & Waste
15	Revenus / Revenues	Frais administratifs / Administrative fees	Non discrétionnaire / Non-discretionary	- 7,858.00	Augmentation du coût de la vie du département de la construction, des garderies et de la bibliothèque / Cost of living increase from construction, daycares & library
16	Revenus / Revenues	Évaluation de la croissance / Assessment Base Growth	Non discrétionnaire / Non-discretionary	- 380,000.00	1.90 % d'augmentation / 1.90 % Increase
17	Coûts d'opérations / Operating costs	Contribution à la réserve / Contribution to reserve	Transfert interne / Internal transfer	261,216.00	Pour ajuster la subvention du Fonds ontarien pour l'infrastructure communautaire (FOIC) / To adjust the Ontario Community Infrastructure Fund grant (OCIF)
18	Revenus / Revenues	Subvention de route des CUPR / UCPR Road Grant	Transfert interne / Internal transfer	68,703.00	Pour ajuster la subvention reçu des Comté Unis de Prescott Russell / To adjust the grant received by the United Counties of Prescott and Russell
19	Coûts d'opérations / Operating costs	Contribution de la réserve / Contribution from reserve	Transfert interne / Internal transfer	50,000.00	Pour enlever la contribution de la réserve de 2019 qui financait un élément de la contingence / To remove contribution from reserve that was financing a ont-time contingency item
20	Coûts d'opérations / Operating costs	Frais administratifs / Administrative fees	Transfert interne / Internal transfer	4,400.00	Transfert - transport en commun/ Transfer - Transit
21	Coûts d'opérations / Operating costs	Contingence / Contingency	Transfert interne / Internal transfer	- 50,000.00	Ajustement de contingence à la base de 50 000 $ / Contingency adjustment to base of $50,000
22	Coûts d'opérations / Operating costs	Contribution à la réserve / Contribution to reserve	Transfert interne / Internal transfer	- 68,703.00	Pour ajuster la subvention reçu des Comtés Unis de Prescott et Russell / To adjust the grant received by the United Counties of Prescott and Russell
23	Subventions / Grants	Subvention FOIC / OCIF Grant	Transfert interne / Internal transfer	- 261,216.00	Pour ajuster la subvention du Fonds ontarien pour l'infrastructure communautaire (FOIC) / To adjust the Ontario Community Infrastructure Fund grant (OCIF)
Conseil / Council					
1	Salaires et avantages sociaux / Salaries and benefits	Salaires et avantages sociaux / Salaries & benefits	Discrétionnaire / Discretionary	54,300.00	Pour doubler les heures du maire / To double the Mayor's hours
2	Salaires et avantages sociaux / Salaries and benefits	Salaires et avantages sociaux / Salaries & benefits	Non discrétionnaire / Non-discretionary	19,932.00	Coût de la vie et augmentations / Cost of living and increments
Finances / Finance					
1	Frais d'utilisation / User fees	Tous les frais d'utilisation / All User fees	Discrétionnaire / Discretionary	- 1,992.00	Augmentation de 2 % de tous les frais / Increase of 2% in all fees
2	Coûts d'opérations / Operating costs	Frais bancaires / Bank Charges	Discrétionnaire / Discretionary	- 4,000.00	Changement dans le fournisseur a permis de réduire les coûts / Change in supplier resulted in a savings
3	Coûts d'opérations / Operating costs	Impression des factures / Tax Bills Processing	Discrétionnaire / Discretionary	- 4,000.00	Changement dans le fournisseur a permis de réduire les coûts / Change in supplier resulted in a savings

Cité de / City of Clarence-Rockland
2020 Budget 2020
Changement majeurs / Major Changes

Item	Objet de dépense / Major object	Description	Catégorie / Category	Montant / Amount	Commentaires / Comments
4	Coûts d'opérations / Operating costs	Consultant / Consulting	Discrétionnaire / Discretionary	- 10,000.00	Réduction d'utilisation de consultant puisque plus de travaux sont fait à l'interne / Reduction in consulting budget caused by more work done internally
5	Salaires et avantages sociaux / Salaries and benefits	Salaires et avantages sociaux / Salaries & benefits	Non discrétionnaire / Non-discretionary	5,418.00	Coût de la vie et augmentations / Cost of living and increments
Technologie de l'information / Information Technology					
1	Salaires et avantages sociaux / Salaries and benefits	Salaires et avantages sociaux / Salaries & benefits	Discrétionnaire / Discretionary	58,500.00	Pour ajouter une nouvelle position (50%)/ To create a new IT position (50%)
2	Coûts d'opérations / Operating costs	Licences et renouvellements de logiciels / Software Licenses & Renewals	Discrétionnaire / Discretionary	20,000.00	Achat d'un logiciel pour la gestion des ressorces humaines et le services de paie/ Purchase of new software : Human resource management & payroll system
3	Coûts d'opérations / Operating costs	Licences et renouvellements de logiciels / Software Licenses & Renewals	Discrétionnaire / Discretionary	- 20,000.00	Épargne au niveau du GL / Savings with actual expenses
4	Salaires et avantages sociaux / Salaries and benefits	Salaires et avantages sociaux / Salaries & benefits	Non discrétionnaire / Non-discretionary	23,231.00	Coût de la vie et augmentations / Cost of living and increments
5	Coûts d'opérations / Operating costs	Consultant / Consulting	Transfert interne / Internal transfer	50,000.00	Transfert de GL / GL transfer
6	Coûts d'opérations / Operating costs	Licences et renouvellements de logiciels / Software Licenses & Renewals	Transfert interne / Internal transfer	2,100.00	Transfert de GL / GL transfer
7	Coûts d'opérations / Operating costs	Abonnement / Subscriptions	Transfert interne / Internal transfer	400.00	Transfert de GL / GL transfer
8	Coûts d'opérations / Operating costs	Réparations et entretien/ Repairs and Maintenance	Transfert interne / Internal transfer	- 2,500.00	Transfert de GL / GL transfer
9	Coûts d'opérations / Operating costs	Consultant - réparation d'ordinateur / Computer repairs - Consultant	Transfert interne / Internal transfer	- 50,000.00	Transfert de GL / GL transfer
Directrice générale / Chief Administrative Officer					
1	Coûts d'opérations / Operating costs	Efficacité énergétique / Energy efficiency	Discrétionnaire / Discretionary	10,000.00	Augmentation de la base budgétaire afin de faire des projets qui réduirons la consommation d'énergie / To increase budget base to accomplish projects that will reduce energy consumption
2	Coûts d'opérations / Operating costs	Réclamations / Liability Claims	Discrétionnaire / Discretionary	6,000.00	Ajustement des frais légaux à l'actuel / To adjust legal fees to actual
3	Coûts d'opérations / Operating costs	Frais légaux / Legal fees	Discrétionnaire / Discretionary	- 4,000.00	Ajustement des frais légaux à l'actuel / To adjust legal fees to actual
4	Coûts d'opérations / Operating costs	Téléphone / Phone	Discrétionnaire / Discretionary	- 10,000.00	Pour ajuster la dépense à l'actuel / To adjust expense account with actual
5	Coûts d'opérations / Operating costs	Frais légaux - RH / Legal fees - HR	Discrétionnaire / Discretionary	- 25,000.00	Ajustement des frais légaux à l'actuel / To adjust legal fees to actual
6	Salaires et avantages sociaux / Salaries and benefits	Salaires et avantages sociaux / Salaries & benefits	Non discrétionnaire / Non-discretionary	6,743.00	Coût de la vie et augmentations / Cost of living and increments

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2020 Budget 2020
Changement majeurs / Major Changes

Item	Objet de dépense / Major object	Description	Catégorie / Category	Montant / Amount	Commentaires / Comments
7	Coûts d'opérations / Operating costs	Réparations mécaniques / Mechanical repairs	Non discrétionnaire / Non-discretionary	3,000.00	Hôtel de ville Rockland - Systèmes mécaniques vieillissants qui nécessite de plus en plus de réparation / Rockland City Hall - All mechanical systems are aging and requires more and more repairs
8	Coûts d'opérations / Operating costs	Entretien des édifices / Building maintenance	Transfert interne / Internal transfer	6,000.00	Transfert dans le compte approprié / Transfer to the appropriate account
9	Coûts d'opérations / Operating costs	Repas / Meals	Transfert interne / Internal transfer	3,000.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
10	Coûts d'opérations / Operating costs	Temps supplémentaire / Overtime	Transfert interne / Internal transfer	740.00	Transfert dans le compte approprié / Transfer to the appropriate account
11	Coûts d'opérations / Operating costs	Repas / Meals	Transfert interne / Internal transfer	500.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
12	Coûts d'opérations / Operating costs	Abonnement / Membership	Transfert interne / Internal transfer	- 500.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
13	Coûts d'opérations / Operating costs	Temps supplémentaire / Overtime	Transfert interne / Internal transfer	- 740.00	Transfert dans le compte approprié / Transfer to the appropriate account
14	Coûts d'opérations / Operating costs	Formation / Training-Video/Workshop	Transfert interne / Internal transfer	- 1,000.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
15	Coûts d'opérations / Operating costs	Matériaux / Supplies	Transfert interne / Internal transfer	- 2,000.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
16	Coûts d'opérations / Operating costs	Fournitures de nettoyage / Cleaning Supplies	Transfert interne / Internal transfer	- 6,000.00	Transfert dans le compte approprié / Transfer to the appropriate account
17	Coûts d'opérations / Operating costs	Employé d'été / Summer student	Transfert interne / Internal transfer	- 8,142.00	Transfert du budget à temps partiel, pour couvrir les vacances d'été au centre de service à la clientèle et aider aux événements (16 semaines)/Transfer of part-time budget, to cover summer holidays at client service center and help with events (16 weeks)
18	Salaires et avantages sociaux / Salaries and benefits	Salaires à temps partiel / Part time Wages	Transfert interne / Internal transfer	- 30,000.00	Transfert dans le compte approprié / Transfer to the appropriate account
Infrastructure et aménagement du territoire / Infrastructure and Planning					
1	Frais d'utilisation / User fees	Tous les frais d'utilisation / All User fees	Discrétionnaire / Discretionary	- 4,502.00	Augmentation de 2 % de tous les frais / Increase of 2% in all fees
2	Coûts d'opérations / Operating costs	Contribution à la réserve du déneigement / Snow contribution reserve	Niveau de service / Service level	25,000.00	Budget 2018: 10 000 $ de contribution / 2018 Budget : $10,000 Restablish contribution
3	Coûts d'opérations / Operating costs	Traçage de lignes / Line Painting	Niveau de service / Service level	4,700.00	Plus de rues pavées et transférées à la Cité incluant de nouveaux quartiers / Many roads have been paved or transferred to the City including new development
4	Coûts d'opérations / Operating costs	Contrat - balayage de rues / Contracts sweeping	Niveau de service / Service level	3,000.00	Plus de rues pavées et transférées à la Cité incluant de nouveaux quartiers / Many roads have been paved or transferred to the City including new development
5	Coûts d'opérations / Operating costs	Matériaux mélange à froid / Materials cold patch	Niveau de service / Service level	- 10,000.00	Plusieurs rues ont été repavées, nous utilisons moins de mélange à froid / Many roads have been repaved causing the need for cold patch to reduce

Cité de / City of Clarence-Rockland
2020 Budget 2020
Changement majeurs / Major Changes

Item	Objet de dépense / Major object	Description	Catégorie / Category	Montant / Amount	Commentaires / Comments
6	Salaires et avantages sociaux / Salaries and benefits	Salaires et avantages sociaux / Salaries & benefits	Non discrétionnaire / Non-discretionary	133,739.00	Coût de la vie et augmentations / Cost of living and increments
7	Coûts d'opérations / Operating costs	Diesel / Diesel	Non discrétionnaire / Non-discretionary	13,200.00	Pour couvrir l'augmentation dans les frais d'essence / To adjust for the increases in fuel prices
8	Coûts d'opérations / Operating costs	Essence / Gaz	Non discrétionnaire / Non-discretionary	5,500.00	Pour couvrir l'augmentation dans les frais d'essence / To adjust for the increase in fuel prices
9	Coûts d'opérations / Operating costs	Licenses pour véhicules / Vehicle Licences	Non discrétionnaire / Non-discretionary	2,000.00	Pour ajuster à la dépense actuelle/ To adjust to actual
10	Coûts d'opérations / Operating costs	Vêtements de protection / Protective Clothing	Non discrétionnaire / Non-discretionary	1,500.00	Pour ajuster à la dépense actuelle/ To adjust to actual
11	Coûts d'opérations / Operating costs	Contrat de mélange à chaud / Hot mix contracts	Transfert interne / Internal transfer	97,000.00	Programme sur trois ans entre le mélange à chaud, la réparation des trottoirs et le nettoyage des fossés. Permet de concentrer les efforts de temps et d'argent. Meilleurs résultats sur trois ans / Three-year program between hot mix, sidewalk repairs and ditch cleaning Allows to focus time and money efforts Best results over three years
12	Coûts d'opérations / Operating costs	Tonte de gazon / Grass Mowing	Transfert interne / Internal transfer	20,000.00	Le service de tonte de gazon est maintenant effectué par un sous-contractant au lieu des étudiants / Grass mowing is now completed by a subcontractor instead of summer students
13	Coûts d'opérations / Operating costs	Matériaux / Supplies	Transfert interne / Internal transfer	3,500.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
14	Coûts d'opérations / Operating costs	Gaz naturel / Natural Gas	Transfert interne / Internal transfer	1,000.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
15	Coûts d'opérations / Operating costs	Fournitures de bureau / Office Supplies	Transfert interne / Internal transfer	1,000.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
16	Coûts d'opérations / Operating costs	Radios portables / Portable Radios	Transfert interne / Internal transfer	1,000.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
17	Coûts d'opérations / Operating costs	Impressions / Printing	Transfert interne / Internal transfer	570.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
18	Coûts d'opérations / Operating costs	Services de courrier / Courier Services	Transfert interne / Internal transfer	500.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
19	Revenus / Revenues	Vente d'huile usée / Waste Oil Purchase	Transfert interne / Internal transfer	500.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
20	Coûts d'opérations / Operating costs	Eau / Water	Transfert interne / Internal transfer	300.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
21	Coûts d'opérations / Operating costs	Abonnement / Membership	Transfert interne / Internal transfer	- 200.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
22	Coûts d'opérations / Operating costs	Fournitures / Supplies	Transfert interne / Internal transfer	- 800.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
23	Coûts d'opérations / Operating costs	Téléphone / Telephone	Transfert interne / Internal transfer	- 870.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual

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Item	Objet de dépense / Major object	Description	Catégorie / Category	Montant / Amount	Commentaires / Comments
24	Revenus / Revenues	Dépenses véhicules / Vehicle expenses	Transfert interne / Internal transfer	- 1,000.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
25	Coûts d'opérations / Operating costs	Réparations de véhicules / Vehicle Repairs	Transfert interne / Internal transfer	- 2,500.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
26	Coûts d'opérations / Operating costs	Entretien des édifices / Building maintenance	Transfert interne / Internal transfer	- 4,000.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
27	Salaires et avantages sociaux / Salaries and benefits	Salaires et avantages sociaux / Salaries & benefits	Transfert interne / Internal transfer	- 20,000.00	Le service de tonte de gazon est maintenant effectué par un sous-contractant au lieu des étudiants / Grass mowing is now completed by a subcontractor instead of summer students
28	Coûts d'opérations / Operating costs	Réparation des trottoirs / Sidewalks repairs	Transfert interne / Internal transfer	- 47,000.00	Programme sur trois ans entre le mélange à chaud, la réparation des trottoirs et le nettoyage des fossés. Permet de concentrer les efforts de temps et d'argent. Meilleurs résultats sur trois ans / Three-year program between hot mix, sidewalk repairs and ditch cleaning Allows to focus time and money efforts Best results over three years
29	Coûts d'opérations / Operating costs	Contrats égoûts pluviales rurales / Contracts rural storms	Transfert interne / Internal transfer	- 50,000.00	Programme sur trois ans entre le mélange à chaud, la réparation des trottoirs et le nettoyage des fossés. Permet de concentrer les efforts de temps et d'argent. Meilleurs résultats sur trois ans / Three-year program between hot mix, sidewalk repairs and ditch cleaning Allows to focus time and money efforts Best results over three years
Aménagement du territoire / Planning					
30	Salaires et avantages sociaux / Salaries and benefits	Comité d'ajustements / Committee of Adjustment	Non discrétionnaire / Non-discretionary	6,000.00	Pour ajuster les salaires et frais de formation pour le Comité d'ajustements / Too add salaries and training budget for Committee of Adjustment
31	Revenus / Revenues	Frais - modification de zonage / Zoning Amendment Fees	Transfert interne / Internal transfer	8,659.00	Pour ajuster les comptes de revenus au réel / To adjust revenue accounts to actuals
32	Coûts d'opérations / Operating costs	Publicité - Avis public / Advertising - Public Notice	Transfert interne / Internal transfer	1,400.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
33	Coûts d'opérations / Operating costs	Outils et vêtements / Tools & Clothing	Transfert interne / Internal transfer	800.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
34	Revenus / Revenues	Lettre d'engagement / Letter of Undertaking	Transfert interne / Internal transfer	670.00	Pour ajuster les comptes de revenus au réel / To adjust revenue accounts to actuals
35	Coûts d'opérations / Operating costs	Publication	Transfert interne / Internal transfer	500.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
36	Revenus / Revenues	Ventes de documents / Sales of Documents	Transfert interne / Internal transfer	240.00	Pour ajuster les comptes de revenus au réel / To adjust revenue accounts to actuals
37	Coûts d'opérations / Operating costs	Abonnement / Membership	Transfert interne / Internal transfer	200.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
38	Coûts d'opérations / Operating costs	Repas / Meals	Transfert interne / Internal transfer	100.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual

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39	Coûts d'opérations / Operating costs	Traduction / Translation	Transfert interne / Internal transfer	- 2,000.00	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual
40	Revenus / Revenues	Dérogation mineure / Minor Variance	Transfert interne / Internal transfer	- 2,184.00	Pour ajuster les comptes de revenus au réel / To adjust revenue accounts to actuals
41	Revenus / Revenues	Morcellement de terrain / Land Severance	Transfert interne / Internal transfer	- 7,385.00	Pour ajuster les comptes de revenus au réel / To adjust revenue accounts to actuals
Construction / Building permits					
42	Revenus / Revenues	Contribution du fonds de réserve / Contribution from reserve fund	Discrétionnaire / Discretionary	- 15,978.00	Pour équilibrer les frais supplémentaires / To balance additional fees
43	Salaires et avantages sociaux / Salaries and benefits	Salaires et avantages sociaux / Salaries & benefits	Non discrétionnaire / Non-discretionary	12,339.00	Coût de la vie et augmentations / Cost of living and increments
44	Coûts d'opérations / Operating costs	Frais administratifs / Administrative fees	Non discrétionnaire / Non-discretionary	2,283.00	Coût de la vie et augmentations / Cost of living and increments
Services communautaires / Community Services					
1	Coûts d'opérations / Operating costs	Programme de soutien financier / Financial support program	Discrétionnaire / Discretionary	5,000.00	Plus de demandes / More applications
2	Coûts d'opérations / Operating costs	Téléphone / Telephone	Discrétionnaire / Discretionary	2,000.00	Programme de messagerie téléphonique personnalisé lorsqu'en attente / Personalized phone messaging program when on hold
3	Coûts d'opérations / Operating costs	Subventions - Acitvités Communautaires / Community Events - Grants	Discrétionnaire / Discretionary	2,000.00	Journée familiale annuelle au parc de Bourget - demandé par le Comité de loisirs de Bourget / Annual family day at Bourget Park - requested by the Bourget Recreation Committee
4	Frais d'utilisation / User fees	Tous les frais d'utilisation / All User fees	Discrétionnaire / Discretionary	- 260.00	Augmentation de 2 % de tous les frais / Increase of 2% in all fees
5	Frais d'utilisation / User fees	Tous les frais d'utilisation / All User fees	Discrétionnaire / Discretionary	- 5,976.00	Augmentation de 2 % de tous les frais / Increase of 2% in all fees
6	Salaires et avantages sociaux / Salaries and benefits	Salaires et avantages sociaux / Salaries & benefits	Non discrétionnaire / Non-discretionary	65,870.00	Coût de la vie et augmentations / Cost of living and increments
7	Coûts d'opérations / Operating costs	Déneigement / Snow removal	Non discrétionnaire / Non-discretionary	15,000.00	Tous les édifices - Pluie verglaçante plus fréquente - Application d'abrasif plus fréquente / All buildings - Freezing rain more frequent - More frequent abrasive application
8	Coûts d'opérations / Operating costs	Réparations mécaniques / Mechanical repairs	Non discrétionnaire / Non-discretionary	5,000.00	Aréna de Clarence - Tous les sytèmes mécaniques sont vieillissants et nécessites de plus en plus de réparation. Demandè 15 000$ en 2019 reçu 10 000 $ / Clarence Arena - All mechanical systems are aging and requires more and more repairs Asked for $ 15,000 in 2019 received $ 10,000
9	Coûts d'opérations / Operating costs	Temps supplémentaire / Overtime	Non discrétionnaire / Non-discretionary	4,250.00	Pour assister aux différents comités, conseil, etc / To assist to various committees, councils, etc

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10	Coûts d'opérations / Operating costs	Électricité / Hydro	Non discrétionnaire / Non-discretionary	4,000.00	Prise de possesion du nouveau garage des Services communautaires (Ancienne station des paramédics - Coin des rues Tucker et Landry) / Taking possession of the new Community Services garage (Former Paramedic Station - Tucker and Landry Street corner)
11	Coûts d'opérations / Operating costs	Entretien des édifices / Building maintenance	Non discrétionnaire / Non-discretionary	3,000.00	Ajout de plusieurs abris dans les parcs qui nécessites de l'entretien / Addition of several shelters in the parks which requires maintenance
12	Coûts d'opérations / Operating costs	Entretien des édifices / Building maintenance	Non discrétionnaire / Non-discretionary	3,000.00	Prise de possesion du nouveau garage des Services communautaires (Ancienne station des paramédics - Coin des rues Tucker et Landry) / Taking possession of the new Community Services garage (Former Paramedic Station - Tucker and Landry Street corner)
13	Coûts d'opérations / Operating costs	Réparations mécaniques / Mechanical repairs	Non discrétionnaire / Non-discretionary	3,000.00	Prise de possesion du nouveau garage des Services communautaires (Ancienne station des paramédics - Coin des rues Tucker et Landry) / Taking possession of the new Community Services garage (Former Paramedic Station - Tucker and Landry Street corner)
14	Coûts d'opérations / Operating costs	Gaz naturel / Natural Gas	Non discrétionnaire / Non-discretionary	2,000.00	Prise de possesion du nouveau garage des Services communautaires (Ancienne station des paramédics - Coin des rues Tucker et Landry) / Taking possession of the new Community Services garage (Former Paramedic Station - Tucker and Landry Street corner)
15	Coûts d'opérations / Operating costs	Déneigement / Snow removal	Non discrétionnaire / Non-discretionary	2,000.00	Prise de possesion du nouveau garage des Services communautaires (Ancienne station des paramédics - Coin des rues Tucker et Landry) / Taking possession of the new Community Services garage (Former Paramedic Station - Tucker and Landry Street corner)
16	Salaires et avantages sociaux / Salaries and benefits	Salaires à temps partiel / Part time Wages	Non discrétionnaire / Non-discretionary	2,000.00	Centre Chamberland - Contrat de location du "Carrefour Bien-être" / Chamberland Center - "Carrefour bien être" agreement
17	Coûts d'opérations / Operating costs	Électricité / Hydro	Non discrétionnaire / Non-discretionary	1,000.00	Centre Chamberland - Contrat de location du "Carrefour Bien-être" / Chamberland Center - "Carrefour bien être" agreement
18	Coûts d'opérations / Operating costs	Système d'alarme / Alarm System	Non discrétionnaire / Non-discretionary	500.00	Prise de possesion du nouveau garage des Services communautaires (Ancienne station des paramédics - Coin des rues Tucker et Landry) / Taking possession of the new Community Services garage (Former Paramedic Station - Tucker and Landry Street corner)
19	Coûts d'opérations / Operating costs	Fournitures de nettoyage / Cleaning Supplies	Non discrétionnaire / Non-discretionary	500.00	Prise de possesion du nouveau garage des Services communautaires (Ancienne station des paramédics - Coin des rues Tucker et Landry) / Taking possession of the new Community Services garage (Former Paramedic Station - Tucker and Landry Street corner)
20	Coûts d'opérations / Operating costs	Fournitures de nettoyage / Cleaning Supplies	Non discrétionnaire / Non-discretionary	500.00	Centre Chamberland - Contrat de location du "Carrefour Bien-être" / Chamberland Center - "Carrefour bien être" agreement
21	Coûts d'opérations / Operating costs	Gaz naturel / Natural Gas	Non discrétionnaire / Non-discretionary	500.00	Centre Chamberland - Contrat de location du "Carrefour Bien-être" / Chamberland Center - "Carrefour bien être" agreement
22	Coûts d'opérations / Operating costs	Eau / Water	Non discrétionnaire / Non-discretionary	500.00	Centre Chamberland - Contrat de location du "Carrefour Bien-être" / Chamberland Center - "Carrefour bien être" agreement

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23	Revenus / Revenues	Location de salle / Hall Rental	Non discrétionnaire / Non-discretionary	- 5,000.00	Centre Chamberland - Contrat de location du "Carrefour Bien-être" / Chamberland Center - "Carrefour bien être" agreement
24	Salaires et avantages sociaux / Salaries and benefits	Salaires réguliers / Regular salaries	Transfert interne / Internal transfer	30,000.00	Transfert dans le compte approprié / Transfer to the appropriate account
25	Revenus / Revenues	Réserve générale / General reserve	Transfert interne / Internal transfer	15,000.00	Pour enlever le financement du coût du site Web (One-Time) / To remove financing for the cost of Website (One-Time)
26	Revenus / Revenues	Réserve générale / General reserve /	Transfert interne / Internal transfer	15,000.00	Pour enlever le financement du coût des arbres (One-Time) / To finance the cost of trees (One-Time)
27	Coûts d'opérations / Operating costs	Employé d'été / Summer students	Transfert interne / Internal transfer	8,142.00	Transfert du budget de temps partiel pour couvrir les vacances d'été au centre de service à la clientèle et aider aux événements (16 semaines) / Transfer of part-time budget, to cover summer holidays at client service center and help with events (16 weeks)
28	Coûts d'opérations / Operating costs	Déneigement / Snow removal	Transfert interne / Internal transfer	3,500.00	Transfert dans le compte approprié / Transfer to the appropriate account
29	Salaires et avantages sociaux / Salaries and benefits	Autres salaires/ Other salaries	Transfert interne / Internal transfer	2,750.00	Transfert dans le compte approprié / Transfer to the appropriate account
30	Coûts d'opérations / Operating costs	Subventions / Grants	Transfert interne / Internal transfer	1,000.00	Jumelage de deux codes budgétaires/ Pairing two GL codes
31	Coûts d'opérations / Operating costs	Autres / Others	Transfert interne / Internal transfer	- 1,000.00	Jumelage de deux codes budgétaires/ Pairing two GL codes
32	Salaires et avantages sociaux / Salaries and benefits	Salaires à temps partiel / Part time Wages	Transfert interne / Internal transfer	- 2,750.00	Transfert dans le compte approprié / Transfer to the appropriate account
33	Coûts d'opérations / Operating costs	Tonte de gazon / Grass Mowing	Transfert interne / Internal transfer	- 3,500.00	Transfert dans le compte approprié / Transfer to the appropriate account
34	Coûts d'opérations / Operating costs	Site Web / Web-Site	Transfert interne / Internal transfer	- 15,000.00	Pour enlever le coût du Site Web / To remove Web Site cost
35	Coûts d'opérations / Operating costs	Trees / Arbres	Transfert interne / Internal transfer	- 15,000.00	Pour enlever le programme de plantation d'arbres / To remove tree programm from 2019
Service de la protection / Protective Services					
1	Coûts d'opérations / Operating costs	Cours et frais de scolarité / Course and Tuition Fees	Discrétionnaire / Discretionary	27,600.00	Frais de formation pour le Collège des pompiers de l'Ontario pour les nouvels recrus / Training costs for Ontario Fire College classes - new recruits, etc
2	Coûts d'opérations / Operating costs	Kilométrage / Mileage	Discrétionnaire / Discretionary	900.00	Frais de location de véhicules pour les formations / Car rental costs for courses - no spare city vehicles
3	Coûts d'opérations / Operating costs	Programmes spéciaux/ Special Programs	Discrétionnaire / Discretionary	500.00	Coût pour programmes spéciaux / Costs for special enforcement programs (blitz signs, etc)

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4	Coûts d'opérations / Operating costs	Kilométrage / Mileage	Discrétionnaire / Discretionary	- 500.00	Nouveau véhicule réduit les frais de remboursement de kilométrage / Additional vehicle reducing need for mileage
5	Coûts d'opérations / Operating costs	Traduction / Translation	Discrétionnaire / Discretionary	- 1,000.00	Plus de personnel billingue, réduit les besoins de traduction / Bilingual staff, less need for translation
6	Frais d'utilisation / User fees	Tous les frais d'utilisation / All User fees	Discrétionnaire / Discretionary	- 1,717.00	Augmentation de 2 % de tous les frais / Increase of 2% in all fees
7	Revenus / Revenues	Sauvetage - services de désincarcération / Rescue - extrication services	Discrétionnaire / Discretionary	- 3,800.00	Pour ajuster les revenus à l'actuel / To adjust revenues to match actuals
8	Salaires et avantages sociaux / Salaries and benefits	Temps supplémentaire / Overtime	Discrétionnaire / Discretionary	- 5,000.00	Meilleure gestion du temps supplémentaire/ Overtime being managed better by Enforcement Manager
9	Revenus / Revenues	Recouvrement interne / Internal recoveries	Discrétionnaire / Discretionary	- 8,800.00	Revenu du RTC pour allocation des frais de bâtiment /
10	Revenus / Revenues	Revenus locatifs / Lease revenue	Discrétionnaire / Discretionary	- 17,000.00	Revenu locatif des CUPR pour les frais opérationnels d'entretien / Lease revenue from UCPR to pay for operational maintenance cost
11	Salaires et avantages sociaux / Salaries and benefits	Salaires et avantages sociaux / Salaries & benefits	Non discrétionnaire / Non-discretionary	34,521.00	Coût de la vie et augmentations / Cost of living and increments
12	Coûts d'opérations / Operating costs	Contrat de la PPO / OPP Contract	Non discrétionnaire / Non-discretionary	21,320.00	Augmentation annuelle (confirmé) / Annual increase (confirmed)
13	Coûts d'opérations / Operating costs	Déneigement / Snow removal	Non discrétionnaire / Non-discretionary	13,000.00	Coûts estimés pour l'addition des nouvelles casernes / Estimated costs for new buildings
14	Coûts d'opérations / Operating costs	Électricité / Hydro	Non discrétionnaire / Non-discretionary	10,444.00	Coûts estimés pour l'addition des nouvelles casernes / Estimated costs for new buildings
15	Coûts d'opérations / Operating costs	Entretien des édifices / Building maintenance	Non discrétionnaire / Non-discretionary	7,407.00	Coûts estimés pour l'addition des nouvelles casernes / Estimated costs for new buildings
16	Coûts d'opérations / Operating costs	Uniformes / Uniforms	Non discrétionnaire / Non-discretionary	3,000.00	Ajustement de la dépense à l'actuel pour reflété les obligations des contrats / Adjusted to actual - based on contracted uniform req's
17	Coûts d'opérations / Operating costs	Tonte de gazon / Grass Mowing	Non discrétionnaire / Non-discretionary	2,500.00	Coûts estimés pour l'addition des nouvelles casernes / Estimated costs for new buildings
18	Coûts d'opérations / Operating costs	Gaz naturel / Natural Gas	Non discrétionnaire / Non-discretionary	2,000.00	Coûts estimés pour l'addition des nouvelles casernes / Estimated costs for new buildings
19	Coûts d'opérations / Operating costs	Matériaux / Supplies	Non discrétionnaire / Non-discretionary	2,000.00	Matériaux additionnels pour les officiers / Additional supplies for officers - duty bags, equipment, etc
20	Revenus / Revenues	Revenus de fauses alarmes / False Alarm Fees	Non discrétionnaire / Non-discretionary	1,680.00	Pour ajuster les revenus à l'actuel / To adjust revenues to match actuals
21	Coûts d'opérations / Operating costs	Fournitures de nettoyage / Cleaning Supplies	Non discrétionnaire / Non-discretionary	1,100.00	Coûts estimés pour l'addition des nouvelles casernes / Estimated costs for new buildings
22	Coûts d'opérations / Operating costs	Eau / Water	Non discrétionnaire / Non-discretionary	1,100.00	Coûts estimés pour l'addition des nouvelles casernes / Estimated costs for new buildings
23	Coûts d'opérations / Operating costs	Abonnement / Subscriptions	Non discrétionnaire / Non-discretionary	600.00	Ajout du frais pour l'inscription à l'aide mutuelle / Corrected to include budget for mutual aid registration

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24	Coûts d'opérations / Operating costs	Communication / Dispatching	Transfert interne / Internal transfer	93,000.00	Pour ajouter le paiement de la facture de communication / To add payment for fire dispatch invoice
25	Revenus / Revenues	Revenus CRF / RTC Revenues	Transfert interne / Internal transfer	27,000.00	Pour ajuster les revenus à l'actuel / To adjust revenues to match actuals
26	Coûts d'opérations / Operating costs	Location d'équipements / Equipment Rental	Transfert interne / Internal transfer	4,000.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
27	Coûts d'opérations / Operating costs	Allocation de frais internes / Internal fees allocated	Transfert interne / Internal transfer	4,000.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
28	Coûts d'opérations / Operating costs	Repas / Meals	Transfert interne / Internal transfer	3,000.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
29	Coûts d'opérations / Operating costs	Fournitures de bureau / Office supplies	Transfert interne / Internal transfer	1,000.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
30	Coûts d'opérations / Operating costs	Licences et renouvellements de logiciels / Software Licenses & Renewals	Transfert interne / Internal transfer	1,000.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
31	Coûts d'opérations / Operating costs	Kilométrage / Mileage	Transfert interne / Internal transfer	500.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
32	Coûts d'opérations / Operating costs	Services de courrier / Courier Services	Transfert interne / Internal transfer	- 500.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
33	Coûts d'opérations / Operating costs	Impression / Printing	Transfert interne / Internal transfer	- 1,000.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
34	Coûts d'opérations / Operating costs	Produits chimiques / Chemicals Supplies	Transfert interne / Internal transfer	- 1,000.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
35	Coûts d'opérations / Operating costs	Educational Materials	Transfert interne / Internal transfer	- 1,000.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
36	Coûts d'opérations / Operating costs	Réparations d'équipements / Equipment Repairs	Transfert interne / Internal transfer	- 1,000.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
37	Coûts d'opérations / Operating costs	Publicité / Advertising	Transfert interne / Internal transfer	- 1,500.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
38	Coûts d'opérations / Operating costs	Matériaux / Supplies	Transfert interne / Internal transfer	- 3,000.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
39	Coûts d'opérations / Operating costs	Tonte de gazon / Grass Mowing	Transfert interne / Internal transfer	- 5,000.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
40	Coûts d'opérations / Operating costs	Déneigement / Snow removal	Transfert interne / Internal transfer	- 5,000.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
41	Coûts d'opérations / Operating costs	Contrats - instructeurs / Contract - Instructors	Transfert interne / Internal transfer	- 21,500.00	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center
42	Subventions / Grants	Autres subventions - CUPR / Other Grants - UCPR	Transfert interne / Internal transfer	- 93,000.00	Pour inscrire le paiement reçu des CUPR pour la communication / To add payment received from UCPR to pay for fire dispatch
Transport en commun / Public Transit					
1	Coûts d'opérations / Operating costs	Revenus et dépenses / Revenues and expenses	Niveau de service / Service level	- 153,700.00	Élimination du service, entretien des abri-bus et des stationnements seulement / Elimination of service, maintenance of bus shelters & parking lots - only
2	Coûts d'opérations / Operating costs	Frais administratifs / Administrative fees	Transfert interne / Internal transfer	- 4,400.00	Transfert / Transfer

Cité de / City of Clarence-Rockland
2020 Budget 2020
Changement majeurs / Major Changes

Item	Objet de dépense / Major object	Description	Catégorie / Category	Montant / Amount	Commentaires / Comments
Services de garderie / Day Care Services					
1	Coûts d'opérations / Operating costs	Daycare Program Supplies	Discrétionnaire / Discretionary	2,000.00	Ajout d'enfants / Additionnal children
2	Revenus / Revenues	Frais de garde / Daycare Nursery Charge	Discrétionnaire / Discretionary	- 6,500.00	Revenus de réduction d'une journée de crédit (vacance) / Reduction of one day of credit (vacations)
3	Revenus / Revenues	Frais de garde / Daycare Nursery Charge	Discrétionnaire / Discretionary	- 68,000.00	Augmentation des taux (1,6 %) / Increase in daily rates (1.6%)
4	Revenus / Revenues	Frais de garde / Daycare Nursery Charge	Discrétionnaire / Discretionary	- 90,000.00	Revenus de l'ajout de 6 journées fériées (2 %)/ 6 Statutory days revenues (2%)
5	Salaires et avantages sociaux / Salaries and benefits	Salaires et avantages sociaux / Salaries & benefits	Non discrétionnaire / Non-discretionary	165,475.00	Coût de la vie et augmentations / Cost of living and increments
6	Coûts d'opérations / Operating costs	Fournitures de bureau / Office supplies	Non discrétionnaire / Non-discretionary	7,000.00	Système de Digibot, coût annuel/ Digibot system - annual subscription
7	Coûts d'opérations / Operating costs	Frais administratifs / Administrative fees	Non discrétionnaire / Non-discretionary	5,375.00	Coût de la vie et augmentations / Cost of living and increments
8	Revenus / Revenues	Subvention - ressources humaines / Grants - Human ressources	Non discrétionnaire / Non-discretionary	4,000.00	Non applicable / Non applicable
9	Coûts d'opérations / Operating costs	Remplacement d'ordinateurs / Computer replacement	Non discrétionnaire / Non-discretionary	3,200.00	Ajout de tablette pour le système Digibot / Additionnal tablets for Digibot system
10	Coûts d'opérations / Operating costs	Location / Rent	Non discrétionnaire / Non-discretionary	2,000.00	Ajout d'espaces / Additionnal spaces
11	Coûts d'opérations / Operating costs	Licences / Licenses	Non discrétionnaire / Non-discretionary	500.00	Le coût des licences d'opération par centre a considérablement augmenté / The cost of operating licenses per center has increased significantly
12	Coûts d'opérations / Operating costs	Kilométrage / Mileage	Non discrétionnaire / Non-discretionary	500.00	Somme requise pour combler le besoin des chefs d'équipes pour le voyagement pour les groceries et autres / Amount required to meet the needs of the team leaders travelling to buy groceries and other
13	Revenus / Revenues	Frais administratifs - nouveaux comptes / Admin charge New Accounts	Non discrétionnaire / Non-discretionary	400.00	Moins de revenus qu'anticipé/ Less revenues then anticipated
14	Coûts d'opérations / Operating costs	Téléphone / Phone	Non discrétionnaire / Non-discretionary	240.00	Somme requise pour respecter le budget / Required amount to respect the budget
15	Revenus / Revenues	Frais administratifs - nouveaux comptes / Admin charge New Accounts	Non discrétionnaire / Non-discretionary	- 200.00	Ajout d'ouvertures de comptes/ Additionnal accounts
16	Coûts d'opérations / Operating costs	Approvisionnements alimentaires / Food supplies	Transfert interne / Internal transfer	4,500.00	Transfert interne pour combler les besoins des centres de service / Internal transfer to fill the needs of the service centers
17	Coûts d'opérations / Operating costs	Fournitures du programme de garderie / Daycare Program Supplies	Transfert interne / Internal transfer	3,500.00	Transfert interne pour combler les besoins des centres de service / Internal transfer to fill the needs of the service centers
18	Coûts d'opérations / Operating costs	Fournitures du programme de garderie / Daycare Program Supplies	Transfert interne / Internal transfer	1,000.00	Transfert interne pour combler les besoins des centres de service / Internal transfer to fill the needs of the service centers

Cité de / City of Clarence-Rockland
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Changement majeurs / Major Changes

Item	Objet de dépense / Major object	Description	Catégorie / Category	Montant / Amount	Commentaires / Comments
19	Coûts d'opérations / Operating costs	Approvisionnements alimentaires / Food supplies	Transfert interne / Internal transfer	1,000.00	Transfert interne pour combler les besoins des centres de service / Internal transfer to fill the needs of the service centers
20	Coûts d'opérations / Operating costs	Approvisionnements alimentaires / Food supplies	Transfert interne / Internal transfer	800.00	Transfert interne pour combler les besoins des centres de service / Internal transfer to fill the needs of the service centers
21	Coûts d'opérations / Operating costs	Approvisionnements alimentaires / Food supplies	Transfert interne / Internal transfer	- 1,500.00	Transfert interne pour combler les besoins des centres de service / Internal transfer to fill the needs of the service centers
22	Coûts d'opérations / Operating costs	Approvisionnements alimentaires / Food supplies	Transfert interne / Internal transfer	- 2,240.00	Transfert interne pour combler les besoins des centres de service/ Internal transfer to fill the needs of the service centers
23	Coûts d'opérations / Operating costs	Approvisionnements alimentaires / Food supplies	Transfert interne / Internal transfer	- 2,560.00	Transfert interne pour combler les besoins des centres de service/ Internal transfer to fill the needs of the service centers
24	Coûts d'opérations / Operating costs	Fournitures du programme de garderie / Daycare Program Supplies	Transfert interne / Internal transfer	- 4,500.00	Transfert interne pour combler les besoins des centres de service / Internal transfer to fill the needs of the service centers
Bibliothèque / Public Library					
1	Coûts d'opérations / Operating costs	Contribution à la réserve / Contribution to reserve	Discrétionnaire / Discretionary	34,150.00	Augmentation contribution à la réserve pour financer les projets d'immobilisations / Increase contribution to reserve to fund capital projects
2	Coûts d'opérations / Operating costs	Licences et renouvellements de logiciels / Software Licenses & Renewals	Discrétionnaire / Discretionary	3,000.00	Augmentation des coûts / Cost increases
3	Coûts d'opérations / Operating costs	Coûts des services internet / Internet Service Fees	Discrétionnaire / Discretionary	2,500.00	Ajout de réseaux sans-fil - plan mensuel/ Add Hotspots - monthly plans
4	Coûts d'opérations / Operating costs	Frais de poste et expédition / Postage, Freight, Express	Discrétionnaire / Discretionary	1,750.00	Coupure provinciale, élimination des Services des bibliothèques de l'Ontario-Sud, service de livraison / Provincial cuts resulted in elimination of Southern Ontario Library Service delivery vans
5	Coûts d'opérations / Operating costs	Matériel informatique / Computers - Hardware	Discrétionnaire / Discretionary	1,000.00	Augmentation des coûts / Cost increases
6	Coûts d'opérations / Operating costs	Entretien d'ordinateurs - contrats / Computers Maintenance - Contract	Discrétionnaire / Discretionary	1,000.00	Augmentation des coûts / Cost increases
7	Coûts d'opérations / Operating costs	Kilométrage et déplacements / Mileage/travel	Discrétionnaire / Discretionary	500.00	Augmentation du coût selon la nouvelle entente collective / Mileage: cost per km increased per collective agreement
8	Coûts d'opérations / Operating costs	Meubles de bureau / Furniture	Discrétionnaire / Discretionary	171.00	Faire correspondre le montant à ce dont nous avons réellement besoin et aux augmentations de coûts / To bring the amount in line with what we actually require and cost increases
9	Coûts d'opérations / Operating costs	Fournitures de bureau / Office supplies	Discrétionnaire / Discretionary	127.00	Faire correspondre le montant à ce dont nous avons réellement besoin et aux augmentations de coûts / To bring the amount in line with what we actually require and cost increases
10	Coûts d'opérations / Operating costs	Collection audiovisuelle / Audio Visual Collection	Discrétionnaire / Discretionary	100.00	Faire correspondre le montant à ce dont nous avons réellement besoin et aux augmentations de coûts / To bring the amount in line with what we actually require and cost increases

Cité de / City of Clarence-Rockland
2020 Budget 2020
Changement majeurs / Major Changes

Item	Objet de dépense / Major object	Description	Catégorie / Category	Montant / Amount	Commentaires / Comments
11	Revenus / Revenues	Frais d'évènements / Event fees	Discrétionnaire / Discretionary	- 250.00	Pour ajuster aux chiffres réels / To adjust to actual
12	Coûts d'opérations / Operating costs	Publicité / Advertising	Discrétionnaire / Discretionary	- 500.00	Réduit pour refléter les besoins / Reduce to match requirement
13	Revenus / Revenues	Vente de livres / Sale of books	Discrétionnaire / Discretionary	- 750.00	Pour ajuster aux chiffres réels / To adjust to actual
14	Revenus / Revenues	Conseil Scolaire / Schoold Board	Discrétionnaire / Discretionary	- 3,000.00	Augmentation - indice du prix à la consommation / Consumer price index increase
15	Salaires et avantages sociaux / Salaries and benefits	Salaires et avantages sociaux / Salaries & benefits	Non discrétionnaire / Non-discretionary	29,219.00	Coût de la vie et augmentations / Cost of living increase
16	Coûts d'opérations / Operating costs	Location de photocopieur / Lease Photocopier	Non discrétionnaire / Non-discretionary	300.00	Faire correspondre le montant à ce dont nous avons réellement besoin et aux augmentations de coûts / To bring the amount in line with what we actually require and cost increases
17	Coûts d'opérations / Operating costs	Téléphone / Telephone	Non discrétionnaire / Non-discretionary	200.00	Faire correspondre le montant à ce dont nous avons réellement besoin et aux augmentations de coûts / To bring the amount in line with what we actually require and cost increases
18	Coûts d'opérations / Operating costs	Augmentation des coûts administratifs / Admin cost increase	Non discrétionnaire / Non-discretionary	200.00	Coût de la vie et augmentations / Cost of living and increments
19	Coûts d'opérations / Operating costs	Loyer - Bourget / Rent- Bourget	Non discrétionnaire / Non-discretionary	161.00	Selon le contrat / Per contract
20	Coûts d'opérations / Operating costs	Dépenses des programmes / Program expenses	Transfert interne / Internal transfer	8,000.00	Le budget a été séparé en 2 catégories / Program budget split in two categories
21	Coûts d'opérations / Operating costs	Dépenses des programmes / Program expenses	Transfert interne / Internal transfer	- 8,000.00	Le budget a été séparé en 2 catégories / Program budget split in two categories

Annexe C / Appendix C

Cité de City of Clarence-Rockland
2020 - Draft Budget
Initiatives des conseillers(ère) / Councillors initiatives

Quartier/ Ward	Nom de projet / Project Name	Project description
Quartier 1 / Ward 1	Tracteur de trottoir - Attachement pour briser la glace Sidewalk Tractor - Ice Breaker Attachment	Achat d'une attachement brise glace pour un tracteur de trottoir / Purchase of a ice breaker attachment for a sidewalk tractor.
Quartier 1 / Ward 1	Lumière de rue additionnelle pour la rue Liliane et Yvette Additional Light post for Liliane St. & Yvette St	Pour ajouter des lumières de rue sur la rue Liliane et Yvette. Depuis le changement au LEF, les 2 routes sont moint éclairées. / Look into adding light posts on Liliane St and Yvette St. Since the switch to LED lights, these 2 streets seem to have gone darker.
Quartier 1 / Ward 1	Rue André Street	Réparation de la rue "Traitement de surface" pour la rue André / Road repair "surface treatment" for Andre St.
Quartier 1 / Ward 1	Rue Charron Street	Réparation de la rue "Traitement de surface" pour la rue Charron entre St-Denis et Raymond / Road repair "surface treatment" for Charron St. between St-Denis St and Raymond St.
Quartier 1 / Ward 1	Cercle DesCôtes Circle	Réparation de la rue "Traitement de surface" pour le Cercle DesCôtes / Road repair "surface treatment" for Descôtes Cir.
Quartier 1 / Ward 1	Cercle Lemay Circle	Réparation de la rue "Traitement de surface" pour le Cercle Lemay / Road repair "surface treatment" for Lemay Cir.
Quartier 1 / Ward 1	Rue Ste-Anne Street	Réparation de la rue "Traitement de surface" pour la rue Ste-Anne / Road repair "surface treatment" for St-Anne St.
Quartier 1 / Ward 1	Rue St-Jacques Street	Terminer le traitement de surface sur la rue St-Jacques qui a été réparé en 2018 mais pas complété, entre la rue Liliane et Sébastien / Finish the surface treatment for St-Jacques St. that was repaired in 2018 but not completed, in between Liliane St. and Sebastien St.
Quartier 1 / Ward 1	Révision opérationnelle / Operational Review	Revue opérationnelle indépendante afin de revoir les services de la munipalité et optimiser ceux-ci afin d'être plus efficace. / Independent Operational Review of the city services in order to optimize our services and be more efficient.

Annexe C / Appendix C

Cité de City of Clarence-Rockland
2020 - Draft Budget
Initiatives des conseillers(ère) / Councillors initiatives

Quartier/ Ward	Nom de projet / Project Name	Project description
Quartier 2 / Ward 2	Rue Industrielle Street	Avec l'aréna dans le parc industriel et l'achèvement de la rue Caron, il faudrait un trottoir pour amener les gens à l'aréna en toute sécurité. Cela impliquerait un bon éclairage le long du trottoir. / With the arena in the industrial park and with Caron being completed, a sidewalk would be needed to get people to the arena safely. This would involve proper lighting along the sidewalk leading to the arena.
Quartier 2 / Ward 2	Rue Edwards Street North	En raison de la rue menant à un grand parc de notre municipalité et dû à la vitesse excessive, des ralentisseurs de vitesse temporaire devrait être installés (printemps, été automne) / Due to the street leading to a major park in our city and due to excessive speed, temporary speed bumps are necessary in (spring, fall and summer).
Quartier 2 / Ward 2	Rue Chapman Street	La rue Chapman a été refaite lorsque la rue Caron a été complétée, mais nous ne pouvons pas tourner à gauche pour accéder à l'autoroute et nous ne pouvons pas entre dans la rue de Caron. Les résidents devraient pouvoir tourner à gauche et accèder à la rue de Caron / Chapman street was remade when Caron was completed however we cannot turn left to access the highway and we cannot enter the street from Caron. The residents need to be able to turn left and access the street from Caron.
Quartier 3 / Ward 3	Rue Caron Street	Surface treatment sur Caron de David à Baseline / Surfacte treatment on Caron from David St. to Baseline.

Annexe C / Appendix C

Cité de City of Clarence-Rockland
2020 - Draft Budget
Initiatives des conseillers(ère) / Councillors initiatives

Quartier/ Ward	Nom de projet / Project Name	Project description
Quartier 5 / Ward 5	Sentier multifonctionnel - Rue Landry / Multi-Use path Landry Street	Une section du chemin Landry (sud) entre les rues Claude et Roxanne s'avère très dangereuse pour les piétons et cyclistes. La rue Roxanne est en plein développement résidentiel, et la rue Landry à cet endroit compte une vingtaine de maisons avec des jeunes familles mais est très étroite et n'a pas d'accotement pour la marche ou les vélos. Les gens aimeraient pouvoir marcher ou aller en vélo vers le village pour aller au Parc Jules-Saumure (splash pad), au dépanneur, restaurent, aréna, école, bureau de poste, etc. Avec la circulation et le chemin étroit ceci n'est pas sécuritaire. Les gens doivent marcher sur le gazon, dans la boue ou sur le chemin. Un accotement pavé multifonctionnel règlerait le problème. / A section of Landry Road (south) between Claude and Roxanne Streets is very dangerous for pedestrians and cyclists. Roxanne Street is in full residential development, and the Landry Street at this location has about twenty houses with young families but is very narrow and has no shoulder for walking or bicycles. People would like to walk or bike to the village to go to the Jules-Saumure Park (splash pad), convenience store, restaurant, arena, school, post office, etc. With traffic and narrow path this is not safe. People have to walk on grass, mud or on the road. A multi-use paved shoulder would solve the problem
Quartier 6 / Ward 6	Rue Du Lac Road	Pour repaver en asphalte le chemin DuLac Sud de Baseline pour approximativement 5.1km/ To repave in asphalt Du Lac road South of Baseline for approx. 5.1km
Quartier 7 / Ward 7	Chemin Gagné Road	Reconstruction du chemin Gagné / Reconstruct Gagné road
Quartier 7 / Ward 7	Chemin Lavigne Road	Surface treatment sur le chemin Lavigne/ Surfacte treatment on Lavigne street.

Cité de / City of Clarence-Rockland

2020 Budget 2020

Sommaire revenus et dépenses / Summary revenues and expenses

	FIN D'ANNÉE 2018 / 2018 YEAR END	BUDGET 2019 / 2019 BUDGET	BUDGET 2020 / 2020 BUDGET	VARIANCE $	VARIANCE %
Revenus / Revenues					
Revenus et dépenses corporatifs / Corporate Revenues and Expenses	23,066,617	23,880,519	24,378,244	497,725	0.00%
Conseil / City Council	7,065	-	-	-	0.00%
Bureau de la Directrice générale / Chief Administrative Officer	164,978	-	-	-	0.00%
Finances / Finance	184,473	130,195	132,187	1,992	0.00%
Service de la protection / Protective Services	192,806	232,390	328,027	95,637	41.15%
Services communautaires / Community Services	668,433	652,611	602,659	- 49,952	-7.65%
Services de garderie / Day Care Services	5,565,288	5,580,970	5,741,270	160,300	2.87%
Transport en commun / Public Transit	1,264,199	772,730	10,600	- 762,130	-98.63%
Infrastructure et aménagement / Infrastructure and Planning	1,841,480	803,201	824,181	20,980	2.61%
Bibliothèque/ Public Library	368,737	172,546	176,546	4,000	2.32%
Sous-total supporté par les taxes / Subtotal tax-supported	33,324,077	32,225,162	32,193,714	- 31,448	-0.10%
Services d'eau / Water Services	3,106,549	3,398,223	3,403,639	5,416	0.16%
Services d'égouts / Sewer Services	2,463,530	2,407,774	2,481,210	73,436	3.05%
Services de déchets / Waste Services	2,671,187	2,716,448	2,904,400	187,952	6.92%
Revenus total / Total revenues $	**41,565,343**	**$ 40,747,607**	**$ 40,982,963**	**$ 235,356**	
Dépenses / Expenses					
Revenus et dépenses corporatifs / Corporate Revenue and Expense	3,236,122	5,745,293	6,405,433	660,140	11.49%
Conseil / City Council	345,342	391,660	465,892	74,232	18.95%
Bureau de la Directrice générale / Chief Administrative Officer	1,733,438	1,721,284	1,669,885	- 51,399	-2.99%
Finances / Finance	1,699,093	1,897,069	1,966,218	69,149	3.65%
Service de la protection / Protective Services	5,648,674	5,859,924	6,047,416	187,492	3.20%
Services communautaires / Community Services	3,426,488	3,384,375	3,482,949	98,574	2.91%
Services de garderie / Day Care Services	5,606,124	5,680,986	5,867,276	186,290	3.28%
Transport en commun / Public Transit	1,700,836	951,730	31,500	- 920,230	-96.69%
Infrastructure et aménagement / Infrastructure and Planning	6,579,077	5,674,828	5,874,589	199,761	3.52%
Bibliothèque / Public Library	1,110,638	918,013	991,891	73,878	8.05%
Sous-total supporté par les taxes / Subtotal tax-supported	31,085,832	32,225,162	32,803,049	577,887	1.79%
Services d'eau / Water Services	3,557,454	3,398,223	3,403,639	5,416	0.16%
Services d'égouts / Sewer Services	2,515,389	2,407,774	2,481,210	73,436	3.05%
Services déchets / Waste Services	2,551,639	2,716,448	2,904,400	187,952	6.92%
Dépenses totales / Total expenses $	**39,710,313**	**$ 40,747,607**	**$ 41,592,298**	**$ 844,691**	
Net taxation -$	**1,855,029**	**-$ 0**	**$ 609,335**	**$ 609,335**	

Cité de / City of Clarence-Rockland

Augmentation moyenne proposée des redevances d'usagers de 2 %
Proposed average increase of 2% on user fees

	2019 Budget Amount	Frais actuels *Current fee*	Frais proposés *Proposed fee*	Revenus additionnels *Additional revenues*	Règlement *By-Law*
Directrice générale / CAO					
Licence de mariage / *Mariage Licenses*	-$13,000.00	$160.00	$163.00	$260.00	2019-16
Certificat de décès / *Death Certificates*	-$3,120.00			$0.00	
Avis de décès soumis par les maisons funéraires de C-R / *Death notice submitted by Funeral homes within C-R*		$30.00	$30.00		2019-16
Avis de décès soumis par les maisons funéraires à l'extérieur de C-R / *Death notice submitted by Funeral homes outside of C-R*		$40.00	$40.00		2019-16
Finances / Finance					
Frais pour chèque retourné sans provision / *NSF & Return Fee*	-$5,500.00	$42.00	$43.00	$110.00	2019-16
Ouverture de compte hypothécaire - Changer les frais / *Mortgage Account Opening - Change Fees*	-$10,400.00	$32.00	$33.00	$208.00	2019-16
Changement de nom sur compte de taxes / *Tax Account Name Change*	-$21,600.00	$32.00	$33.00	$432.00	2019-16
Frais de transfert entre comptes / *Transfer Fee Between Accounts*	-$105.00	$32.00	$33.00	$2.00	2019-16
Frais d'avis de retard sur compte de taxes / *Tax Late Notice fee*	-$20,000.00	$5.00	$5.00	$0.00	2019-16
Permis d'affaires / *Business Licence*	-$68,600.00			$1,372.00	
Saisonnier / *Seasonal*		$62.40	$64.00		2019-16
Vendeur de produits saisonniers / *Seasonal Produce Vendor*		$62.40	$64.00		2019-16
Occupation à domicile / *Home occupation*		$62.40	$64.00		2019-16
Service de restauration / *Food and Beverage Service*		$104.00	$106.00		2019-16
Service automobile / *Automotive Service*		$104.00	$106.00		2019-16
Générale / *General*		$104.00	$106.00		2019-16
Les métiers et entrepreneurs / *Trades & Contractors*		$104.00	$106.00		2019-16
Loisirs / *Recreation*		$104.00	$106.00		2019-16
Ventes et services mobiles / *Mobile Sales and Services*		$104.00	$106.00		2019-16
Attractions / *Amusement*		$312.00	$318.00		2019-16
Animation / *Entertainment*		$520.00	$530.00		2019-16
Commerçant de passage / *Transient Trader*		$156.00	$159.00		2019-16
Commerçant de passage - activité spéciale (l'année complète) / *Transient Trader - Special Event (Full year)*		$156.00	$159.00		2019-16
Commerçant de passage - activité spéciale (une journée seulement) / *Transient Trader - Special Event (One day)*		$62.40	$64.00		2019-16
Vendeur ambulant / *Itinerant Vendor*		$312.00	$318.00		2019-16
Maître crieur (l'année complète) / *Auctioneer (Full year)*		$208.00	$212.00		2019-16
Maître crieur (une journée seulement) / *Auctioneer (One day)*		$83.20	$85.00		2019-16
Frais d'application / *Application Fee*		$52.00	$53.00		2019-16
Changement de nom / *Change of name*		$26.00	$27.00		2019-16
Réimpression de licence / *Reprint of license*			$5.00		
Changement d'adresse / *Change of address*		$26.00	$27.00		2019-16
Changement de propriétaire / *Change of ownership*		$26.00	$27.00		2019-16
Frais de retard / *Late fee*		$26.00	$27.00		2019-16
Certificats de taxes / *Tax Certificates*	-$31,000.00	$63.00	$64.00	$620.00	2019-16
Requête de taxes / *Tax Inquiries*	-$2,500.00	$6.00	$6.00	$0.00	2019-16

Cité de / City of Clarence-Rockland

Augmentation moyenne proposée des redevances d'usagers de 2 %
Proposed average increase of 2% on user fees

	2019 Budget Amount		Frais actuels *Current fee*	Frais proposés *Proposed fee*	Revenus additionnels *Additional revenues*	Règlement *By-Law*
Services de la protection / Protective Services						
Divers /						
Miscellaneous	-$5,200.00				$104.00	
Services de génératrice et pompe / *Generator and Pump services*		/hour	$100.00	$102.00		2019-16
Frais d'inspection /						
Inspection Fees	-$7,280.00				$146.00	
Site de distribution de gaz propane - Niveau 1 / *Distribution site for propane gas - Level 1*		/inspection	$350.00	$360.00		2019-16
Site de distribution de gaz propane - Niveau 2 / *Distribution site for propane gas - Level 2*		/inspection	$1,000.00	$1,020.00		2019-16
Frais de fausse alarme /						
False Alarm Fees	-$4,680.00				$94.00	
Première fausse alarme / *1st False alarm*		/Alarm	$0.00	$0.00		2019-16
Deuxième fausse alarme / *2nd False alarm*		/Alarm	$500.00	$510.00		2019-16
Autres / *Other*		/Alarm	$1,500.00	$1,530.00		2019-16
Permis pour feux à ciel ouvert /						
Open Air Burning Permits	-$9,360.00				$187.00	
Feux à ciel ouvert non autorisé / *Non-authorized open air burning*			$250.00	$255.00		2019-16
Une année complète / *One full year*			$25.00	$26.00		2019-16
Permis spécial / *Special Permit*			$25.00	$26.00		2019-16
Licence de chien /						
Dog Licence	-$57,200.00				$1,144.00	
Chien - mâle ou femelle *Male or female dog*			$26.00	$27.00		2019-16
Frais de retard / *Late registration fee*			$21.00	$22.00		2019-16
Remplacement de licences pour chien / *Dog tag replacement*			$6.00	$6.00		2019-16
Permis de chenil / *Kennel licence*			$52.00	$53.00		2019-16
Frais pour fourrière /						
Pound Fees	-$2,080.00				$42.00	
Première version / *First Release*			$76.00	$77.00		2019-16
Deuxième version et versions subséquentes / *Second and subsequent release*			$120.00	$122.00		2019-16
Frais d'adoption / *Adoption fee*			$26.00	$27.00		2019-16
Community Services						
Frais des terrains sportifs / Sport fields rental fees	-$21,700.00				$434.00	
Saisonniers - Associations de sport mineures Clarence-Rockland (balle et soccer) / *Seasonal - Minor Sport Associations Clarence-Rockland (Ball and Soccer)*			$30.60	$31.00		2019-16
Tournoi et location - Associations de sport mineures Clarence-Rockland (balle et soccer, journée) / *Tournament and Rental - Clarence-Rockland Minor Sports Associations (Ball and soccer, day*			$76.50	$78.00		2019-16
Tournoi et location - Associations de sport mineures Clarence-Rockland (balle et soccer, soirée seulement) / *Tournament and Rental - Clarence-Rockland Minor Sports Associations (Ball and Soccer, evening Only)*			$20.40	$21.00		2019-16
Saisonniers - Ligues d'adultes, Terrain de balle / *Seasonal - Adult leagues, Ball field*			$40.80	$42.00		2019-16
Tournoi et location - Ligues d'adultes, Terrain de balle (journée et soirée) / *Tournament and rental - Adult leagues, Ball field (day and evening)*			$163.20	$166.00		2019-16
Tournoi et location - Ligues d'adultes, Terrain de balle (soirée seulement) / *Tournament and rental - Adult leagues, Ball field (evening only)*			$40.80	$42.00		2019-16
Saisonniers - Ligues d'adultes, Terrain de soccer / *Seasonal - Adult Leagues, Soccer Field*			$45.90	$47.00		2019-16
/ *Tournament / rental - Adult leagues, Soccer field (day and evening)*			$163.20	$166.00		2019-16
seulement) / *Tournament / rental - Adult leagues, Soccer field (party only)*			$51.00	$52.00		2019-16

Cité de / City of Clarence-Rockland

Augmentation moyenne proposée des redevances d'usagers de 2 %
Proposed average increase of 2% on user fees

	2019 Budget Amount		Frais actuels *Current fee*	Frais proposés *Proposed fee*	Revenus additionnels *Additional revenues*	Règlement *By-Law*
Location de glace / ***Ice Rental***	-$259,070.00				$5,181.00	
Heures de pointes - associations / *Peak hours - associations*	2.50%	/hour	$210.12	$215.40		2019-16
Heures creuses - associations / *Off-peak hours - associations*	2.50%	/hour	$183.90	$188.50		2019-16
Location de dernière minute - associations / *Last minute booking - associations*	2.50%	/hour	$158.10	$162.05		2019-16
Heures de points - autres / *Peak hours - other*	2.50%	/hour	$239.70	$245.70		2019-16
Heures creuses - autres / *Off-peak hours - other*	2.50%	/hour	$204.00	$209.10		2019-16
Location de dernières minutes - autres / *Last minute booking - others*	2.50%	/hour	$158.10	$162.05		2019-16
Location - surface de béton / ***Rink Surface Rental***	-$18,050.00				$361.00	
Associations de sport mineur local - Heures de pointe / *Minor sports local associations - Peak hours*		/hour	$47.59	$48.50		2019-16
Associations de sport mineur local - Heures creuses / *Minor sports local associations - Off-peak hours*		/hour	$40.80	$41.60		2019-16
Heures de points - autres / *Peak hours - others*		/hour	$61.20	$62.40		2019-16
Heures creuses autres / *Off-peak hours - others*		/hour	$51.00	$52.00		2019-16
Infrastructure & Planning						
Ventes de documents / Sales of Documents	-$340.00				$7.00	
Plan officiel de l'aire urbaine de la Cité de Clarence-Rockland / *Official Plan of the Urban Area of the City of Clarence-Rockland*			$36.00	$37.00		2019-16
Plan officiel de Bourget / Official Plan of Bourget			$36.00	$37.00		2019-16
Réglement de zonage / Zoning By-Law			$36.00	$37.00		2019-16
CD du réglement de zonage ou du Plan officiel / CD of Zoning By-Law or Official Plan			$16.00	$16.00		2019-16
Cédules du réglement de zonage / Schedules of Zoning By-Law				$0.00		2019-16
Petit format / small format			$5.00	$5.00		2019-16
Petit format couleur / small format color			$7.00	$7.00		2019-16
Grand format / large format			$7.00	$7.00		2019-16
Grand format couleur / large format color			$9.00	$9.00		2019-16
Demande de dérogation mineure / **Minor variance application**	-$3,640.00		$728.00	$743.00	$73.00	2019-16
Recirculation de la demande suite à une modification de l'étendue de la demande / *Recirculation of application following a change in the scope of the application*			$364.00	$370.00		2019-16
Lettre d'engagement / ***Letter of Undertaking***	-$1,170.00		$234.00	$239.00	$23.00	2019-16
Ouverture et fermeture de rues / ***Road Opening and Closing***	-$312.00				$6.00	
Dédication des voies publiques et des lotissements / *Dedication of public highway & Assumption of subdivision*			$156.00	$159.00		2019-16
Ouverture ou fermeture de rue / *Road opening or road closing*			$1,144.00	$1,167.00		2019-16
Réponse aux requêtes écrites / ***Response to written replies***	-$2,195.00				$0.00	
Rapport de zonage / *Zoning report*			$110.00	$110.00		2019-16
Rapport de conformité / *Complicance report*			$110.00	$110.00		2019-16
Confirmité à un lotissement / *Subdivision compliance*			$90.00	$90.00		2019-16
Ordre de remédier à des travaux / *Work Order*			$90.00	$90.00		2019-16
Opinions écrites (première heure) / *Written opinions (first hour)*			$68.00	$68.00		2019-16
Opinions écrites (après la première heure) / *Written opinions (after the first hour)*			$110.00	$110.00		2019-16
Frais de modification de zonage / ***Zoning Amendment Fees***	-$34,528.00				$691.00	
Modification au règlement de zonage / *Zoning By-Law amendment*			$2,704.00	$2,758.00		2019-16
Amendement au règlement de zonage suite à une condition de morcellement / *Zoning by-law amendment following a condition of severance*			$1,040.00	$1,061.00		2019-16
Utilisation temporaire / *Temporary use*			$1,716.00	$1,750.00		2019-16

Cité de / City of Clarence-Rockland

Augmentation moyenne proposée des redevances d'usagers de 2 %
Proposed average increase of 2% on user fees

	2019 Budget Amount	Frais actuels *Current fee*	Frais proposés *Proposed fee*	Revenus additionnels *Additional revenues*	Règlement *By-Law*
Utilisation différée / *Holding provision*		$728.00	$743.00		2019-16
Part Lot Control Fees & One foot Reserve	-$4,160.00			$83.00	
Retrait d'une réserve de 0,30 mètre / *Lifting of 0.30 meter reserve*		$364.00	$371.00		2019-16
Empiétement du domaine public / *Encroachment*		$338.00	$345.00		2019-16
Retrait des parties de lot / *Part-Lot Control*		$572.00	$583.00		2019-16
Frais de plan d'implantation / *Site Plan Application Fees*	-$20,530.00			$411.00	
Demande de plan d'implantation - résidentiel (par unité d'habitation) / *Site Plan application - Residential (dwelling unit)*		$146.00	$149.00		2019-16
Demande de plan d'implantation - résidentiel (minimum) / *Site Plan application - Residential (Minimum)*		$1,040.00	$1,061.00		2019-16
Demande de plan d'implantation - Commercial, Industriel, Institutionnel (moins de 5000 pieds carrés) / *Site Plan application - Commercial, Industrial, Institutional (Less than 5000 square feet)*		$1,040.00	$1,061.00		2019-16
Demande de plan d'implantation - Commercial, Industriel, Institutionnel (pieds carrés et plus) / *Site Plan application - Commercial, Industrial, Institutional (5000 square feet and up)*		$1,560.00	$1,591.00		2019-16
Demande de plan d'implantation - Usage mixte (minimum) / *Site Plan application - Mixed used (minimum)*		$1,040.00	$1,061.00		2019-16
Demande de plan d'implantation - Usage mixte (par unité résidentielle) / *Site Plan application - Mixed used (per residential unit)*		$146.00	$149.00		2019-16
Modification mineure à une entente de plan d'implantation enregistrée / *Minor Amendment to an existing registered Site Plan Agreement*		$572.00	$583.00		2019-16
Création ou addition à une aire de stationnement privée / *Creation of/or addition to private parking area*		$572.00	$583.00		2019-16
Lettre d'engagement / *Letter of undertaking*		$572.00	$583.00		2019-16
Frais de plan de lotissement / *Subdivision Application Fees*	-$7,200.00			$144.00	
Ébauche de plan de lotissement [par unité d'habitation (incluant les maisons en rangées) et par bloc]/ *Draft Plan Subdivision [per dwelling unit (including townhouses dwelling) and block]*		$146.00	$149.00		2019-16
Ebauche de plan de lotissement (minimum) / *Draft Plan Subdivision (minimum)*		$2,600.00	$2,652.00		2019-16
Soumission d'une ébauche de plan de lotissement suite à la cadicité de l'approbation de l'ébauche de plan de lotissement [par unité d'habitation (incluant les maisons en rangées) et par bloc]/ *Submission of the draft Plan of Subdivision following the lapse of approval of the Draft Plan of Subdivision [per dwelling unit (including townhouses dwelling) and block]*		$73.00	$74.00		2019-16
Soumission d'une ébauche de plan de lotissement suite à la cadicité de l'approbation de l'ébauche de plan de lotissement (minimum) / *Submission of the draft Plan of Subdivision following the lapse of approval of the Draft Plan of Subdivision (minimum)*		$1,040.00	$1,061.00		2019-16
Révision d'une ébauche de plan de lotissement [par unité d'habitation (incluant les maisons en rangées) et par bloc]/ *Revision of a Draft Plan of Subdivision [per dwelling unit (including townhouses dwelling) and block]*		$83.00	$85.00		2019-16
Révision d'une ébauche de plan de lotissement (minimum) / *Revision of a Draft Plan of Subdivision (minimum)*		$2,600.00	$2,652.00		2019-16
Plan de condominium / *Condominium Plan*		$140.00	$143.00		2019-16
Demande pour une prolongation de l'approbation d'une ébauche (Lotissement ou plan d'implantation / *Request to extend draft approval (Subdivsion or Site Plan)*		$905.00	$923.00		2019-16
Frais d'entente de subdivision / *Subdivision Agreement Fees*	-$5,650.00			$113.00	
Amendement à l'entente de subdivision / *Amendment to the Subdivision Agreement*		$1,040.00	$1,061.00		2019-16
Frais pour la préparation de l'entente de lotissement / *Subdivision Agreement Preparation Fee*		$2,288.00	$2,334.00		2019-16
Demande de morcellement / *Land Severance*	-$17,575.00			$352.00	
Création d'un nouveau terrain / *Creation of a new lot*		$1,248.00	$1,273.00		2019-16
Autres demandes (agrandissement de terrain, lot de surplus, etc.) / *Other requests (lot enlargement, lot surplus, etc.)*		$884.00	$902.00		2019-16

Cité de / City of Clarence-Rockland

Augmentation moyenne proposée des redevances d'usagers de 2 %
Proposed average increase of 2% on user fees

	2019 Budget Amount	**Frais actuels** ***Current fee***	**Frais proposés** ***Proposed fee***	**Revenus additionnels** ***Additional revenues***	**Règlement** ***By-Law***
Modification aux conditions après l'approbation préliminaire donnée par le comité / *Changes to conditions after provisional consent given by the Committee*		$364.00	$371.00		2019-16
-Recirculation de la demande suite à une modification de l'étendue de la demande / Recirculation of application following a change in the scope of the application		$364.00	$370.00		2019-16
Modification au plan officiel / *Official Plan Amendment Fees*	-$8,320.00	$4,160.00	$4,243.00	$166.00	2019-16
Frais de condominium / *Condomminiums Fees*	-$2,080.00			$42.00	
Exemption d'un plan de condominium / *Exemption of Condominium Plan*		$1,040.00	$1,061.00		2019-16
Conversion de plan de condominium / *Condominium Conversion*		$572.00	$583.00		2019-16
Frais légaux Subdivision / *Legal Fees - Subdivision*	-$8,320.00	$4,160.00	$4,243.00	$166.00	2019-16
Frais administratifs - Subdivision / *Administration Fees - Subdivision*	-$6,656.00	$3,328.00	$3,395.00	$133.00	2019-16
Libération de garanties bancaires (pour chaque demande de libération partielle ou complète) / *Release of financial securities (Per application for partial or full release)*	-$3,588.00	$239.00	$244.00	$72.00	2019-16
Frais d'enseigne / *Sign Permit Fees*	-$6,511.00			$130.00	
Permis d'enseigne / *Sign permit*		$125.00	$128.00		2019-16
Permis d'enseigne (pour toute enseigne additionnelle sous la même demande de permis) / *Sign permit (additional sign within same permit application)*		$21.00	$21.00		2019-16
Enseigne temporaire / *Temporary Sign*		$125.00	$128.00		2019-16
Permis d'enseigne lorsque l'enseigne est déjà installée / *Sign permits when sign is already installed*		$156.00	$159.00		2019-16
Permis d'enseigne lorsque l'enseigne est déjà installée (pour toute enseigne additionnelle sous la même demande de permis / *Sign permits when sign is already installed (for an additional sign within same permit application)*		$31.00	$32.00		2019-16
Dérogation au règlement sur l'affichage / *Variance of the Sign By-Law*		$208.00	$212.00		2019-16
Dérogation au règlement sur l'affichage après l'installation de l'enseigne *Variance to the Sign By-law after sign is installed*		$416.00	$424.00		2019-16
Permis d'empiétement pour une enseigne / *Encroachment permit for a sign*		$208.00	$212.00		2019-16
Renouvellement du permis d'empiétement / *Renewal of Encroachment permit*		$104.00	$106.00		2019-16
Frais d'ingénierie - plan d'implantation / *City Engineering Fee - Site Plan*	-$44,000.00	$572.00	$583.00	$880.00	2019-16
Frais d'ingénierie de subdivision / *Subdivision Engineering Fees*	-$50,500.00			$1,010.00	
Frais d'ingénierie pour deux révisions / *Engineering Fee for two reviews*		$4,160.00	$4,243.00		2019-16
Frais d'ingénierie révisions supplémentaires / *Engineering Fee for addition reviews*		$335.00	$342.00		2019-16
Compensation en lieu de stationnement / *Cash-in-lieu of parking*		$452.00	$461.00		2019-16
				$15,199.00	

Cité de / City of Clarence-Rockland

Dette à long terme actuelle 2019 / 2019 Current long term debt

Institution	Description	Maturité / Maturity	Taux / Rate		Montant / Amount
Tax supported					
CMHC	Stimulus - Regional Water upgrade	2031	3.95%	$	2,068,545
IO	Caron Street	2036	3.04%	$	4,648,476
IO	Drouin Road, Cheney Bridge, Albert Street, McDougall Bridge, Moutee Outaouais, etc.	2026	2.29%	$	2,957,028
TD	Complexe Récréatif (YMCA)	2038	3.20%	$	1,579,114
NBC	Complexe Récréatif (YMCA)	2028	3.83%	$	2,422,516
TD	C-R Arena	2041	2.03%	$	4,727,466
IO	St-Joseph Street	2038	3.37%	$	947,740
IO	Boileau Bridge, Grader	2028	3.06%	$	542,784
				$	19,893,668
Rates					
IO	Laurier Sewer, Phase 1	2026	2.29%	$	437,732
IO	Laurier Sewer, Phase 2	2038	3.37%	$	945,949
OSIFA	Water (2004) Treatment Plant	2024	2.95%	$	682,145
OSIFA	Water (2004) Distribution	2024	2.95%	$	1,161,491
CMHC	Stimulus - Regional Water upgrade	2031	3.95%	$	2,068,545
IO	St-Joseph Street, Watermain	2038	3.37%	$	359,947
IO	Water Looping	2040	2.44%	$	2,016,512
				$	5,655,810
D/C					
IO	Caron Street	2036	3.04%	$	1,849,825
Roads					
IO	Lacasse, Legault-Butler Culverts	2035	2.29%	$	1,424,837
Total				$	30,840,652

D/C = Redevances d'aménagement / Development Charges

IO = Infrastructure Ontario

Cité de / City of Clarence-Rockland

Émissions éventuelles de la dette / Prospective debt issues

	Année d'approbation /Year of approval	Budget total / Total budget	Type/ Type	Montant/ Amount	Année d'émission /Year to be issued	Coût annuel de la dette / Annual debt cost
Projets complétés - dette non émise / Completed projects - debt not yet issued						
Caserne de pompiers Bourget fire station	2017	3,605,062	Tax	368,879	2020	26,663
			D/C	1,323,585	2020	95,670
			UCPR	605,062	2020	43,734
				$ 2,297,526		
Projets capitaux approuvés financé par la dette - non complété / Approved capital projects funded by debt - Not completed						
Caserne de pompiers Rockland fire station	2015 & 2017	5,972,314	Tax	1,283,333	2020	92,760
			D/C	2,243,746	2020	162,179
			UCPR	2,122,314	2020	153,402
Système de dégrillage / Screening system	2014 & 2017	12,600,000	Rate	7,325,333	2020	529,480
			D/C	3,000,000	2020	216,842
Dépôt à neige / Snow dump	2014	350,000	Tax	90,899	2020	6,570
Agrandissement du garage municipal Municipal garage expansion	2014, 2016, 2017 & 2018	817,013	Tax	333,062	2020	24,074
Étang de rétention rue Caron Pond Caron street	2018	1,317,344	Roads	858,533	2020	75,983
Aménagement du site pour dépotoir à neige Rockland Site development for snow disposal Rockland site	2014 & 2019	1,145,000	Tax	1,145,000	2020	82,761
Aménagement du site pour élimination de la neige - Bourget Site development for snow disposal site Bourget	2014 & 2019	126,000	Tax	126,000	2020	9,107
2000 Camion-pompe/Citerne 2000 Pumper/Tanker	2019	580,000	Tax	580,000	2020	70,498
				$ 19,108,220		

D/C = Redevances d'aménagement / Development Charges

UCPR = Comtés unis de Prescott et Russell / United Counties of Prescott and Russell

Cité de / City of Clarence-Rockland

Émissions éventuelles de la dette / Prospective debt issues

	Année d'approbation /Year of approval	Budget total / Total budget	Type/ Type	Montant/ Amount	Année d'émission /Year to be issued	Coût annuel de la dette / Annual debt cost
Projets capitaux 2020 financés par la dette / 2020 capital projects financed by debt						
Garage service communautaire / Community services garage	2020	324,000	Tax	324,000	2021	23,419
Remplacement tandem replacement	2020	350,000	Tax	350,000	2021	42,542
Remplacement tandem replacement	2020	350,000	Tax	350,000	2021	42,542
Centre d'entraînement de simulation d'incendie/ Live fire training facility	200	500,000	Tax	500,000	2021	36,140
Add Car 3 - Fire	2020	65,000	Tax	65,000	2021	7,901
				$ 1,589,000		
			Total	$ 22,994,746		

D/C = Redevances d'aménagement / Development Charges

UCPR = Comtés unis de Prescott et Russell / United Counties of Prescott and Russell

Cité de / City of Clarence-Rockland

Dette émise et paiements / Debt Charges and Outstanding Debt

FIR Annexe 81 - Limite de remboursement annuelle
FIR Schedule 81 - Annual Repayment Limit and Debt Outstanding

	2018	2019	2020	2021	2022
Paiements de la dette					
Debt Charges					
Principale / Principal	1,665,702	2,091,023	2,715,302	2,940,144	3,078,989
Intérêts / Interest	879,853	1,151,233	1,536,304	1,561,266	1,495,800
Total debt charges (A)	$ 2,545,555	$ 3,242,257	$ 4,251,606	$ 4,501,410	$ 4,574,789
Revenus total / Total revenues	41,187,774	41,908,560	42,641,960	43,388,194	44,147,488
Revenu exclus / Excluded revenue	5,761,509	5,862,336	5,964,927	6,069,313	6,175,526
Revenus net / Net revenues (B)	35,426,265	36,046,225	36,677,034	37,318,882	37,971,962
25% du revenu net / 25% of Net Revenues (C)	$ 8,856,566	$ 9,011,556	$ 9,169,258	$ 9,329,720	$ 9,492,991
Limite de remboursement annuelle estimative / Estimated annual repayment limit (C-A)	$ 6,311,011	$ 5,769,300	$ 4,917,652	$ 4,828,311	$ 4,918,202
Limite provinciale / Provincial limit	25%	25%	25%	25%	25%
Pourcentage actuel / Actual percentage (A/B)	7.19%	8.99%	11.59%	12.06%	12.05%
Dette Émise					
Debt Outstanding					
Taxes / Tax	21,024,613	22,488,483	22,449,141	22,619,420	21,110,976
D/C	1,849,825	8,223,856	7,907,345	7,580,039	7,241,566
Services à taux / Rate Services	6,233,241	12,853,154	13,931,907	12,964,040	11,965,077
UCPR (Paramedic Stations)	-	-	2,679,723	2,581,901	2,480,625
Réserve de route / Road reserve	-	-	2,180,333	2,051,905	1,920,073
Total	$ 29,107,680	$ 43,565,493	$ 49,148,449	$ 47,797,306	$ 44,718,316
Paiements de la dette supporté par les taxes / Tax-supported debt payments	$ 1,662,533	$ 1,696,171	$ 1,760,324	$ 1,878,172	$ 1,951,552
Pression dû aux paiements de la dette/ Debt payment pressure			$ 64,153	$ 117,848	$ 73,380
Moyenne / Average					$ 85,127

D/C = Redevances d'aménagement / Development Charges

UCPR = Comtés unis de Prescott et Russell / United Counties of Prescott and Russell

Cité de / City of Clarence-Rockland

2020 Budget 2020

Réserves et fonds de réserve / Reserves and Reserve Funds

	Réel/Actual	Prévisions / Forecast		
	31/12/2018	Ajouts / Additions	Depenses / Expenses	31/12/2019
Fonds de réserve / Reserve Funds				
Building permit reserve Fund	360,814	100,064	-	460,878
Roads Reserve Fund	648,122	1,261,160	1,677,843	231,439
Develop. Charges - Commercial	323,498	54,941	-	378,439
Develop. Charges - Residential	3,664,935	2,087,748	505,000	5,247,683
Subdivider contributions - Water	1,167,282		1,167,282	-
Parcs - In Lieu Of	83,092	4,728	116,999	- 29,180
Reserve parking	28,026		-	28,026
Total Fonds de réserve / Reserve Funds	**6,275,768**	**3,508,641**	**3,467,123**	**6,317,285**
Réserves / Reserves				
City Working Reserve	-	-		-
General Reserve	527,000	495,871	1,027,228	- 4,357
Tax Stabilization reserve	1,083,769	447,505	316,691	1,214,583
Reserves - Fleet	206,903	310,776	402,794	114,885
Reserves - Buildings	70,132	368,000	302,243	135,889
Reserves - Equipments	369,576	380,000	619,762	129,815
Reserves - Protection	50,000	10,000	-	60,000
Reserves - Planning	103,085			103,085
Reserves - Dev économique	50,000	100,000	-	150,000
Reserves - Complexe Sportif	308,009	70,000	-	378,009
Reserves - Complex - Library - general fund	1,470	20,850	20,850	1,470
Reserves - Déneigement	224,668	10,000	-	234,668
Sanitary Sewers	1,930,195	366,200	394,000	1,902,395
Water	3,245,676	225,801	921,719	2,549,758
Waste management	72,553	638,613	548,326	162,840
Total Réserves / Reserves	**8,243,035**	**3,443,616**	**4,553,612**	**7,133,039**

Total Fonds de réserve / Reserves and Reserve Funds	**14,518,803**	**6,952,257**	**8,020,736**	**13,450,324**

Cité de / City of Clarence-Rockland
2020 Budget 2020

Information Clé du FIR/ Key Financial Information Return (FIR) Data

Item	2014	2015	2016	2017	2018
Cash and cash equivalents	8,208,464	7,192,229	15,353,614	12,855,997	11,638,541
Accounts receivable	3,838,052	3,158,753	3,459,991	3,353,831	3,387,317
Taxes receivable	3,190,061	3,455,354	3,859,621	3,281,708	2,997,633
Investments					5,085,901
Debt Recoverable from Others	8,062,742	5,036,649	6,020,318	5,690,559	5,673,243
Other financial assets					
TOTAL Financial Assets	23,299,319	18,842,985	28,693,544	25,182,095	28,782,635
Liabilities					
Accounts Payable	10,903,741	10,751,550	9,240,466	8,575,461	9,439,104
Deferred revenue	6,250,233	4,151,844	4,968,621	5,921,558	7,085,997
Long term liabilities	21,261,014	19,973,490	29,813,789	27,769,975	29,107,765
Solid waste management		236,338	199,269	235,238	253,531
TOTAL Liabilities	38,414,988	35,113,222	44,222,145	42,502,232	45,886,397
Non-financial assets					
Tangible Capital Assets	145,015,240	146,625,629	146,067,012	147,021,190	150,962,891
Inventories of Supplies	50,945	37,427	154,534	210,272	187,995
Construction in progress					
Prepaid Expenses	70,780	108,339	130,875	123,382	172,942
Total Non-Financial Assets	145,136,965	146,771,395	146,352,421	147,354,844	151,323,828
Total Accumulated Surplus/(Deficit)	130,021,296	130,501,158	130,823,820	130,034,707	134,220,066
Analysis of the Accumulated Surplus					
Equity in Tangible Capital Assets	123,776,440	126,668,155	116,261,706	119,255,111	121,855,126
Reserves and Reserve Funds	7,245,316	8,932,103	8,735,755	7,865,405	9,639,176
General Surplus/ (Deficit)	- 12,238	- 219,079	370,800	-	997,832
Water operations	540,063	1,003,593	802,066	695,806	1,138,176
Wastewater operations	575,264	985,205	1,108,100	1,221,830	1,487,083
Solid waste operations	668,972	717,156	811,588	845,388	1,040,791
Libraries	40,160	34,070	47,296	43,669	18,774
Unfinanced TCA & Operations	- 7,890,850	- 10,065,700	- 749,703	- 3,058,127	- 5,447,344
Unfinanced internal debt	- 1,205,476	- 712,375	- 950,649	- 841,285	- 1,063,801
Long term receivable	7,846,645	4,825,763	6,011,834	5,686,663	5,673,243
Unfinanced debt -WCB	- 1,563,000	- 1,667,733	- 1,624,973	- 1,679,753	- 1,118,990
Total Accumulated Surplus	130,021,296	130,501,158	130,823,820	130,034,707	134,220,066
Property taxation					
Taxation - Own Purposes	16,896,656	17,367,700	17,919,588	18,646,068	19,504,397
Payments-In-Lieu of Taxation	80,956	80,369	80,879	81,958	81,663
Subtotal	16,977,612	17,448,069	18,000,467	18,728,026	19,586,060

Cité de / City of Clarence-Rockland
2020 Budget 2020

Information Clé du FIR/ Key Financial Information Return (FIR) Data					
Item	**2014**	**2015**	**2016**	**2017**	**2018**
Ontario Municipal Partnership Fund (OMPF)	1,115,100	891,300	757,700	726,000	617,100
Conditional grants					
Ontario conditional grants	504,598	542,203	653,409	1,421,857	691,069
Ontario Grants for Tangible Capital Assets	5,132	161,674	1,342,613		372,380
Canada conditional grants	283,476	283,080	416,226	82,041	83,044
Canada Grants for Tangible Capital Assets	138,119	401,066	189,063	898,807	1,168,378
Subtotal	931,325	1,388,023	2,601,311	2,402,705	2,314,871
Revenue from other municipalities for Tangible Capital Assets	-	466,847	492,582	481,902	228,540
Revenue from other municipalities	1,772,092	2,697,765	2,038,179	2,010,736	2,293,775
Total User Fees and Service Charges	11,383,697	8,640,721	14,349,249	13,188,636	13,931,210
Licences and permits	99,267	109,359	115,870	75,408	119,697
Fines and penalties					
Other fines	3,173	10,041	26,967	21,942	15,583
Penalties and interest on taxes	433,357	457,025	555,523	519,449	484,196
Other		26,034	26,228	12,304	22,508
Subtotal	436,530	493,100	608,718	553,695	522,287
Other revenue					
Investment income	132,916	428,900	449,610	377,477	508,752
Interest earned on reserves and reserve funds	8,987	8,826	6,660	6,040	13,790
Gain/Loss on sale of land & capital assets.	- 20,870	- 103,601	- 394,586	- 193,304	129,520
Deferred revenue earned (Development Charges)	2,450,082	3,401,740	- 546,296	1,482,630	2,235,930
Deferred revenue earned (Recreational land	16,494	27,348	45,489	32,638	99,656
Other Deferred revenue earned	640,094	539,543	668,038	32,051	
Donations.	53,213	38,025	424	13,839	21,903
Sale of publications, equipment, etc	7,253	3,830	3,996	1,558	1,381
Other					
Other					
Other	745,167	14,880	36,948	47,227	721,185
Subtotal	4,033,336	4,359,491	270,283	1,800,156	3,732,117
Total revenues	36,748,959	36,494,675	39,234,359	39,967,264	43,345,657

City of / Cité de Clarence-Rockland
2020 Budget 2020

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Cité de / City of Clarence-Rockland
Budget 2020

Sommaire revenus et dépenses corporatifs/ Summary corporate revenues and expenses

	FIN D'ANNÉE 2018 / 2018 YEAR END	BUDGET 2019 / 2019 BUDGET	BUDGET 2020 / 2020 BUDGET	VARIANCE $	VARIANCE %
Revenus / Revenues					
Revenus de taxes / Taxation Revenue	19,677,343	20,616,927	20,996,927	380,000	1.8%
Amendes / Fines	205,657	262,605	213,357	-49,248	-18.8%
Subventions / Grants	1,090,058	1,422,632	1,615,145	192,513	13.5%
Pénalités et intérêts sur les taxes / Penalties and interest on Taxes	451,376	380,000	380,000	0	0.0%
Revenus d'investissements / Investment Income	353,966	131,370	179,370	48,000	36.5%
Autres revenus / Other Income	457,345	164,000	164,000	0	0.0%
Contribution des réserves / Contribution from reserves	16,148	83,698	0	-83,698	-100.0%
Utilisation des équipements / Equipment usage	59,700	59,700	59,700	0	0.0%
Drainage municipal / Municipal Drainage	26,820	22,500	22,500	0	0.0%
Soutien de programmes / Program Support	728,205	737,087	747,245	10,158	1.4%
Revenu total / Total revenue	**$ 23,066,617**	**$ 23,880,519**	**$ 24,378,244**	**$ 497,725**	**2.1%**
Dépenses / Expenses					
Contribution aux réserves / Contribution to reserves	2,878,339	3,460,622	4,070,135	609,513	17.6%
Assurances / Insurance	215,388	238,500	239,500	1,000	0.4%
Transferts externes / External Transfers	126,415	130,000	144,500	14,500	11.2%
Paiements de la dette / Debt Payments	280,708	1,696,171	1,781,298	85,127	5.0%
CSPAAT/ WSIB	-402,745	75,000	75,000	0	100.0%
Contingence / Contingency	87,711	100,000	50,000	-50,000	-50.0%
Drainage municipal / Municipal Drainage	50,305	45,000	45,000	0	0.0%
Dépenses totales / Total expenses	**$ 3,236,122**	**$ 5,745,293**	**$ 6,405,433**	**$ 660,140**	**11.5%**
NET CORPORATIF / NET CORPORATE	**-$ 19,830,495**	**-$ 18,135,226**	**-$ 17,972,811**	**$ 162,415**	**-0.9%**

Cité de / City of Clarence-Rockland
Budget 2020
Changements majeurs / Major Changes

Revenus et dépenses corporatifs / Corporate Revenues and Expenses

Objet de dépense / Major object		Catégorie /	Description	Commentaires / Comments	Montant / Amount
1	Frais d'utilisation / User fees	Discrétionnaire / Discretionary	Tous les frais d'utilisation / All User fees	Augmentation de 2 % de tous les frais / Increase of 2% in all fees	-752
2	Revenus / Revenues	Discrétionnaire / Discretionary	Revenus d'intérêts/ Interest Income	Pour ajuster les revenus d'intérêts à l'actuel / To adjust interest revenue with actual	-48,000
3	Paiement à l'usage / Pay-as-you-go	Niveau de service / Service level	Paiement à l'usage (Chemins) / Pay-as-you-go (Roads)	Augmenter la contribution du fonds de réserve pour les routes de 1 % du taux de taxe, selon le réglement 2011-104 / Increase contribution to road reserve fund for 1% of tax rate per By-Law 2011-104	202,000
4	Paiement à l'usage / Pay-as-you-go	Niveau de service / Service level	Paiement à l'usage (Equipment) / Pay-as-you-go (Equipment)	Augmenter la contribution à la réserve des équipements/ Increase contribution to equipment reserve	50,000
5	Paiement à l'usage / Pay-as-you-go	Niveau de service / Service level	Paiement à l'usage (Flotte) / Pay-as-you-go (Fleet)	Augmenter la contribution à la réserve de la flotte / Increase contribution to fleet reserve	50,000
6	Paiement à l'usage / Pay-as-you-go	Niveau de service / Service level	Paiement à l'usage (Chemins) / Pay-as-you-go (Roads)	Augmenter le paiement à l'usage, étant donné que l'on s'attend que la subvention au financement routier des CUPR soit réduite causé par le projet de radio / Increase Pay-as-you-Go as the UCPR road funding grant is expected to be reduced due to the radio project	50,000
7	Paiement à l'usage / Pay-as-you-go	Niveau de service / Service level	Paiement à l'usage (Édifices) / Pay-as-you-go (Buildings)	Augmenter la contribution à la réserve des bâtiments / Increase contribution to buildings reserve	40,000
8	Paiement à l'usage / Pay-as-you-go	Niveau de service / Service level	Paiement à l'usage (Dév économic) / Pay-as-you-go (Economic Dev).	Augmenter la contribution à la réserve de développement économique / Increase contribution to economic development reserve	25,000
9	Paiement à l'usage / Pay-as-you-go	Non discrétionnaire / Non-discretionary	Dette budgétaire / Debt budget	Pour la nouvelle dette a long terme / For new long term debt	85,127
10	Revenus / Revenues	Non discrétionnaire / Non-discretionary	Règlement des Infractions Provinciales / Provincial Offences Act Fines	Pour ajuster aux chiffres réels / To adjust to actual	50,000
11	Revenus / Revenues	Non discrétionnaire / Non-discretionary	Réserve de stabilisation du taux de taxe / Tax stabilization reserve	Pour enlever le revenu de la réserve de stabilisation du taux de taxe utilisé pour balancer le budget / To remove contribution from reserve used to balance budget	33,698
12	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Conservation Authority	Conservation de la Nation Sud - Augmenation annuelle South Nation Conservation - annual increase	14,500
13	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Assurance - Bâtiment / Insurance - Building	Prise de possesion du nouveau garage des Services communautaires (Ancienne station des paramédics - Coin des rues Tucker et Landry) / Taking possession of the new Community Services garage (Former Paramedic Station - Tucker and Landry Street corner)	1,000
14	Revenus / Revenues	Non discrétionnaire / Non-discretionary	Augmentation des frais d'administration pour l'eau, les égouts et les déchets / Increase in Admin fees from Water, Sewer & Waste	Augmentation du coût de la vie pour l'eau, les égouts et les déchets / Cost of living increase from Water, Sewer & Waste	-6,700
15	Revenus / Revenues	Non discrétionnaire / Non-discretionary	Frais administratifs / Administrative fees	Augmentation du coût de la vie du département de la construction, des garderies et de la bibliothèque / Cost of living increase from construction, daycares & library	-7,858
16	Revenus / Revenues	Non discrétionnaire / Non-discretionary	Évaluation de la croissance / Assessment Base Growth	1.90 % d'augmentation / 1.90 % Increase	-380,000
17	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Contribution à la réserve / Contribution to reserve	Pour ajuster la subvention du Fonds ontarien pour l'infrastructure communautaire (FOIC) / To adjust the Ontario Community Infrastructure Fund grant (OCIF)	261,216
18	Revenus / Revenues	Transfert interne / Internal transfer	Subvention de route des CUPR / UCPR Road Grant	Pour ajuster la subvention reçu des Comté Unis de Prescott Russell / To adjust the grant received by the United Counties of Prescott and Russell	68,703
19	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Contribution de la réserve / Contribution from reserve	Pour enlever la contribution de la réserve de 2019 qui financait un élément de la contingence / To remove contribution from reserve that was financing a ont-time contingency item	50,000
20	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Frais administratifs / Administrative fees	Transfert - transport en commun/ Transfer - Transit	4,400
21	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Contingence / Contingency	Ajustement de contingence à la base de 50 000 $ / Contingency adjustment to base of $50,000	-50,000
22	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Contribution à la réserve / Contribution to reserve	Pour ajuster la subvention reçu des Comtés Unis de Prescott et Russell / To adjust the grant received by the United Counties of Prescott and Russell	-68,703
23	Subventions / Grants	Transfert interne / Internal transfer	Subvention FOIC / OCIF Grant	Pour ajuster la subvention du Fonds ontarien pour l'infrastructure communautaire (FOIC) / To adjust the Ontario Community Infrastructure Fund grant (OCIF)	-261,216
Total					$ 162,415

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
CORPORATE REVENUE AND EXPENDITURE							
TAXATION REVENUE							
1-3-0110-0501 Residential & Farm	-16,809,152.80	-17,577,358.72	-20,130,927.00	-20,130,927.00	-20,510,927.00	-380,000.00	0.02
1-3-0110-0502 Multi-Residential	-377,205.08	-452,266.68	0.00	0.00	0.00	0.00	0.00
1-3-0110-0503 Commercial (occupied)	-1,480,127.68	-1,550,314.00	0.00	0.00	0.00	0.00	0.00
1-3-0110-0505 Commercial Vacant Excess Land	-12,602.39	-14,170.20	0.00	0.00	0.00	0.00	0.00
1-3-0110-0506 Commercial Vacant Land	-47,873.00	-48,282.87	0.00	0.00	0.00	0.00	0.00
1-3-0110-0507 Industrial (Occupied)	-87,500.59	-88,879.96	0.00	0.00	0.00	0.00	0.00
1-3-0110-0508 Industrial (Vacant)	-2,451.44	-1,672.16	0.00	0.00	0.00	0.00	0.00
1-3-0110-0509 Pipeline	-66,698.23	-69,747.05	0.00	0.00	0.00	0.00	0.00
1-3-0110-0510 Farmland	-275,481.51	-306,673.11	0.00	0.00	0.00	0.00	0.00
1-3-0110-0511 Managed Forest	-18,207.79	-21,562.99	0.00	0.00	0.00	0.00	0.00
1-3-0120-0501 Residential & Farm	-396,663.54	-306,193.18	-400,000.00	-400,000.00	-400,000.00	0.00	0.00
1-3-0120-0502 Multi-Residential	-3,246.20	9,245.76	0.00	0.00	0.00	0.00	0.00
1-3-0120-0503 Commercial (occupied)	-16,020.38	-2,081.63	0.00	0.00	0.00	0.00	0.00
1-3-0120-0506 Commercial Vacant Land	2,510.80	0.00	0.00	0.00	0.00	0.00	0.00
1-3-0120-0509 Pipeline	-1,175.18	-1,641.23	0.00	0.00	0.00	0.00	0.00
1-3-0120-0510 Farmland	-1,250.71	-3,321.84	0.00	0.00	0.00	0.00	0.00
1-3-0120-0511 Managed Forest	-1.42	0.00	0.00	0.00	0.00	0.00	0.00
1-3-0130-0523 Ontario - Other-PILS	-84,195.40	-84,887.95	-86,000.00	-86,000.00	-86,000.00	0.00	0.00
Total TAXATION REVENUE	**-19,677,342.54**	**-20,519,807.81**	**-20,616,927.00**	**-20,616,927.00**	**-20,996,927.00**	**-380,000.00**	**0.02**
FINES							
1-3-0150-0547 Provincial Offences Act	-150,328.35	-56,716.50	-200,000.00	-150,000.00	-150,000.00	50,000.00	-0.25
1-3-0150-0551 Interest on A/R	-14,233.48	-8,940.17	-5,000.00	-5,000.00	-5,000.00	0.00	0.00
1-3-0150-0552 N.S.F. Charge	-8,275.00	-5,940.00	-5,500.00	-5,500.00	-5,610.00	-110.00	0.02
1-3-0150-0555 Mortgage Account Opening - Change Fees	-9,690.00	-8,816.00	-10,400.00	-10,400.00	-10,608.00	-208.00	0.02
1-3-0150-0556 Tax Account Name Change	-23,130.00	-21,476.00	-21,600.00	-21,600.00	-22,032.00	-432.00	0.02
1-3-0150-0557 Transfer Fee Between Accounts	0.00	0.00	-105.00	-105.00	-107.00	-2.00	0.02
1-3-0150-0558 Tax Late notice fee	0.00	-14,255.00	-20,000.00	-20,000.00	-20,000.00	0.00	0.00
Total FINES	**-205,656.83**	**-116,143.67**	**-262,605.00**	**-212,605.00**	**-213,357.00**	**49,248.00**	**-0.19**
GRANTS							
1-3-0140-0538 Community Reinvestment Fund	-617,100.00	-458,159.00	-610,100.00	-610,100.00	-610,100.00	0.00	0.00
1-3-0140-0539 UCPR Road Grant	-456,000.00	-446,297.46	-465,000.00	-446,297.00	-396,297.00	68,703.00	-0.15
1-3-0140-0541 Prisoner Transportation Grant	-16,958.00	-17,658.00	-17,658.00	-17,658.00	-17,658.00	0.00	0.00
1-3-0140-0550 OCIF Grants	0.00	0.00	-329,874.00	-329,874.00	-591,090.00	-261,216.00	0.79
Total GRANTS	**-1,090,058.00**	**-922,114.46**	**-1,422,632.00**	**-1,403,929.00**	**-1,615,145.00**	**-192,513.00**	**0.14**
PENALTIES & INT ON TAXES							
1-3-0160-0561 Penalties - Current Year Taxes	-187,692.19	-142,143.59	-380,000.00	-380,000.00	-380,000.00	0.00	0.00
1-3-0160-0562 Interest - Last Year's Taxes	-126,753.30	-96,192.51	0.00	0.00	0.00	0.00	0.00
1-3-0160-0563 Interest - 2 Year's Taxes	-50,064.49	-37,394.41	0.00	0.00	0.00	0.00	0.00
1-3-0160-0564 Interest - 3 Years & Over	-86,865.58	-57,590.76	0.00	0.00	0.00	0.00	0.00
Total PENALTIES & INT ON TAXES	**-451,375.56**	**-333,321.27**	**-380,000.00**	**-380,000.00**	**-380,000.00**	**0.00**	**0.00**

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
INVESTMENT INCOME							
1-3-0170-0566 Interest Income	-337,302.36	-449,219.29	-111,370.00	-220,000.00	-159,370.00	-48,000.00	0.43
1-3-0170-0567 Cash Short and Over	-78.65	-72.35	0.00	0.00	0.00	0.00	0.00
1-3-0170-0568 Transfer Interest on LOC De La Baie	-2,795.34	-11,047.95	-10,000.00	-10,000.00	-10,000.00	0.00	0.00
1-3-0170-0587 Interest Income - Reserve Fund	-13,790.00	0.00	-10,000.00	-10,000.00	-10,000.00	0.00	0.00
Total INVESTMENT INCOME	**-353,966.35**	**-460,339.59**	**-131,370.00**	**-240,000.00**	**-179,370.00**	**-48,000.00**	**0.37**
OTHER INCOME							
1-3-0180-0571 Freedom of Information Fee	-822.30	-674.08	0.00	0.00	0.00	0.00	0.00
1-3-0180-0573 Sale of Photocopies	-15.66	0.00	0.00	0.00	0.00	0.00	0.00
1-3-0180-0574 Other Revenues	-149,824.36	-9,948.22	-14,000.00	-14,000.00	-14,000.00	0.00	0.00
1-3-0180-0588 Staff Recovery to Capital	-175,658.56	-150,379.25	-150,000.00	-150,000.00	-150,000.00	0.00	0.00
1-3-1220-0645 Miscellaneous	-115,033.83	0.00	0.00	0.00	0.00	0.00	0.00
1-3-1230-0540 Ontario Grant	0.00	-33,942.00	0.00	-33,942.00	0.00	0.00	0.00
1-3-3233-0574 Sandbags sale	-15,990.00	-229,231.19	0.00	-225,000.00	0.00	0.00	0.00
Total OTHER INCOME	**-457,344.71**	**-424,174.74**	**-164,000.00**	**-422,942.00**	**-164,000.00**	**0.00**	**0.00**
EXTERNAL TRANSFERS							
1-4-2316-3617 Requisition - Conservation Authority	126,414.97	88,637.97	130,000.00	130,000.00	144,500.00	14,500.00	0.11
Total EXTERNAL TRANSFERS	**126,414.97**	**88,637.97**	**130,000.00**	**130,000.00**	**144,500.00**	**14,500.00**	**0.11**
DEBT PAYMENTS							
1-3-2100-0574 UCPR Rental Revenues	0.00	0.00	-98,568.00	0.00	-95,382.00	3,186.00	-0.03
1-3-2100-0584 Contribution from Developpers	0.00	0.00	-352,067.00	0.00	-459,347.00	-107,280.00	0.30
1-3-3120-0584 Contribution from Developpers	-134,197.05	-134,197.00	-134,197.00	-134,197.00	-134,197.00	0.00	0.00
1-3-3140-0582 Contribution from road reserve fund	0.00	-164,292.00	-164,292.00	-164,292.00	-149,158.00	15,134.00	-0.09
1-3-7430-0584 Contribution from Developpers	-99,579.34	-99,579.00	-99,579.00	-99,579.00	-99,579.00	0.00	0.00
1-3-7550-0574 Other - Debt pmt from Hockey Academy	0.00	-150,000.00	0.00	0.00	0.00	0.00	0.00
1-3-7550-0584 Contribution from Developpers	-165,525.95	-165,526.00	-165,526.00	-165,526.00	-165,526.00	0.00	0.00
1-4-1102-2200 Interest on Debt	19.00	0.00	0.00	0.00	0.00	0.00	0.00
1-4-1103-2100 Principal pmt on Debt	0.00	0.00	163,566.00	0.00	235,549.00	71,983.00	0.44
1-4-1103-2200 Interest on Debt	0.00	0.00	188,501.00	0.00	223,797.00	35,296.00	0.19
1-4-1105-2100 Principal pmt on Debt	0.00	0.00	45,793.00	0.00	47,653.00	1,860.00	0.04
1-4-1105-2200 Interest on Debt	0.00	0.00	52,775.00	0.00	47,729.00	-5,046.00	-0.10
1-4-1107-2100 Principal pmt - 2019 - 20yrs	0.00	0.00	29,760.00	0.00	0.00	-29,760.00	-1.00
1-4-1107-2200 Interest on Debt - 2019 - 20yrs	0.00	0.00	54,341.00	0.00	0.00	-54,341.00	-1.00
1-4-1110-2100 Principal pmt on debt - 2019 - 15yrs	0.00	0.00	94,656.00	0.00	103,037.00	8,381.00	0.09
1-4-1110-2200 Interest - 2019 - 15yrs	0.00	0.00	69,637.00	0.00	46,121.00	-23,516.00	-0.34
1-4-1220-2100 Principal pmt on Debt	0.00	0.00	108,931.00	0.00	20,974.00	-87,957.00	-0.81
1-4-2142-2100 Principal pmt on Debt	0.00	0.00	0.00	0.00	74,466.00	74,466.00	0.00
1-4-2142-2200 Interest on debt	0.00	0.00	0.00	0.00	70,750.00	70,750.00	0.00
1-4-2147-7400 Contribution to Capital Fund	0.00	108,931.00	0.00	108,931.00	0.00	0.00	0.00
1-4-2152-2100 Principal pmt on Debt	0.00	0.00	0.00	0.00	51,299.00	51,299.00	0.00
1-4-2152-2200 Interest on Debt	0.00	0.00	0.00	0.00	16,266.00	16,266.00	0.00
1-4-3120-7400 Contribution to Capital Fund	0.00	248,393.00	0.00	248,393.00	0.00	0.00	0.00
1-4-3122-2100 Principal pmt on Debt	0.00	132,815.28	132,815.00	132,815.00	804,512.00	671,697.00	5.06
1-4-3122-2200 Interest on Debt	86,997.11	86,953.74	86,954.00	86,954.00	340,758.00	253,804.00	2.92

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-3135-2100 Principal pmt on Debt	0.00	102,288.46	206,157.00	206,157.00	0.00	-206,157.00	-1.00
1-4-3135-2200 Interest on Debt	151,477.75	73,781.22	146,026.00	146,026.00	0.00	-146,026.00	-1.00
1-4-3136-2100 Principal pmt on Debt	0.00	191,542.12	385,258.00	385,258.00	0.00	-385,258.00	-1.00
1-4-3136-2200 Interest on Debt	82,212.43	38,271.09	74,345.00	74,345.00	0.00	-74,345.00	-1.00
1-4-3137-2100 Principal pmt on Debt	0.00	38,993.95	78,555.00	78,555.00	80,961.00	2,406.00	0.03
1-4-3137-2200 Interest on Debt	57,719.60	28,126.54	55,642.00	55,642.00	53,236.00	-2,406.00	-0.04
1-4-3138-2100 2018 Debenture 20yrs - Principal	0.00	18,026.17	36,403.00	36,403.00	0.00	-36,403.00	-1.00
1-4-3138-2200 2018 Debenture 20yrs - Interest	22,326.79	16,561.58	32,861.00	32,861.00	0.00	-32,861.00	-1.00
1-4-3139-2100 2018 Debenture 10yrs - Principal	0.00	27,360.28	55,139.00	55,139.00	56,894.00	1,755.00	0.03
1-4-3139-2200 2018 Debenture 10yrs - Interests	12,570.37	9,149.89	17,881.00	17,881.00	16,019.00	-1,862.00	-0.10
1-4-7432-2100 Principal pmt on Debt	0.00	109,126.79	146,321.00	146,321.00	151,190.00	4,869.00	0.03
1-4-7432-2200 Interest on Debt	152,202.59	110,119.83	145,538.00	145,538.00	140,669.00	-4,869.00	-0.03
1-4-7552-2100 Principal pmt on debt	0.00	168,782.60	192,659.00	192,659.00	194,618.00	1,959.00	0.01
1-4-7552-2200 Interest on Debt	114,484.37	48,662.09	109,886.00	109,886.00	107,989.00	-1,897.00	-0.02
Total DEBT PAYMENTS	**280,707.67**	**844,291.63**	**1,696,171.00**	**1,696,170.00**	**1,781,298.00**	**85,127.00**	**0.05**
INSURANCE							
1-4-1123-3325 Insurance	5,271.41	5,504.40	6,000.00	6,000.00	6,000.00	0.00	0.00
1-4-1223-3330 Insurance - Other	21,600.00	21,042.72	20,000.00	20,000.00	20,000.00	0.00	0.00
1-4-1343-3325 Insurance - Buildings	7,907.11	8,256.60	9,000.00	9,000.00	9,000.00	0.00	0.00
1-4-1413-3325 Insurance - Buildings	3,074.99	3,210.90	3,500.00	3,500.00	3,500.00	0.00	0.00
1-4-1423-3325 Insurance - Buildings	439.28	458.70	500.00	500.00	500.00	0.00	0.00
1-4-2143-3325 Insurance - Buildings	7,028.54	7,339.20	8,000.00	8,000.00	8,000.00	0.00	0.00
1-4-2343-3325 Insurance - Buildings	1,317.85	1,376.10	1,500.00	1,500.00	1,500.00	0.00	0.00
1-4-3123-3325 Insurance - Buildings	79,071.08	82,566.04	90,000.00	69,000.00	90,000.00	0.00	0.00
1-4-7253-3325 Insurance - Buildings	7,467.82	7,797.90	8,500.00	8,500.00	8,500.00	0.00	0.00
1-4-7313-3325 Insurance - Buildings	878.57	917.40	1,000.00	1,000.00	2,000.00	1,000.00	1.00
1-4-7405-3325 Insurance	1,317.85	1,376.10	1,500.00	1,500.00	1,500.00	0.00	0.00
1-4-7413-3325 Insurance - Buildings	9,752.10	10,183.14	11,100.00	11,100.00	11,100.00	0.00	0.00
1-4-7423-3325 Insurance - Buildings	9,664.24	10,091.40	11,000.00	11,000.00	11,000.00	0.00	0.00
1-4-7433-3325 Insurance - Buildings	18,449.92	19,265.41	21,000.00	21,000.00	21,000.00	0.00	0.00
1-4-7443-3325 Insurance	1,273.92	1,330.23	1,450.00	1,450.00	1,450.00	0.00	0.00
1-4-7453-3325 Insurance - Buildings	1,142.14	1,192.62	1,300.00	1,300.00	1,300.00	0.00	0.00
1-4-7463-3325 Insurance - Skating Rinks	8,849.97	2,835.00	8,000.00	8,000.00	8,000.00	0.00	0.00
1-4-7473-3325 Insurance - Buildings	1,317.85	1,376.10	1,500.00	1,500.00	1,500.00	0.00	0.00
1-4-7483-3325 Insurance - Buildings	2,240.35	2,339.37	2,550.00	2,550.00	2,550.00	0.00	0.00
1-4-7493-3325 Insurance - Buildings	1,669.00	1,743.06	1,900.00	1,900.00	1,900.00	0.00	0.00
1-4-7513-3325 Insurance - Buildings	1,229.99	1,284.36	1,400.00	1,400.00	1,400.00	0.00	0.00
1-4-7523-3325 Insurance - Buildings	702.85	733.92	800.00	800.00	800.00	0.00	0.00
1-4-7553-3325 Insurance - Buildings	21,964.19	22,935.01	25,000.00	25,000.00	25,000.00	0.00	0.00
1-4-7623-3325 Insurance - Buildings	1,757.14	1,834.80	2,000.00	2,000.00	2,000.00	0.00	0.00
Total INSURANCE	**215,388.16**	**216,990.48**	**238,500.00**	**217,500.00**	**239,500.00**	**1,000.00**	**0.00**
CONTRIBUTION FROM RESERVES							
1-3-1220-0581 Contribution from Reserves	-16,148.03	-33,698.00	-83,698.00	-33,698.00	0.00	83,698.00	-1.00
Total CONTRIBUTION FROM RESERVES	**-16,148.03**	**-33,698.00**	**-83,698.00**	**-33,698.00**	**0.00**	**83,698.00**	**-1.00**

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
PROGRAM SUPPORT							
1-3-1300-0595 Distribution - Program Support	-1,241,905.00	-1,260,937.00	-1,260,937.00	-1,260,937.00	-1,275,495.00	-14,558.00	0.01
1-4-1128-8900 Admin. Costs Dist. - P.S.	25,100.00	25,600.00	25,600.00	25,600.00	25,600.00	0.00	0.00
1-4-1228-8900 Admin. Costs Dist. - P.S.	91,600.00	93,400.00	93,400.00	93,400.00	93,400.00	0.00	0.00
1-4-2118-8900 Admin. Costs Dist. - P.S.	26,000.00	26,500.00	26,500.00	26,500.00	26,500.00	0.00	0.00
1-4-2418-8900 Admin. Costs Dist. - P.S.	60,400.00	61,600.00	61,600.00	61,600.00	61,600.00	0.00	0.00
1-4-3118-8900 Admin. Costs Dist. - P.S.	90,800.00	92,600.00	92,600.00	92,600.00	92,600.00	0.00	0.00
1-4-3708-8900 Admin. Costs Dist. - P.S.	36,500.00	37,200.00	37,200.00	37,200.00	37,200.00	0.00	0.00
1-4-7118-8900 Admin. Costs Dist. - P.S.	96,700.00	98,650.00	98,650.00	98,650.00	103,050.00	4,400.00	0.04
1-4-8118-8900 Admin. Costs Dist. - P.S.	86,600.00	88,300.00	88,300.00	88,300.00	88,300.00	0.00	0.00
Total PROGRAM SUPPORT	**-728,205.00**	**-737,087.00**	**-737,087.00**	**-737,087.00**	**-747,245.00**	**-10,158.00**	**0.01**
CONTRIBUTION TO RESERVES							
1-4-1116-7100 Contribution to Reserve - Economic Dev.	50,000.00	100,000.00	100,000.00	100,000.00	125,000.00	25,000.00	0.25
1-4-1117-7100 Contribution to Reserves - Election	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00	0.00
1-4-1118-7100 Contribution to Reserves	346,000.00	0.00	465,000.00	446,297.00	396,297.00	-68,703.00	-0.15
1-4-1119-7100 Contribution to Reserves	0.00	0.00	329,874.00	329,874.00	591,090.00	261,216.00	0.79
1-4-1220-7100 Contribution to Reserves	115,033.80	0.00	0.00	0.00	0.00	0.00	0.00
1-4-1227-7100 Contribution to Reserves	850,776.00	983,233.00	983,233.00	983,233.00	1,123,233.00	140,000.00	0.14
1-4-1317-7110 Contribution to Reserve (WCB)	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00	0.00
1-4-1317-7400 Contribution to Capital Fund - General	335,479.68	297,753.00	297,753.00	297,753.00	297,753.00	0.00	0.00
1-4-3127-7150 Contribution to Reserve Fund - Roads	1,151,050.00	1,254,762.00	1,254,762.00	1,254,762.00	1,506,762.00	252,000.00	0.20
Total CONTRIBUTION TO RESERVES	**2,878,339.48**	**2,665,748.00**	**3,460,622.00**	**3,441,919.00**	**4,070,135.00**	**609,513.00**	**0.18**
EQUIPMENT USAGE							
1-3-3140-0999 Town Machinery Rental	-562,600.00	-562,600.00	-562,600.00	-562,600.00	-562,600.00	0.00	0.00
1-4-1348-8400 Equipment (Town Machinery)	100.00	100.00	100.00	100.00	100.00	0.00	0.00
1-4-3128-8400 Equipment (Town Machinery)	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-3158-8400 Equipment (Town Machinery)	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00	0.00
1-4-3178-8400 Equipment (Town Machinery)	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-3218-8400 Equipment (Town Machinery)	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00	0.00
1-4-3228-8400 Equipment (Town Machinery)	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00	0.00
1-4-3238-8400 Equipment (Town Machinery)	700.00	700.00	700.00	700.00	700.00	0.00	0.00
1-4-3318-8400 Equipment (Town Machinery)	6,800.00	6,800.00	6,800.00	6,800.00	6,800.00	0.00	0.00
1-4-3328-8400 Equipment (Town Machinery)	6,500.00	6,500.00	6,500.00	6,500.00	6,500.00	0.00	0.00
1-4-3338-8400 Equipment (Town Machinery)	200.00	200.00	200.00	200.00	200.00	0.00	0.00
1-4-3348-8400 Equipment (Town Machinery)	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00	0.00
1-4-3418-8400 Equipment (Town Machinery)	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00	0.00
1-4-3428-8400 Equipment (Town Machinery)	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-3438-8400 Equipment (Town Machinery)	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00	0.00
1-4-3448-8400 Equipment (Town Machinery)	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00	0.00
1-4-3458-8400 Equipment (Town Machinery)	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00	0.00
1-4-3518-8400 Equipment (Town Machinery)	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00	0.00
1-4-3528-8400 Equipment (Town Machinery)	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	0.00	0.00
1-4-3538-8400 Equipment (Town Machinery)	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00	0.00
1-4-3548-8400 Equipment (Town Machinery)	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00	0.00
1-4-3558-8400 Equipment (Town Machinery)	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00	0.00

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-3618-8400 Equipment (Town Machinery)	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00	0.00
1-4-3628-8400 Equipment (Town Machinery)	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00	0.00
1-4-3638-8400 Equipment (Town Machinery)	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00	0.00
1-4-3718-8400 Equipment (Town Machinery)	161,000.00	161,000.00	161,000.00	161,000.00	161,000.00	0.00	0.00
1-4-3728-8400 Equipment (Town Machinery)	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.00	0.00
1-4-3738-8400 Equipment (Town Machinery)	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	0.00	0.00
1-4-3748-8400 Equipment (Town Machinery)	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.00	0.00
1-4-3758-8400 Equipment (Town Machinery)	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00	0.00
1-4-3778-8400 Equipment (Town Machinery)	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00	0.00	0.00
1-4-3818-8400 Equipment (Town Machinery)	100.00	100.00	100.00	100.00	100.00	0.00	0.00
Total EQUIPMENT USAGE	**-59,700.00**	**-59,700.00**	**-59,700.00**	**-59,700.00**	**-59,700.00**	**0.00**	**0.00**
MUNICIPAL DRAINAGE							
1-3-8320-0731 Provincial Subsidy	-22,471.73	0.00	-22,500.00	-22,500.00	-22,500.00	0.00	0.00
1-3-8320-0868 Mun. Drains - Proceed from Residents	-217.46	0.00	0.00	0.00	0.00	0.00	0.00
1-3-8320-0875 Tile Drains - Pmt. from Owners	-4,130.39	0.00	0.00	0.00	0.00	0.00	0.00
1-4-8323-3210 Engineering - Drainage	44,589.63	31,497.73	45,000.00	45,000.00	45,000.00	0.00	0.00
1-4-8323-3480 Municipal Drain A/R Written-Off	1,585.35	0.00	0.00	0.00	0.00	0.00	0.00
1-4-8332-2100 Principal pmt on Debt	3,896.59	0.00	0.00	0.00	0.00	0.00	0.00
1-4-8332-2200 Interest on Debt	233.80	0.00	0.00	0.00	0.00	0.00	0.00
Total MUNICIPAL DRAINAGE	**23,485.79**	**31,497.73**	**22,500.00**	**22,500.00**	**22,500.00**	**0.00**	**0.00**
WSIB Schedule 2							
1-4-2121-1244 WSIB - Schedule 2	-402,744.75	51,431.05	75,000.00	75,000.00	75,000.00	0.00	0.00
Total WSIB Schedule 2	**-402,744.75**	**51,431.05**	**75,000.00**	**75,000.00**	**75,000.00**	**0.00**	**0.00**
CONTINGENCY							
1-4-1223-3998 Contingency	57,710.75	0.00	100,000.00	50,000.00	50,000.00	-50,000.00	-0.50
1-4-1223-4000 Contingency Transfer	30,000.00	0.00	0.00	0.00	0.00	0.00	0.00
Total CONTINGENCY	**87,710.75**	**0.00**	**100,000.00**	**50,000.00**	**50,000.00**	**-50,000.00**	**-0.50**
Total CORPORATE REVENUE AND EXPENDITUR	**-19,830,494.95**	**-19,707,789.68**	**-18,135,226.00**	**-18,473,799.00**	**-17,972,811.00**	**162,415.00**	**-0.01**

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-8332-2100 Principal pmt on Debt	3,896.59	0.00	0.00	0.00	0.00	0.00	0.00
1-4-8332-2200 Interest on Debt	233.80	0.00	0.00	0.00	0.00	0.00	0.00
Total .	**23,485.79**	**31,497.73**	**22,500.00**	**22,500.00**	**22,500.00**	**0.00**	**0.00**
Total MUNICIPAL DRAINAGE	**23,485.79**	**31,497.73**	**22,500.00**	**22,500.00**	**22,500.00**	**0.00**	**0.00**
WSIB Schedule 2							
1-4-2121-1244 WSIB - Schedule 2	-402,744.75	50,367.90	75,000.00	75,000.00	75,000.00	0.00	0.00
Total .	**-402,744.75**	**50,367.90**	**75,000.00**	**75,000.00**	**75,000.00**	**0.00**	**0.00**
Total WSIB Schedule 2	**-402,744.75**	**50,367.90**	**75,000.00**	**75,000.00**	**75,000.00**	**0.00**	**0.00**
CONTINGENCY							
1-4-1223-3998 Contingency	57,710.75	0.00	100,000.00	50,000.00	50,000.00	-50,000.00	-0.50
1-4-1223-4000 Contingency Transfer	30,000.00	0.00	0.00	0.00	0.00	0.00	0.00
Total .	**87,710.75**	**0.00**	**100,000.00**	**50,000.00**	**50,000.00**	**-50,000.00**	**-0.50**
Total CONTINGENCY	**87,710.75**	**0.00**	**100,000.00**	**50,000.00**	**50,000.00**	**-50,000.00**	**-0.50**
Total CORPORATE REVENUE AND EXPENDITUR	**-19,830,494.95**	**-19,609,281.03**	**-18,135,226.00**	**-18,473,799.00**	**-17,972,811.00**	**162,415.00**	**-0.01**

Cité de / City of Clarence-Rockland
Budget 2020

Sommaire conseil - Summary Council

	FIN D'ANNÉE 2018 / 2018 YEAR END	BUDGET 2019 / 2019 BUDGET	BUDGET 2020 / 2020 BUDGET	VARIANCE $	VARIANCE %
Revenu / Revenue					
Conseil / Council	7,065	0	0	0	0.0%
Revenu total / Total revenue	**$ 7,065**	**$ -**	**$ -**	**$ -**	**0.0%**
Dépenses / Expenses					
Conseil / Council	345,342	391,660	465,892	74,232	19.0%
Dépenses totales / Total expenses	**$ 345,342**	**$ 391,660**	**$ 465,892**	**$ 74,232**	**19.0%**
Net	**$ 338,276**	**$ 391,660**	**$ 465,892**	**$ 74,232**	**19.0%**

Cité de / City of Clarence-Rockland
Budget 2020
Changements majeurs / Major Changes

Conseil / City Council

Objet de dépense / Major object		Catégorie /	Description	Commentaires / Comments	Montant / Amount
1	Salaires et avantages sociaux / Salaries and benefits	Discrétionnaire / Discretionary	Salaires et avantages sociaux / Salaries & benefits	Pour doubler les heures du maire / To double the Mayor's hours	54,300
2	Salaires et avantages sociaux / Salaries and benefits	Non discrétionnaire / Non-discretionary	Salaires et avantages sociaux / Salaries & benefits	Coût de la vie et augmentations / Cost of living and increments	19,932
Total					$ 74,232

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
CITY COUNCIL							
CITY COUNCIL							
REVENUES							
Council							
1-3-1120-0581 Contribution from Reserves	-6,904.23	0.00	0.00	0.00	0.00	0.00	0.00
1-3-1120-0603 Tournoi de golf du Maire	-161.25	-22,675.00	0.00	0.00	0.00	0.00	0.00
Total Council	**-7,065.48**	**-22,675.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Total REVENUES	**-7,065.48**	**-22,675.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
EXPENSES							
Council - Salaries and Benefits							
1-4-1121-1100 Regular Salaries	246,282.77	223,892.18	290,300.00	290,300.00	349,682.00	59,382.00	0.20
1-4-1121-1210 E.H.T.	3,273.12	4,365.56	5,661.00	5,661.00	5,760.00	99.00	0.02
1-4-1121-1220 C.P.P.	6,191.54	8,473.63	13,199.00	13,199.00	13,854.00	655.00	0.05
1-4-1121-1260 Group Insurance	0.00	1,288.40	0.00	0.00	14,096.00	14,096.00	0.00
Total Council - Salaries and Benefits	**255,747.43**	**238,019.77**	**309,160.00**	**309,160.00**	**383,392.00**	**74,232.00**	**0.24**
Council - Materials							
1-4-1123-3005 Advertising	1,085.47	750.99	0.00	0.00	0.00	0.00	0.00
1-4-1123-3160 Conference and Concention Fees	8,684.84	10,169.00	10,000.00	10,000.00	10,000.00	0.00	0.00
1-4-1123-3201 Donations - Maire-Guy Desjardins	4,926.96	3,620.84	5,000.00	5,000.00	5,000.00	0.00	0.00
1-4-1123-3202 Donations - Ward 1-Sam Cardarelli	2,324.82	1,780.14	3,000.00	3,000.00	3,000.00	0.00	0.00
1-4-1123-3203 Donations - Ward 3-Carl Grimard	2,883.31	2,198.34	3,000.00	3,000.00	3,000.00	0.00	0.00
1-4-1123-3204 Donations -Ward 7-Michel Levert	3,005.80	2,437.38	3,000.00	3,000.00	3,000.00	0.00	0.00
1-4-1123-3205 Donations- Ward 4 - Don Bouchard	2,917.03	1,960.00	3,000.00	3,000.00	3,000.00	0.00	0.00
1-4-1123-3206 Donations -Ward 2-Mario Zanth	2,998.56	2,161.06	3,000.00	3,000.00	3,000.00	0.00	0.00
1-4-1123-3207 Donations -Ward 8-Diane Choiniere	3,000.00	2,940.00	3,000.00	3,000.00	3,000.00	0.00	0.00
1-4-1123-3208 Donations -Ward 6-Christian Simard	2,821.29	873.34	3,000.00	3,000.00	3,000.00	0.00	0.00
1-4-1123-3209 Donations -Ward 5-Andre J Lalonde	2,984.88	1,590.54	3,000.00	3,000.00	3,000.00	0.00	0.00
1-4-1123-3229 Filming	25,004.64	12,426.00	25,000.00	25,000.00	25,000.00	0.00	0.00
1-4-1123-3267 Golf Tournament - Mayor	7,568.33	2,344.99	0.00	0.00	0.00	0.00	0.00
1-4-1123-3435 Membership	9,962.71	10,287.12	10,000.00	10,000.00	10,000.00	0.00	0.00
1-4-1123-3440 Meals	7,596.57	2,003.83	4,500.00	4,500.00	4,500.00	0.00	0.00
1-4-1123-3450 Mileage	1,511.04	2,869.07	3,000.00	3,000.00	3,000.00	0.00	0.00
1-4-1123-3675 Supplies	317.99	1,687.59	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-1123-3710 Telephone	0.00	368.26	0.00	0.00	0.00	0.00	0.00
Total Council - Materials	**89,594.24**	**62,468.49**	**82,500.00**	**82,500.00**	**82,500.00**	**0.00**	**0.00**
Total EXPENSES	**345,341.67**	**300,488.26**	**391,660.00**	**391,660.00**	**465,892.00**	**74,232.00**	**0.19**
Total .	**338,276.19**	**277,813.26**	**391,660.00**	**391,660.00**	**465,892.00**	**74,232.00**	**0.19**
Total CITY COUNCIL	**338,276.19**	**277,813.26**	**391,660.00**	**391,660.00**	**465,892.00**	**74,232.00**	**0.19**

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
Total CITY COUNCIL	338,276.19	277,813.26	391,660.00	391,660.00	465,892.00	74,232.00	0.19

Vue d'ensemble du service

Service Directrice générale

Rôles et responsabilités

La Directrice générale travaille avec le maire et le conseil pour assurer que les buts et les objectifs du Conseil sont atteints. La Directrice générale fournie à la Corporation, un leadership stratégique. Elle assure une bonne gestion des opérations sur une base quotidienne et incite les améliorations continues dans le but de toujours promouvoir une plus grande efficacité. La Directrice générale supervise également les projets majeurs au sein de la corporation, les négociations de contrats et de relations de travail, le développement, ainsi que la recommandation et la mise en œuvre des politiques. La Directrice générale recommande les budgets d'opérations et d'immobilisations dans le cadre des besoins financiers de la municipalité en collaboration avec le directeur des finances. La Directrice générale supervise la nomination et l'emploi de tous les employés de la Cité.

La Directrice générale supervise également la division de la Greffe. La Greffe est responsable des obligations légales du greffier municipal prévues par la Loi sur les municipalités, incluant l'organisation et la conservation des archives du conseil et des documents officiels de la corporation, l'enregistrement des procédures relatives aux réunions de conseil/comité et/ou superviser la prestation du secrétariat du conseil, et les fonctions de support administratif et autre gestion d'archives associées; émettre des avis obligatoires en vertu de la Loi sur les municipalités et la Loi sur l'aménagement du territoire et traite les demandes faites en vertu de la Loi sur l'accès à l'information et la protection de la vie privée. Le / La greffier/ère agit à titre de commissaire à l'assermentation; est responsables des élections municipales; autorise l'émission des licences et des permis.

Plan stratégique

La directrice générale (DG) est chargée de mettre en œuvre le plan stratégique 2015-2021 en collaboration avec le Conseil. Le plan stratégique devra être renouvelé avec le nouveau Conseil pour s'assurer qu'il est toujours aligné.

Enjeux à long terme

Les objectifs en dehors de la gestion quotidienne des ressources humaines, des plaintes et des demandes de renseignements sont les suivants: veiller à l'exécution du budget 2020, finaliser l'étude sur les redevances d'aménagement, examen interne des exigences en matière de ressources humaines et planification de la relève, orienter et mettre en place la stratégie de développement économique, rationalisation des bâtiments et revue continue de la prestation de services opérationnels.

City of / Cité de Clarence-Rockland
2020 Budget

Departmental Overview

Service Chief Administrative Officer

Roles and Responsibiities:

The Chief Administrative Officer (CAO) works with the Mayor and Council to ensure Council's goals and objectives are achieved. This is realized by providing strategic leadership to the Corporation, managing the daily operations of service delivery, and leading ongoing improvements with a goal of greater efficiency. The CAO also oversees major City projects and initiatives, contract negotiations and labour relations, and the development, recommendation and implementation of corporate policy. The CAO recommends the annual operating and capital budgets as part of the municipality's financial requirements in conjunction with the Director of Finance. The CAO oversees the appointment and employment of all City employees.

The CAO direclty manages the Clerk's division, Human resources and Economic Development as well overseeing the operational departments. The Clerk is responsible for the statutory duties of Municipal Clerk under the Municipal Act including organizing and maintaining records of Council and official documents of the Corporation, recording proceedings of Council/Committee meetings and/or overseeing the provision of Council secretariat and administrative support functions and associated records management; issues statutory notifications as required under the Municipal and Planning Acts and processes requests under the Municipal Freedom of Information and Protection of Privacy Act. The Clerk acts as a Commissioner of Oaths; is responsible for municipal elections; authorizes the issuance of licenses and permits.

Strategic plan

The Chief Administrative Officer is responsible to deliver the 2015-2021 Strategic Plan in conjuction with Council. The Strategic Plan will be up for renewal with the new Council to ensure it is still aligned.

Long term issues

The Chief Administrative Officer will be working with the new Council to ensure that it's objectives are on track. The notable objectives for the CAO's office outside of daily management of HR, complaints and inquiries are the following: ensuring that the 2020 Budget is delivered, Finalizing the Development Charges Study, Internal review of HR requirements and succession planning, Guide and emplace the Economic development strategy, Facility Rationalization and Continuous operational service delivery reveiw.

Cité de / City of Clarence-Rockland
Budget 2020

Sommaire bureau du directrice générale/ Summary Chief Administrative Office

	FIN D'ANNÉE 2018 / 2018 YEAR END	BUDGET 2019 / 2019 BUDGET	BUDGET 2020 / 2020 BUDGET	VARIANCE $	VARIANCE %
Revenus / Revenues					
Contribution de la réserve d'immobilisations / Contribution from capital reserve	67,471	0	0	0	0.0%
Élections / Elections	97,507	0	0	0	#DIV/0!
Revenu total / Total revenue	**$ 164,978**	**$ -**	**$ -**	**$ -**	0.0%
Dépenses / Expenses					
Administration de la directrice générale / CAO administration	840,527	831,800	826,529	-5,271	-0.6%
Élections / Elections	97,507	1,600	1,600	0	0.0%
Ressources humaines / Human Resssources	441,030	532,226	501,203	-31,023	-5.8%
Édifices municipaux / Municipal buildings	354,374	355,658	340,553	-15,105	-4.2%
Dépenses totales / Total expenses	**$ 1,733,438**	**$ 1,721,284**	**$ 1,669,885**	**-$ 51,399**	**-3.0%**
NET Directrice générale / NET Chief Administration Officer	**$ 1,568,460**	**$ 1,721,284**	**$ 1,669,885**	**-$ 51,399**	**-3.0%**

Cité de / City of Clarence-Rockland
Budget 2020
Changements majeurs / Major Changes

Directrice générale / Chief Administrative Officer

	Objet de dépense / Major object	Catégorie /	Description	Commentaires / Comments	Montant / Amount
1	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Efficacité énergétique / Energy efficiency	Augmentation de la base budgétaire afin de faire des projets qui réduirons la consommation d'énergie / To increase budget base to accomplish projects that will reduce energy consumption	10,000
2	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Réclamations / Liability Claims	Ajustement des frais légaux à l'actuel / To adjust legal fees to actual	6,000
3	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Frais légaux / Legal fees	Ajustement des frais légaux à l'actuel / To adjust legal fees to actual	-4,000
4	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Téléphone / Phone	Pour ajuster la dépense à l'actuel / To adjust expense account with actual	-10,000
5	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Frais légaux - RH / Legal fees - HR	Ajustement des frais légaux à l'actuel / To adjust legal fees to actual	-25,000
6	Salaires et avantages sociaux / Salaries and benefits	Non discrétionnaire / Non-discretionary	Salaires et avantages sociaux / Salaries & benefits	Coût de la vie et augmentations / Cost of living and increments	6,743
7	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Réparations mécaniques / Mechanical repairs	Hôtel de ville Rockland - Systèmes mécaniques vieillissants qui nécessite de plus en plus de réparation / Rockland City Hall - All mechanical systems are aging and requires more and more repairs	3,000
8	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Entretien des édifices / Building maintenance	Transfert dans le compte approprié / Transfer to the appropriate account	6,000
9	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Repas / Meals	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual	3,000
10	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Temps supplémentaire / Overtime	Transfert dans le compte approprié / Transfer to the appropriate account	740
11	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Repas / Meals	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual	500
12	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Abonnement / Membership	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual	-500
13	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Temps supplémentaire / Overtime	Transfert dans le compte approprié / Transfer to the appropriate account	-740
14	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Formation / Training-Video/Workshop	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual	-1,000
15	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Matériaux / Supplies	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual	-2,000
16	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Fournitures de nettoyage / Cleaning Supplies	Transfert dans le compte approprié / Transfer to the appropriate account	-6,000
17	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Employé d'été / Summer student	Transfert du budget à temps partiel, pour couvrir les vacances d'été au centre de service à la clientèle et aider aux événements (16 semaines)/Transfer of part-time budget, to cover summer holidays at client service center and help with events (16 weeks)	-8,142
18	Salaires et avantages sociaux / Salaries and benefits	Transfert interne / Internal transfer	Salaires à temps partiel / Part time Wages	Transfert dans le compte approprié / Transfer to the appropriate account	-30,000
Total					-$ 51,399

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
CAO							
CAO-ADMINISTRATION							
REVENUES							
Revenues							
1-3-1220-0584 Contribution from Developpers	-17,114.63	0.00	0.00	0.00	0.00	0.00	0.00
Total Revenues	**-17,114.63**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Total REVENUES	**-17,114.63**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
EXPENSES							
Corporate Management							
1-4-1220-9175 Clerks doc management	14,246.40	0.00	0.00	0.00	0.00	0.00	0.00
1-4-1220-9212 Development Charges Study	19,016.26	0.00	0.00	0.00	0.00	0.00	0.00
Total Corporate Management	**33,262.66**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Administration - Salaries and Benefits							
1-4-1221-1100 Regular Salaries	398,845.62	306,921.14	416,311.00	416,311.00	417,711.00	1,400.00	0.00
1-4-1221-1104 Vacancy Factor	0.00	-28,832.00	-15,571.00	-80,770.00	-11,900.00	3,671.00	-0.24
1-4-1221-1110 Accrued Sickleave & Vacation	9,016.61	3,523.68	4,004.00	4,004.00	4,177.00	173.00	0.04
1-4-1221-1120 Part-time Wages	6,162.86	5,068.12	8,142.00	8,142.00	0.00	-8,142.00	-1.00
1-4-1221-1130 Overtime Wages	6,095.79	5,678.33	7,000.00	7,000.00	7,000.00	0.00	0.00
1-4-1221-1210 E.H.T.	8,190.92	6,418.82	7,966.00	7,966.00	8,307.00	341.00	0.04
1-4-1221-1220 C.P.P.	10,798.14	10,554.98	11,232.00	11,232.00	11,885.00	653.00	0.06
1-4-1221-1230 E.I.	4,497.67	4,284.32	4,227.00	4,227.00	4,207.00	-20.00	0.00
1-4-1221-1240 WSIB	12,170.72	9,414.12	10,729.00	10,729.00	8,441.00	-2,288.00	-0.21
1-4-1221-1250 OMERS	45,019.96	35,407.96	45,930.00	45,930.00	47,792.00	1,862.00	0.04
1-4-1221-1260 Group Insurance	32,380.74	25,161.61	34,395.00	34,395.00	36,474.00	2,079.00	0.06
Total Administration - Salaries and Be	**533,179.03**	**383,601.08**	**534,365.00**	**469,166.00**	**534,094.00**	**-271.00**	**0.00**
Administration - Materials							
1-4-1223-3005 Advertising	5,612.51	985.00	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-1223-3160 Conference and Convention Fees	9,344.12	2,551.81	7,000.00	7,000.00	7,000.00	0.00	0.00
1-4-1223-3170 Courier Services	13.87	8.16	0.00	0.00	0.00	0.00	0.00
1-4-1223-3370 Legal Fees	54,276.12	48,810.96	65,000.00	55,000.00	61,000.00	-4,000.00	-0.06
1-4-1223-3435 Membership	529.62	802.73	450.00	803.00	450.00	0.00	0.00
1-4-1223-3440 Meals	10,786.15	3,999.17	7,500.00	7,500.00	10,500.00	3,000.00	0.40
1-4-1223-3450 Mileage	1,051.18	78.90	700.00	700.00	700.00	0.00	0.00
1-4-1223-3500 Office Supplies	3,531.06	1,683.80	2,500.00	2,500.00	2,500.00	0.00	0.00
1-4-1223-3670 Subscriptions	1,944.94	1,437.51	1,500.00	1,500.00	1,500.00	0.00	0.00
1-4-1223-3710 Telephone	2,770.69	1,656.28	660.00	2,330.00	660.00	0.00	0.00
1-4-1223-3730 Traduction	100.26	1,148.47	1,000.00	1,150.00	1,000.00	0.00	0.00
1-4-1223-3743 Training	575.48	366.34	1,000.00	1,000.00	1,000.00	0.00	0.00
Total Administration - Materials	**90,536.00**	**63,529.13**	**88,310.00**	**80,483.00**	**87,310.00**	**-1,000.00**	**-0.01**
Office - Materials							
1-4-1333-3170 Courier Services	0.00	0.00	150.00	150.00	150.00	0.00	0.00

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-1333-3355 Lease - Photocopier	34,572.16	27,586.94	27,000.00	33,600.00	27,000.00	0.00	0.00
1-4-1333-3360 Lease - Postage Machine	4,033.34	2,606.38	4,750.00	4,750.00	4,750.00	0.00	0.00
1-4-1333-3500 Office Supplies	13,782.00	6,942.19	16,400.00	13,000.00	16,400.00	0.00	0.00
1-4-1333-3550 Postage	45,931.04	24,314.34	45,000.00	45,000.00	45,000.00	0.00	0.00
1-4-1333-3635 Service Contract	1,425.70	783.48	2,000.00	2,000.00	2,000.00	0.00	0.00
1-4-1333-3710 Telephone	18,380.50	13,790.62	38,900.00	20,000.00	28,900.00	-10,000.00	-0.26
Total Office - Materials	**118,124.74**	**76,023.95**	**134,200.00**	**118,500.00**	**124,200.00**	**-10,000.00**	**-0.07**
Total EXPENSES	**775,102.43**	**523,154.16**	**756,875.00**	**668,149.00**	**745,604.00**	**-11,271.00**	**-0.01**
Total .	**757,987.80**	**523,154.16**	**756,875.00**	**668,149.00**	**745,604.00**	**-11,271.00**	**-0.01**
Total CAO-ADMINISTRATION	**757,987.80**	**523,154.16**	**756,875.00**	**668,149.00**	**745,604.00**	**-11,271.00**	**-0.01**
CITY CLERK							
REVENUES							
Clerk							
1-3-1224-0574 Other - Insurance claim	-30,355.89	0.00	0.00	0.00	0.00	0.00	0.00
Total Clerk	**-30,355.89**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Total REVENUES	**-30,355.89**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
EXPENSES							
City Clerk - Materials							
1-4-1224-3160 Conference and Convention Fees	1,361.35	1,255.21	2,450.00	2,450.00	2,450.00	0.00	0.00
1-4-1224-3390 Liability Claims	62,398.85	90,972.12	54,000.00	120,000.00	60,000.00	6,000.00	0.11
1-4-1224-3435 Membership	210.64	805.94	1,775.00	1,775.00	1,775.00	0.00	0.00
1-4-1224-3450 Mileage	1,040.51	355.89	600.00	600.00	600.00	0.00	0.00
1-4-1224-3743 Training	413.34	727.26	0.00	728.00	0.00	0.00	0.00
1-4-1224-4200 Integrity Commissioner	0.00	1,251.37	5,000.00	2,000.00	5,000.00	0.00	0.00
Total City Clerk - Materials	**65,424.69**	**95,367.79**	**63,825.00**	**127,553.00**	**69,825.00**	**6,000.00**	**0.09**
Access. Program - Materials							
1-4-1353-3070 Building Maintenance	0.00	0.00	10,000.00	0.00	10,000.00	0.00	0.00
1-4-1353-3450 Mileage	0.00	0.00	100.00	0.00	100.00	0.00	0.00
1-4-1353-3743 Training	0.00	0.00	1,000.00	0.00	1,000.00	0.00	0.00
Total Access. Program - Materials	**0.00**	**0.00**	**11,100.00**	**0.00**	**11,100.00**	**0.00**	**0.00**
Total EXPENSES	**65,424.69**	**95,367.79**	**74,925.00**	**127,553.00**	**80,925.00**	**6,000.00**	**0.08**
Total .	**35,068.80**	**95,367.79**	**74,925.00**	**127,553.00**	**80,925.00**	**6,000.00**	**0.08**
Total CITY CLERK	**35,068.80**	**95,367.79**	**74,925.00**	**127,553.00**	**80,925.00**	**6,000.00**	**0.08**
ELECTIONS							
REVENUES							

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

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Clarence-Rockland

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
Elections							
1-3-1110-0581 Contribution from Reserves	-97,427.06	0.00	0.00	0.00	0.00	0.00	0.00
1-3-1110-0600 Miscellaneous	-80.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Elections	**-97,507.06**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Total REVENUES	**-97,507.06**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
EXPENSES							
Elections - Salaries and Benefits							
1-4-1111-1100 Regular Salaries	219.55	0.00	0.00	0.00	0.00	0.00	0.00
1-4-1111-1130 Overtime Wages	7,047.70	0.00	0.00	0.00	0.00	0.00	0.00
1-4-1111-1210 E.H.T.	99.72	0.00	0.00	0.00	0.00	0.00	0.00
1-4-1111-1220 C.P.P.	102.22	0.00	0.00	0.00	0.00	0.00	0.00
1-4-1111-1230 E.I.	39.54	0.00	0.00	0.00	0.00	0.00	0.00
1-4-1111-1240 WSIB	162.97	0.00	0.00	0.00	0.00	0.00	0.00
1-4-1111-1250 OMERS	20.28	0.00	0.00	0.00	0.00	0.00	0.00
1-4-1111-1260 Group Insurance	28.70	0.00	0.00	0.00	0.00	0.00	0.00
Total Elections - Salaries and Benefit	**7,720.68**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Elections - Materials							
1-4-1113-3005 Advertising	25,758.12	0.00	0.00	0.00	0.00	0.00	0.00
1-4-1113-3150 Computer Supplies	4,846.30	0.00	0.00	0.00	0.00	0.00	0.00
1-4-1113-3440 Meals	1,155.43	0.00	0.00	0.00	0.00	0.00	0.00
1-4-1113-3450 Mileage	472.16	0.00	400.00	400.00	400.00	0.00	0.00
1-4-1113-3455 Miscellaneous	908.40	0.00	0.00	0.00	0.00	0.00	0.00
1-4-1113-3500 Office supplies	89.22	0.00	0.00	0.00	0.00	0.00	0.00
1-4-1113-3675 Supplies	96.10	0.00	0.00	0.00	0.00	0.00	0.00
1-4-1113-3710 Telephone	276.97	107.13	0.00	0.00	0.00	0.00	0.00
1-4-1113-3730 Traduction	178.68	0.00	0.00	0.00	0.00	0.00	0.00
1-4-1113-3743 Training	427.40	0.00	1,200.00	1,200.00	1,200.00	0.00	0.00
1-4-1113-4160 Contract	55,577.60	0.00	0.00	0.00	0.00	0.00	0.00
Total Elections - Materials	**89,786.38**	**107.13**	**1,600.00**	**1,600.00**	**1,600.00**	**0.00**	**0.00**
Total EXPENSES	**97,507.06**	**107.13**	**1,600.00**	**1,600.00**	**1,600.00**	**0.00**	**0.00**
Total .	**0.00**	**107.13**	**1,600.00**	**1,600.00**	**1,600.00**	**0.00**	**0.00**
Total ELECTIONS	**0.00**	**107.13**	**1,600.00**	**1,600.00**	**1,600.00**	**0.00**	**0.00**
HUMAN RESSOURCES							
EXPENSES							
Human Ressources - Salaries							
1-4-1361-1100 Regular Salaries	215,007.16	161,530.51	236,592.00	236,592.00	228,631.00	-7,961.00	-0.03
1-4-1361-1110 Accrued Sickleave & Vacation	1,419.31	1,043.76	2,267.00	2,267.00	2,286.00	19.00	0.01
1-4-1361-1130 Overtime Wages	7,150.00	7,732.91	5,000.00	7,733.00	5,000.00	0.00	0.00
1-4-1361-1210 E.H.T.	4,380.89	2,958.36	4,421.00	4,421.00	4,458.00	37.00	0.01

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1-4-1361-1220 C.P.P.	8,906.23	6,685.65	8,072.00	8,072.00	8,150.00	78.00	0.01
1-4-1361-1230 E.I.	3,821.34	2,759.78	3,053.00	3,053.00	2,922.00	-131.00	-0.04
1-4-1361-1240 WSIB	7,749.98	4,745.22	7,030.00	7,030.00	5,542.00	-1,488.00	-0.21
1-4-1361-1250 OMERS	22,064.60	15,592.87	23,818.00	23,818.00	24,099.00	281.00	0.01
1-4-1361-1260 Group Insurance	22,895.92	17,700.07	17,073.00	18,500.00	23,215.00	6,142.00	0.36
Total Human Ressources - Salaries	**293,395.43**	**220,749.13**	**307,326.00**	**311,486.00**	**304,303.00**	**-3,023.00**	**-0.01**
Human Ressources - Materials							
1-4-1363-3005 Advertising	14,265.84	5,292.53	10,000.00	10,000.00	10,000.00	0.00	0.00
1-4-1363-3160 Conference and Convention Fees	4,849.80	1,134.62	5,000.00	5,000.00	5,000.00	0.00	0.00
1-4-1363-3165 Consultant	37,192.98	30,471.18	35,000.00	35,000.00	35,000.00	0.00	0.00
1-4-1363-3225 Employee Aid Program	7,231.88	4,737.92	7,500.00	7,500.00	7,500.00	0.00	0.00
1-4-1363-3227 Employee Recognition	2,315.74	3,139.86	5,000.00	5,000.00	5,000.00	0.00	0.00
1-4-1363-3278 Health and Safety Committee	2,644.48	1,690.46	3,000.00	3,000.00	3,000.00	0.00	0.00
1-4-1363-3380 Legal Fees	54,332.37	6,693.65	105,000.00	30,000.00	80,000.00	-25,000.00	-0.24
1-4-1363-3435 Membership	834.84	1,148.87	2,000.00	1,500.00	1,500.00	-500.00	-0.25
1-4-1363-3440 Meals	787.12	173.89	500.00	1,000.00	1,000.00	500.00	1.00
1-4-1363-3450 Mileage	384.61	0.00	1,100.00	1,100.00	1,100.00	0.00	0.00
1-4-1363-3500 Office Supplies	2,788.40	143.51	2,500.00	2,000.00	2,500.00	0.00	0.00
1-4-1363-3503 OMERS Support Fund	747.94	769.31	800.00	800.00	800.00	0.00	0.00
1-4-1363-3660 Staff Training	16,108.79	27,600.46	35,000.00	35,000.00	35,000.00	0.00	0.00
1-4-1363-3670 Subscriptions	0.00	0.00	800.00	0.00	800.00	0.00	0.00
1-4-1363-3710 Telephone	446.45	921.57	1,200.00	1,000.00	1,200.00	0.00	0.00
1-4-1363-3730 Traduction Human Ressources	994.42	1,037.29	3,000.00	3,000.00	3,000.00	0.00	0.00
Total Human Ressources - Materials	**145,925.66**	**84,955.12**	**217,400.00**	**140,900.00**	**192,400.00**	**-25,000.00**	**-0.11**
Health & Security - Materials							
1-4-1383-3440 Meals	155.25	0.00	500.00	500.00	500.00	0.00	0.00
1-4-1383-3450 Mileage	339.04	0.00	500.00	500.00	500.00	0.00	0.00
1-4-1383-3670 Subscriptions	0.00	0.00	500.00	500.00	500.00	0.00	0.00
1-4-1383-3675 Supplies	0.00	1,841.14	3,000.00	1,842.00	1,000.00	-2,000.00	-0.67
1-4-1383-3743 Training -Video/Workshop	1,214.46	4,365.50	3,000.00	4,370.00	2,000.00	-1,000.00	-0.33
Total Health & Security - Materials	**1,708.75**	**6,206.64**	**7,500.00**	**7,712.00**	**4,500.00**	**-3,000.00**	**-0.40**
Total EXPENSES	**441,029.84**	**311,910.89**	**532,226.00**	**460,098.00**	**501,203.00**	**-31,023.00**	**-0.06**
Total .	**441,029.84**	**311,910.89**	**532,226.00**	**460,098.00**	**501,203.00**	**-31,023.00**	**-0.06**
Total HUMAN RESSOURCES	**441,029.84**	**311,910.89**	**532,226.00**	**460,098.00**	**501,203.00**	**-31,023.00**	**-0.06**
MUNICIPAL BUILDINGS							
REVENUES							
Facilities - Revenues							
1-3-1340-0581 Contribution from reserve	-20,000.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Facilities - Revenues	**-20,000.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

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	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
C.C. City Hall							
1-3-1410-0612 Rent	0.00	-1,407.70	0.00	-1,408.00	0.00	0.00	0.00
Total C.C. City Hall	**0.00**	**-1,407.70**	**0.00**	**-1,408.00**	**0.00**	**0.00**	**0.00**
Total REVENUES	**-20,000.00**	**-1,407.70**	**0.00**	**-1,408.00**	**0.00**	**0.00**	**0.00**
EXPENSES							
Facilities & Property Management							
1-4-1340-9179 Energy efficiency study	16,146.23	7,517.79	10,000.00	10,000.00	20,000.00	10,000.00	1.00
Total Facilities & Property Management	**16,146.23**	**7,517.79**	**10,000.00**	**10,000.00**	**20,000.00**	**10,000.00**	**1.00**
Facilities - Salaries and Benefits							
1-4-1341-1100 Regular Salaries	44,966.69	38,086.13	47,300.00	47,300.00	48,081.00	781.00	0.02
1-4-1341-1110 Accrued Sickleave & Vacation	505.65	0.00	473.00	473.00	481.00	8.00	0.02
1-4-1341-1120 Part-time Wages	23,047.98	16,702.13	43,371.00	21,561.00	14,272.00	-29,099.00	-0.67
1-4-1341-1130 Overtime Wages	8,661.29	7,151.34	6,532.00	9,000.00	7,272.00	740.00	0.11
1-4-1341-1210 E.H.T.	1,512.76	1,209.34	1,768.00	1,768.00	1,798.00	30.00	0.02
1-4-1341-1220 C.P.P.	3,566.51	2,895.35	4,267.00	4,267.00	4,474.00	207.00	0.05
1-4-1341-1230 E.I.	1,583.30	1,317.82	1,738.00	1,738.00	1,724.00	-14.00	-0.01
1-4-1341-1240 WSIB	2,770.42	1,953.51	2,856.00	2,856.00	2,250.00	-606.00	-0.21
1-4-1341-1250 OMERS	5,955.44	3,389.10	4,257.00	4,257.00	4,327.00	70.00	0.02
1-4-1341-1260 Group Insurance	7,843.43	4,986.28	6,622.00	6,622.00	6,885.00	263.00	0.04
Total Facilities - Salaries and Benefi	**100,413.47**	**77,691.00**	**119,184.00**	**99,842.00**	**91,564.00**	**-27,620.00**	**-0.23**
Facilities - Materials							
1-4-1343-3015 Alarm System	752.54	152.64	1,450.00	1,450.00	1,450.00	0.00	0.00
1-4-1343-3070 Building Maintenance	60,249.69	15,500.20	26,000.00	26,000.00	32,000.00	6,000.00	0.23
1-4-1343-3130 Cleaning Supplies	6,268.61	3,056.53	10,000.00	10,000.00	10,000.00	0.00	0.00
1-4-1343-3300 Hydro	33,727.41	21,846.61	48,536.00	48,536.00	48,536.00	0.00	0.00
1-4-1343-3335 Landscaping Materials	4,137.80	726.34	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-1343-3430 Mechanical Repairs	12,728.67	6,230.19	8,000.00	8,000.00	11,000.00	3,000.00	0.38
1-4-1343-3490 Natural Gas	5,993.90	4,409.88	8,100.00	8,100.00	8,100.00	0.00	0.00
1-4-1343-3653 SOCAN	0.00	0.00	110.00	110.00	110.00	0.00	0.00
1-4-1343-3675 Supplies	1,730.70	-50.88	2,000.00	2,000.00	2,000.00	0.00	0.00
1-4-1343-3790 Water	3,025.57	4,073.29	5,000.00	5,000.00	5,000.00	0.00	0.00
Total Facilities - Materials	**128,614.89**	**55,944.80**	**110,196.00**	**110,196.00**	**119,196.00**	**9,000.00**	**0.08**
Facilities - Contracted Services							
1-4-1344-4180 Facilities - Cleaning	0.00	0.00	6,000.00	6,000.00	0.00	-6,000.00	-1.00
1-4-1344-4275 Contract - Snow / Grass / Mechanical	22,743.80	16,000.45	20,000.00	20,000.00	20,000.00	0.00	0.00
Total Facilities - Contracted Services	**22,743.80**	**16,000.45**	**26,000.00**	**26,000.00**	**20,000.00**	**-6,000.00**	**-0.23**
C.C. City Hall - Salaries							
1-4-1411-1120 Part-time Wages	13,393.25	10,599.77	19,326.00	19,326.00	19,664.00	338.00	0.02
1-4-1411-1130 Overtime Wages	159.77	0.00	740.00	740.00	0.00	-740.00	-1.00
1-4-1411-1210 E.H.T.	261.19	206.72	377.00	377.00	383.00	6.00	0.02

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1-4-1411-1220 C.P.P.	479.18	464.92	807.00	807.00	849.00	42.00	0.05
1-4-1411-1230 E.I.	310.91	240.42	370.00	370.00	368.00	-2.00	-0.01
1-4-1411-1240 WSIB	471.68	246.22	609.00	609.00	480.00	-129.00	-0.21
Total C.C. City Hall - Salaries	**15,075.98**	**11,758.05**	**22,229.00**	**22,229.00**	**21,744.00**	**-485.00**	**-0.02**
C.C. City Hall - Materials							
1-4-1413-3015 Alarm System	1,036.36	427.40	1,375.00	1,375.00	1,375.00	0.00	0.00
1-4-1413-3070 Building Maintenance	12,783.15	2,292.74	8,000.00	6,942.00	8,000.00	0.00	0.00
1-4-1413-3130 Cleaning Supplies	1,725.78	2,307.68	1,250.00	2,308.00	1,250.00	0.00	0.00
1-4-1413-3300 Hydro	28,320.58	18,066.36	30,424.00	30,424.00	30,424.00	0.00	0.00
1-4-1413-3335 Landscaping materials	579.35	587.67	600.00	600.00	600.00	0.00	0.00
1-4-1413-3430 Mechanicals Repairs	2,672.63	14,126.32	3,750.00	15,000.00	3,750.00	0.00	0.00
1-4-1413-3675 Supplies	0.00	502.27	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-1413-3710 Telephone	2,773.20	2,191.94	4,500.00	4,500.00	4,500.00	0.00	0.00
1-4-1413-3790 Water	437.98	571.77	650.00	650.00	650.00	0.00	0.00
Total C.C. City Hall - Materials	**50,329.03**	**41,074.15**	**51,549.00**	**62,799.00**	**51,549.00**	**0.00**	**0.00**
C.C. City Hall - Contracts							
1-4-1414-4275 Contract - Snow	6,841.19	5,106.25	4,500.00	10,000.00	4,500.00	0.00	0.00
Total C.C. City Hall - Contracts	**6,841.19**	**5,106.25**	**4,500.00**	**10,000.00**	**4,500.00**	**0.00**	**0.00**
St-Pascal Archives - Materials							
1-4-1423-3070 Building Maintenance	4,039.11	35.62	3,000.00	3,000.00	3,000.00	0.00	0.00
1-4-1423-3300 Hydro	8,323.90	4,597.06	8,000.00	8,000.00	8,000.00	0.00	0.00
Total St-Pascal Archives - Materials	**12,363.01**	**4,632.68**	**11,000.00**	**11,000.00**	**11,000.00**	**0.00**	**0.00**
St-Pascal Archives - Contracts							
1-4-1424-4275 Contract - Snow	1,845.98	3,179.03	1,000.00	5,000.00	1,000.00	0.00	0.00
Total St-Pascal Archives - Contracts	**1,845.98**	**3,179.03**	**1,000.00**	**5,000.00**	**1,000.00**	**0.00**	**0.00**
Total EXPENSES	**354,373.58**	**222,904.20**	**355,658.00**	**357,066.00**	**340,553.00**	**-15,105.00**	**-0.04**
Total .	**334,373.58**	**221,496.50**	**355,658.00**	**355,658.00**	**340,553.00**	**-15,105.00**	**-0.04**
Total MUNICIPAL BUILDINGS	**334,373.58**	**221,496.50**	**355,658.00**	**355,658.00**	**340,553.00**	**-15,105.00**	**-0.04**
Total CAO	**1,568,460.02**	**1,152,036.47**	**1,721,284.00**	**1,613,058.00**	**1,669,885.00**	**-51,399.00**	**-0.03**

Cité de / City of Clarence-Rockland
Budget 2020

Vue d'ensemble du service

Service Finances

Rôles et responsabilités

La responsabilité principale du Département consiste à satisfaire les responsabilités statutaires du trésorier en vertu de la Loi sur les municipalités. Le Département assume la responsabilité fiduciaire de la Corporation de la Cité de Clarence-Rockland et fournit une vaste gamme de services financiers professionnels, notamment les suivants: achats, gestion de la trésorerie, planification budgétaire, comptabilité, déclarations et gestion des risques.

Plan stratégique

L'initiative principale de ce budget consiste à moderniser les technologies utilisés pour les opérations visant à maximiser la valeur des investissements dans les TI; travailler en partenariat avec les départements de la Cité pour améliorer leurs résultats commerciaux en utilisant des solutions technologiques qui permettront d'optimiser et de transformer les pratiques de prestation de services de la Cité, telles que la modification du système de paie afin d'améliorer l'efficacité de tous les départements.

Enjeux à long terme

Les enjeux dans le département des finances sont en grande partie liés à la charge de travail. À mesure que la Cité se développe, il sera important de fournir des ressources adéquates pour les fonctions de traitement afin de s'assurer que la Cité conserve ses responsabilités fiduciaires.

City of / Cité de Clarence-Rockland
2020 Budget

Departmental Overview

Service Finance

Roles and Responsibiities:

The Department's primary responsibility is to fulfill the statutory duties of the Treasurer under the Municipal Act. The Department holds fiduciary responsibility for the Corporation of the City of Clarence-Rockland and provides a wide range of professional financial services including: procurement, cash management, budget planning, accounting, reporting and risk management.

Strategic plan

The key initiative in this budget is to modernize operations with recent technologies to maximize the value of information; partner with City Departments to support their business outcomes using technology solutions which will enable optimization and transformation of the City's service delivery practices, such as changing the payroll system to improve efficiencies in all departments.

Long term issues

The issues in Finance are largely workload related. As the City grows, it will be important to adequately resource the processing functions to ensure that the City maintains its fiduciary responsibilities.

Cité de / City of Clarence-Rockland
Budget 2020

Vue d'ensemble du service

Service Gestion de l'information et de la technologie

Rôles et responsabilités

Le département Gestion de l'information et de la technologie a trois responsabilités

1. La principale responsabilité du ministère est de fournir un soutien au personnel de la Ville en ce qui concerne tous les aspects de la gestion de l'information et de la technologie, y compris (sans toutefois s'y limiter): assistance informatique, assistance téléphonique mobile / cellulaire, assistance de centre de données, cybersécurité, sauvegardes, etc. services de reprise après sinistre et de cloud computing.
2. L'agent en chef des systèmes d'information (directeur) est responsable de la vision stratégique de la Ville en matière de gestion de l'information et de la technologie, y compris la cybersécurité, la dotation en personnel et la gestion des opérations et des projets quotidiens.

3. Le département est également responsable de plusieurs projets qui améliorent les services existants ou en ajoutent de nouveaux, tels que des mises à niveau, des adaptations informatiques pour les installations et la mise en œuvre de nouveaux systèmes / services.

Plan stratégique

Les objectifs pour l'année à venir sont de stabiliser les services existants, de doter l'équipe en personnel de manière appropriée, de mettre en œuvre le plan de cybersécurité, d'assister dans le projet SharePoint et de diriger toutes les initiatives potentielles de ville intelligente.

Enjeux à long terme

Les problèmes liés aux technologies de l'information ont égalementun impacte sur la charge de travail en raison de la complexité croissante, des cyber-risques et de la croissance des écosystèmes TI, qui servent de colonne vertébrale pour faciliter la prestation des services de la Ville.

City of / Cité de Clarence-Rockland
2020 Budget

Departmental Overview

Service Information Management and Technology

Roles and Responsibilities:

Information Management and Technology has three key responsibilities:

1. The Department's primary responsibility is to provide support to City staff as it pertains to all aspects of information management and technology including (but not limited to) : Desktop support, Mobile/cell phone support, data centre support, cyber security, backups and disaster recovery and Cloud computing services.

2. The Chief Information Officer (Director) is responsible for the City's strategic vision of information management and technology including cyber security, staffing and management of day-to-day operations and projects.

3. The Department is also responsible for multiple projects that enhance existing services or add new ones such as upgrades, IT fitups for facilities and new system/service implementations.

Strategic plan

The goals for this upcoming year are to stabilize existing services, staff the team appropriately, implement the cyber security plan, assist in SharePoint project and lead all potential Smart City initiatives

Long term issues

The issues in Information Technology also relate to workload due to the increasing complexity, cyber risks and growth of the underlying I.T. ecosystem, which serves as the backbone to facilitate the delivery of City services.

Cité de / City of Clarence-Rockland
Budget 2020

Sommaire finances et technologie de l'inforamtion/ Summary Finance and Information Technology

	FIN D'ANNÉE 2018 / 2018 YEAR END	BUDGET 2019 / 2019 BUDGET	BUDGET 2020 / 2020 BUDGET	VARIANCE $	VARIANCE %
Revenus / Revenues					
Finances / Finance	184,473	130,195	132,187	1,992	1.5%
Revenu total / Total revenue	**$ 184,473**	**$ 130,195**	**$ 132,187**	**$ 1,992**	1.5%
Dépenses / Expenses					
Finances / Finance	1,144,786	1,123,638	1,111,056	-12,582	-1.1%
Technologie de l'information / Information technology	543,680	758,431	840,162	81,731	10.8%
Développement économique / Economic development	10,627	15,000	15,000	0	0.0%
Dépenses totales / Total expenses	**$ 1,699,093**	**$ 1,897,069**	**$ 1,966,218**	**$ 69,149**	**3.6%**
Net	**$ 1,514,619**	**$ 1,766,874**	**$ 1,834,031**	**$ 67,157**	**3.8%**

Cité de / City of Clarence-Rockland
Budget 2020
Changements majeurs / Major Changes

Finances / Finance

Objet de dépense / Major object		Catégorie /	Description	Commentaires / Comments	Montant / Amount
1	Frais d'utilisation / User fees	Discrétionnaire / Discretionary	Tous les frais d'utilisation / All User fees	Augmentation de 2 % de tous les frais / Increase of 2% in all fees	-1,992
2	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Frais bancaires / Bank Charges	Changement dans le fournisseur a permis de réduire les coûts / Change in supplier resulted in a savings	-4,000
3	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Impression des factures / Tax Bills Processing	Changement dans le fournisseur a permis de réduire les coûts / Change in supplier resulted in a savings	-4,000
4	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Consultant / Consulting	Réduction d'utilisation de consultant puisque plus de travaux sont fait à l'interne / Reduction in consulting budget caused by more work done internally	-10,000
5	Salaires et avantages sociaux / Salaries and benefits	Non discrétionnaire / Non-discretionary	Salaires et avantages sociaux / Salaries & benefits	Coût de la vie et augmentations / Cost of living and increments	5,418
Total					-$ 14,574

Cité de / City of Clarence-Rockland
Budget 2020
Changements majeurs / Major Changes

Technologie de l'information / Information Technology

Objet de dépense / Major object		Catégorie /	Description	Commentaires / Comments	Montant / Amount
1	Salaires et avantages sociaux / Salaries and benefits	Discrétionnaire / Discretionary	Salaires et avantages sociaux / Salaries & benefits	Pour ajouter une nouvelle position (50%)/ To create a new IT position (50%)	58,500
2	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Licences et renouvellements de logiciels / Software Licenses & Renewals	Achat d'un logiciel pour la gestion des ressorces humaines et le services de paie/ Purchase of new software : Human resource management & payroll system	20,000
3	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Licences et renouvellements de logiciels / Software Licenses & Renewals	Épargne au niveau du GL / Savings with actual expenses	-20,000
4	Salaires et avantages sociaux / Salaries and benefits	Non discrétionnaire / Non-discretionary	Salaires et avantages sociaux / Salaries & benefits	Coût de la vie et augmentations / Cost of living and increments	23,231
5	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Consultant / Consulting	Transfert de GL / GL transfer	50,000
6	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Licences et renouvellements de logiciels / Software Licenses & Renewals	Transfert de GL / GL transfer	2,100
7	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Abonnement / Subscriptions	Transfert de GL / GL transfer	400
8	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Réparations et entretien/ Repairs and Maintenance	Transfert de GL / GL transfer	-2,500
9	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Consultant - réparation d'ordinateur / Computer repairs - Consultant	Transfert de GL / GL transfer	-50,000
Total					$ 81,731

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
FINANCE							
FINANCE							
REVENUES							
Finance							
1-3-1230-0544 Business License	-68,462.50	-63,724.20	-68,600.00	-68,600.00	-69,972.00	-1,372.00	0.02
1-3-1230-0557 Transfer Fee Between Accounts	-420.00	-384.00	0.00	0.00	0.00	0.00	0.00
1-3-1230-0558 Fee Statements of Accounts Request	0.00	-70.00	0.00	0.00	0.00	0.00	0.00
1-3-1230-0577 Rounding Penny	3.00	11.22	0.00	0.00	0.00	0.00	0.00
1-3-1230-0605 Tax Certificates	-29,910.00	-28,461.00	-31,000.00	-31,000.00	-31,620.00	-620.00	0.02
1-3-1230-0606 Tax Inquiries	-2,785.00	-2,567.00	-2,500.00	-2,500.00	-2,500.00	0.00	0.00
1-3-1230-0607 Capping Revenues / Expenses	0.00	0.00	800.00	800.00	800.00	0.00	0.00
1-3-1230-0613 Other Revenues	-32,475.83	-28,962.11	-28,895.00	-28,895.00	-28,895.00	0.00	0.00
Total Finance	**-134,050.33**	**-124,157.09**	**-130,195.00**	**-130,195.00**	**-132,187.00**	**-1,992.00**	**0.02**
Contribution from Capital Reserve							
1-3-1331-0581 Contribution from Reserves	-50,423.16	0.00	0.00	0.00	0.00	0.00	0.00
Total Contribution from Capital Reserv	**-50,423.16**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Total REVENUES	**-184,473.49**	**-124,157.09**	**-130,195.00**	**-130,195.00**	**-132,187.00**	**-1,992.00**	**0.02**
EXPENSES							
Finance - Salaries and Benefits							
1-4-1231-1100 Regular Salaries	688,597.22	461,399.93	606,835.00	625,835.00	615,630.00	8,795.00	0.01
1-4-1231-1104 Vacancy Factor	-94,077.94	-22,827.00	-22,115.00	-22,115.00	-16,900.00	5,215.00	-0.24
1-4-1231-1110 Accrued Sickleave & Vacation	6,919.76	4,570.52	6,848.00	6,848.00	6,156.00	-692.00	-0.10
1-4-1231-1120 Part-time Wages	4,795.48	10,159.90	10,000.00	10,000.00	10,175.00	175.00	0.02
1-4-1231-1130 Overtime Wages	25,880.56	24,230.38	20,500.00	30,500.00	20,500.00	0.00	0.00
1-4-1231-1210 E.H.T.	12,416.35	9,857.91	11,467.00	11,467.00	12,203.00	736.00	0.06
1-4-1231-1220 C.P.P.	20,347.07	20,390.95	22,341.00	22,341.00	22,179.00	-162.00	-0.01
1-4-1231-1230 E.I.	8,724.29	8,516.43	8,527.00	8,527.00	7,990.00	-537.00	-0.06
1-4-1231-1240 WSIB	20,553.65	15,887.45	18,080.00	18,080.00	14,402.00	-3,678.00	-0.20
1-4-1231-1250 OMERS	64,026.87	49,810.88	59,998.00	59,998.00	65,030.00	5,032.00	0.08
1-4-1231-1260 Group Insurance	58,564.16	38,664.72	65,107.00	65,107.00	55,641.00	-9,466.00	-0.15
Total Finance - Salaries and Benefits	**816,747.47**	**620,662.07**	**807,588.00**	**836,588.00**	**813,006.00**	**5,418.00**	**0.01**
Finance - Materials							
1-4-1233-3005 Advertising	0.00	201.48	1,800.00	1,800.00	1,800.00	0.00	0.00
1-4-1233-3020 Arrears Collection Disburshment	3,998.61	6,461.04	6,500.00	6,500.00	6,500.00	0.00	0.00
1-4-1233-3025 Auditing	24,169.52	10,378.08	29,500.00	29,500.00	29,500.00	0.00	0.00
1-4-1233-3030 A/R Written-Off	-296.63	-531.26	500.00	500.00	500.00	0.00	0.00
1-4-1233-3031 Provision for A/R	21,272.36	0.00	2,000.00	2,000.00	2,000.00	0.00	0.00
1-4-1233-3032 Bank Charges	11,968.48	10,019.42	11,000.00	11,000.00	7,000.00	-4,000.00	-0.36
1-4-1233-3036 Outstanding AP Checks	-5,849.31	-2,013.09	0.00	-2,000.00	0.00	0.00	0.00
1-4-1233-3160 Conference and Convention Fees	4,319.45	3,133.40	8,500.00	8,500.00	8,500.00	0.00	0.00
1-4-1233-3165 Consultant	10,983.60	297.65	8,000.00	8,000.00	8,000.00	0.00	0.00
1-4-1233-3170 Courier Services	77.22	44.29	200.00	200.00	200.00	0.00	0.00

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-1233-3435 Membership	4,566.40	3,331.61	3,800.00	3,800.00	3,800.00	0.00	0.00
1-4-1233-3440 Meals	1,000.81	209.72	300.00	300.00	300.00	0.00	0.00
1-4-1233-3450 Mileage	1,395.37	304.63	500.00	500.00	500.00	0.00	0.00
1-4-1233-3500 Office Supplies	6,527.39	6,068.10	8,000.00	8,000.00	8,000.00	0.00	0.00
1-4-1233-3690 Tax Bills Processing	22,092.99	15,943.92	22,000.00	18,000.00	18,000.00	-4,000.00	-0.18
1-4-1233-3700 Taxes Written-Off	91,282.56	120,954.90	125,000.00	125,000.00	125,000.00	0.00	0.00
1-4-1233-3703 Taxes shortfall UCPR	808.50	0.00	0.00	0.00	0.00	0.00	0.00
1-4-1233-3710 Telephone	1,173.76	658.86	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-1233-3730 Traduction	1,908.25	0.00	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-1233-3880 Other	347.84	0.00	0.00	0.00	0.00	0.00	0.00
Total Finance - Materials	**201,747.17**	**175,462.75**	**229,600.00**	**223,600.00**	**221,600.00**	**-8,000.00**	**-0.03**
Accounting - Materials							
1-4-1313-3165 Consultant	30,141.75	0.00	25,000.00	23,000.00	25,000.00	0.00	0.00
1-4-1313-3450 Mileage	0.00	0.00	250.00	250.00	250.00	0.00	0.00
1-4-1313-3577 Program Modification	64,368.71	2,791.67	15,000.00	11,000.00	15,000.00	0.00	0.00
1-4-1313-3743 Training	6,105.64	4,122.05	13,000.00	13,000.00	13,000.00	0.00	0.00
Total Accounting - Materials	**100,616.10**	**6,913.72**	**53,250.00**	**47,250.00**	**53,250.00**	**0.00**	**0.00**
Accounting - Contracted Services							
1-4-1314-4152 Contract	25,675.33	1,462.80	33,200.00	16,200.00	23,200.00	-10,000.00	-0.30
Total Accounting - Contracted Services	**25,675.33**	**1,462.80**	**33,200.00**	**16,200.00**	**23,200.00**	**-10,000.00**	**-0.30**
Total EXPENSES	**1,144,786.07**	**804,501.34**	**1,123,638.00**	**1,123,638.00**	**1,111,056.00**	**-12,582.00**	**-0.01**
Total .	**960,312.58**	**680,344.25**	**993,443.00**	**993,443.00**	**978,869.00**	**-14,574.00**	**-0.01**
Total FINANCE	**960,312.58**	**680,344.25**	**993,443.00**	**993,443.00**	**978,869.00**	**-14,574.00**	**-0.01**
COMPUTERS							
EXPENSES							
Computers - Salaries and Benefits							
1-4-1321-1100 Regular Salaries	163,421.54	161,310.00	280,325.00	194,249.00	357,200.00	76,875.00	0.27
1-4-1321-1110 Accrued Sickleave & Vacation	3,423.69	0.00	2,741.00	2,741.00	2,987.00	246.00	0.09
1-4-1321-1130 Overtime Wages	1,724.99	901.40	2,500.00	2,500.00	2,500.00	0.00	0.00
1-4-1321-1210 E.H.T.	3,334.88	2,767.22	5,346.00	5,346.00	5,825.00	479.00	0.09
1-4-1321-1220 C.P.P.	6,779.20	5,329.10	8,247.00	8,247.00	8,726.00	479.00	0.06
1-4-1321-1230 E.I.	2,851.32	2,178.62	3,053.00	3,053.00	3,039.00	-14.00	0.00
1-4-1321-1240 WSIB	5,997.96	4,466.36	7,686.00	7,686.00	6,429.00	-1,257.00	-0.16
1-4-1321-1250 OMERS	16,825.80	15,822.44	30,633.00	30,633.00	33,715.00	3,082.00	0.10
1-4-1321-1260 Group Insurance	18,797.08	18,608.33	27,100.00	27,100.00	28,941.00	1,841.00	0.07
Total Computers - Salaries and Benefit	**223,156.46**	**211,383.47**	**367,631.00**	**281,555.00**	**449,362.00**	**81,731.00**	**0.22**
Computers - Materials							
1-4-1323-3150 Computer Supplies	19,300.38	5,802.43	20,000.00	15,778.00	20,000.00	0.00	0.00
1-4-1323-3152 Computer Replacement	44,071.32	23,422.93	33,000.00	38,423.00	33,000.00	0.00	0.00

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-1323-3316 Internet fees	25,004.27	20,052.79	38,000.00	36,053.00	38,000.00	0.00	0.00
1-4-1323-3450 Mileage	253.05	472.49	300.00	1,172.00	300.00	0.00	0.00
1-4-1323-3500 Office Supplies	0.00	88.21	0.00	1,788.00	0.00	0.00	0.00
1-4-1323-3615 Repairs and maintenance	0.00	0.00	2,500.00	2,500.00	0.00	-2,500.00	-1.00
1-4-1323-3651 Softwares	152,291.52	179,744.44	228,400.00	203,102.00	230,500.00	2,100.00	0.01
1-4-1323-3670 Subscriptions	0.00	453.85	100.00	754.00	500.00	400.00	4.00
1-4-1323-3710 Telephone	2,178.38	2,293.93	2,000.00	1,763.00	2,000.00	0.00	0.00
1-4-1323-3743 Training	0.00	2,204.94	6,500.00	2,205.00	6,500.00	0.00	0.00
Total Computers - Materials	**243,098.92**	**234,536.01**	**330,800.00**	**303,538.00**	**330,800.00**	**0.00**	**0.00**
Computers - Contracted Services							
1-4-1324-4110 Consulting - Operations	22,290.54	11,110.06	60,000.00	11,110.00	10,000.00	-50,000.00	-0.83
1-4-1324-4154 Consulting - Projects	55,133.62	67,259.13	0.00	97,643.00	50,000.00	50,000.00	0.00
Total Computers - Contracted Services	**77,424.16**	**78,369.19**	**60,000.00**	**108,753.00**	**60,000.00**	**0.00**	**0.00**
Total EXPENSES	**543,679.54**	**524,288.67**	**758,431.00**	**693,846.00**	**840,162.00**	**81,731.00**	**0.11**
Total .	**543,679.54**	**524,288.67**	**758,431.00**	**693,846.00**	**840,162.00**	**81,731.00**	**0.11**
Total COMPUTERS	**543,679.54**	**524,288.67**	**758,431.00**	**693,846.00**	**840,162.00**	**81,731.00**	**0.11**
ECONOMIC DEVELOPMENT							
EXPENSES							
Commercial - Materials							
1-4-8213-3160 Conference & Convention	0.00	1,866.15	0.00	0.00	0.00	0.00	0.00
1-4-8213-3435 Membership	0.00	550.27	0.00	0.00	0.00	0.00	0.00
1-4-8213-3505 Opportunities Evaluation	9,925.11	9,974.04	15,000.00	15,000.00	15,000.00	0.00	0.00
1-4-8213-3560 Promotion	254.40	0.00	0.00	0.00	0.00	0.00	0.00
Total Commercial - Materials	**10,179.51**	**12,390.46**	**15,000.00**	**15,000.00**	**15,000.00**	**0.00**	**0.00**
Industrial Park - Materials							
1-4-8233-3300 Hydro - Corner Industrial Rd / Hwy 17	447.83	0.00	0.00	0.00	0.00	0.00	0.00
Total Industrial Park - Materials	**447.83**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Total EXPENSES	**10,627.34**	**12,390.46**	**15,000.00**	**15,000.00**	**15,000.00**	**0.00**	**0.00**
Total .	**10,627.34**	**12,390.46**	**15,000.00**	**15,000.00**	**15,000.00**	**0.00**	**0.00**
Total ECONOMIC DEVELOPMENT	**10,627.34**	**12,390.46**	**15,000.00**	**15,000.00**	**15,000.00**	**0.00**	**0.00**
Total FINANCE	**1,514,619.46**	**1,217,023.38**	**1,766,874.00**	**1,702,289.00**	**1,834,031.00**	**67,157.00**	**0.04**

City of Clarence-Rockland
2020 Budget

Business Case

Department	Information Management and Technology (IMIT)	
Project name	New IT System Analyst position	Assessment out of Five
Start date	2019	
Business lead	Mike Cousineau	

Project Description

Addition of one(1) Full-Time staff for the IMIT Team

Project Objective

Add capacity to a severely undermaned IMIT Team to address capacity for two main areas of concern:
Operational: The team can hardly handle supporting the City's day-to-day needs. Certain help desk calls are taking a much as a month to complete. Even with the help of a consultant, the load is simply too large to handle support, let alone any new work. When the technician goes on vacation or is sick, the service basically shuts down.

Projects: There are multiple projects underway and planned to bring IMIT Services to the next level. They include (but are not limited to):
- Sharepoint
- Smart City
- Cybersecurity enhancements
- 2019 Capital projects that have been delayed
- Inventory
- Community Hub

NOTE: Any new projects brings additional future operational loads to support the new services being offerred.

High Level Milestones

1 Undergo hiring process according HR policy and procedures

2 Employee integration and training

3 Succession training

Stakeholders

Internal:IMIT Team and all staff
External: Suppliers

Viable Options

1 Stop all project work

2 Outsource IMIT Work

3

Outsourcing

Outsourcing to contractors has been costly and not overly successful. Not a good option for the City	Low

Strategic Plan, Council Approval and Funding

The cost for the position has been added to the 2020 budget and is partly offset by a reduction consulting costs	High

City of Clarence-Rockland
2020 Budget

Business Case

Department	Information Management and Technology (IMIT)	
Project name	New IT System Analyst position	Assessment out of Five
Start date	2019	
Business lead	Mike Cousineau	
Importance of Project		
Many of the projects that the team will be working on have a significant impact on the City's startegic goals including Sharepoint, Smart City and Community Hub. It is also critical that the City has a strong Cyber security culture.		5
Scale of Urgency		
We are currently hiring a temporary contract. The hope is that the successful candidate could eventually fill a full time position		4
Project Readiness		
We are already hiring		High
Staff Recommendation		
Proceed with hiring an additional full time employee. A pressure of $58,500, because only 50% is included included in the 2020 budget.		

Cité de Clarence-Rockland
Budget 2019

Étude de cas

Département	Gestion et technologie de l'information (GTI)	
Nom du projet	Nouvelle position d'Analyste des systèmes	Évaluation sur 5
Date de début	2019	
Responsable du projet	Michel Cousineau	

Description du projet

Ajout d'un (1) employé à temps plein dans l'équipe GTI

Objectif du projet

Ajouter de la capacité à une équipe GTI très débordée pour adresser la capacité dans deux domaines principaux:
Opérationnel: l'équipe peut difficilement supporter les besoins quotidiens de la ville. Certains appels au centre d'assistance prennent environ un mois. Même avec l'aide d'un consultant, la charge est tout simplement trop lourde pour gérer le support, sans parler de toutes nouvelles demandes de travail. Lorsque le technicien part en vacances ou est malade, le service s'arrête complètement.

Projets: Plusieurs projets sont en cours et prévus pour amener les services GTI à un niveau supérieur. Ils incluent (mais ne sont pas limités à):
- Sharepoint
- Ville intelligente (Smart City)
- Améliorations de la cybersécurité
- 2019 projets d'immobilisationsnon completés
- inventaire
- Nouveau Centre communautaire (Community Hub)

REMARQUE: Tout nouveaux projets entraînent des tâches quotidiennes additionnelles pour prendre en charge les nouveaux services offerts.

Étapes importantes

1 Suivre le processus d'embauche conformément à la politique et aux procédures des ressources humaines

2 Intégration et formation des employés

3 Formation pour la relève

Parties prenantes

À l'interne: l'équipe GTI et tout le personnel.

Options viables

1 Stopper tous les projets de l'équipe

2 Envoyer tout les projets en sous-traitance

Sous-traitance

La sous-traitance du supports de TI a été très couteux pour la ville mais n'a pas été très fructueux. Pas une bonne option.	Bas

Plan stratégique, approbation du conseil et financement	
Le coût de la position a été ajouté au budget 2020 et est partiellement compensé par une réduction des coûts de consultation.	Élevé
Importance du projet	
De nombreux projets sur lesquels l'équipe travaillera ont un impact significatif sur les objectifs stratégiques de la ville, notamment Sharepoint, Smart City et Community Hub. Il est également essentiel que la ville possède une forte culture en matière de cybersécurité	5
Ampleur de l'urgence	
Nous embauchons actuellement un contrat temporaire. L'espoir est que le candidat retenu puisse éventuellement occuper un poste à temps plein	4
Projet prêt à être exécuté	
Nous avons déjà débutés (Pour le contrat)	Élevé
Recommandation du personnel	
Procédez à l'embauche d'un employé supplémentaire à temps plein. Une pression de 58 500 $, puisque seulement 50% est inclus dans le budget 2020.	

City of / Cité de Clarence-Rockland
2020 Budget 2020

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City of / Cité de Clarence-Rockland
Budget 2020

Vue d'ensemble du service

Service Service de la protection

Rôles et responsabilités

Les services de protection de Clarence-Rockland englobent quatre divisions distinctes, mais interconnectées. Le service d'incendie regroupe des 5 pompiers à temps plein et 74 à temps partiel répartis dans trois casernes situées à des endroits stratégiques (Bourget, Clarence-Creek et Rockland), qui assurent l'éducation du public, la prévention des incendies et des interventions d'urgence sur environ 300 km2. La division d'application des règlements municipaux des services de protection comprend un gestionaire et 4 agents désignés comme d'agents de l'application des lois municipales qui travaillent au 415, rue Lemay. La Division de la gestion des situations d'urgence n'a pas de personnel à plein temps et relève du Département des services de protection. De plus, le centre de formation régional n'a pas d'affectation de personnel à plein temps et est géré par le service des incendies afin de dispenser des cours du Collège des pompiers de l'Ontario à Clarence-Rockland et aux services d'incendie environnants, sur une base financièrement autosuffisant.

Le service d'incendie de Clarence-Rockland protège la vie, la propriété et l'environnement des personnes qui vivent, travaillent et visitent la Cité de Clarence-Rockland. Le service d'incendie est régi par la Loi de 1997 sur la Prévention et la Protection contre l'incendie, ainsi que par un règlement municipal établissant et réglementant adopté par le conseil municipal. Le service assure l'éducation du public, la prévention des incendies et les interventions d'urgence dans toute la ville, et participe au système d'entraide provincial afin d'assister les services d'incendie avoisinant en cas d'urgence majeure. Le département offre aux pompiers de nombreuses possibilités de formation afin de respecter ou dépasser les exigences provinciales. Le personnel du service d'incendie est hautement qualifié pour réagir à une grande variété d'incidents urgents ou non urgents, notamment des incendies, des secours/sauvetages, des collisions de véhicule, une désincarcération, des urgences médicales, des incidents météorologiques et des plaintes relatives aux règlements municipaux. Pour les interventions d'urgence, le service utilise une flotte de 4 autopompes, 1 camion échelle, 2 camions-citernes, 1 camion de sauvetage, 1 bateau de sauvetage et 5 petits véhicules (camionnettes et / ou VUS). À cause du rapport complexe qui existe entre le service d'incendie et les primes d'assurance, le département s'efforce continuellement de maintenir et d'améliorer ses classifications d'assurance afin d'aider les propriétaires à réaliser des économies en réduisant les primes d'assurance. Ces initiatives sont mentionnées dans le plan Maître de services des incendies et dans d'autres documents.

La Division de l'application des lois municipales est chargée du maintien de l'ordre public et de l'application des règlements municipaux applicables, tels que: circulation et stationnement, licences d'entreprises, taxis, contrôle du bruit, clôture, piscines, feu à ciel ouvert, permis de chiens, etc. Les agents travaillent avec la Police provinciale de l'Ontario au besoin, permettant un niveau de communication ouvert avec eux afin d'assurer de bonnes relations de travail. Les agents de la règlementation n'ont pas le même pouvoir que les polices et ne peuvent donc pas appliquer certaines dispositions des règlements municipaux (comme tout ce qui impliquerait l'arrêt d'un véhicule, d'un VTT ou d'une motoneige).

La Division de la gestion des situations d'urgence doit veiller à la préparation des situations d'urgence de grande envergure et est régie par la loi sur la protection civile et la gestion des situations d'urgence. La Division de la gestion des situations d'urgences ne compte pas de personnel à temps plein et est dirigée par le coordonnateur communautaire de la gestion des services urgences ou le CGSU (directeur des services de la protection) assistée de deux suppléants du CGSU (chef adjoint des incendies et gérant de l'application des lois municipales) et veille à ce qu'un plan d'urgence acceptable est en place pour la municipalité et que le personnel approprié se voit attribuer des tâches spécifiques pour veiller à ce que les infrastructures municipales restent opérationnelles en cas d'urgence ou de situation d'urgence majeure.

Le Centre régional de formation de Clarence-Rockland fonctionne comme une division distincte au sein des Services de la protection et n'a pas de personnel à plein temps. Il est en grande partie géré par le personnel administratif du service des incendies et régi par un protocole d'entente signé avec le Collège des pompiers de l'Ontario afin d'offrir des cours de ce type aux pompiers de Clarence-Rockland et de la région. Le Centre régional de formation a été créé par résolution du Conseil et fonctionne selon le principe du recouvrement de coûts complet. Les revenus générés par le centre de formation sont utilisés pour couvrir les dépenses actuelles et futures du centre de formation. Les cours sont donnés par des instructeurs auxiliaires approuvés par le Collège des pompiers de l'Ontario et payés par le centre de formation régional.

Plan stratégique

Les Services de protection s'efforcent de maintenir et continuent d'améliorer le niveau de service fourni aux citoyens de Clarence-Rockland. Le Département continue d'entrainer notre personnel avec les technologies les plus récentes disponibles, en accordant la priorité à la santé et la sécurité.

Enjeux à long terme

Les services de protection sont actuellement confrontés à deux défis distincts:

1) Le service des incendies est toujours fortement concentré sur les pompiers volontaires, le recrutement et le maintien des membres restant un défi pour le département. Chaque année, le département engage des dépenses importantes pour recruter et former de nouveaux pompiers, tandis que d'autres partent pour diverses raisons (changement de mode de vie, déménagement, autres engagements, etc.). Les coûts croissants de formation ne mettront que des pressions financières sur le département si nous allons continuer à respecter les exigences nécessaires des pompiers futurs. De plus, plusieurs familles ont de nombreux autres engagements, ce qui réduit le taux de participation des pompiers aux appels urgences. Cela crée à son tour une demande pour avoir plus de pompiers sur la liste de chaque caserne, et par conséquent qui continuent de mettre de la pression financière sur le budget de fonctionnement du département.

2) Les agents de la règlementation continuent de faire face à des défis en ce qui concerne l'autorité légale. Un certain nombre de règlements municipaux adoptés sont inexécutables en raison de l'absence d'un contrat de police avec la Police provinciale de l'Ontario (qui empêche PPO de faire respecter les règlements municipaux) et du manque d'autorité pour appliquer efficacement ces règlements. Quelques exemples incluent les sections du règlement sur la circulation et le stationnement, pour lesquelles les agents de réglementation n'ont pas d'autorité d'arrêter un véhicule et ne peuvent donc ne peuvent pas faire respecter certaines sections de ce règlement. La même chose s'applique au règlement sur les VTT et au règlement sur les motoneiges, qui exigent du pouvoir légal d'arrêter ces véhicules, ce que les agents de la règlementation ne possèdent pas en vertu de la loi provinciale applicable (Loi sur les motoneiges, Véhicules et le Code de la route).

City of / Cité de Clarence-Rockland
2020 Budget

Departmental Overview

Service Protective Services

Roles and Responsibiities:

Clarence-Rockland Protective Services encompasses four distinct, yet interconnected divisions. The Fire Department consists of a combination of 5 full-time members and 74 part-time members working out of three strategically located fire stations (Bourget, Clarence-Creek, and Rockland) providing public education, fire prevention, and emergency response to roughly 300 km2. The Enforcement Division of Protective Services consists of one Manager, and 4 Enforcement Officers who currently work out of the 415 Lemay facility. The Emergency Management Division has no full-time staff assigned, and is a shared responsibility of the Protective Services Department. The Regional Training Centre also has no full-time staff assigned, and is managed by the Fire Department to provide Ontario Fire College courses to Clarence-Rockland and surrounding fire departments on a cost-neutral basis. All divisions are supported by a single full-time administrative assistant.

The Clarence-Rockland Fire Department protects the lives, property and environment of the people who live, work and visit the City of Clarence-Rockland. The Fire Department is governed under the Fire Protection and Prevention Act, 1997, as well as an Establishing and Regulating By-Law adopted by Council. The department provides public education, fire prevention, and emergency response throughout the City, and participates in the Provincial Mutual Aid plan to assist neighbouring departments in times of major incidents. The department provides extensive training opportunities to its firefighters to meet and/or exceed provincial requirements. Fire Service personnel are highly trained to respond to a wide variety of emergency and non-emergency incidents including but not limited to fires, rescues, vehicle collisions, auto extrication, medical emergencies, weather related incidents and bylaw complaints. For emergency response, the department utilizes a fleet of 4 pumper apparatus, 1 aerial apparatus, 2 water tankers, 1 rescue truck, 1 rescue boat, and 5 small vehicles (pickups and/or SUVs). Because of the intricate connection between the Fire Department and insurance premiums, the Department continually strives to maintain and improve its insurance classifications in order to help property owners realize cost savings through lower insurance premiums. These initiatives are noted in the Department's Master Fire Plan and other documents.

The Muncipal Enforcement Division is responsible for maintaining public order and enforcing applicable municipal by-laws such as: traffic and parking, business licensing, taxi cabs, noise control, fence, swimming pools, open air fire, licensing of dogs, etc. The Enforcement Officers work with the OPP when and where appropriate, through open communications with local law enforcement to ensure a good working relationship. Enforcement Officers do not have the same authority as Police Officers, and therefore cannot enforce some components of municipal bylaws (such as anything that would involve stopping a vehicle, ATV, or snowmobile).

The Emergency Management Division is responsible for ensuring preparedness for large scale emergencies, and operates under the authority of the Emergency Management and Civil Protection Act. The Emergency Management Division has no full-time staff, and is led by the Community Emergency Management Coordinator or CEMC (Director of Protective Services) assisted by two Alternate CEMCS (Deputy Fire Chief and Manager of Municipal Enforcement) and ensures that an acceptable emergency plan is in place for the municipality and that the appropriate personnel are assigned specific tasks to ensure that municipal infrastructures continue to remain operational in the event of an emergency or crisis situation.

The Clarence-Rockland Regional Training Centre operates as separate division within Protective Services, and has no full-time staff assigned. It is largely managed by the Fire Department administrative staff, and operates under a signed Memorandum of Understanding with the Ontario Fire College to offer fire college courses to both Clarence-Rockland and regional firefighters. The Regional Training Centre was established by Council resolution, and operates on a cost neutral mentality, with any revenues into the Training Centre being used to cover current and future expenses for the Training Centre. Courses are instructed by Adjunct Instructors approved by the Ontario Fire College, and paid for by the Regional Training Centre.

Strategic plan

Protective Services strives to maintain and continue to improve the level of service provided to the citizens of Clarence-Rockland. The Department continues to train our staff with the latest technology available with their health and safety as a priority.

Long term issues

There are two distinct challenges facing Protective Services currently and into the foreseeable future:

1) The Fire Department remains heavily focused on volunteer firefighters, with recruitment and retention continuing to be a challenge facing the department. Every year the department incurs significant expense to recruit and train new firefighters, with others leaving for a variety of reasons (change of lifestyle, moving out of the area, other commitments, etc.). With costs for training rising, there will be financial pressure on the department to continue to meet the needs for firefighters in the future. Coupled with this is that many families have numerous other commitments, which is resulting in lower turnout of firefighters for emergency events. This is in turn creating a demand to have more firefighters on the roster in each station, which continues to put pressure on the department's operating budget.

2) The Enforcement Officers continue to face challenges in regards to statutory authority. A number of municipal by-laws that are passed are unenforceable due to the combination of a lack of a policing contract with the OPP (which prevents the OPP from enforcing municipal by-laws), and the lack of authority to effectively enforce these by-laws. Examples would include potions of the traffic and parking by-law, where the Enforcement Officers do not have the legal authority to stop a vehicle, and therefore cannot enforce components of this by-law. The same applies to the ATV by-law, and the motorized snow vehicle by-law, which require the legal authority to stop those vehicles, which the Enforcement Officers do not have under the applicable provincial law (Motorized Snow Vehicles Act, Off-road Vehicles Act, and the Highway Traffic Act).

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Sommaire service de la protection/ Summary Protective Services

	FIN D'ANNÉE 2018 / 2018 YEAR END	BUDGET 2019 / 2019 BUDGET	BUDGET 2020 / 2020 BUDGET	VARIANCE $	VARIANCE %
Incendie/ Fire					
Revenus / Revenues					
Administration - Incendie / Fire - Administration	81,017	52,360	173,624	121,264	231.6%
Centre de formation régional / Regional Training Centre	22,260	80,000	53,000	-27,000	100.0%
Revenu total / Total revenue	**$ 103,277**	**$ 132,360**	**$ 226,624**	**$ 94,264**	**71.2%**
Dépenses / Expenses					
Incendie/ Fire					
Administration - Incendie / Fire - Administration	477,599	472,289	525,354	53,065	11.2%
Combat d'incendies / Fire Fighting	700,925	759,430	866,057	106,627	14.0%
Formation contre les incendies / Fire Training	186,193	171,387	175,012	3,625	2.1%
Casernes de pompiers / Fire Halls	77,488	68,822	106,900	38,078	55.3%
Véhicules pour combattre les incendies / Fire Vehicles	126,990	141,500	141,500	0	0.0%
Éducation pour la prévention des incendies / Fire Prevention Education	164,746	161,770	165,362	3,592	2.2%
Événements spéciaux / Fire Special Events	14,394	0	0	0	0.0%
Gestion pour les situations d'urgence / Emergency Management	9,757	15,000	15,000	0	0.0%
Centre de formation régional / Regional Training Centre	22,260	80,000	53,000	-27,000	100.0%
Dépenses totales / Total expenses	**$ 1,780,352**	**$ 1,870,198**	**$ 2,048,185**	**$ 177,987**	**9.5%**
Net Feu/ Fire	**$ 1,677,075**	**$ 1,737,838**	**$ 1,821,561**	**$ 83,723**	4.8%

Cité de / City of Clarence-Rockland
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Sommaire service de la protection/ Summary Protective Services

	FIN D'ANNÉE 2018 / 2018 YEAR END	BUDGET 2019 / 2019 BUDGET	BUDGET 2020 / 2020 BUDGET	VARIANCE $	VARIANCE %
Police					
Police	3,296,713	3,413,163	3,434,483	21,320	0.6%
Net Police/ Police	**$ 3,296,713**	**$ 3,413,163**	**$ 3,434,483**	**$ 21,320**	**0.6%**
Reglementation / By Law					
Revenus - Reglementation / Revenues - By law	89,529	100,030	101,403	1,373	1.4%
Expenses - By law	571,610	576,563	564,748	-11,815	-2.0%
Net Reglementation/ By law	**$ 482,082**	**$ 476,533**	**$ 463,345**	**-$ 13,188**	-2.8%
NET SERVICE DE LA PROTECTION / PROTECTIVE SERVICES	**$ 5,455,869**	**$ 5,627,534**	**$ 5,719,389**	**$ 91,855**	**1.6%**

Cité de / City of Clarence-Rockland
Budget 2020
Changements majeurs / Major Changes

Service de la protection / Protective Services

	Objet de dépense / Major object	Catégorie /	Description	Commentaires / Comments	Montant / Amount
1	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Cours et frais de scolarité / Course and Tuition Fees	Frais de formation pour le Collège des pompiers de l'Ontario pour les nouvels recrus / Training costs for Ontario Fire College classes - new recruits, etc	27,600
2	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Kilométrage / Mileage	Frais de location de véhicules pour les formations / Car rental costs for courses - no spare city vehicles	900
3	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Programmes spéciaux/ Special Programs	Coût pour programmes spéciaux / Costs for special enforcement programs (blitz signs, etc)	500
4	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Kilométrage / Mileage	Nouveau véhicule réduit les frais de remboursement de kilométrage / Additional vehicle reducing need for mileage	-500
5	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Traduction / Translation	Plus de personnel billingue, réduit les besoins de traduction / Bilingual staff, less need for translation	-1,000
6	Frais d'utilisation / User fees	Discrétionnaire / Discretionary	Tous les frais d'utilisation / All User fees	Augmentation de 2 % de tous les frais / Increase of 2% in all fees	-1,717
7	Revenus / Revenues	Discrétionnaire / Discretionary	Sauvetage - services de désincarcération / Rescue - extrication services	Pour ajuster les revenus à l'actuel / To adjust revenues to match actuals	-3,800
8	Salaires et avantages sociaux / Salaries and benefits	Discrétionnaire / Discretionary	Temps supplémentaire / Overtime	Meilleure gestion du temps supplémentaire/ Overtime being managed better by Enforcement Manager	-5,000
9	Revenus / Revenues	Discrétionnaire / Discretionary	Recouvrement interne / Internal recoveries	Revenu du RTC pour allocation des frais de bâtiment /	-8,800
10	Revenus / Revenues	Discrétionnaire / Discretionary	Revenus locatifs / Lease revenue	Revenu locatif des CUPR pour les frais opérationnels d'entretien / Lease revenue from UCPR to pay for operational maintenance cost	-17,000
11	Salaires et avantages sociaux / Salaries and benefits	Non discrétionnaire / Non-discretionary	Salaires et avantages sociaux / Salaries & benefits	Coût de la vie et augmentations / Cost of living and increments	34,521
12	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Contrat de la PPO / OPP Contract	Augmentation annuelle (confirmé) / Annual increase (confirmed)	21,320
13	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Déneigement / Snow removal	Coûts estimés pour l'addition des nouvelles casernes / Estimated costs for new buildings	13,000
14	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Électricité / Hydro	Coûts estimés pour l'addition des nouvelles casernes / Estimated costs for new buildings	10,444
15	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Entretien des édifices / Building maintenance	Coûts estimés pour l'addition des nouvelles casernes / Estimated costs for new buildings	7,407
16	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Uniformes / Uniforms	Ajustement de la dépense à l'actuel pour reflété les obligations des contrats / Adjusted to actual - based on contracted uniform req's	3,000
17	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Tonte de gazon / Grass Mowing	Coûts estimés pour l'addition des nouvelles casernes / Estimated costs for new buildings	2,500
18	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Gaz naturel / Natural Gas	Coûts estimés pour l'addition des nouvelles casernes / Estimated costs for new buildings	2,000
19	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Matériaux / Supplies	Matériaux additionnels pour les officiers / Additional supplies for officers - duty bags, equipment, etc	2,000
20	Revenus / Revenues	Non discrétionnaire / Non-discretionary	Revenus de fauses alarmes / False Alarm Fees	Pour ajuster les revenus à l'actuel / To adjust revenues to match actuals	1,680
21	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Fournitures de nettoyage / Cleaning Supplies	Coûts estimés pour l'addition des nouvelles casernes / Estimated costs for new buildings	1,100
22	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Eau / Water	Coûts estimés pour l'addition des nouvelles casernes / Estimated costs for new buildings	1,100
23	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Abonnement / Subscriptions	Ajout du frais pour l'inscription à l'aide mutuelle / Corrected to include budget for mutual aid registration	600
24	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Communication / Dispatching	Pour ajouter le paiement de la facture de communication / To add payment for fire dispatch invoice	93,000
25	Revenus / Revenues	Transfert interne / Internal transfer	Revenus CRF / RTC Revenues	Pour ajuster les revenus à l'actuel / To adjust revenues to match actuals	27,000

Cité de / City of Clarence-Rockland
Budget 2020
Changements majeurs / Major Changes

Service de la protection / Protective Services

Objet de dépense / Major object		Catégorie /	Description	Commentaires / Comments	Montant / Amount
26	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Location d'équipements / Equipment Rental	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center	4,000
27	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Allocation de frais internes / Internal fees allocated	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center	4,000
28	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Repas / Meals	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center	3,000
29	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Fournitures de bureau / Office supplies	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center	1,000
30	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Licences et renouvellements de logiciels / Software Licenses & Renewals	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center	1,000
31	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Kilométrage / Mileage	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center	500
32	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Services de courrier / Courier Services	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center	-500
33	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Impression / Printing	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center	-1,000
34	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Produits chimiques / Chemicals Supplies	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center	-1,000
35	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Educational Materials	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center	-1,000
36	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Réparations d'équipements / Equipment Repairs	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center	-1,000
37	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Publicité / Advertising	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center	-1,500
38	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Matériaux / Supplies	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center	-3,000
39	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Tonte de gazon / Grass Mowing	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center	-5,000
40	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Déneigement / Snow removal	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center	-5,000
41	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Contrats - instructeurs / Contract - Instructors	Transfert interne - Centre régional de formation / Internal transfer - Regional Training Center	-21,500
42	Subventions / Grants	Transfert interne / Internal transfer	Autres subventions - CUPR / Other Grants - UCPR	Pour inscrire le paiement reçu des CUPR pour la communication / To add payment received from UCPR to pay for fire dispatch	-93,000
Total					$ 91,855

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
PROTECTIVE SERVICES							
FIRE - ADMINISTRATION							
REVENUES							
Fire Services							
1-3-2100-0600 Miscellaneous	-10,393.73	-10,807.59	-5,200.00	-15,000.00	-31,104.00	-25,904.00	4.98
1-3-2100-0610 Inspection Fees	-8,890.90	-2,910.00	-7,280.00	-6,000.00	-7,426.00	-146.00	0.02
1-3-2100-0620 Rescue - extrication services	-21,810.96	-4,293.00	-25,200.00	-15,000.00	-29,000.00	-3,800.00	0.15
1-3-2100-0626 False Alarm Fees	-250.00	0.00	-4,680.00	-1,000.00	-3,094.00	1,586.00	-0.34
1-3-2100-0628 Fire Marque	-9,671.60	-16,152.44	-10,000.00	-17,000.00	-10,000.00	0.00	0.00
1-3-2100-0735 Other Grants - UCPR	0.00	-83,036.16	0.00	-83,000.00	-93,000.00	-93,000.00	0.00
1-3-2100-4000 Contingency Revenue	-30,000.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Fire Services	**-81,017.19**	**-117,199.19**	**-52,360.00**	**-137,000.00**	**-173,624.00**	**-121,264.00**	**2.32**
Total REVENUES	**-81,017.19**	**-117,199.19**	**-52,360.00**	**-137,000.00**	**-173,624.00**	**-121,264.00**	**2.32**
EXPENSES							
Administration - Salaries and Benefits							
1-4-2111-1100 Regular Salaries	291,146.98	215,080.35	300,477.00	300,477.00	314,028.00	13,551.00	0.05
1-4-2111-1104 Vacancy Factor	-21,138.35	-33,756.00	-22,508.00	-34,000.00	-17,200.00	5,308.00	-0.24
1-4-2111-1110 Accrued Sickleave & Vacation	4,326.34	0.00	3,005.00	3,005.00	3,140.00	135.00	0.04
1-4-2111-1120 Part-time Wages	0.00	27,179.07	0.00	25,000.00	0.00	0.00	0.00
1-4-2111-1130 Overtime Wages	13,047.07	8,343.48	3,000.00	10,000.00	3,000.00	0.00	0.00
1-4-2111-1210 E.H.T.	6,086.76	4,931.99	5,859.00	5,859.00	6,124.00	265.00	0.05
1-4-2111-1220 C.P.P.	8,039.29	7,903.03	7,627.00	7,627.00	8,050.00	423.00	0.06
1-4-2111-1230 E.I.	3,411.79	3,439.85	2,902.00	2,902.00	2,887.00	-15.00	-0.01
1-4-2111-1240 WSIB	8,611.56	7,162.68	7,259.00	7,259.00	5,779.00	-1,480.00	-0.20
1-4-2111-1250 OMERS	35,583.12	25,631.65	37,020.00	37,020.00	38,711.00	1,691.00	0.05
1-4-2111-1260 Group Insurance	25,311.94	19,790.59	27,048.00	27,048.00	28,135.00	1,087.00	0.04
Total Administration - Salaries and Be	**374,426.50**	**285,706.69**	**371,689.00**	**392,197.00**	**392,654.00**	**20,965.00**	**0.06**
Administration - Materials							
1-4-2113-3005 Advertising	1,912.80	0.00	1,500.00	0.00	1,500.00	0.00	0.00
1-4-2113-3160 Conference and Convention Fees	5,762.87	6,340.44	9,800.00	8,000.00	9,800.00	0.00	0.00
1-4-2113-3170 Courier Services	2,133.50	1,720.88	1,000.00	2,000.00	1,000.00	0.00	0.00
1-4-2113-3175 Course and Tuition Fees	26,890.81	18,379.57	18,400.00	20,000.00	46,000.00	27,600.00	1.50
1-4-2113-3316 Internet Fees	4,511.49	2,916.85	5,000.00	5,000.00	5,000.00	0.00	0.00
1-4-2113-3400 Life Insurance	14,595.12	22,120.56	15,000.00	22,121.00	15,000.00	0.00	0.00
1-4-2113-3435 Membership	2,930.94	3,831.94	3,200.00	3,832.00	3,200.00	0.00	0.00
1-4-2113-3440 Meals	10,753.40	6,128.91	6,000.00	8,000.00	6,000.00	0.00	0.00
1-4-2113-3450 Mileage	1,158.44	989.27	500.00	1,000.00	1,400.00	900.00	1.80
1-4-2113-3500 Office Supplies	1,444.91	1,510.25	3,000.00	3,000.00	3,000.00	0.00	0.00
1-4-2113-3605 Radio Licences	2,130.11	2,008.00	2,100.00	2,100.00	2,100.00	0.00	0.00
1-4-2113-3651 Software Licences & Renewals	3,183.07	2,419.19	5,000.00	3,000.00	5,000.00	0.00	0.00
1-4-2113-3657 Special Events	0.00	1,241.77	0.00	0.00	0.00	0.00	0.00
1-4-2113-3670 Subscriptions	1,829.00	1,614.76	2,100.00	2,100.00	2,700.00	600.00	0.29
1-4-2113-3675 Supplies	1,710.13	1,383.83	1,000.00	1,384.00	1,000.00	0.00	0.00

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-2113-3710 Telephone	10,926.01	8,076.54	12,000.00	12,000.00	12,000.00	0.00	0.00
1-4-2113-3755 Uniforms	11,299.96	16,657.03	15,000.00	16,500.00	18,000.00	3,000.00	0.20
1-4-2113-3999 MTO Billing - Plate	0.00	300.00	0.00	300.00	0.00	0.00	0.00
Total Administration - Materials	**103,172.56**	**97,639.79**	**100,600.00**	**110,337.00**	**132,700.00**	**32,100.00**	**0.32**
Total EXPENSES	**477,599.06**	**383,346.48**	**472,289.00**	**502,534.00**	**525,354.00**	**53,065.00**	**0.11**
Total .	**396,581.87**	**266,147.29**	**419,929.00**	**365,534.00**	**351,730.00**	**-68,199.00**	**-0.16**
Total FIRE - ADMINISTRATION	**396,581.87**	**266,147.29**	**419,929.00**	**365,534.00**	**351,730.00**	**-68,199.00**	**-0.16**
FIRE FIGHTING							
EXPENSES							
Fire-fighting - Salaries and Benefits							
1-4-2121-1100 Regular Salaries	175,662.17	142,220.95	185,154.00	185,154.00	190,296.00	5,142.00	0.03
1-4-2121-1110 Accrued Sickleave & Vacation	2,018.04	0.00	1,852.00	1,852.00	1,903.00	51.00	0.03
1-4-2121-1120 Part-time Wages	236,132.30	178,433.77	310,186.00	275,000.00	315,614.00	5,428.00	0.02
1-4-2121-1130 Overtime Wages	8,963.69	12,315.11	10,000.00	13,000.00	10,000.00	0.00	0.00
1-4-2121-1210 E.H.T.	11,716.91	8,589.22	9,269.00	9,269.00	9,865.00	596.00	0.06
1-4-2121-1220 C.P.P.	5,311.27	5,537.48	5,498.00	6,500.00	5,817.00	319.00	0.06
1-4-2121-1230 E.I.	2,224.26	2,271.23	2,035.00	2,035.00	2,026.00	-9.00	0.00
1-4-2121-1240 WSIB	41,744.41	15,900.45	24,727.00	24,727.00	25,503.00	776.00	0.03
1-4-2121-1250 OMERS	20,546.67	16,787.50	21,876.00	21,876.00	22,292.00	416.00	0.02
1-4-2121-1260 Group Insurance	17,688.20	12,846.36	21,133.00	21,133.00	22,041.00	908.00	0.04
Total Fire-fighting - Salaries and Ben	**522,007.92**	**394,902.07**	**591,730.00**	**560,546.00**	**605,357.00**	**13,627.00**	**0.02**
Fire-fighting - Materials							
1-4-2123-3010 Air	17,700.58	10,644.52	16,000.00	16,000.00	16,000.00	0.00	0.00
1-4-2123-3034 Batteries	1,212.30	675.34	3,000.00	3,000.00	3,000.00	0.00	0.00
1-4-2123-3110 Chemicals Supplies	6,756.75	40.50	6,000.00	3,000.00	6,000.00	0.00	0.00
1-4-2123-3148 Communication / Dispatching	13,682.03	83,036.22	0.00	83,000.00	93,000.00	93,000.00	0.00
1-4-2123-3175 Prevention & Education Material	17,287.66	3,601.08	17,000.00	17,000.00	17,000.00	0.00	0.00
1-4-2123-3215 Equipment Rental	115.98	2,034.03	1,500.00	1,735.00	1,500.00	0.00	0.00
1-4-2123-3220 Equipment Repairs	16,038.75	14,569.06	20,000.00	20,000.00	20,000.00	0.00	0.00
1-4-2123-3230 Medical supplies	2,536.92	2,286.31	5,000.00	5,000.00	5,000.00	0.00	0.00
1-4-2123-3282 Health Services	812.64	1,025.00	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-2123-3585 Protective Clothing	57,259.53	44,785.13	60,000.00	60,000.00	60,000.00	0.00	0.00
1-4-2123-3586 Cleaning & Repairs of Bunker gear	7,794.05	2,147.83	11,200.00	5,069.00	11,200.00	0.00	0.00
1-4-2123-3675 Supplies	37,720.03	25,127.13	27,000.00	27,000.00	27,000.00	0.00	0.00
Total Fire-fighting - Materials	**178,917.22**	**189,972.15**	**167,700.00**	**241,804.00**	**260,700.00**	**93,000.00**	**0.55**
Total EXPENSES	**700,925.14**	**584,874.22**	**759,430.00**	**802,350.00**	**866,057.00**	**106,627.00**	**0.14**
Total .	**700,925.14**	**584,874.22**	**759,430.00**	**802,350.00**	**866,057.00**	**106,627.00**	**0.14**
Total FIRE FIGHTING	**700,925.14**	**584,874.22**	**759,430.00**	**802,350.00**	**866,057.00**	**106,627.00**	**0.14**

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
FIRE TRAINING							
EXPENSES							
Training - Salaries and Benefits							
1-4-2131-1120 Part-time Wages	175,958.75	105,989.42	161,000.00	150,000.00	163,818.00	2,818.00	0.02
1-4-2131-1210 E.H.T.	0.00	0.00	2,387.00	2,387.00	3,194.00	807.00	0.34
Total Training - Salaries and Benefits	**175,958.75**	**105,989.42**	**163,387.00**	**152,387.00**	**167,012.00**	**3,625.00**	**0.02**
Training - Materials							
1-4-2133-3745 Training Materials	10,234.22	2,194.93	8,000.00	8,000.00	8,000.00	0.00	0.00
Total Training - Materials	**10,234.22**	**2,194.93**	**8,000.00**	**8,000.00**	**8,000.00**	**0.00**	**0.00**
Total EXPENSES	**186,192.97**	**108,184.35**	**171,387.00**	**160,387.00**	**175,012.00**	**3,625.00**	**0.02**
Total .	**186,192.97**	**108,184.35**	**171,387.00**	**160,387.00**	**175,012.00**	**3,625.00**	**0.02**
Total FIRE TRAINING	**186,192.97**	**108,184.35**	**171,387.00**	**160,387.00**	**175,012.00**	**3,625.00**	**0.02**
FIRE HALLS							
EXPENSES							
Fire Halls - Salaries and Benefits							
1-4-2141-1120 Part-time Wages	37,326.36	30,819.17	30,656.00	42,000.00	31,192.00	536.00	0.02
1-4-2141-1130 Overtime Wages	95.86	229.52	0.00	0.00	0.00	0.00	0.00
1-4-2141-1210 E.H.T.	11.02	15.62	617.00	617.00	608.00	-9.00	-0.01
1-4-2141-1220 C.P.P.	23.39	36.04	0.00	0.00	0.00	0.00	0.00
1-4-2141-1230 E.I.	13.03	18.14	0.00	0.00	0.00	0.00	0.00
1-4-2141-1240 WSIB	18.00	25.22	0.00	0.00	0.00	0.00	0.00
Total Fire Halls - Salaries and Benefi	**37,487.66**	**31,143.71**	**31,273.00**	**42,617.00**	**31,800.00**	**527.00**	**0.02**
Fire Halls - Materials							
1-4-2143-3070 Building Maintenance	10,623.71	17,926.91	8,593.00	18,000.00	16,000.00	7,407.00	0.86
1-4-2143-3130 Cleaning Supplies	967.16	649.48	1,400.00	1,400.00	2,500.00	1,100.00	0.79
1-4-2143-3300 Hydro	11,713.34	8,847.62	11,556.00	11,556.00	22,000.00	10,444.00	0.90
1-4-2143-3490 Natural Gas	8,082.02	5,518.12	7,000.00	7,000.00	9,000.00	2,000.00	0.29
1-4-2143-3790 Water	918.78	1,531.57	1,500.00	1,500.00	2,600.00	1,100.00	0.73
Total Fire Halls - Materials	**32,305.01**	**34,473.70**	**30,049.00**	**39,456.00**	**52,100.00**	**22,051.00**	**0.73**
Fire Halls - Contracted Services							
1-4-2144-4190 Contract - Grass Mowing	1,981.17	0.00	2,500.00	2,500.00	5,000.00	2,500.00	1.00
1-4-2144-4275 Contract - Snow	5,713.83	6,090.35	5,000.00	6,000.00	18,000.00	13,000.00	2.60
Total Fire Halls - Contracted Services	**7,695.00**	**6,090.35**	**7,500.00**	**8,500.00**	**23,000.00**	**15,500.00**	**2.07**
Total EXPENSES	**77,487.67**	**71,707.76**	**68,822.00**	**90,573.00**	**106,900.00**	**38,078.00**	**0.55**
Total .	**77,487.67**	**71,707.76**	**68,822.00**	**90,573.00**	**106,900.00**	**38,078.00**	**0.55**

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
Total FIRE HALLS	**77,487.67**	**71,707.76**	**68,822.00**	**90,573.00**	**106,900.00**	**38,078.00**	**0.55**
FIRE VEHICLES							
EXPENSES							
Vehicles - Materials							
1-4-2153-3190 Diesel	15,000.00	15,074.77	15,000.00	15,100.00	15,000.00	0.00	0.00
1-4-2153-3250 Gasoline	13,819.99	11,962.80	13,500.00	13,500.00	13,500.00	0.00	0.00
1-4-2153-3320 Insurance - Vehicles	16,551.28	15,843.88	18,000.00	16,000.00	18,000.00	0.00	0.00
1-4-2153-3760 Vehicle Repairs	81,618.54	101,443.33	95,000.00	105,000.00	95,000.00	0.00	0.00
Total Vehicles - Materials	**126,989.81**	**144,324.78**	**141,500.00**	**149,600.00**	**141,500.00**	**0.00**	**0.00**
Total EXPENSES	**126,989.81**	**144,324.78**	**141,500.00**	**149,600.00**	**141,500.00**	**0.00**	**0.00**
Total .	**126,989.81**	**144,324.78**	**141,500.00**	**149,600.00**	**141,500.00**	**0.00**	**0.00**
Total FIRE VEHICLES	**126,989.81**	**144,324.78**	**141,500.00**	**149,600.00**	**141,500.00**	**0.00**	**0.00**
PREVENTION/ EDUCATION							
EXPENSES							
Prevention / Educ. - Salaries & Ben.							
1-4-2161-1100 Regular Salaries	104,161.14	82,827.91	106,499.00	106,499.00	109,428.00	2,929.00	0.03
1-4-2161-1110 Accrued Sickleave & Vacation	1,675.01	0.00	1,065.00	1,065.00	1,094.00	29.00	0.03
1-4-2161-1120 Part-time Wages	27,588.60	13,752.88	13,978.00	19,000.00	14,223.00	245.00	0.02
1-4-2161-1130 Overtime Wages	1,974.48	1,594.57	7,500.00	3,000.00	7,500.00	0.00	0.00
1-4-2161-1210 E.H.T.	2,072.33	1,632.98	2,281.00	2,281.00	2,411.00	130.00	0.06
1-4-2161-1220 C.P.P.	2,633.96	2,522.33	2,749.00	2,749.00	2,909.00	160.00	0.06
1-4-2161-1230 E.I.	1,102.13	1,004.96	1,018.00	1,018.00	1,013.00	-5.00	0.00
1-4-2161-1240 WSIB	3,240.92	2,637.04	2,917.00	2,917.00	2,328.00	-589.00	-0.20
1-4-2161-1250 OMERS	12,777.75	10,052.82	13,138.00	13,138.00	13,402.00	264.00	0.02
1-4-2161-1260 Group Insurance	7,519.30	6,415.48	10,625.00	10,625.00	11,054.00	429.00	0.04
Total Prevention / Educ. - Salaries &	**164,745.62**	**122,440.97**	**161,770.00**	**162,292.00**	**165,362.00**	**3,592.00**	**0.02**
Total EXPENSES	**164,745.62**	**122,440.97**	**161,770.00**	**162,292.00**	**165,362.00**	**3,592.00**	**0.02**
Total .	**164,745.62**	**122,440.97**	**161,770.00**	**162,292.00**	**165,362.00**	**3,592.00**	**0.02**
Total PREVENTION/ EDUCATION	**164,745.62**	**122,440.97**	**161,770.00**	**162,292.00**	**165,362.00**	**3,592.00**	**0.02**
SPECIAL EVENTS							
EXPENSES							
Special Events - Salaries & Ben.							
1-4-2171-1120 Part-time Wages	14,394.48	15,291.29	0.00	15,292.00	0.00	0.00	0.00
Total Special Events - Salaries & Ben.	**14,394.48**	**15,291.29**	**0.00**	**15,292.00**	**0.00**	**0.00**	**0.00**
Total EXPENSES	**14,394.48**	**15,291.29**	**0.00**	**15,292.00**	**0.00**	**0.00**	**0.00**

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
Total .	**14,394.48**	**15,291.29**	**0.00**	**15,292.00**	**0.00**	**0.00**	**0.00**
Total SPECIAL EVENTS	**14,394.48**	**15,291.29**	**0.00**	**15,292.00**	**0.00**	**0.00**	**0.00**
EMERGENCY MANAGEMENT							
EXPENSES							
Emergency Manag. - Materials							
1-4-2213-3160 Conference and Convention Fees	411.33	605.81	2,500.00	1,000.00	2,500.00	0.00	0.00
1-4-2213-3213 Educational Materials	0.00	0.00	200.00	200.00	200.00	0.00	0.00
1-4-2213-3440 Meals	895.45	827.09	600.00	827.00	600.00	0.00	0.00
1-4-2213-3500 Office Supplies	389.74	523.98	500.00	524.00	500.00	0.00	0.00
1-4-2213-3745 Training Materials	428.47	843.20	1,200.00	900.00	1,200.00	0.00	0.00
1-4-2213-4200 Contracts	7,632.01	0.00	10,000.00	0.00	10,000.00	0.00	0.00
Total Emergency Manag. - Materials	**9,757.00**	**2,800.08**	**15,000.00**	**3,451.00**	**15,000.00**	**0.00**	**0.00**
Total EXPENSES	**9,757.00**	**2,800.08**	**15,000.00**	**3,451.00**	**15,000.00**	**0.00**	**0.00**
Total .	**9,757.00**	**2,800.08**	**15,000.00**	**3,451.00**	**15,000.00**	**0.00**	**0.00**
Total EMERGENCY MANAGEMENT	**9,757.00**	**2,800.08**	**15,000.00**	**3,451.00**	**15,000.00**	**0.00**	**0.00**
REGIONAL TRAINING CENTRE							
REVENUES							
Training Centre							
1-3-2220-0816 Course Registration Fees	-22,260.00	-24,326.34	-80,000.00	-35,453.00	-53,000.00	27,000.00	-0.34
Total Training Centre	**-22,260.00**	**-24,326.34**	**-80,000.00**	**-35,453.00**	**-53,000.00**	**27,000.00**	**-0.34**
Total REVENUES	**-22,260.00**	**-24,326.34**	**-80,000.00**	**-35,453.00**	**-53,000.00**	**27,000.00**	**-0.34**
EXPENSES							
Administration - Materials							
1-4-2223-3005 Advertising	464.03	0.00	1,500.00	0.00	0.00	-1,500.00	-1.00
1-4-2223-3170 Courier Services	16.08	25.96	1,500.00	1,000.00	1,000.00	-500.00	-0.33
1-4-2223-3440 Meals	3,417.14	6,755.52	15,000.00	10,000.00	18,000.00	3,000.00	0.20
1-4-2223-3450 Mileage	0.00	0.00	0.00	0.00	500.00	500.00	0.00
1-4-2223-3500 Office Supplies	2,729.94	3,510.91	2,000.00	2,000.00	3,000.00	1,000.00	0.50
1-4-2223-3555 Printing	0.00	0.00	2,000.00	1,000.00	1,000.00	-1,000.00	-0.50
1-4-2223-3651 Software Licences & Renewals	0.00	0.00	0.00	0.00	1,000.00	1,000.00	0.00
1-4-2223-3755 Uniforms	416.71	421.59	1,000.00	1,000.00	1,000.00	0.00	0.00
Total Administration - Materials	**7,043.90**	**10,713.98**	**23,000.00**	**15,000.00**	**25,500.00**	**2,500.00**	**0.11**
Courses - Materials							
1-4-2233-3110 Chemicals Supplies	0.00	0.00	1,000.00	0.00	0.00	-1,000.00	-1.00
1-4-2233-3213 Educational Materials	4,194.45	2,813.72	3,000.00	3,000.00	2,000.00	-1,000.00	-0.33
1-4-2233-3215 Equipment Rental	1,211.54	1,760.33	2,000.00	2,000.00	6,000.00	4,000.00	2.00
1-4-2233-3220 Equipment Repairs	0.00	400.92	2,000.00	1,000.00	1,000.00	-1,000.00	-0.50

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-2233-3675 Supplies	4,248.86	2,452.90	4,000.00	2,453.00	1,000.00	-3,000.00	-0.75
Total Courses - Materials	**9,654.85**	**7,427.87**	**12,000.00**	**8,453.00**	**10,000.00**	**-2,000.00**	**-0.17**
Courses - Contracted Services							
1-4-2234-4203 Contract - Instructors	294.02	-4.90	30,000.00	0.00	8,500.00	-21,500.00	-0.72
Total Courses - Contracted Services	**294.02**	**-4.90**	**30,000.00**	**0.00**	**8,500.00**	**-21,500.00**	**-0.72**
Facility - Materials							
1-4-2243-3070 Building Maintenance	0.00	220.78	4,000.00	0.00	8,000.00	4,000.00	1.00
1-4-2243-3130 Cleaning Supplies	0.00	79.13	1,000.00	0.00	1,000.00	0.00	0.00
Total Facility - Materials	**0.00**	**299.91**	**5,000.00**	**0.00**	**9,000.00**	**4,000.00**	**0.80**
Facility - Contracted Services							
1-4-2244-4190 Contract - Grass Mowing	0.00	0.00	5,000.00	0.00	0.00	-5,000.00	-1.00
1-4-2244-4275 Contract - Snow	0.00	0.00	5,000.00	0.00	0.00	-5,000.00	-1.00
Total Facility - Contracted Services	**0.00**	**0.00**	**10,000.00**	**0.00**	**0.00**	**-10,000.00**	**-1.00**
Contribution to reserve							
1-4-2247-7100 Contribution to reserve	5,267.23	0.00	0.00	12,000.00	0.00	0.00	0.00
Total Contribution to reserve	**5,267.23**	**0.00**	**0.00**	**12,000.00**	**0.00**	**0.00**	**0.00**
Total EXPENSES	**22,260.00**	**18,436.86**	**80,000.00**	**35,453.00**	**53,000.00**	**-27,000.00**	**-0.34**
Total .	**0.00**	**-5,889.48**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Total REGIONAL TRAINING CENTRE	**0.00**	**-5,889.48**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
POLICE							
EXPENSES							
O.P.P. - Contracted Services							
1-4-2354-4170 O.P.P. Services	3,295,631.36	2,263,019.12	3,413,163.00	3,413,163.00	3,434,483.00	21,320.00	0.01
1-4-2354-4175 Paid Duty Traffic Control	1,081.18	0.00	0.00	0.00	0.00	0.00	0.00
Total O.P.P. - Contracted Services	**3,296,712.54**	**2,263,019.12**	**3,413,163.00**	**3,413,163.00**	**3,434,483.00**	**21,320.00**	**0.01**
Total EXPENSES	**3,296,712.54**	**2,263,019.12**	**3,413,163.00**	**3,413,163.00**	**3,434,483.00**	**21,320.00**	**0.01**
Total .	**3,296,712.54**	**2,263,019.12**	**3,413,163.00**	**3,413,163.00**	**3,434,483.00**	**21,320.00**	**0.01**
Total POLICE	**3,296,712.54**	**2,263,019.12**	**3,413,163.00**	**3,413,163.00**	**3,434,483.00**	**21,320.00**	**0.01**
BY LAW							
REVENUES							
By-law							
1-3-2410-0548 Parking Fines	-15,582.50	-12,311.50	-26,390.00	-15,000.00	-26,390.00	0.00	0.00
1-3-2410-0625 Open Air Burning Permits	-13,595.00	-16,051.00	-9,360.00	-16,000.00	-9,547.00	-187.00	0.02
1-3-2410-0630 Dog Licences	-54,178.00	-55,063.00	-57,200.00	-57,200.00	-58,344.00	-1,144.00	0.02

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-3-2410-0635 Pound Fees	-1,069.40	-620.38	-2,080.00	-2,080.00	-2,122.00	-42.00	0.02
1-3-2410-0643 Grant - Cattle Killed	-2,155.00	0.00	0.00	0.00	0.00	0.00	0.00
1-3-2410-0644 Property Maintenance Charge to Owner	-2,948.62	-3,716.56	-5,000.00	-5,000.00	-5,000.00	0.00	0.00
Total By-law	**-89,528.52**	**-87,762.44**	**-100,030.00**	**-95,280.00**	**-101,403.00**	**-1,373.00**	**0.01**
Total REVENUES	**-89,528.52**	**-87,762.44**	**-100,030.00**	**-95,280.00**	**-101,403.00**	**-1,373.00**	**0.01**
EXPENSES							
By-Law - Salaries and Benefits							
1-4-2411-1100 Regular Salaries	348,966.19	246,491.70	332,935.00	332,935.00	332,198.00	-737.00	0.00
1-4-2411-1110 Accrued Sickleave & Vacation	2,943.25	0.00	3,295.00	3,295.00	3,322.00	27.00	0.01
1-4-2411-1130 Overtime Wages	12,758.60	5,915.65	15,000.00	10,000.00	10,000.00	-5,000.00	-0.33
1-4-2411-1210 E.H.T.	6,781.08	4,446.11	6,424.00	6,424.00	6,478.00	54.00	0.01
1-4-2411-1220 C.P.P.	15,487.47	10,322.34	13,745.00	13,745.00	14,146.00	401.00	0.03
1-4-2411-1230 E.I.	9,356.29	4,462.37	5,088.00	5,088.00	5,012.00	-76.00	-0.01
1-4-2411-1240 WSIB	12,338.32	7,180.73	10,377.00	10,377.00	8,070.00	-2,307.00	-0.22
1-4-2411-1250 OMERS	29,812.66	20,556.00	32,445.00	32,445.00	27,809.00	-4,636.00	-0.14
1-4-2411-1260 Group Insurance	31,049.26	21,873.03	36,180.00	36,180.00	35,221.00	-959.00	-0.03
Total By-Law - Salaries and Benefits	**469,493.12**	**321,247.93**	**455,489.00**	**450,489.00**	**442,256.00**	**-13,233.00**	**-0.03**
By-Law - Materials							
1-4-2413-3005 Advertising	76.32	1,893.87	3,000.00	3,000.00	3,000.00	0.00	0.00
1-4-2413-3095 Cattle Killed	2,035.00	0.00	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-2413-3150 Computer Supplies	0.00	81.40	2,500.00	1,000.00	2,500.00	0.00	0.00
1-4-2413-3160 Conference and Convention Fees	1,095.50	2,762.31	3,000.00	3,000.00	3,000.00	0.00	0.00
1-4-2413-3195 Dog Licences	0.00	1,708.94	1,200.00	1,709.00	1,200.00	0.00	0.00
1-4-2413-3315 Impound Services	2,046.53	1,411.61	3,000.00	3,000.00	3,000.00	0.00	0.00
1-4-2413-3320 Insurance - Vehicles	413.78	396.10	450.00	450.00	450.00	0.00	0.00
1-4-2413-3370 Legal Fees	7,498.68	2,592.16	7,000.00	5,000.00	7,000.00	0.00	0.00
1-4-2413-3435 Membership	380.02	145.00	1,500.00	1,500.00	1,500.00	0.00	0.00
1-4-2413-3440 Meals	440.54	279.93	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-2413-3450 Mileage	2,550.69	1,102.79	500.00	1,500.00	0.00	-500.00	-1.00
1-4-2413-3500 Office Supplies	2,673.24	667.23	4,000.00	4,000.00	4,000.00	0.00	0.00
1-4-2413-3555 Printing	2,289.61	1,396.15	3,500.00	2,500.00	3,500.00	0.00	0.00
1-4-2413-3585 Protective Clothing	1,326.43	1,383.51	5,000.00	4,000.00	5,000.00	0.00	0.00
1-4-2413-3587 Property Maintenance	2,644.48	2,910.30	5,000.00	5,000.00	5,000.00	0.00	0.00
1-4-2413-3605 Radio Licences	9,385.88	6,717.40	7,500.00	6,500.00	7,500.00	0.00	0.00
1-4-2413-3652 Special Program	1,600.00	0.00	500.00	500.00	1,000.00	500.00	1.00
1-4-2413-3660 Staff Training	5,851.22	5,843.78	12,000.00	8,000.00	12,000.00	0.00	0.00
1-4-2413-3675 Supplies	6,723.99	1,244.81	5,000.00	5,000.00	7,000.00	2,000.00	0.40
1-4-2413-3710 Telephone	6,618.18	4,333.94	10,000.00	6,000.00	10,000.00	0.00	0.00
1-4-2413-3730 Traduction	0.00	0.00	1,000.00	0.00	0.00	-1,000.00	-1.00
1-4-2413-3755 Uniforms	5,083.53	1,730.16	5,000.00	3,000.00	5,000.00	0.00	0.00
1-4-2413-3765 Vehicle Rental	558.63	0.00	2,000.00	2,000.00	2,000.00	0.00	0.00
1-4-2413-3772 Vehicle Expenses	14,232.79	13,891.07	13,000.00	18,000.00	13,000.00	0.00	0.00
Total By-Law - Materials	**75,525.04**	**52,492.46**	**97,650.00**	**86,659.00**	**98,650.00**	**1,000.00**	**0.01**

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
School Crossing Patrol - Salaries & Be							
1-4-2421-1120 Part-time Wages	24,185.62	18,061.28	21,109.00	21,109.00	21,478.00	369.00	0.02
1-4-2421-1210 E.H.T.	471.66	352.24	412.00	412.00	419.00	7.00	0.02
1-4-2421-1220 C.P.P.	509.14	435.73	898.00	898.00	944.00	46.00	0.05
1-4-2421-1230 E.I.	561.68	409.55	405.00	405.00	401.00	-4.00	-0.01
1-4-2421-1240 WSIB	863.85	568.90	0.00	0.00	0.00	0.00	0.00
Total School Crossing Patrol - Salarie	**26,591.95**	**19,827.70**	**22,824.00**	**22,824.00**	**23,242.00**	**418.00**	**0.02**
School Crossing Patrol - Materials							
1-4-2423-3585 Protective Clothing	0.00	0.00	600.00	200.00	600.00	0.00	0.00
Total School Crossing Patrol - Materia	**0.00**	**0.00**	**600.00**	**200.00**	**600.00**	**0.00**	**0.00**
Total EXPENSES	**571,610.11**	**393,568.09**	**576,563.00**	**560,172.00**	**564,748.00**	**-11,815.00**	**-0.02**
Total .	**482,081.59**	**305,805.65**	**476,533.00**	**464,892.00**	**463,345.00**	**-13,188.00**	**-0.03**
Total BY LAW	**482,081.59**	**305,805.65**	**476,533.00**	**464,892.00**	**463,345.00**	**-13,188.00**	**-0.03**
Total PROTECTIVE SERVICES	**5,455,868.69**	**3,878,706.03**	**5,627,534.00**	**5,627,534.00**	**5,719,389.00**	**91,855.00**	**0.02**

City of / Cité de Clarence-Rockland
2020 Budget 2020

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City of / Cité de Clarence-Rockland
2020 Budget

Vue d'ensemble du service

Service Infrastructure et aménagement du territoire

Rôles et responsabilités

Le département de l'infrastructure et aménagement du territoire est responsable de toutes les activités municipales liées aux projets d'aménagement, de construction, de travaux publics et d'infrastructures. Ce qui suit résume les principales activités de ce département :

> examen des demandes en vertu de la Loi sur l'aménagement du territoire, comme les dérogations mineures, les consentements, les modifications au plan de zonage et au plan officiel, les ententes de plans et de lotissements, le contrôle des lots de pièces, etc. ;
> examine et approuve les permis d'enseignes, les permis de construction et les plans d'ingénierie pour les plans d'implantation et les lotissements;
> appuie un nombre de comités consultatifs, permanents et réglementaires du Conseil tel que l'Environnement, le Patrimoine, la Planification, l'Ajustement et autres, nommés par le Conseil;
> convoque des réunions de pré-consultation avec les résidents et les développeurs pour aider à préparer les demandes d'aménagement;
> gère la flotte corporative et les équipements majeurs;
> effectue les travaux d'entretien annuels (été et hiver) pour tous les travaux publics;
> entreprend des améliorations en temps opportun aux routes, aux égouts, aux conduites d'eau, aux ponts, aux trottoirs et aux stations de pompage de la ville, conformément aux normes approuvées;
> responsable de l'administration et de l'exploitation de l'installation de traitement des eaux usées et de l'usine de traitement de l'eau de la municipalité; et
> administre le programme de collecte des déchets de la municipalité et tous les sites et installations d'élimination des déchets.

Plan stratégique

Le département continuera de mettre l'accent sur la gestion de son infrastructure existante dans le cadre de ses activités opérationnelles, tout en planifiant stratégiquement et en continuant d'élaborer les programmes de gestion des actifs de la municipalité. Cela impliquera des investissements en capital opportuns dans les infrastructures critiques afin de fournir les niveaux de service souhaités aux contribuables, tout en soutenant la croissance et le développement.

Enjeux à long terme

L'infrastructure de la Ville nécessite des investissements financiers importants afin de maintenir des niveaux de service acceptables et souhaitables. En conséquence, le département a lancé et continuera d'élaborer des stratégies détaillées de gestion des actifs afin de répondre aux besoins en infrastructures routières, de ponts, de ponceaux, d'égouts et d'alimentation en eau. La ville continue à se développer rapidement, il est donc primordial que le département maintienne de solides relations de travail avec la communauté du développement afin de promouvoir des communautés saines, dynamiques et vivables.

City of / Cité de Clarence-Rockland
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Departmental Overview

Service: Infrastructure and Planning

Roles and Responsibiities:

The Infrastructure and Planning Department is responsible for all municipal activities associated with planning, construction, public works, capital infrastructure projects and core municipal infrastructure. The following summarizes the key activities of this department:

> review of Planning Act applications such as minor variances, consents, Zoning Bylaw and Official Plan amendments, site plans and subdivisions agreements, part lot control, etc.;
> reviews and approves sign permits, building permits, and engineering designs for site plans and subdivisions;
> supports a number of advisory, permanent and regulatory committees of Council such as Environmental, Heritage, Planning, Adjustment, and others as appointed by Council;
> convenes pre-consultation meetings with residents and developers to assist in making planning applications;
> manages the City's core infrastructure as well as the Corporate fleet and major equipment;
> carries out annual maintenance requirements (summer and winter) for all public works;
> in keeping with the asset management policies, initiates timely capital improvements to the City's roads, sewers, water mains, bridges, sidewalks and treatment plants;
> responsible for the administration and operation of the City's waste water treatment facility and water treatment plant; and
> administers the City's waste collection program and all waste disposal sites and facilities.

Strategic plan

The Department will continue to place a strong focus on the management of its existing infrastructure through its operation activities, all the while, strategically plan for and continue to develop the City's asset management programs. This will involve timely capital investments in critical infrastructure to provide desired levels of service to rate payers, all the while, supporting growth and development.

Long term issues

The City's infrastructure requires significant financial investments in order to maintain acceptable and desirable service levels. Accordingly, the Department has initiated and will continue to develop comprehensive Corporate Asset Management strategies to respond to road, bridge, culverts, sewer and water infrastructure needs. The City continues to develop at a rapid pace, it is of utmost importance for the Department to maintain solid working relationships with the development community to promote healthy, vibrant and livable communities.

Cité de / City of Clarence-Rockland
Budget 2020

Sommaire infrastructure et aménagement du territoire / Summary Infrastructure and Planning

	FIN D'ANNÉE 2018 / 2018 YEAR END	BUDGET 2019 / 2019 BUDGET	BUDGET 2020 / 2020 BUDGET	VARIANCE $	VARIANCE %
INFRASTRUCTURE					
Revenus / Revenues					
Administration	45,958	18,100	18,100	0	0.0%
Chemins / Roads	347,336	0	0	0	0.0%
Entretien routier / Roadside maintenance	12,312	0	0	0	0.0%
Égouts pluviaux / Storms sewers	347,503	0	0	0	0.0%
Véhicules / Vehicles	54,100	54,700	55,200	500	0.9%
Revenu total / Total revenue	**$ 807,209**	**$ 72,800**	**$ 73,300**	**$ 500**	**0.7%**
Dépenses / Expenses					
Adminstration	1,038,135	1,272,178	1,350,044	77,866	6.1%
Chemins / Roads	659,551	453,100	547,800	94,700	20.9%
Entretien routier / Roadside maintenance	689,800	552,147	525,147	-27,000	-4.9%
Chemins de gravier / Gravel roads	518,605	555,000	555,000	0	0.0%
Égouts pluviaux / Storms sewers	505,448	195,600	145,600	-50,000	-25.6%
Programme hivernal / Winter control	980,808	666,346	691,346	25,000	3.8%
Véhicules / Vehicles	845,519	830,333	856,449	26,116	3.1%
Dépenses totales / Total expenses	**$ 5,237,867**	**$ 4,524,704**	**$ 4,671,386**	**$ 146,682**	**3.2%**
NET INFRASTRUCTURE	**$ 4,430,657**	**$ 4,451,904**	**$ 4,598,086**	**$ 146,182**	**3.3%**
AMÉNAGEMENT DU TERRITOIRE / PLANNING					
Revenus / Revenues	465,440	228,355	232,857	4,502	2.0%
Dépenses / Expense	766,628	646,722	685,179	38,457	5.9%
NET PLANNING	**$ 301,189**	**$ 418,367**	**$ 452,322**	**$ 33,955**	**8.1%**
CONSTRUCTION					
Revenus / Revenues	568,831	502,046	518,024	15,978	3.2%
Dépenses / Expenses	574,582	503,402	518,024	14,622	2.9%
NET CONSTRUCTION	**$ 5,751**	**$ 1,356**	**$ -**	**-$ 1,356**	**0.0%**
NET INFRASTRUCTURE AND PLANNING	**$ 4,737,597**	**$ 4,871,627**	**$ 5,050,408**	**$ 178,781**	**3.7%**

Cité de / City of Clarence-Rockland
Budget 2020
Changements majeurs / Major Changes

Infrastructure et aménagement du territoire / Infrastructure and Planning

Objet de dépense / Major object		Catégorie /	Description	Commentaires / Comments	Montant / Amount
1	Frais d'utilisation / User fees	Discrétionnaire / Discretionary	Tous les frais d'utilisation / All User fees	Augmentation de 2 % de tous les frais / Increase of 2% in all fees	-4,502
2	Coûts d'opérations / Operating costs	Niveau de service / Service level	Contribution à la réserve du déneigement / Snow contribution reserve	Budget 2018: 10 000 $ de contribution / 2018 Budget : $10,000 Restablish contribution	25,000
3	Coûts d'opérations / Operating costs	Niveau de service / Service level	Traçage de lignes / Line Painting	Plus de rues pavées et transférées à la Cité incluant de nouveaux quartiers / Many roads have been paved or transferred to the City including new development	4,700
4	Coûts d'opérations / Operating costs	Niveau de service / Service level	Contrat - balayage de rues / Contracts sweeping	Plus de rues pavées et transférées à la Cité incluant de nouveaux quartiers / Many roads have been paved or transferred to the City including new development	3,000
5	Coûts d'opérations / Operating costs	Niveau de service / Service level	Matériaux mélange à froid / Materials cold patch	Plusieurs rues ont été repavées, nous utilisons moins de mélange à froid / Many roads have been repaved causing the need for cold patch to reduce	-10,000
6	Salaires et avantages sociaux / Salaries and benefits	Non discrétionnaire / Non-discretionary	Salaires et avantages sociaux / Salaries & benefits	Coût de la vie et augmentations / Cost of living and increments	133,739
7	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Diesel / Diesel	Pour couvrir l'augmentation dans les frais d'essence / To adjust for the increases in fuel prices	13,200
8	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Essence / Gaz	Pour couvrir l'augmentation dans les frais d'essence / To adjust for the increase in fuel prices	5,500
9	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Licenses pour véhicules / Vehicle Licences	Pour ajuster à la dépense actuelle/ To adjust to actual	2,000
10	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Vêtements de protection / Protective Clothing	Pour ajuster à la dépense actuelle/ To adjust to actual	1,500
11	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Contrat de mélange à chaud / Hot mix contracts	Programme sur trois ans entre le mélange à chaud, la réparation des trottoirs et le nettoyage des fossés. Permet de concentrer les efforts de temps et d'argent. Meilleurs résultats sur trois ans / Three-year program between hot mix, sidewalk repairs and ditch cleaning Allows to focus time and money efforts Best results over three years	97,000
12	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Tonte de gazon / Grass Mowing	Le service de tonte de gazon est maintenant effectué par un sous-contractant au lieu des étudiants / Grass mowing is now completed by a subcontractor instead of summer students	20,000
13	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Matériaux / Supplies	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual	3,500
14	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Gaz naturel / Natural Gas	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual	1,000
15	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Fournitures de bureau / Office Supplies	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual	1,000
16	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Radios portables / Portable Radios	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual	1,000
17	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Impressions / Printing	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual	570
18	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Services de courrier / Courier Services	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual	500
19	Revenus / Revenues	Transfert interne / Internal transfer	Vente d'huile usée / Waste Oil Purchase	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual	500
20	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Eau / Water	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual	300
21	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Abonnement / Membership	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual	-200
22	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Fournitures / Supplies	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual	-800
23	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Téléphone / Telephone	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual	-870
24	Revenus / Revenues	Transfert interne / Internal transfer	Dépenses véhicules / Vehicle expenses	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual	-1,000
25	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Réparations de véhicules / Vehicle Repairs	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual	-2,500
26	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Entretien des édifices / Building maintenance	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual	-4,000
27	Salaires et avantages sociaux / Salaries and benefits	Transfert interne / Internal transfer	Salaires et avantages sociaux / Salaries & benefits	Le service de tonte de gazon est maintenant effectué par un sous-contractant au lieu des étudiants / Grass mowing is now completed by a subcontractor instead of summer students	-20,000

Cité de / City of Clarence-Rockland
Budget 2020
Changements majeurs / Major Changes

Infrastructure et aménagement du territoire / Infrastructure and Planning

Objet de dépense / Major object		Catégorie /	Description	Commentaires / Comments	Montant / Amount
28	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Réparation des trottoirs / Sidewalks repairs	Programme sur trois ans entre le mélange à chaud, la réparation des trottoirs et le nettoyage des fossés. Permet de concentrer les efforts de temps et d'argent. Meilleurs résultats sur trois ans / Three-year program between hot mix, sidewalk repairs and ditch cleaning Allows to focus time and money efforts Best results over three years	-47,000
29	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Contrats égoûts pluviales rurales / Contracts rural storms	Programme sur trois ans entre le mélange à chaud, la réparation des trottoirs et le nettoyage des fossés. Permet de concentrer les efforts de temps et d'argent. Meilleurs résultats sur trois ans / Three-year program between hot mix, sidewalk repairs and ditch cleaning Allows to focus time and money efforts Best results over three years	-50,000
30	Salaires et avantages sociaux / Salaries and benefits	Non discrétionnaire / Non-discretionary	Comité d'ajustements / Committee of Adjustment	Pour ajuster les salaires et frais de formation pour le Comité d'ajustements / Too add salaries and training budget for Committee of Adjustment	6,000
31	Revenus / Revenues	Transfert interne / Internal transfer	Frais - modification de zonage / Zoning Amendment Fees	Pour ajuster les comptes de revenus au réel / To adjust revenue accounts to actuals	8,659
32	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Publicité - Avis public / Advertising - Public Notice	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual	1,400
33	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Outils et vêtements / Tools & Clothing	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual	800
34	Revenus / Revenues	Transfert interne / Internal transfer	Lettre d'engagement / Letter of Undertaking	Pour ajuster les comptes de revenus au réel / To adjust revenue accounts to actuals	670
35	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Publication	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual	500
36	Revenus / Revenues	Transfert interne / Internal transfer	Ventes de documents / Sales of Documents	Pour ajuster les comptes de revenus au réel / To adjust revenue accounts to actuals	240
37	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Abonnement / Membership	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual	200
38	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Repas / Meals	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual	100
39	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Traduction / Translation	Transfert interne pour ajuster à l'actuel / Internal transfer to adjust to actual	-2,000
40	Revenus / Revenues	Transfert interne / Internal transfer	Dérogation mineure / Minor Variance	Pour ajuster les comptes de revenus au réel / To adjust revenue accounts to actuals	-2,184
41	Revenus / Revenues	Transfert interne / Internal transfer	Morcellement de terrain / Land Severance	Pour ajuster les comptes de revenus au réel / To adjust revenue accounts to actuals	-7,385
42	Revenus / Revenues	Discrétionnaire / Discretionary	Contribution du fonds de réserve / Contribution from reserve fund	Pour équilibrer les frais supplémentaires / To balance additional fees	-15,978
43	Salaires et avantages sociaux / Salaries and benefits	Non discrétionnaire / Non-discretionary	Salaires et avantages sociaux / Salaries & benefits	Coût de la vie et augmentations / Cost of living and increments	12,339
44	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Frais administratifs / Administrative fees	Coût de la vie et augmentations / Cost of living and increments	2,283
Total					$ 178,781

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
INFRASTRUCTURE AND PLANNING							
ADMINISTRATION							
REVENUES							
Non-Distributed Revenues							
1-3-3120-0575 Gain/ (Loss) on Disposal	-28,666.54	0.00	0.00	0.00	0.00	0.00	0.00
1-3-3120-0622 Aggregates - Natural Ressources	-5,240.99	-12,673.94	-8,000.00	-12,674.00	-8,000.00	0.00	0.00
1-3-3120-0691 Sale of Equipment	0.00	0.00	-1,000.00	0.00	-1,000.00	0.00	0.00
1-3-3120-0708 Sale of scrap metal	0.00	0.00	-1,500.00	0.00	-1,500.00	0.00	0.00
Total Non-Distributed Revenues	**-33,907.53**	**-12,673.94**	**-10,500.00**	**-12,674.00**	**-10,500.00**	**0.00**	**0.00**
Engineering							
1-3-3130-0670 Road Cut Permits	-1,200.00	-1,200.00	-600.00	-1,200.00	-600.00	0.00	0.00
1-3-3130-0675 Culvert Permits	-3,200.00	-3,800.00	-2,000.00	-3,200.00	-2,000.00	0.00	0.00
1-3-3130-0860 Administration fees	-7,650.00	0.00	-5,000.00	-5,000.00	-5,000.00	0.00	0.00
Total Engineering	**-12,050.00**	**-5,000.00**	**-7,600.00**	**-9,400.00**	**-7,600.00**	**0.00**	**0.00**
Total REVENUES	**-45,957.53**	**-17,673.94**	**-18,100.00**	**-22,074.00**	**-18,100.00**	**0.00**	**0.00**
EXPENSES							
Admin. - Salaries and Benefits							
1-4-3111-1100 Regular Salaries	632,932.86	603,070.54	710,763.00	710,763.00	743,633.00	32,870.00	0.05
1-4-3111-1103 Indirect Salaries and Benefits	-512,848.00	-512,848.00	-512,848.00	-512,848.00	-512,848.00	0.00	0.00
1-4-3111-1104 Vacancy Factor	-10,283.42	-152,443.00	-53,914.00	-197,375.00	-41,200.00	12,714.00	-0.24
1-4-3111-1110 Accrued Sickleave & Vacation	4,379.51	438.31	7,009.00	7,009.00	7,436.00	427.00	0.06
1-4-3111-1120 Part-time Wages	23,260.64	20,220.08	21,559.00	21,559.00	21,936.00	377.00	0.02
1-4-3111-1130 Overtime Wages	31,772.41	10,735.94	11,041.00	11,041.00	11,041.00	0.00	0.00
1-4-3111-1210 E.H.T.	13,613.12	9,861.01	14,088.00	14,088.00	14,929.00	841.00	0.06
1-4-3111-1220 C.P.P.	22,514.79	19,558.73	24,600.00	24,600.00	25,946.00	1,346.00	0.05
1-4-3111-1230 E.I.	9,883.36	7,900.90	9,347.00	9,347.00	9,277.00	-70.00	-0.01
1-4-3111-1240 WSIB	23,454.70	15,506.75	21,566.00	21,566.00	17,645.00	-3,921.00	-0.18
1-4-3111-1250 OMERS	66,898.45	49,089.40	75,127.00	75,127.00	80,163.00	5,036.00	0.07
1-4-3111-1260 Group Insurance	65,522.23	39,951.53	64,540.00	64,540.00	71,647.00	7,107.00	0.11
Total Admin. - Salaries and Benefits	**371,100.65**	**111,042.19**	**392,878.00**	**249,417.00**	**449,605.00**	**56,727.00**	**0.14**
Admin. - Materials							
1-4-3113-3005 Advertising	1,124.86	1,265.77	2,500.00	2,500.00	2,500.00	0.00	0.00
1-4-3113-3160 Conference and Convention Fees	1,650.28	2,676.70	3,000.00	3,000.00	3,000.00	0.00	0.00
1-4-3113-3170 Courier Services	46.98	0.00	200.00	50.00	200.00	0.00	0.00
1-4-3113-3175 Course and Tuition Fees	9,402.11	2,438.82	9,000.00	9,000.00	9,000.00	0.00	0.00
1-4-3113-3370 Legal Fees	330.21	2,905.79	10,000.00	5,000.00	10,000.00	0.00	0.00
1-4-3113-3435 Membership	1,410.80	366.34	1,960.00	1,960.00	1,760.00	-200.00	-0.10
1-4-3113-3440 Meals	1,019.29	132.63	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-3113-3450 Mileage	1,214.46	139.06	2,000.00	1,000.00	2,000.00	0.00	0.00
1-4-3113-3500 Office Supplies	4,270.41	612.75	5,000.00	5,000.00	5,000.00	0.00	0.00
1-4-3113-3555 Printing	59.02	189.00	2,800.00	2,800.00	2,800.00	0.00	0.00
1-4-3113-3675 Supplies	2,855.65	1,328.14	3,000.00	3,000.00	2,200.00	-800.00	-0.27

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-3113-3710 Telephone	7,648.96	1,441.40	4,320.00	4,320.00	4,320.00	0.00	0.00
Total Admin. - Materials	**31,033.03**	**13,496.40**	**44,780.00**	**38,630.00**	**43,780.00**	**-1,000.00**	**-0.02**
Engineering - Materials							
1-4-3133-3210 Engineering	9,178.75	5,005.64	15,000.00	10,000.00	15,000.00	0.00	0.00
Total Engineering - Materials	**9,178.75**	**5,005.64**	**15,000.00**	**10,000.00**	**15,000.00**	**0.00**	**0.00**
Total EXPENSES	**411,312.43**	**129,544.23**	**452,658.00**	**298,047.00**	**508,385.00**	**55,727.00**	**0.12**
Total .	**365,354.90**	**111,870.29**	**434,558.00**	**275,973.00**	**490,285.00**	**55,727.00**	**0.13**
Total ADMINISTRATION	**365,354.90**	**111,870.29**	**434,558.00**	**275,973.00**	**490,285.00**	**55,727.00**	**0.13**
ASSET MANAGEMENT							
EXPENSES							
Asset Management							
1-4-1219-3160 Conference & Convention Fees	2,420.59	206.25	5,000.00	207.00	5,000.00	0.00	0.00
1-4-1219-3710 Telephone	867.86	674.19	640.00	1,000.00	640.00	0.00	0.00
1-4-1219-3743 Training	0.00	0.00	1,400.00	1,400.00	1,400.00	0.00	0.00
Total Asset Management	**3,288.45**	**880.44**	**7,040.00**	**2,607.00**	**7,040.00**	**0.00**	**0.00**
Asset Management - Salaries and Benefi							
1-4-1225-1100 Regular Salaries	55,533.03	42,723.21	124,414.00	124,414.00	128,676.00	4,262.00	0.03
1-4-1225-1110 Accrued Sickleave & Vacation	1,056.97	0.00	1,244.00	1,244.00	1,287.00	43.00	0.03
1-4-1225-1120 Part-time Wages	101,612.96	30,038.59	0.00	0.00	0.00	0.00	0.00
1-4-1225-1130 Overtime Wages	803.40	1,143.04	0.00	1,500.00	0.00	0.00	0.00
1-4-1225-1210 EHT	3,103.03	1,995.57	2,426.00	2,426.00	2,509.00	83.00	0.03
1-4-1225-1220 CPP	2,597.50	2,109.87	5,475.00	5,475.00	5,767.00	292.00	0.05
1-4-1225-1230 EI	2,321.85	1,652.29	2,035.00	2,035.00	2,026.00	-9.00	0.00
1-4-1225-1240 WSIB	5,317.67	3,223.59	3,919.00	3,919.00	3,140.00	-779.00	-0.20
1-4-1225-1250 OMERS	5,090.57	3,939.18	11,904.00	11,904.00	12,243.00	339.00	0.03
1-4-1225-1260 Group Insurance	6,588.57	5,246.56	14,521.00	14,521.00	15,090.00	569.00	0.04
Total Asset Management - Salaries and	**184,025.55**	**92,071.90**	**165,938.00**	**167,438.00**	**170,738.00**	**4,800.00**	**0.03**
Total EXPENSES	**187,314.00**	**92,952.34**	**172,978.00**	**170,045.00**	**177,778.00**	**4,800.00**	**0.03**
Total .	**187,314.00**	**92,952.34**	**172,978.00**	**170,045.00**	**177,778.00**	**4,800.00**	**0.03**
Total ASSET MANAGEMENT	**187,314.00**	**92,952.34**	**172,978.00**	**170,045.00**	**177,778.00**	**4,800.00**	**0.03**
PUBLIC WORK							
EXPENSES							
Public Works - Salaries and Benefits							
1-4-3121-1100 Regular Salaries	184,885.87	157,908.92	883,174.00	883,174.00	913,725.00	30,551.00	0.03
1-4-3121-1110 Accrued Sickleave & Vacation	12,066.74	0.00	8,832.00	8,832.00	9,137.00	305.00	0.03
1-4-3121-1120 Part-time Wages	6,105.95	882.06	29,850.00	14,850.00	10,372.00	-19,478.00	-0.65

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-3121-1125 Seasonal Employees	0.00	99.11	0.00	0.00	0.00	0.00	0.00
1-4-3121-1130 Overtime Wages	4,479.47	1,538.48	45,458.00	45,458.00	45,458.00	0.00	0.00
1-4-3121-1165 Distribution - Works	0.00	0.00	-765,396.00	-765,396.00	-765,396.00	0.00	0.00
1-4-3121-1210 E.H.T.	4,609.09	3,473.42	17,804.00	17,804.00	18,410.00	606.00	0.03
1-4-3121-1220 C.P.P.	9,316.15	7,633.65	40,148.00	40,148.00	42,520.00	2,372.00	0.06
1-4-3121-1230 E.I.	4,808.94	4,124.16	15,897.00	15,897.00	15,899.00	2.00	0.00
1-4-3121-1240 WSIB	8,131.50	5,609.25	28,591.00	28,591.00	22,844.00	-5,747.00	-0.20
1-4-3121-1250 OMERS	17,744.88	14,286.39	83,535.00	83,535.00	86,418.00	2,883.00	0.03
1-4-3121-1251 Pension - Clarence	1,692.49	1,317.73	0.00	0.00	0.00	0.00	0.00
1-4-3121-1260 Group Insurance	28,421.95	17,793.25	98,588.00	98,588.00	103,433.00	4,845.00	0.05
Total Public Works - Salaries and Bene	**282,263.03**	**214,666.42**	**486,481.00**	**471,481.00**	**502,820.00**	**16,339.00**	**0.03**
Public Works - Materials							
1-4-3123-3060 Boots & Clothing	3,990.50	2,229.40	4,000.00	4,000.00	4,000.00	0.00	0.00
1-4-3123-3070 Building Maintenance	26,408.44	14,755.27	26,000.00	23,000.00	22,000.00	-4,000.00	-0.15
1-4-3123-3170 Courier Services	1,328.45	618.17	1,000.00	1,000.00	1,500.00	500.00	0.50
1-4-3123-3175 Course and Tuition Fees	8,727.58	6,745.05	10,000.00	10,000.00	10,000.00	0.00	0.00
1-4-3123-3222 Emergency System	2,266.62	1,690.35	4,800.00	4,800.00	4,800.00	0.00	0.00
1-4-3123-3300 Hydro	20,544.51	15,286.40	24,001.00	24,001.00	24,001.00	0.00	0.00
1-4-3123-3316 Internet Fees	9,555.39	13,763.63	10,400.00	15,500.00	10,400.00	0.00	0.00
1-4-3123-3425 Materials	7,598.00	7,391.59	7,000.00	16,900.00	7,000.00	0.00	0.00
1-4-3123-3490 Natural Gas	9,357.63	6,814.30	8,000.00	8,000.00	9,000.00	1,000.00	0.13
1-4-3123-3500 Office Supplies	991.94	1,417.88	0.00	1,420.00	1,000.00	1,000.00	0.00
1-4-3123-3555 Printing	4,473.79	3,845.95	3,750.00	3,900.00	4,320.00	570.00	0.15
1-4-3123-3564 Roadside Property Repairs	8,531.24	6,125.39	8,000.00	8,000.00	8,000.00	0.00	0.00
1-4-3123-3580 Propane and Natural gas	0.00	115.96	550.00	550.00	550.00	0.00	0.00
1-4-3123-3585 Protective Clothing	22,267.44	11,064.21	21,200.00	16,000.00	22,700.00	1,500.00	0.07
1-4-3123-3605 Radio Licences	14,376.28	11,027.38	15,240.00	15,240.00	15,240.00	0.00	0.00
1-4-3123-3710 Telephone	3,509.85	3,064.47	4,170.00	4,170.00	3,300.00	-870.00	-0.21
1-4-3123-3711 Radios Portables - Communications	12,619.99	7,524.12	11,500.00	11,500.00	12,500.00	1,000.00	0.09
1-4-3123-3790 Water	697.49	890.50	450.00	700.00	750.00	300.00	0.67
Total Public Works - Materials	**157,245.14**	**114,370.02**	**160,061.00**	**168,681.00**	**161,061.00**	**1,000.00**	**0.01**
Total EXPENSES	**439,508.17**	**329,036.44**	**646,542.00**	**640,162.00**	**663,881.00**	**17,339.00**	**0.03**
Total .	**439,508.17**	**329,036.44**	**646,542.00**	**640,162.00**	**663,881.00**	**17,339.00**	**0.03**
Total PUBLIC WORK	**439,508.17**	**329,036.44**	**646,542.00**	**640,162.00**	**663,881.00**	**17,339.00**	**0.03**
ROADS							
REVENUES							
Roads							
1-3-3400-0581 Contribution from Reserves	-1,760.07	0.00	0.00	0.00	0.00	0.00	0.00
1-3-3400-0582 Contribution from Reserve Fund	-79,313.82	0.00	0.00	0.00	0.00	0.00	0.00
1-3-3400-0584 Contribution from Developpers	-126,262.45	0.00	0.00	0.00	0.00	0.00	0.00
1-3-3400-0735 UCPR Grant	-140,000.00	0.00	0.00	0.00	0.00	0.00	0.00

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
Total Roads	**-347,336.34**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Total REVENUES	**-347,336.34**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
EXPENSES							
Roads - Salaries & Benefits							
1-4-3411-1100 Regular Salaries	118,860.73	120,752.12	0.00	0.00	0.00	0.00	0.00
1-4-3411-1120 Part-time Wages	7,674.99	8,979.10	0.00	0.00	0.00	0.00	0.00
1-4-3411-1130 Overtime Wages	3,847.37	3,517.94	0.00	0.00	0.00	0.00	0.00
1-4-3411-1210 E.H.T.	2,543.90	2,602.70	0.00	0.00	0.00	0.00	0.00
1-4-3411-1220 C.P.P.	4,912.55	5,375.57	0.00	0.00	0.00	0.00	0.00
1-4-3411-1230 E.I.	2,079.09	2,153.24	0.00	0.00	0.00	0.00	0.00
1-4-3411-1240 WSIB	4,475.80	4,203.39	0.00	0.00	0.00	0.00	0.00
1-4-3411-1250 OMERS	11,201.11	11,560.52	0.00	0.00	0.00	0.00	0.00
1-4-3411-1260 Group Insurance	9,651.96	11,495.86	0.00	0.00	0.00	0.00	0.00
1-4-3411-8100 Labour Distribution	0.00	0.00	260,600.00	260,600.00	260,600.00	0.00	0.00
Total Roads - Salaries & Benefits	**165,247.50**	**170,640.44**	**260,600.00**	**260,600.00**	**260,600.00**	**0.00**	**0.00**
Patching - Materials							
1-4-3413-3425 Materials	28,278.26	21,240.71	45,000.00	25,000.00	35,000.00	-10,000.00	-0.22
Total Patching - Materials	**28,278.26**	**21,240.71**	**45,000.00**	**25,000.00**	**35,000.00**	**-10,000.00**	**-0.22**
Patching - Contracts							
1-4-3414-4200 Contracts	52,771.95	0.00	62,500.00	62,500.00	159,500.00	97,000.00	1.55
1-4-3414-4201 Contracts - Others	350,881.35	0.00	0.00	0.00	0.00	0.00	0.00
1-4-3414-4210 Contracts - Crack sealing	0.00	12,211.21	10,000.00	12,500.00	10,000.00	0.00	0.00
Total Patching - Contracts	**403,653.30**	**12,211.21**	**72,500.00**	**75,000.00**	**169,500.00**	**97,000.00**	**1.34**
Sweeping, flushing, cleaning - Contrac							
1-4-3424-4200 Contracts	14,829.16	12,821.77	20,000.00	13,000.00	23,000.00	3,000.00	0.15
Total Sweeping, flushing, cleaning - C	**14,829.16**	**12,821.77**	**20,000.00**	**13,000.00**	**23,000.00**	**3,000.00**	**0.15**
Bridges & Culverts - Materials							
1-4-3553-3334 Inspections	6,110.26	2,699.19	15,000.00	5,000.00	15,000.00	0.00	0.00
Total Bridges & Culverts - Materials	**6,110.26**	**2,699.19**	**15,000.00**	**5,000.00**	**15,000.00**	**0.00**	**0.00**
Line painting - Contracts							
1-4-3634-3425 Materials - Line Painting	0.00	9,429.39	7,000.00	11,000.00	11,700.00	4,700.00	0.67
1-4-3634-4200 Contracts	28,320.95	22,392.26	23,000.00	21,300.00	23,000.00	0.00	0.00
Total Line painting - Contracts	**28,320.95**	**31,821.65**	**30,000.00**	**32,300.00**	**34,700.00**	**4,700.00**	**0.16**
Traffic lights - Contracts							
1-4-3824-4200 Contracts	13,111.99	6,796.56	10,000.00	10,000.00	10,000.00	0.00	0.00
Total Traffic lights - Contracts	**13,111.99**	**6,796.56**	**10,000.00**	**10,000.00**	**10,000.00**	**0.00**	**0.00**
Total EXPENSES	**659,551.42**	**258,231.53**	**453,100.00**	**420,900.00**	**547,800.00**	**94,700.00**	**0.21**

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
Total .	**312,215.08**	**258,231.53**	**453,100.00**	**420,900.00**	**547,800.00**	**94,700.00**	**0.21**
Total ROADS	**312,215.08**	**258,231.53**	**453,100.00**	**420,900.00**	**547,800.00**	**94,700.00**	**0.21**
ROADESIDE MAINTENANCE							
REVENUES							
Street lights - Revenues							
1-3-3810-0665 Works by Town	-12,312.15	-26,726.37	0.00	-26,726.00	0.00	0.00	0.00
Total Street lights - Revenues	**-12,312.15**	**-26,726.37**	**0.00**	**-26,726.00**	**0.00**	**0.00**	**0.00**
Total REVENUES	**-12,312.15**	**-26,726.37**	**0.00**	**-26,726.00**	**0.00**	**0.00**	**0.00**
EXPENSES							
Roadside Maintenance - Salaries & Ben.							
1-4-3311-1100 Regular Salaries	203,076.15	138,212.98	0.00	0.00	0.00	0.00	0.00
1-4-3311-1120 Part-time Wages	12,704.59	0.00	0.00	0.00	0.00	0.00	0.00
1-4-3311-1130 Overtime Wages	3,419.37	3,603.94	0.00	0.00	0.00	0.00	0.00
1-4-3311-1210 E.H.T.	4,235.96	2,731.17	0.00	0.00	0.00	0.00	0.00
1-4-3311-1220 C.P.P.	9,160.67	6,484.26	0.00	0.00	0.00	0.00	0.00
1-4-3311-1230 E.I.	3,818.76	2,514.88	0.00	0.00	0.00	0.00	0.00
1-4-3311-1240 WSIB	7,778.27	4,410.23	0.00	0.00	0.00	0.00	0.00
1-4-3311-1250 OMERS	15,917.74	10,590.46	0.00	0.00	0.00	0.00	0.00
1-4-3311-1260 Group Insurance	19,346.38	12,813.75	0.00	0.00	0.00	0.00	0.00
1-4-3311-8100 Labour Distribution	0.00	0.00	123,800.00	123,800.00	123,800.00	0.00	0.00
Total Roadside Maintenance - Salaries	**279,457.89**	**181,361.67**	**123,800.00**	**123,800.00**	**123,800.00**	**0.00**	**0.00**
Grass mowing - Contracts							
1-4-3314-4200 Contracts	2,564.71	15,067.62	5,000.00	20,000.00	25,000.00	20,000.00	4.00
Total Grass mowing - Contracts	**2,564.71**	**15,067.62**	**5,000.00**	**20,000.00**	**25,000.00**	**20,000.00**	**4.00**
Brushing, tree triming - Contracts							
1-4-3324-4200 Contracts	16,224.17	1,357.48	13,000.00	13,000.00	13,000.00	0.00	0.00
Total Brushing, tree triming - Contrac	**16,224.17**	**1,357.48**	**13,000.00**	**13,000.00**	**13,000.00**	**0.00**	**0.00**
Shoulder maint. - grading - Materials							
1-4-3433-3425 Materials	15,371.87	0.00	15,000.00	15,000.00	15,000.00	0.00	0.00
Total Shoulder maint. - grading - Mate	**15,371.87**	**0.00**	**15,000.00**	**15,000.00**	**15,000.00**	**0.00**	**0.00**
Sidewalk - Asphalt Roads - Contracts							
1-4-3454-4200 Contracts	17,280.08	0.00	52,000.00	52,000.00	5,000.00	-47,000.00	-0.90
Total Sidewalk - Asphalt Roads - Cont	**17,280.08**	**0.00**	**52,000.00**	**52,000.00**	**5,000.00**	**-47,000.00**	**-0.90**
Signs - Materials							
1-4-3613-3425 Materials	22,397.05	17,714.85	20,000.00	20,000.00	20,000.00	0.00	0.00
Total Signs - Materials	**22,397.05**	**17,714.85**	**20,000.00**	**20,000.00**	**20,000.00**	**0.00**	**0.00**

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
Guiderails - Materials							
1-4-3623-3425 Materials	2,334.60	14,133.06	10,000.00	14,500.00	10,000.00	0.00	0.00
Total Guiderails - Materials	**2,334.60**	**14,133.06**	**10,000.00**	**14,500.00**	**10,000.00**	**0.00**	**0.00**
Street lights - Materials							
1-4-3813-3300 Hydro	276,472.54	184,331.13	293,347.00	293,347.00	293,347.00	0.00	0.00
1-4-3813-3425 Materials - Claimed	0.00	24,912.62	0.00	24,913.00	0.00	0.00	0.00
1-4-3813-3615 Repairs & Maintenance	57,696.96	12,309.45	20,000.00	20,000.00	20,000.00	0.00	0.00
Total Street lights - Materials	**334,169.50**	**221,553.20**	**313,347.00**	**338,260.00**	**313,347.00**	**0.00**	**0.00**
Total EXPENSES	**689,799.87**	**451,187.88**	**552,147.00**	**596,560.00**	**525,147.00**	**-27,000.00**	**-0.05**
Total .	**677,487.72**	**424,461.51**	**552,147.00**	**569,834.00**	**525,147.00**	**-27,000.00**	**-0.05**
Total ROADESIDE MAINTENANCE	**677,487.72**	**424,461.51**	**552,147.00**	**569,834.00**	**525,147.00**	**-27,000.00**	**-0.05**
GRAVEL ROADS							
EXPENSES							
Gravel Roads - Salaries & Benefits							
1-4-3511-1100 Regular Salaries	44,263.58	46,676.85	0.00	0.00	0.00	0.00	0.00
1-4-3511-1130 Overtime Wages	2,274.00	2,010.73	0.00	0.00	0.00	0.00	0.00
1-4-3511-1210 E.H.T.	910.19	951.95	0.00	0.00	0.00	0.00	0.00
1-4-3511-1220 C.P.P.	1,918.18	2,113.65	0.00	0.00	0.00	0.00	0.00
1-4-3511-1230 E.I.	787.68	841.06	0.00	0.00	0.00	0.00	0.00
1-4-3511-1240 WSIB	1,667.81	1,535.41	0.00	0.00	0.00	0.00	0.00
1-4-3511-1250 OMERS	4,141.91	4,357.37	0.00	0.00	0.00	0.00	0.00
1-4-3511-1260 Group Insurance	4,800.45	5,133.86	0.00	0.00	0.00	0.00	0.00
1-4-3511-8100 Labour Distribution	0.00	0.00	65,000.00	65,000.00	65,000.00	0.00	0.00
Total Gravel Roads - Salaries & Benefi	**60,763.80**	**63,620.88**	**65,000.00**	**65,000.00**	**65,000.00**	**0.00**	**0.00**
Patching & washouts - Contracts							
1-4-3514-4200 Contracts	12,736.53	834.43	20,000.00	15,000.00	20,000.00	0.00	0.00
Total Patching & washouts - Contracts	**12,736.53**	**834.43**	**20,000.00**	**15,000.00**	**20,000.00**	**0.00**	**0.00**
Grading & Scarifying - Contracts							
1-4-3524-4200 Contracts	15,317.08	27,580.64	40,000.00	35,000.00	40,000.00	0.00	0.00
Total Grading & Scarifying - Contracts	**15,317.08**	**27,580.64**	**40,000.00**	**35,000.00**	**40,000.00**	**0.00**	**0.00**
Dust layer - Contracts							
1-4-3534-4200 Contracts	132,146.68	101,340.47	140,000.00	102,000.00	140,000.00	0.00	0.00
Total Dust layer - Contracts	**132,146.68**	**101,340.47**	**140,000.00**	**102,000.00**	**140,000.00**	**0.00**	**0.00**
Gravel resurfacing - Materials							
1-4-3543-3425 Materials	297,641.27	25,718.49	290,000.00	290,000.00	290,000.00	0.00	0.00
Total Gravel resurfacing - Materials	**297,641.27**	**25,718.49**	**290,000.00**	**290,000.00**	**290,000.00**	**0.00**	**0.00**

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
Total EXPENSES	**518,605.36**	**219,094.91**	**555,000.00**	**507,000.00**	**555,000.00**	**0.00**	**0.00**
Total .	**518,605.36**	**219,094.91**	**555,000.00**	**507,000.00**	**555,000.00**	**0.00**	**0.00**
Total GRAVEL ROADS	**518,605.36**	**219,094.91**	**555,000.00**	**507,000.00**	**555,000.00**	**0.00**	**0.00**
STORMS SEWERS							
REVENUES							
Rural Storm Sewers							
1-3-3220-0540 Ontario Grant (MDRA)	-27,829.73	0.00	0.00	0.00	0.00	0.00	0.00
1-3-3220-0582 Contribution from Reserve Fund	-122,838.35	0.00	0.00	0.00	0.00	0.00	0.00
1-3-3220-0665 Works by Town	-5,044.85	0.00	0.00	0.00	0.00	0.00	0.00
1-3-3220-0726 Canada Grant	-75,000.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Rural Storm Sewers	**-230,712.93**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Plan Maitre Égouts Pluviaux							
1-3-3260-0582 Contribution from Reserve Fund	-23,358.08	0.00	0.00	0.00	0.00	0.00	0.00
1-3-3260-0584 Contribution from Developpers	-93,432.32	0.00	0.00	0.00	0.00	0.00	0.00
Total Plan Maitre Égouts Pluviaux	**-116,790.40**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Total REVENUES	**-347,503.33**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
EXPENSES							
Storm Sewers - Salaries & Benefits							
1-4-3211-1100 Regular Salaries	5,332.14	1,415.31	0.00	0.00	0.00	0.00	0.00
1-4-3211-1130 Overtime Wages	65.72	149.55	0.00	0.00	0.00	0.00	0.00
1-4-3211-1210 E.H.T.	104.45	30.60	0.00	0.00	0.00	0.00	0.00
1-4-3211-1220 C.P.P.	212.41	75.18	0.00	0.00	0.00	0.00	0.00
1-4-3211-1230 E.I.	88.74	29.94	0.00	0.00	0.00	0.00	0.00
1-4-3211-1240 WSIB	170.45	49.44	0.00	0.00	0.00	0.00	0.00
1-4-3211-1250 OMERS	417.02	132.93	0.00	0.00	0.00	0.00	0.00
1-4-3211-1260 Group Insurance	526.43	153.88	0.00	0.00	0.00	0.00	0.00
1-4-3211-8100 Labour Distribution	0.00	0.00	28,600.00	28,600.00	28,600.00	0.00	0.00
Total Storm Sewers - Salaries & Benefi	**6,917.36**	**2,036.83**	**28,600.00**	**28,600.00**	**28,600.00**	**0.00**	**0.00**
Urban Storms - Materials							
1-4-3213-3425 Materials	6,869.95	9,078.42	12,000.00	12,000.00	12,000.00	0.00	0.00
Total Urban Storms - Materials	**6,869.95**	**9,078.42**	**12,000.00**	**12,000.00**	**12,000.00**	**0.00**	**0.00**
Urban Storms - Contracts							
1-4-3214-4200 Contracts	29,054.81	13,623.06	62,000.00	62,000.00	62,000.00	0.00	0.00
Total Urban Storms - Contracts	**29,054.81**	**13,623.06**	**62,000.00**	**62,000.00**	**62,000.00**	**0.00**	**0.00**
Rural Storm Sewers							
1-4-3220-7100 Contirbution to Reserves	27,829.73	0.00	0.00	0.00	0.00	0.00	0.00

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
Total Rural Storm Sewers	**27,829.73**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Rural Storms - Materials							
1-4-3223-3425 Materials	20,247.03	16,649.75	32,000.00	32,000.00	32,000.00	0.00	0.00
Total Rural Storms - Materials	**20,247.03**	**16,649.75**	**32,000.00**	**32,000.00**	**32,000.00**	**0.00**	**0.00**
Rural Storms - Contracts							
1-4-3224-4200 Contracts	83,938.59	17,054.06	60,000.00	60,000.00	10,000.00	-50,000.00	-0.83
1-4-3224-4201 Contract -Capital a opération	314,628.75	14,398.73	0.00	14,400.00	0.00	0.00	0.00
Total Rural Storms - Contracts	**398,567.34**	**31,452.79**	**60,000.00**	**74,400.00**	**10,000.00**	**-50,000.00**	**-0.83**
Floods - Salaries & Benefits							
1-4-3231-1120 Part-time Wages	0.00	30,909.29	0.00	0.00	0.00	0.00	0.00
1-4-3231-1130 Overtime Wages	0.00	61,182.50	0.00	50,000.00	0.00	0.00	0.00
1-4-3231-1210 E.H.T.	0.00	969.67	0.00	0.00	0.00	0.00	0.00
1-4-3231-1220 C.P.P.	0.00	1,648.39	0.00	0.00	0.00	0.00	0.00
1-4-3231-1230 E.I.	0.00	1,012.78	0.00	0.00	0.00	0.00	0.00
1-4-3231-1240 WSIB	0.00	1,533.47	0.00	0.00	0.00	0.00	0.00
1-4-3231-1250 OMERS	0.00	78.38	0.00	0.00	0.00	0.00	0.00
1-4-3231-1260 Group Insurance	0.00	3.59	0.00	0.00	0.00	0.00	0.00
Total Floods - Salaries & Benefits	**0.00**	**97,338.07**	**0.00**	**50,000.00**	**0.00**	**0.00**	**0.00**
Emergency measures - Materials							
1-4-3233-3071 Repairs - Floods	0.00	126,070.66	0.00	0.00	0.00	0.00	0.00
1-4-3233-3425 Materials	15,787.34	437,833.61	1,000.00	118,000.00	1,000.00	0.00	0.00
1-4-3233-3440 Meals	0.00	6,269.55	0.00	0.00	0.00	0.00	0.00
1-4-3233-3450 Mileage	0.00	2,673.50	0.00	0.00	0.00	0.00	0.00
1-4-3233-3675 Supplies	174.35	0.00	0.00	0.00	0.00	0.00	0.00
Total Emergency measures - Materials	**15,961.69**	**572,847.32**	**1,000.00**	**118,000.00**	**1,000.00**	**0.00**	**0.00**
Total EXPENSES	**505,447.91**	**743,026.24**	**195,600.00**	**377,000.00**	**145,600.00**	**-50,000.00**	**-0.26**
Total .	**157,944.58**	**743,026.24**	**195,600.00**	**377,000.00**	**145,600.00**	**-50,000.00**	**-0.26**
Total STORMS SEWERS	**157,944.58**	**743,026.24**	**195,600.00**	**377,000.00**	**145,600.00**	**-50,000.00**	**-0.26**
WINTER CONTROL							
EXPENSES							
Winter Control - Salaries & Benefits							
1-4-3711-1100 Regular Salaries	154,751.44	111,404.06	0.00	0.00	0.00	0.00	0.00
1-4-3711-1120 Part-time Wages	3,813.96	0.00	0.00	0.00	0.00	0.00	0.00
1-4-3711-1130 Overtime Wages	107,510.91	71,174.42	0.00	0.00	0.00	0.00	0.00
1-4-3711-1210 E.H.T.	4,668.45	3,049.38	0.00	0.00	0.00	0.00	0.00
1-4-3711-1220 C.P.P.	10,055.70	7,592.59	0.00	0.00	0.00	0.00	0.00
1-4-3711-1230 E.I.	3,929.03	2,984.82	0.00	0.00	0.00	0.00	0.00
1-4-3711-1240 WSIB	7,955.11	4,830.99	0.00	0.00	0.00	0.00	0.00

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.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-3711-1250 OMERS	12,889.82	9,777.87	0.00	0.00	0.00	0.00	0.00
1-4-3711-1260 Group Insurance	13,693.53	12,749.49	0.00	0.00	0.00	0.00	0.00
1-4-3711-8100 Labour Distribution	0.00	0.00	220,346.00	220,346.00	220,346.00	0.00	0.00
Total Winter Control - Salaries & Bene	**319,267.95**	**223,563.62**	**220,346.00**	**220,346.00**	**220,346.00**	**0.00**	**0.00**
Snow Plowing & Salting - Materials							
1-4-3713-3425 Materials	403,671.97	207,148.88	230,000.00	322,000.00	230,000.00	0.00	0.00
Total Snow Plowing & Salting - Materia	**403,671.97**	**207,148.88**	**230,000.00**	**322,000.00**	**230,000.00**	**0.00**	**0.00**
Snow Plowing & Salting - Contracts							
1-4-3714-4200 Contracts	91,079.47	53,692.29	60,000.00	60,000.00	60,000.00	0.00	0.00
Total Snow Plowing & Salting - Contrac	**91,079.47**	**53,692.29**	**60,000.00**	**60,000.00**	**60,000.00**	**0.00**	**0.00**
Snow Removal - Materials							
1-4-3733-3612 Rent of land - snow dump	0.00	432.70	1,000.00	1,000.00	1,000.00	0.00	0.00
Total Snow Removal - Materials	**0.00**	**432.70**	**1,000.00**	**1,000.00**	**1,000.00**	**0.00**	**0.00**
Snow Removal - Contracts							
1-4-3734-4200 Contracts	166,788.85	179,750.10	140,000.00	180,000.00	140,000.00	0.00	0.00
Total Snow Removal - Contracts	**166,788.85**	**179,750.10**	**140,000.00**	**180,000.00**	**140,000.00**	**0.00**	**0.00**
Snow Removal - Transfer							
1-4-3737-7100 Contribution to Reserves	0.00	10,000.00	10,000.00	10,000.00	35,000.00	25,000.00	2.50
Total Snow Removal - Transfer	**0.00**	**10,000.00**	**10,000.00**	**10,000.00**	**35,000.00**	**25,000.00**	**2.50**
Snow Ditching/Culvert Thawing - Materi							
1-4-3753-4200 Contracts	0.00	4,036.08	5,000.00	5,000.00	5,000.00	0.00	0.00
Total Snow Ditching/Culvert Thawing -	**0.00**	**4,036.08**	**5,000.00**	**5,000.00**	**5,000.00**	**0.00**	**0.00**
Total EXPENSES	**980,808.24**	**678,623.67**	**666,346.00**	**798,346.00**	**691,346.00**	**25,000.00**	**0.04**
Total .	**980,808.24**	**678,623.67**	**666,346.00**	**798,346.00**	**691,346.00**	**25,000.00**	**0.04**
Total WINTER CONTROL	**980,808.24**	**678,623.67**	**666,346.00**	**798,346.00**	**691,346.00**	**25,000.00**	**0.04**
VEHICULES							
REVENUES							
Vehicles							
1-3-3140-0926 Waste Oil Purchase	0.00	0.00	-600.00	0.00	-100.00	500.00	-0.83
1-3-3140-0998 Vehicle expenses (Other Depart.)	-54,100.00	-54,100.00	-54,100.00	-54,100.00	-55,100.00	-1,000.00	0.02
Total Vehicles	**-54,100.00**	**-54,100.00**	**-54,700.00**	**-54,100.00**	**-55,200.00**	**-500.00**	**0.01**
Total REVENUES	**-54,100.00**	**-54,100.00**	**-54,700.00**	**-54,100.00**	**-55,200.00**	**-500.00**	**0.01**
EXPENSES							
Vehicles - Salaries & Benefits							

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.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-3141-1100 Regular Salaries	160,784.12	114,209.06	146,102.00	146,102.00	150,214.00	4,112.00	0.03
1-4-3141-1110 Accrued Sickleave & Vacation	0.00	0.00	1,461.00	1,461.00	1,502.00	41.00	0.03
1-4-3141-1120 Part-time Wages	553.86	0.00	0.00	0.00	0.00	0.00	0.00
1-4-3141-1130 Overtime Wages	4,746.51	3,810.31	0.00	3,900.00	0.00	0.00	0.00
1-4-3141-1210 E.H.T.	3,288.73	2,277.46	2,849.00	2,849.00	2,929.00	80.00	0.03
1-4-3141-1220 C.P.P.	6,304.30	5,201.82	5,498.00	5,498.00	5,817.00	319.00	0.06
1-4-3141-1230 E.I.	2,564.84	2,076.59	2,035.00	2,035.00	2,026.00	-9.00	0.00
1-4-3141-1240 WSIB	6,014.43	3,678.80	4,602.00	4,602.00	3,665.00	-937.00	-0.20
1-4-3141-1250 OMERS	15,194.45	11,104.32	15,070.00	15,070.00	15,334.00	264.00	0.02
1-4-3141-1260 Group Insurance	16,006.96	11,585.41	14,816.00	14,816.00	15,362.00	546.00	0.04
Total Vehicles - Salaries & Benefits	**215,458.20**	**153,943.77**	**192,433.00**	**196,333.00**	**196,849.00**	**4,416.00**	**0.02**
Vehicles - Materials							
1-4-3143-3190 Diesel	161,922.26	125,496.20	165,000.00	165,000.00	178,200.00	13,200.00	0.08
1-4-3143-3250 Gasoline	107,344.38	58,067.54	94,500.00	94,500.00	100,000.00	5,500.00	0.06
1-4-3143-3270 Grease and Oil	11,599.99	9,222.66	19,000.00	19,000.00	19,000.00	0.00	0.00
1-4-3143-3320 Insurance - Vehicles	15,631.76	14,963.66	17,000.00	15,000.00	17,000.00	0.00	0.00
1-4-3143-3675 Supplies	24,554.60	20,048.39	20,500.00	20,500.00	24,000.00	3,500.00	0.17
1-4-3143-3725 Tires	32,991.20	13,595.37	36,000.00	36,000.00	36,000.00	0.00	0.00
1-4-3143-3760 Vehicle Repairs	244,323.78	139,619.89	250,000.00	247,500.00	247,500.00	-2,500.00	-0.01
1-4-3143-3765 Vehicle Rental	10,465.79	8,148.52	14,400.00	14,400.00	14,400.00	0.00	0.00
1-4-3143-3770 Vehicle Licences	19,638.62	21,269.70	20,000.00	22,000.00	22,000.00	2,000.00	0.10
1-4-3143-3795 Welding Supplies	1,588.83	2,500.94	1,500.00	4,000.00	1,500.00	0.00	0.00
Total Vehicles - Materials	**630,061.21**	**412,932.87**	**637,900.00**	**637,900.00**	**659,600.00**	**21,700.00**	**0.03**
Total EXPENSES	**845,519.41**	**566,876.64**	**830,333.00**	**834,233.00**	**856,449.00**	**26,116.00**	**0.03**
Total .	**791,419.41**	**512,776.64**	**775,633.00**	**780,133.00**	**801,249.00**	**25,616.00**	**0.03**
Total VEHICULES	**791,419.41**	**512,776.64**	**775,633.00**	**780,133.00**	**801,249.00**	**25,616.00**	**0.03**
PLANNING							
REVENUES							
Planning and Zoning							
1-3-8100-0571 Sales of Documents	-77.00	-61.00	-340.00	-100.00	-347.00	-7.00	0.02
1-3-8100-0600 Miscellaneous	-440.00	0.00	0.00	0.00	0.00	0.00	0.00
1-3-8100-0781 Donation Heritage Committee	-100.00	0.00	0.00	0.00	0.00	0.00	0.00
1-3-8100-0820 Minor Variance	-9,800.00	-11,214.00	-3,640.00	-10,186.00	-3,713.00	-73.00	0.02
1-3-8100-0823 Letter of Undertaking	0.00	0.00	-1,170.00	-500.00	-1,193.00	-23.00	0.02
1-3-8100-0824 Road Opening / Closing	-150.00	-156.00	-312.00	-312.00	-318.00	-6.00	0.02
1-3-8100-0825 Compliance Report & Inquiries	-2,820.00	-2,338.00	-2,195.00	-2,600.00	-2,195.00	0.00	0.00
1-3-8100-0826 Fencing Easement Agreement	-65.00	0.00	0.00	0.00	0.00	0.00	0.00
1-3-8100-0827 Work Order	-20,302.58	-15,913.45	-1,080.00	-15,913.00	-1,080.00	0.00	0.00
1-3-8100-0830 Zoning Amendment Fees	-21,585.00	-12,755.20	-34,528.00	-15,000.00	-35,219.00	-691.00	0.02
1-3-8100-0835 Part Lot Control Fees & One foot Reserv	-4,396.58	-2,058.00	-4,160.00	-3,000.00	-4,243.00	-83.00	0.02
1-3-8100-0840 Site Plan Application Fees	-3,400.00	-7,495.00	-20,530.00	-7,500.00	-20,941.00	-411.00	0.02
1-3-8100-0845 Subdivision Application Fees	-19,280.00	-1,040.00	-7,200.00	-1,040.00	-7,344.00	-144.00	0.02

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1-3-8100-0846 Subdivision Agreement Fees	-2,200.00	-2,288.00	-5,650.00	-9,152.00	-5,763.00	-113.00	0.02
1-3-8100-0850 Land Severance	-26,810.00	-21,910.00	-17,575.00	-24,406.00	-17,927.00	-352.00	0.02
1-3-8100-0852 Official Plan Amendment Fees	-4,000.00	-6,840.00	-8,320.00	-8,320.00	-8,486.00	-166.00	0.02
1-3-8100-0854 Condomminiums Fees	0.00	0.00	-2,080.00	-1,040.00	-2,122.00	-42.00	0.02
1-3-8100-0855 Legal Fees - Subdivision	-4,000.00	-4,000.00	-8,320.00	-12,000.00	-8,486.00	-166.00	0.02
1-3-8100-0860 Administration Fees - Subdivision	-3,200.00	-3,328.00	-6,656.00	-13,312.00	-6,789.00	-133.00	0.02
1-3-8100-0864 Letter of Credit Release Fees	-2,530.00	-2,124.00	-3,588.00	-2,000.00	-3,660.00	-72.00	0.02
1-3-8100-0866 Sign Permit & Sign Variance	-5,838.00	-5,750.00	-6,511.00	-5,000.00	-6,641.00	-130.00	0.02
Total Planning and Zoning	**-130,994.16**	**-99,270.65**	**-133,855.00**	**-131,381.00**	**-136,467.00**	**-2,612.00**	**0.02**
Planning and Zoning							
1-3-8110-0581 Contribution from Reserves	-101,059.10	0.00	0.00	-4,653.00	0.00	0.00	0.00
1-3-8110-0584 Contribution from Developers	-83,100.14	0.00	0.00	0.00	0.00	0.00	0.00
Total Planning and Zoning	**-184,159.24**	**0.00**	**0.00**	**-4,653.00**	**0.00**	**0.00**	**0.00**
Subdivision Control							
1-3-8400-0841 Site Plan - Engineering Fees	-61,553.78	-50,852.34	-44,000.00	-50,852.00	-44,880.00	-880.00	0.02
1-3-8400-0847 Subdivision Engineering Fees	-88,732.68	0.00	-50,500.00	-90,000.00	-51,510.00	-1,010.00	0.02
Total Subdivision Control	**-150,286.46**	**-50,852.34**	**-94,500.00**	**-140,852.00**	**-96,390.00**	**-1,890.00**	**0.02**
Total REVENUES	**-465,439.86**	**-150,122.99**	**-228,355.00**	**-276,886.00**	**-232,857.00**	**-4,502.00**	**0.02**
EXPENSES							
Administration							
1-4-8110-0532 Plan d'amélioration communautaire	17,006.78	4,652.63	0.00	4,653.00	0.00	0.00	0.00
1-4-8110-3666 Studies	93,323.17	0.00	0.00	0.00	0.00	0.00	0.00
Total Administration	**110,329.95**	**4,652.63**	**0.00**	**4,653.00**	**0.00**	**0.00**	**0.00**
Planning & Zoning - Salaries & Benefit							
1-4-8111-1100 Regular Salaries	208,326.20	204,500.82	259,151.00	259,151.00	276,323.00	17,172.00	0.07
1-4-8111-1110 Accrued Sickleave & Vacation	1,272.28	0.00	2,536.00	2,536.00	2,763.00	227.00	0.09
1-4-8111-1120 Part-time Wages	10,704.41	2,077.59	18,370.00	5,000.00	18,691.00	321.00	0.02
1-4-8111-1130 Overtime Wages	8,562.26	4,657.30	6,000.00	6,000.00	6,000.00	0.00	0.00
1-4-8111-1210 E.H.T.	4,502.79	3,219.85	5,304.00	5,304.00	5,753.00	449.00	0.08
1-4-8111-1220 C.P.P.	8,880.71	6,893.19	10,938.00	10,938.00	11,641.00	703.00	0.06
1-4-8111-1230 E.I.	3,877.49	2,975.42	4,272.00	4,272.00	4,249.00	-23.00	-0.01
1-4-8111-1240 WSIB	8,173.88	5,200.45	8,568.00	8,568.00	7,086.00	-1,482.00	-0.17
1-4-8111-1250 OMERS	19,635.45	16,228.95	25,236.00	25,236.00	27,993.00	2,757.00	0.11
1-4-8111-1260 Group Insurance	20,171.09	19,559.38	30,208.00	30,208.00	31,744.00	1,536.00	0.05
1-4-8111-1350 Other Remuneration	0.00	350.00	0.00	350.00	6,000.00	6,000.00	0.00
Total Planning & Zoning - Salaries & B	**294,106.56**	**265,662.95**	**370,583.00**	**357,563.00**	**398,243.00**	**27,660.00**	**0.07**
Planning & Zoning - Materials							
1-4-8113-3005 Advertising	567.82	741.83	1,800.00	1,800.00	1,800.00	0.00	0.00
1-4-8113-3165 Consultant	79,359.62	51,588.28	10,000.00	60,000.00	10,000.00	0.00	0.00
1-4-8113-3170 Courier Services	22.45	19.88	200.00	200.00	200.00	0.00	0.00
1-4-8113-3211 Fees to be charged to developpers	19,394.70	13,505.93	0.00	12,765.00	0.00	0.00	0.00

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1-4-8113-3241 Heritage Committee	23,829.29	1,007.42	2,500.00	2,500.00	2,500.00	0.00	0.00
1-4-8113-3370 Legal Fees	12,661.14	1,668.36	20,000.00	13,000.00	20,000.00	0.00	0.00
1-4-8113-3435 Membership	2,828.45	1,651.58	3,000.00	3,000.00	3,200.00	200.00	0.07
1-4-8113-3440 Meals	492.42	184.62	450.00	450.00	550.00	100.00	0.22
1-4-8113-3450 Mileage	1,762.68	582.09	2,000.00	2,000.00	2,000.00	0.00	0.00
1-4-8113-3500 Office Supplies	3,814.08	1,456.21	3,000.00	3,000.00	3,000.00	0.00	0.00
1-4-8113-3590 Publication	1,136.73	649.23	700.00	1,200.00	1,200.00	500.00	0.71
1-4-8113-3592 Publicity - Public Notice	7,967.81	4,772.56	6,600.00	6,600.00	8,000.00	1,400.00	0.21
1-4-8113-3640 Seminar expense & Prof. Development	9,531.19	11,105.60	13,700.00	13,700.00	13,700.00	0.00	0.00
1-4-8113-3675 Supplies	1,766.10	0.00	2,200.00	2,200.00	3,000.00	800.00	0.36
1-4-8113-3710 Telephone	847.39	1,177.88	2,160.00	2,160.00	2,160.00	0.00	0.00
1-4-8113-3730 Traduction	2,682.13	650.62	10,000.00	10,000.00	8,000.00	-2,000.00	-0.20
Total Planning & Zoning - Materials	**168,664.00**	**90,762.09**	**78,310.00**	**134,575.00**	**79,310.00**	**1,000.00**	**0.01**
Subdivision Control							
1-4-8411-1100 Regular Salaries	148,058.07	111,430.76	150,685.00	150,685.00	159,174.00	8,489.00	0.06
1-4-8411-1110 Accrued Sickleave & Vacation	379.95	0.00	1,507.00	1,507.00	1,592.00	85.00	0.06
1-4-8411-1130 Overtime Wages	620.11	3,840.62	0.00	3,900.00	0.00	0.00	0.00
1-4-8411-1210 E.H.T.	3,002.48	2,199.66	2,938.00	2,938.00	3,104.00	166.00	0.06
1-4-8411-1220 C.P.P.	5,556.81	4,581.52	5,498.00	5,498.00	5,817.00	319.00	0.06
1-4-8411-1230 E.I.	2,245.30	1,899.18	2,035.00	2,035.00	2,026.00	-9.00	0.00
1-4-8411-1240 WSIB	5,473.93	3,552.83	4,747.00	4,747.00	3,884.00	-863.00	-0.18
1-4-8411-1250 OMERS	15,670.99	11,582.04	15,739.00	15,739.00	16,643.00	904.00	0.06
1-4-8411-1260 Group Insurance	12,520.26	10,726.51	14,680.00	14,680.00	15,386.00	706.00	0.05
Total Subdivision Control	**193,527.90**	**149,813.12**	**197,829.00**	**201,729.00**	**207,626.00**	**9,797.00**	**0.05**
Total EXPENSES	**766,628.41**	**510,890.79**	**646,722.00**	**698,520.00**	**685,179.00**	**38,457.00**	**0.06**
Total .	**301,188.55**	**360,767.80**	**418,367.00**	**421,634.00**	**452,322.00**	**33,955.00**	**0.08**
Total PLANNING	**301,188.55**	**360,767.80**	**418,367.00**	**421,634.00**	**452,322.00**	**33,955.00**	**0.08**
CONSTRUCTION							
REVENUES							
Building Inspection							
1-3-2430-0582 Contribution from Reserve Fund	0.00	0.00	-70,071.00	0.00	-86,049.00	-15,978.00	0.23
1-3-2430-0633 Civic Posts	-7,972.25	-3,867.92	-3,100.00	-3,600.00	-3,100.00	0.00	0.00
1-3-2430-0644 Property Maintenance Construction	0.00	0.00	-2,000.00	-500.00	-2,000.00	0.00	0.00
1-3-2430-0648 Building Permits - Residential	-278,995.10	-284,842.35	-236,000.00	-280,000.00	-236,000.00	0.00	0.00
1-3-2430-0649 Building Permits - Commercial	-44,559.33	-17,513.45	-55,948.00	-20,000.00	-55,948.00	0.00	0.00
1-3-2430-0650 Building Permits - Other	-125,896.02	-126,791.18	-80,000.00	-130,000.00	-80,000.00	0.00	0.00
1-3-2430-0652 Admin Fees - Performance Deposits	-38,318.00	-270.00	0.00	-2,000.00	0.00	0.00	0.00
1-3-2430-0653 Building without a permit fee	-1,114.60	-2,518.00	-2,000.00	-3,000.00	-2,000.00	0.00	0.00
1-3-2430-0654 Plumbing Permits	-37,668.60	-38,441.25	-28,000.00	-38,000.00	-28,000.00	0.00	0.00
1-3-2430-0656 Connection Permits	-34,303.60	-20,604.00	-24,727.00	-22,000.00	-24,727.00	0.00	0.00
1-3-2430-0659 Photocopies	-3.54	-80.53	-200.00	-200.00	-200.00	0.00	0.00

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
Total Building Inspection	**-568,831.04**	**-494,928.68**	**-502,046.00**	**-499,300.00**	**-518,024.00**	**-15,978.00**	**0.03**
Total REVENUES	**-568,831.04**	**-494,928.68**	**-502,046.00**	**-499,300.00**	**-518,024.00**	**-15,978.00**	**0.03**
EXPENSES							
Building & Structural Inspection							
1-4-2430-7100 Contribution to reserve	17,543.00	17,543.00	17,543.00	17,543.00	17,543.00	0.00	0.00
Total Building & Structural Inspection	**17,543.00**	**17,543.00**	**17,543.00**	**17,543.00**	**17,543.00**	**0.00**	**0.00**
Building Inspection - Salaries & Benef							
1-4-2431-1100 Regular Salaries	258,659.82	203,158.44	264,190.00	264,190.00	274,391.00	10,201.00	0.04
1-4-2431-1110 Accrued Sickleave & Vacation	1,341.58	0.00	2,609.00	2,609.00	2,744.00	135.00	0.05
1-4-2431-1130 Overtime Wages	1,451.39	5,671.74	1,000.00	5,700.00	1,000.00	0.00	0.00
1-4-2431-1210 E.H.T.	5,128.86	4,062.24	5,087.00	5,087.00	5,351.00	264.00	0.05
1-4-2431-1220 C.P.P.	9,923.36	9,074.90	10,376.00	10,376.00	10,959.00	583.00	0.06
1-4-2431-1230 E.I.	4,242.76	3,818.22	3,920.00	3,920.00	3,900.00	-20.00	-0.01
1-4-2431-1240 WSIB	9,366.34	6,562.10	8,218.00	8,218.00	6,636.00	-1,582.00	-0.19
1-4-2431-1250 OMERS	19,843.55	16,097.96	26,163.00	26,163.00	27,588.00	1,425.00	0.05
1-4-2431-1251 Pension - Clarence	5,062.14	3,926.76	2,000.00	2,000.00	2,000.00	0.00	0.00
1-4-2431-1260 Group Insurance	22,958.89	18,366.38	24,629.00	24,629.00	25,962.00	1,333.00	0.05
Total Building Inspection - Salaries &	**337,978.69**	**270,738.74**	**348,192.00**	**352,892.00**	**360,531.00**	**12,339.00**	**0.04**
Building Inspection - Materials							
1-4-2433-3005 Advertising	0.00	0.00	500.00	500.00	500.00	0.00	0.00
1-4-2433-3060 Boots & Clothing	654.84	576.33	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-2433-3320 Insurance - Vehicles	459.76	440.11	500.00	441.00	500.00	0.00	0.00
1-4-2433-3435 Membership	1,674.69	1,836.90	2,000.00	2,000.00	2,000.00	0.00	0.00
1-4-2433-3440 Meals	35.29	89.65	150.00	150.00	150.00	0.00	0.00
1-4-2433-3450 Mileage	0.00	43.43	100.00	100.00	100.00	0.00	0.00
1-4-2433-3495 Civic Posts	6,968.52	2,795.84	2,900.00	2,900.00	2,900.00	0.00	0.00
1-4-2433-3500 Office Supplies	1,810.50	1,385.04	2,000.00	2,000.00	2,000.00	0.00	0.00
1-4-2433-3590 Publications	0.00	210.78	500.00	500.00	500.00	0.00	0.00
1-4-2433-3640 Seminar Expenses & Prof. Development	3,095.52	1,033.90	5,000.00	1,200.00	5,000.00	0.00	0.00
1-4-2433-3675 Supplies	76.24	150.63	500.00	500.00	500.00	0.00	0.00
1-4-2433-3710 Telephone	1,731.12	1,154.46	2,000.00	2,000.00	2,000.00	0.00	0.00
1-4-2433-3772 Vehicle Expenses	2,800.00	2,800.00	2,800.00	2,800.00	2,800.00	0.00	0.00
Total Building Inspection - Materials	**19,306.48**	**12,517.07**	**19,950.00**	**16,091.00**	**19,950.00**	**0.00**	**0.00**
Building Inspection - Contracted Servi							
1-4-2434-4190 Contract - Building Inspections	3,470.55	1,396.74	2,500.00	1,800.00	2,500.00	0.00	0.00
Total Building Inspection - Contracted	**3,470.55**	**1,396.74**	**2,500.00**	**1,800.00**	**2,500.00**	**0.00**	**0.00**
Building Inspection - Transfers							
1-4-2437-7150 Contribution to Reserve Fund	77,878.07	0.00	0.00	457.00	0.00	0.00	0.00
Total Building Inspection - Transfers	**77,878.07**	**0.00**	**0.00**	**457.00**	**0.00**	**0.00**	**0.00**
Building Insp. - Admin. Costs Dist. -							

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-2438-8900 Admin. Costs Dist. - P.S.	118,405.00	115,217.00	115,217.00	115,217.00	117,500.00	2,283.00	0.02
Total Building Insp. - Admin. Costs Di	**118,405.00**	**115,217.00**	**115,217.00**	**115,217.00**	**117,500.00**	**2,283.00**	**0.02**
Total EXPENSES	**574,581.79**	**417,412.55**	**503,402.00**	**504,000.00**	**518,024.00**	**14,622.00**	**0.03**
Total .	**5,750.75**	**-77,516.13**	**1,356.00**	**4,700.00**	**0.00**	**-1,356.00**	**-1.00**
Total CONSTRUCTION	**5,750.75**	**-77,516.13**	**1,356.00**	**4,700.00**	**0.00**	**-1,356.00**	**-1.00**
Total INFRASTRUCTURE AND PLANNING	**4,737,596.76**	**3,653,325.24**	**4,871,627.00**	**4,965,727.00**	**5,050,408.00**	**178,781.00**	**0.04**

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City of / Cité de Clarence-Rockland
Budget 2020

Vue d'ensemble du service

Service	SERVICES COMMUNAUTAIRES

Rôles et responsabilités

Les Services communautaires ont pour mission de rendre disponible un ample éventail de services de haute qualité, souples, réceptifs et accessibles aux familles et aux groupes communautaires. Les Services communautaires regroupent tous les services et tout ce qui se rattache à la population, à la communauté en général, tant au niveau des loisirs, de la culture, des services de garderies licenciées ainsi que du développement communautaire.

PARCS ET ÉDIFICES

Le secteur des parcs et édifices s'occupe de toutes les infrastructures récréatives et municipales, ce qui inclus les parcs, les espaces verts, les arénas, les centres communautaires, les aires de jeux pour enfants, les terrains sportifs et les hôtels de ville en plus d'offrir l'aide logistique nécessaire pour les activités municipales et culturelles. Le secteur a pour mission d'offrir des infrastructures de qualité afin d'augmenter les possibilités de loisirs pour tous les résidents.

RELATIONS COMMUNAUTAIRES

Les relations communautaires comprennent les activités culturelles et communautaires, les communications ainsi que le service à la clientèle. Les relations communautaires ont pour mission de rapprocher la Cité de ses résidents en offrant un éventail d'activités qui répondent aux besoins et aux attentes des contribuables et en fournissant de l'information de haute qualité, professionnelle et accessible.

GARDERIES

La Cité offre un service de garde licencé qui respecte les règles établies par le ministère de l'Éducation. Le principal objectif est d'offrir aux enfants des expériences enrichissantes, dans une structure de groupe animée par des éducateurs de la petite enfance qualifiés et dynamiques. Ce service est offert aux enfants de 18 mois à 12 ans. Nous avons présentement plus de 800 enfants répartis dans les 8 centres de service dans la Cité.

Plan stratégique

PARC ET ÉDIFICES

Le secteur travaillera avec les résultats du plan directeur des loisirs présenté et approuvé en avril 2016 afin de définir les besoins, les défis et les priorités actuels dans le but d'établir un plan d'action à long terme. Nous établirons un plan de gestion des actifs à moyen terme (plan de projets capitaux de 10 ans) pour les parcs et édifices.

City of / Cité de Clarence-Rockland
Budget 2020

Vue d'ensemble du service

Service	SERVICES COMMUNAUTAIRES

RELATIONS COMMUNAUTAIRES

1. Le secteur élabore actuellement une procédure de communication interne et une politique de communication externe qui seront présentées au conseil municipal en fin 2019. Ces documents visent à améliorer l'efficacité, la coordination et la cohérence des activités de communication internes et externes.

2. Le secteur collabore étroitement avec tous les services municipaux pour s'assurer que le centre de service à la clientèle ait des procédures à jour afin que le service fourni aux résidents soit efficace.

GARDERIES

1. Le secteur des garderies doit travailler en fonction d'atteindre l'objectif d'une part municipale de 0 % en offrant des services de garde de qualité à plus de 800 enfants. Nous allons continuer à améliorer les outils nécessaire au bon fonctionnement du secteur afin de mieux prévenir les divergences budgétaire. Nous continuerons à améliorer les outils nécessaires au fonctionnement du secteur de façon à mieux prévenir les écarts budgétaires.

2. Mettre en place un nouveau format d'évaluation du personnel afin de l'adapter aux besoins relatifs d'un Service de garderies.

Enjeux à long terme

PARCS ET ÉDIFICES

Le plan directeur des loisirs identifie deux enjeux majeurs :
1. L'aménagement du secteur riverain (Parc du Moulin)
2. Développement d'un réseau de pistes cyclables

Les enjeux pour les édifices sont:
1. Rationalisation des édifices - Situation de l'aréna Jean-Marc Lalonde
2. Mise en place des mesures de conservation d'énergie identifié dans le plan de gestion de l'énergie

City of / Cité de Clarence-Rockland
Budget 2020

Vue d'ensemble du service

Service	SERVICES COMMUNAUTAIRES

RELATIONS COMMUNAUTAIRES

1. Améliorer et mettre à jour les procédures relatives aux services à la clientèle.

2. Refonte du site Web municipal afin de répondre aux besoins actuels et futurs de nos résidents.

3. Developper un plan d'excellence du service en 2020 afin d'améliorer les services rendus aux résidents.

4. Embaucher une firme de production de spectacles pour lancer une programmation bilingue à la Salle de spectacle Optimiste en 2020.

5. Mettre en place un conseil d'administration du Musée de Clarence-Rockland.

GARDERIES

1. Faire en sorte que le service de garderies soit un service municipal durable.

2. Il faudrait prévoir des augmentations du tarif journalier annuellement pour refléter le pourcentage de l'indice au consommateurs afin de minimiser les impactes négatifs opérationnels à long terme. Ce changement de mode de gestion de budget aura un impact annuel pour la clientèle par contre ceci permettra de maintenir un service abordable et minimisera les augmentations d'envergures.

3. Évaluer l'impact financier si nous annulons les journées d'absences gratuites (9 jours par année) les clients qui prennent la totalité des services.

City of / Cité de Clarence-Rockland
2020 Budget

Departmental Overview

Service	COMMUNITY SERVICES

Roles and Responsibilities:

The Community Services' mission is to provide a wide range of high quality, flexible, responsible and accessible services to families and community groups. The Community Services include all all services that concerns the population and the community at large, both in terms of recreation, cultur, licensed childcare services, and community development.

PARKS AND BUILDINGS

This section is responsible for all municipal and recreation infrastructures including parks, green spaces, arenas, community centres, children play areas, sports fields and City Hall. The Service also provides the necessary logistical and physical help for cultural and municipal activities as well as for daycares.

COMMUNITY RELATIONS

Community Relations include cultural and community events, communications, and client services. The Community Relations mission is to bring the City closer to its residents by offering a large range of activities that meet the ratepayers' needs and expectations and by providing high quality, professional and accessible information.

DAYCARE SERVICES

The City offers licensed child care and follows the regulations established by the Ministry of Education. Our main objective is to offer children enriching experiences, in a group structure guided by qualified and dynamic early childhood educators. The service is available for children between the ages of 18 months to 12 years of age. The Daycare service has 800 children in 8 service centres in the City.

Strategic Plan

PARKS AND BUILDINGS

The Recreation sector will work with the results of the recreation master plan presented and approved in April 2016 in order to define the needs, goals and actual priorities to establish a long term action plan. We will put in place a medium-term asset management plan (10 year capital project plan) for parks and buildings.

COMMUNITY RELATIONS

1. The department is developing an Internal Communications Procedure and an External Communications Policy that will be presented to municipal council by the end of 2019. The purpose of these documents is to improve the efficiency, coordination and coherence of internal and external communication activities.

2. The department is working closely with all municipal departments to ensure that Client Services has up-to-date procedures so that the service provided to the residents is effective and efficient.

City of / Cité de Clarence-Rockland
2020 Budget

Departmental Overview

Service	COMMUNITY SERVICES

DAYCARE SERVICES

1. The daycare service needs to work to reach the goal of 0% municipal share while offering quality daycare services to more than 800 children.

2. Establish a new personnel evaluation format in order to adapt it to the needs of Daycare Services.

Long Term Issues

PARKS AND BUILDINGS

The Recreation Master Plan identifies two long term issues:
1. Waterfront Development (Du Moulin Park)
2. Development of a bicycle paths network

Buildings long term issues are:
1. Building rationalisation study - Jean-Marc Lalonde arena situation
2. Development plan for energy conservation

COMMUNITY RELATIONS

1. Improving and updating procedures that pertain to Client Services.

2. Revamping the municipal website to meet the current and future needs of our residents.

3. Develop a Service Excellence Plan in order to improve services to residents.

4. Hire a production firm to launch a bilingual program at the Optimiste Performance Hall in 2020.

5. Put in place a Clarence-Rockland Museum Board of Directors.

DAYCARE SERVICES

1. Assuring that Daycare service is a sustainable municipal service.

2. We have to consider increasing the daily rates to reflect the consumer price index in order to minimize the long term operational negative impact every year. This management changes will have an impact for the clients annually but will help us maintain an affordable service and minimize scale increases.

3. Evaluate the financial impact if we cancel the free absence days (9 days per year) for clients reserving the total daycare services.

Cité de / City of Clarence-Rockland
Budget 2020

Sommaire services communautaires / Summary Community Services

	FIN D'ANNÉE 2018 / 2018 YEAR END	BUDGET 2019 / 2019 BUDGET	BUDGET 2020 / 2020 BUDGET	VARIANCE $	VARIANCE %
Revenus / Revenues					
Administration				-	0.0%
Relations communautaires / Community Relation	31,270	72,128	26,200	-45,928	-63.7%
Programmes externes / External Programs	116,128	150,300	150,300	0	0.0%
Centres communautaires / Community Centres	14,106	8,690	13,690	5,000	57.5%
Installations culturelles / Cultural Facilities	4,019	8,240	8,240	0	0.0%
Installations récréatives / Recreation Facilities	476,560	365,953	371,495	5,542	1.5%
Parcs / Parks	26,349	47,300	32,734	-14,566	-30.8%
Revenu total / Total revenue	**$ 668,433**	**$ 652,611**	**$ 602,659**	**-$ 49,952**	**-7.7%**
Dépenses / Expenses					
Administartion	967,724	915,246	1,004,801	89,555	9.8%
Relations communautaires / Community Relation	449,141	586,389	575,968	-10,421	-1.8%
Programmes externes / External Programs	189,776	231,042	238,088	7,046	3.0%
Centres communautaires / Community Centres	118,070	105,267	107,563	2,296	2.2%
Installations culturelles / Cultural Facilities	38,849	33,746	33,718	-28	-0.1%
Installations récréatives / Recreation Facilities	1,286,485	1,059,230	1,065,099	5,869	0.6%
Parcs / Parks	376,444	453,455	457,712	4,257	0.9%
Dépenses totales / Total expenses	**$ 3,426,488**	**$ 3,384,375**	**$ 3,482,949**	**$ 98,574**	**2.9%**
NET SERVICES COMMUNAUTAIRES / COMMUNITY SERVICES	**$ 2,758,056**	**$ 2,731,764**	**$ 2,880,290**	**$ 148,526**	**5.4%**

Cité de / City of Clarence-Rockland
Budget 2020
Changements majeurs / Major Changes

Services communautaires / Community Services

Objet de dépense / Major object		Catégorie /	Description	Commentaires / Comments	Montant / Amount
1	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Programme de soutien financier / Financial support program	Plus de demandes / More applications	5,000
2	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Téléphone / Telephone	Programme de messagerie téléphonique personnalisé lorsqu'en attente / Personalized phone messaging program when on hold	2,000
3	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Subventions - Acitvités Communautaires / Community Events - Grants	Journée familiale annuelle au parc de Bourget - demandé par le Comité de loisirs de Bourget / Annual family day at Bourget Park - requested by the Bourget Recreation Committee	2,000
4	Frais d'utilisation / User fees	Discrétionnaire / Discretionary	Tous les frais d'utilisation / All User fees	Augmentation de 2 % de tous les frais / Increase of 2% in all fees	-260
5	Frais d'utilisation / User fees	Discrétionnaire / Discretionary	Tous les frais d'utilisation / All User fees	Augmentation de 2 % de tous les frais / Increase of 2% in all fees	-5,976
6	Salaires et avantages sociaux / Salaries and benefits	Non discrétionnaire / Non-discretionary	Salaires et avantages sociaux / Salaries & benefits	Coût de la vie et augmentations / Cost of living and increments	65,870
7	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Déneigement / Snow removal	Tous les édifices - Pluie verglaçante plus fréquente - Application d'abrasif plus fréquente / All buildings - Freezing rain more frequent - More frequent abrasive application	15,000
8	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Réparations mécaniques / Mechanical repairs	Aréna de Clarence - Tous les sytèmes mécaniques sont vieillissants et nécessites de plus en plus de réparation. Demandè 15 000$ en 2019 reçu 10 000 $ / Clarence Arena - All mechanical systems are aging and requires more and more repairs Asked for $ 15,000 in 2019 received $ 10,000	5,000
9	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Temps supplémentaire / Overtime	Pour assister aux différents comités, conseil, etc / To assist to various committees, councils, etc	4,250
10	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Électricité / Hydro	Prise de possesion du nouveau garage des Services communautaires (Ancienne station des paramédics - Coin des rues Tucker et Landry) / Taking possession of the new Community Services garage (Former Paramedic Station - Tucker and Landry Street corner)	4,000
11	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Entretien des édifices / Building maintenance	Ajout de plusieurs abris dans les parcs qui nécessites de l'entretien / Addition of several shelters in the parks which requires maintenance	3,000
12	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Entretien des édifices / Building maintenance	Prise de possesion du nouveau garage des Services communautaires (Ancienne station des paramédics - Coin des rues Tucker et Landry) / Taking possession of the new Community Services garage (Former Paramedic Station - Tucker and Landry Street corner)	3,000
13	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Réparations mécaniques / Mechanical repairs	Prise de possesion du nouveau garage des Services communautaires (Ancienne station des paramédics - Coin des rues Tucker et Landry) / Taking possession of the new Community Services garage (Former Paramedic Station - Tucker and Landry Street corner)	3,000
14	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Gaz naturel / Natural Gas	Prise de possesion du nouveau garage des Services communautaires (Ancienne station des paramédics - Coin des rues Tucker et Landry) / Taking possession of the new Community Services garage (Former Paramedic Station - Tucker and Landry Street corner)	2,000
15	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Déneigement / Snow removal	Prise de possesion du nouveau garage des Services communautaires (Ancienne station des paramédics - Coin des rues Tucker et Landry) / Taking possession of the new Community Services garage (Former Paramedic Station - Tucker and Landry Street corner)	2,000
16	Salaires et avantages sociaux / Salaries and benefits	Non discrétionnaire / Non-discretionary	Salaires à temps partiel / Part time Wages	Centre Chamberland - Contrat de location du "Carrefour Bien-être" / Chamberland Center - "Carrefour bien être" agreement	2,000
17	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Électricité / Hydro	Centre Chamberland - Contrat de location du "Carrefour Bien-être" / Chamberland Center - "Carrefour bien être" agreement	1,000
18	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Système d'alarme / Alarm System	Prise de possesion du nouveau garage des Services communautaires (Ancienne station des paramédics - Coin des rues Tucker et Landry) / Taking possession of the new Community Services garage (Former Paramedic Station - Tucker and Landry Street corner)	500

Cité de / City of Clarence-Rockland
Budget 2020
Changements majeurs / Major Changes

Services communautaires / Community Services

Objet de dépense / Major object		Catégorie /	Description	Commentaires / Comments	Montant / Amount
19	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Fournitures de nettoyage / Cleaning Supplies	Prise de possesion du nouveau garage des Services communautaires (Ancienne station des paramédics - Coin des rues Tucker et Landry) / Taking possession of the new Community Services garage (Former Paramedic Station - Tucker and Landry Street corner)	500
20	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Fournitures de nettoyage / Cleaning Supplies	Centre Chamberland - Contrat de location du "Carrefour Bien-être" / Chamberland Center - "Carrefour bien être" agreement	500
21	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Gaz naturel / Natural Gas	Centre Chamberland - Contrat de location du "Carrefour Bien-être" / Chamberland Center - "Carrefour bien être" agreement	500
22	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Eau / Water	Centre Chamberland - Contrat de location du "Carrefour Bien-être" / Chamberland Center - "Carrefour bien être" agreement	500
23	Revenus / Revenues	Non discrétionnaire / Non-discretionary	Location de salle / Hall Rental	Centre Chamberland - Contrat de location du "Carrefour Bien-être" / Chamberland Center - "Carrefour bien être" agreement	-5,000
24	Salaires et avantages sociaux / Salaries and benefits	Transfert interne / Internal transfer	Salaires réguliers / Regular salaries	Transfert dans le compte approprié / Transfer to the appropriate account	30,000
25	Revenus / Revenues	Transfert interne / Internal transfer	Réserve générale / General reserve	Pour enlever le financement du coût du site Web (One-Time) / To remove financing for the cost of Website (One-Time)	15,000
26	Revenus / Revenues	Transfert interne / Internal transfer	Réserve générale / General reserve /	Pour enlever le financement du coût des arbres (One-Time) / To finance the cost of trees (One-Time)	15,000
27	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Employé d'été / Summer students	Transfert du budget de temps partiel pour couvrir les vacances d'été au centre de service à la clientèle et aider aux événements (16 semaines) / Transfer of part-time budget, to cover summer holidays at client service center and help with events (16 weeks)	8,142
28	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Déneigement / Snow removal	Transfert dans le compte approprié / Transfer to the appropriate account	3,500
29	Salaires et avantages sociaux / Salaries and benefits	Transfert interne / Internal transfer	Autres salaires/ Other salaries	Transfert dans le compte approprié / Transfer to the appropriate account	2,750
30	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Subventions / Grants	Jumelage de deux codes budgétaires/ Pairing two GL codes	1,000
31	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Autres / Others	Jumelage de deux codes budgétaires/ Pairing two GL codes	-1,000
32	Salaires et avantages sociaux / Salaries and benefits	Transfert interne / Internal transfer	Salaires à temps partiel / Part time Wages	Transfert dans le compte approprié / Transfer to the appropriate account	-2,750
33	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Tonte de gazon / Grass Mowing	Transfert dans le compte approprié / Transfer to the appropriate account	-3,500
34	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Site Web / Web-Site	Pour enlever le coût du Site Web / To remove Web Site cost	-15,000
35	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Trees / Arbres	Pour enlever le programme de plantation d'arbres / To remove tree programm from 2019	-15,000
Total					$ 148,526

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
COMMUNITY SERVICES							
ADMINISTRATION							
EXPENSES							
Administration - Salaries & Benefits							
1-4-7111-1100 Regular Salaries	357,782.50	235,411.39	307,246.00	307,246.00	295,332.00	-11,914.00	-0.04
1-4-7111-1103 Indirect Salaries and Benefits	-77,818.00	-78,818.00	-78,818.00	-78,818.00	-46,818.00	32,000.00	-0.41
1-4-7111-1104 Vacancy Factor	-14,900.00	-4,500.00	-24,863.00	-14,863.00	-19,000.00	5,863.00	-0.24
1-4-7111-1110 Accrued Sickleave & Vacation	4,823.86	0.00	3,038.00	3,038.00	3,273.00	235.00	0.08
1-4-7111-1130 Overtime Wages	12,033.13	5,279.16	8,975.00	8,975.00	8,975.00	0.00	0.00
1-4-7111-1210 E.H.T.	7,459.50	4,790.08	5,924.00	5,924.00	6,383.00	459.00	0.08
1-4-7111-1220 C.P.P.	11,689.78	8,283.09	9,734.00	9,734.00	10,284.00	550.00	0.06
1-4-7111-1230 E.I.	5,066.33	3,454.59	3,761.00	3,761.00	3,747.00	-14.00	0.00
1-4-7111-1240 WSIB	12,195.42	7,299.47	8,506.00	8,506.00	6,902.00	-1,604.00	-0.19
1-4-7111-1250 OMERS	38,657.49	26,617.90	33,053.00	33,053.00	36,037.00	2,984.00	0.09
1-4-7111-1260 Group Insurance	30,814.96	19,738.39	25,055.00	25,055.00	29,066.00	4,011.00	0.16
Total Administration - Salaries & Bene	**387,804.97**	**227,556.07**	**301,611.00**	**311,611.00**	**334,181.00**	**32,570.00**	**0.11**
Administration - Materials							
1-4-7113-3005 Advertising	3,162.50	3,297.03	5,000.00	4,000.00	5,000.00	0.00	0.00
1-4-7113-3160 Conference and Convention Fees	0.00	67.88	2,000.00	2,000.00	2,000.00	0.00	0.00
1-4-7113-3170 Courier Services	11.15	40.64	300.00	300.00	300.00	0.00	0.00
1-4-7113-3435 Membership	1,138.03	1,295.97	1,250.00	1,400.00	1,250.00	0.00	0.00
1-4-7113-3440 Meals	249.62	26.95	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-7113-3450 Mileage	2,069.19	685.85	3,000.00	3,000.00	3,000.00	0.00	0.00
1-4-7113-3500 Office Supplies	5,634.13	1,211.63	5,000.00	5,224.00	5,000.00	0.00	0.00
1-4-7113-3660 Staff Training	220.48	0.00	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-7113-3710 Telephone	2,659.00	1,476.04	4,000.00	4,000.00	4,000.00	0.00	0.00
1-4-7113-3730 Traduction	0.00	0.00	3,500.00	1,500.00	3,500.00	0.00	0.00
1-4-7113-3772 Vehicle Expenses	11,180.06	11,000.00	11,000.00	11,000.00	11,000.00	0.00	0.00
Total Administration - Materials	**26,324.16**	**19,101.99**	**37,050.00**	**34,424.00**	**37,050.00**	**0.00**	**0.00**
Recreation Garage - Salaries & Ben.							
1-4-7311-1100 Regular Salaries	369,615.54	308,030.27	385,169.00	385,169.00	423,176.00	38,007.00	0.10
1-4-7311-1110 Accrued Sickleave & Vacation	2,931.52	0.00	3,852.00	3,852.00	3,932.00	80.00	0.02
1-4-7311-1130 Overtime Wages	12,810.00	8,573.75	13,996.00	13,996.00	13,996.00	0.00	0.00
1-4-7311-1210 E.H.T.	7,328.85	6,154.89	7,511.00	7,511.00	7,667.00	156.00	0.02
1-4-7311-1220 C.P.P.	16,231.67	14,681.93	17,439.00	17,439.00	18,407.00	968.00	0.06
1-4-7311-1230 E.I.	7,227.86	6,312.47	6,858.00	6,858.00	6,836.00	-22.00	0.00
1-4-7311-1240 WSIB	13,751.01	9,935.83	12,133.00	12,133.00	9,593.00	-2,540.00	-0.21
1-4-7311-1250 OMERS	33,640.63	26,980.75	35,882.00	35,882.00	36,397.00	515.00	0.01
1-4-7311-1260 Group Insurance	41,233.77	34,135.04	45,158.00	45,158.00	47,229.00	2,071.00	0.05
1-4-7311-1350 Other Remuneration	0.00	0.00	0.00	0.00	2,750.00	2,750.00	0.00
Total Recreation Garage - Salaries & B	**504,770.85**	**414,804.93**	**527,998.00**	**527,998.00**	**569,983.00**	**41,985.00**	**0.08**
Recreation Garage - Materials							
1-4-7313-3015 Alarm System	512.24	374.42	405.00	405.00	905.00	500.00	1.23

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
.							
1-4-7313-3060 Boots & Clothing	3,923.08	5,422.23	4,375.00	4,375.00	4,375.00	0.00	0.00
1-4-7313-3070 Building Maintenance	16,942.79	5,885.05	13,000.00	10,000.00	16,000.00	3,000.00	0.23
1-4-7313-3130 Cleaning Supplies	156.52	276.26	500.00	500.00	1,000.00	500.00	1.00
1-4-7313-3300 Hydro	9,212.72	6,695.82	9,467.00	9,467.00	13,467.00	4,000.00	0.42
1-4-7313-3430 Mechanical Repairs	1,907.76	10,859.65	3,000.00	12,000.00	6,000.00	3,000.00	1.00
1-4-7313-3490 Natural Gas	845.49	758.93	4,000.00	4,000.00	6,000.00	2,000.00	0.50
1-4-7313-3710 Telephone	6,567.84	5,699.17	8,040.00	8,040.00	8,040.00	0.00	0.00
1-4-7313-3790 Water	1,518.03	644.22	1,300.00	1,300.00	1,300.00	0.00	0.00
Total Recreation Garage - Materials	**41,586.47**	**36,615.75**	**44,087.00**	**50,087.00**	**57,087.00**	**13,000.00**	**0.29**
Recreation Garage - Contracts							
1-4-7314-4275 Contract - Snow	7,237.62	3,917.76	4,500.00	4,500.00	6,500.00	2,000.00	0.44
Total Recreation Garage - Contracts	**7,237.62**	**3,917.76**	**4,500.00**	**4,500.00**	**6,500.00**	**2,000.00**	**0.44**
Total EXPENSES	**967,724.07**	**701,996.50**	**915,246.00**	**928,620.00**	**1,004,801.00**	**89,555.00**	**0.10**
Total .	**967,724.07**	**701,996.50**	**915,246.00**	**928,620.00**	**1,004,801.00**	**89,555.00**	**0.10**
Total ADMINISTRATION	**967,724.07**	**701,996.50**	**915,246.00**	**928,620.00**	**1,004,801.00**	**89,555.00**	**0.10**
COMMUNITY RELATION							
REVENUES							
Licences and Permits							
1-3-0145-0541 Mariage Licences	-19,525.00	-12,820.00	-13,000.00	-13,500.00	-13,260.00	-260.00	0.02
1-3-0145-0542 Death Certificates	-4,475.00	-3,863.00	-3,120.00	-3,920.00	-3,120.00	0.00	0.00
1-3-0145-0543 Lottery Licences	-5,449.90	-5,408.75	-8,320.00	-8,320.00	-8,320.00	0.00	0.00
Total Licences and Permits	**-29,449.90**	**-22,091.75**	**-24,440.00**	**-25,740.00**	**-24,700.00**	**-260.00**	**0.01**
Revenue							
1-3-1103-0582 Contribution from Reserve Fund	0.00	0.00	-15,000.00	-15,000.00	0.00	15,000.00	-1.00
1-3-1103-0588 Staff recovery from capital	0.00	0.00	-31,188.00	-31,188.00	0.00	31,188.00	-1.00
Total Revenue	**0.00**	**0.00**	**-46,188.00**	**-46,188.00**	**0.00**	**46,188.00**	**-1.00**
Revenues							
1-3-1220-0601 Rev. - Comm. of oath	-1,820.00	-1,180.00	-1,500.00	-1,200.00	-1,500.00	0.00	0.00
Total Revenues	**-1,820.00**	**-1,180.00**	**-1,500.00**	**-1,200.00**	**-1,500.00**	**0.00**	**0.00**
Total REVENUES	**-31,269.90**	**-23,271.75**	**-72,128.00**	**-73,128.00**	**-26,200.00**	**45,928.00**	**-0.64**
EXPENSES							
Community Relation							
1-4-1103-1100 Regular Salaries	309,724.28	277,018.40	395,789.00	395,789.00	383,056.00	-12,733.00	-0.03
1-4-1103-1110 Accrued Sickleave & Vacation	2,018.71	0.00	3,581.00	3,581.00	3,831.00	250.00	0.07
1-4-1103-1120 Part-time Wages	0.00	0.00	0.00	0.00	8,142.00	8,142.00	0.00
1-4-1103-1130 Overtime Wages	3,781.23	5,338.10	0.00	4,000.00	4,250.00	4,250.00	0.00
1-4-1103-1210 E.H.T.	6,293.84	5,535.71	6,984.00	6,984.00	7,470.00	486.00	0.07

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-1103-1220 C.P.P.	11,326.07	12,192.54	14,440.00	14,440.00	15,402.00	962.00	0.07
1-4-1103-1230 E.I.	5,029.88	5,086.03	5,581.00	5,581.00	5,613.00	32.00	0.01
1-4-1103-1240 WSIB	10,410.95	8,942.15	11,282.00	11,282.00	9,347.00	-1,935.00	-0.17
1-4-1103-1250 OMERS	27,882.58	27,973.62	35,510.00	35,510.00	38,321.00	2,811.00	0.08
1-4-1103-1260 Group Insurance	32,341.12	30,324.57	42,307.00	42,307.00	42,621.00	314.00	0.01
1-4-1103-3450 Mileage	0.00	138.79	0.00	0.00	0.00	0.00	0.00
Total Community Relation	**408,808.66**	**372,549.91**	**515,474.00**	**519,474.00**	**518,053.00**	**2,579.00**	**0.01**
Community Relation - Materials							
1-4-1105-3005 Advertising	388.92	1,337.48	7,000.00	5,000.00	7,000.00	0.00	0.00
1-4-1105-3160 Conference and Convention Fees	756.38	56.05	5,500.00	100.00	5,500.00	0.00	0.00
1-4-1105-3170 Courier Services	728.12	433.25	200.00	750.00	200.00	0.00	0.00
1-4-1105-3370 Legal Fees	1,131.06	0.00	0.00	0.00	0.00	0.00	0.00
1-4-1105-3420 Mariage Licences	6,722.54	2,400.00	4,800.00	4,800.00	4,800.00	0.00	0.00
1-4-1105-3435 Membership	20.00	271.27	1,775.00	300.00	1,775.00	0.00	0.00
1-4-1105-3440 Meals	0.00	61.24	0.00	200.00	0.00	0.00	0.00
1-4-1105-3450 Mileage	879.71	404.60	600.00	1,000.00	600.00	0.00	0.00
1-4-1105-3500 Office Supplies	3,311.10	1,198.82	5,100.00	3,000.00	5,100.00	0.00	0.00
1-4-1105-3501 Promotion - Expo	2,936.93	0.00	3,500.00	0.00	3,500.00	0.00	0.00
1-4-1105-3710 Telephone	2,063.13	1,112.35	2,200.00	2,200.00	4,200.00	2,000.00	0.91
1-4-1105-3730 Traduction	539.94	523.31	4,000.00	2,000.00	4,000.00	0.00	0.00
1-4-1105-3743 Training	5,050.68	1,043.04	6,000.00	2,000.00	6,000.00	0.00	0.00
1-4-1105-3792 Web-Site	15,803.34	9,850.40	30,240.00	30,240.00	15,240.00	-15,000.00	-0.50
Total Community Relation - Materials	**40,331.85**	**18,691.81**	**70,915.00**	**51,590.00**	**57,915.00**	**-13,000.00**	**-0.18**
Total EXPENSES	**449,140.51**	**391,241.72**	**586,389.00**	**571,064.00**	**575,968.00**	**-10,421.00**	**-0.02**
Total .	**417,870.61**	**367,969.97**	**514,261.00**	**497,936.00**	**549,768.00**	**35,507.00**	**0.07**
Total COMMUNITY RELATION	**417,870.61**	**367,969.97**	**514,261.00**	**497,936.00**	**549,768.00**	**35,507.00**	**0.07**
EXTERNAL PROGRAMS							
REVENUES							
Community & Recreation Prog.							
1-3-7330-0735 Other Grants	-2,000.20	0.00	0.00	0.00	0.00	0.00	0.00
1-3-7330-0751 Grids Rental	-395.50	-61.02	-300.00	-300.00	-300.00	0.00	0.00
1-3-7330-0776 Cultural Activities	-13,367.53	-8,093.36	0.00	-9,100.00	0.00	0.00	0.00
Total Community & Recreation Prog.	**-15,763.23**	**-8,154.38**	**-300.00**	**-9,400.00**	**-300.00**	**0.00**	**0.00**
Festival de la rive - Revenues							
1-3-7340-0581 Contribution from Reserves	0.00	-15,582.38	0.00	-15,582.00	0.00	0.00	0.00
1-3-7340-0735 Other Grants	-69,452.35	-61,690.90	-62,000.00	-61,691.00	-62,000.00	0.00	0.00
1-3-7340-0773 Ticket Sale	-19,495.00	-14,402.85	-23,000.00	-14,403.00	-23,000.00	0.00	0.00
Total Festival de la rive - Revenues	**-88,947.35**	**-91,676.13**	**-85,000.00**	**-91,676.00**	**-85,000.00**	**0.00**	**0.00**
Performance Hall - Revenues							

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-3-7520-0773 Ticket Sale / Municipal Events	0.00	0.00	-50,000.00	0.00	-50,000.00	0.00	0.00
1-3-7520-0795 Hall Rental & Technicians	-11,417.48	-22,979.76	-15,000.00	-27,000.00	-15,000.00	0.00	0.00
Total Performance Hall - Revenues	**-11,417.48**	**-22,979.76**	**-65,000.00**	**-27,000.00**	**-65,000.00**	**0.00**	**0.00**
Total REVENUES	**-116,128.06**	**-122,810.27**	**-150,300.00**	**-128,076.00**	**-150,300.00**	**0.00**	**0.00**
EXPENSES							
Community Events & Grants							
1-4-7325-3653 SOCAN	0.00	503.71	350.00	550.00	350.00	0.00	0.00
1-4-7325-3654 Free Public Skating	0.00	7,017.60	8,500.00	8,500.00	8,500.00	0.00	0.00
1-4-7325-5510 Grants	4,000.00	10,000.00	10,000.00	10,000.00	13,000.00	3,000.00	0.30
1-4-7325-5520 Others	5,000.00	0.00	1,000.00	1,000.00	0.00	-1,000.00	-1.00
1-4-7325-5530 Cultural Activities	17,038.81	7,193.25	7,900.00	10,400.00	7,900.00	0.00	0.00
1-4-7325-5535 Financial Assistance Prog. Art Culture	3,830.64	4,000.00	4,000.00	4,000.00	9,000.00	5,000.00	1.25
Total Community Events & Grants	**29,869.45**	**28,714.56**	**31,750.00**	**34,450.00**	**38,750.00**	**7,000.00**	**0.22**
Comm. & Recreation Programs - Material							
1-4-7333-3005 Advertising	966.72	0.00	0.00	0.00	0.00	0.00	0.00
Total Comm. & Recreation Programs - Ma	**966.72**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Festival de la rive							
1-4-7340-7100 Contribution to reserve	7,185.76	0.00	0.00	0.00	0.00	0.00	0.00
Total Festival de la rive	**7,185.76**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Festival de la rive- Salaries & Benefi							
1-4-7341-1130 Overtime Wages	17,659.56	18,114.74	18,258.00	18,258.00	18,258.00	0.00	0.00
Total Festival de la rive- Salaries &	**17,659.56**	**18,114.74**	**18,258.00**	**18,258.00**	**18,258.00**	**0.00**	**0.00**
Festival de la rive- Material							
1-4-7343-3005 Advertising	9,805.62	7,958.77	19,000.00	7,959.00	19,000.00	0.00	0.00
1-4-7343-3486 Musical Acts Contracts	63,948.61	78,828.66	60,000.00	78,829.00	60,000.00	0.00	0.00
1-4-7343-3500 Office Supplies	19,568.74	16,479.38	16,000.00	16,480.00	16,000.00	0.00	0.00
1-4-7343-3707 Technicians	24,146.52	23,968.51	20,000.00	23,969.00	20,000.00	0.00	0.00
Total Festival de la rive- Material	**117,469.49**	**127,235.32**	**115,000.00**	**127,237.00**	**115,000.00**	**0.00**	**0.00**
Performance Hall - Salaries & Ben.							
1-4-7521-1120 Part-time Wages	6,262.65	3,971.10	3,758.00	4,758.00	3,824.00	66.00	0.02
1-4-7521-1130 Overtime Wages	162.92	0.00	0.00	0.00	0.00	0.00	0.00
1-4-7521-1210 E.H.T.	125.32	77.44	73.00	73.00	75.00	2.00	0.03
1-4-7521-1220 C.P.P.	267.62	149.83	13.00	13.00	17.00	4.00	0.31
1-4-7521-1230 E.I.	149.12	90.06	72.00	72.00	71.00	-1.00	-0.01
1-4-7521-1240 WSIB	205.35	125.12	118.00	118.00	93.00	-25.00	-0.21
Total Performance Hall - Salaries & Be	**7,172.98**	**4,413.55**	**4,034.00**	**5,034.00**	**4,080.00**	**46.00**	**0.01**
Performance Hall - Materials							
1-4-7523-3005 Advertising	1,154.12	0.00	1,500.00	0.00	1,500.00	0.00	0.00

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1-4-7523-3220 Equipment Repairs	708.00	2,122.10	4,200.00	4,200.00	4,200.00	0.00	0.00
1-4-7523-3653 SOCAN	0.00	0.00	300.00	300.00	300.00	0.00	0.00
1-4-7523-3675 Supplies	3,469.82	0.00	500.00	500.00	500.00	0.00	0.00
1-4-7523-3707 Technicians	4,120.00	12,764.52	5,500.00	13,500.00	5,500.00	0.00	0.00
Total Performance Hall - Materials	**9,451.94**	**14,886.62**	**12,000.00**	**18,500.00**	**12,000.00**	**0.00**	**0.00**
Performance Hall - Contracts							
1-4-7524-4290 Contract - Performance Hall	0.00	0.00	50,000.00	0.00	50,000.00	0.00	0.00
Total Performance Hall - Contracts	**0.00**	**0.00**	**50,000.00**	**0.00**	**50,000.00**	**0.00**	**0.00**
Total EXPENSES	**189,775.90**	**193,364.79**	**231,042.00**	**203,479.00**	**238,088.00**	**7,046.00**	**0.03**
Total .	**73,647.84**	**70,554.52**	**80,742.00**	**75,403.00**	**87,788.00**	**7,046.00**	**0.09**
Total EXTERNAL PROGRAMS	**73,647.84**	**70,554.52**	**80,742.00**	**75,403.00**	**87,788.00**	**7,046.00**	**0.09**
COMMUNITY CENTRES							
REVENUES							
Comm. Center - Hammond - Revenues							
1-3-7470-0795 Hall Rental	-981.70	-3,242.96	-1,360.00	-2,360.00	-1,360.00	0.00	0.00
Total Comm. Center - Hammond - Revenue	**-981.70**	**-3,242.96**	**-1,360.00**	**-2,360.00**	**-1,360.00**	**0.00**	**0.00**
Comm. Center - Bourget - Revenues							
1-3-7480-0795 Hall Rental	-2,169.01	-2,063.83	-3,500.00	-3,500.00	-3,500.00	0.00	0.00
Total Comm. Center - Bourget - Revenue	**-2,169.01**	**-2,063.83**	**-3,500.00**	**-3,500.00**	**-3,500.00**	**0.00**	**0.00**
Comm. Center - St-Pascal - Revenues							
1-3-7490-0795 Hall Rental	-5,341.34	-2,333.36	-1,150.00	-2,150.00	-1,150.00	0.00	0.00
Total Comm. Center - St-Pascal - Reven	**-5,341.34**	**-2,333.36**	**-1,150.00**	**-2,150.00**	**-1,150.00**	**0.00**	**0.00**
Centre Chamberland - Revenues							
1-3-7510-0795 Hall Rental	-5,614.40	-13,383.92	-2,680.00	-12,969.00	-7,680.00	-5,000.00	1.87
Total Centre Chamberland - Revenues	**-5,614.40**	**-13,383.92**	**-2,680.00**	**-12,969.00**	**-7,680.00**	**-5,000.00**	**1.87**
Total REVENUES	**-14,106.45**	**-21,024.07**	**-8,690.00**	**-20,979.00**	**-13,690.00**	**-5,000.00**	**0.58**
EXPENSES							
Hammond - Salaries and Benefits							
1-4-7471-1120 Part-time Wages	4,086.96	2,484.14	6,699.00	4,000.00	6,816.00	117.00	0.02
1-4-7471-1210 E.H.T.	79.73	45.12	131.00	131.00	133.00	2.00	0.02
1-4-7471-1220 C.P.P.	34.78	263.66	163.00	163.00	174.00	11.00	0.07
1-4-7471-1230 E.I.	94.77	52.42	128.00	128.00	127.00	-1.00	-0.01
1-4-7471-1240 WSIB	130.72	72.84	211.00	211.00	166.00	-45.00	-0.21
Total Hammond - Salaries and Benefits	**4,426.96**	**2,918.18**	**7,332.00**	**4,633.00**	**7,416.00**	**84.00**	**0.01**
Hammond - Materials							

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	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-7473-3070 Building Maintenance	3,214.31	2,700.52	4,680.00	4,680.00	4,680.00	0.00	0.00
1-4-7473-3130 Cleaning Supplies	458.54	35.98	500.00	500.00	500.00	0.00	0.00
1-4-7473-3300 Hydro	5,907.70	4,256.88	6,534.00	6,534.00	6,534.00	0.00	0.00
1-4-7473-3653 SOCAN	188.33	188.33	210.00	210.00	210.00	0.00	0.00
1-4-7473-3790 Water	701.15	498.15	300.00	700.00	300.00	0.00	0.00
Total Hammond - Materials	**10,470.03**	**7,679.86**	**12,224.00**	**12,624.00**	**12,224.00**	**0.00**	**0.00**
Hammond - Contracted Services							
1-4-7474-4180 Facilities - Maintenance Contract	86.00	0.00	0.00	0.00	0.00	0.00	0.00
1-4-7474-4275 Contract - Snow	2,840.02	2,995.00	2,200.00	3,885.00	2,200.00	0.00	0.00
Total Hammond - Contracted Services	**2,926.02**	**2,995.00**	**2,200.00**	**3,885.00**	**2,200.00**	**0.00**	**0.00**
Bourget - Materials							
1-4-7483-3070 Building Maintenance	10,982.36	4,415.69	6,000.00	6,000.00	6,000.00	0.00	0.00
1-4-7483-3300 Hydro	2,761.61	1,468.36	3,267.00	3,267.00	3,267.00	0.00	0.00
1-4-7483-3653 SOCAN	188.33	188.33	200.00	200.00	200.00	0.00	0.00
1-4-7483-3790 Water	1,500.09	1,504.14	1,500.00	1,500.00	1,500.00	0.00	0.00
Total Bourget - Materials	**15,432.39**	**7,576.52**	**10,967.00**	**10,967.00**	**10,967.00**	**0.00**	**0.00**
Bourget - Contracted Services							
1-4-7484-4275 Contract - Snow & Landscaping	7,930.00	5,827.50	6,000.00	8,000.00	6,000.00	0.00	0.00
Total Bourget - Contracted Services	**7,930.00**	**5,827.50**	**6,000.00**	**8,000.00**	**6,000.00**	**0.00**	**0.00**
Bourget - Grants							
1-4-7485-5540 Recreation Committee	27,178.00	27,178.00	27,178.00	27,178.00	27,178.00	0.00	0.00
Total Bourget - Grants	**27,178.00**	**27,178.00**	**27,178.00**	**27,178.00**	**27,178.00**	**0.00**	**0.00**
St-Pascal - Salaries and Benefits							
1-4-7491-1120 Part-time Wages	6,486.09	4,569.26	4,080.00	4,080.00	4,151.00	71.00	0.02
1-4-7491-1210 E.H.T.	126.61	89.10	80.00	80.00	81.00	1.00	0.01
1-4-7491-1220 C.P.P.	124.31	107.81	30.00	30.00	34.00	4.00	0.13
1-4-7491-1230 E.I.	150.58	103.65	78.00	78.00	78.00	0.00	0.00
1-4-7491-1240 WSIB	207.34	143.91	129.00	129.00	101.00	-28.00	-0.22
Total St-Pascal - Salaries and Benefit	**7,094.93**	**5,013.73**	**4,397.00**	**4,397.00**	**4,445.00**	**48.00**	**0.01**
St-Pascal - Materials							
1-4-7493-3070 Building Maintenance	4,225.15	2,674.09	2,500.00	4,000.00	2,500.00	0.00	0.00
1-4-7493-3130 Cleaning Supplies	1,044.98	1,026.97	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-7493-3300 Hydro	9,033.65	6,473.51	11,001.00	11,001.00	11,001.00	0.00	0.00
1-4-7493-3653 SOCAN	188.33	188.33	210.00	210.00	210.00	0.00	0.00
1-4-7493-3790 Water	553.82	738.02	800.00	800.00	800.00	0.00	0.00
Total St-Pascal - Materials	**15,045.93**	**11,100.92**	**15,511.00**	**17,011.00**	**15,511.00**	**0.00**	**0.00**
St-Pascal - Contracted Services							
1-4-7494-4275 Contract - Snow	3,425.01	4,245.00	3,000.00	5,000.00	3,000.00	0.00	0.00
Total St-Pascal - Contracted Services	**3,425.01**	**4,245.00**	**3,000.00**	**5,000.00**	**3,000.00**	**0.00**	**0.00**

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.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
Centre Chamberland - Salaries & Benefi							
1-4-7511-1120 Part-time Wages	5,099.64	6,105.19	6,401.00	7,401.00	5,763.00	-638.00	-0.10
1-4-7511-1210 E.H.T	99.48	119.05	71.00	71.00	127.00	56.00	0.79
1-4-7511-1220 C.P.P	214.86	258.05	8.00	8.00	158.00	150.00	18.75
1-4-7511-1230 E.I.	118.52	138.49	70.00	70.00	122.00	52.00	0.74
1-4-7511-1240 WSIB	163.22	192.36	115.00	115.00	159.00	44.00	0.38
Total Centre Chamberland - Salaries &	**5,695.72**	**6,813.14**	**6,665.00**	**7,665.00**	**6,329.00**	**-336.00**	**-0.05**
Centre Chamberland - Materials							
1-4-7513-3070 Building Maintenance	9,011.12	5,224.88	2,000.00	5,500.00	2,000.00	0.00	0.00
1-4-7513-3130 Cleaning Supplies	551.04	616.89	500.00	617.00	1,000.00	500.00	1.00
1-4-7513-3300 Hydro	2,333.00	2,333.00	2,333.00	2,333.00	3,333.00	1,000.00	0.43
1-4-7513-3490 Natural Gas	1,517.85	1,102.56	1,500.00	1,500.00	2,000.00	500.00	0.33
1-4-7513-3653 SOCAN	0.00	0.00	210.00	210.00	210.00	0.00	0.00
1-4-7513-3790 Water	1,087.13	560.89	1,000.00	1,000.00	1,500.00	500.00	0.50
Total Centre Chamberland - Materials	**14,500.14**	**9,838.22**	**7,543.00**	**11,160.00**	**10,043.00**	**2,500.00**	**0.33**
Centre Chamberland - Contracts							
1-4-7514-4275 Contract - Snow	3,945.00	3,540.00	2,250.00	4,250.00	2,250.00	0.00	0.00
Total Centre Chamberland - Contracts	**3,945.00**	**3,540.00**	**2,250.00**	**4,250.00**	**2,250.00**	**0.00**	**0.00**
Total EXPENSES	**118,070.13**	**94,726.07**	**105,267.00**	**116,770.00**	**107,563.00**	**2,296.00**	**0.02**
Total .	**103,963.68**	**73,702.00**	**96,577.00**	**95,791.00**	**93,873.00**	**-2,704.00**	**-0.03**
Total COMMUNITY CENTRES	**103,963.68**	**73,702.00**	**96,577.00**	**95,791.00**	**93,873.00**	**-2,704.00**	**-0.03**
CULTURAL FACILITIES							
REVENUES							
Centre des Arts & de la Culture							
1-3-7450-0614 Rents	-1,619.37	-5,560.63	-5,840.00	-5,840.00	-5,840.00	0.00	0.00
Total Centre des Arts & de la Culture	**-1,619.37**	**-5,560.63**	**-5,840.00**	**-5,840.00**	**-5,840.00**	**0.00**	**0.00**
Museum - Revenues							
1-3-7620-0619 Charge for Cleaning & Maintenance	-2,400.00	-2,400.00	-2,400.00	-2,400.00	-2,400.00	0.00	0.00
Total Museum - Revenues	**-2,400.00**	**-2,400.00**	**-2,400.00**	**-2,400.00**	**-2,400.00**	**0.00**	**0.00**
Total REVENUES	**-4,019.37**	**-7,960.63**	**-8,240.00**	**-8,240.00**	**-8,240.00**	**0.00**	**0.00**
EXPENSES							
Gare Bourget Train Station							
1-4-7405-3070 Building Maintenance	865.21	480.93	1,280.00	1,280.00	1,280.00	0.00	0.00
1-4-7405-3300 Hydro	554.85	382.97	960.00	960.00	960.00	0.00	0.00
1-4-7405-3430 Mechanical Repairs	0.00	0.00	500.00	500.00	500.00	0.00	0.00
1-4-7405-3490 Natural Gas	1,391.76	937.00	1,600.00	1,600.00	1,600.00	0.00	0.00
1-4-7405-3790 Water	152.29	158.31	200.00	200.00	200.00	0.00	0.00

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1-4-7405-4200 Maintenance Contracts	447.73	1,139.71	1,000.00	1,500.00	1,000.00	0.00	0.00
1-4-7405-4660 Other Expenses	0.00	0.00	3,000.00	0.00	3,000.00	0.00	0.00
Total Gare Bourget Train Station	**3,411.84**	**3,098.92**	**8,540.00**	**6,040.00**	**8,540.00**	**0.00**	**0.00**
Centre des Arts & Culture - Materials							
1-4-7453-3070 Building Maintenance	7,120.24	2,898.97	2,000.00	3,000.00	2,000.00	0.00	0.00
1-4-7453-3300 Hydro	5,846.55	3,053.56	4,167.00	4,167.00	4,167.00	0.00	0.00
1-4-7453-3490 Natural Gas	0.00	934.43	2,000.00	2,000.00	2,000.00	0.00	0.00
Total Centre des Arts & Culture - Mate	**12,966.79**	**6,886.96**	**8,167.00**	**9,167.00**	**8,167.00**	**0.00**	**0.00**
Museum - Salaries & Benefits							
1-4-7621-1120 Part-time Wages	1,077.45	840.51	1,149.00	1,149.00	1,169.00	20.00	0.02
1-4-7621-1130 Overtime Wages	63.91	0.00	0.00	0.00	0.00	0.00	0.00
1-4-7621-1210 E.H.T.	20.89	16.38	0.00	0.00	23.00	23.00	0.00
1-4-7621-1220 C.P.P.	26.44	23.79	0.00	0.00	-122.00	-122.00	0.00
1-4-7621-1230 E.I.	24.94	19.10	0.00	0.00	22.00	22.00	0.00
1-4-7621-1240 WSIB	34.51	26.50	0.00	0.00	29.00	29.00	0.00
Total Museum - Salaries & Benefits	**1,248.14**	**926.28**	**1,149.00**	**1,149.00**	**1,121.00**	**-28.00**	**-0.02**
Museum - Materials							
1-4-7623-3070 Building Maintenance	5,701.19	2,199.34	2,000.00	3,000.00	2,000.00	0.00	0.00
1-4-7623-3300 Hydro	4,464.18	2,976.18	4,200.00	4,200.00	4,200.00	0.00	0.00
1-4-7623-3316 Internet Fees	1,179.89	664.31	840.00	840.00	840.00	0.00	0.00
1-4-7623-3450 Mileage	0.00	0.00	200.00	200.00	200.00	0.00	0.00
1-4-7623-3490 Natural Gas	3,270.71	2,317.65	4,000.00	4,000.00	4,000.00	0.00	0.00
1-4-7623-3500 Office Supplies	831.81	952.13	500.00	1,000.00	500.00	0.00	0.00
1-4-7623-3710 Telephone	549.38	314.98	600.00	600.00	600.00	0.00	0.00
1-4-7623-3790 Water	719.30	560.94	800.00	800.00	800.00	0.00	0.00
Total Museum - Materials	**16,716.46**	**9,985.53**	**13,140.00**	**14,640.00**	**13,140.00**	**0.00**	**0.00**
Museum - Contracts							
1-4-7624-4275 Contracts - Snow	4,505.43	4,060.22	2,750.00	4,750.00	2,750.00	0.00	0.00
Total Museum - Contracts	**4,505.43**	**4,060.22**	**2,750.00**	**4,750.00**	**2,750.00**	**0.00**	**0.00**
Total EXPENSES	**38,848.66**	**24,957.91**	**33,746.00**	**35,746.00**	**33,718.00**	**-28.00**	**0.00**
Total .	**34,829.29**	**16,997.28**	**25,506.00**	**27,506.00**	**25,478.00**	**-28.00**	**0.00**
Total CULTURAL FACILITIES	**34,829.29**	**16,997.28**	**25,506.00**	**27,506.00**	**25,478.00**	**-28.00**	**0.00**
RECREATION FACILITIES							
REVENUES							
Arena - Rockland							
1-3-7410-0792 Rink Surface Rental	-18,952.83	-35,014.87	-15,195.00	-20,195.00	-15,502.00	-307.00	0.02
1-3-7410-0795 Hall Rental	-6,258.33	-4,901.78	-5,120.00	-5,120.00	-5,120.00	0.00	0.00

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	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
Total Arena - Rockland	**-25,211.16**	**-39,916.65**	**-20,315.00**	**-25,315.00**	**-20,622.00**	**-307.00**	**0.02**
Arena - Clarence Creek							
1-3-7420-0581 Contribution from reserves - Arena	-6,456.40	0.00	0.00	0.00	0.00	0.00	0.00
1-3-7420-0780 Restaurant Revenues	-1,062.00	0.00	0.00	0.00	0.00	0.00	0.00
1-3-7420-0784 Skate Sharpening	-1,329.86	-1,172.36	-1,500.00	-1,500.00	-1,500.00	0.00	0.00
1-3-7420-0790 Ice Rental	-279,332.72	-133,640.75	-259,070.00	-259,070.00	-264,251.00	-5,181.00	0.02
1-3-7420-0792 Rink Surface Rental	-6,483.00	-4,755.25	-2,855.00	-4,855.00	-2,909.00	-54.00	0.02
1-3-7420-0794 Public Skating	-297.48	-1,223.89	0.00	-1,300.00	0.00	0.00	0.00
1-3-7420-0795 Hall Rental	-4,056.40	-4,570.00	-2,360.00	-4,360.00	-2,360.00	0.00	0.00
Total Arena - Clarence Creek	**-299,017.86**	**-145,362.25**	**-265,785.00**	**-271,085.00**	**-271,020.00**	**-5,235.00**	**0.02**
Recreational Complex							
1-3-7430-0586 Contribution from School Board	-80,272.72	-89,403.24	-72,545.00	-90,000.00	-72,545.00	0.00	0.00
1-3-7430-0780 Restaurant Revenues	-7,736.71	-6,592.74	-7,308.00	-7,308.00	-7,308.00	0.00	0.00
Total Recreational Complex	**-88,009.43**	**-95,995.98**	**-79,853.00**	**-97,308.00**	**-79,853.00**	**0.00**	**0.00**
Complex							
1-3-7433-0574 Other revenues	-12,395.95	0.00	0.00	0.00	0.00	0.00	0.00
1-3-7433-0581 Contribution from reserves	-13,866.08	0.00	0.00	0.00	0.00	0.00	0.00
Total Complex	**-26,262.03**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Arena - Clarence-Rockland							
1-3-7550-0581 Contribution from Reserves	-38,059.32	0.00	0.00	0.00	0.00	0.00	0.00
Total Arena - Clarence-Rockland	**-38,059.32**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Total REVENUES	**-476,559.80**	**-281,274.88**	**-365,953.00**	**-393,708.00**	**-371,495.00**	**-5,542.00**	**0.02**
EXPENSES							
Arena - Rockland - Salaries & Benefits							
1-4-7411-1120 Part-time Wages	19,282.61	15,013.27	26,331.00	20,000.00	26,792.00	461.00	0.02
1-4-7411-1130 Overtime Wages	169.05	0.00	0.00	0.00	0.00	0.00	0.00
1-4-7411-1210 E.H.T.	362.83	292.76	513.00	513.00	522.00	9.00	0.02
1-4-7411-1220 C.P.P.	799.84	665.66	1,164.00	1,164.00	1,223.00	59.00	0.05
1-4-7411-1230 E.I.	431.88	340.49	505.00	505.00	501.00	-4.00	-0.01
1-4-7411-1240 WSIB	594.98	472.88	829.00	829.00	654.00	-175.00	-0.21
Total Arena - Rockland - Salaries & Be	**21,641.19**	**16,785.06**	**29,342.00**	**23,011.00**	**29,692.00**	**350.00**	**0.01**
Arena - Rockland - Materials							
1-4-7413-3015 Alarm System	775.43	251.70	600.00	600.00	600.00	0.00	0.00
1-4-7413-3070 Building Maintenance	5,615.08	3,691.83	5,000.00	5,000.00	5,000.00	0.00	0.00
1-4-7413-3130 Cleaning Supplies	1,988.86	922.51	3,000.00	3,000.00	3,000.00	0.00	0.00
1-4-7413-3230 First Aid	0.00	0.00	150.00	150.00	150.00	0.00	0.00
1-4-7413-3300 Hydro	30,478.99	18,472.86	46,669.00	40,000.00	46,669.00	0.00	0.00
1-4-7413-3335 Landscaping Materials	221.00	225.96	2,250.00	2,250.00	2,250.00	0.00	0.00
1-4-7413-3430 Mechanical Repairs	4,510.64	2,864.67	4,000.00	4,000.00	4,000.00	0.00	0.00
1-4-7413-3490 Natural Gas	17,525.80	10,491.78	22,000.00	22,000.00	22,000.00	0.00	0.00

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-7413-3653 SOCAN	188.33	188.33	210.00	210.00	210.00	0.00	0.00
1-4-7413-3755 Uniforms	10.99	0.00	0.00	0.00	0.00	0.00	0.00
1-4-7413-3790 Water	1,530.47	1,492.61	2,500.00	2,500.00	2,500.00	0.00	0.00
Total Arena - Rockland - Materials	**62,845.59**	**38,602.25**	**86,379.00**	**79,710.00**	**86,379.00**	**0.00**	**0.00**
Arena - Rockland - Contracted Services							
1-4-7414-4275 Contract - Snow	11,940.01	6,020.00	9,500.00	9,500.00	9,500.00	0.00	0.00
1-4-7414-4460 Contract - Building Maintenance	2,311.00	1,501.50	3,450.00	3,450.00	3,450.00	0.00	0.00
Total Arena - Rockland - Contracted Se	**14,251.01**	**7,521.50**	**12,950.00**	**12,950.00**	**12,950.00**	**0.00**	**0.00**
Arena - Clarence - Salaries & Benefit							
1-4-7421-1120 Part-time Wages	45,980.21	28,120.48	48,040.00	48,040.00	48,881.00	841.00	0.02
1-4-7421-1210 E.H.T.	913.14	547.44	956.00	956.00	953.00	-3.00	0.00
1-4-7421-1220 C.P.P.	1,551.98	1,049.28	2,323.00	2,323.00	2,382.00	59.00	0.03
1-4-7421-1230 E.I.	1,087.11	636.73	940.00	940.00	914.00	-26.00	-0.03
1-4-7421-1240 WSIB	1,497.40	884.29	1,545.00	1,545.00	1,193.00	-352.00	-0.23
1-4-7421-1350 Other Remuneration	3,000.00	2,500.00	0.00	2,750.00	0.00	0.00	0.00
Total Arena - Clarence - Salaries & B	**54,029.84**	**33,738.22**	**53,804.00**	**56,554.00**	**54,323.00**	**519.00**	**0.01**
Arena - Clarence - Materials							
1-4-7423-3015 Alarm System	627.82	1,076.70	600.00	1,000.00	600.00	0.00	0.00
1-4-7423-3060 Boots & Clothing	572.52	1,105.44	0.00	0.00	0.00	0.00	0.00
1-4-7423-3070 Building Maintenance	29,195.53	18,679.26	17,000.00	25,000.00	17,000.00	0.00	0.00
1-4-7423-3130 Cleaning Supplies	2,702.18	443.60	6,000.00	6,000.00	6,000.00	0.00	0.00
1-4-7423-3230 First Aid	464.53	413.35	200.00	500.00	200.00	0.00	0.00
1-4-7423-3262 Grants to organisations	70,565.74	18,664.10	84,150.00	84,150.00	84,150.00	0.00	0.00
1-4-7423-3300 Hydro	75,543.80	37,103.20	98,005.00	98,005.00	98,005.00	0.00	0.00
1-4-7423-3335 Landscaping Materials	279.30	0.00	0.00	0.00	0.00	0.00	0.00
1-4-7423-3430 Mechanical Repairs	21,991.39	37,054.54	30,000.00	45,000.00	35,000.00	5,000.00	0.17
1-4-7423-3440 Meals	263.81	0.00	400.00	400.00	400.00	0.00	0.00
1-4-7423-3490 Natural Gas	5,358.72	3,551.38	6,000.00	6,000.00	6,000.00	0.00	0.00
1-4-7423-3580 Propane	807.99	238.65	0.00	0.00	0.00	0.00	0.00
1-4-7423-3582 Propane - Zamboni	2,168.36	978.00	2,600.00	2,600.00	2,600.00	0.00	0.00
1-4-7423-3653 SOCAN	188.33	185.07	210.00	210.00	210.00	0.00	0.00
1-4-7423-3655 Sport Equipment	616.23	4,809.89	350.00	5,000.00	350.00	0.00	0.00
1-4-7423-3710 Telephone	1,022.81	675.52	2,000.00	2,000.00	2,000.00	0.00	0.00
1-4-7423-3755 Uniforms	9.97	0.00	0.00	0.00	0.00	0.00	0.00
1-4-7423-3760 Vehicle Repairs	0.00	21.93	0.00	0.00	0.00	0.00	0.00
1-4-7423-3790 Water	3,414.99	4,445.74	4,000.00	4,000.00	4,000.00	0.00	0.00
Total Arena - Clarence - Materials	**215,794.02**	**129,446.37**	**251,515.00**	**279,865.00**	**256,515.00**	**5,000.00**	**0.02**
Arena - Clarence - Contracted Services							
1-4-7424-4275 Contract - Snow & Landscaping	5,930.00	5,460.00	5,000.00	7,000.00	5,000.00	0.00	0.00
1-4-7424-4460 Contract - Building Maintenance	14,789.41	3,037.48	10,000.00	10,000.00	10,000.00	0.00	0.00
Total Arena - Clarence - Contracted Se	**20,719.41**	**8,497.48**	**15,000.00**	**17,000.00**	**15,000.00**	**0.00**	**0.00**
Recreational Complex - Materials							

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-7433-3070 Building Maintenance	30,197.84	6,670.94	14,500.00	14,500.00	14,500.00	0.00	0.00
1-4-7433-3300 Hydro	3,536.57	1,287.38	2,240.00	2,240.00	2,240.00	0.00	0.00
1-4-7433-5520 Others	4,420.00	0.00	5,000.00	5,000.00	5,000.00	0.00	0.00
Total Recreational Complex - Materials	**38,154.41**	**7,958.32**	**21,740.00**	**21,740.00**	**21,740.00**	**0.00**	**0.00**
Recreational Complex - Contracts							
1-4-7434-4275 Contract - Snow	88,415.00	48,450.00	65,500.00	65,500.00	65,500.00	0.00	0.00
1-4-7434-4290 Contract - Rec. Complex - YMCA	120,000.00	80,000.00	190,000.00	190,000.00	190,000.00	0.00	0.00
1-4-7434-7100 Contribution to reserves	70,000.00	70,000.00	0.00	0.00	0.00	0.00	0.00
Total Recreational Complex - Contracts	**278,415.00**	**198,450.00**	**255,500.00**	**255,500.00**	**255,500.00**	**0.00**	**0.00**
Arena -Clarence-Rockland - Materials							
1-4-7553-3262 Grants to organisations	172,161.65	47,261.20	133,000.00	133,000.00	133,000.00	0.00	0.00
1-4-7553-6100 Amortissement de l'Arena	370,413.36	0.00	0.00	0.00	0.00	0.00	0.00
Total Arena -Clarence-Rockland - Mater	**542,575.01**	**47,261.20**	**133,000.00**	**133,000.00**	**133,000.00**	**0.00**	**0.00**
Arena - Clarence-Rockland - Contracts							
1-4-7554-4200 Operation contract	38,059.32	0.00	200,000.00	200,000.00	200,000.00	0.00	0.00
Total Arena - Clarence-Rockland - Cont	**38,059.32**	**0.00**	**200,000.00**	**200,000.00**	**200,000.00**	**0.00**	**0.00**
Total EXPENSES	**1,286,484.80**	**488,260.40**	**1,059,230.00**	**1,079,330.00**	**1,065,099.00**	**5,869.00**	**0.01**
Total .	**809,925.00**	**206,985.52**	**693,277.00**	**685,622.00**	**693,604.00**	**327.00**	**0.00**
Total RECREATION FACILITIES	**809,925.00**	**206,985.52**	**693,277.00**	**685,622.00**	**693,604.00**	**327.00**	**0.00**
PARKS							
REVENUES							
Parks							
1-3-7250-0581 Contribution from Reserves	0.00	0.00	-20,000.00	-20,000.00	-5,000.00	15,000.00	-0.75
1-3-7250-0725 Grant - Human Ressources - Canada	-1,680.00	0.00	-2,800.00	-2,800.00	-2,800.00	0.00	0.00
1-3-7250-0760 Ballpark Rental	-22,549.24	-25,201.35	-21,700.00	-21,700.00	-22,134.00	-434.00	0.02
1-3-7250-0785 Park donations	-2,000.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Parks	**-26,229.24**	**-25,201.35**	**-44,500.00**	**-44,500.00**	**-29,934.00**	**14,566.00**	**-0.33**
Marinas							
1-3-7440-0810 Boat Ramp Fees	-120.00	-800.80	-2,800.00	-800.00	-2,800.00	0.00	0.00
Total Marinas	**-120.00**	**-800.80**	**-2,800.00**	**-800.00**	**-2,800.00**	**0.00**	**0.00**
Total REVENUES	**-26,349.24**	**-26,002.15**	**-47,300.00**	**-45,300.00**	**-32,734.00**	**14,566.00**	**-0.31**
EXPENSES							
Parks - Salaries & Benefits							
1-4-7251-1120 Part-time Wages	25,275.97	24,237.10	46,540.00	46,540.00	47,354.00	814.00	0.02
1-4-7251-1130 Overtime Wages	111.84	36.88	0.00	0.00	0.00	0.00	0.00
1-4-7251-1210 E.H.T.	491.76	473.89	810.00	810.00	923.00	113.00	0.14

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-7251-1220 C.P.P.	1,115.29	1,107.29	1,940.00	1,940.00	2,302.00	362.00	0.19
1-4-7251-1230 E.I.	586.58	551.14	796.00	796.00	885.00	89.00	0.11
1-4-7251-1240 WSIB	903.68	765.51	1,309.00	1,309.00	1,155.00	-154.00	-0.12
Total Parks - Salaries & Benefits	**28,485.12**	**27,171.81**	**51,395.00**	**51,395.00**	**52,619.00**	**1,224.00**	**0.02**
Parks - Materials							
1-4-7253-3070 Building Maintenance	3,841.56	4,827.41	5,500.00	5,500.00	8,500.00	3,000.00	0.55
1-4-7253-3115 Christmas Decorations - Flowers	1,708.96	1,051.86	2,000.00	2,000.00	2,000.00	0.00	0.00
1-4-7253-3215 Equipment rental	19,789.39	11,048.54	33,500.00	33,500.00	33,500.00	0.00	0.00
1-4-7253-3220 Equipment Repairs	12,747.76	4,506.76	12,500.00	12,500.00	12,500.00	0.00	0.00
1-4-7253-3300 Hydro	14,520.01	9,722.27	25,574.00	25,574.00	25,574.00	0.00	0.00
1-4-7253-3320 Insurance - Vehicles	919.52	880.22	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-7253-3335 Landscaping Materials	43,529.82	24,821.00	57,500.00	57,500.00	42,500.00	-15,000.00	-0.26
1-4-7253-3540 Playground Equipment Replacement	52,793.80	37,182.76	65,500.00	65,500.00	65,500.00	0.00	0.00
1-4-7253-3660 Staff Training	12,246.74	2,325.92	10,000.00	10,000.00	10,000.00	0.00	0.00
1-4-7253-3675 Supplies	3,535.66	10,309.21	3,000.00	10,000.00	3,000.00	0.00	0.00
1-4-7253-3790 Water	35,375.70	32,196.78	35,500.00	30,500.00	35,500.00	0.00	0.00
Total Parks - Materials	**201,008.92**	**138,872.73**	**251,574.00**	**253,574.00**	**239,574.00**	**-12,000.00**	**-0.05**
Parks - Contracted Services							
1-4-7254-4190 Contracts - Grass Mowing	84,485.33	61,199.44	91,500.00	91,500.00	88,000.00	-3,500.00	-0.04
1-4-7254-4200 Other Maintenance Contracts	19,181.77	13,992.01	22,800.00	22,800.00	22,800.00	0.00	0.00
1-4-7254-4275 Contract - Snow	21,080.60	20,764.49	7,800.00	23,800.00	26,300.00	18,500.00	2.37
Total Parks - Contracted Services	**124,747.70**	**95,955.94**	**122,100.00**	**138,100.00**	**137,100.00**	**15,000.00**	**0.12**
Marina - Salaries & Benefits							
1-4-7441-1120 Part-time Wages	0.00	0.00	3,007.00	0.00	3,060.00	53.00	0.02
1-4-7441-1210 E.H.T.	0.00	0.00	59.00	0.00	60.00	1.00	0.02
1-4-7441-1230 E.I.	0.00	0.00	58.00	0.00	57.00	-1.00	-0.02
1-4-7441-1240 WSIB	0.00	0.00	95.00	0.00	75.00	-20.00	-0.21
Total Marina - Salaries & Benefits	**0.00**	**0.00**	**3,219.00**	**0.00**	**3,252.00**	**33.00**	**0.01**
Skating Rink - Materials							
1-4-7463-3300 Hydro	4,202.65	2,762.62	4,667.00	4,667.00	4,667.00	0.00	0.00
Total Skating Rink - Materials	**4,202.65**	**2,762.62**	**4,667.00**	**4,667.00**	**4,667.00**	**0.00**	**0.00**
Skating Rinks - Contracted Services							
1-4-7464-4275 Contract - Maintenance	18,000.00	18,450.00	20,500.00	18,450.00	20,500.00	0.00	0.00
Total Skating Rinks - Contracted Servi	**18,000.00**	**18,450.00**	**20,500.00**	**18,450.00**	**20,500.00**	**0.00**	**0.00**
Total EXPENSES	**376,444.39**	**283,213.10**	**453,455.00**	**466,186.00**	**457,712.00**	**4,257.00**	**0.01**
Total .	**350,095.15**	**257,210.95**	**406,155.00**	**420,886.00**	**424,978.00**	**18,823.00**	**0.05**
Total PARKS	**350,095.15**	**257,210.95**	**406,155.00**	**420,886.00**	**424,978.00**	**18,823.00**	**0.05**

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
Total COMMUNITY SERVICES	2,758,055.64	1,695,416.74	2,731,764.00	2,731,764.00	2,880,290.00	148,526.00	0.05

Cité de / City of Clarence-Rockland
Budget 2020

Sommaire garderies / Summary Daycare

	FIN D'ANNÉE 2018 / 2018 YEAR END	BUDGET 2019 / 2019 BUDGET	BUDGET 2020 / 2020 BUDGET	VARIANCE $	VARIANCE %
Revenus / Revenues					
Administration	265,238	295,500	295,500	0	0.0%
Carrefour Jeunesse	952,621	927,626	955,574	27,948	3.0%
St Patrick	616,355	602,671	618,091	15,420	2.6%
Rockland Public	229,757	232,148	238,139	5,991	2.6%
St Mathieu	748,394	727,132	752,687	25,555	3.5%
Ste Félicité	458,343	429,724	445,333	15,609	3.6%
Sacre Cœur	364,750	372,116	384,441	12,325	3.3%
St Pascal	69,127	67,762	70,016	2,254	3.3%
Ste Trinité	1,685,378	1,728,661	1,783,859	55,198	3.2%
Besoins particuliers / Special Needs	175,324	197,630	197,630	0	0.0%
Revenu total / Total revenue	**$ 5,565,288**	**$ 5,580,970**	**$ 5,741,270**	**$ 160,300**	**2.9%**
Dépenses / Expenses					
Administration	303,162	405,539	439,477	33,938	8.4%
Carrefour Jeunesse	949,956	949,889	961,837	11,948	1.3%
St Patrick	641,234	637,594	589,515	-48,079	-7.5%
Rockland Public	244,264	226,646	234,867	8,221	3.6%
St Mathieu	700,184	704,459	742,212	37,753	5.4%
Ste Félicité	516,257	508,214	508,026	-188	0.0%
Sacre Cœur	293,059	301,062	367,175	66,113	22.0%
St Pascal	53,233	50,210	51,197	987	2.0%
Ste Trinité	1,729,266	1,696,222	1,765,327	69,105	4.1%
Besoins particuliers / Special Needs	175,508	201,151	207,643	6,492	3.2%
Dépenses totales / Total expenses	**$ 5,606,124**	**$ 5,680,986**	**$ 5,867,276**	**$ 186,290**	**3.3%**
NET GARDERIES / DAYCARE	**$ 40,835.25**	**$ 100,016.00**	**$ 126,006.00**	**$ 25,990**	**26.0%**

Cité de / City of Clarence-Rockland
Budget 2020
Changements majeurs / Major Changes

Services de garderie / Day Care Services

Objet de dépense / Major object		Catégorie /	Description	Commentaires / Comments	Montant / Amount
1	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Daycare Program Supplies	Ajout d'enfants / Additionnal children	2,000
2	Revenus / Revenues	Discrétionnaire / Discretionary	Frais de garde / Daycare Nursery Charge	Revenus de réduction d'une journée de crédit (vacance) / Reduction of one day of credit (vacations)	-6,500
3	Revenus / Revenues	Discrétionnaire / Discretionary	Frais de garde / Daycare Nursery Charge	Augmentation des taux (1,6 %) / Increase in daily rates (1.6%)	-68,000
4	Revenus / Revenues	Discrétionnaire / Discretionary	Frais de garde / Daycare Nursery Charge	Revenus de l'ajout de 6 journées fériées (2 %)/ 6 Statutory days revenues (2%)	-90,000
5	Salaires et avantages sociaux / Salaries and benefits	Non discrétionnaire / Non-discretionary	Salaires et avantages sociaux / Salaries & benefits	Coût de la vie et augmentations / Cost of living and increments	165,475
6	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Fournitures de bureau / Office supplies	Système de Digibot, coût annuel/ Digibot system - annual subscription	7,000
7	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Frais administratifs / Administrative fees	Coût de la vie et augmentations / Cost of living and increments	5,375
8	Revenus / Revenues	Non discrétionnaire / Non-discretionary	Subvention - ressources humaines / Grants - Human ressources	Non applicable / Non applicable	4,000
9	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Remplacement d'ordinateurs / Computer replacement	Ajout de tablette pour le système Digibot / Additionnal tablets for Digibot system	3,200
10	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Location / Rent	Ajout d'espaces / Additionnal spaces	2,000
11	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Licences / Licenses	Le coût des licences d'opération par centre a considérablement augmenté / The cost of operating licenses per center has increased significantly	500
12	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Kilométrage / Mileage	Somme requise pour combler le besoin des chefs d'équipes pour le voyagement pour les groceries et autres / Amount required to meet the needs of the team leaders travelling to buy groceries and other	500
13	Revenus / Revenues	Non discrétionnaire / Non-discretionary	Frais administratifs - nouveaux comptes / Admin charge New Accounts	Moins de revenus qu'anticipé/ Less revenues then anticipated	400
14	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Téléphone / Phone	Somme requise pour respecter le budget / Required amount to respect the budget	240
15	Revenus / Revenues	Non discrétionnaire / Non-discretionary	Frais administratifs - nouveaux comptes / Admin charge New Accounts	Ajout d'ouvertures de comptes/ Additionnal accounts	-200
16	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Approvisionnements alimentaires / Food supplies	Transfert interne pour combler les besoins des centres de service / Internal transfer to fill the needs of the service centers	4,500
17	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Fournitures du programme de garderie / Daycare Program Supplies	Transfert interne pour combler les besoins des centres de service / Internal transfer to fill the needs of the service centers	3,500
18	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Fournitures du programme de garderie / Daycare Program Supplies	Transfert interne pour combler les besoins des centres de service / Internal transfer to fill the needs of the service centers	1,000
19	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Approvisionnements alimentaires / Food supplies	Transfert interne pour combler les besoins des centres de service / Internal transfer to fill the needs of the service centers	1,000
20	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Approvisionnements alimentaires / Food supplies	Transfert interne pour combler les besoins des centres de service / Internal transfer to fill the needs of the service centers	800
21	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Approvisionnements alimentaires / Food supplies	Transfert interne pour combler les besoins des centres de service / Internal transfer to fill the needs of the service centers	-1,500
22	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Approvisionnements alimentaires / Food supplies	Transfert interne pour combler les besoins des centres de service/ Internal transfer to fill the needs of the service centers	-2,240
23	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Approvisionnements alimentaires / Food supplies	Transfert interne pour combler les besoins des centres de service/ Internal transfer to fill the needs of the service centers	-2,560
24	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Fournitures du programme de garderie / Daycare Program Supplies	Transfert interne pour combler les besoins des centres de service / Internal transfer to fill the needs of the service centers	-4,500
Total					$ 25,990

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
DAYCARE							
ADMINISTRATION							
REVENUES							
Administration - Daycare							
1-3-6110-0553 Past Due Account Fee	-7,910.00	-7,380.00	-7,000.00	-7,420.00	-7,000.00	0.00	0.00
1-3-6110-0581 Contribution from Reserves	-1,648.26	0.00	0.00	0.00	0.00	0.00	0.00
1-3-6110-0584 Contribution from Developpers	-14,834.34	0.00	0.00	0.00	0.00	0.00	0.00
1-3-6110-0736 Other Grants	-26,424.77	-3,614.76	-3,500.00	-3,615.00	-3,500.00	0.00	0.00
1-3-6110-0742 Subvention Salariale - Meilleur Dep.	-214,420.29	-256,912.01	-285,000.00	-256,912.00	-285,000.00	0.00	0.00
Total Administration - Daycare	**-265,237.66**	**-267,906.77**	**-295,500.00**	**-267,947.00**	**-295,500.00**	**0.00**	**0.00**
Total REVENUES	**-265,237.66**	**-267,906.77**	**-295,500.00**	**-267,947.00**	**-295,500.00**	**0.00**	**0.00**
EXPENSES							
Administration - Salaries & Benefits							
1-4-6111-1100 Regular Salaries	185,746.45	147,630.64	192,192.00	191,443.00	201,824.00	9,632.00	0.05
1-4-6111-1101 Indirect Salaries and Benefits	41,818.00	41,818.00	41,818.00	60,404.00	41,818.00	0.00	0.00
1-4-6111-1104 Vacancy Factor	0.00	0.00	-4,973.00	0.00	-3,800.00	1,173.00	-0.24
1-4-6111-1110 Accrued Sickleave & Vacation	1,044.50	0.00	1,889.00	0.00	2,018.00	129.00	0.07
1-4-6111-1130 Overtime Wages	8,495.21	5,420.97	36,806.00	7,285.00	36,806.00	0.00	0.00
1-4-6111-1210 E.H.T.	4,070.41	2,957.51	3,683.00	3,845.00	3,936.00	253.00	0.07
1-4-6111-1220 C.P.P.	7,283.99	6,267.30	7,569.00	8,512.00	8,000.00	431.00	0.06
1-4-6111-1230 E.I.	3,144.63	2,650.85	2,902.00	3,612.00	2,887.00	-15.00	-0.01
1-4-6111-1240 WSIB	3,542.66	1,551.38	1,794.00	2,033.00	4,865.00	3,071.00	1.71
1-4-6111-1250 OMERS	18,507.53	15,071.41	18,782.00	19,567.00	20,345.00	1,563.00	0.08
1-4-6111-1260 Group Insurance	17,969.35	13,832.65	18,442.00	17,651.00	19,568.00	1,126.00	0.06
Total Administration - Salaries & Bene	**291,622.73**	**237,200.71**	**320,904.00**	**314,352.00**	**338,267.00**	**17,363.00**	**0.05**
Administration - Materials							
1-4-6113-3005 Advertising	1,705.94	649.99	2,500.00	1,500.00	2,500.00	0.00	0.00
1-4-6113-3025 Auditing	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00	0.00
1-4-6113-3152 Computer Replacement	5,919.20	0.00	0.00	0.00	3,200.00	3,200.00	0.00
1-4-6113-3160 Conference and Convention Fees	436.55	16.37	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-6113-3392 Licences	1,764.93	1,422.82	1,290.00	1,425.00	1,790.00	500.00	0.39
1-4-6113-3435 Membership	763.04	789.17	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-6113-3440 Meals	95.47	0.00	200.00	200.00	200.00	0.00	0.00
1-4-6113-3450 Mileage	1,584.79	1,001.78	1,500.00	1,500.00	2,000.00	500.00	0.33
1-4-6113-3500 Office Supplies	18,933.09	4,234.75	3,500.00	7,978.00	10,500.00	7,000.00	2.00
1-4-6113-3660 Staff Training	7,804.36	2,605.81	8,000.00	5,000.00	8,000.00	0.00	0.00
1-4-6113-3710 Telephone	2,328.32	1,551.52	5,000.00	3,000.00	5,000.00	0.00	0.00
1-4-6113-3712 Sub. Salariale - $1 / $2	202,013.83	99,795.70	285,000.00	256,912.00	285,000.00	0.00	0.00
1-4-6113-3755 Uniforms	1,189.68	553.12	3,375.00	3,375.00	3,375.00	0.00	0.00
Total Administration - Materials	**247,039.20**	**115,121.03**	**314,865.00**	**285,390.00**	**326,065.00**	**11,200.00**	**0.04**
Administration - Admin. Costs Dist.							
1-4-6118-8800 Daycare Administration Costs	-499,000.00	-499,000.00	-499,000.00	-499,000.00	-499,000.00	0.00	0.00

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-6118-8900 Admin. Costs Dist. - P.S.	263,500.00	268,770.00	268,770.00	268,770.00	274,145.00	5,375.00	0.02
Total Administration - Admin. Costs Di	**-235,500.00**	**-230,230.00**	**-230,230.00**	**-230,230.00**	**-224,855.00**	**5,375.00**	**-0.02**
Total EXPENSES	**303,161.93**	**122,091.74**	**405,539.00**	**369,512.00**	**439,477.00**	**33,938.00**	**0.08**
Total .	**37,924.27**	**-145,815.03**	**110,039.00**	**101,565.00**	**143,977.00**	**33,938.00**	**0.31**
Total ADMINISTRATION	**37,924.27**	**-145,815.03**	**110,039.00**	**101,565.00**	**143,977.00**	**33,938.00**	**0.31**
CARREFOUR JEUNESSE							
REVENUES							
Carrefour-Jeunesse							
1-3-6130-0723 Frais généraux de fonctionnement	-108,582.00	-81,582.00	-80,948.00	-81,582.00	-80,948.00	0.00	0.00
1-3-6130-0725 Grant - Human Ressources - Canada	0.00	0.00	-1,862.00	0.00	-862.00	1,000.00	-0.54
1-3-6130-0730 Daycare Provincial Subsidy	-164,235.06	-122,735.44	-179,027.00	-292,210.00	-179,027.00	0.00	0.00
1-3-6130-0735 Other Grants - Daycare	-52,551.14	0.00	0.00	0.00	0.00	0.00	0.00
1-3-6130-0750 Daycare Nursery Charge	-626,367.44	-455,187.04	-664,789.00	-546,677.00	-693,737.00	-28,948.00	0.04
1-3-6130-0894 Admin. Charge - New Accounts	-885.00	-1,341.00	-1,000.00	-1,341.00	-1,000.00	0.00	0.00
Total Carrefour-Jeunesse	**-952,620.64**	**-660,845.48**	**-927,626.00**	**-921,810.00**	**-955,574.00**	**-27,948.00**	**0.03**
Total REVENUES	**-952,620.64**	**-660,845.48**	**-927,626.00**	**-921,810.00**	**-955,574.00**	**-27,948.00**	**0.03**
EXPENSES							
Carrefour-Jeunesse - Salaries & Ben.							
1-4-6131-1100 Regular Salaries	424,174.87	293,535.52	518,911.00	371,089.00	517,501.00	-1,410.00	0.00
1-4-6131-1110 Accrued Sickleave & Vacation	1,125.17	75.60	5,090.00	109.00	5,175.00	85.00	0.02
1-4-6131-1120 Part-time Wages	220,068.69	152,289.71	130,072.00	207,273.00	132,348.00	2,276.00	0.02
1-4-6131-1130 Overtime Wages	8,577.90	5,044.54	3,000.00	6,172.00	3,000.00	0.00	0.00
1-4-6131-1210 E.H.T.	12,719.27	8,898.94	13,261.00	11,564.00	12,672.00	-589.00	-0.04
1-4-6131-1220 C.P.P.	29,076.77	20,552.71	31,573.00	27,018.00	30,246.00	-1,327.00	-0.04
1-4-6131-1230 E.I.	14,037.38	9,713.11	12,922.00	12,865.00	11,793.00	-1,129.00	-0.09
1-4-6131-1240 WSIB	7,401.46	4,334.54	6,461.00	5,633.00	15,856.00	9,395.00	1.45
1-4-6131-1250 OMERS	35,618.49	26,595.71	45,976.00	33,942.00	47,373.00	1,397.00	0.03
1-4-6131-1260 Group Insurance	57,016.45	41,155.70	60,719.00	52,093.00	63,529.00	2,810.00	0.05
Total Carrefour-Jeunesse - Salaries &	**809,816.45**	**562,196.08**	**827,985.00**	**727,758.00**	**839,493.00**	**11,508.00**	**0.01**
Carrefour-Jeunesse - Materials							
1-4-6133-3070 Building Maintenance	6.29	131.01	2,000.00	1,000.00	2,000.00	0.00	0.00
1-4-6133-3185 Daycare Program Supplies	3,824.73	2,521.03	4,000.00	5,000.00	5,000.00	1,000.00	0.25
1-4-6133-3233 Field Trips	3,997.80	1,585.35	4,000.00	4,000.00	4,000.00	0.00	0.00
1-4-6133-3235 Food Supplies	21,829.35	15,867.19	26,560.00	23,000.00	24,000.00	-2,560.00	-0.10
1-4-6133-3316 Internet Fees	688.68	465.61	850.00	850.00	850.00	0.00	0.00
1-4-6133-3325 Insurance - Buildings	878.57	917.40	1,000.00	918.00	1,000.00	0.00	0.00
1-4-6133-3392 Licences	0.00	0.00	140.00	0.00	140.00	0.00	0.00
1-4-6133-3609 Rent	2,822.00	1,494.00	3,000.00	3,000.00	5,000.00	2,000.00	0.67
1-4-6133-3653 SOCAN	96.17	96.17	110.00	97.00	110.00	0.00	0.00
1-4-6133-3710 Telephone	1,017.52	767.76	1,100.00	1,100.00	1,100.00	0.00	0.00

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-6133-3882 Subsidies	25,834.90	0.00	0.00	0.00	0.00	0.00	0.00
Total Carrefour-Jeunesse - Materials	**60,996.01**	**23,845.52**	**42,760.00**	**38,965.00**	**43,200.00**	**440.00**	**0.01**
Carrefour-Jeun. - Admin. Costs Dist.							
1-4-6138-8800 Daycare Administration Costs	79,144.00	79,144.00	79,144.00	79,144.00	79,144.00	0.00	0.00
Total Carrefour-Jeun. - Admin. Costs D	**79,144.00**	**79,144.00**	**79,144.00**	**79,144.00**	**79,144.00**	**0.00**	**0.00**
Total EXPENSES	**949,956.46**	**665,185.60**	**949,889.00**	**845,867.00**	**961,837.00**	**11,948.00**	**0.01**
Total .	**-2,664.18**	**4,340.12**	**22,263.00**	**-75,943.00**	**6,263.00**	**-16,000.00**	**-0.72**
Total CARREFOUR JEUNESSE	**-2,664.18**	**4,340.12**	**22,263.00**	**-75,943.00**	**6,263.00**	**-16,000.00**	**-0.72**
ST-PATRICK							
REVENUES							
St-Patrick							
1-3-6140-0723 Frais généraux de fonctionnement	-62,768.50	-66,606.00	-56,382.00	-64,676.00	-56,382.00	0.00	0.00
1-3-6140-0725 Grant - Human Ressources - Canada	0.00	0.00	-2,338.00	-2,338.00	-1,338.00	1,000.00	-0.43
1-3-6140-0730 Daycare Provincial Subsidy	-160,227.17	-150,737.76	-166,278.00	-166,278.00	-166,278.00	0.00	0.00
1-3-6140-0735 Other Grants - Daycare	-38,006.18	-1,011.52	0.00	-1,012.00	0.00	0.00	0.00
1-3-6140-0750 Daycare Nursery Charge	-354,663.61	-287,315.13	-377,073.00	-347,096.00	-393,493.00	-16,420.00	0.04
1-3-6140-0894 Admin. Charge - New Accounts	-690.00	-630.00	-600.00	-600.00	-600.00	0.00	0.00
Total St-Patrick	**-616,355.46**	**-506,300.41**	**-602,671.00**	**-582,000.00**	**-618,091.00**	**-15,420.00**	**0.03**
Total REVENUES	**-616,355.46**	**-506,300.41**	**-602,671.00**	**-582,000.00**	**-618,091.00**	**-15,420.00**	**0.03**
EXPENSES							
St-Patrick - Salaries & Benefits							
1-4-6141-1100 Regular Salaries	225,088.94	199,775.25	237,862.00	256,452.00	192,269.00	-45,593.00	-0.19
1-4-6141-1110 Accrued Sickleave & Vacation	422.03	0.00	2,379.00	0.00	1,923.00	-456.00	-0.19
1-4-6141-1120 Part-time Wages	212,427.39	173,823.16	205,443.00	231,851.00	209,038.00	3,595.00	0.02
1-4-6141-1130 Overtime Wages	4,349.45	4,820.79	5,000.00	6,382.00	5,000.00	0.00	0.00
1-4-6141-1210 E.H.T.	8,675.98	7,359.34	7,864.00	9,611.00	7,825.00	-39.00	0.00
1-4-6141-1220 C.P.P.	19,568.11	17,358.26	19,141.00	22,678.00	19,782.00	641.00	0.03
1-4-6141-1230 E.I.	9,676.22	8,171.36	7,729.00	10,737.00	7,501.00	-228.00	-0.03
1-4-6141-1240 WSIB	5,043.49	3,585.55	3,831.00	4,683.00	9,792.00	5,961.00	1.56
1-4-6141-1250 OMERS	20,670.44	16,596.12	21,408.00	20,999.00	17,304.00	-4,104.00	-0.19
1-4-6141-1260 Group Insurance	26,837.07	23,184.86	29,296.00	29,232.00	23,680.00	-5,616.00	-0.19
Total St-Patrick - Salaries & Benefits	**532,759.12**	**454,674.69**	**539,953.00**	**592,625.00**	**494,114.00**	**-45,839.00**	**-0.08**
St-Patrick - Materials							
1-4-6143-3070 Building Maintenance	3,251.72	409.61	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-6143-3185 Daycare Program Supplies	3,367.52	2,516.39	3,500.00	3,500.00	3,500.00	0.00	0.00
1-4-6143-3233 Field trips	3,309.29	3,985.99	4,500.00	4,500.00	4,500.00	0.00	0.00
1-4-6143-3235 Food Supplies	19,315.29	15,834.68	24,440.00	22,000.00	22,200.00	-2,240.00	-0.09
1-4-6143-3316 Internet Fees	796.47	595.08	850.00	850.00	850.00	0.00	0.00
1-4-6143-3325 Insurance - Buildings	790.71	825.66	900.00	826.00	900.00	0.00	0.00

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-6143-3392 Licences	0.00	0.00	285.00	0.00	285.00	0.00	0.00
1-4-6143-3609 Rent	0.00	0.00	3,000.00	3,000.00	3,000.00	0.00	0.00
1-4-6143-3653 SOCAN	96.17	96.17	110.00	97.00	110.00	0.00	0.00
1-4-6143-3710 Telephone	1,015.08	761.40	1,100.00	1,100.00	1,100.00	0.00	0.00
1-4-6143-3882 Subsidies	18,576.33	2.00	0.00	0.00	0.00	0.00	0.00
Total St-Patrick - Materials	**50,518.58**	**25,026.98**	**39,685.00**	**36,873.00**	**37,445.00**	**-2,240.00**	**-0.06**
St-Patrick - Admin. Costs Dist.							
1-4-6148-8800 Daycare Administration Costs	57,956.00	57,956.00	57,956.00	57,956.00	57,956.00	0.00	0.00
Total St-Patrick - Admin. Costs Dist.	**57,956.00**	**57,956.00**	**57,956.00**	**57,956.00**	**57,956.00**	**0.00**	**0.00**
Total EXPENSES	**641,233.70**	**537,657.67**	**637,594.00**	**687,454.00**	**589,515.00**	**-48,079.00**	**-0.08**
Total .	**24,878.24**	**31,357.26**	**34,923.00**	**105,454.00**	**-28,576.00**	**-63,499.00**	**-1.82**
Total ST-PATRICK	**24,878.24**	**31,357.26**	**34,923.00**	**105,454.00**	**-28,576.00**	**-63,499.00**	**-1.82**
ROCKLAND PUBLIC							
REVENUES							
Rockland Public							
1-3-6150-0723 Frais généraux de fonctionnement	-28,084.00	-28,084.00	-33,435.00	-28,084.00	-33,435.00	0.00	0.00
1-3-6150-0725 Grant - Human Ressources - Canada	-980.00	0.00	-1,400.00	0.00	-1,000.00	400.00	-0.29
1-3-6150-0730 Daycare Provincial Subsidy	-49,135.80	-55,561.10	-50,152.00	-50,152.00	-50,152.00	0.00	0.00
1-3-6150-0735 Other Grants - Daycare	-13,678.18	-744.00	0.00	-744.00	0.00	0.00	0.00
1-3-6150-0750 Daycare Nursery Charge	-137,249.41	-145,332.99	-146,761.00	-174,534.00	-153,152.00	-6,391.00	0.04
1-3-6150-0894 Admin. Charge - New Accounts	-630.00	-513.00	-400.00	-480.00	-400.00	0.00	0.00
Total Rockland Public	**-229,757.39**	**-230,235.09**	**-232,148.00**	**-253,994.00**	**-238,139.00**	**-5,991.00**	**0.03**
Total REVENUES	**-229,757.39**	**-230,235.09**	**-232,148.00**	**-253,994.00**	**-238,139.00**	**-5,991.00**	**0.03**
EXPENSES							
Rockland Public - Salaries & Benefits							
1-4-6151-1100 Regular Salaries	96,768.35	76,855.46	96,954.00	99,732.00	102,520.00	5,566.00	0.06
1-4-6151-1110 Accrued Sickleave & Vacation	1,206.19	0.00	970.00	0.00	1,025.00	55.00	0.06
1-4-6151-1120 Part-time Wages	50,933.83	38,581.55	32,075.00	47,793.00	32,636.00	561.00	0.02
1-4-6151-1130 Overtime Wages	3,987.33	3,097.78	1,000.00	4,427.00	1,000.00	0.00	0.00
1-4-6151-1210 E.H.T.	2,980.25	2,295.31	2,906.00	2,940.00	2,636.00	-270.00	-0.09
1-4-6151-1220 C.P.P.	6,614.57	5,300.50	6,708.00	6,794.00	6,177.00	-531.00	-0.08
1-4-6151-1230 E.I.	3,154.87	2,508.38	2,856.00	3,227.00	2,526.00	-330.00	-0.12
1-4-6151-1240 WSIB	1,730.09	1,118.23	1,416.00	1,432.00	3,298.00	1,882.00	1.33
1-4-6151-1250 OMERS	7,781.59	6,940.12	8,726.00	9,006.00	9,227.00	501.00	0.06
1-4-6151-1260 Group Insurance	10,933.24	9,878.64	13,375.00	12,606.00	14,162.00	787.00	0.06
Total Rockland Public - Salaries & Ben	**186,090.31**	**146,575.97**	**166,986.00**	**187,957.00**	**175,207.00**	**8,221.00**	**0.05**
Rockland Public - Materials							
1-4-6153-3070 Building Maintenance	847.74	0.00	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-6153-3185 Daycare Program Supplies	1,907.66	1,638.19	2,500.00	2,500.00	2,500.00	0.00	0.00

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.							
1-4-6153-3233 Field trips	2,590.69	1,632.79	3,500.00	3,500.00	3,500.00	0.00	0.00
1-4-6153-3235 Food Supplies	8,047.01	4,445.12	10,000.00	9,000.00	10,000.00	0.00	0.00
1-4-6153-3316 Internet Fees	674.19	504.97	850.00	850.00	850.00	0.00	0.00
1-4-6153-3325 Insurance	615.00	642.18	700.00	643.00	700.00	0.00	0.00
1-4-6153-3609 Rent	0.00	0.00	5,700.00	2,700.00	5,700.00	0.00	0.00
1-4-6153-3653 SOCAN	96.17	96.17	110.00	0.00	110.00	0.00	0.00
1-4-6153-3710 Telephone	2,151.87	1,729.47	2,000.00	2,200.00	2,000.00	0.00	0.00
1-4-6153-3882 Subsidies	7,943.58	0.00	0.00	0.00	0.00	0.00	0.00
Total Rockland Public - Materials	**24,873.91**	**10,688.89**	**26,360.00**	**22,393.00**	**26,360.00**	**0.00**	**0.00**
Rockland Public - Admin. Costs Dist.							
1-4-6158-8800 Daycare Administration Costs	33,300.00	33,300.00	33,300.00	33,300.00	33,300.00	0.00	0.00
Total Rockland Public - Admin. Costs D	**33,300.00**	**33,300.00**	**33,300.00**	**33,300.00**	**33,300.00**	**0.00**	**0.00**
Total EXPENSES	**244,264.22**	**190,564.86**	**226,646.00**	**243,650.00**	**234,867.00**	**8,221.00**	**0.04**
Total .	**14,506.83**	**-39,670.23**	**-5,502.00**	**-10,344.00**	**-3,272.00**	**2,230.00**	**-0.41**
Total ROCKLAND PUBLIC	**14,506.83**	**-39,670.23**	**-5,502.00**	**-10,344.00**	**-3,272.00**	**2,230.00**	**-0.41**
ST-MATHIEU							
REVENUES							
St-Mathieu - Hammond - Revenues							
1-3-6160-0723 Frais généraux de fonctionnement	-83,496.00	-46,926.00	-51,081.00	-56,496.00	-51,081.00	0.00	0.00
1-3-6160-0725 Grant - Human Ressources - Canada	0.00	-1,000.00	-1,400.00	-1,000.00	-1,000.00	400.00	-0.29
1-3-6160-0730 Daycare Provincial Subsidy	-62,463.97	-48,297.09	-68,322.00	-68,322.00	-68,322.00	0.00	0.00
1-3-6160-0735 Other Grants - Daycare	-33,590.09	-164.55	0.00	-165.00	0.00	0.00	0.00
1-3-6160-0750 Daycare Nursery Charge	-568,183.76	-501,381.47	-605,229.00	-593,958.00	-631,584.00	-26,355.00	0.04
1-3-6160-0894 Admin. Charge - New Accounts	-660.00	-330.00	-1,100.00	-600.00	-700.00	400.00	-0.36
Total St-Mathieu - Hammond - Revenues	**-748,393.82**	**-598,099.11**	**-727,132.00**	**-720,541.00**	**-752,687.00**	**-25,555.00**	**0.04**
Total REVENUES	**-748,393.82**	**-598,099.11**	**-727,132.00**	**-720,541.00**	**-752,687.00**	**-25,555.00**	**0.04**
EXPENSES							
St-Mathieu - Salaries & Ben.							
1-4-6161-1100 Regular Salaries	265,226.74	234,206.34	295,606.00	302,763.00	305,701.00	10,095.00	0.03
1-4-6161-1110 Accrued Sickleave & Vacation	2,609.57	774.41	2,956.00	414.00	3,057.00	101.00	0.03
1-4-6161-1120 Part-time Wages	222,324.21	157,384.13	221,118.00	207,063.00	224,988.00	3,870.00	0.02
1-4-6161-1130 Overtime Wages	2,189.58	1,197.42	1,000.00	1,730.00	1,000.00	0.00	0.00
1-4-6161-1210 E.H.T.	9,607.88	7,732.50	8,478.00	10,065.00	10,348.00	1,870.00	0.22
1-4-6161-1220 C.P.P.	21,749.98	18,132.55	19,495.00	23,613.00	25,105.00	5,610.00	0.29
1-4-6161-1230 E.I.	10,647.14	8,621.14	8,332.00	11,309.00	9,919.00	1,587.00	0.19
1-4-6161-1240 WSIB	5,564.42	3,762.11	4,130.00	4,893.00	12,949.00	8,819.00	2.14
1-4-6161-1250 OMERS	22,784.71	21,111.54	26,604.00	27,352.00	27,513.00	909.00	0.03
1-4-6161-1260 Group Insurance	33,822.46	26,145.89	38,160.00	33,391.00	40,052.00	1,892.00	0.05
Total St-Mathieu - Salaries & Ben.	**596,526.69**	**479,068.03**	**625,879.00**	**622,593.00**	**660,632.00**	**34,753.00**	**0.06**

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St-Mathieu - Materials							
1-4-6163-3070 Building Maintenance	1,404.59	0.00	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-6163-3185 Daycare Program Supplies	4,149.78	2,464.13	3,000.00	4,000.00	5,000.00	2,000.00	0.67
1-4-6163-3233 Field trips	2,331.77	2,924.88	4,000.00	4,000.00	4,000.00	0.00	0.00
1-4-6163-3235 Food Supplies	21,210.19	12,282.68	20,000.00	20,000.00	21,000.00	1,000.00	0.05
1-4-6163-3316 Internet Fees	730.18	503.73	850.00	850.00	850.00	0.00	0.00
1-4-6163-3325 Insurance	1,054.58	1,100.88	1,200.00	1,101.00	1,200.00	0.00	0.00
1-4-6163-3609 Rent	2,576.00	0.00	2,600.00	2,600.00	2,600.00	0.00	0.00
1-4-6163-3653 SOCAN	96.17	96.17	110.00	97.00	110.00	0.00	0.00
1-4-6163-3710 Telephone	1,166.72	863.85	1,320.00	1,320.00	1,320.00	0.00	0.00
1-4-6163-3882 Subsidies	24,437.19	0.00	0.00	0.00	0.00	0.00	0.00
Total St-Mathieu - Materials	**59,157.17**	**20,236.32**	**34,080.00**	**34,968.00**	**37,080.00**	**3,000.00**	**0.09**
St-Mathieu - Admin. Costs Dist.							
1-4-6168-8800 Daycare Administration Costs	44,500.00	44,500.00	44,500.00	44,500.00	44,500.00	0.00	0.00
Total St-Mathieu - Admin. Costs Dist.	**44,500.00**	**44,500.00**	**44,500.00**	**44,500.00**	**44,500.00**	**0.00**	**0.00**
Total EXPENSES	**700,183.86**	**543,804.35**	**704,459.00**	**702,061.00**	**742,212.00**	**37,753.00**	**0.05**
Total .	**-48,209.96**	**-54,294.76**	**-22,673.00**	**-18,480.00**	**-10,475.00**	**12,198.00**	**-0.54**
Total ST-MATHIEU	**-48,209.96**	**-54,294.76**	**-22,673.00**	**-18,480.00**	**-10,475.00**	**12,198.00**	**-0.54**
STE-FILICITE							
REVENUES							
Ste-Felicite - Revenues							
1-3-6170-0723 Frais généraux de fonctionnement	-62,348.00	-65,618.00	-44,421.00	-58,058.00	-44,421.00	0.00	0.00
1-3-6170-0725 Grant - Human Ressources - Canada	0.00	0.00	-1,400.00	0.00	-800.00	600.00	-0.43
1-3-6170-0730 Daycare Provincial Subsidy	-16,948.98	-29,300.07	-15,870.00	-15,870.00	-15,870.00	0.00	0.00
1-3-6170-0735 Other Grants - Daycare	-32,245.92	-2,400.50	0.00	-2,400.00	0.00	0.00	0.00
1-3-6170-0750 Daycare Nursery Charge	-346,230.28	-298,596.26	-367,633.00	-364,388.00	-383,642.00	-16,009.00	0.04
1-3-6170-0894 Admin. Charge - New Accounts	-570.00	-540.00	-400.00	-540.00	-600.00	-200.00	0.50
Total Ste-Felicite - Revenues	**-458,343.18**	**-396,454.83**	**-429,724.00**	**-441,256.00**	**-445,333.00**	**-15,609.00**	**0.04**
Total REVENUES	**-458,343.18**	**-396,454.83**	**-429,724.00**	**-441,256.00**	**-445,333.00**	**-15,609.00**	**0.04**
EXPENSES							
Ste-Felicite - Salaries & Ben.							
1-4-6171-1100 Regular Salaries	220,774.27	147,898.75	253,287.00	193,556.00	248,741.00	-4,546.00	-0.02
1-4-6171-1110 Accrued Sickleave & Vacation	2,008.71	361.21	2,533.00	523.00	2,487.00	-46.00	-0.02
1-4-6171-1120 Part-time Wages	111,884.19	84,250.33	79,043.00	107,208.00	80,426.00	1,383.00	0.02
1-4-6171-1130 Overtime Wages	5,426.02	900.78	1,000.00	1,289.00	1,000.00	0.00	0.00
1-4-6171-1210 E.H.T.	6,640.10	4,591.88	7,767.00	5,954.00	6,419.00	-1,348.00	-0.17
1-4-6171-1220 C.P.P.	15,538.66	11,212.40	17,637.00	14,637.00	14,525.00	-3,112.00	-0.18
1-4-6171-1230 E.I.	7,403.68	5,071.06	7,634.00	6,609.00	6,153.00	-1,481.00	-0.19
1-4-6171-1240 WSIB	3,865.97	2,311.06	3,784.00	3,008.00	8,032.00	4,248.00	1.12

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.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-6171-1250 OMERS	18,446.01	12,270.14	22,796.00	16,305.00	22,387.00	-409.00	-0.02
1-4-6171-1260 Group Insurance	28,972.16	19,195.01	30,553.00	24,492.00	34,876.00	4,323.00	0.14
Total Ste-Felicite - Salaries & Ben.	**420,959.77**	**288,062.62**	**426,034.00**	**373,581.00**	**425,046.00**	**-988.00**	**0.00**
Ste-Felicite - Materials							
1-4-6173-3070 Building Maintenance	1,594.29	395.29	1,500.00	1,000.00	1,500.00	0.00	0.00
1-4-6173-3185 Daycare Program Supplies	3,766.06	2,990.13	3,000.00	3,500.00	3,000.00	0.00	0.00
1-4-6173-3233 Field trips	2,293.06	2,705.84	3,500.00	3,500.00	3,500.00	0.00	0.00
1-4-6173-3235 Food Supplies	13,633.86	7,368.49	15,000.00	12,000.00	15,800.00	800.00	0.05
1-4-6173-3316 Internet Fees	618.26	503.73	850.00	850.00	850.00	0.00	0.00
1-4-6173-3325 Insurance	966.42	1,009.14	1,100.00	1,010.00	1,100.00	0.00	0.00
1-4-6173-3609 Rent	1,600.00	0.00	1,600.00	1,600.00	1,600.00	0.00	0.00
1-4-6173-3653 SOCAN	96.17	96.17	110.00	97.00	110.00	0.00	0.00
1-4-6173-3710 Telephone	1,124.82	846.10	1,320.00	1,320.00	1,320.00	0.00	0.00
1-4-6173-3882 Subsidies	15,404.61	0.00	0.00	0.00	0.00	0.00	0.00
Total Ste-Felicite - Materials	**41,097.55**	**15,914.89**	**27,980.00**	**24,877.00**	**28,780.00**	**800.00**	**0.03**
Ste-Felicite - Admin. Costs Dist.							
1-4-6178-8800 Daycare Administration Costs	54,200.00	54,200.00	54,200.00	54,200.00	54,200.00	0.00	0.00
Total Ste-Felicite - Admin. Costs Dist	**54,200.00**	**54,200.00**	**54,200.00**	**54,200.00**	**54,200.00**	**0.00**	**0.00**
Total EXPENSES	**516,257.32**	**358,177.51**	**508,214.00**	**452,658.00**	**508,026.00**	**-188.00**	**0.00**
Total .	**57,914.14**	**-38,277.32**	**78,490.00**	**11,402.00**	**62,693.00**	**-15,797.00**	**-0.20**
Total STE-FILICITE	**57,914.14**	**-38,277.32**	**78,490.00**	**11,402.00**	**62,693.00**	**-15,797.00**	**-0.20**
SACRE COEUR							
REVENUES							
Sacre Coeur - Bourget - Revenues							
1-3-6180-0723 Frais généraux de fonctionnement	-39,368.00	-39,368.00	-47,004.00	-39,368.00	-47,004.00	0.00	0.00
1-3-6180-0725 Grant - Human Ressources - Canada	0.00	0.00	-700.00	0.00	-500.00	200.00	-0.29
1-3-6180-0730 Daycare Provincial Subsidy	-33,601.96	-17,776.03	-36,471.00	-39,368.00	-36,471.00	0.00	0.00
1-3-6180-0735 Other Grants - Daycare	-23,132.65	-1,250.93	0.00	-1,250.00	0.00	0.00	0.00
1-3-6180-0750 Daycare Nursery Charge	-268,347.86	-252,975.16	-287,641.00	-299,629.00	-300,166.00	-12,525.00	0.04
1-3-6180-0894 Admin. Charge - New Accounts	-300.00	-180.00	-300.00	-300.00	-300.00	0.00	0.00
Total Sacre Coeur - Bourget - Revenues	**-364,750.47**	**-311,550.12**	**-372,116.00**	**-379,915.00**	**-384,441.00**	**-12,325.00**	**0.03**
Total REVENUES	**-364,750.47**	**-311,550.12**	**-372,116.00**	**-379,915.00**	**-384,441.00**	**-12,325.00**	**0.03**
EXPENSES							
Sacre-Coeur - Bourget - Salaries							
1-4-6181-1100 Regular Salaries	86,512.42	75,204.91	105,553.00	97,891.00	152,351.00	46,798.00	0.44
1-4-6181-1110 Accrued Sickleave & Vacation	6.75	0.00	1,056.00	0.00	1,524.00	468.00	0.44
1-4-6181-1120 Part-time Wages	100,723.33	72,115.34	97,383.00	94,234.00	99,087.00	1,704.00	0.02
1-4-6181-1130 Overtime Wages	2,447.86	1,279.47	0.00	1,692.00	0.00	0.00	0.00
1-4-6181-1210 E.H.T.	3,697.60	2,889.22	3,782.00	3,767.00	4,903.00	1,121.00	0.30

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1-4-6181-1220 C.P.P.	8,308.84	6,702.94	8,463.00	8,770.00	11,547.00	3,084.00	0.36
1-4-6181-1230 E.I.	4,139.42	3,158.46	3,717.00	4,136.00	4,700.00	983.00	0.26
1-4-6181-1240 WSIB	2,151.52	1,407.55	1,842.00	1,835.00	6,135.00	4,293.00	2.33
1-4-6181-1250 OMERS	7,870.57	6,807.45	9,500.00	8,852.00	13,712.00	4,212.00	0.44
1-4-6181-1260 Group Insurance	8,969.54	7,204.51	11,636.00	9,033.00	16,586.00	4,950.00	0.43
Total Sacre-Coeur - Bourget - Salaries	**224,827.85**	**176,769.85**	**242,932.00**	**230,210.00**	**310,545.00**	**67,613.00**	**0.28**
Sacre-Coeur - Bourget - Materials							
1-4-6183-3070 Building Maintenance	1,097.60	0.00	1,000.00	500.00	1,000.00	0.00	0.00
1-4-6183-3185 Daycare Program Supplies	3,259.93	2,796.65	3,500.00	3,500.00	3,500.00	0.00	0.00
1-4-6183-3233 Field Trips	3,015.21	2,398.81	3,500.00	3,500.00	3,500.00	0.00	0.00
1-4-6183-3235 Food Supplies	8,428.98	5,798.71	11,500.00	10,000.00	10,000.00	-1,500.00	-0.13
1-4-6183-3316 Internet Fees	876.28	654.75	900.00	900.00	900.00	0.00	0.00
1-4-6183-3325 Insurance	878.57	917.40	1,000.00	918.00	1,000.00	0.00	0.00
1-4-6183-3653 SOCAN	96.17	96.17	130.00	97.00	130.00	0.00	0.00
1-4-6183-3710 Telephone	2,113.79	1,652.24	2,300.00	2,300.00	2,300.00	0.00	0.00
1-4-6183-3882 Subsidies	14,164.30	0.00	0.00	0.00	0.00	0.00	0.00
Total Sacre-Coeur - Bourget - Material	**33,930.83**	**14,314.73**	**23,830.00**	**21,715.00**	**22,330.00**	**-1,500.00**	**-0.06**
Sacre-Coeur - Bourget - Admin. Cost Di							
1-4-6188-8800 Daycare Administration Costs	34,300.00	34,300.00	34,300.00	34,300.00	34,300.00	0.00	0.00
Total Sacre-Coeur - Bourget - Admin. C	**34,300.00**	**34,300.00**	**34,300.00**	**34,300.00**	**34,300.00**	**0.00**	**0.00**
Total EXPENSES	**293,058.68**	**225,384.58**	**301,062.00**	**286,225.00**	**367,175.00**	**66,113.00**	**0.22**
Total .	**-71,691.79**	**-86,165.54**	**-71,054.00**	**-93,690.00**	**-17,266.00**	**53,788.00**	**-0.76**
Total SACRE COEUR	**-71,691.79**	**-86,165.54**	**-71,054.00**	**-93,690.00**	**-17,266.00**	**53,788.00**	**-0.76**
ST-PASCAL							
REVENUES							
St-Pascal Daycare - Revenues							
1-3-6190-0723 Frais généraux de fonctionnement	-8,680.00	-8,680.00	-10,334.00	-8,680.00	-10,334.00	0.00	0.00
1-3-6190-0730 Daycare Provincial Subsidy	-5,211.58	0.00	-5,543.00	-5,543.00	-5,543.00	0.00	0.00
1-3-6190-0735 Other Grants - Daycare	-6,840.00	0.00	0.00	0.00	0.00	0.00	0.00
1-3-6190-0750 Daycare Nursery Charge	-48,305.62	-33,264.00	-51,765.00	-40,024.00	-54,019.00	-2,254.00	0.04
1-3-6190-0894 Admin. Charge - New Accounts	-90.00	0.00	-120.00	-60.00	-120.00	0.00	0.00
Total St-Pascal Daycare - Revenues	**-69,127.20**	**-41,944.00**	**-67,762.00**	**-54,307.00**	**-70,016.00**	**-2,254.00**	**0.03**
Total REVENUES	**-69,127.20**	**-41,944.00**	**-67,762.00**	**-54,307.00**	**-70,016.00**	**-2,254.00**	**0.03**
EXPENSES							
St-Pascal - Salaries & Benefits							
1-4-6191-1100 Regular Salaries	7,663.62	6,784.53	0.00	4,019.00	0.00	0.00	0.00
1-4-6191-1120 Part-time Wages	24,502.18	15,918.97	28,173.00	22,916.00	28,666.00	493.00	0.02
1-4-6191-1130 Overime Wages	128.25	0.00	0.00	0.00	0.00	0.00	0.00
1-4-6191-1210 E.H.T.	630.11	446.04	549.00	528.00	559.00	10.00	0.02

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-6191-1220 C.P.P.	1,413.96	1,067.49	1,080.00	1,258.00	1,137.00	57.00	0.05
1-4-6191-1230 E.I.	723.33	493.63	540.00	599.00	536.00	-4.00	-0.01
1-4-6191-1240 WSIB	328.78	217.33	268.00	258.00	699.00	431.00	1.61
1-4-6191-1250 OMERS	0.00	625.89	0.00	374.00	0.00	0.00	0.00
1-4-6191-1260 Group Insurance	743.90	947.56	0.00	516.00	0.00	0.00	0.00
Total St-Pascal - Salaries & Benefits	**36,134.13**	**26,501.44**	**30,610.00**	**30,468.00**	**31,597.00**	**987.00**	**0.03**
St-Pascal - Materials							
1-4-6193-3070 Building Maintenance	1,059.05	0.00	300.00	0.00	300.00	0.00	0.00
1-4-6193-3185 Daycare Program Supplies	1,170.39	724.22	6,000.00	1,500.00	1,500.00	-4,500.00	-0.75
1-4-6193-3235 Food Supplies	2,296.49	2,180.84	3,000.00	3,000.00	7,500.00	4,500.00	1.50
1-4-6193-3325 Insurance	175.71	183.48	200.00	184.00	200.00	0.00	0.00
1-4-6193-3653 SOCAN	96.17	96.17	0.00	97.00	0.00	0.00	0.00
1-4-6193-3882 Subsidies	2,201.34	0.00	0.00	0.00	0.00	0.00	0.00
Total St-Pascal - Materials	**6,999.15**	**3,184.71**	**9,500.00**	**4,781.00**	**9,500.00**	**0.00**	**0.00**
St-Pascal - Admin Costs Dist.							
1-4-6198-8800 Daycare Administration Costs	10,100.00	10,100.00	10,100.00	10,100.00	10,100.00	0.00	0.00
Total St-Pascal - Admin Costs Dist.	**10,100.00**	**10,100.00**	**10,100.00**	**10,100.00**	**10,100.00**	**0.00**	**0.00**
Total EXPENSES	**53,233.28**	**39,786.15**	**50,210.00**	**45,349.00**	**51,197.00**	**987.00**	**0.02**
Total .	**-15,893.92**	**-2,157.85**	**-17,552.00**	**-8,958.00**	**-18,819.00**	**-1,267.00**	**0.07**
Total ST-PASCAL	**-15,893.92**	**-2,157.85**	**-17,552.00**	**-8,958.00**	**-18,819.00**	**-1,267.00**	**0.07**
STE-TRINITE							
REVENUES							
Ste-Trinite - Day Care							
1-3-6200-0723 Frais généraux de fonctionnement	-140,866.00	-140,866.00	-167,385.00	-140,866.00	-167,385.00	0.00	0.00
1-3-6200-0725 Grant Human Ressources - Canada	-5,383.47	-480.00	-1,400.00	-500.00	-1,000.00	400.00	-0.29
1-3-6200-0730 Daycare Provincial Subsidy	-262,704.06	-196,006.15	-281,278.00	-281,278.00	-281,278.00	0.00	0.00
1-3-6200-0735 Other Grants - Daycare	-81,536.93	0.00	0.00	0.00	0.00	0.00	0.00
1-3-6200-0750 Daycare Nursery Charge	-1,193,777.72	-1,074,868.86	-1,276,798.00	-1,261,186.00	-1,332,396.00	-55,598.00	0.04
1-3-6200-0894 Admin. Charge - New Accounts	-1,110.00	-1,623.00	-1,800.00	-1,623.00	-1,800.00	0.00	0.00
Total Ste-Trinite - Day Care	**-1,685,378.18**	**-1,413,844.01**	**-1,728,661.00**	**-1,685,453.00**	**-1,783,859.00**	**-55,198.00**	**0.03**
Total REVENUES	**-1,685,378.18**	**-1,413,844.01**	**-1,728,661.00**	**-1,685,453.00**	**-1,783,859.00**	**-55,198.00**	**0.03**
EXPENSES							
Ste-Trinite - Salaries and Ben							
1-4-6201-1100 Regular Salaries	722,452.31	569,874.88	810,558.00	744,258.00	836,769.00	26,211.00	0.03
1-4-6201-1110 Accrued Sickleave & Vacation	7,257.46	0.00	8,006.00	0.00	8,368.00	362.00	0.05
1-4-6201-1120 Part-time Wages	421,880.95	333,823.37	351,963.00	438,620.00	358,122.00	6,159.00	0.02
1-4-6201-1130 Overtime Wages	12,504.20	9,003.98	4,500.00	10,765.00	4,500.00	0.00	0.00
1-4-6201-1210 E.H.T.	22,637.80	18,001.15	22,052.00	23,588.00	23,300.00	1,248.00	0.06
1-4-6201-1220 C.P.P.	51,188.80	41,778.57	50,995.00	55,096.00	55,185.00	4,190.00	0.08

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
.							
1-4-6201-1230 E.I.	25,122.24	19,617.52	21,562.00	25,974.00	21,980.00	418.00	0.02
1-4-6201-1240 WSIB	13,201.33	8,757.54	10,743.00	11,474.00	29,155.00	18,412.00	1.71
1-4-6201-1250 OMERS	55,562.67	48,067.25	72,225.00	62,628.00	76,107.00	3,882.00	0.05
1-4-6201-1260 Group Insurance	91,334.76	71,108.92	92,598.00	92,557.00	97,081.00	4,483.00	0.05
Total Ste-Trinite - Salaries and Ben	**1,423,142.52**	**1,120,033.18**	**1,445,202.00**	**1,464,960.00**	**1,510,567.00**	**65,365.00**	**0.05**
Ste-Trinite - Materials							
1-4-6203-3070 Building Maintenance	426.61	164.48	1,500.00	500.00	1,500.00	0.00	0.00
1-4-6203-3185 Daycare Program Supplies	12,432.62	8,622.88	8,500.00	10,000.00	12,000.00	3,500.00	0.41
1-4-6203-3233 Field Trips	5,917.41	6,146.94	7,000.00	7,000.00	7,000.00	0.00	0.00
1-4-6203-3235 Food Supplies	36,178.88	25,326.10	41,500.00	40,000.00	41,500.00	0.00	0.00
1-4-6203-3316 Internet Fees	796.71	595.26	850.00	850.00	850.00	0.00	0.00
1-4-6203-3325 Insurance - Buildings	1,317.85	1,376.10	1,500.00	1,377.00	1,500.00	0.00	0.00
1-4-6203-3609 Rent	2,632.00	0.00	3,000.00	3,000.00	3,000.00	0.00	0.00
1-4-6203-3653 SOCAN	94.51	94.51	110.00	95.00	110.00	0.00	0.00
1-4-6203-3710 Telephone	1,748.95	1,070.42	1,560.00	1,800.00	1,800.00	240.00	0.15
1-4-6203-3882 Subsidies	59,078.07	0.00	0.00	0.00	0.00	0.00	0.00
Total Ste-Trinite - Materials	**120,623.61**	**43,396.69**	**65,520.00**	**64,622.00**	**69,260.00**	**3,740.00**	**0.06**
Ste-Trinite - Contracted Services							
1-4-6204-8800 Daycare Administration Costs	185,500.00	185,500.00	185,500.00	185,500.00	185,500.00	0.00	0.00
Total Ste-Trinite - Contracted Service	**185,500.00**	**185,500.00**	**185,500.00**	**185,500.00**	**185,500.00**	**0.00**	**0.00**
Total EXPENSES	**1,729,266.13**	**1,348,929.87**	**1,696,222.00**	**1,715,082.00**	**1,765,327.00**	**69,105.00**	**0.04**
Total .	**43,887.95**	**-64,914.14**	**-32,439.00**	**29,629.00**	**-18,532.00**	**13,907.00**	**-0.43**
Total STE-TRINITE	**43,887.95**	**-64,914.14**	**-32,439.00**	**29,629.00**	**-18,532.00**	**13,907.00**	**-0.43**
SPECIAL NEEDS							
REVENUES							
Auxiliary Services - Revenues							
1-3-6220-0745 Grant - A.E.P.	-175,324.37	-104,713.08	-197,630.00	-146,000.00	-197,630.00	0.00	0.00
Total Auxiliary Services - Revenues	**-175,324.37**	**-104,713.08**	**-197,630.00**	**-146,000.00**	**-197,630.00**	**0.00**	**0.00**
Total REVENUES	**-175,324.37**	**-104,713.08**	**-197,630.00**	**-146,000.00**	**-197,630.00**	**0.00**	**0.00**
EXPENSES							
Auxiliary Services - Salaries & Ben.							
1-4-6221-1120 Part-time Wages	160,473.69	100,854.52	185,114.00	134,051.00	188,353.00	3,239.00	0.02
1-4-6221-1130 Overtime Wages	58.00	31.84	0.00	46.00	0.00	0.00	0.00
1-4-6221-1210 E.H.T.	3,120.25	1,967.38	3,610.00	2,615.00	3,673.00	63.00	0.02
1-4-6221-1220 C.P.P.	6,323.17	3,636.92	7,120.00	4,795.00	7,500.00	380.00	0.05
1-4-6221-1230 E.I.	3,715.51	2,288.04	3,548.00	3,041.00	3,521.00	-27.00	-0.01
1-4-6221-1240 WSIB	1,817.42	958.41	1,759.00	1,274.00	4,596.00	2,837.00	1.61
Total Auxiliary Services - Salaries &	**175,508.04**	**109,737.11**	**201,151.00**	**145,822.00**	**207,643.00**	**6,492.00**	**0.03**

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
Total EXPENSES	175,508.04	109,737.11	201,151.00	145,822.00	207,643.00	6,492.00	0.03
Total .	183.67	5,024.03	3,521.00	-178.00	10,013.00	6,492.00	1.84
Total SPECIAL NEEDS	183.67	5,024.03	3,521.00	-178.00	10,013.00	6,492.00	1.84
Total DAYCARE	40,835.25	-390,573.46	100,016.00	40,457.00	126,006.00	25,990.00	0.26

Cité de / City of Clarence-Rockland
Budget 2020

Sommaire transport en commun / Summary Transit

	FIN D'ANNÉE 2018 / 2018 YEAR END	BUDGET 2019 / 2019 BUDGET	BUDGET 2020 / 2020 BUDGET	VARIANCE $	VARIANCE %
Revenus / Revenues					
Transport en commun / Transit	1,264,199	772,730	10,600	-762,130	-98.6%
Revenu total / Total revenue	**$ 1,264,199**	**$ 772,730**	**$ 10,600**	**-$ 762,130**	**-98.6%**
Dépenses / Expenses					
Transport en commun / Transit	1,700,836	951,730	31,500	-920,230	-96.7%
Dépenses totales / Total expenses	**$ 1,700,836**	**$ 951,730**	**$ 31,500**	**-$ 920,230**	**-96.7%**
NET TRANSPORT EN COMMUN / TRANSIT	**$ 436,637**	**$ 179,000**	**$ 20,900**	**-$ 158,100**	**-88.3%**

Cité de / City of Clarence-Rockland
Budget 2020
Changements majeurs / Major Changes

Transport en commun / Public Transit

Objet de dépense /	Major object	Catégorie /	Description	Commentaires / Comments	Montant / Amount
1	Coûts d'opérations / Operating costs	Niveau de service / Service level	Revenus et dépenses / Revenues and expenses	Élimination du service, entretient des abri-bus et des stationnements seulement / Elimination of service, maintenance of bus shelters & parking lots - only	-153,700
2	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Frais administratifs / Administrative fees	Transfert / Transfer	-4,400
Total					-$ 158,100

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
TRANSIT							
TRANSIT							
REVENUES							
Transit							
1-3-3910-0617 Bus Shelter Publicity	-9,100.00	-6,500.00	-10,600.00	-9,300.00	-10,600.00	0.00	0.00
1-3-3910-0621 City Bus Publicity	-4,200.00	0.00	-4,000.00	0.00	0.00	4,000.00	-1.00
1-3-3910-0660 Transit Revenues - User Fees	-1,005,229.00	-566,473.75	-594,700.00	-569,233.00	0.00	594,700.00	-1.00
1-3-3910-0731 Provincial Subsidy	-245,670.00	-61,287.00	-163,430.00	-163,430.00	0.00	163,430.00	-1.00
Total Transit	**-1,264,199.00**	**-634,260.75**	**-772,730.00**	**-741,963.00**	**-10,600.00**	**762,130.00**	**-0.99**
Total REVENUES	**-1,264,199.00**	**-634,260.75**	**-772,730.00**	**-741,963.00**	**-10,600.00**	**762,130.00**	**-0.99**
EXPENSES							
Transit - Salaries & Ben.							
1-4-3911-1101 Indirect Salaries and Benefits	36,000.00	37,000.00	37,000.00	37,000.00	5,000.00	-32,000.00	-0.86
Total Transit - Salaries & Ben.	**36,000.00**	**37,000.00**	**37,000.00**	**37,000.00**	**5,000.00**	**-32,000.00**	**-0.86**
Transit - Materials							
1-4-3913-3005 Advertising	543.09	0.00	1,000.00	0.00	0.00	-1,000.00	-1.00
1-4-3913-3070 Maintenance	3,358.08	1,679.04	3,000.00	2,500.00	3,500.00	500.00	0.17
1-4-3913-3425 Materials	0.00	0.00	1,000.00	0.00	0.00	-1,000.00	-1.00
1-4-3913-3555 Printing	1,514.69	2,711.05	4,600.00	2,711.00	0.00	-4,600.00	-1.00
1-4-3913-3675 Supplies	23,863.60	8,069.85	6,400.00	7,950.00	3,000.00	-3,400.00	-0.53
Total Transit - Materials	**29,279.46**	**12,459.94**	**16,000.00**	**13,161.00**	**6,500.00**	**-9,500.00**	**-0.59**
Transit - Contracts							
1-4-3914-4200 Contracts - Bus	1,608,612.03	838,360.51	881,450.00	838,361.00	0.00	-881,450.00	-1.00
1-4-3914-4275 Contract - Snow	22,644.59	18,716.22	12,880.00	28,041.00	20,000.00	7,120.00	0.55
Total Transit - Contracts	**1,631,256.62**	**857,076.73**	**894,330.00**	**866,402.00**	**20,000.00**	**-874,330.00**	**-0.98**
Transit - Distribution							
1-4-3918-8900 Admin. Costs Dist. - P.S.	4,300.00	4,400.00	4,400.00	4,400.00	0.00	-4,400.00	-1.00
Total Transit - Distribution	**4,300.00**	**4,400.00**	**4,400.00**	**4,400.00**	**0.00**	**-4,400.00**	**-1.00**
Total EXPENSES	**1,700,836.08**	**910,936.67**	**951,730.00**	**920,963.00**	**31,500.00**	**-920,230.00**	**-0.97**
Total .	**436,637.08**	**276,675.92**	**179,000.00**	**179,000.00**	**20,900.00**	**-158,100.00**	**-0.88**
Total TRANSIT	**436,637.08**	**276,675.92**	**179,000.00**	**179,000.00**	**20,900.00**	**-158,100.00**	**-0.88**
Total TRANSIT	**436,637.08**	**276,675.92**	**179,000.00**	**179,000.00**	**20,900.00**	**-158,100.00**	**-0.88**

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Cité de / City of Clarence-Rockland
Budget 2020

Sommaire Bibliothèque publique / Summary Public Library

	FIN D'ANNÉE 2018 / 2018 YEAR END	BUDGET 2019 / 2019 BUDGET	BUDGET 2020 / 2020 BUDGET	VARIANCE $	VARIANCE %
Revenus / Revenues					
Revenus / Revenues	368,737	172,546	176,546	4,000	2.3%
Revenu total / Total revenue	**$ 368,737**	**$ 172,546**	**$ 176,546**	**$ 4,000**	**2.3%**
Dépenses / Expenses					
Salaires et bénéfices / Salaries and benefits	570,925	598,631	627,850	29,219	4.9%
Matériaux / Materials	488,677	241,571	250,880	9,309	3.9%
Contrats / Contracts	40,137	45,861	46,861	1,000	2.2%
Contribution aux réserves / Contribution to reserves	0	20,850	55,000	34,150	100.0%
Coûts d'administration / Admin. costs	10,900	11,100	11,300	200	1.8%
Dépenses totales / Total expenses	**$ 1,110,638**	**$ 918,013**	**$ 991,891**	**$ 73,878**	**8.0%**
NET	**$ 741,901**	**$ 745,467**	**$ 815,345**	**$ 69,878**	**9.4%**

Cité de / City of Clarence-Rockland
Budget 2020
Changements majeurs / Major Changes

Bibliothèque / Public Library

Objet de dépense / Major object		Catégorie /	Description	Commentaires / Comments	Montant / Amount
1	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Contribution à la réserve / Contribution to reserve	Augmentation contribution à la réserve pour financer les projets d'immobilisations / Increase contribution to reserve to fund capital projects	34,150
2	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Licences et renouvellements de logiciels / Software Licenses & Renewals	Augmentation des coûts / Cost increases	3,000
3	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Coûts des services internet / Internet Service Fees	Ajout de réseaux sans-fil - plan mensuel/ Add Hotspots - monthly plans	2,500
4	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Frais de poste et expédition / Postage, Freight, Express	Coupure provinciale, élimination des Services des bibliothèques de l'Ontario-Sud, service de livraison / Provincial cuts resulted in elimination of Southern Ontario Library Service delivery vans	1,750
5	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Matériel informatique / Computers - Hardware	Augmentation des coûts / Cost increases	1,000
6	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Entretien d'ordinateurs - contrats / Computers Maintenance - Contract	Augmentation des coûts / Cost increases	1,000
7	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Kilométrage et déplacements / Mileage/travel	Augmentation du coût selon la nouvelle entente collective / Mileage: cost per km increased per collective agreement	500
8	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Meubles de bureau / Furniture	Faire correspondre le montant à ce dont nous avons réellement besoin et aux augmentations de coûts / To bring the amount in line with what we actually require and cost increases	171
9	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Fournitures de bureau / Office supplies	Faire correspondre le montant à ce dont nous avons réellement besoin et aux augmentations de coûts / To bring the amount in line with what we actually require and cost increases	127
10	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Collection audiovisuelle / Audio Visual Collection	Faire correspondre le montant à ce dont nous avons réellement besoin et aux augmentations de coûts / To bring the amount in line with what we actually require and cost increases	100
11	Revenus / Revenues	Discrétionnaire / Discretionary	Frais d'évènements / Event fees	Pour ajuster aux chiffres réels / To adjust to actual	-250
12	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Publicité / Advertising	Réduit pour refléter les besoins / Reduce to match requirement	-500
13	Revenus / Revenues	Discrétionnaire / Discretionary	Vente de livres / Sale of books	Pour ajuster aux chiffres réels / To adjust to actual	-750
14	Revenus / Revenues	Discrétionnaire / Discretionary	Conseil Scolaire / Schoold Board	Augmentation - indice du prix à la consommation / Consumer price index increase	-3,000
15	Salaires et avantages sociaux / Salaries and benefits	Non discrétionnaire / Non-discretionary	Salaires et avantages sociaux / Salaries & benefits	Coût de la vie et augmentations / Cost of living increase	29,219
16	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Location de photocopieur / Lease Photocopier	Faire correspondre le montant à ce dont nous avons réellement besoin et aux augmentations de coûts / To bring the amount in line with what we actually require and cost increases	300
17	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Téléphone / Telephone	Faire correspondre le montant à ce dont nous avons réellement besoin et aux augmentations de coûts / To bring the amount in line with what we actually require and cost increases	200
18	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Augmentation des coûts administratifs / Admin cost increase	Coût de la vie et augmentations / Cost of living and increments	200
19	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Loyer - Bourget / Rent- Bourget	Selon le contrat / Per contract	161
20	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Dépenses des programmes / Program expenses	Le budget a été séparé en 2 catégories / Program budget split in two categories	8,000
21	Coûts d'opérations / Operating costs	Transfert interne / Internal transfer	Dépenses des programmes / Program expenses	Le budget a été séparé en 2 catégories / Program budget split in two categories	-8,000
Total					$ 69,878

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

LIBRARY FUND	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
PUBLIC LIBRARY							
PUBLIC LIBRARY							
REVENUES							
Library							
4-3-7150-0529 Event Fees Adult	-1,407.00	-1,066.15	-1,500.00	-1,500.00	-1,500.00	0.00	0.00
4-3-7150-0533 Event Fees Child & Teens	0.00	-347.00	0.00	-401.00	-250.00	-250.00	0.00
4-3-7150-0540 Ontario Grant	-24,268.00	0.00	-24,268.00	-24,268.00	-24,268.00	0.00	0.00
4-3-7150-0566 Other Income	-126.13	-18.96	-250.00	-250.00	-250.00	0.00	0.00
4-3-7150-0573 Photocopies	-3,432.60	-2,112.25	-3,500.00	-3,500.00	-3,500.00	0.00	0.00
4-3-7150-0574 Bus Passes - Sales	-180,924.00	-89,781.00	0.00	0.00	0.00	0.00	0.00
4-3-7150-0584 Contribution from Developpers	-18,651.60	0.00	-18,652.00	-18,652.00	-18,652.00	0.00	0.00
4-3-7150-0586 Contribution from School Board	-84,704.83	-86,331.53	-84,000.00	-84,000.00	-87,000.00	-3,000.00	0.04
4-3-7150-0734 Grant - Salary equity	-15,376.00	0.00	-15,376.00	-15,376.00	-15,376.00	0.00	0.00
4-3-7150-0736 Other grants	0.00	-1,066.45	0.00	-1,066.00	0.00	0.00	0.00
4-3-7150-0739 Seasonal employee - Grants	-11,300.00	-9,403.13	-11,000.00	-11,318.00	-11,000.00	0.00	0.00
4-3-7150-0777 Late Charges	-5,523.29	-3,338.31	-6,000.00	-4,500.00	-6,000.00	0.00	0.00
4-3-7150-0778 Membership	-963.00	-964.75	-1,000.00	-1,200.00	-1,000.00	0.00	0.00
4-3-7150-0779 Lost Document Charge	-1,270.17	-1,103.92	-1,000.00	-1,200.00	-1,000.00	0.00	0.00
4-3-7150-0781 Fund Raising	-15,913.47	-30.51	-2,000.00	-2,000.00	-2,000.00	0.00	0.00
4-3-7150-0783 Sale of Books	-543.00	-405.28	-1,000.00	-800.00	-1,750.00	-750.00	0.75
4-3-7150-0785 Donations	-3,889.39	-1,514.95	-1,500.00	-1,515.00	-1,500.00	0.00	0.00
4-3-7150-0795 Hall Rental	-445.00	-835.00	-1,500.00	-1,000.00	-1,500.00	0.00	0.00
Total Library	**-368,737.48**	**-198,319.19**	**-172,546.00**	**-172,546.00**	**-176,546.00**	**-4,000.00**	**0.02**
Total REVENUES	**-368,737.48**	**-198,319.19**	**-172,546.00**	**-172,546.00**	**-176,546.00**	**-4,000.00**	**0.02**
EXPENSES							
Library - Salaries and Benefits							
4-4-7151-1100 Regular Salaries	309,647.61	249,802.55	328,748.00	346,777.00	335,441.00	6,693.00	0.02
4-4-7151-1110 Accrued Sickleave & Vacation	5,405.60	-663.44	3,236.00	3,236.00	3,354.00	118.00	0.04
4-4-7151-1120 Part-time Wages	153,054.69	129,368.27	161,400.00	161,400.00	166,302.00	4,902.00	0.03
4-4-7151-1130 Overtime Wages	0.00	63.84	0.00	0.00	0.00	0.00	0.00
4-4-7151-1210 E.H.T.	9,059.47	7,426.84	9,457.00	9,457.00	9,784.00	327.00	0.03
4-4-7151-1220 C.P.P.	17,996.12	16,349.02	18,546.00	18,546.00	19,653.00	1,107.00	0.06
4-4-7151-1230 E.I.	9,361.75	7,890.88	8,987.00	8,987.00	9,125.00	138.00	0.02
4-4-7151-1240 WSIB	1,919.03	1,142.25	1,406.00	1,406.00	12,243.00	10,837.00	7.71
4-4-7151-1250 OMERS	32,613.39	28,451.60	32,039.00	32,039.00	34,842.00	2,803.00	0.09
4-4-7151-1260 Group Insurance	31,866.90	26,277.72	34,812.00	34,812.00	37,106.00	2,294.00	0.07
Total Library - Salaries and Benefits	**570,924.56**	**466,109.53**	**598,631.00**	**616,660.00**	**627,850.00**	**29,219.00**	**0.05**
Interest on Debt							
4-4-7152-2200 Interest on Debt	444.16	0.00	0.00	0.00	0.00	0.00	0.00
Total Interest on Debt	**444.16**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Library - Materials							
4-4-7153-3005 Advertising	3,370.06	1,823.10	5,999.75	4,500.00	5,500.00	-499.75	-0.08

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

LIBRARY FUND	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
4-4-7153-3022 Audio Visual Collection	4,498.20	5,296.20	5,500.00	5,500.00	5,600.00	100.00	0.02
4-4-7153-3025 Auditing	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	0.00	0.00
4-4-7153-3032 Bank Charges	326.77	-508.55	500.00	0.00	500.00	0.00	0.00
4-4-7153-3050 Books	55,216.75	26,134.29	58,000.00	58,000.00	58,000.00	0.00	0.00
4-4-7153-3093 Bindery and repairs	3,884.66	1,515.54	4,500.00	4,000.00	4,500.00	0.00	0.00
4-4-7153-3152 Computer	5,397.60	13,530.37	6,000.00	6,000.00	7,000.00	1,000.00	0.17
4-4-7153-3175 Course and Tuition Fees	4,881.66	2,349.18	5,500.00	4,500.00	5,500.00	0.00	0.00
4-4-7153-3239 Furniture	40,992.39	6,879.26	4,829.00	4,829.00	5,000.00	171.00	0.04
4-4-7153-3300 Hydro	36,859.79	13,760.78	40,000.00	37,000.00	40,000.00	0.00	0.00
4-4-7153-3316 Internet fees	1,904.98	1,270.11	2,500.00	2,000.00	5,000.00	2,500.00	1.00
4-4-7153-3325 Insurance - Building	7,506.48	7,838.27	8,544.00	7,838.00	8,544.00	0.00	0.00
4-4-7153-3355 Lease Photocopier	6,218.06	2,701.22	5,700.00	5,700.00	6,000.00	300.00	0.05
4-4-7153-3370 Legal Fees	2,415.00	0.00	5,000.00	0.00	5,000.00	0.00	0.00
4-4-7153-3435 Membership	1,134.10	400.00	2,000.00	2,000.00	2,000.00	0.00	0.00
4-4-7153-3450 Mileage	4,368.89	2,684.59	5,500.00	5,500.00	6,000.00	500.00	0.09
4-4-7153-3455 Miscellaneous	2,407.83	1,646.65	4,000.00	2,500.00	4,000.00	0.00	0.00
4-4-7153-3490 Natural Gas	8,461.67	5,029.83	15,000.00	12,000.00	15,000.00	0.00	0.00
4-4-7153-3500 Office Supplies	4,416.50	2,165.33	5,073.00	4,500.00	5,200.00	127.00	0.03
4-4-7153-3525 Periodicals	2,569.78	200.70	1,500.00	1,500.00	1,500.00	0.00	0.00
4-4-7153-3550 Postage	175.09	306.17	250.00	500.00	2,000.00	1,750.00	7.00
4-4-7153-3570 Program Expenses Adult	13,017.20	4,338.38	15,000.00	15,500.00	7,000.00	-8,000.00	-0.53
4-4-7153-3571 Program expenses Child & Teens	0.00	5,049.34	0.00	0.00	8,000.00	8,000.00	0.00
4-4-7153-3609 Rent	7,516.89	7,674.74	7,675.00	7,675.00	7,836.00	161.00	0.02
4-4-7153-3615 Repairs and Maintenance	713.75	0.00	1,500.00	500.00	1,500.00	0.00	0.00
4-4-7153-3651 Software Licences & Renewals	51,513.27	19,382.97	25,000.00	25,000.00	28,000.00	3,000.00	0.12
4-4-7153-3708 Bus Passes - City	180,924.00	85,518.00	0.00	0.00	0.00	0.00	0.00
4-4-7153-3710 Telephone	5,437.80	2,726.24	5,200.00	5,200.00	5,400.00	200.00	0.04
Total Library - Materials	**457,429.17**	**221,012.71**	**241,570.75**	**223,542.00**	**250,880.00**	**9,309.25**	**0.04**
Library - Contracts							
4-4-7154-4110 Contract - Computers Maintenance	8,156.90	5,399.29	9,000.00	9,000.00	10,000.00	1,000.00	0.11
4-4-7154-4180 Cleaning Contracts	31,980.00	18,936.45	36,861.00	36,861.00	36,861.00	0.00	0.00
Total Library - Contracts	**40,136.90**	**24,335.74**	**45,861.00**	**45,861.00**	**46,861.00**	**1,000.00**	**0.02**
Library - Amortization							
4-4-7156-6100 Amortization	30,803.40	0.00	0.00	0.00	0.00	0.00	0.00
Total Library - Amortization	**30,803.40**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Library - Transfers							
4-4-7157-7100 Contribution to Reserves	0.00	20,850.00	20,850.00	20,850.00	55,000.00	34,150.00	1.64
Total Library - Transfers	**0.00**	**20,850.00**	**20,850.00**	**20,850.00**	**55,000.00**	**34,150.00**	**1.64**
Library - Admin. Costs Dist.							
4-4-7158-8900 Admin. Costs Dist. - P.S.	10,900.00	11,100.00	11,100.00	11,100.00	11,300.00	200.00	0.02
Total Library - Admin. Costs Dist.	**10,900.00**	**11,100.00**	**11,100.00**	**11,100.00**	**11,300.00**	**200.00**	**0.02**

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

LIBRARY FUND	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
Total EXPENSES	1,110,638.19	743,407.98	918,012.75	918,013.00	991,891.00	73,878.25	0.08
Total LIBRARY FUND	741,900.71	545,088.79	745,466.75	745,467.00	815,345.00	69,878.25	0.09
Total PUBLIC LIBRARY	741,900.71	545,088.79	745,466.75	745,467.00	815,345.00	69,878.25	0.09
Total PUBLIC LIBRARY	741,900.71	545,088.79	745,466.75	745,467.00	815,345.00	69,878.25	0.09

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City of Clarence-Rockland

Taux Eau, égout et Déchets/ Water, Sewer and Waste Rates

	2019	2020	%
Water			
Fixed charge	$13.32	$13.85	4.00%
Consumption charge	1.3067	1.3328	2.00%
Sewer			
Fixed charge	$13.25	$13.78	4.00%
Consumption charge	1.7207	1.7551	2.00%
Waste			
Residential	$187.50	$187.50	0.00%
Commercial			
• Bags	$400.00	$400.00	0.00%
• Bins - minimum	$2,000.00	$2,225.00	11.25%
• Tonnage	$135.00	$150.00	11.11%

Cité de / City of Clarence-Rockland
Budget 2020

Sommaire Services d'eau / Summary Water Services

	FIN D'ANNÉE 2018 / 2018 YEAR END	BUDGET 2019 / 2019 BUDGET	BUDGET 2020 / 2020 BUDGET	VARIANCE $	VARIANCE %
Revenus/ Revenues					
Taux fixe / Fixed rate	1,143,758	1,207,329	1,269,858	62,529	5.2%
Taux mesurés au compteur / Metered rate	1,640,793	1,537,167	1,579,651	42,484	2.8%
Autres revenus / Other revenues	321,997	653,727	554,130	- 99,597	-15.2%
Revenu total / Total revenue	**$ 3,106,549**	**$ 3,398,223**	**$ 3,403,639**	**$ 5,416**	**0.2%**
Dépenses / Expenses					
Coûts d'opérations / Operating costs	2,973,878	3,172,422	3,208,734	36,312	1.1%
Contribution aux réserves / Contribution to reserves	583,576	225,801	194,905	- 30,896	-13.7%
Dépenses totales / Total expenses $	**3,557,454**	**$ 3,398,223**	**$ 3,403,639**	**$ 5,416**	**0.2%**
NET	**$ 450,905**	**$ -**	**$ -**	**$ -**	**0.0%**

Cité de / City of Clarence-Rockland
Budget 2020
Changements majeurs / Major Changes

Eau / Water

Objet de dépense /Major object		Catégorie / Category	Description	Commentaires / Comments	Montant / Amount
1	Revenus / Revenues	Discrétionnaire / Discretionary	Contribution de la réservce / Contribution from reserve	Pour enlever la contribution de la réserve pour financer le projet borne d'eau de 2019 / To remove additional contribution from reserve to finance the 2019 fire hydrant project	100,000
2	Revenus / Revenues	Transfert interne / Internal transfer	Amélioration local - Bouclage 2018 / Local improvement - 2018 Looping	Revenue de la redevance du bouclage d'eau d'aménagement local / Water looping local improvement revenue	-403
3	Frais d'utilisation / User fees	Discrétionnaire / Discretionary	Revenus dans les taux fixes / Fixed Rate Revenues	4% d'augmentation dans les taux fixes + nouvelles connections / 4% increase in fix rates + new connections	-62,529
4	Frais d'utilisation / User fees	Discrétionnaire / Discretionary	Revenus de taux variables / Metered Rate Revenues	2% d'augmentation dans les taux variables + nouvelles connections / 2% increase in metered rates + new connections	-42,484
5	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Dettes à long terme / Long term debt	Emprunt - Bouclage d'eau / Water looping long term debt	34,084
6	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Contrat - OCWA - Entretien de base / Contract - OCWA - Basic maintenance	Augmentation annuelle / Annual increase	17,925
8	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Ajustement du débit hors contrat / Flow adjust non-contracted	Augmentation annuelle / Annual increase	1,040
9	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Ajustement d'énergie hors contrat / Energy adjust non-contracted	Augmentation annuelle / Annual increase	455
10	Salaires et avantages sociaux / Salaries and benefits	Non discrétionnaire / Non-discretionary	Salaires et avantages sociaux / Salaries & Benefits	Augmentation du coût de la vie / Increase in cost of life	35,608
11	Salaires et avantages sociaux / Salaries and benefits	Discrétionnaire / Discretionary	Sur appel / On-Call	Localisation de service d'urgence apres les heurs de bureau / After hours emergency utility locates	36,200
12	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Bottes et vêtements / Boots & Clothing	Ajout au budget causé pour la nouvelle position / Addition to the budget caused by the new position	225
13	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Réparation d'équipement - Instruments de lecture / Equipment Repairs - Reading instruments	Remplacement des batteries: location camion, assurance, disposition batteries, autres / Battery replacement : truck rental, insurance, battery disposition, other	-45,000
14	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Assurances / Insurance	Ajout au budget en raison de nouvelle position / Addition to the budget following new position	200
15	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Téléphone / Telephone	Ajout au budget en raison de nouvelle position / Addition to the budget following new position	1,320
16	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Uniformes / Uniforms	Ajout au budget en raison de nouvelle position / Addition to the budget following new position	500
17	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Dépense véhicule / Vehicle Expenses	Ajout au budget en raison de nouvelle position / Addition to the budget following new position	1,000
18	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Contrat - OCWA - Entretien de base / Contract - OCWA - Basic maintenance	Augmentation annuelle / Annual increase	5,455

Cité de / City of Clarence-Rockland
Budget 2020
Changements majeurs / Major Changes

Eau / Water

Objet de dépense /	Major object	Catégorie / Category	Description	Commentaires / Comments	Montant / Amount
19	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Contrat - Réparations et entretien / Contract - Repairs & Maintenance	Réparations, entretien et reparations d'urgence / Repairs, Maintenance & emergency repairs	-56,500
20	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Contribution à la réserve / Contribution to reserve	Augmentation dans la contribution à la réserve pour balancer le budget / Increase in contribution to reserve to balance budget	-30,895
21	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Coûts administratifs / Admin. Costs Dist. - P.S.	Augmentation annuelle / Annual increase	3,800
Total					$ 0

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
WATER							
REVENUE							
REVENUES							
Water							
1-3-9100-0581 Contribution from Reserves	0.00	0.00	-100,000.00	0.00	0.00	100,000.00	-1.00
1-3-9100-0665 Works by Town	-21,688.62	-18,003.61	0.00	-18,004.00	0.00	0.00	0.00
1-3-9100-0735 Other Grants	0.00	-2,808.65	0.00	-2,809.00	0.00	0.00	0.00
1-3-9100-0879 2018 Water Looping LOC	0.00	-6,358.94	-22,424.00	-22,424.00	-22,827.00	-403.00	0.02
1-3-9100-0880 Fixed Rate	-1,143,758.27	-911,258.95	-1,207,329.00	-1,207,329.00	-1,269,858.00	-62,529.00	0.05
1-3-9100-0881 Flat Rate - Clarence	0.00	0.00	-134.00	-134.00	-134.00	0.00	0.00
1-3-9100-0885 Metered Rate Revenues	-1,640,793.08	-1,076,160.02	-1,537,167.00	-1,537,167.00	-1,579,651.00	-42,484.00	0.03
1-3-9100-0886 Interest	-14,021.82	-6,754.54	-12,000.00	-12,000.00	-12,000.00	0.00	0.00
1-3-9100-0887 Local Improvement - 2010 infrast.	-73,729.53	-190,678.60	-192,858.00	-186,692.00	-192,858.00	0.00	0.00
1-3-9100-0888 Local Improvements	-28,206.60	-28,206.60	-28,206.00	-28,206.00	-28,206.00	0.00	0.00
1-3-9100-0889 Local Improvements -Water Upgrade(2004)	-45,492.05	-247,000.74	-247,105.00	-247,105.00	-247,105.00	0.00	0.00
1-3-9100-0890 Sales of Meters	-73,972.43	-106,195.37	-30,000.00	-105,000.00	-30,000.00	0.00	0.00
1-3-9100-0892 Water Re-connecting Charge	-1,947.06	-393.27	-500.00	-500.00	-500.00	0.00	0.00
1-3-9100-0893 Admin. Charge - Final Reading	-16,149.32	-13,795.72	-5,500.00	-14,000.00	-5,500.00	0.00	0.00
1-3-9100-0894 Admin. Charge - New Accounts	-31,845.00	-22,965.00	-10,000.00	-25,000.00	-10,000.00	0.00	0.00
1-3-9100-0896 Overdue Account Charge	-14,945.00	-14,230.00	-5,000.00	-14,500.00	-5,000.00	0.00	0.00
Total Water	**-3,106,548.78**	**-2,644,810.01**	**-3,398,223.00**	**-3,420,870.00**	**-3,403,639.00**	**-5,416.00**	**0.00**
Total REVENUES	**-3,106,548.78**	**-2,644,810.01**	**-3,398,223.00**	**-3,420,870.00**	**-3,403,639.00**	**-5,416.00**	**0.00**
Total .	**-3,106,548.78**	**-2,644,810.01**	**-3,398,223.00**	**-3,420,870.00**	**-3,403,639.00**	**-5,416.00**	**0.00**
Total REVENUE	**-3,106,548.78**	**-2,644,810.01**	**-3,398,223.00**	**-3,420,870.00**	**-3,403,639.00**	**-5,416.00**	**0.00**
EXPENSES							
EXPENSES							
Water							
1-4-9100-3666 Water studies	9,239.52	0.00	0.00	0.00	0.00	0.00	0.00
Total Water	**9,239.52**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Water Treatment - Interest on Debt							
1-4-9112-2100 Principal pmt on Debt	0.00	61,966.81	124,848.00	124,848.00	128,558.00	3,710.00	0.03
1-4-9112-2200 Interest on Debt	25,063.99	11,903.15	22,892.00	22,892.00	19,182.00	-3,710.00	-0.16
Total Water Treatment - Interest on De	**25,063.99**	**73,869.96**	**147,740.00**	**147,740.00**	**147,740.00**	**0.00**	**0.00**
Water Treatment - Materials							
1-4-9113-3260 Grants-in-lieu	16,283.42	0.00	21,500.00	21,500.00	21,500.00	0.00	0.00
Total Water Treatment - Materials	**16,283.42**	**0.00**	**21,500.00**	**21,500.00**	**21,500.00**	**0.00**	**0.00**
Water Treatment - Contracted Services							
1-4-9114-4610 Contract - OCWA - Basic Maintenance	564,694.24	386,138.15	581,236.00	581,236.00	599,161.00	17,925.00	0.03
1-4-9114-4620 Contract - OCWA - Repairs & Maintenance	60,046.51	13,174.73	75,000.00	75,000.00	75,000.00	0.00	0.00

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-9114-9078 Flow Adjust Hors Contract	0.00	0.00	41,616.00	41,616.00	42,656.00	1,040.00	0.02
1-4-9114-9079 Energy Adjust Hors Contract	0.00	0.00	18,207.00	18,207.00	18,662.00	455.00	0.02
Total Water Treatment - Contracted Ser	**624,740.75**	**399,312.88**	**716,059.00**	**716,059.00**	**735,479.00**	**19,420.00**	**0.03**
Water Treatment - Amortization							
1-4-9116-6100 Amortization	174,563.72	0.00	0.00	0.00	0.00	0.00	0.00
Total Water Treatment - Amortization	**174,563.72**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Water Distribution - Salaries & Benefi							
1-4-9121-1100 Regular Salaries	97,841.00	106,277.24	160,653.00	160,653.00	182,462.00	21,809.00	0.14
1-4-9121-1101 Indirect Salaries and Benefits	216,934.00	229,434.00	229,434.00	229,434.00	265,258.00	35,824.00	0.16
1-4-9121-1103 Indirect Salaries and Benefits	-59,342.00	-63,747.00	-63,747.00	-63,747.00	-64,736.00	-989.00	0.02
1-4-9121-1110 Accrued Sickleave & Vacation	643.89	0.00	957.00	957.00	1,463.00	506.00	0.53
1-4-9121-1120 Part-time Wages	35,516.20	1,772.43	0.00	0.00	0.00	0.00	0.00
1-4-9121-1130 Overtime Wages	1,753.71	2,045.69	3,000.00	3,000.00	3,000.00	0.00	0.00
1-4-9121-1210 E.H.T.	2,664.22	2,143.25	2,284.00	2,284.00	2,852.00	568.00	0.25
1-4-9121-1220 C.P.P.	6,325.93	5,209.02	5,439.00	5,439.00	7,128.00	1,689.00	0.31
1-4-9121-1230 E.I.	2,957.05	2,284.58	2,245.00	2,245.00	2,734.00	489.00	0.22
1-4-9121-1240 WSIB	4,895.11	3,462.24	3,690.00	3,690.00	3,569.00	-121.00	-0.03
1-4-9121-1250 OMERS	8,518.66	8,644.58	8,609.00	8,609.00	13,164.00	4,555.00	0.53
1-4-9121-1260 Group Insurance	10,259.78	9,665.11	11,043.00	11,043.00	18,521.00	7,478.00	0.68
Total Water Distribution - Salaries &	**328,967.55**	**307,191.14**	**363,607.00**	**363,607.00**	**435,415.00**	**71,808.00**	**0.20**
Water Distribution - Interest on Debt							
1-4-9122-2100 Principal pmt on Debt	0.00	405,804.19	384,052.00	405,804.00	396,062.00	12,010.00	0.03
1-4-9122-2200 Interest on Debt	131,261.28	139,391.92	127,076.00	139,392.00	115,068.00	-12,008.00	-0.09
Total Water Distribution - Interest on	**131,261.28**	**545,196.11**	**511,128.00**	**545,196.00**	**511,130.00**	**2.00**	**0.00**
Water Distribution - Materials							
1-4-9123-3005 Advertising	531.19	0.00	0.00	0.00	0.00	0.00	0.00
1-4-9123-3025 Auditing	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00	0.00
1-4-9123-3060 Boots & Clothing	0.00	0.00	225.00	225.00	450.00	225.00	1.00
1-4-9123-3160 Conference and Convention Fees	0.00	0.00	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-9123-3220 Equipment Repairs - Reading instruments	373.73	40.86	270,000.00	270,000.00	225,000.00	-45,000.00	-0.17
1-4-9123-3260 Grants-in-Lieu	6,450.95	0.00	9,600.00	9,600.00	9,600.00	0.00	0.00
1-4-9123-3300 Hydro	4,116.03	1,967.88	9,000.00	9,000.00	9,000.00	0.00	0.00
1-4-9123-3320 Insurance - Vehicles	183.90	176.06	200.00	176.00	400.00	200.00	1.00
1-4-9123-3325 Insurance	30,749.86	32,109.01	35,000.00	32,109.00	35,000.00	0.00	0.00
1-4-9123-3370 Legal Fees	0.00	865.47	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-9123-3390 Liability Claims	0.00	0.00	25,000.00	25,000.00	25,000.00	0.00	0.00
1-4-9123-3435 Membership	0.00	0.00	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-9123-3445 Meters	107,873.54	64,224.44	35,000.00	65,000.00	35,000.00	0.00	0.00
1-4-9123-3450 Mileage	66.50	131.12	100.00	150.00	100.00	0.00	0.00
1-4-9123-3500 Office Supplies	686.16	163.18	500.00	500.00	500.00	0.00	0.00
1-4-9123-3577 Program modification	15,287.42	72.17	19,000.00	19,000.00	19,000.00	0.00	0.00
1-4-9123-3675 Supplies	18,669.30	5,727.64	22,870.00	22,870.00	22,870.00	0.00	0.00
1-4-9123-3690 Water Bills Processing	16,999.38	11,099.43	22,000.00	22,000.00	22,000.00	0.00	0.00

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
WATER							
REVENUE							
REVENUES							
Water							
1-3-9100-0581 Contribution from Reserves	0.00	0.00	-100,000.00	0.00	0.00	100,000.00	-1.00
1-3-9100-0665 Works by Town	-21,688.62	-18,003.61	0.00	-18,004.00	0.00	0.00	0.00
1-3-9100-0735 Other Grants	0.00	-2,808.65	0.00	-2,809.00	0.00	0.00	0.00
1-3-9100-0879 2018 Water Looping LOC	0.00	-6,358.94	-22,424.00	-22,424.00	-22,827.00	-403.00	0.02
1-3-9100-0880 Fixed Rate	-1,143,758.27	-911,258.95	-1,207,329.00	-1,207,329.00	-1,269,858.00	-62,529.00	0.05
1-3-9100-0881 Flat Rate - Clarence	0.00	0.00	-134.00	-134.00	-134.00	0.00	0.00
1-3-9100-0885 Metered Rate Revenues	-1,640,793.08	-1,076,160.02	-1,537,167.00	-1,537,167.00	-1,579,651.00	-42,484.00	0.03
1-3-9100-0886 Interest	-14,021.82	-6,754.54	-12,000.00	-12,000.00	-12,000.00	0.00	0.00
1-3-9100-0887 Local Improvement - 2010 infrast.	-73,729.53	-190,678.60	-192,858.00	-186,692.00	-192,858.00	0.00	0.00
1-3-9100-0888 Local Improvements	-28,206.60	-28,206.60	-28,206.00	-28,206.00	-28,206.00	0.00	0.00
1-3-9100-0889 Local Improvements -Water Upgrade(2004)	-45,492.05	-247,000.74	-247,105.00	-247,105.00	-247,105.00	0.00	0.00
1-3-9100-0890 Sales of Meters	-73,972.43	-106,195.37	-30,000.00	-105,000.00	-30,000.00	0.00	0.00
1-3-9100-0892 Water Re-connecting Charge	-1,947.06	-393.27	-500.00	-500.00	-500.00	0.00	0.00
1-3-9100-0893 Admin. Charge - Final Reading	-16,149.32	-13,795.72	-5,500.00	-14,000.00	-5,500.00	0.00	0.00
1-3-9100-0894 Admin. Charge - New Accounts	-31,845.00	-22,965.00	-10,000.00	-25,000.00	-10,000.00	0.00	0.00
1-3-9100-0896 Overdue Account Charge	-14,945.00	-14,230.00	-5,000.00	-14,500.00	-5,000.00	0.00	0.00
Total Water	**-3,106,548.78**	**-2,644,810.01**	**-3,398,223.00**	**-3,420,870.00**	**-3,403,639.00**	**-5,416.00**	**0.00**
Total REVENUES	**-3,106,548.78**	**-2,644,810.01**	**-3,398,223.00**	**-3,420,870.00**	**-3,403,639.00**	**-5,416.00**	**0.00**
Total .	**-3,106,548.78**	**-2,644,810.01**	**-3,398,223.00**	**-3,420,870.00**	**-3,403,639.00**	**-5,416.00**	**0.00**
Total REVENUE	**-3,106,548.78**	**-2,644,810.01**	**-3,398,223.00**	**-3,420,870.00**	**-3,403,639.00**	**-5,416.00**	**0.00**
EXPENSES							
EXPENSES							
Water							
1-4-9100-3666 Water studies	9,239.52	0.00	0.00	0.00	0.00	0.00	0.00
Total Water	**9,239.52**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Water Treatment - Interest on Debt							
1-4-9112-2100 Principal pmt on Debt	0.00	61,966.81	124,848.00	124,848.00	128,558.00	3,710.00	0.03
1-4-9112-2200 Interest on Debt	25,063.99	11,903.15	22,892.00	22,892.00	19,182.00	-3,710.00	-0.16
Total Water Treatment - Interest on De	**25,063.99**	**73,869.96**	**147,740.00**	**147,740.00**	**147,740.00**	**0.00**	**0.00**
Water Treatment - Materials							
1-4-9113-3260 Grants-in-lieu	16,283.42	0.00	21,500.00	21,500.00	21,500.00	0.00	0.00
Total Water Treatment - Materials	**16,283.42**	**0.00**	**21,500.00**	**21,500.00**	**21,500.00**	**0.00**	**0.00**
Water Treatment - Contracted Services							
1-4-9114-4610 Contract - OCWA - Basic Maintenance	564,694.24	386,138.15	581,236.00	581,236.00	599,161.00	17,925.00	0.03
1-4-9114-4620 Contract - OCWA - Repairs & Maintenance	60,046.51	13,174.73	75,000.00	75,000.00	75,000.00	0.00	0.00

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-9114-9078 Flow Adjust Hors Contract	0.00	0.00	41,616.00	41,616.00	42,656.00	1,040.00	0.02
1-4-9114-9079 Energy Adjust Hors Contract	0.00	0.00	18,207.00	18,207.00	18,662.00	455.00	0.02
Total Water Treatment - Contracted Ser	**624,740.75**	**399,312.88**	**716,059.00**	**716,059.00**	**735,479.00**	**19,420.00**	**0.03**
Water Treatment - Amortization							
1-4-9116-6100 Amortization	174,563.72	0.00	0.00	0.00	0.00	0.00	0.00
Total Water Treatment - Amortization	**174,563.72**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Water Distribution - Salaries & Benefi							
1-4-9121-1100 Regular Salaries	97,841.00	106,277.24	160,653.00	160,653.00	182,462.00	21,809.00	0.14
1-4-9121-1101 Indirect Salaries and Benefits	216,934.00	229,434.00	229,434.00	229,434.00	265,258.00	35,824.00	0.16
1-4-9121-1103 Indirect Salaries and Benefits	-59,342.00	-63,747.00	-63,747.00	-63,747.00	-64,736.00	-989.00	0.02
1-4-9121-1110 Accrued Sickleave & Vacation	643.89	0.00	957.00	957.00	1,463.00	506.00	0.53
1-4-9121-1120 Part-time Wages	35,516.20	1,772.43	0.00	0.00	0.00	0.00	0.00
1-4-9121-1130 Overtime Wages	1,753.71	2,045.69	3,000.00	3,000.00	3,000.00	0.00	0.00
1-4-9121-1210 E.H.T.	2,664.22	2,143.25	2,284.00	2,284.00	2,852.00	568.00	0.25
1-4-9121-1220 C.P.P.	6,325.93	5,209.02	5,439.00	5,439.00	7,128.00	1,689.00	0.31
1-4-9121-1230 E.I.	2,957.05	2,284.58	2,245.00	2,245.00	2,734.00	489.00	0.22
1-4-9121-1240 WSIB	4,895.11	3,462.24	3,690.00	3,690.00	3,569.00	-121.00	-0.03
1-4-9121-1250 OMERS	8,518.66	8,644.58	8,609.00	8,609.00	13,164.00	4,555.00	0.53
1-4-9121-1260 Group Insurance	10,259.78	9,665.11	11,043.00	11,043.00	18,521.00	7,478.00	0.68
Total Water Distribution - Salaries &	**328,967.55**	**307,191.14**	**363,607.00**	**363,607.00**	**435,415.00**	**71,808.00**	**0.20**
Water Distribution - Interest on Debt							
1-4-9122-2100 Principal pmt on Debt	0.00	405,804.19	384,052.00	405,804.00	396,062.00	12,010.00	0.03
1-4-9122-2200 Interest on Debt	131,261.28	139,391.92	127,076.00	139,392.00	115,068.00	-12,008.00	-0.09
Total Water Distribution - Interest on	**131,261.28**	**545,196.11**	**511,128.00**	**545,196.00**	**511,130.00**	**2.00**	**0.00**
Water Distribution - Materials							
1-4-9123-3005 Advertising	531.19	0.00	0.00	0.00	0.00	0.00	0.00
1-4-9123-3025 Auditing	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00	0.00
1-4-9123-3060 Boots & Clothing	0.00	0.00	225.00	225.00	450.00	225.00	1.00
1-4-9123-3160 Conference and Convention Fees	0.00	0.00	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-9123-3220 Equipment Repairs - Reading instruments	373.73	40.86	270,000.00	270,000.00	225,000.00	-45,000.00	-0.17
1-4-9123-3260 Grants-in-Lieu	6,450.95	0.00	9,600.00	9,600.00	9,600.00	0.00	0.00
1-4-9123-3300 Hydro	4,116.03	1,967.88	9,000.00	9,000.00	9,000.00	0.00	0.00
1-4-9123-3320 Insurance - Vehicles	183.90	176.06	200.00	176.00	400.00	200.00	1.00
1-4-9123-3325 Insurance	30,749.86	32,109.01	35,000.00	32,109.00	35,000.00	0.00	0.00
1-4-9123-3370 Legal Fees	0.00	865.47	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-9123-3390 Liability Claims	0.00	0.00	25,000.00	25,000.00	25,000.00	0.00	0.00
1-4-9123-3435 Membership	0.00	0.00	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-9123-3445 Meters	107,873.54	64,224.44	35,000.00	65,000.00	35,000.00	0.00	0.00
1-4-9123-3450 Mileage	66.50	131.12	100.00	150.00	100.00	0.00	0.00
1-4-9123-3500 Office Supplies	686.16	163.18	500.00	500.00	500.00	0.00	0.00
1-4-9123-3577 Program modification	15,287.42	72.17	19,000.00	19,000.00	19,000.00	0.00	0.00
1-4-9123-3675 Supplies	18,669.30	5,727.64	22,870.00	22,870.00	22,870.00	0.00	0.00
1-4-9123-3690 Water Bills Processing	16,999.38	11,099.43	22,000.00	22,000.00	22,000.00	0.00	0.00

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-9123-3710 Telephone	553.47	673.85	660.00	660.00	1,980.00	1,320.00	2.00
1-4-9123-3743 Training	0.00	817.74	4,000.00	1,500.00	4,000.00	0.00	0.00
1-4-9123-3755 Uniforms	0.00	656.45	500.00	700.00	1,000.00	500.00	1.00
1-4-9123-3772 Vehicle Expenses	3,000.00	3,000.00	3,000.00	3,000.00	4,000.00	1,000.00	0.33
Total Water Distribution - Materials	**209,541.43**	**125,725.30**	**463,655.00**	**488,490.00**	**421,900.00**	**-41,755.00**	**-0.09**
Water Distribution - Contracts							
1-4-9124-4201 Contracts -Others	25,707.14	4,406.40	25,000.00	5,000.00	25,000.00	0.00	0.00
1-4-9124-4610 Contract - OCWA - Basic Maintenance	172,028.96	117,633.44	176,160.00	176,160.00	181,615.00	5,455.00	0.03
1-4-9124-4620 Contract - Repairs & Maintenance	153,143.89	125,847.34	366,500.00	366,500.00	310,000.00	-56,500.00	-0.15
Total Water Distribution - Contracts	**350,879.99**	**247,887.18**	**567,660.00**	**547,660.00**	**516,615.00**	**-51,045.00**	**-0.09**
Water Distribution - Amortization							
1-4-9126-6100 Amortization	900,176.38	0.00	0.00	0.00	0.00	0.00	0.00
Total Water Distribution - Amortizatio	**900,176.38**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Water Distribution - Transfers							
1-4-9127-7100 Contribution to Reserves	583,576.00	225,801.00	225,801.00	225,801.00	194,905.00	-30,896.00	-0.14
Total Water Distribution - Transfers	**583,576.00**	**225,801.00**	**225,801.00**	**225,801.00**	**194,905.00**	**-30,896.00**	**-0.14**
Water Distribution - Distribution							
1-4-9128-2100 2018 Debenture 20yrs - Principal	0.00	6,867.11	13,826.00	13,826.00	14,295.00	469.00	0.03
1-4-9128-2200 2018 Debenture 20yrs - Interest	8,485.91	6,309.19	12,481.00	12,481.00	12,011.00	-470.00	-0.04
1-4-9128-8900 Admin. Costs Dist. - P.S.	186,900.00	190,600.00	190,600.00	190,600.00	194,400.00	3,800.00	0.02
Total Water Distribution - Distributio	**195,385.91**	**203,776.30**	**216,907.00**	**216,907.00**	**220,706.00**	**3,799.00**	**0.02**
Water Distribution - Program Support							
1-4-9129-2100 2019 New loan	0.00	0.00	43,830.00	43,830.00	79,300.00	35,470.00	0.81
1-4-9129-2200 2019 New loan	0.00	0.00	50,512.00	50,512.00	48,722.00	-1,790.00	-0.04
Total Water Distribution - Program Sup	**0.00**	**0.00**	**94,342.00**	**94,342.00**	**128,022.00**	**33,680.00**	**0.36**
Watermain Repairs							
1-4-9130-2100 2019 New loan	0.00	0.00	11,054.00	11,054.00	11,658.00	604.00	0.05
1-4-9130-2200 2019 New loan	0.00	0.00	11,370.00	11,370.00	11,169.00	-201.00	-0.02
Total Watermain Repairs	**0.00**	**0.00**	**22,424.00**	**22,424.00**	**22,827.00**	**403.00**	**0.02**
Watermain Repairs - Salaries & Benefit							
1-4-9131-1100 Regular Salaries	3,033.54	2,647.34	0.00	0.00	0.00	0.00	0.00
1-4-9131-1130 Overtime Wages	2,069.55	1,226.57	0.00	0.00	0.00	0.00	0.00
1-4-9131-1210 E.H.T.	98.70	75.80	0.00	0.00	0.00	0.00	0.00
1-4-9131-1220 C.P.P.	220.61	167.37	0.00	0.00	0.00	0.00	0.00
1-4-9131-1230 E.I.	92.15	66.47	0.00	0.00	0.00	0.00	0.00
1-4-9131-1240 WSIB	158.56	121.95	0.00	0.00	0.00	0.00	0.00
1-4-9131-1250 OMERS	185.01	242.62	0.00	0.00	0.00	0.00	0.00
1-4-9131-1260 Group Insurance	215.76	334.99	0.00	0.00	0.00	0.00	0.00
1-4-9131-8100 Labour Distribution	0.00	0.00	45,700.00	6,000.00	45,700.00	0.00	0.00

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
Total Watermain Repairs - Salaries & B	**6,073.88**	**4,883.11**	**45,700.00**	**6,000.00**	**45,700.00**	**0.00**	**0.00**
Watermain Repairs - Distribution							
1-4-9138-8400 Equipment (Town Machinery)	1,700.00	1,700.00	1,700.00	1,700.00	1,700.00	0.00	0.00
Total Watermain Repairs - Distribution	**1,700.00**	**1,700.00**	**1,700.00**	**1,700.00**	**1,700.00**	**0.00**	**0.00**
Total EXPENSES	**3,557,453.82**	**2,135,342.98**	**3,398,223.00**	**3,397,426.00**	**3,403,639.00**	**5,416.00**	**0.00**
Total .	**3,557,453.82**	**2,135,342.98**	**3,398,223.00**	**3,397,426.00**	**3,403,639.00**	**5,416.00**	**0.00**
Total EXPENSES	**3,557,453.82**	**2,135,342.98**	**3,398,223.00**	**3,397,426.00**	**3,403,639.00**	**5,416.00**	**0.00**
Total WATER	**450,905.04**	**-509,467.03**	**0.00**	**-23,444.00**	**0.00**	**0.00**	**0.00**

Cité de / City of Clarence-Rockland
Budget 2020

Sommaire Services d'égout / Summary Sewer Services

	FIN D'ANNÉE 2018 / 2018 YEAR END	BUDGET 2019 / 2019 BUDGET	BUDGET 2020 / 2020 BUDGET	VARIANCE $	VARIANCE %
Revenus / Revenues					
Taux fixe / Fixed rate	836,752	879,085	914,275	35,190	4.0%
Taux mesurés au compteur / Metered rate	1,532,915	1,492,603	1,530,849	38,246	2.6%
Autres revenus/ Other revenues	93,864	36,086	36,086	-	0.0%
Revenu total / Total revenue	**$ 2,463,530**	**$ 2,407,774**	**$ 2,481,210**	**$ 73,436**	**3.0%**
Dépenses / Expenses					
Coûts d'opérations / Operating costs	1,897,054	2,041,574	2,132,004	90,430	4.4%
Contribution aux réserves / Contribution to reserves	618,335	366,200	349,206	- 16,994	-4.6%
Dépenses totales / Total expenses	**$ 2,515,389**	**$ 2,407,774**	**$ 2,481,210**	**$ 73,436**	**3.0%**
NET	**$ 51,859**	**$ -**	**$ -**	**$ -**	**0.0%**

Cité de / City of Clarence-Rockland
Budget 2020
Changements majeurs / Major Changes

Égoûts/ Sewer

Objet de dépense /	Major object	Catégorie / Category	Description	Commentaires / Comments	Montant / Amount
1	Frais d'utilisation / User fees	Discrétionnaire / Discretionary	Revenus de taux variables / Metered Rate Revenues	4% d'augmentation dans les taux fixes + nouvelles connections / 4% increase in fix rates + new connections	-35,190
2	Frais d'utilisation / User fees	Discrétionnaire / Discretionary	Revenus à taux fixe / Fixed Rate Revenues	2% d'augmentation dans les taux variables + nouvelles connections / 2% increase in metered rates + new connections	-38,246
4	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Contrat - OCWA - Entretien de base / Contract - OCWA - Basic maintenance	Augmentation annuelle / Annual increase	7,509
5	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Contrat - Réparations et entretien / Contract - Repairs & Maintenance	Augmentation annuelle / Annual increase	2,500
6	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Contribution à la réserve / Contribution to reserve	Diminution dans la contribution à la réserve pour balancer le budget / Decrease in contribution to reserve to balance budget	-16,994
7	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Coût administratifs / Admin. Costs Dist. - P.S.	Augmentation annuelle / Annual increase	1,800
8	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Contrat - OCWA - Entretien de base / Contract - OCWA - Basic maintenance	Augmentation annuelle / Annual increase	16,893
9	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Contrat - Réparations et entretien / Contract - Repairs & Maintenance	Réparations, entretien et reparations d'urgence / Repairs, Maintenance & emergency repairs	-95,400
10	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Ajustement du débit hors contrat / Flow adjustment non-contracted	Augmentation annuelle / Annual increase	1,020
	Salaires et avantages sociaux / Salaries and benefits	Non discrétionnaire / Non-discretionary	Salaires et avantages sociaux / Salaries & Benefits	Augmentation du coût de la vie / Increase in cost of life	36,813
11	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Ajustement d'énergie hors contrat / Energy adjustment non-contracted	Augmentation annuelle / Annual increase	446
12	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Dettes à long terme / Long term debt	Système de dégrillage 2019 paiements sur la dette (3/4) / 2019 Screening system debt payments (3/4)	118,849
Total					-$ 0

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
SEWER							
REVENUE							
REVENUES							
Sewers - Rockland							
1-3-9300-0581 Contribution from Reserves	-51,477.62	-30,000.00	0.00	-30,000.00	0.00	0.00	0.00
1-3-9300-0665 Works by Town	-6,269.17	0.00	0.00	0.00	0.00	0.00	0.00
1-3-9300-0880 Fixed Rate	-836,751.57	-668,049.97	-879,085.00	-879,085.00	-914,275.00	-35,190.00	0.04
1-3-9300-0885 Metered Rate Revenues	-1,532,915.01	-1,068,914.58	-1,492,603.00	-1,492,603.00	-1,530,849.00	-38,246.00	0.03
1-3-9300-0886 Interest	-7,000.00	-7,000.00	-7,000.00	-7,000.00	-7,000.00	0.00	0.00
1-3-9300-0888 Local Improvements	-12,676.08	-12,676.08	-12,676.00	-12,676.00	-12,676.00	0.00	0.00
1-3-9300-0892 Water Re-connecting charge	-450.00	-450.00	-450.00	-450.00	-450.00	0.00	0.00
1-3-9300-0893 Admin. Charge - Final Reading	-5,000.00	-5,000.00	-5,000.00	-5,000.00	-5,000.00	0.00	0.00
1-3-9300-0894 Admin. Charge - New Accounts	-9,000.00	-9,000.00	-9,000.00	-9,000.00	-9,000.00	0.00	0.00
Total Sewers - Rockland	**-2,461,539.45**	**-1,801,090.63**	**-2,405,814.00**	**-2,435,814.00**	**-2,479,250.00**	**-73,436.00**	**0.03**
Sewers - Clarence							
1-3-9400-0881 Flat rate - Clarence	-1,990.68	-1,589.81	-1,960.00	-1,960.00	-1,960.00	0.00	0.00
Total Sewers - Clarence	**-1,990.68**	**-1,589.81**	**-1,960.00**	**-1,960.00**	**-1,960.00**	**0.00**	**0.00**
Total REVENUES	**-2,463,530.13**	**-1,802,680.44**	**-2,407,774.00**	**-2,437,774.00**	**-2,481,210.00**	**-73,436.00**	**0.03**
Total .	**-2,463,530.13**	**-1,802,680.44**	**-2,407,774.00**	**-2,437,774.00**	**-2,481,210.00**	**-73,436.00**	**0.03**
Total REVENUE	**-2,463,530.13**	**-1,802,680.44**	**-2,407,774.00**	**-2,437,774.00**	**-2,481,210.00**	**-73,436.00**	**0.03**
EXPENSE							
EXPENSES							
Sewers Collection - Salaries & Benefit							
1-4-9311-1101 Indirect Salaries and Benefits	203,468.00	220,373.00	220,373.00	220,373.00	257,186.00	36,813.00	0.17
Total Sewers Collection - Salaries & B	**203,468.00**	**220,373.00**	**220,373.00**	**220,373.00**	**257,186.00**	**36,813.00**	**0.17**
Sewers Collection - Materials							
1-4-9313-3025 Auditing	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00	0.00
1-4-9313-3260 Grants-in-lieu	6,024.67	0.00	9,000.00	9,000.00	9,000.00	0.00	0.00
1-4-9313-3300 Hydro	382.85	238.83	1,000.00	500.00	1,000.00	0.00	0.00
1-4-9313-3390 Liability Claims	3,638.24	30,651.90	25,000.00	55,000.00	25,000.00	0.00	0.00
1-4-9313-3690 Water Bills Processing	13,911.97	10,321.67	18,000.00	18,000.00	18,000.00	0.00	0.00
Total Sewers Collection - Materials	**27,457.73**	**44,712.40**	**56,500.00**	**86,000.00**	**56,500.00**	**0.00**	**0.00**
Sewers Collection - Contrated Services							
1-4-9314-4610 Contract - OCWA - Basic Maintenance	236,552.34	161,754.56	242,225.00	242,225.00	249,734.00	7,509.00	0.03
1-4-9314-4620 Contract - OCWA - Repairs & Maintenance	173,198.64	38,477.46	67,500.00	67,500.00	70,000.00	2,500.00	0.04
Total Sewers Collection - Contrated Se	**409,750.98**	**200,232.02**	**309,725.00**	**309,725.00**	**319,734.00**	**10,009.00**	**0.03**
Sewers Collection - Amortization							

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-9316-6100 Amortization	259,502.99	0.00	0.00	0.00	0.00	0.00	0.00
Total Sewers Collection - Amortization	**259,502.99**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Sewers Collection - Transfers							
1-4-9317-7100 Contribution to Reserves	618,335.00	366,200.00	366,200.00	366,200.00	349,206.00	-16,994.00	-0.05
Total Sewers Collection - Transfers	**618,335.00**	**366,200.00**	**366,200.00**	**366,200.00**	**349,206.00**	**-16,994.00**	**-0.05**
Sewers Collection - Distribution							
1-4-9318-8900 Admin. Costs Dist. - P.S.	90,400.00	92,200.00	92,200.00	92,200.00	94,000.00	1,800.00	0.02
Total Sewers Collection - Distribution	**90,400.00**	**92,200.00**	**92,200.00**	**92,200.00**	**94,000.00**	**1,800.00**	**0.02**
Sewers Treatment - Materials							
1-4-9323-3160 Conference & Convention	0.00	0.00	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-9323-3260 Grants-in-Lieu	44,278.17	0.00	54,000.00	54,000.00	54,000.00	0.00	0.00
1-4-9323-3325 Insurance	28,114.16	29,943.95	32,640.00	29,944.00	32,640.00	0.00	0.00
1-4-9323-3478 Monitoring - Lagoon	8,955.36	4,109.33	17,000.00	17,000.00	17,000.00	0.00	0.00
1-4-9323-3648 Sludge Removal	0.00	0.00	12,000.00	12,000.00	12,000.00	0.00	0.00
1-4-9323-3743 Training	0.00	1,972.00	4,000.00	2,000.00	4,000.00	0.00	0.00
Total Sewers Treatment - Materials	**81,347.69**	**36,025.28**	**120,640.00**	**115,944.00**	**120,640.00**	**0.00**	**0.00**
Sewers Treatment - Contracted Services							
1-4-9324-4610 Contract - OCWA - Basic Maintenance	532,191.82	363,912.89	560,490.00	560,490.00	577,383.00	16,893.00	0.03
1-4-9324-4620 Contract - Repairs & Maintenance	125,826.67	122,222.29	207,400.00	207,400.00	112,000.00	-95,400.00	-0.46
1-4-9324-9078 Flow Adjust Hors Contract	-943.57	0.00	40,800.00	40,800.00	41,820.00	1,020.00	0.03
1-4-9324-9079 Energy Adjust Hors Contract	0.00	0.00	17,850.00	17,850.00	18,296.00	446.00	0.02
Total Sewers Treatment - Contracted Se	**657,074.92**	**486,135.18**	**826,540.00**	**826,540.00**	**749,499.00**	**-77,041.00**	**-0.09**
$605K I.O. Loan (0511)							
1-4-9325-2100 Principal pmt on Debt	0.00	28,343.22	57,030.00	57,030.00	58,344.00	1,314.00	0.02
1-4-9325-2200 Interest on Debt	12,170.04	5,663.12	11,005.00	11,005.00	9,692.00	-1,313.00	-0.12
Total $605K I.O. Loan (0511)	**12,170.04**	**34,006.34**	**68,035.00**	**68,035.00**	**68,036.00**	**1.00**	**0.00**
Sewers Treatment - Amortization							
1-4-9326-6100 Amortization	131,072.54	0.00	0.00	0.00	0.00	0.00	0.00
Total Sewers Treatment - Amortization	**131,072.54**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Sewers Treatment - Transfers							
1-4-9327-7400 Contribution to Capital Fund	0.00	274,667.00	0.00	274,667.00	0.00	0.00	0.00
Total Sewers Treatment - Transfers	**0.00**	**274,667.00**	**0.00**	**274,667.00**	**0.00**	**0.00**	**0.00**
Sewers loan 2018							
1-4-9328-2100 2018 Debenture 20yrs - Principal	0.00	18,026.17	36,334.00	36,334.00	37,569.00	1,235.00	0.03
1-4-9328-2200 2018 Debenture 20yrs - Interest	22,294.90	16,561.58	32,800.00	32,800.00	31,564.00	-1,236.00	-0.04
Total Sewers loan 2018	**22,294.90**	**34,587.75**	**69,134.00**	**69,134.00**	**69,133.00**	**-1.00**	**0.00**
Sewers loan 2019							

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-9329-2100 2019 New debt	0.00	0.00	127,607.00	0.00	195,172.00	67,565.00	0.53
1-4-9329-2200 2019 New debt	0.00	0.00	147,060.00	0.00	198,344.00	51,284.00	0.35
Total Sewers loan 2019	**0.00**	**0.00**	**274,667.00**	**0.00**	**393,516.00**	**118,849.00**	**0.43**
Sewers Repairs - Salaries & Benefits							
1-4-9331-1100 Regular Salaries	170.42	0.00	0.00	0.00	0.00	0.00	0.00
1-4-9331-1130 Overtime Wages	1,134.51	0.00	0.00	0.00	0.00	0.00	0.00
1-4-9331-1210 E.H.T.	25.53	0.00	0.00	0.00	0.00	0.00	0.00
1-4-9331-1220 C.P.P.	42.45	0.00	0.00	0.00	0.00	0.00	0.00
1-4-9331-1230 E.I.	17.91	0.00	0.00	0.00	0.00	0.00	0.00
1-4-9331-1240 WSIB	38.96	0.00	0.00	0.00	0.00	0.00	0.00
1-4-9331-1250 OMERS	15.40	0.00	0.00	0.00	0.00	0.00	0.00
1-4-9331-1260 Group Insurance	24.82	0.00	0.00	0.00	0.00	0.00	0.00
1-4-9331-8100 Labour Distribution	0.00	0.00	1,000.00	1,000.00	1,000.00	0.00	0.00
Total Sewers Repairs - Salaries & Bene	**1,470.00**	**0.00**	**1,000.00**	**1,000.00**	**1,000.00**	**0.00**	**0.00**
Sewers Repairs - Distribution							
1-4-9338-8400 Equipment (Town Machinery)	800.00	800.00	800.00	800.00	800.00	0.00	0.00
Total Sewers Repairs - Distribution	**800.00**	**800.00**	**800.00**	**800.00**	**800.00**	**0.00**	**0.00**
Sewers - Clarence - Materials							
1-4-9423-3615 Repairs and Maintenance	244.52	289.76	1,960.00	1,960.00	1,960.00	0.00	0.00
Total Sewers - Clarence - Materials	**244.52**	**289.76**	**1,960.00**	**1,960.00**	**1,960.00**	**0.00**	**0.00**
Total EXPENSES	**2,515,389.31**	**1,790,228.73**	**2,407,774.00**	**2,432,578.00**	**2,481,210.00**	**73,436.00**	**0.03**
Total .	**2,515,389.31**	**1,790,228.73**	**2,407,774.00**	**2,432,578.00**	**2,481,210.00**	**73,436.00**	**0.03**
Total EXPENSE	**2,515,389.31**	**1,790,228.73**	**2,407,774.00**	**2,432,578.00**	**2,481,210.00**	**73,436.00**	**0.03**
Total SEWER	**51,859.18**	**-12,451.71**	**0.00**	**-5,196.00**	**0.00**	**0.00**	**0.00**

Cité de / City of Clarence-Rockland
Budget 2020

Sommaire Services déchets / Summary Waste Services

	FIN D'ANNÉE 2018 / 2018 YEAR END	BUDGET 2019 / 2019 BUDGET	BUDGET 2020 / 2020 BUDGET	VARIANCE $	VARIANCE %
Revenus / Revenues					
Résidentiel / Residential	1,783,370	1,785,750	1,815,375	29,625	1.7%
Commerciale / Commercial	226,915	307,990	416,326	108,336	35.2%
Autres revenus / Other revenues	660,902	622,708	672,699	49,991	8.0%
Revenu total / Total revenue	**$ 2,671,187**	**$ 2,716,448**	**$ 2,904,400**	**$ 187,952**	**6.9%**
Dépenses / Expenses					
Coûts d'opérations / Operating costs	2,462,232	2,591,161	2,737,267	146,106	5.6%
Contribution aux réserves / Contribution to reserves	89,407	125,287	167,133	41,846	33.4%
Dépenses totales / Total expenses	**$ 2,551,639**	**$ 2,716,448**	**$ 2,904,400**	**$ 187,952**	**6.9%**
NET	**-$ 119,548**	**$ -**	**$ -**	**$ -**	**0.0%**

Cité de / City of Clarence-Rockland
Budget 2020
Changements majeurs / Major Changes

Déchets / Waste

Objet de dépense /	Major object	Catégorie / Category	Description	Commentaires / Comments	Montant / Amount
1	Frais d'utilisation / User fees	Discrétionnaire / Discretionary	Frais de l'environnement spéciale - résidentiel / Environment Special Charge - Residential	Augmentation des revenus dû aux nouvelles propriétés / Additional revenues due to increase in number of properties	-29,625
2	Frais d'utilisation / User fees	Discrétionnaire / Discretionary	Frais de l'environnement spéciale - commerciale / Environment Special Charge - Commercial	Augmentation de 5% dans les utilisateurs commerciaux à sac et $65/tonne / Increase of 5% in commercial bag users and $65/tonnage	-108,336
3	Revenus / Revenues	Non discrétionnaire / Non-discretionary	Subvention de l'Ontario - boîte bleue / Ontario Grant - Blue box	Ajustement pour refléter le montant réel / Ajustement to match actual	-50,991
4	Revenus / Revenues	Non discrétionnaire / Non-discretionary	Subvention de l'Ontario - pneus / Ontario Grant - Tires	Programme terminé /	1,000
5	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Contrats / Contracts	Augmentation annuelle du contract / Annual contract increase	30,316
6	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Coûts administratifs / Admin. Costs Dist. - P.S.	Augmentation annuelle / Annual increase	800
7	Salaires et avantages sociaux / Salaries and benefits	Non discrétionnaire / Non-discretionary	Salaires / Salaries	Augmentation du coût de la vie/ Cost of life increase	46,243
8	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Diesel / Diesel	Augmentation annuelle / Annual increase	1,250
9	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Vehicle repair / Reparation Vehicule	Ajustement pour refléter le montant réel / Ajustement to match actual	8,000
10	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Coûts administratifs / Admin. Costs Dist. - P.S.	Augmentation annuelle / Annual increase	300
11	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Contrats / Contracts	Augmentation annuelle + ajustement pour refléter le coût réel	88,833
12	Coûts d'opérations / Operating costs	Non discrétionnaire / Non-discretionary	Dette à long terme / Long term debt	Réduction du paiement de dette annuelle dû au remboursemnet de la dette / Reduction in long term debt payment, as it was reimbursed	-29,636
13	Coûts d'opérations / Operating costs	Discrétionnaire / Discretionary	Contribution à la réserve / Contribution to reserve	Addition contribution à la réserve pour balancer le budget / Additional contribution to the reserve to balance budget	41,846
Total					$ -

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
WASTE							
REVENUE							
REVENUES							
Garbage Collection							
1-3-9510-0692 Env. Special Charge - Res.	-1,783,369.98	-1,798,376.55	-1,785,750.00	-1,797,990.00	-1,815,375.00	-29,625.00	0.02
1-3-9510-0693 Env. Special Charge - Comm.	-226,915.36	-319,846.00	-307,990.00	-319,846.00	-416,326.00	-108,336.00	0.35
1-3-9510-0695 Garbage Tags - Bags	-3,108.00	-3,298.00	-1,000.00	-3,000.00	-1,000.00	0.00	0.00
1-3-9510-0700 Garbage Tags - Appliances	-3,258.00	-3,020.00	-2,000.00	-3,000.00	-2,000.00	0.00	0.00
1-3-9510-0705 Garbage Charge - Schools	-22,502.98	-22,502.98	-22,500.00	-22,500.00	-22,500.00	0.00	0.00
Total Garbage Collection	**-2,039,154.32**	**-2,147,043.53**	**-2,119,240.00**	**-2,146,336.00**	**-2,257,201.00**	**-137,961.00**	**0.07**
Garbage Disposal							
1-3-9520-0567 Cash Short and Over	20.00	100.00	0.00	100.00	0.00	0.00	0.00
1-3-9520-0581 Contribution from Reserves	-13,629.40	0.00	0.00	0.00	0.00	0.00	0.00
1-3-9520-0710 Dumping Fees - Garbage	-247,229.50	-274,121.00	-242,928.00	-275,000.00	-242,928.00	0.00	0.00
1-3-9520-0736 Other Grants	-3,165.50	0.00	0.00	0.00	0.00	0.00	0.00
Total Garbage Disposal	**-264,004.40**	**-274,021.00**	**-242,928.00**	**-274,900.00**	**-242,928.00**	**0.00**	**0.00**
Recycling							
1-3-9530-0540 Ontario Grant - Blue box	-298,767.40	-249,187.13	-298,000.00	-348,991.00	-348,991.00	-50,991.00	0.17
1-3-9530-0541 Ontario Grant - Tires	-6,067.74	-2,198.60	-1,000.00	-2,200.00	0.00	1,000.00	-1.00
1-3-9530-0542 Ontario Grant - Electronics	-3,306.00	-5,772.00	-4,000.00	-5,772.00	-4,000.00	0.00	0.00
1-3-9530-0690 Sale of Recycling Bins	-4,810.00	-4,820.00	-3,500.00	-4,700.00	-3,500.00	0.00	0.00
1-3-9530-0705 Recycling Charge - Schools	-2,771.06	-2,771.06	-2,780.00	-2,780.00	-2,780.00	0.00	0.00
1-3-9530-0708 Scrap Metal Recycling	-33,251.88	-21,280.52	-25,000.00	-25,000.00	-25,000.00	0.00	0.00
Total Recycling	**-348,974.08**	**-286,029.31**	**-334,280.00**	**-389,443.00**	**-384,271.00**	**-49,991.00**	**0.15**
H.H.W.							
1-3-9550-0540 Ontario Grant	-19,054.18	-14,978.35	-20,000.00	-20,000.00	-20,000.00	0.00	0.00
Total H.H.W.	**-19,054.18**	**-14,978.35**	**-20,000.00**	**-20,000.00**	**-20,000.00**	**0.00**	**0.00**
Total REVENUES	**-2,671,186.98**	**-2,722,072.19**	**-2,716,448.00**	**-2,830,679.00**	**-2,904,400.00**	**-187,952.00**	**0.07**
Total .	**-2,671,186.98**	**-2,722,072.19**	**-2,716,448.00**	**-2,830,679.00**	**-2,904,400.00**	**-187,952.00**	**0.07**
Total REVENUE	**-2,671,186.98**	**-2,722,072.19**	**-2,716,448.00**	**-2,830,679.00**	**-2,904,400.00**	**-187,952.00**	**0.07**
EXPENSE							
EXPENSES							
Garbage Collection - Sal. & Ben.							
1-4-9511-1100 Regular Salaries	18,798.68	17,754.40	0.00	0.00	0.00	0.00	0.00
1-4-9511-1120 Part-time Wages	373.31	0.00	0.00	0.00	0.00	0.00	0.00
1-4-9511-1130 Overtime Wages	4,685.58	3,817.49	0.00	0.00	0.00	0.00	0.00
1-4-9511-1210 E.H.T.	449.35	387.80	0.00	0.00	0.00	0.00	0.00
1-4-9511-1220 C.P.P.	996.24	846.19	0.00	0.00	0.00	0.00	0.00
1-4-9511-1230 E.I.	407.29	319.07	0.00	0.00	0.00	0.00	0.00

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-9511-1240 WSIB	812.67	618.39	0.00	0.00	0.00	0.00	0.00
1-4-9511-1250 OMERS	1,476.21	1,492.08	0.00	0.00	0.00	0.00	0.00
1-4-9511-1260 Group Insurance	2,260.16	1,829.37	0.00	0.00	0.00	0.00	0.00
1-4-9511-8100 Labour Distribution	0.00	0.00	20,350.00	20,350.00	20,350.00	0.00	0.00
Total Garbage Collection - Sal. & Ben.	**30,259.49**	**27,064.79**	**20,350.00**	**20,350.00**	**20,350.00**	**0.00**	**0.00**
Garbage Collection - Materials							
1-4-9513-3005 Advertising	5,835.73	6,670.37	8,000.00	8,000.00	8,000.00	0.00	0.00
1-4-9513-3750 Truck Rental	19,084.48	0.00	30,000.00	30,000.00	30,000.00	0.00	0.00
Total Garbage Collection - Materials	**24,920.21**	**6,670.37**	**38,000.00**	**38,000.00**	**38,000.00**	**0.00**	**0.00**
Garbage Collection - Contracts							
1-4-9514-4200 Contracts	638,067.98	488,268.43	659,818.00	659,818.00	690,134.00	30,316.00	0.05
Total Garbage Collection - Contracts	**638,067.98**	**488,268.43**	**659,818.00**	**659,818.00**	**690,134.00**	**30,316.00**	**0.05**
Garbage Collection - Distribution							
1-4-9518-8400 Equipment (Town Machinery)	18,500.00	18,500.00	18,500.00	18,500.00	18,500.00	0.00	0.00
1-4-9518-8900 Admin. Costs Dist. - P.S.	40,100.00	40,900.00	40,900.00	40,900.00	41,700.00	800.00	0.02
Total Garbage Collection - Distributio	**58,600.00**	**59,400.00**	**59,400.00**	**59,400.00**	**60,200.00**	**800.00**	**0.01**
Garbage Disposal - Salaries & Ben.							
1-4-9521-1100 Regular Salaries	132,838.71	127,345.69	190,706.00	190,706.00	256,113.00	65,407.00	0.34
1-4-9521-1101 Indirect Salaries and Benefits	151,788.00	151,788.00	151,788.00	151,788.00	151,788.00	0.00	0.00
1-4-9521-1103 Indirect Salaries and Benefits	0.00	-25,000.00	-25,000.00	-25,000.00	-96,648.00	-71,648.00	2.87
1-4-9521-1110 Accrued Sickleave & Vacation	1,406.13	0.00	1,227.00	1,227.00	2,561.00	1,334.00	1.09
1-4-9521-1120 Part-time Wages	51,103.80	40,768.15	80,000.00	80,000.00	81,400.00	1,400.00	0.02
1-4-9521-1130 Overtime Wages	6,806.56	7,567.45	8,500.00	8,500.00	8,500.00	0.00	0.00
1-4-9521-1210 E.H.T.	3,704.22	3,316.05	3,226.00	3,226.00	6,582.00	3,356.00	1.04
1-4-9521-1220 C.P.P.	8,060.00	7,953.93	7,143.00	7,143.00	14,709.00	7,566.00	1.06
1-4-9521-1230 E.I.	3,758.90	3,494.59	2,803.00	2,803.00	5,388.00	2,585.00	0.92
1-4-9521-1240 WSIB	6,760.25	5,345.92	5,212.00	5,212.00	8,235.00	3,023.00	0.58
1-4-9521-1250 OMERS	7,012.29	8,203.06	11,962.00	11,962.00	25,282.00	13,320.00	1.11
1-4-9521-1260 Group Insurance	14,599.00	12,733.74	11,652.00	11,652.00	28,574.00	16,922.00	1.45
Total Garbage Disposal - Salaries & Be	**387,837.86**	**343,516.58**	**449,219.00**	**449,219.00**	**492,484.00**	**43,265.00**	**0.10**
Garbage Disposal - Interest on L.T.D.							
1-4-9522-2200 Interest on Debt	239.82	0.00	0.00	0.00	0.00	0.00	0.00
Total Garbage Disposal - Interest on L	**239.82**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Garbage Disposal - Materials							
1-4-9523-3005 Advertising	604.45	198.43	800.00	800.00	800.00	0.00	0.00
1-4-9523-3025 Auditing	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00	0.00
1-4-9523-3032 Credit Card fees	0.00	117.64	0.00	118.00	0.00	0.00	0.00
1-4-9523-3133 Closure - Post closure	18,293.69	0.00	32,000.00	32,000.00	32,000.00	0.00	0.00
1-4-9523-3190 Diesel	30,596.99	18,487.90	25,000.00	25,000.00	26,250.00	1,250.00	0.05
1-4-9523-3215 Equipment rental	4,106.02	53,207.80	60,000.00	60,000.00	60,000.00	0.00	0.00
1-4-9523-3260 Grants-in-lieu - County	12,972.81	0.00	13,000.00	13,000.00	13,000.00	0.00	0.00

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

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	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-9523-3265 Gravel & Sand	700.11	5,220.96	30,000.00	10,000.00	30,000.00	0.00	0.00
1-4-9523-3300 Hydro	6,387.30	4,381.21	6,000.00	6,000.00	6,000.00	0.00	0.00
1-4-9523-3325 Insurance	5,530.93	5,779.62	6,300.00	5,780.00	6,300.00	0.00	0.00
1-4-9523-3370 Legal Fees	0.00	0.00	4,000.00	4,000.00	4,000.00	0.00	0.00
1-4-9523-3425 Materials	4,831.85	1,976.89	6,000.00	6,000.00	6,000.00	0.00	0.00
1-4-9523-3450 Mileage	186.88	130.17	400.00	400.00	400.00	0.00	0.00
1-4-9523-3477 Monitoring	32,570.06	26,605.83	42,000.00	42,000.00	42,000.00	0.00	0.00
1-4-9523-3517 Other Contracts	40,718.64	38,394.84	38,000.00	38,000.00	38,000.00	0.00	0.00
1-4-9523-3555 Printing	2,744.28	4,574.99	12,500.00	12,500.00	12,500.00	0.00	0.00
1-4-9523-3585 Protective Clothing	2,888.63	1,435.21	3,650.00	3,650.00	3,650.00	0.00	0.00
1-4-9523-3710 Telephone	1,881.55	1,271.77	3,650.00	3,650.00	3,650.00	0.00	0.00
1-4-9523-3743 Training	869.34	4,298.06	5,000.00	5,000.00	5,000.00	0.00	0.00
1-4-9523-3772 Reparation Vehicule	12,742.30	48,678.65	7,000.00	50,000.00	15,000.00	8,000.00	1.14
Total Garbage Disposal - Materials	**181,125.83**	**217,259.97**	**297,800.00**	**320,398.00**	**307,050.00**	**9,250.00**	**0.03**
Garbage Disposal - Amortization							
1-4-9526-6100 Amortization	114,938.86	0.00	0.00	0.00	0.00	0.00	0.00
Total Garbage Disposal - Amortization	**114,938.86**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Garbage Disposal - Transfers							
1-4-9527-2100 Principal pmt - Notre Dame	0.00	0.00	8,815.00	8,815.00	0.00	-8,815.00	-1.00
1-4-9527-2200 Interest on Debt - Notre-Dame	0.00	0.00	10,159.00	10,159.00	0.00	-10,159.00	-1.00
1-4-9527-7100 Contribution to Reserves	89,407.00	125,287.00	125,287.00	125,287.00	167,133.00	41,846.00	0.33
Total Garbage Disposal - Transfers	**89,407.00**	**125,287.00**	**144,261.00**	**144,261.00**	**167,133.00**	**22,872.00**	**0.16**
Garbage Disposal - Distribution							
1-4-9528-2100 Principal Pmt - Loader	0.00	0.00	7,492.00	7,492.00	0.00	-7,492.00	-1.00
1-4-9528-2200 Interest on Debt - Loader	0.00	0.00	3,170.00	3,170.00	0.00	-3,170.00	-1.00
1-4-9528-8400 Equipment (Town Machinery)	38,700.00	38,700.00	38,700.00	38,700.00	38,700.00	0.00	0.00
1-4-9528-8900 Admin. Costs Dist. - P.S.	13,700.00	13,900.00	13,900.00	13,900.00	14,200.00	300.00	0.02
Total Garbage Disposal - Distribution	**52,400.00**	**52,600.00**	**63,262.00**	**63,262.00**	**52,900.00**	**-10,362.00**	**-0.16**
Recycling - Materials							
1-4-9533-3005 Advertising	11,312.78	0.00	8,000.00	8,000.00	8,000.00	0.00	0.00
1-4-9533-3188 Diaper Recycling Program	1,800.00	800.00	2,000.00	2,000.00	2,000.00	0.00	0.00
1-4-9533-3435 Membership	396.86	0.00	500.00	500.00	500.00	0.00	0.00
1-4-9533-3595 Recycling Bins	4,661.10	101.75	5,000.00	5,000.00	5,000.00	0.00	0.00
Total Recycling - Materials	**18,170.74**	**901.75**	**15,500.00**	**15,500.00**	**15,500.00**	**0.00**	**0.00**
Recycling - Contracts							
1-4-9534-4200 Contracts	881,095.92	565,530.54	864,160.00	864,160.00	952,993.00	88,833.00	0.10
Total Recycling - Contracts	**881,095.92**	**565,530.54**	**864,160.00**	**864,160.00**	**952,993.00**	**88,833.00**	**0.10**
Composting - Salaries & Ben.							
1-4-9541-1100 Regular Salaries	7,387.60	10,283.33	0.00	0.00	0.00	0.00	0.00
1-4-9541-1120 Part-time wages	1,880.14	5,233.15	27,597.00	27,597.00	28,080.00	483.00	0.02
1-4-9541-1130 Overtime Wages	2,368.45	130.39	0.00	0.00	0.00	0.00	0.00

CITY OF/CITE DE CLARENCE-ROCKLAND

2020 OPERATING BUDGET

For Period Ending 31-Dec-2020

Clarence-Rockland

.	2018 YEAR END	2019 YEAR TO DATE	2019 BUDGET	2019 FORECAST	2020 PREL. BUDGET	VARIANCE AMOUNT	VARIANCE %
1-4-9541-1210 E.H.T.	221.96	305.02	538.00	538.00	548.00	10.00	0.02
1-4-9541-1220 C.P.P.	500.20	656.69	1,229.00	1,229.00	1,290.00	61.00	0.05
1-4-9541-1230 E.I.	235.28	308.38	529.00	529.00	525.00	-4.00	-0.01
1-4-9541-1240 WSIB	407.33	492.72	869.00	869.00	685.00	-184.00	-0.21
1-4-9541-1250 OMERS	584.44	890.88	0.00	0.00	0.00	0.00	0.00
1-4-9541-1260 Group Insurance	736.88	1,084.93	0.00	0.00	0.00	0.00	0.00
Total Composting - Salaries & Ben.	**14,322.28**	**19,385.49**	**30,762.00**	**30,762.00**	**31,128.00**	**366.00**	**0.01**
Composting - Materials							
1-4-9543-3005 Advertising	0.00	0.00	1,000.00	1,000.00	1,000.00	0.00	0.00
1-4-9543-3215 Equipment Rental	9,534.83	407.03	10,000.00	10,000.00	10,000.00	0.00	0.00
1-4-9543-3425 Materials	122.72	599.85	1,000.00	1,000.00	1,000.00	0.00	0.00
Total Composting - Materials	**9,657.55**	**1,006.88**	**12,000.00**	**12,000.00**	**12,000.00**	**0.00**	**0.00**
Composting - Contracts							
1-4-9544-4370 Sub-Contracts	7,082.50	7,174.08	8,000.00	7,175.00	8,000.00	0.00	0.00
Total Composting - Contracts	**7,082.50**	**7,174.08**	**8,000.00**	**7,175.00**	**8,000.00**	**0.00**	**0.00**
H.H.W. - Salaries & Ben.							
1-4-9551-1120 Part-time Wages	20,622.91	20,197.31	35,000.00	35,000.00	35,613.00	613.00	0.02
1-4-9551-1210 E.H.T.	402.14	393.85	337.00	337.00	694.00	357.00	1.06
1-4-9551-1220 C.P.P.	897.12	893.45	703.00	703.00	1,686.00	983.00	1.40
1-4-9551-1230 E.I.	478.75	458.09	331.00	331.00	666.00	335.00	1.01
1-4-9551-1240 WSIB	735.01	636.21	545.00	545.00	869.00	324.00	0.59
Total H.H.W. - Salaries & Ben.	**23,135.93**	**22,578.91**	**36,916.00**	**36,916.00**	**39,528.00**	**2,612.00**	**0.07**
H.H.W. - Materials							
1-4-9553-3310 H.H.W.	20,376.62	14,059.37	17,000.00	17,000.00	17,000.00	0.00	0.00
Total H.H.W. - Materials	**20,376.62**	**14,059.37**	**17,000.00**	**17,000.00**	**17,000.00**	**0.00**	**0.00**
Total EXPENSES	**2,551,638.59**	**1,950,704.16**	**2,716,448.00**	**2,738,221.00**	**2,904,400.00**	**187,952.00**	**0.07**
Total .	**2,551,638.59**	**1,950,704.16**	**2,716,448.00**	**2,738,221.00**	**2,904,400.00**	**187,952.00**	**0.07**
Total EXPENSE	**2,551,638.59**	**1,950,704.16**	**2,716,448.00**	**2,738,221.00**	**2,904,400.00**	**187,952.00**	**0.07**
Total WASTE	**-119,548.39**	**-771,368.03**	**0.00**	**-92,458.00**	**0.00**	**0.00**	**0.00**

Cité de / City of Clarence-Rockland
2020 Budget 2020

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Cité de / City of Clarence-Rockland
Projets en progression / Works in progress (WIP)
Sommaire 2019 / Summarie 2019

Titre / Title	%	#	2019 Budget 2019	Dépensé au 16 oct. Spent as at Oct. 16	Non dépensé Unspent	Prévision au 31 dec. Forecast as Dec. 31	Non dépensé au 31 déc. Unspent at Dec. 31
A) Projets qui seront terminés en 2019 / Projects to be completed in 2019	71%	75	12,681,478	5,687,719	6,993,760	10,408,015	2,294,313
B) Projets se poursuivant après 2019 / Projects on going beyond 2019	27%	28	24,067,337	3,287,933	20,779,405	4,702,337	19,365,000
C) Projets fermés / Projects to close	2%	2	529,627	62,451	467,176	62,451	467,176
Total 2019	**100%**	**105**	**37,278,443**	**9,038,102**	**28,240,340**	**15,172,804**	**22,126,489**

Cité de / City of Clarence-Rockland

Projets en progression / Works in progress (WIP)

A) Projets qui seront terminés en 2019 / Projects to be completed in 2019

#		Titre / Title	2019 Budget 2019	Dépensé au 16 oct. Spent as at Oct. 16	Non dépensé Unspent	Prévision au 31 dec. Forecast as Dec. 31	Non dépensé au 31 déc. Unspent at Dec. 31
		Services communautaires/ Community Services					
1	2017	*Terrain de balle Clarence Creek / Clarence Creek baseball field	167,981	7,419	160,562	167,981	0
2	2018	*Parc - développement du parc / Village Morris Park - park Development	747,228	515,818	231,410	747,228	0
3	2018	Salle serveur extinction feux / IT server room - fire extinguishing system	25,000	17,289	7,711	17,289	7,711
4	2018	Toiture hôtel de ville Clarence Creek City Hall Roof	10,000	0	10,000	10,000	0
5	2018	Salle communautaire - Clarence Creek Arena - Community Hall	27,561	28,099	-538	28,099	-538
6	2018	Toiture aréna Clarence Creek Arena Roof	8,544	0	8,544	8,544	0
7	2018	Garderie / Daycare	13,517	0	13,517	13,517	0
8	2019	Hôtel ville Clarence Creek - fenêtres / Clarence Creek City Hall - windows	30,000	900	29,100	30,000	0
9	2019	Salle CC - marches sortie d'urgence / CC community hall - emergency stairs	35,000	0	35,000	35,000	0
10	2019	Aréna-lobby d'entrée plancher /Clarence Creek Arena- entrance hall flooring	60,000	2,763	57,237	60,000	0
11	2019	All buildings - design and printing of all the emergency evacuation plans	15,000	15,000	0	15,000	0
12	2019	Centre Hammond et abri - toiture / Hammond C Center and shelter - roofing	20,000	14,850	5,150	20,000	0
13	2019	Garage SC - plans et devis / Community Services garage - design and tender	25,000	0	25,000	25,000	0
14	2019	Parcs - tables et bancs / Parks - tables & benches	12,500	0	12,500	12,500	0
15	2019	Terrain de balle -panneau électrique /St-Pascal baseball field - electrical panel	15,000	12,066	2,934	12,066	2,934
16	2019	Terrain de tennis à Hammond - clôture /Hammond tennis court - fencing	15,000	2,035	12,965	10,000	5,000
17	2019	Parc Hammond-structures jeux accessibles /Hammond Park-accessible park	132,000	0	132,000	132,000	0
18	2019	Parcs Simon - sentiers accessibles / Simon parks - accessible paths	20,000	18,281	1,719	20,000	0
19	2019	Parcs - bandes de patinoires / Richelieu Grande Rivière - skating rink	45,000	0	45,000	45,000	0
20	2019	Stationnement JML innondation	50,000	6,056	43,944	50,000	0
21	2019	Stationnement parc deschamps	60,000	0	60,000	45,000	15,000
		Total Services communautaires/ Community Services	**1,534,330**	**640,575**	**893,755**	**1,504,223**	**30,107**
		Finances TI / Finances IT					
22	2018	Politiques-études redevances aménagement/D C Study-Policy	55,984	23,894	32,089	55,984	0
23	2015	General IT	22,119	0	22,119	22,119	0
24	2019	Rockland serveur- Système AC sauvegarde/Rockland City Hall, IT Server room - Backup A/C	10,000	0	10,000	10,000	0
25	2019	L'accès à distance (VPN) / Remote access (VPN)	7,500	0	7,500	7,500	0
		Total Finances / Finances	**95,603**	**23,894**	**71,708**	**95,603**	**0**
		Protection / Protective services					
26	2017	Station pompier Bourget Fire station	2,354,031	2,307,737	46,294	2,354,031	0
27	2018	Sytème électronique gestion dossiers/New Records Manag. Software Program	27,000	0	27,000	27,000	0
28	2019	Coussins gonflables, contrôleur & jambes de sauvetage /Rescue air bags, controller & rescue struts	30,000	0	30,000	30,000	0
29	2019	Caméras de corps - Réglementation / Body Cameras - By-Law	10,000	7,073	2,927	7,073	2,927
30	2019	Borne Fontaine de formation / Training fire hydrant	25,000	21,111	3,889	21,111	3,889
		Total Protection / Protective services	**2,446,031**	**2,335,922**	**110,109**	**2,439,215**	**6,816**
		Bibliothèque / Library					
31		Remplacement du serveur et des pare-feux / Replace Server - Firewall	12,000	0	12,000	12,000	0
32		Prolongement des étagères / Shelf extension	3,000	0	3,000	3,000	0
33		Nouveaux ordinateurs / New computers	3,450	0	3,450	3,450	0
34		Remplacement de mobilier / Furniture replacement	2,400	0	2,400	2,400	0
		Total Bibliothèque / Library	**20,850**	**0**	**20,850**	**20,850**	**20,850**
		Aménagement du territoire / Planning					
35	2014	Plan secondaire Rockland / Secondary plan Rockland	159,461	50,425	109,036	80,000	79,461
36	2016	Embellissement de la Cité / City Beautification	298,457	86,799	211,658	298,457	0
37	2018	Révision du plan officiel de l'aire urbaine / Urban Area Official Plan review	27,216	0	27,216	27,216	0
		Total aménagement du territoire / Planning	**485,134**	**137,224**	**347,910**	**405,673**	**79,461**
		Travaux publics / Public Works					
38	2019	Compacteur a plaque / plate compactor	20,000	15,839	4,161	15,839	4,161
39	2019	Remplacement remorque à benne basculante / Dump box trailer replacement	15,000	12,534	2,466	12,554	2,446
40	2019	Remplacement équipement de marquages de chaussées	36,000	39,500	-3,500	39,500	-3,500
41	2019	Remplacement charrue pour trottoir / Sidewalk plow replacement	155,000	0	155,000	151,700	3,300
		Total travaux publics / Public Works	**226,000**	**67,873**	**158,127**	**219,593**	**6,407**
		Routes / Road					
42	2017	Rodrigue Pluvial / Strom Rodrigue	87,000	69,736	17,264	87,000	0
43	2017	Lumières LED streetlights	250,607	125,148	125,459	150,000	100,607

Cité de / City of Clarence-Rockland

Projets en progression / Works in progress (WIP)

A) Projets qui seront terminés en 2019 / Projects to be completed in 2019

#		Titre / Title	2019 Budget 2019	Dépensé au 16 oct. Spent as at Oct. 16	Non dépensé Unspent	Prévision au 31 dec. Forecast as Dec. 31	Non dépensé au 31 déc. Unspent at Dec. 31
44	2017	Plan maître de transport / Master transportation plan	75,726	70,022	5,703	70,022	5,703
45	2018	Lotissement Verdon Subdivision	347,936	249,852	98,084	286,000	61,936
46	2018	Plan maître de l'égout pluvial / Storm master plan	117,936	84,348	33,588	84,348	33,588
47	2018	St-Jean	15,000	11,974	3,026	11,974	3,026
48	2019	Reconstruction chemin Lacroix / Reconstruction Lacroix road devient phase 1	525,000	0	525,000	300,000	225,000
49	2019	Pavage et ponceau chemin Vinette / Paving and culvert Vinette road	1,259,000	230,564	1,028,436	980,000	279,000
50	2019	Analyses géotechniques / Geotechnical investigation	40,000	0	40,000	40,000	0
51	2019	Revêtement (Old 17) / Scratch coat (Old 17)	230,000	188,576	41,424	206,000	24,000
52	2019	Remplacement de ponceaux (Landry) / Culvert replacement program (Landry)	318,500	22,312	296,188	285,000	33,500
53	2019	Culvert replacement program (Lacasse, Bouvier,Rollin)	200,000	62,986	137,014	62,986	137,014
54	2019	Remplacement du pluvial sur Lacroix / Storm Water replacement Lacroix	50,000	45,035	4,965	45,035	4,965
55	2019	Pavage chemin McTeer / McTeer road paving	15,200	4,375	10,825	15,200	0
56	2019	Industrielle	347,500	290,355	57,145	347,500	0
57	2019	Convertir McTeer, Indian Creek, DuLac en gravel	143,000	53	142,947	135,000	8,000
58	2019	Ponceaux Lacroix new suite innondations	425,000	28,375	396,625	425,000	0
		Total routes / Road	**4,447,404**	**1,483,712**	**2,963,692**	**3,531,066**	**916,338**
		Véhicules /Fleet					
59	2018	Tracteur loisirs	82,824	82,794	30	82,794	30
60	2019	2004 Camionnette loisirs / 2004 Cube van recreation	65,000	0	65,000	55,020	9,980
61	2019	2010 Camion 3/4 tonne travaux publics / 2010 3/4 ton pickup public works	45,000	0	45,000	46,020	-1,020
62	2019	2009 Véhicule de commandement VUS avec transformation / 2009 Command SUV with upfit	65,000	0	65,000	65,000	0
63	2019	Add - Véhicule Réglementation / Add - Enforcement Car AWD with upfit	55,000	0	55,000	57,360	-2,360
64	2019	Add Camion service usagé - mécaniciens / Add Used service truck-Mechanics	25,000	23,914	1,086	23,914	1,086
65	2019	Remplacement pelle rétrocaveuse tp/ Backhoe replacement PW	160,000	0	160,000	147,000	13,000
		Total Véhicules /Fleet	**497,824**	**106,708**	**391,116**	**477,108**	**20,716**
		Égout sanitaire / Sewer					
66	2017	Poste de pompage égouts 3 / Sanitary Sewage Pumping # 3	70,000	0	70,000	70,000	0
67	2018	Bassin de drainage égout 2 / Sanitary Sewage bassin # 2	252,166	42,994	209,172	125,000	127,166
68	2019	Albert - Remplacement égout sanitaire / Albert-Sanitary sewer replacement	89,000	2,000	87,000	54,000	35,000
69	2019	Remplacement rotors de pompe mélangeuse/ Replacement of mixing pump impellers (3)	75,000	0	75,000	75,000	0
		Total Égout sanitaire / Sewer	**486,166**	**44,994**	**441,172**	**324,000**	**162,166**
		Eau / Water					
70	2018	Bouclage aqueduc C-C et Bourget / Water looping C-C and Bourget	278,136	128,184	149,953	128,184	149,953
71	2019	Gareau et Pouliot - aqueduc / Gareau & Pouliot- watermain replacement	1,780,000	631,596	1,148,404	1,100,000	680,000
72	2019	PRV aqueduc Clarence-Creek / PRV waterlooping Clarence-Creek	200,000	8,786	191,214	70,000	130,000
73	2019	Rue Wallace - conception / Wallace Street - design	109,000	23,784	85,216	25,000	84,000
		Total Eau / Water	**2,367,136**	**792,350**	**1,574,786**	**1,323,184**	**1,043,953**
		Déchet / Waste					
74	2018	Cappage au dépotoir / Landfill Facility capping	40,000	26,965	13,035	40,000	0
75	2019	Site d'enfouissement - clôture / Landfill Facility - fencing	35,000	27,501	7,499	27,501	7,499
		Total Déchet / Waste	**75,000**	**54,466**	**20,534**	**67,501**	**7,499**
75		**Total 2019**	**12,681,478**	**5,687,719**	**6,993,760**	**10,408,015**	**2,294,313**

Cité de / City of Clarence-Rockland

Projets en progression / Works in progress (WIP)

B) Projets se poursuivant après 2019 / Projects on going beyond 2019

#		Titre / Title	2019 Budget 2019	Dépensé au 16 oct. Spent as at Oct. 16	Non dépensé Unspent	Prévision au 31 dec. Forecast as Dec. 31	Non dépensé au 31 déc. Unspent at Dec. 31
		Services communautaires/ Community Services					
1	2014	Piste cyclable / Bike trail	43,500	0	43,500	0	43,500
2	2014	Développement Gare Bourget / Station Bourget Development	450,426	0	450,426	0	450,426
3	2018	Complexe récréatif Recreational Complex	41,344	7,958	33,386	20,000	21,344
4	2018	Développement parc Naturel Lavigne Park - development	51,494	1,968	49,526	10,000	41,494
5	2018	Redéveloppement aréna Jean-Marc Lalonde Arena - redevelopment	121,941	33,000	88,941	50,000	71,941
6	2019	Centre R. Lalonde climatisation / R. Lalonde Centre air conditioning	23,881	0	23,881	0	23,881
7	2019	Réno Hotel de ville rockland	40,000	0	40,000	0	40,000
8	2019	Garderie St-Patrick / St-Patrick daycare - Outdoor playgroud landscaping	30,000	0	30,000	21,400	8,600
		Total Services communautaires/ Community Services	**802,586**	**42,926**	**759,660**	**101,400**	**701,186**
		Finances / Finances					
9	2019	Contracted services	100,000	700	99,300	60,000	40,000
		Finances TI / Finances IT					
10	2016	Gestion des documents / Document Management-share point	320,754	174,468	146,286	320,754	0
11	2019	Espace disque pour le stockage des données / Storage disk space	25,000	0	25,000	0	25,000
12	2019	Assistance pour l'accès à distance TI / Remote IT Assistance	5,000	0	5,000	0	5,000
13	2019	Revue technologie de la branche d'ingénierie / Engineering branch technology	50,000	0	50,000	0	50,000
14	2019	Improvements to the securty system	25,000	0	25,000	0	25,000
		Total Finances / Finances	**525,754**	**175,167**	**350,586**	**380,754**	**145,000**
		Protection / Protective services					
15	2017	Radio protection	200,000	0	200,000	0	200,000
16	2017	Station pompier Rockland Fire station	4,141,549	2,891,885	1,249,664	3,500,000	641,549
17	2019	Fourniture et équipement /Furniture and equipment rockland	120,000	49,616	70,384	60,000	60,000
18	2019	Accès électronique aux casernes / Fire Station Swipe Cards	28,000	0	28,000	14,000	14,000
19	2019	2000 Camion-pompe/Citerne / 2000 Pumper/Tanker	580,000	0	580,000	0	580,000
		Total Protection / Protective services	**5,069,549**	**2,941,502**	**2,128,047**	**3,574,000**	**1,495,549**
		Aménagement du territoire / Planning					
20	2019	Conception / Design of part of St-Jean St from Docteur Corbeil to Poupart	400,000	0	400,000	30,000	370,000
		Total aménagement du territoire / Planning	**400,000**	**0**	**400,000**	**30,000**	**370,000**
		Travaux publics / Public Works					
21	2014	Dépotoir a neige / Snow dump land	1,459,835	11,922	1,447,913	250,000	1,209,835
22	2019	Aménagement du site élimination neige a Bourget	126,000	0	126,000	0	126,000
		Total travaux publics / Public Works	**1,585,835**	**11,922**	**1,573,913**	**250,000**	**1,335,835**
		Routes / Road					
23	2017	Étang rue Caron / Pond Caron	1,146,222	17,505	1,128,717	17,505	1,128,717
24	2019	Remplacement de ponceaux / Culvert replacement - Boundary/Canaan road CR	150,000	0	150,000	0	150,000
		Total routes / Road	**1,296,222**	**17,505**	**1,278,717**	**17,505**	**1,278,717**
		Égout sanitaire / Sewer					
25	2015	Capacité expansion station pompage #1/ Screening system capacity upgrade	12,304,066	47,232	12,256,834	300,000	12,004,066
26	2015	Construction égout sanitaire Bourget-Clarence Creek Sewers Construction	1,000,000	0	1,000,000	0	1,000,000
27	2019	Mise a jour plan maitre égouts sanitaire/Sanitary sewer master plan upgrade	200,000	45,846	154,154	45,846	154,154
		Total Égout sanitaire / Sewer	**13,504,066**	**93,079**	**13,410,987**	**345,846**	**13,158,220**
		Déchet / Waste					
28	2016	Dépotoir Notre Dame landfill	883,325	5,832	877,494	2,832	880,494
		Total Déchet / Waste	**883,325**	**5,832**	**877,494**	**2,832**	**880,494**
28		**Total 2019**	**24,067,337**	**3,287,933**	**20,779,405**	**4,702,337**	**19,365,000**

Cité de / City of Clarence-Rockland

Projets en progression / Works in progress (WIP)

C) Projets fermés / Projects to close

#		Titre / Title	2019 Budget 2019	Dépensé au 16 oct. Spent as at Oct. 16	Non dépensé Unspent	Prévision au 31 dec. Forecast as Dec. 31	Non dépensé au 31 déc. Unspent at Dec. 31
1	2016	Amélioration Garage Improvements	504,627	62,451	442,176	62,451	442,176
2	2018	Station supression rue Caron / Booster station, Caron Street	25,000	0	25,000	0	25,000
2		**Total 2019**	**529,627**	**62,451**	**467,176**	**62,451**	**467,176**

	Titre / Title	Total $	Croissance Growth	Fonds reserves Reserve funds	Octroies Grant	Other/ Surplus	Dette / Debt Tax	Dette / Debt Other	Page #
	Services communautaires/ Community Services								
1	Bourget - Bandes de patinoire et surface Bourget - Rink Boards & Surface	90,000	0	0	45,000	45,000	0		8
2	Parc de Bourget - Remplacement des structures de jeux Bourget Park - Play structures replacement	50,000	0	50,000	0	0	0		10
3	Parc Cathy Cain - Bandes de patinoire Cathy Cain Park - Rink Boards	50,000	0	50,000	0	0	0		12
4	Tous les parcs - Tables de pique-nique et bancs All parks - Picnic tables and bench	25,000	0	25,000	0	0	0		14
5	Parc Dutrisac - Sentier pavé Dutrisac Park - Paved pathway	35,000	0	35,000	0	0	0		15
6	Parc Du Moulin Du Moulin Park	100,000	0	0	100,000	0	0		17
7	Centre communautaire de Bourget - Remplacement du plancher Bourget community Center - Floor replacement	113,300	0	113,300	0	0	0		18
8	Salle communautaire Clarence - Conception pour la toiture et système de CVC Clarence Community Hall Roof and HVAC system design	40,000	0	40,000	0	0	0		20
9	Aréna de Clarence- Réparation des marches extérieurs Clarence Arena - Exterior stairs repairs	206,000	0	206,000	0	0	0		22
10	Salle de spectacle - Remplacement d'équipement audiovisuel Performance Hall - Replacment of audio-visual equipment	100,000	0	100,000	0	0	0		24
11	Garage des Services communautaires - Aménagement de la cours extérieur Community Services Garage - Courtyard development	324,000	0	0	0	0	324,000		25
12	Remplacement remorque basculante Dump trailer - Remplacement	17,000	0	17,000	0	0	0		27
13	Remplacement remorque 16 pieds Trailer 16' - Replacement	10,000	0	10,000	0	0	0		29
14	Nouveau Site Web New Website	75,000	0	75,000	0	0	0		31
	Total Services communautaire/ Community Services	**1,235,300**	**0**	**721,300**	**145,000**	**45,000**	**324,000**	**0**	
	Finances TI / Finances IT								
	Projet de cybersécurité Cybersecurity project	30,000	0	30,000	0	0	0		32
	Total Finances / Finances	**30,000**	**0**	**30,000**	**0**	**0**	**0**	**0**	
	Services de la protection / Protective services								
15	Ajout (2) Collecteurs de trafic et vitesse 2 additional Tracker Traffic collector	10,000	0	10,000	0	0	0		33
16	Nouvelle fourrière municipale new Municipal Dog Pound	80,000	0	80,000	0	0	0		35
17	Remplacement des appareils respiratoires autonomes du département (ARA) - Différé Replacement of Self Contained Breathing Apparatus (SCBA)	0	0	0	0	0	0		37
18	Centre d'entraînement de simulation d'incendie Live fire training facility	500,000	0	0	0	0	500,000		39
19	Pinces de désincarcération à batterie Rescue tools battery operated	50,000	0	50,000	0	0	0		41
20	Remplacement caméra thermique Replacement of Thermal Imaging Camera	30,000	0	30,000	0	0	0		43
	Total Services de la protection / Protective services	**670,000**	**0**	**170,000**	**0**	**0**	**500,000**	**0**	
	Bibliothèque / Library								
21	Améliorations électriques à la succursale de Rockland Electrical upgrades Rockland branch	15,000	0	15,000	0	0	0		45
22	Mises à jour de la succursale de Bourget Bourget branch updates	40,000	0	40,000	0	0	0		48
	Total Bibliothèque / Library	**55,000**	**0**	**55,000**	**0**	**0**	**0**	**0**	
	Aménagement du territoire / Planning								
23	Conception partie rue St-Jean- Poupart Design of part of St-Jean - Poupart	450,000	360,000	90,000	0	0	0		51
24	Subdivision Hunter's Hollow Hunter's Hollow Subdivision	380,000	0	323,022	0	56,978	0		53
	Total aménagement du territoire / Planning	**830,000**	**360,000**	**413,022**	**0**	**56,978**	**0**	**0**	
	Travaux publics / Public Works								
25	Compresseur air pak Air Pak Compressor	20,000	0	20,000	0	0	0		55
26	Dôme a sel Salt Dome	35,000	0	35,000	0	0	0		57
27	Feux de circulation au DEL LED Traffic Lights	27,000	0	27,000	0	0	0		59
	Total travaux publics / Public Works	**82,000**	**0**	**82,000**	**0**	**0**	**0**	**0**	

	Titre / Title	Total $	Croissance Growth	Fonds reserves Reserve funds	Octroies Grant	Other/ Surplus	Dette / Debt Tax	Dette / Debt Other	Page #
	Routes / Roads								
28	Pavage chemin Lacroix phase 2 Paving Lacroix road phase 2	1,100,000	0	425,000	675,000	0	0		60
29	Traitement de surface Lavigne Surface Treatment Lavigne	310,000	0	0	310,000	0	0		62
30	Traitement de surface (Butler, Legault, Bouvier, Canaan) Surface Treatment (Butler, Legault, Bouvier, Canaan)	397,000	0	41,910	355,090	0	0		64
31	Revêtement - liste asset Scratch coat	357,000	0	0	357,000	0	0		65
32	Remplacement de ponceaux -liste asset Culvert replacement program	266,000	0	0	266,000	0	0		66
33	Conception ponceau Laurier Design Culvert Laurier	100,000	0	100,000	0	0	0		68
34	Remplacement de pont phase 1 (Cobbs Lake / DuLac) Bridge replacement program phase 1 (Cobbs Lake / DuLac)	90,000	0	90,000	0	0	0		70
35	Réparation de pont (Cobbs Lake / Lalonde) Bridge repair program (Cobbs Lake / Lalonde)	85,000	0	85,000	0	0	0		72
36	Réparation de pont (Larose) Bridge repair program (Larose)	33,000	0	0	33,000	0	0		74
37	Remplacement du pluvial sur Laurier Storm Water replacement Laurier	40,000	0	40,000	0	0	0		76
38	Analyses géotechniques Geotechnical investigation	40,000	0	40,000	0	0	0		77
39	CCTV pluvial urbain Urbain Storm CCTV	100,000	0	100,000	0	0	0		78
40	Lumières rue St-Jean St-Jean Street Lights	25,000	0	25,000	0	0	0		79
41	Étude rues a sens unique One Way conversion Traffic	13,000	0	13,000	0	0	0		81
	Total Routes / Roads	**2,956,000**	**0**	**959,910**	**1,996,090**	**0**	**0**	**0**	
	Véhicules /Fleet								
42	Remplacement camion travaux publics (1 tonne) Replacement pickup public work (1 ton)	55,000	0	55,000	0	0	0		82
43	Remplacement camion travaux publics (3/4 tonne) Replacement pickup public work (3/4 ton)	55,000	0	55,000	0	0	0		83
44	Tracteur TYM - Remplacement Loisirs TYM tractor - Replacement	85,000	0	85,000	0	0	0		84
45	Nouveau véhicule - Services d'eau New vehicule - Water Services	50,000	0	50,000	0	0	0		86
46	Remplacement du véhicule patrouille 2013 Replacement of 2013 enforcement vehicle	62,000	0	62,000	0	0	0		87
47	Remplacement du véhicule 2009 SUV Replacement of 2009 vehicle SUV	72,000	0	72,000	0	0	0		89
48	Nouveau véhicule - Services d'incendie New vehicle - Fire Services	65,000	0	0	0	0	65,000		91
49	Remplacement Tandem Replacement Tanden	350,000	0	0	0	0	350,000		93
50	Remplacement Tandem Replacement Tanden	350,000	0	0	0	0	350,000		93
	Total Véhicules /Fleet	**1,144,000**	**0**	**379,000**	**0**	**0**	**765,000**	**0**	
	Eau / Water								
51	Rue Wallace - remplacement de l'aqueduc Wallace Street - watermain replacement	981,000	0	981,000	0	0	0	0	95
	Total Eau / Water	**981,000**	**0**	**981,000**	**0**	**0**	**0**	**0**	
	Total 2020	**7,983,300**	**360,000**	**3,791,232**	**2,141,090**	**101,978**	**1,589,000**	**0**	
	Beginning Balance 1 Jan 2020								
	2020 operations								
	2020 budget allocation	**7,983,300**	**360,000**	**3,791,232**	**2,141,090**	**101,978**	**1,589,000**	**0**	
	Revenue 2020 budget								
	Closing 31 Dec 2020								

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Services Communautaires / Community Services
Nom du projet / Project name	Bourget - Bandes de patinoire et dalle de béton
	Bourget - Outside rink boards and ciment surface
Quartier / Ward	8

Début / Start: Août / August
Fin / End: Octobre / October

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	90,000	90,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	-					
Dépenses totales / Total expenditures	90,000	$ 90,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
Partenariat / Partnership	45,000	45,000				
Subvention FTE / FGT Grant	45,000	45,000				
	-					
	-					
Recettes totales / Total revenues	90,000	90,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Operating budget impact	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective
Le but du projet est d'installer des bandes de patinoire extérieure de façon permanente sur le terrain de l'école élémentaire catholique Sacré-Coeur à Bourget.

The goal of the project is to install permanent exterior rink boards in the Sacré-Coeur Catholic Elementary schoolyard in Bourget.

Justification / Explanation:

Les Services communautaires installent à chaque année un système de bande de bois temporaire dans la cour d'école de l'école élémentaire Sacré-Coeur de Bourget. Des résidents de la communauté ont fait demande à ce que le système de bande de patinoire devienne permanent. Pour se faire, l'asphalte sous le système de bande doit être remplacée par une dalle de béton. Comme le système de bande profitera aux élèves de l'école, 50% des coûts du projet proviendront du conseil scolaire. Si le conseil scolaire n'embarque pas dans le projet se montant ne sera pas dépensé.

Community Services install a temporary wooden rink boards system every year in the Sacré-Coeur elementary school yard in Bourget. Residents of the community requested that the ice rink boards system become permanent. To do this, the asphalt under the rink boards system must be replaced by a concrete slab. As the rink board system will benefit the school's students, 50% of the project costs will come from the school board.If the school board does not embark on the project amount will not be spent.

Programme de gestion des biens / Asset management program
Aucune mention du remplacement des bandes de patinoire dde Bourget dans le plan de gestion des effectifs

No mention of the Bourget rink board system in the asset management plan.

Répercussions opérationnelles / Operational impact
Le remplacement des bandes de patinoire n'engendrera pas d'économie directe. Toutefois, le projet permettra de diminuer considérablement le risque d'accident possible de la part des utilisateurs et donc diminuera à long terme au risque de poursuite judiciaire contre la municipalité. Considérant que le système deviendra permanent, les employés du service n'auront plus besoin d'installer le système annuellement.

The replacement of the skating rink boards will not result in a direct saving. However, the project will significantly reduce the risk of possible accident by users and therefore reduce the risk of legal lawsuits against the municipality in the long term. Considering that the system will become permanent, service employees will no longer need to install the system annually.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Services Communautaires / Community Services		
Nom du projet / Project name	Bourget - Bandes de patinoire et dalle de béton Bourget - Outside rink boards and ciment surface		
Quartier / Ward	8	Début / Start Fin / End	Août / August Octobre / October

Carte-index / Key map - Photo/Picture

Système actuel :

Système proposé :

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Services Communautaires / Community Services
Nom du projet / Project name	Parc de Bourget - Remplacement des structures de jeux
	Bourget Park - Play structures replacement
Quartier / Ward	8

Début / Start: Mai/May
Fin / End: Octobre / October

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	50,000	50,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	-					
Dépenses totales / Total expenditures	50,000	$ 50,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Réserve d'équipements / Equipment reserve	50,000	50,000				
	-					
	-					
Recettes totales / Total revenues	50,000	50,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Operating budget impact	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective
Le but du projet est de procéder au remplacement des structures de jeux pour enfants au parc de Bourget et de remplacer le sable par du pailli accessible.

The goal of the project is to replace the children play structures at the Bourget Park and replace the sand with accessible mulch.

Justification / Explanation:

Les structures de jeux du parc de Bourget ont dépassé leur durée de vie utile et présentent certains signes de vieillissement. Ces structures doivent être changées dans un avenir rapproché afin d'éviter les bris et possiblement des blessures. Les structures ont été construite en 2001. Afin d'améliorer l'accessibilité, les Services communautaires désirent remplacer le sable par du pailli en même temps que le remplacement de la structure afin d'être efficace et donc moins dispendieux.

The Bourget Park Playground structures have exceeded their useful life and is showing some signs of wear and tear. These structures must be changed in the near future to prevent breakage and possibly injuries. These structures were built in 2001. In order to improve accesibility, the Community Services want to replace the sand with mulch at the same time as the structure replacement as it will be more efficient and therefore less expensive.

Programme de gestion des biens / Asset management program
Selon le plan de gestion des actifs le remplacement de ces structures aurait dû avoir eu lieu en 2014. L'estimation des coûts de remplacement étaient de 34000$ pour la structure seulement.

According to the asset management plan, the replacement of these structures should have occurred in 2014. The estimated replacement cost was $34,000 for the structure only.

Répercussions opérationnelles / Operational impact
Ce projet n'aura aucun impact opérationnel majeur

This project will have no major operational impact

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Services Communautaires / Community Services		
Nom du projet / Project name	Parc de Bourget - Remplacement des structures de jeux Bourget Park - Play structures replacement		
Quartier / Ward	8	Début / Start	Mai/May
		Fin / End	Octobre / October

Carte-index / Key map - Photo/Picture

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Services Communautaires / Community Services
Nom du projet / Project name	Parc Cathy Cain - Bandes de patinoire
	Cathy Cain Park - Rink Boards
Quartier / Ward	5

Début / Start: Août / August
Fin / End: Novembre / November

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	50,000	50,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	-					
Dépenses totales / Total expenditures	50,000	$ 50,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Réserve d'équipements / Equipment reserve	50,000	50,000				
	-					
	-					
Recettes totales / Total revenues	50,000	50,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Operating budget impact	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective
Le but de ce projet est d'acheter et d'installer un système de bande de patinoire en aluminium et en "Puck Board" afin de remplacer les bandes de patinoire permanentes au parc Cathy Cain.

The objective of this project is to purchase and install one aluminum boards and 'Puck Board' rink system to replace permanent rink boards at the Cathy Cain Park.

Justification / Explanation:
Depuis trois ans, les Services communautaires ont entrepris la tâche de remplacer toutes les bandes de patinoire permanente dans tous ses parcs. Une patinoire a été changée en 2017, deux en 2018 et une en 2019. Il reste encore deux systèmes de bandes de patinoire permanente à changer: parc Cathy Cain et parc Grand Tronc.

For the past three years, Community Services has taken on the task of replacing all permanent rink board systems in all of its parks. One ice rink was changed in 2017 , two in 2018 and one in 2019. There are still two permanent rink board systems to be changed: Cathy Cain Park and Grand Tronc Park.

Programme de gestion des biens / Asset management program
Aucune mention du remplacement des bandes de patinoire du parc Cathy Cain dans le plan de gestion des effectifs

No mention of the Cathy Cain rink board system in the asset management plan.

Répercussions opérationnelles / Operational impact
Le remplacement des bandes de patinoire n'engendrera pas d'économie directe. Toutefois, le projet permettra de diminuer considérablement le risque d'accident possible de la part des utilisateurs et donc diminuera à long terme le risque de poursuite judiciaire contre la municipalité.

The replacement of the skating rink boards will not result in a direct saving. However, the project will significantly reduce the risk of possible accident by users and therefore reduce the risk of legal pursuits against the municipality in the long term.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Services Communautaires / Community Services		
Nom du projet / Project name	Parc Cathy Cain - Bandes de patinoire Cathy Cain Park - Rink Boards		
Quartier / Ward	5	Début / Start	Août / August
		Fin / End	Novembre / November

Carte-index / Key map - Photo/Picture

Système actuel :

Système proposé :

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Services Communautaires / Community Services
Nom du projet / Project name	Tous les parcs - Tables de pique-nique et bancs All parks - Picnic tables and bench
Quartier / Ward	Tous / All
Début / Start	Mai / May
Fin / End	Juin / June

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	25,000	25,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	-					
Dépenses totales / Total expenditures	25,000	$ 25,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Réserve générale / General reserve	25,000	25,000				
	-					
	-					
Recettes totales / Total revenues	25,000	25,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Operating budget impact	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective
Le but de ce projet est de procéder à l'achat de tables de pique-niques / bancs pour tous les parcs de la Cité.

The purpose of this project is to proceed with the purchase of picnic tables / benches within all City parks.

Justification / Explanation:
Avec l'ajout des nombreux parcs dans les dernières années et l'ajout de trois abris en 2018/2019 les Services communautaires ont un manque important de tables de pique-nique et de bancs dans l'ensemble de ses parcs.

With the addition of many parks in recent years and the addition of three shelters in 2018/2019 Community Services have a significant lack of picnic tables and benches in all of its parks.

Programme de gestion des biens / Asset management program
Il s'agit d'un ajout et non d'un remplacement d'équipement.

This is an addition and not an equipment replacement.

Répercussions opérationnelles / Operational impact
Ce projet n'aura aucun impact opérationnel

This project will have no operational impact

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Services Communautaires / Community Services
Nom du projet / Project name	Parc Dutrisac - Sentier pavé Dutrisac Park - Paved pathway
Quartier / Ward	4
Début / Start	Août/August
Fin / End	Octobre/October

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	35,000	35,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	-					
Dépenses totales / Total expenditures	35,000	$ 35,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Réserve d'équipements / Equipment reserve	35,000	35,000				
	-					
	-					
Recettes totales / Total revenues	35,000	35,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Operating budget impact	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective
Le but du présent projet est de paver un sentier de roches situé dans le parc Dutrisac.

The objective of this project is to pave the gravel pathway in the Dutrisac park.

Justification / Explanation:
Le pavage de se sentier améliorera l'accessibilité du parc tout en améliorant la connectivité entre la rue Caron et la rue Sandra pour les utilisateurs des transports actifs. Le sentier est d'environ 275 m.

Paving the trail will improve park accessibility while improving connectivity between Caron Road and Sandra Road for active transportation users. The trail is approximately 275 m.

Programme de gestion des biens / Asset management program
Il s'agit d'un ajout et non d'un remplacement d'équipement.

This is an addition and not an equipment replacement.

Répercussions opérationnelles / Operational impact
Ce projet n'aura aucun impact opérationnel

This project will have no operational impact

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Services Communautaires / Community Services		
Nom du projet / Project name	Parc Dutrisac - Sentier pavé Dutrisac Park - Paved pathway		
Quartier / Ward	4	Début / Start	Août/August
		Fin / End	Octobre/October

Carte-index / Key map - Photo/Picture

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Services Communautaires / Community Services
Nom du projet / Project name	Parc Du Moulin - Développement du parc
	Du Moulin Park - Park Devlopment
Quartier / Ward	2

Début / Start Janvier
Fin / End Décembre

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	-					
Conseiller / Consultant	50,000	50,000				
Conception / Design	50,000	50,000				
Interne / Internal	-					
Dépenses totales / Total expenditures	100,000	$ 100,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
Partenariat / Partnership	-					
Subvention FTE / FGT Grant	100,000	100,000				
	-					
	-					
Recettes totales / Total revenues	100,000	100,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Operating budget impact	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective
Le but du projet est de préparer les documents nécessaires pour l'acquisition de terrain ainsi que de développer des plans et devis pour le futur développement du parc.

The purpose of the project is to prepare the land acquisition documentation as well as to devlop plans and specifications for the future development of the park.

Justification / Explanation:

Les Services communautaires et l'administration étudient présentement les possibilités d'acquisition de terrains adjacents au parc et travaillent avec le comité consultatif du parc Du Moulin afin de développer un plan concept. Le montant demandé au budget servira à défrayer les coûts associés à ces deux tâches (p.ex., frais d'ingénieurs, étude géotechnique, frais d'arpentage, frais juridiques, etc.). C'est est à noter que le développement riverain est une priorité selon le plan directeur des loisirs et le plan stratégique municipal.

The Community Services and the Administration are currently reviewing opportunities for land acquisition adjacent to the park and are working with the Du Moulin Park Advisory Committee to develop a concept plan. The amount requested will be used to cover the costs associated with these two tasks (eg, engineering fees, geotechnical study, survey costs, legal fees, etc.). It should be noted that riverfront development is a priority according to the Recreation Master Plan and the Municipal Strategic Plan.

Programme de gestion des biens / Asset management program
Il s'agit d'un ajout et non d'un remplacement d'équipement.

This is an addition and not an equipment replacement.

Répercussions opérationnelles / Operational impact
La rédaction des plans et devis et la préparation des documents reliés à l'acquisition de terrain n'engendrera pas de coût additionnel.

The preparation of plans and specifications and the preparation of documents related to the land acquisition will not generate additional costs.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Services Communautaires / Community Services
Nom du projet / Project name	Centre communautaire de Bourget - Remplacement du plancher - Obligatoire (Amiante)
	Bourget community Center - Floor replacement - Mandatory (Asbestos)
Quartier / Ward	8

Début / Start: Août / August
Fin / End: October / Octobre

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	110,000	110,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	3,300	3,300				
Dépenses totales / Total expenditures	113,300	$ 113,300	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Réserve des bâtiments / Building reserve	113,300	113,300				
	-					
	-					
Recettes totales / Total revenues	113,300	113,300	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Operating budget impact	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective
Le but de ce projet est de remplacer le plancher du Centre communautaire de Bourget.

The objective of this project is to replace the floor in the Bourget Community Centre.

Justification / Explanation:
Le plancher du centre a plus de 40 ans. Il a dépassé sa durée de vie utile et présente des signes de fatigue. Le remplacement de plusieurs tuiles du plancher doit être effectué à chaque année et il devient de plus en plus difficile d'entretenir le plancher. Cette demande provient du comité de Loisirs de Bourget. Il faut également considérer que le plancher contient de l'amiante.

The floor at the centre is over 40 years old. It has exceeded its useful limit and shows signs of wear and tear. The replacement of several tiles in the floor must be done each year and it has become more and more difficult to maintain it. This request comes from the 'Comité de Loisirs de Bourget'. We also need to consider that the flooring contains asbestos.

Programme de gestion des biens / Asset management program
Aucune mention du remplacement du plancher à l'intérieur du plan de gestion des effectifs

No mention of the floor replacement in the asset management plan.

Répercussions opérationnelles / Operational impact
Ce projet n'aura aucun impact opérationnel direct

This project will have no direct operational impact

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Services Communautaires / Community Services
Nom du projet / Project name	Centre communautaire de Bourget - Remplacement du plancher - Obligatoire (Amiante)
	Bourget community Center - Floor replacement - Mandatory (Asbestos)
Quartier / Ward	8

Début / Start	Août / August
Fin / End	October / Octobre

Carte-index / Key map - Photo/Picture

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Services Communautaires / Community Services
Nom du projet / Project name	Salle communautaire de l'aréna de Clarence - Plan et devis pour le remplacement de la toiture et du système de CVC Clarence Arena Community Hall - Roof and HVAC system replacement plans and specifications
Quartier / Ward	Tous / All
Début / Start	Juin/June
Fin / End	Octobre / October

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	200,000		200,000			
Conseiller / Consultant	40,000	40,000				
Conception / Design	-					
Interne / Internal	-					
Dépenses totales / Total expenditures	240,000	$ 40,000	$ 200,000	$ -	$ -	$ -
Recettes / Revenues						
	-					
Réserve d'équipements / Equipment reserve	40,000	40,000				
	-					
	-					
Recettes totales / Total revenues	40,000	40,000	-	-	-	-
Dette / Debt	200,000	-	200,000	-	-	-

Répercussions sur le budget de fonctionnement / Operating budget impact	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective
Le but du projet est de procéder à la conception des plans et devis pour le remplacement de la toiture et le remplacement des unités de CVC pour la salle communautaire de l'aréna de Clarence Creek.

The goal of the project is to develop plans and specifications for the roof and HVAC unit replacement for the Clarence Creek Arena Community Hall.

Justification / Explanation:
Suite à une inspection de la toiture où se trouve les unités du système de CVC, il a été observé que la toiture a atteint sa durée de vie utile et se doit d'être remplacée le plus rapidement possible afin d'éviter des dégats d'eau à l'intérieur de l'édifice. Les unités du système de CVC ont également atteint leur durée de vie utile et devront être remplacées dans un avenir rapproché. Pour des raisons logistiques et une économie sur les coûts, il est recommandé de faire le changement de la toiture et des systèmes de CVC en même temps. La conception est prévue pour 2020 et la construction aurait lieu en 2021.

Following an inspection of the roof where the HVAC system units are located, the roof has reached its useful life and needs to be replaced as quickly as possible to avoid water damage inside the building. The HVAC system units have also reached their useful life and will need to be replaced in the near future. For logistical reasons, it is recommended to change the roof and HVAC systems at the same time. The design is scheduled for 2020 and construction would take place in 2021.

Programme de gestion des biens / Asset management program
Toiture: Aucune mention à l'intérieur du plan de gestion des biens.

Système CVC: Selon le plan de gestion des biens le remplacement du système aurait dû avoir eu lieu en 2017.

Roofing: No mention within the Asset Management Plan.

HVAC system: According to the asset management plan the replacement of these units should have taken place in 2017.

Répercussions opérationnelles / Operational impact

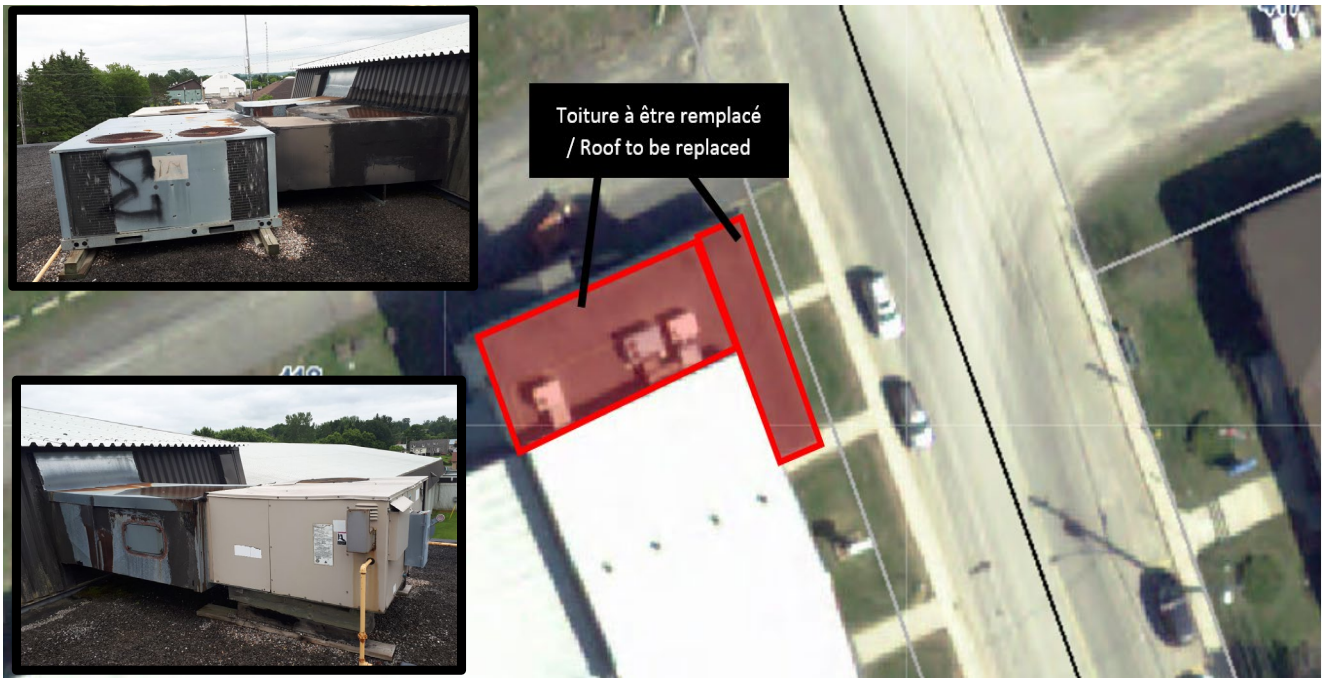
Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Services Communautaires / Community Services
Nom du projet / Project name	Salle communautaire de l'aréna de Clarence - Plan et devis pour le remplacement de la toiture et du système de CVC Clarence Arena Community Hall - Roof and HVAC system replacement plans and specifications
Quartier / Ward	Tous / All
Début / Start	Juin/June
Fin / End	Octobre / October

Ce projet n'aura aucun impact opérationnel

This project will have no operational impact

Carte-index / Key map - Photo/Picture



Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Services Communautaires / Community Services
Nom du projet / Project name	Aréna de Clarence Creek - Réparation des escaliers de secours extérieurs
	Clarence Creek Arena - Exterior emergency staircase repair
Quartier / Ward	Tous / All
	Début / Start
	Fin / End

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	200,000	200,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	6,000	6,000				
Dépenses totales / Total expenditures	206,000	$ 206,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Réserve des bâtiments / Building reserve	206,000	206,000				
	-					
	-					
Recettes totales / Total revenues	206,000	206,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Operating budget impact	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective
Le but du projet est de procéder à la reconstruction des escaliers de secours extérieurs de la salle communautaire de l'aréna de Clarence Creek.

The goal of the project is to is to reconstruct the Clarence Creek Arena Community Hall's exterior emergency staircase.

Justification / Explanation:

En 2019, les Services commuanuatires ont effectué une évaluation structurale des escaliers de secours. Les résultats de l'évaluation démontrent que les escaliers sont en mauvaise état et doivent être remplacés. Selon cette même évaluation, le coût de remplacement est évalué à 206 000 $.

In 2019, the Community Services proceeded with the structural evaluation of the emergency staircase. The results of the evaluation show that the stairs are in poor condition and need to be replaced. As per the evaluation, the replacement cost is estimated at $206,000.

Programme de gestion des biens / Asset management program
Selon le plan de gestion des actifs, le remplacement des marches d'urgence aurait dû avoir lieu en 2014. L'estimation des coûts de remplacement est de 206 000 $.

As per the asset management plan the stairs should have been replaced in 2014. The estimated cost for the replacement is $206,000.

Répercussions opérationnelles / Operational impact

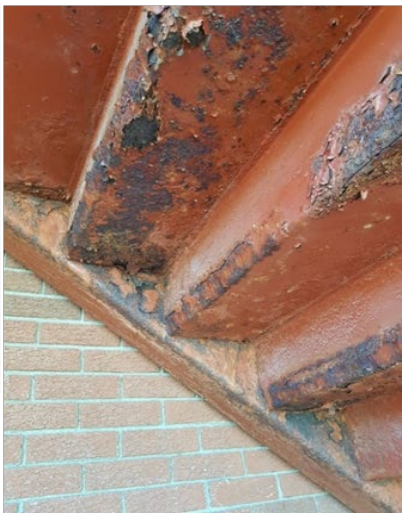
Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Services Communautaires / Community Services		
Nom du projet / Project name	Aréna de Clarence Creek - Réparation des escaliers de secours extérieurs		
	Clarence Creek Arena - Exterior emergency staircase repair		
Quartier / Ward	Tous / All	Début / Start	
		Fin / End	

Ce projet n'aura aucun impact opérationnel

This project will have no operational impact

Carte-index / Key map - Photo/Picture



Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Services Communautaires / Community Services
Nom du projet / Project name	Salle de spectacle - Remplacement d'équipement audiovisuel Performance Hall - Replacement of audio-visual equipment
Quartier / Ward	3

Début / Start Jan
Fin / End Juin/June

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	-					
Conseiller / Consultant	100,000	100,000				
Conception / Design	-					
Interne / Internal	-					
Dépenses totales / Total expenditures	100,000	$ 100,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Réserve d'équipements / Equipment reserve	100,000	100,000				
	-					
	-					
Recettes totales / Total revenues	100,000	100,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Operating budget impact	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective
L'ojectif de ce projet est de remplacer et moderniser l'équipement audio-visuel de la Salle de spectacle Optimiste.

The objective of this project is to replace and modernize the Optimiste Performance Hall's audiovisual equipment.

Justification/Explanation:
L'équipement actuel de la salle a maintenant 10 ans et démontre des signes d'usure majeurs. Notre contracteur d'éclairage et de sonorisation a informé le service que les réparations de l'équipement actuel sont temporaires car les pièces de rechange deviennent de plus en plus difficiles à trouver en raison de son âge. De l'équipement nouveau et moderne améliorera l'expérience du locataire, simplifiera et raccourcira le temps d'installation et de retrait du contractant, réduira les coûts de réparation et, espérons-le, attirera de nouveaux clients.

The hall's current equipment is now 10 years old and is showing major signs of wear and tear. Our sound and lighting contractor has advised the department that repairs of the current equipment are temporary as replacement parts are becoming harder to come by due to its age. New and modern equipment will improve the rentee's experience, simplify and shorten the contractor's set-up/take-down time, save on repair costs and hopefully attract new potential clients.

Programme de gestion des biens / Asset management program
N/A

Répercussions opérationnelles / Operational impact
Ce projet n'aura aucun impact opérationnel.

This project will have no operational impact.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Services Communautaires / Community Services
Nom du projet / Project name	Nouveau garage des Services communautaires - Aménagement de la cour extérieure New Community Services Garage - Courtyard development
Quartier / Ward	Tous / All
Début / Start	Septembre / September
Fin / End	Novembre / November

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	300,000	300,000				
Conseiller / Consultant	15,000	15,000				
Conception / Design	-					
Interne / Internal	9,000	9,000				
Dépenses totales / Total expenditures	324,000	$ 324,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
	-					
	-					
	-					
Recettes totales / Total revenues	-	-	-	-	-	-
Dette / Debt	324,000	324,000	-	-	-	-

Répercussions sur le budget de fonctionnement / Operating budget impact	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

Le but du projet est de développer la cour extérieure du nouveau garage des Services communautaires.

The purpose of the project is to develop the outdoor courtyard of the new Community Services garage.

Justification / Explanation:

En 2019, le conseil municipal à autorisé les Services communautaires d'effectuer les plans et devis de la cour extérieure de leur nouveau garage (ancienne station des paramédics à Clarence). À l'aide des plans concepts, une évaluation de classe D des coûts reliés au projet a été effectuée. Le plan concept est disponible ci-dessous. Les coûts des modifications proposées sont évalués à 324 000$. Cette nouvelle cours inclura un dôme, un abri pour la machinerie, des conteneurs pour entreposer le matériel, etc.

In 2019, City Council allowed Community Services to complete all plans and specifications for their new garage's outdoor yard. Using the concept plans, a class D estimate was carried out. The concept plan is available below. The costs of the proposed modifications are estimated at $ 324,000. This new courtyard will include a dome, a shelter for machinery, containers for storing equipment, etc.

Programme de gestion des biens / Asset management program

Il s'agit d'un ajout et non d'un remplacement.

This is an addition and not a replacement.

Répercussions opérationnelles / Operational impact

La construction de la cour extérieure du nouveau garage des Services communautaires engendrera aucun coût d'opération supplémentaire. Une nouvelle cour mieux adaptée aux nouvelles réalités du département permettra d'éliminer certains problèmes de santé et sécurité tout en améliorant l'efficacité des employés.

The construction of the courtyard at the new Community Services garage will have no operational budget impact. A new courtyard adapted to the realities of the department will eliminate health and safety problems while improving employee efficiency.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Services Communautaires / Community Services		
Nom du projet / Project name	Nouveau garage des Services communautaires - Aménagement de la cour extérieure New Community Services Garage - Courtyard development		
Quartier / Ward	Tous / All	Début / Start	Septembre / September
		Fin / End	Novembre / November

Carte-index / Key map - Photo/Picture

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Services Communautaires / Community Services
Nom du projet / Project name	Remorque à benne de 10 pieds - Remplacement 10 feet dump trailer - Replacement
Quartier / Ward	Tous / All
Début / Start	Mai/May
Fin / End	Juin/June

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	17,000	17,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	-					
Dépenses totales / Total expenditures	17,000	$ 17,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Réserve d'équipements / Equipment reserve	17,000	17,000				
	-					
	-					
Recettes totales / Total revenues	17,000	17,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Operating budget impact	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective
Le but du projet est de remplacer la remorque à benne de 10 pieds.

The goal of the project is to replace the 10 feet dump trailer.

Justification / Explanation:

La remorque à benne actuelle a plus de 13 ans (2006) . La remorque a brisé à plusieurs reprises dans les dernières années et selon le mécanicien de la municipalité, plusieurs des composantes majeures sont sur le point de devoir être remplacées. Le nouveau modèle qui sera acheté aura une plus grande capacité afin d'accomoder les besoin du service. De plus, le nouveau modèle sera en metal galvanizer afin de considérablement allonger la durée de vie de la remorque. La remorque actuelle serait vendu. Le montant amassé sera retourné dans la réserve d'équipement.

The current dump trailer is over 13 years old (2006). The trailer has broken several times in recent years and according to the municipal mechanic, many of the components are about to be replaced. This trailer has long exceeded use and is no longer reliable. The new model that will be purchased will have an even greater capacity to accommodate the needs of the service. In addition, the new model will be galvanized to significantly extend the life expectancy of the trailer. The current trailer would be sold. The amount received will be returned to the equipment reserve.

Programme de gestion des biens / Asset management program
Selon les standards de l'industrie une remorque de ce type devrait être remplacé à tous les 20 ans (2026).

According to the industry standards a trailer of this type should be replaced every 20 years (2026).

Répercussions opérationnelles / Operational impact
Une nouvelle remorque réduirait les coûts de réparation tout en diminuant le temps d'employé perdu en raison du manque de remorque qui ne sont pas disponible dû aux nombreuses réparations. L'augmentation de la capacité de charge de la nouvelle remorque permettra également de rendre les opérations plus efficaces.

A new trailer would reduce repair costs while reducing the waste of employee time due to lack of trailers while they are at the garage for repairs. The increased load capacity of the new trailer will also make operations more efficient.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Services Communautaires / Community Services		
Nom du projet / Project name	Remorque à benne de 10 pieds - Remplacement 10 feet dump trailer - Replacement		
Quartier / Ward	Tous / All	Début / Start	Mai/May
		Fin / End	Juin/June

Carte-index / Key map - Photo/Picture

Remorque actuelle /
Actual trailer

Proposition de remplacement /
Proposed replacement

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Services Communautaires / Community Services
Nom du projet / Project name	Remorque de 16 pieds - Remplacement 16 feet trailer - Replacement
Quartier / Ward	Tous / All
Début / Start	Mai / May
Fin / End	Juin / June

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	10,000	10,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	-					
Dépenses totales / Total expenditures	10,000	$ 10,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Réserve d'équipements / Equipment reserve	10,000	10,000				
	-					
	-					
Recettes totales / Total revenues	10,000	10,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Operating budget impact	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective
Le but du projet est de remplacer la remorque de 16 pieds

The goal of the project is to replace the 16 feet trailer

Justification / Explanation:

La remorque actuelle a plus de 29 ans (1990). La remorque a brisé à plusieurs reprises dans les dernières années et selon le mécanicien de la municipalité, plusieurs des composantes majeures sont sur le point de devoir être remplacées. Cette remorque a longuement dépassé sa durée de vie utile et n'est plus fiable. Le nouveau modèle sera en métal galvanizé afin de considérablement allonger la durée de vie de la remorque.

The current trailer is over 29 years old (1990). The trailer has broken several times in recent years and according to the municipal mechanic, many of the components are about to be replaced. This trailer has long exceeded use and is no longer reliable. The new model will be galvanized to significantly extend the life expectancy of the trailer.

Programme de gestion des biens / Asset management program
Selon les standards de l'industrie, une remorque de ce type devrait être remplacé à tous les 20 ans (2010).

According to the industry standards a trailer of this type should be replaced every 20 years (2010).

Répercussions opérationnelles / Operational impact
Une nouvelle remorque réduirait les coûts de réparation tout en diminuant le temps d'employé perdu en raison du manque de remorque devant se faire réparer.

A trailer would reduce repair costs while reducing the waste of employe time due to lack of a trailers while they are at the garage for repairs.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Services Communautaires / Community Services		
Nom du projet / Project name	Remorque de 16 pieds - Remplacement 16 feet trailer - Replacement		
Quartier / Ward	Tous / All	Début / Start	Mai / May
		Fin / End	Juin / June

Carte-index / Key map - Photo/Picture

Remorque actuelle / Actual trailer

Proposition de remplacement / Proposed replacement

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Services Communautaires / Community Services
Nom du projet / Project name	Nouveau Site web New WebSite
Quartier / Ward	
Début / Start	Jan
Fin / End	Oct

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	-					
Conseiller / Consultant	-					
Conception / Design	30,000	75,000				
Interne / Internal	-					
Dépenses totales / Total expenditures	75,000	$ 75,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Réserve générale / General reserve	75,000	75,000				
	-					
	-					
Recettes totales / Total revenues	75,000	75,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Operating budget impact	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

L'objectif de ce projet est d'embaucher une entreprise pour concevoir, développer et mettre en œuvre un site Web engageant, visuellement attrayant et axé sur le client, avec des fonctionnalités interactives qui amélioreront l'utilisation du site par les utilisateurs externes et internes.

The objective of this project is to hire a company to design, develop, and implement an engaging, visually appealing, customer-centric website with interactive features that will enhance the use of the site by external and internal users.

Justification / Explanation:
Le site Web actuel n'est pas facile à naviguer et nous avons reçu plusieurs commentaires de résidents et collègues nous indiquant que les informations sont difficiles à trouver. La plate-forme de programmation du site fait en sorte que des changements mineurs peuvent être longs à entreprendre et le processus est même fastidieux pour des professionnels de milieu. Un nouveau site, qui est facile à naviguer et visuellement attrayant, représentera mieux la vision de CR en ligne (Sharepoint, portail du service des garderies, paiements en ligne, locations d'installations, etc.).

The current website is not easy to navigate and we have received several comments from residents and colleagues indicating that the information is hard to find. The site's programming platform ensures that minor changes can take a long time to complete and the process is even tedious for web professionals. A new site, which is easy to navigate and visually appealing, will better represent the CR Online's vision (Sharepoint, childcare portal, online payments, facility rentals, etc.).

NB: Le coût total pour ce projet est environ 100 000 $ et 70 000 $ fait déjà partie du budget de Sharepoint.
The total cost for this project is approximately $100,000 and $70,000 is already part of the Sharepoint budget.

Programme de gestion des biens / Asset management program

N/A

Répercussions opérationnelles / Operational impact

Ce projet n'aura aucun impact opérationnel.

This project will have no operational impact.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Gestion et technologie de l'information (GTI) / Information Management and Technology (IMIT)		
Nom du projet / Project name	Projet de cybersécurité		
	Cybersecurty project		
Quartier / Ward	Tous / All	Début / Start	Jan-20
		Fin / End	Dec-20

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Service/Platform for Cybersecurity	10,000	10,000	-	-	-	-
Conseiller / Consultant	5,000	5,000	-	-	-	-
Tools	15,000	15,000	-	-	-	-
Interne / Internal	-					
Dépenses totales / Total expenditures	30,000	$ 30,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Réserve générale / General reserve	30,000	30,000				
	-					
	-					
Recettes totales / Total revenues	30,000	30,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Operating budget impact	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective
Améliorer la maturité de la ville en matière de cybersécurité et évaluer les investissements potentiels pour l'avenir /

To improve the maturity of the City as it pertains to Cybersecurity and evaluate potential investment for the future

Programme de gestion des biens / Asset management program
N/A

Répercussions opérationnelles / Operational impact
Augmentation des compétences pour l'équipe GTI
Plus de connaissances sur la cybersécurité pour tout le personnel
Diminution du risque de pannes opérationnelles dues à des cyberattaques pouvant engendrer des coûts importants /

Stronger set of skills for IMIT Team
More cybersecurity knowledge for all staff
Decreased risk of operational outages due to cyber attacks that could have siginificant costs

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Service de la Protection / Protective Services		
Nom du projet / Project name	(2) Collecteurs de trafic et vitesse		
	(2) Tracker Traffic collector		
Quartier / Ward	Tous / All	Début / Start	mars / March
		Fin / End	sep / Sept

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	10,000	10,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	-					
Dépenses totales / Total expenditures	$ 10,000	$ 10,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Réserve d'équipements / Equpment reserve	10,000	10,000				
	-					
Recettes totales / Total revenues	10,000	10,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Operating budget impact	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

Collecteur de trafic et vitesse est un dispositif de collecte de données de trafic bidirectionnel à plusieurs voies entièrement intégré. Il valide les problèmes de vitesse et de circulation du public. Cela permettra de mieux servir la communauté en collectant les données appropriées et en les envoyant directement à notre détachement local de la Police Provinciale de l'Ontario.

Tracker Traffic Collector is a fully integrated multi-lane bidirectional traffic data gathering device. It validates speeding and traffic concerns from the public. This will better serve the community by collecting proper data and sending them directly to our local OPP detachement.

Programme de gestion des biens / Asset management program

Répercussions opérationnelles / Operational impact

Collecteur de trafic et vitesse est un dispositif de collecte de données de trafic bidirectionnel à plusieurs voies entièrement intégré. La petite taille, la configuration rapide, la technologie de détection non intrusive et la connectivité sans fil longue portée garantissent la sécurité opérationnelle lors de l'installation et de la récupération des données.

Tracker Traffic Collector is a fully integrated multi-lane bidirectional traffic data gathering device. Featuring small size, no hassle field setup, non-intrusive sensing technology, and long range wireless connectivity ensures operational safety during installation and data retrieval.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Service de la Protection / Protective Services		
Nom du projet / Project name	(2) Collecteurs de trafic et vitesse (2) Tracker Traffic collector		
Quartier / Ward	Tous / All	Début / Start	mars / March
		Fin / End	sep / Sept

Photo / Picture

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Service de la Protection / Protective Services		
Nom du projet / Project name	Nouvelle fourrière municipale New Municipal Dog Pound		
Quartier / Ward	Tous / All	Début / Start	mars / March
		Fin / End	Sep / Sept

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	80,000	80,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	-					
Dépenses totales / Total expenditures	$ 80,000	$ 80,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Réserve général / General reserve	80,000	80,000				
	-					
Recettes totales / Total revenues	80,000	80,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Operating budget impact	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

Construire une nouvelle fourrière pour chien, utilisée pour détenir temporairement les chiens en liberté dans la communauté. L'installation actuelle est extrêmement petite, dépassée et n'a pas de parcours attaché, ce qui expose les agents au risque de morsure de chien lorsqu'ils sont obligés de promener les chiens ou de nettoyer leurs cages.

To construct a new dog pound, which is used to temporarily store dogs found at large in the community. The current facility is extremely small, outdated, and does not have attached runs, which exposes officers to risk of dog bites when having to take dogs out for walks, or to clean their cages.

Programme de gestion des biens / Asset management program

Répercussions opérationnelles / Operational impact

Nouvelle fourrière pour aider à mieux servir la communauté. Avoir une installation qui répond à nos besoins et qui est à la hauteur des normes provinciales et des changements de la cruauté envers les animaux. Cette installation constituerait un logement temporaire plus sûr et plus confortable, conforme aux normes provinciales pour les 30 prochaines années, tout en augmentant notre capacité actuelle de 3 animaux.

Brand new pound to help better serve the community. Having a facility that suites our needs and is up to par with the province standards and the animal cruelty changes. This facility would be a safer and more comfortable temporary housing that would meet the province standards for the next 30 years while increasing our current capacity which is 3 animals.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Service de la Protection / Protective Services		
Nom du projet / Project name	Nouvelle fourrière municipale New Municipal Dog Pound		
Quartier / Ward	Tous / All	Début / Start	mars / March
		Fin / End	Sep / Sept

Photo/Picture

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Service de la Protection / Protective Services
Nom du projet / Project name	Remplacement des appareils respiratoires autonomes du département (ARA)
	Replacement of Self Contained Breathing Apparatus (SCBA)
Quartier / Ward	Tous / All
Début / Start	fev/ Feb
Fin / End	juin/June

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	550,000	-	550,000			
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	-					
Dépenses totales / Total expenditures	550,000	$ -	$ 550,000	$ -	$ -	$ -
Recettes / Revenues						
	-					
	-					
	-					
	-					
Recettes totales / Total revenues	-	-	-	-	-	-
Dette / Debt	550,000	-	550,000	-	-	-

Répercussions sur le budget de fonctionnement / Operating budget impact	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

Différé à 2020

Ce projet remplacerait les unités ARA du département. Les appareils respiratoires autonomes existantes ont entre 7 et 10 ans et nécessitent plus d'entretien. Depuis l'achat de ces appareils, les normes relatives aux appareils respiratoires autonomes ont été modifiées à quelques reprises, c'est-à-dire; Une cloche d'alarme basse retentit à 33% de l'air purifié, pas à 25%, laissant à nos pompiers plus d'air pour sortir d'une structure en toute sécurité. La plaque arrière peut être entièrement démontée pour pouvoir décontaminer les unités après utilisation. Sachant que la fumée est un agent cancérigène, il s'agit d'un pas en avant pour la santé et la sécurité. Nous ferions passer les bouteilles à 4500 psi, ce que les départements voisins utilisent, ce qui faciliterait les opérations lors d'un appel d'aide mutuelle.

Deffered to 2020

This project would replace the department SCBA units. The existing SCBA units range in age from 7 to 10 years old and are requiring more maintenance.Since those were purchased, the standards relating to SCBA have changed a few times,i.e.; hte low alarm bell sounds at 33% of remaninding air , not 25% leaving our firefighters with more air to exit a structure safely. The backplate can be fully disassembled to be able to decontaminate the units after use. Knowing that smoke is a carcinogen, this is a great step for health and safety. We would upgrade to 4500psi bottles which is what our neighboring departments are using, this would facilitate the operations during a mutual aid call.

Programme de gestion des biens / Asset management program

Répercussions opérationnelles / Operational impact

Ce projet ameliorera la santé et securité chez nos pompier. Les appareils que nous utilisons présentement sont en arrière par rapport à la norme NFPA. Les nouvelles normes sont plus stricte les alarmes du niveau d'air sonne a 33% et non 25% du niveau du cylindre ce qui augmente le niveau d'air pour evacuer les lieux. Les masque sont fait plus resistant a la chaleur ceci est majeur lorsqu'il est connu que les incendie produise de plus en plus de chaleur. Les harnais sont fait pour etre démontés pour être decontaminés. Ce projet doit être effectué en un seul achat, le changement d'appareil respiratoire enéetape serait un problème de logistique majeur pour le service.

This purchase would upgrade the health and safety of our members. The current scba's are a few NFPA statndard behind and some new features like the low air alarm bell sounding with more air in the cylinder, leaving the firefighter with more air to exit a structure, the cylinder itself carries more air requiring less firefighters in the hot zone meaning less members being exposed to carcinogenes and also helps in low manpower situations and these are occuring more often. This project would need to be done in one purchase, it would be a logistical problem to have the service using two different types of units and different pressures putting the members at risk.

Photo/Picture

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Service de la Protection / Protective Services		
Nom du projet / Project name	Remplacement des appareils respiratoires autonomes du département (ARA)		
	Replacement of Self Contained Breathing Apparatus (SCBA)		
Quartier / Ward	Tous / All	Début / Start	fev/ Feb
		Fin / End	juin/June

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Services de protection / Protective Services
Nom du projet / Project name	Installation d'entraînement à la lutte contre les incendies / Live-Fire Training Facility
Quartier / Ward	Tous / All
	Début / Start
	Fin / End

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	485,000	485,000				
Conseiller / Consultant	-					
Conception / Design	15,000	15,000				
Interne / Internal	-					
Dépenses totales / Total expenditures	500,000	$ 500,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
	-					
	-					
	-					
Recettes totales / Total revenues	-	-	-	-	-	-
Dette / Debt	500,000	500,000	-	-	-	-

Répercussions sur le budget de fonctionnement / Impacts on operating budget	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ 500,000	$ -	$ -

Objectif du projet / Project objective

Concevoir et construire à l'aide de conteneurs, une installation d'entraînement à la lutte contre les incendies sur le terrain adjacent à la nouvelle caserne de pompiers de Bourget. Cette installation servira principalement aux pompiers de Clarence-Rockland, mais pourra également être utilisée par d'autres pompiers par l'entremise du centre de formation régional ou être louée par des municipalités avoisinantes dans le cadre de leur entraînement à la lutte contre les incendies.

L'objectif est de créer une chaussée de gravier au sud de la caserne de pompiers existante pour accéder à une aire de formation « à construire » située dans le coin sud-ouest du terrain de la Cité. Par la suite des conteneurs seront utilisés pour créer un milieu simulé, semblable à celui construit par la ville d'Ottawa pour ses pompiers (ce lieu simulé est situé dans l'ouest de la ville d'Ottawa). Design and build a container-based live-fire training facility on the land adjacent to the new Bourget Fire Station. This facility will primarily serve Clarence-Rockland firefighters, but would also be made available through the Regional Training Centre, and/or the facility could also be rented to fire departments in surrounding areas for their live-fire training needs.

The goal is to create a gravel roadway south of the existing fire station to access a 'to be built' training area located in the south-west corner of the City's land. A container-based training environment would be built, similar to one that the City of Ottawa has set up for its firefighters in Ottawa's west end.

Programme de gestion des biens / Asset management program

Répercussions opérationnelles / Operational impacts

Dans le plan directeur 2017 du service des incendies, adopté par le Conseil, un entraînement annuel à la lutte contre les incendies a été identifié comme un élément essentiel de la formation. Cet entraînement constitue également une exigence en vertu de la loi sur la santé et la sécurité au travail afin de veiller à ce que les pompiers de Clarence-Rockland maintiennent leurs compétences à ce niveau.

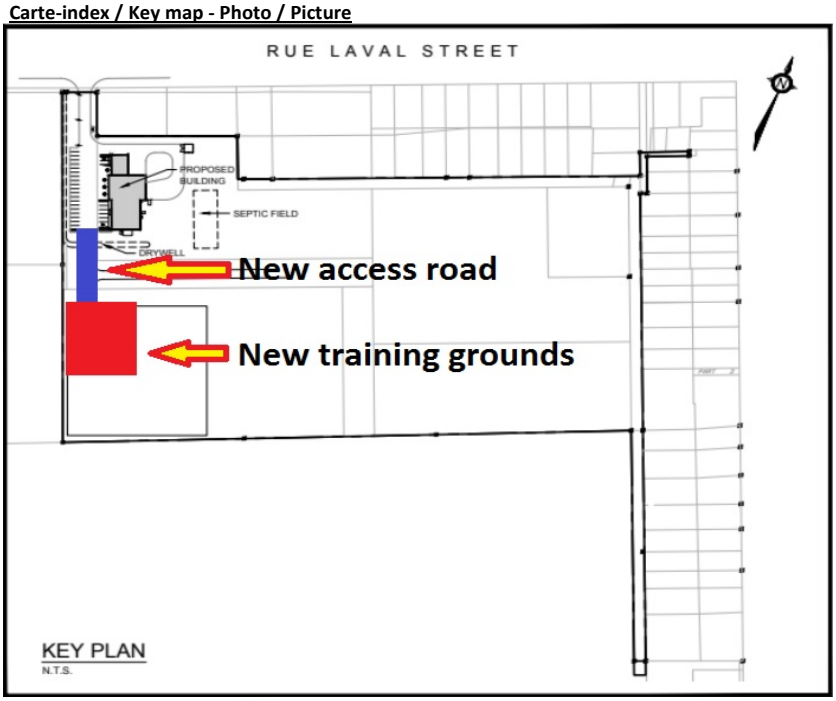
Actuellement, les pompiers doivent se soumettre à un entraînement à la lutte contre les incendies uniquement durant leur formation initiale. À moins de s'inscrire à une formation additionnelle ou de se porter bénévole pour les cours offerts aux nouvelles recrues, ils ont rarement l'occasion de refaire cette formation essentielle. Annual live-fire training was identified as a critical training need in the 2017 Master Fire Plan, as adopted by the Council. Conducting live-fire training is also an ongoing requirement under the Occupational Health and Safety act in order to ensure Clarence-Rockland's firefighters maintain the required skills.

Currently firefighters undergo live-fire training only during their initial training, and unless they sign up for additional training or volunteer to assist with courses for future recruits, they rarely get the opportunity to participate in this critical training.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Services de protection / Protective Services
Nom du projet / Project name	Installation d'entraînement à la lutte contre les incendies / Live-Fire Training Facility
Quartier / Ward	Tous / All
Début / Start	
Fin / End	

Carte-index / Key map - Photo / Picture



Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Service de la Protection / Protective Services
Nom du projet / Project name	Pinces de désincarcération à batterie
	Rescue tools battery operated
Quartier / Ward	Tous / All
	Début / Start
	Fin / End

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	50,000	50,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	-					
Dépenses totales / Total expenditures	50,000	$ 50,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Réserve d'équipements / Equpment reserve	50,000	50,000				
	-					
	-					
Recettes totales / Total revenues	50,000	50,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Operating budget impact	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

Le département dispose actuellement de 2 jeux d'outils de sauvetage hydrauliques à gaz et 1 jeu d'outils Edraulic. Ce projet remplacerait l'ensemble d'outils de sauvetage hydraulique de la station 1 (Bourget) qui approche la fin de son cycle de vie. Le métal actuellement utilisé dans les voitures est plus résistant, ce qui empêche cet ensemble de fonctionner comme prévu avec les nouvelles voitures. Le nouvel ensemble proposé; un outil fonctionnant sur piles, rendrait le service mieux équipé pour la technologie actuelle des véhicules de toutes tailles, réduirait le coût des réparations sur un ensemble vieillissant d'outils incompatible avec le reste de nos outils de désincarcération.

The department currently has 2 sets of gas powered hydraulic rescue tools and 1 set of Edraulic tools. This project would replace the set of hydraulic rescue tools in Station 1 (Bourget)that his approaching the end of its serviceable cycle. The metal now used in cars is stronger making this set not able to perform as intended with new cars. The proposed new set of battery operated tools would make the service better equipped for todays technology in vehicle of all sizes, reduce the cost of repairs on a aging set of tools that is not compatible with the rest of our extrication tools.

Programme de gestion des biens / Asset management program

Répercussions opérationnelles / Operational impact

Ce projet ammélioreraі l'efficacité du service avec les nouvelles technologie des nouveaux véhicules sur la route. Les nouveaux véhicules sont concues avec des métaux plus fort et plus résistant. Ces nouveaux outils à la station de Bourget aideraient le service a ne plus envoyer la station de Rockland a ce type d'appel avec leur outils hydraulique ce qui diminuerait le montant de camion et de pompiers repondant a ces appels.

This project would improve the efficiency of the service with the stronger metal being used in the new car industry. It would speed up the extrication time of patients out of vehicles because the new tools are stronger with more cutting power and spreading force. The new set of tools in Bourget would allow the service to stop sending station 3 (Rockland) to calls in Station 1 coverage area thus reducing the amount of trucks on the road and less firefighters responding to these types of calls

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Service de la Protection / Protective Services	
Nom du projet / Project name	Pinces de désincarcération à batterie	
	Rescue tools battery operated	
Quartier / Ward	Tous / All	Début / Start
		Fin / End

Photo/Picture

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Service de la Protection / Protective Services
Nom du projet / Project name	Remplacement Caméra Thermique
	Replacement of Thermal Imaging Camera
Quartier / Ward	Tous / All

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	30,000	30,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	-					
Dépenses totales / Total expenditures	30,000	$ 30,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Réserve d'équipements / Equpment reserve	30,000	30,000				
	-					
	-					
Recettes totales / Total revenues	30,000	30,000	-	-	-	-
Dette / Debt			-	-	-	-

Répercussions sur le budget de fonctionnement / Operating budget impact	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

Ce projet donnera remplacera la caméra thermique actuelle qui est vieillissante. Les nouvelles caméras sont conçues pour résister à des températures plus élevées et les images sont bien plus précises que les anciennes. Les pompiers utilisent cet outil sur chaque scène d'incendie pour rechercher les victimes et repérer les points chauds lors de la réfection des bâtiments et déterminer le lieu de l'incendie.

This project would replace our oldest thermal imaging camera that is aging in technology. The new cameras are made to withstand higher temperatures and the imagery is far greater and precise than the older units. The firefighters rely on this tool on every fire scene to search for victims and look for hot spots when overhauling buildings and determine the fire location, they need a tool that will give them real time temperature change which is beneficial to determine fire behavior.

Programme de gestion des biens / Asset management program

N/A

Répercussions opérationnelles / Operational impact

Cela permettrait aux pompiers d'avoir accès à une technologie nouvelle et plus rapide en matière de recherche d'incendie et de chaleur. Cet appareil pourrait aider à localiser les incendies plus rapidement en minimisant les risques encourus par nos membres. Elle pourrais aussi transmettre des images à l'officier en direct ce qui est fantastique pour prendre des décisions critiques en temps reel. /

This would allow firefighter to have access to new and faster technology when it comes to find fire and heat. This device could help to find fires faster minimizing the risk our members encounter. It could also be capable to transmit images and videos to a remote screen that the IC could utilize to make critical and time sensative decisions.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Service de la Protection / Protective Services
Nom du projet / Project name	Remplacement Caméra Thermique
	Replacement of Thermal Imaging Camera
Quartier / Ward	Tous / All

Photo/Picture

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Public Library - Bibliothèque publique
Nom du projet / Project name	Améliorations électriques à la succursale de Rockland Electrical upgrades Rockland branch
Quartier / Ward	Tous / All
Début / Start	Jan-20
Fin / End	Mar-20

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	$ 15,000	$ 15,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	-					
Dépenses totales / Total expenditures	$ 15,000	$ 15,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
Réserve de la bibliothèque / Library reserve	15,000	15,000				
	-					
	-					
	-					
Recettes totales / Total revenues	15,000	15,000	-	-	-	-
Dette / Debt	$0	$0	-	-	-	-

Répercussions sur le budget de fonctionnement / Operating budget impact	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

En raison de l'augmentation de l'utilisation des appareils électroniques, la succursale de Rockland n'a pas suffisamment de prises électriques pour répondre aux exigences de nos clients. Nous devons ajouter environ 10 à 15 prises électriques pour répondre aux besoins. Nous devons également changer 4 prises de courant au-dessus du plancher qui nous font de plus en plus défaut et qui sont à l'origine de risques de trébuchement. Lors d'une enquête récente sur l'un des bouchons, on a découvert des marques de brûlure le long du ruban isolant du sous-tapis. Nous avons été avisés que pour corriger ce danger d'incendie et de trébuchement, nous devrons changer les bouchons pour qu'ils soient au niveau du sol.

Due to the increase in the use of electronics, the Rockland branch is lacking electrical outlets to accommodate our clients' needs. The addition of approximately 10-15 more electrical outlets is required to meet the demand. We also need to change 4 above floor plugs that have been increasingly failing us and have caused trip hazards. When one of the plugs was investigated recently, burn marks were discovered along the undercarpet electrical tape. We have been advised that to correct this dangerous fire and trip hazard, we will need to change the plugs to be flush to the ground.

Programme de gestion des biens / Asset management program

Répercussions opérationnelles / Operational impact

Ces mises à jour nous permettront de nous assurer d'avoir suffisamment de prises pour répondre aux besoins de nos clients et d'éviter les dangers que présentent les prises de courant au-dessus du plancher. Le remplacement des prises de courant situées au-dessus du plancher nous permettra également de déplacer plus facilement les meubles et les accessoires fixes afin d'accommoder la programmation à l'intérieur de la bibliothèque.

These updates will ensure that we have sufficient outlets for our clients' needs and avoid the hazards of the current above-floor outlets. The replacement of the above-floor outlets will also allow us to more easily move furniture and fixtures in order to accomodate programming within the Library.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Public Library - Bibliothèque publique		
Nom du projet / Project name	Améliorations électriques à la succursale de Rockland Electrical upgrades Rockland branch		
Quartier / Ward	Tous / All	Début / Start	Jan-20
		Fin / End	Mar-20

Carte-index / Key map - Photo/Picture

Marques de brûlure provenant du ruban électrique sous le tapis, menant aux prises de courant au dessus du plancher.

Burn marks from under carpet electrical tape, leading to above-floor outlets.

Une des quatre prises de courant au-dessus du sol.

One of four above-ground outlets.

Une des quatre prises de courant au-dessus du sol.

One of four above-ground outlets.

Une des quatre prises de courant au-dessus du sol.

One of four above-ground outlets.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Public Library - Bibliothèque publique		
Nom du projet / Project name	Améliorations électriques à la succursale de Rockland Electrical upgrades Rockland branch		
Quartier / Ward	Tous / All	Début / Start	Jan-20
		Fin / End	Mar-20

Le carottage et 6 nouvelles prises de courant passeront par les deux prises circulaires comme on le voit sur cette photo.

Coring and 6 new outlets will be run through the two circular flush outlets as seen in this picture.

Six nouvelles prises électriques seront installées sous les tables sur cette photo.

Six new electrical outlets will be run to under the tables in this picture.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Public Library / Bibliothèque publique
Nom du projet / Project name	Mises à jour de la succursale de Bourget Bourget branch updates
Quartier / Ward	Tous / All
Début / Start	Mar-20
Fin / End	Aug-20

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	40,000	40,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	-					
Dépenses totales / Total expenditures	40,000	$ 40,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
Réserve de la bibliothèque / Library reserve	40,000	40,000				
	-					
	-					
	-					
Recettes totales / Total revenues	40,000	40,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Operating budget impact	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

La succursale de Bourget possède les mêmes étagères que lors de son ouverture en 1990. Les étagères grises sont faites de panneaux de particules et ne sont pas stables. La seule façon qu'ils restent ensemble est de les visser l'un à l'autre et aux murs. Chaque fois qu'une étagère lâche, d'autres vis sont ajoutées. Ces étagères ne sont pas particulièrement sûres en raison de leur âge et de leur matériau en décomposition. Les bureaux du personnel sont encore plus anciens et ne sont pas accessibles. La porte d'entrée, la porte du foyer et la porte de la salle de bains nécessitent des ouvre-portes automatiques pour être accessibles. Nous avons actuellement un client ayant des difficultés d'accès qui vient avec un assistant, mais il n'est pas capable d'ouvrir ces portes tout seul. Le lavabo de la salle de bain doit être mis à jour pour qu'il soit accessible aux personnes handicapées. L'arrière-salle doit être reconfigurée pour être plus fonctionnelle. Ce projet rendra l'agence du Bourget entièrement accessible et la modernisera pour la rendre plus sûre et plus attrayante pour nos clients.

The Bourget branch has the same shelving as when it opened in 1990. The grey bookshelves are made of particle board and are not stable. The only way that they are staying together is through screwing them to each other and to the walls. Everytime a shelf gives out, more screws are added. These are not particluarly safe shelves due to their age and decaying material. The staff desks are even older and are not accessible. The front door, the foyer door and the bathroom door require automatic door openers in order to be accessible. We currently have an accessibly challenged client who comes with a helper, but he is not able to open these doors on his own. The bathroom sink needs to be updated to be barrier free. The back room needs to be reconfigured in order to be more functional. This project will make the Bourget branch completely accessible and will update the branch to make it safer and more appealing to our clients.

Programme de gestion des biens / Asset management program

Répercussions opérationnelles / Operational impact

Ces changements rendront la succursale entièrement accessible et permettront à tous nos clients d'avoir un accès égal à la bibliothèque. Les préoccupations en matière de sécurité seront résolues et la succursale sera plus attrayante pour les clients actuels et nouveaux.

These changes will make the branch comepletly accessible and allow all of our clients to have equal access to the Library. Safety concerns will be addressed and the branch will be more appealing to existing and new clients.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Public Library / Bibliothèque publique		
Nom du projet / Project name	Mises à jour de la succursale de Bourget Bourget branch updates		
Quartier / Ward	Tous / All	Début / Start	Mar-20
		Fin / End	Aug-20

Carte-index / Key map - Photo/Picture

Rayonnage d'origine qui se trouve encore dans la succursale. Photo des années 1990x

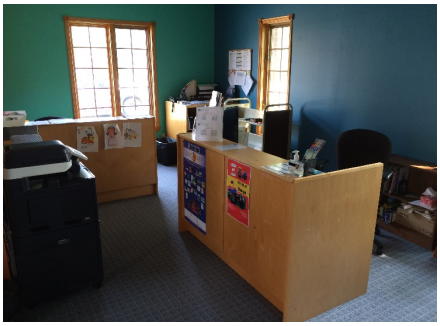
Original shelving which is still in the branch. Photo circa 1990s

Photo récente avec étagères originales.

Recent photo with original shelving.

L 'arrière-salle peu pratique, qui est sous-utilisée.

Impractical back room, which is under uitilized.



Les vieux bureaux du personnel, qui ne sont pas accessibles.

Old staff desks, which are not accessible.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Public Library / Bibliothèque publique		
Nom du projet / Project name	Mises à jour de la succursale de Bourget Bourget branch updates		
Quartier / Ward	Tous / All	Début / Start	Mar-20
		Fin / End	Aug-20

La porte de la salle de bains et l'évier ne sont pas accessibles aux personnes à mobilité réduites.

Bathroom door and sink are not barrier free.

La porte extérieure et la porte intérieure du foyer ne sont pas accessibles.

Both external door and inside foyer door are not accessible.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and Planning
Nom du projet / Project name	Conception de la montée Poupart, de la rue St-Jean et certaines intersections / Design of Poupart Road, St-Jean Street and certain intersections
Quartier / Ward	
	Début / Start
	Fin / End

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	200,000	200,000				
Conseiller / Consultant	50,000	50,000				
Conception / Design	200,000	200,000				
Interne / Internal	-					
Dépenses totales / Total expenditures	450,000	$ 450,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Redevances d'aménagement / Development charges	360,000	360,000				
Réserve générale / General reserve	90,000	90,000				
	-					
Recettes totales / Total revenues	450,000	450,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Impacts on operating budget	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

Concevoir la montée Poupart, la rue St-Jean et certaines intersections. La conception sera fondée sur les conclusions de l'étude d'impact sur la circulation, réalisée par les promoteurs immobiliers (Brigil et Spacebuilders). Des plans de construction, une étude environnementale (EE), une évaluation des répercussions environnementales, l'acquisition de terrains, une entente avec HydroOne, des plans d'ingénierie et des dossiers d'appel d'offres seront également nécessaires dans le cadre de ce projet. La conception et la construction du chemin seront coordonnées avec les promoteurs immobiliers (Brigil et Spacebuilders).

Design Poupart Road, St-Jean Street, and certain intersections. The design will consider the findings of the Traffic Impact Study conducted by the developers (Brigil and Spacebuilders). Construction drawings, environmental assessment (EA), environmental impact assessment, land acquisitions, HydroOne agreement, engineering plans and tender documents will also be required for this project. The road design and construction will be coordinated with the developers (Brigil and Spacebuilders).

Programme de gestion des biens / Asset management program

Pour le moment, ce projet ne fait pas partie du programme de gestion des biens. Par contre, le projet était listé dans l'étude des redevances d'exploitations de 2014.

At this time, this project is not part of the asset management program. However, it was listed in the 2014 Development Charge Study.

Répercussions opérationnelles / Operational impacts

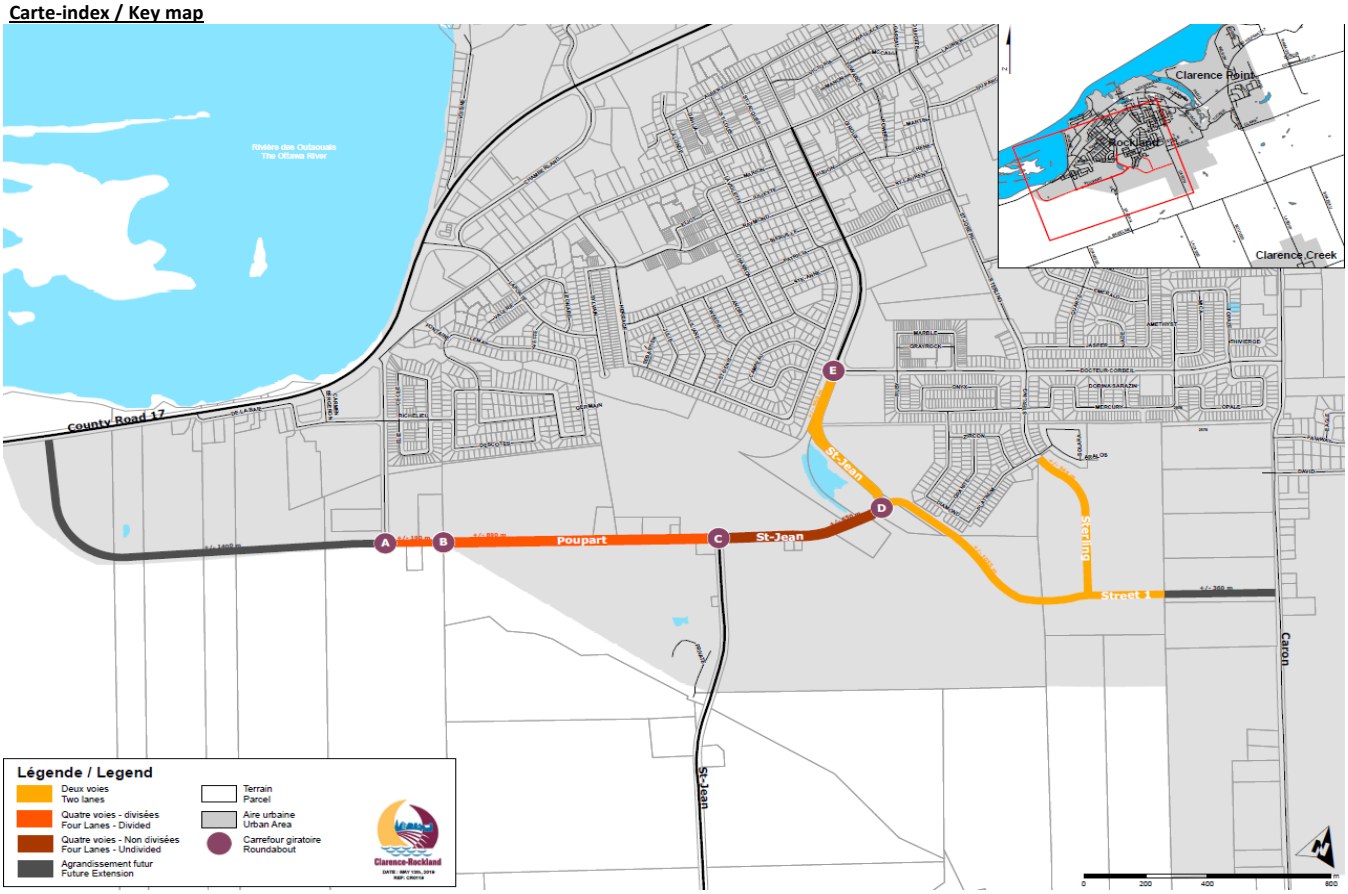
La rue St-Jean est un chemin du Comté. Pendant les travaux aux intersections, des répercussions opérationnelles sont à prévoir. Nous allons devoir discuter avec le Comté pour établir qui sera responsable de l'entretien du chemin. Cependant, l'aménagement paysager et les trottoirs seront la responsabilité de la Cité.

St-Jean Street is a County Road. During the construction work at the intersections, operational impacts are to be expected. We will need to discuss with the County in order to determine who will be responsible for road maintenance. The City will be responsible for the landscaping and sidewalks.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and Planning
Nom du projet / Project name	Conception de la montée Poupart, de la rue St-Jean et certaines intersections / Design of Poupart Road, St-Jean Street and certain intersections
Quartier / Ward	Début / Start Fin / End

Carte-index / Key map



Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning		
Nom du projet / Project name	Terminer le projet de lotissement de Hunter's Hollow		
	Complete the Hunter's Hollow Subdivision Project		
Quartier / Ward	4	Début / Start	2020
		Fin / End	2020

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	323,000	312,000				
Conseiller / Consultant	-					
Conception / Design	57,000	57,000				
Interne / Internal	11,000	11,000				
Dépenses totales / Total expenditures	380,000	$ 380,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
Lettre de crédit restante / Remaining letter of credit	56,978	56,978				
Fonds de réserve des routes / Road reserve fund	323,022	323,022				
	-					
	-					
Recettes totales / Total revenues	380,000	380,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Impacts on operating budget	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

Ce projet vise à corriger les nombreuses déficiences qui subsistent. Les deux principaux points en suspens sont l'application de la couche finale d'asphalte ainsi que le cul-de-sac inachevé au bout du chemin. La sécurité publique est également en jeu puisqu'un grand ponceau est en très mauvaise condition et a même été la cause d'un effondrement de la chaussée il y a quelques années. Comme il n'y a pas de garde-fous, le service des Travaux publics de la Cité a dû installer des barricades de béton temporaires pour éviter que des véhicules se retrouvent dans le ruisseau. L'entente de lotissement de la rue Hunter's Hollow a été signée en 1997 (il y a 22 ans) et ce projet n'est pas encore terminé.

The objective of this project is to complete the numerous outstanding deficiencies. The two main outstanding items are the final asphalt layer and the incomplete cul-de-sac at the end of the road. There is also a public safety issue present; a big culvert is currently failing and was responsible for a sinkhole a few years ago. Guide rails are missing and the Public Works Department had to install temporary Jersey barriers to prevent cars from falling into the creek. The Hunters Hollow Subdivision Agreement was signed in 1997 (22 years ago) and has yet to be completed.

Programme de gestion des biens / Asset management program

Cette rue ne fait pas partie du programme de gestion des biens.

At this time, this street is not part of the asset management program.

Répercussions opérationnelles / Operational impacts

Les déneigeuses et les autobus scolaires de la Cité pourront dorénavant faire demi-tour sans problèmes. La sécurité publique ne sera plus en jeu une fois que le ponceau sera remplacé et que les gardes-fous seront installés. Comme la Cité s'occupe actuellement de l'entretien du chemin durant l'hiver, les répercussions opérationnelles seront négligeables. Toute déficience devra être corrigée par la Cité.

City's snow plows and school busses will now be able to turn around without any problems. Public safety will be resolved once guide rails are installed and the culvert is replaced. Since the City is currently responsible for road maintenance in the winter, the operational impacts will be insignificant. The City will be responsible for repairing any deficiencies.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning		
Nom du projet / Project name	Terminer le projet de lotissement de Hunter's Hollow		
	Complete the Hunter's Hollow Subdivision Project		
Quartier / Ward	4	Début / Start	2020
		Fin / End	2020

Carte-index / Key map

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning		
Nom du projet / Project name	Compresseur Air Pak		
	Air Pak Compressor		
Quartier / Ward		Début / Start	2020
		Fin / End	2020

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	20,000	20,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	-					
Dépenses totales / Total expenditures	$ 20,000	$ 20,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Réserve d'équipements / Equipment reserve	20,000	20,000				
	-					
	-					
Recettes totales / Total revenues	20,000	20,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Impacts on operating budget	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

L'objectif est d'améliorer l'efficacité opérationnelle en permettant le dépannage sur place. L'ajout d'un compresseur Air Pak et de tous les outils nécessaires au camion d'entretien mécanique pour la réparation sur place des véhicules de notre flotte améliorerait notre temps de réponse d'au moins 30 à 40 minutes par appel. Ce temps de réponse est très important en hiver. Ceci contribuerait également à permettre au service de répondre aux exigences MMS et à la politique d'entretien hivernal de la Cité. L'ajout d'un compresseur Air Pak au camion d'entretien mécanique nous permettrait de toujours avoir de l'équipement fiable pour entretenir notre flotte sur la route. Le service pourrait épargner de 4 000 $ à 5 000 $ par année sur les frais de location (selon le nombre de réparations sur la route).

The objective is to increase the operational efficiency by offering roadside repairs. Adding an Air Pak compressor to the mechanical maintenance truck along with all the necessary tools required for roadside repairs would improve our response time by at least 30 to 40 minutes per call. The response time is crucial in the winter. It would also help the department to meet the MMM requirements and to comply with the City's winter maintenance policy. Adding an Air Pak compressor to the mechanical maintenance truck would allow us to always have reliable equipment to provide roadside assistance. The department could save anywhere between $4,000 and $5,000 per year on rental fees based on the amount of roadside repairs.

Programme de gestion des biens / Asset management program

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning		
Nom du projet / Project name	Compresseur Air Pak		
	Air Pak Compressor		
Quartier / Ward		Début / Start	2020
		Fin / End	2020

Ce projet vise l'ajout d'un compresseur Air Pak au camion d'entretien mécanique de notre flotte. Ce compresseur Air Pak est doté de toutes les caractéristiques nécessaires aux réparations sur place des véhicules de notre flotte. Ceci éviterait le besoin de faire remorquer nos véhicules au garage ou de dépêcher des mécaniciens sur les lieux. Au moment de rédiger ce rapport, le service n'avait pas de données concrètes quant au nombre d'heures passées à la réparation de véhicules sur place. Le coût des réparations sur place par des mécaniciens (à forfait) est estimé à 6 000 $ par année. On estime que 95 % de ces coûts en services contractuels pourraient être épargnés. Ce compresseur Air Pak est utilisé pour la soudure, la coupe au plasma, les outils pneumatiques, les chargeurs de piles 12-24 volts et les vilebrequins automatisés.

The objective of this project is to add a new Air Pak compressor to our mechanical maintenance truck. This Air Pak compressor includes all the necessary features for roadside repairs to our vehicle. This would avoid the need to tow the vehicles to the garage or to have contractual mechanics sent out for repairs. When preparing this report, the department did not have any tangible data on the number of hours spent on roadside repairs. The cost for roadside mechanical repairs(contracted) is estimated at $6,000/year. It is estimated that 95% of these costs in contractual services could be saved . This Air Pak compressor is used for welding, plasma cutting, air tools, 12/24-volt battery chargers and crank assists.

Répercussions opérationnelles / Operational impacts

L'achat de ce compresseur est important pour garantir un service rapide aux véhicules de notre flotte. Plus particulièrement lors de pannes sur la route il est nécessaire que le camion d'entretien mécanique soit bien équipé et prêt.

The purchase of this compressor is important to guarantee quick response time when needed. More so, when roadside breakdowns occur the mechanical maintenance truck must be fully equipped and ready to go.

Carte-index / Key map

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning		
Nom du projet / Project name	Dôme à sel		
	Salt Dome		
Quartier / Ward		Début / Start	2020
		Fin / End	2020

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	35,000	35,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	-					
Dépenses totales / Total expenditures	$ 35,000	$ 35,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Réserve d'équipements / Equipment reserve	35,000	35,000				
	-					
	-					
Recettes totales / Total revenues	35,000	35,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Impacts on operating budget	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

Ce projet vise le remplacement des toiles du dôme à sel du garage municipal. Les toiles actuelles du dôme à sel présentent plusieurs signes d'usure et ont dépassé leur durée de vie utile.

The objective of this project is to replace the covers of the salt dome in the municipal garage. The current salt dome covers show many signs of wear and tear and have exceeded their useful life.

Programme de gestion des biens / Asset management program

Pour ce projet, une inspection a été réalisée d'un bout à l'autre; structure métallique, boulons, courroies, manivelles, câbles de croisement et tendeurs. Tout semble dans l'ordre, sauf pour les toiles principales qui présentent quelques déchirures et démontrent des signes d'usure. La première toile présente une petite déchirure sur le côté droit de la pochette, la seconde toile présente des signes d'usure, mais aucune déchirure, la troisième toile présente une déchirure sur le côté droit, sur le premier et le second pli, la quatrième toile présente une déchirure sur le côté droit de la pochette, une déchirure sur le côté droit dans le second pli, un trou sur le côté gauche entre le second et le troisième pli, et finalement, un trou dans le dernier rabat et la cinquième toile présente des signes d'usure et un très petit trou près de la paroi du fond. On recommande de remplacer les 5 toiles en raison des déchirures et signes d'usure et de remplacer les manivelles et courroies.

The dome was thoroughly inspected; metal structure, bolts, belting, winches, cross cables and turnbuckles. Everything seems in good condition, except for the main covers which have tears and show signs of wear. The first cover has a small tear on the right side over the pull tube pocket, the second cover shows signs of wear but has no tears, the third cover has a tear on the right side, on the first and second joints, the fourth cover has a tear on the right side over the pull tube pocket, a tear on the right side second joint, a hole on the left side between the second and the third joint and finally, a hole in the last flap and the fifth cover shows signs of wear and a very small hole close to the end wall. It is recommended that all 5 covers be replaced due to tears and signs of wear and that all winches and belting for the main cover be replaced.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning		
Nom du projet / Project name	Dôme à sel		
	Salt Dome		
Quartier / Ward		Début / Start	2020
		Fin / End	2020

Répercussions opérationnelles / Operational impacts

Le remplacement des toiles du dôme à sel permettrait de réduire les frais de réparation et d'augmenter l'efficacité opérationnelle grâce à de nouvelles toiles fiables pour les 10 prochaines années.

Replacing the current salt dome covers will reduce repair costs and improve operational efficiency by having new reliable covers for the next 10 years.

Carte-index / Key map

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning
Nom du projet / Project name	Feux de circulation à DEL
	LED Traffic Lights
Quartier / Ward	
	Début / Start
	Fin / End

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	27,000	27,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	-					
Dépenses totales / Total expenditures	$ 27,000	$ 27,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Réserve d'équipements / Equipment reserve	27,000	27,000				
	-	-				
	-					
Recettes totales / Total revenues	27,000	27,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Impacts on operating budget	2020	2021	2022
Coûts (économies) / Costs (savings)	$ -	$ -	

Objectif du projet / Project objective

L'objectif est de réduire les frais d'entretien et d'améliorer l'efficacité en remplaçant les ampoules des feux de circulation par des ampoules à DEL. À noter que lorsque les ampoules brûlent, nous n'avons d'autre choix que de les remplacer par des ampoules à DEL. La Cité dépense de 6 000 $ à 8 000 $ par année pour l'entretien des feux de circulation qui fonctionnent avec les vieilles ampoules.

The objective is to reduce maintenance costs and increase efficiency by converting the bulb traffic lights to LED. It is important to note that once the bulbs burn, they are to be replaced by LED bulbs. The City is spending anywhere between $6,000 and $8,000 per year on maintenance of the old traffic light system.

Programme de gestion des biens / Asset management program

Le projet consiste à remplacer les ampoules des feux de circulation par des ampoules à DEL. Le coût associé à la conversion des feux de circulation est d'environ 27 000 $.

This project consists of replacing the old traffic light bulbs by LED bulbs. The cost to have the traffic lights converted to LED is estimated at $27,000.

Répercussions opérationnelles / Operational impacts

Le remplacement des ampoules par des ampoules à DEL est important pour assurer la sécurité publique, réduire les frais de réparation et augmenter l'efficacité et la fiabilité des feux de circulation.

Replacing the old bulbs by LED bulbs is important for public safety, to reduce the costs of repairs and to increase the efficiency and reliability of traffic lights.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning
Nom du projet / Project name	Reconstruction chemin Lacroix phase 2
	Lacroix Road Reconstruction - Phase 2
Quartier / Ward	1,2,3 & 4
	Début / Start
	Fin / End

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	1,080,000	1,080,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	20,000	20,000				
Dépenses totales / Total expenditures	1,100,000	$ 1,100,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Subvention FOIC / OCIF Grant	675,000	675,000				
Fonds de réserve des routes / Road reserve fund	425,000	425,000				
	-					
Recettes totales / Total revenues	1,100,000	1,100,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Impacts on operating budget	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

Reconstruire le chemin Lacroix (entre le chemin Gagné et le chemin Guindon) sur une distance de 400 m, pulvériser et asphalter la section restante de 300 m et remplacer le ponceau CU038 qui a un diamètre de 2600 mm.

Lacroix Road reconstruction (between Gagné and Guindon roads) on a distance of 400 m, pulverizing and laying asphalt on the remaining section (300 m) and replacing culvert CU038 that has a diameter of 2600 mm.

Programme de gestion des biens / Asset management program

Ce projet est conforme au programme de gestion des biens. Les travaux sur le chemin Lacroix (pulvérisation et asphaltage) étaient initialement prévus pour 2020, mais ont été devancés à 2019. Cependant, les résultats d'une étude géotechnique de 2018 ont démontré qu'une section de 400 m du chemin était affaiblie et nécessitait une reconstruction complète. Le chemin Lacroix est un élément essentiel du réseau de transport de la Cité, et pour maintenir le niveau de service au sein du réseau, le chemin Lacroix devrait être reconstruit en 2020.

This project complies with the asset management program. The repairs on Lacroix Road (pulverizing and laying asphalt) were originally planned for 2020, but moved forward to 2019. That said, the results from a 2018 geotechnical study revealed that a road section of 400 m was weak and required complete reconstruction. Given that Lacroix Road is an essential part of the City's transportation network, it should be rebuilt in 2020.

Répercussions opérationnelles / Operational impacts

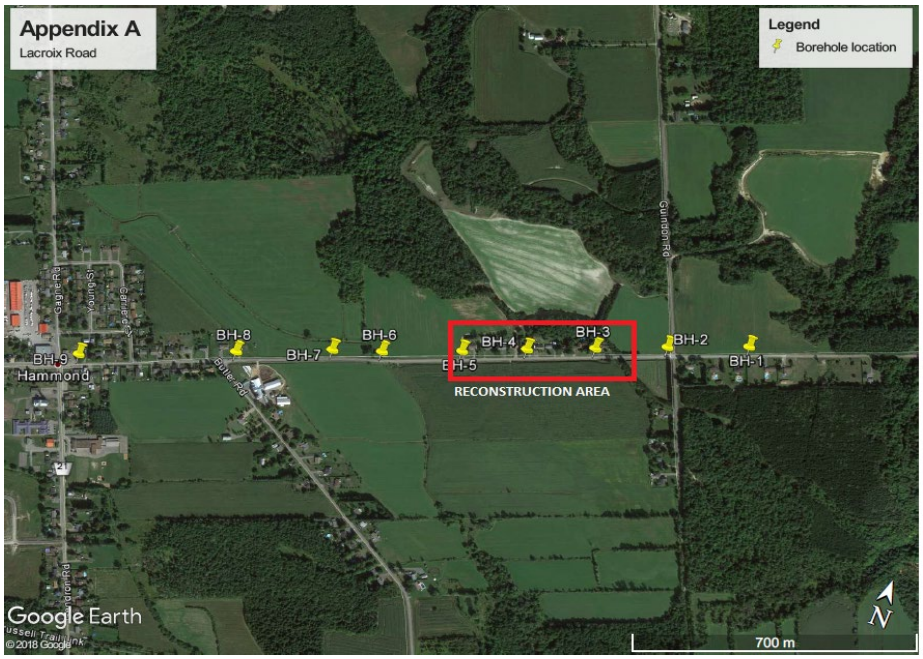
La reconstruction du chemin Lacroix aura des répercussions opérationnelles modérées. Ces travaux réduiront la fréquence d'application d'asphalte à froid et amélioreront le confort de conduite.

The Lacroix Road reconstruction will have a moderate operational impact. This will reduce the frequency of cold asphalt applications and improve driving comfort.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning	
Nom du projet / Project name	Reconstruction chemin Lacroix phase 2	
	Lacroix Road Reconstruction - Phase 2	
Quartier / Ward	1,2,3 & 4	Début / Start
		Fin / End

Carte-index / Key map



Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning
Nom du projet / Project name	Traitement de surface Chemin Lavigne Surface Treatment on Lavigne Road
Quartier / Ward	
	Début / Start
	Fin / End

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	301,000	301,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	9,000	9,000				
Dépenses totales / Total expenditures	310,000	$ 310,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Subvention FTE / FGT Grant	310,000	310,000				
	-					
	-					
Recettes totales / Total revenues	310,000	310,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Impacts on operating budget	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

Ce projet consiste à appliquer un traitement de surface sur le chemin Lavigne (entre le chemin Bouvier et le chemin Legault) sur une distance de 1,65 km. Une étude géotechnique a été effectuée en 2019 pour ce projet.

The objective of this project is to apply surface treatment on Lavigne Road (between Bouvier and Legault Roads) on a distance of 1.65 km. A geotechnical study for this project was performed in 2019.

Programme de gestion des biens / Asset management program

Ce projet correspond aux objectifs du programme de gestion des biens et fait partie de la Phase 1 du plan décennal provisoire de travaux d'immobilisations.

This project complies with the objectives of the asset management program and is part of Phase 1 of the 10-year capital work plan (draft version).

Répercussions opérationnelles / Operational impacts

L'application d'un traitement de surface en asphalte éliminera le besoin de niveler le chemin pour assurer une conduite sécuritaire. Ce projet éliminera également le besoin d'appliquer un abat-poussière et réduira le temps nécessaire au déneigement.

Applying an asphalt surface finish will eliminate the need for road levelling to make it safe to drive. This project will eliminate the need for dust control application and reduce the time required for snow removal.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning	
Nom du projet / Project name	Traitement de surface Chemin Lavigne Surface Treatment on Lavigne Road	
Quartier / Ward		Début / Start Fin / End

Carte-index / Key map

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning
Nom du projet / Project name	Traitement de surface Butler, Legault, Bouvier, Canaan Surface Treatment Butler, Legault, Bouvier, Canaan
Quartier / Ward	Début / Start Fin / End

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	385,000	385,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	12,000	12,000				
Dépenses totales / Total expenditures	397,000	$ 397,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Fonds de réserve des routes / Road reserve fund	41,910	41,910				
Subvention FOIC / OCIF Grant	266,090	266,090				
Subvention CUPR / UCPR Grant	89,000	89,000				
Recettes totales / Total revenues	397,000	397,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Impacts on operating budget	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

Ce projet vise l'application d'un traitement de surface sur les chemins Butler, Legault, Bouvier et Canaan. Plus précisément :
- Chemin Butler, application d'un traitement de surface sur une distance de 1,1 km sur le chemin Legault jusqu'à la fin de la surface asphaltée existante sur le chemin Butler. Le budget est estimé à 104 000 $ pour ce chemin. Le design et l'analyse géotechnique ont été réalisés en 2018.
- Chemin Legault, application d'un traitement de surface sur une distance de 300 m entre les chemins Butler et Lavigne. Le budget est estimé à 33 000 $ pour ce chemin.
- Chemin Bouvier, application d'un traitement de surface sur une distance de 1,2 km entre le chemin St-Félix et la rue Russell. Le budget est estimé à 120 000 $ pour ce chemin.
- Chemin Canaan, application d'un traitement de surface sur une distance de 1,4 km sur le chemin Vinette jusqu'à la fin de la surface asphaltée sur le chemin Canaan. Le budget est estimé à 140 000 $ pour ce chemin.

The objective of this project is to apply a new surface treatment on Butler, Legault, Bouvier and Canaan roads. More precisely:
- Butler Road: New surface on 1.1 km from Legault Road until the end of the existing asphalted section on Butler Road. The estimated budget for this project is $104,000. The geotechnical design and analysis were completed in 2018.
- Legault Road: New surface on 300 m from Butler Road to Lavigne. The estimated budget for this project is $33,000.
- Bouvier Road: New surface on 1.2 km from St-Felix Road to Russell Street. The estimated budget for this project is $120,000.
- Canaan Road: New surface on 1,4 km from Vinette Road until the end of the existing asphalted section on Canaan Road. The estimated budget for this project is $140,000.

Programme de gestion des biens / Asset management program

Ce projet correspond aux objectifs du programme de gestion des biens et fait parti de la Phase 1 du plan décennal provisoire de travaux d'immobilisations. Ces traitements de surface étaient initialement prévus en 2019, mais ils avaient été repoussés lors du processus budgétaire.

This project complies with the objectives of the asset management program and is part of Phase 1 of the 10-year capital work plan (draft version). These surface finishing projects were initially planned for 2019, but were pushed back during the budgeteray process.

Répercussions opérationnelles / Operational impacts

L'application d'un traitement de surface en asphalte éliminera le besoin de niveler le chemin pour assurer une conduite sécuritaire. Ce projet éliminera également le besoin d'appliquer un abat-poussière et réduira le temps nécessaire au déneigement.

Applying an asphalt surface treatemnt will eliminate the need for road levelling to make it safe to drive. This project will eliminate the need for dust control application and reduce the time required for snow removal.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning
Nom du projet / Project name	Couche de liaison (Charron, Marion, Blue Jay, Cardinal, Emilia, Kathy, Lise, Martin, Victor, Alexander, Côté, Hemlock, Ouellette et Tweedie) Scratch Coat (Charron, Marion, Blue Jay, Cardinal, Emilia, Kathy, Lise, Martin, Victor, Alexander, Côté, Hemlock, Ouellette et Tweedie)
Quartier / Ward	Début / Start Fin / End

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	347,000	347,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	10,000	10,000				
Dépenses totales / Total expenditures	357,000	$ 357,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Subvention CUPR / UCPR Grant	357,000	357,000				
	-					
	-					
Recettes totales / Total revenues	357,000	357,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Impacts on operating budget	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

Application d'une mince couche d'asphalte sur l'asphalte existant des rues Charron, Marion, Blue Jay, Cardinal, Emilia, Kathy, Lise, Martin, Victor, Alexander, Côté, Hemlock, Ouellette et Tweedie.

Application of a thin coat of asphalt over the existing asphalt on Charron, Marion, Blue Jay, Cardinal, Emilia, Kathy, Lise, Martin, Victor, Alexander, Côté, Hemlock, Ouellette and Tweedie Streets.

Programme de gestion des biens / Asset management program

Ce projet correspond aux objectifs du programme de gestion des biens et fait partie de la Phase 1 du plan décennal provisoire de travaux d'immobilisations. Le projet de couche de liaison constitue une stratégie de transition visant à améliorer les conditions routières sur les chemins qui ont dépassé leur durée de vie utile; il ne vise pas le renforcement de la structure routière. La couche de liaison sur les chemins Charron, Marion, Blue Jay et Cardinal était originalement prévue pour 2019, mais les travaux ont été repoussés en 2020.

This project complies with the asset management program's objectives and is part of Phase 1 of the 10-year capital work plan (draft version). The scratch coat project is part of a transition strategy aimed at improving the driving conditions on roads that have exceeded their useful life; its objective is not to strengthen the road structure. The scratch coat on Charron, Marion, Blue Jay and Cardinal roads was originally planned for 2019, but it was pushed to 2020.

Répercussions opérationnelles / Operational impacts

Le projet de couche de liaison améliorera le confort de conduite, et réduira le temps nécessaire et la fréquence de l'asphalte à froid sur ces routes.

This scratch coat will help improve driving safety and reduce the time required and frequency of cold-mix paving on those roads.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning
Nom du projet / Project name	Remplacement de ponceaux (Wolfe, Alexander, Charlebois, Pilon, Blue Jay(2), Cardinal, Du Lac (2), Wilson (2))
	Culvert Replacement (Wolfe, Alexander, Charlebois, Pilon, Blue Jay(2), Cardinal, Du Lac (2), Wilson (2))
Quartier / Ward	Début / Start
	Fin / End

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	261,000	261,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	5,000	5,000				
Dépenses totales / Total expenditures	266,000	$ 266,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Subvention FTE / FGT Grant	266,000	266,000				
	-					
	-					
Recettes totales / Total revenues	266,000	266,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Impacts on operating budget	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

Remplacer 11 ponceaux qui ont atteint ou dépassé leur durée de vie utile. Les ponceaux sont situés sur les chemins Wolfe, Alexander, Charlebois, Pilon, Blue Jay, Cardinal, Du Lac et Wilson.

Remplacé par le Service des Travaux Publics

CU322, rue Alexandre à l'intersection de Charlebois - 12k
CU280, rue Blue Jay à l'intersection de Canaan - 10k
CU281, rue Blue Jay à l'intersection de Cardinal - 10k
CU284, croissant Cardinal entre Blue Jay et Bleu Jay - 12k
CU308, rue Charlebois entre Alexander et Agathe -12k
CU411, chemin Wilson au sentier (sud) -10k
CU461, sentier Wilson - 10k
CU323, croissant Wolfe à l'intersection Agathe (ouest) -12k

Remplacé par l'entrepreneur

CU060, chemin Du Lac au nord de Duquette (garde-fou) - 85k
CU062, chemin Du Lac au l'intersection de Henrie (sud) - 55k
CU269, chemin Pilon entre Henrie et St-Pascal - 38k

Replace 11 culverts that have reached or exceeded their useful life. The culverts are located on Wolfe, Alexander, Charlebois, Pilon, Blue Jay, Cardinal, Du Lac and Wilson roads.

Replaced by Public Works

CU322, Alexandre Street, at the intersection of Charlebois - 12k
CU280, Blue Jay Street, at the intersection of Canaan - 10k
CU281, Blue Jay Street at the intersection of Cardinal - 10k
CU284, Cardinal Crescent, between Blue Jay and Bleu Jay - 12k
CU308, Charlebois Street, between Alexander & Agathe - 12k
CU411, Wilson Road at the pathway (south) - 10k
CU461, Wilson pathway - 10k
CU323, Wolfe Crescent, at the intersection of Agathe (West) - 12k

Replaced by the contractor

CU060, Du Lac Road, north of Duquette (guard rail) - 85k
CU062, Du Lac Road, at the intersection of Henrie (south) - 55k
CU269, Pilon Road, between Henrie & St-Pascal - 38k

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning
Nom du projet / Project name	Remplacement de ponceaux (Wolfe, Alexander, Charlebois, Pilon, Blue Jay(2), Cardinal, Du Lac (2), Wilson (2)) Culvert Replacement (Wolfe, Alexander, Charlebois, Pilon, Blue Jay(2), Cardinal, Du Lac (2), Wilson (2))
Quartier / Ward	Début / Start Fin / End

Programme de gestion des biens / Asset management program

Ce projet correspond en partie aux objectifs du programme de gestion des biens. Certains ponceaux à remplacer ne faisaient pas partie de la Phase 1 du plan décennal provisoire de travaux d'immobilisations. Cependant, des inspections par le service en 2019 ont révélé que ces ponceaux sont en mauvais état et doivent être remplacés le plus rapidement possible.

This project complies in part with the asset management program. Some of the culverts to be replaced were not part of Phase 1 of the 10-year capital work plan (draft version). However, inspections by the department in 2019 revealed that these culverts are in bad shape and must be replaced as soon as possible.

Répercussions opérationnelles / Operational impacts
Les travaux proposés amélioreront certains enjeux en matière de sécurité.

The suggested repairs will improve some security-related issues.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning
Nom du projet / Project name	Remplacement d'un ponceau sur le chemin Laurier
	Culvert Replacement on Laurier Street
Quartier / Ward	
	Début / Start
	Fin / End

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	650,000		650,000			
Conseiller / Consultant	95,000	95,000				
Conception / Design	-					
Interne / Internal	5,000	5,000				
Dépenses totales / Total expenditures	750,000	$ 100,000	$ 650,000	$ -	$ -	$ -
Recettes / Revenues						
	-					
Fonds de réserve des routes / Road reserve fund	100,000	100,000				
	-					
	-					
Recettes totales / Total revenues	100,000	100,000	-	-	-	-
Dette / Debt	650,000	-	650,000	-	-	-

Répercussions sur le budget de fonctionnement / Impacts on operating budget	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

Ce projet consiste à retenir les services d'un ingénieur pour le design associé au remplacement d'un ponceau ayant atteint ou dépassé sa durée de vie utile, situé sur la rue Laurier, entre les chemins Poupart et Laporte. Le design sera fait en 2020 et la construction est prévue pour 2021.

This project requires contracting engineering services for the design of a replacement culvert located on Laurier Street, between Poupart and Laporte roads, that has reached or surpassed its useful life. Design will take place in 2020 and construction in 2021.

Programme de gestion des biens / Asset management program

Ce projet correspond aux objectifs du programme de gestion des biens et fait partie de la Phase 1 du plan décennal provisoire de travaux d'immobilisations. Ce projet est également appuyé par le rapport bisannuel 2015 sur l'état des ponts et ponceaux, bien le rapport recommandait de remplacer le ponceau en 2023. Ce projet est conforme à la revitalisation du centre-ville et ainsi avec les autres projets sur Laurier tel que le réasphaltage de la rue.

This project complies with the objectives of the asset management program and is part of Phase 1 of the 10-year capital work plan (draft version). This project also complies with the 2015 biennial report on the condition of bridges and culverts, although the report was recommending culvert replacement in 2023. This project is in line with the downtown revitalization efforts and other projects on Laurier Street such as repaving.

Répercussions opérationnelles / Operational impacts

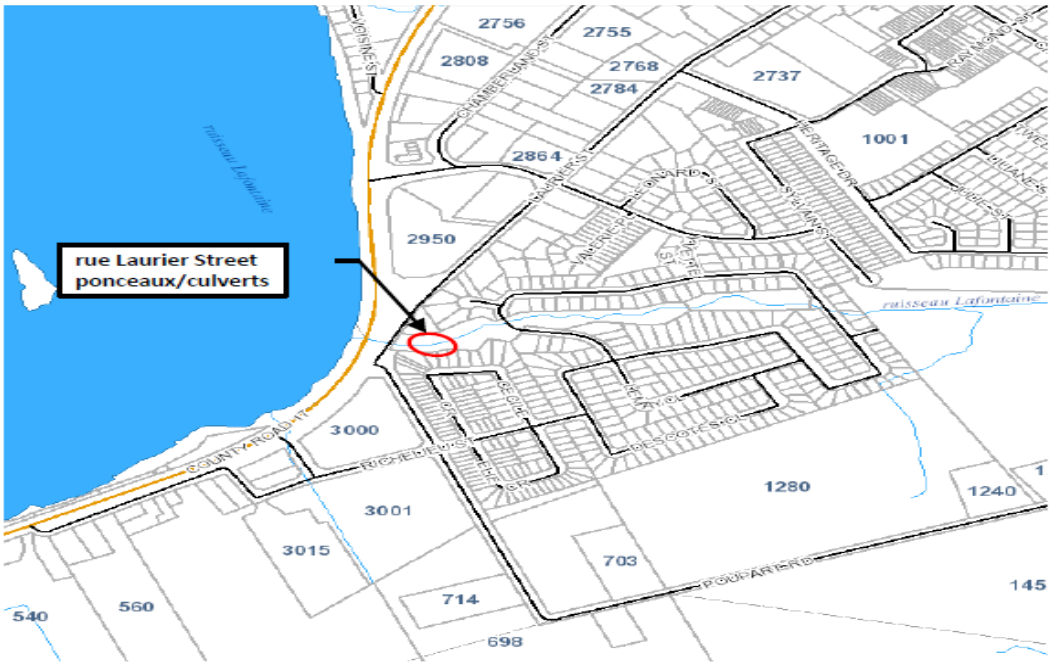
Les travaux proposés amélioreront certains enjeux en matière de sécurité.

The suggested repairs will improve some security-related issues.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning	
Nom du projet / Project name	Remplacement d'un ponceau sur le chemin Laurier	
	Culvert Replacement on Laurier Street	
Quartier / Ward		Début / Start
		Fin / End

Carte-index / Key map



Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning
Nom du projet / Project name	Remplacement du pont Cobbs Lake
	Cobbs Lake Bridge Replacement
Quartier / Ward	Début / Start
	Fin / End

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	598,000	88,000	510,000			
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	2,000	2,000				
Dépenses totales / Total expenditures	600,000	$ 90,000	$ 510,000	$ -	$ -	$ -
Recettes / Revenues						
	-					
Fonds de réserve des routes / Road reserve fund	90,000	90,000				
	-					
	-					
Recettes totales / Total revenues	90,000	90,000	-	-	-	-
Dette / Debt	510,000	-	510,000	-	-	-

Répercussions sur le budget de fonctionnement / Impacts on operating budget	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

Ce projet vise à retenir les services d'un ingénieur pour le design associé au replacement du pont Cobbs Lake. Le design sera fait en 2020 et la construction est prévue pour 2021.

This project requires contracting engineering services for the design of the Cobbs Lake bridge replacement. Design will take place in 2020 and construction in 2021.

Programme de gestion des biens / Asset management program

Ce projet correspond aux objectifs du programme de gestion des biens et fait partie de la Phase 1 du plan décennal provisoire de travaux d'immobilisations. Ce projet est également appuyé par le rapport bisannuel 2015 sur l'état des ponts et ponceaux.

This project complies with the objectives of the asset management program and is part of Phase 1 of the 10-year capital work plan (draft version). This project also complies with the 2015 biennial report on the condition of bridges and culverts.

Répercussions opérationnelles / Operational impacts

Les travaux proposés amélioreront certains enjeux en matière de sécurité.

The suggested repairs will improve some security-related issues.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning	
Nom du projet / Project name	Remplacement du pont Cobbs Lake	
	Cobbs Lake Bridge Replacement	
Quartier / Ward		Début / Start
		Fin / End

Carte-index / Key map

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning
Nom du projet / Project name	Pont Cobbs Lake
	Cobbs Lake Bridge
Quartier / Ward	
	Début / Start
	Fin / End

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	82,500	82,500				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	2,500	2,500				
Dépenses totales / Total expenditures	85,000	$ 85,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Fonds de réserve des routes / Road reserve fund	85,000	85,000				
	-					
	-					
Recettes totales / Total revenues	85,000	85,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Impacts on operating budget	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

L'objectif de ce projet est d'appliquer un traitement de surface approuvé, d'installer une barrière de tablier approuvée et de procéder à des réparations du béton sur les parois en aile.

The objective of this project is to apply an approved treatment finish, install an approved deck barrier, and to do concrete repairs on the wing walls.

Programme de gestion des biens / Asset management program

Ce projet correspond aux objectifs du programme de gestion des biens et fait partie de la Phase 1 du plan décennal provisoire de travaux d'immobilisations. De plus, ce projet est appuyé par le rapport bisannuel 2015 des ponts et ponceaux.

This project complies with the objectives of the asset management program and is part of Phase 1 of the 10-year capital work plan (draft version). This project is also supported by the 2015 biennial report for bridges and culverts.

Répercussions opérationnelles / Operational impacts

Les travaux proposés amélioreront certains enjeux en matière de sécurité.

The suggested repairs will improve some security-related issues.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning	
Nom du projet / Project name	Pont Cobbs Lake Cobbs Lake Bridge	
Quartier / Ward		Début / Start Fin / End

Carte-index / Key map

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning
Nom du projet / Project name	Pont Larose
	Larose Bridge
Quartier / Ward	
	Début / Start
	Fin / End

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	32,000	32,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	1,000	1,000				
Dépenses totales / Total expenditures	33,000	$ 33,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Subvention FTE / FGT Grant	33,000	33,000				
	-					
	-					
Recettes totales / Total revenues	33,000	33,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Impacts on operating budget	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

L'objectif de ce projet est d'appliquer un traitement de surface approuvé, d'installer une connexion approuvée au garde-fou, et de procéder à des réparations de surface de l'asphalte

The objective of this project is to apply an approved treatment finish, install approved guard rail connection, and perform asphalt surface repair.

Programme de gestion des biens / Asset management program

Ce projet correspond aux objectifs du programme de gestion des biens et fait partie de la Phase 1 du plan décennal provisoire de travaux d'immobilisations. De plus, ce projet est appuyé par le rapport bisannuel 2015 des ponts et ponceaux.

This project complies with the objectives of the asset management program and is part of Phase 1 of the 10-year capital work plan (draft version). This project is also supported by the 2015 biennial report for bridges and culverts.

Répercussions opérationnelles / Operational impacts

Les travaux proposés amélioreront certains enjeux en matière de sécurité.

The suggested repairs will improve some security-related issues.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning	
Nom du projet / Project name	Pont Larose Larose Bridge	
Quartier / Ward		Début / Start Fin / End

Carte-index / Key map

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning
Nom du projet / Project name	Remplacement de l'égout pluvial sur Laurier
	Storm Sewer Replacement on Laurier
Quartier / Ward	
	Début / Start
	Fin / End

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	38,800	38,800				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	1,200	1,200				
Dépenses totales / Total expenditures	40,000	$ 40,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Fonds de réserve des routes / Road reserve fund	40,000	40,000				
	-					
	-					
Recettes totales / Total revenues	40,000	40,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Impacts on operating budget	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

Programme de gestion des biens / Asset management program

Ce projet correspond aux objectifs du plan de travail pour la mise en oeuvre de la Phase 1 du plan décennal provisoire de travaux d'immobilisations.

This project complies with the work involved for Phase 1 of the 10-year capital work plan (draft version).

Répercussions opérationnelles / Operational impacts

Le remplacement de l'égout pluvial réduira les risques d'inondation et de dommages aux infrastructures et propriétés privées de la Cité.

The storm sewer replacement will reduce the risks for flooding and damages to the City's infrastructures and private properties.

Carte-index / Key map

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning
Nom du projet / Project name	Analyse géotechnique Geotechnical Analysis
Quartier / Ward	
	Début / Start Fin / End

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	40,000	40,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	-					
Dépenses totales / Total expenditures	40,000	$ 40,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Fonds de réserve des routes / Road reserve fund	40,000	40,000				
	-					
	-					
Recettes totales / Total revenues	40,000	40,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Impacts on operating budget	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

Analyse géotechnique et recommandations techniques; Le but des enquêtes est de déterminer l'état du sous-sol de la route avant de procéder à la conception ou à la construction. Ces investissements sont nécessaires pour les projets prévus pour 2021.

Geotechnical analysis and engineering recommendations; The purpose of the investigations is to determine the road's subsurface condition prior to proceeding with final design or construction. These investication are required for projects planned for 2021.

Programme de gestion des biens / Asset management program

Ce programme correspond aux objectifs du programme de gestion des biens et fait partie de la Phase 1 du plan décennal provisoire de travaux d'immobilisations.

This project complies with the objectives of the asset management program and is identified in Phase 1 of the 10-year capital work plan (draft version).

Répercussions opérationnelles / Operational impacts

Aucune répercussion opérationnelle.

No operational impact.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning
Nom du projet / Project name	Programme d'amélioration des égouts pluviaux de Rockland
	Storm Sewer Improvement Program in Rockland
Quartier / Ward	1 2 3
	Début / Start
	Fin / End

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	100,000	97,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	3,000	3,000				
Dépenses totales / Total expenditures	100,000	$ 100,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Fonds de réserve des routes / Road reserve fund	100,000	100,000				
	-					
	-					
Recettes totales / Total revenues	100,000	100,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Impacts on operating budget	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

En conjonction avec le plan directeur de gestion des égouts pluviaux, qui a déterminer la capacité de débit théorique de l'infrastructure dans l'ensemble de la municipalité. Un programme de rinçage et de vidéosurveillance est initialisé pour examiner l'état physique de toutes les infrastructures de traitement des eaux pluviales afin de faciliter la planification et de déterminer un périmètre de travail plus approfondi. Les travaux comprendront le rinçage /nettoyage du conduit, ainsi que l'enlèvement de tout sédiment de débris. Suivi par une vidéosurveillance, qui est une inspection visuelle du tuyau à l'aide d'une caméra vidéo. L'entrepreneur doit fournir un rapport sur l'état des infrastructures.

In conjunction with the storm sewer management master plan, which analyzed the theoretical flow capacity of the infrastructure throughout the municipality. A Flushing and CCTV program is initialized to examine the physical state of all storm water infrastructure to aid in planning and to develope a compete scope of work. The works will include flushing/cleaning of the pipe, removal of all sediment of debris. Followed by a CCTV, which is a visual inspection of the pipe through video camera. Contractor will provide a infrastructure condition report.

Programme de gestion des biens / Asset management program

Pour le moment, ce projet ne fait pas partie du programme de gestion des biens.

For now, this project is not part of the asset management program.

Répercussions opérationnelles / Operational impacts

Il n'y aura aucune répercussion opérationnelle.

There will be no operational impact.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning		
Nom du projet / Project name	Lumières St-Jean		
	St-Jean Street Lights		
Quartier / Ward	1	Début / Start	Janvier
		Fin / End	Août

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	20,000	20,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	5,000	5,000				
Dépenses totales / Total expenditures	25,000	$ 25,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Fonds de réserve des routes / Road reserve fund	25,000	25,000				
	-					
	-					
Recettes totales / Total revenues	25,000	25,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Impacts on operating budget	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

Ce projet vise à compléter le projet qui a été débuté en 2018. Le trottoir et les lumières ont été installés en 2018, mais les lumières n'ont jamais été énergisées puisque le concept électrique n'a pas été approuvé par l'Electrical Safety Authority (ESA). Donc, en 2020 le projet consiste à installer des nouveaux poteaux ainsi que faire le branchement des fils électriques afin d'alimenter les lumières qui on déjà été installés préalablement.

The objective of this project is to complete the project that was started in 2018. The sidewalk and street lights have been installed in 2018 but the lights were never energized due to the fact that the Electrical Safety Authority (ESA) had never approved the electrical layout. Therefore, in 2020 the project will consist to install new poles, have the proper electrical wiring installed in order to have the previously installed lights energized.

Programme de gestion des biens / Asset management program

Le projet, initialement approuvé dans le budget 2018 n'avait pas été identifié comme une priorité dans le plan décennal à ce moment. Par contre, il avait été identifié comme une priorité dans l'étude des redevances d'aménagement à ce moment.

The project which was originally approved in the 2018 budget was not identified as a priority for the 10-year plan at the time. However, it was identified as a priority in the development charges study at the time.

Répercussions opérationnelles / Operational impacts

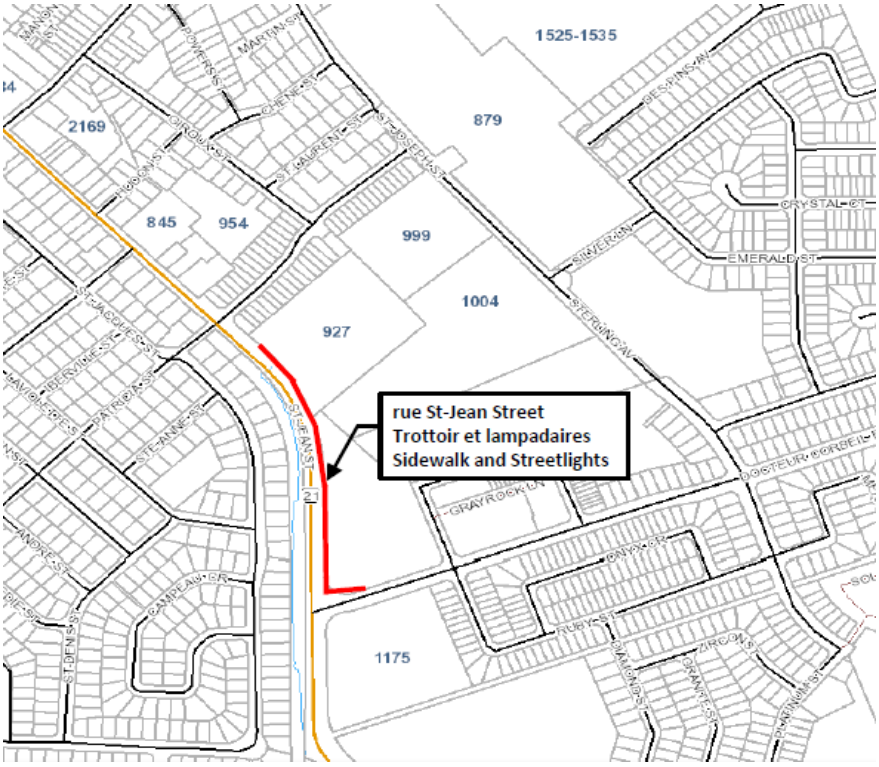
Les lumières installés sont à DEL et leur durée de vie est de 20 à 25 ans. Ainsi, les répercussions opérationnelles devraient être nules pour les 20 prochaines années.

LED lights were installed and their useful life is between 20 and 25 years which means there should be no operational impact for the next 20 years.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning		
Nom du projet / Project name	Lumières St-Jean St-Jean Street Lights		
Quartier / Ward	1	Début / Start Fin / End	Janvier Août

Carte-index / Key map



Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning		
Nom du projet / Project name	Étude sens unique des rues Notre-Dame et Alma		
	One-Way Street Study on Notre-Dame and Alma Streets		
Quartier / Ward		Début / Start	Janvier
		Fin / End	Août

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	-					
Conseiller / Consultant	13,000	13,000				
Conception / Design	-					
Interne / Internal	-					
Dépenses totales / Total expenditures	13,000	$ 13,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Fonds de réserve des routes / Road reserve fund	13,000	13,000				
	-					
	-					
Recettes totales / Total revenues	13,000	13,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Impacts on operating budget	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

Suite à une demande du Conseil municipal en mars 2019, cette étude consiste à évaluer la condition des chemins existant ainsi que leurs environs. L'analyse considérera la possibilité de convertir ces deux (2) routes en sens unique ainsi que les impacts sur les deux (2) en questions et les autres routes avoisinantes.

Following Council's request in March 2019, this study consists of evaluating the existing conditions of these two (2) streets along with other surrounding streets. The study will also consider all possibilities to convert these two (2) streets into oneway streets along with the impacts on these two (2) streets and its surounding streets.

Programme de gestion des biens / Asset management program

Répercussions opérationnelles / Operational impacts

Advenant la conversion d'une (ou plusieurs) rue(s), les répercutions possibles serait l'installation de nouvelles enseignes, marquage de rues ou même des mesures de modération de la circulation.

In the event one or multiple streets are converted to one way, the operational impacts would be the intallation of new street signs, pavement marking and possibly traffic calming features.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning
Nom du projet / Project name	Replacement d'un camion 1 tonne (2420)
	Replacement of 1 Ton Truck (2420)
Quartier / Ward	
	Début / Start: avril
	Fin / End: juillet

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	55,000	55,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	-					
Dépenses totales / Total expenditures	$ 55,000	$ 55,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Réserve des véhicules / Fleet reserve	55,000	55,000				
	-					
	-					
Recettes totales / Total revenues	55,000	55,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Impacts on operating budget	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

Ce projet consiste à remplacer un camion (modèle 2420) de notre flotte par l'achat d'un nouveau camion. Le camion actuel est un 2004 qui compte 239 131 km. Ce camion a dépassé sa durée de vie utile.

This project is to replace the 2420 model currently in our fleet with the purchase of a new one. The current truck is a 2004 that has 239,131 km. This truck has exceeded its useful life.

Programme de gestion des biens / Asset management program

Ce projet correspond au programme de remplacement de la flotte et répond aux objectifs du nouveau programme de gestion des biens proposé. Ce programme comprend le remplacement des camions tous les 7 ans. Ce véhicule a dépassé son année de remplacement puisque le modèle 2420 aura bientôt 16 ans.

This project complies with our fleet replacement program and the objective of the new proposed asset management program. This program includes the replacement of pick-up trucks every 7 years. This vehicle has exceeded its replacement year since the 2420 model is almost 16 years old.

Répercussions opérationnelles / Operational impacts

Le remplacement du camion par l'achat d'un nouveau permettra d'augmenter l'efficacité opérationnelle puisque nous aurons un nouveau camion fiable dans notre flotte.

Replacing the current pick-up truck with a new one will increase operational efficiency as we will have a new reliable truck in our fleet.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning
Nom du projet / Project name	Replacement d'un camion 3/4 tonne (21130)
	Replacement of a 3/4 Ton Truck (21130)
Quartier / Ward	
Début / Start	avril
Fin / End	juillet

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	55,000	55,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	-					
Dépenses totales / Total expenditures	$ 55,000	$ 55,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Réserve des véhicules / Fleet reserve	55,000	55,000				
	-					
	-					
Recettes totales / Total revenues	55,000	55,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Impacts on operating budget	2019	2020	2021
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

Ce projet consiste à remplacer un camion (modèle 21130) de notre flotte par l'achat d'un nouveau camion. Le camion actuel est un 2011 qui compte 189 671 km. Celui-ci démontre des signes de corrosion et doit être remplacé. On note également des problèmes au niveau du groupe motopropulseur qui pourraient représenter des coûts importants.

The objective of this project is to replace the 21130 model currently in our fleet with the purchase of a new one. The current truck is a 2011 that has 189,671 km. It is showing heavy signs of corrosion and must be replaced. There are also issues with the drive train that could be quite expensive to fix in the future.

Programme de gestion des biens / Asset management program

Ce projet correspond au programme de remplacement de la flotte et répond aux objectifs du nouveau programme de gestion des biens proposé. Ce programme comprend le remplacement des camions tous les 7 ans. Ce véhicule a dépassé son année de remplacement puisque le modèle 21130 aura bientôt 9 ans.

This project complies with our fleet replacement program and the objective of the new proposed asset management program. This program includes the replacement of pick-up trucks every 7 years. This vehicle has exceeded its replacement year since the 21130 model is almost 9 years old.

Répercussions opérationnelles / Operational impacts

Le remplacement du camion par l'achat d'un nouveau permettra d'augmenter l'efficacité opérationnelle puisque nous aurons un nouveau camion fiable dans notre flotte.

Replacing the current pick-up truck with a new one will increase operational efficiency as we will have a new reliable truck in our fleet.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Services Communautaires / Community Services
Nom du projet / Project name	Tracteur TYM - Remplacement TYM tractor - Replacement
Quartier / Ward	Tous / All
Début / Start	Mai/May
Fin / End	Septembre/September

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	85,000	85,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	-					
Dépenses totales / Total expenditures	85,000	$ 85,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Réserve des véhicules / Fleet reserve	85,000	85,000				
	-					
	-					
Recettes totales / Total revenues	85,000	85,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Operating budget impact	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective
Le but du projet est de remplacer le tracteur des services communautaires de marque TYM pour un nouveau tracteur.

The goal of the project is to replace the Community Services TYM tractor for a new one.

Justification / Explanation:

Le tracteur de marque TYM a été acquis en 2014. Depuis son obtention le tracteur a éprouvé plusieurs problèmes mécaniques. Comme la marque n'est pas une marque que l'on retrouve localement et dont les pièces sont produites à l'extérieur du pays, les temps de réparation du tracteur sont extrêmement longs. Le tracteur reste donc hors service pour de longues périodes, ce qui cause une pression sur les opérations du service. Les Services communautaires et le garage recommandent fortement d'échanger le tracteur pour un modèle pour lequel les pièces peuvent se trouver localement. // Le tracteur de marque TYM serait vendu. Le montant amassé sera retourné dans la réserve d'équipement.

The TYM tractor was acquired in 2016. Since it was obtained, the tractor has experienced several mechanical problems. Because the brand is not local and the parts are produced outside the country, tractor repair time are extremely long. The tractor therefore remains out of service for a long time, which puts pressure on the service's operations. The Community Services and the garage strongly recommends exchanging the tractor for a model for which the parts can be found locally. // The TYM tractor would be sold. The amount received will be returned to the equipment reserve.

Programme de gestion des biens / Asset management program
Comme le tracteur est relativement neuf, son remplacement n'était pas prévu avant 2034.

As the tractor is relatively new, its replacement was not planned until 2034.

Répercussions opérationnelles / Operational impact
Le remplacement du tracteur diminuera considérablement le temps pendant lequel le tracteur est innactif dû à des réparations. Les opérations du service seront donc plus efficace.

Replacing the tractor will significantly reduce the time the tractor is innactive due to repairs. The service operations will therefore be more efficient.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Services Communautaires / Community Services		
Nom du projet / Project name	Tracteur TYM - Remplacement TYM tractor - Replacement		
Quartier / Ward	Tous / All	Début / Start	Mai/May
		Fin / End	Septembre/September

Carte-index / Key map - Photo/Picture

Tracteur actuel /
Actual tractor

Proposition de remplacement /
Proposed replacement

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning
Nom du projet / Project name	Nouveau véhicule pour service d'aqueduc - fourgonette
	New Water Utility Vehicle - Cargo Van
Quartier / Ward	
Début / Start	avril
Fin / End	juillet

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	50,000	50,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	-					
Dépenses totales / Total expenditures	$ 50,000	$ 50,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Réserve d'eau / Water reserve	50,000	50,000				
	-					
	-					
Recettes totales / Total revenues	50,000	50,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Impacts on operating budget	2019	2020	2021
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

Ce projet consiste à faire l'achat d'un véhicule pour le commis aux services d'aqueduc pour le programme de remplacement des compteurs d'eau.

This project is for the purchase of a vehicle for the water utility clerk responsible for the water meter replacement program.

Programme de gestion des biens / Asset management program

Répercussions opérationnelles / Operational impacts

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Service de la Protection / Protective Services
Nom du projet / Project name	Remplacement du véhicule patrouille 2013 Replacement of 2013 enforcement vehicle
Quartier / Ward	Tous / All

Début / Start	fev / Feb
Fin / End	juin / June

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	62,000	62,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	-					
Dépenses totales / Total expenditures	$ 62,000	$ 62,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Réserve de véhicules / Fleet Reserve	62,000	62,000				
	-					
Recettes totales / Total revenues	62,000	62,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Operating budget impact	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

Ce point a été reporté de la session budgétaire de 2019.
L'objectif de ce projet est de remplacer un Dodge Ram 2013 actuellement utilisée par la division de réglementation. Le véhicule actuel a plus de 240 000 km et nécessite un entretien plus élevé, ce qui le rend fréquemment hors service.
L'intention de ce programme serait de remplacer la camionnette 4x4 actuelle par un VUS à traction intégrale, semblable à un Ford Explorer, qui pourrait être utilisé comme véhicule patrouille. Un petit cage serait installé sur la banquette arrière pour accueillir les chiens.
En raison de l'espace de bureau limité disponible dans le nouveau bâtiment des services de protection, ce véhicule serait équipé pour fonctionner comme un bureau mobile, permettant aux agents d'exécution de s'acquitter de la plupart de leurs tâches sur la route sans avoir besoin d'espace de bureau permanent.

This item was deferred from the 2019 budget session.
The objective of this project is to replace a 2013 Dodge Ram currently in use by the Enforcement Division. The current vehicle has over 240,000 kms and is requiring more ongoing maintenance resulting in it being out of service frequently.
The intent of this program would be to replace the current 4x4 Pickup Truck with an AWD SUV, similar to a Ford Explorer, suited to use as an enforcement vehicle. A small kennel would be installed in the rear seat area to accomodate dogs.
Due to the limited office space available in the new Protective Services building, this vehicle would be upfitted to function as a mobile office, allowing the Enforcement Officers to perform most of their duties on the road without requiring permanent office space.

Programme de gestion des biens / Asset management program

Répercussions opérationnelles / Operational impact

Ceci est un véhicule de remplacement pour la division de réglementation. Remplacer l'ancien Dodge Ram permettra d'obtenir un véhicule plus fiable dans lequel les agents s'acquitteront de leurs tâches. En équipant le véhicule pour qu'il fonctionne comme un bureau mobile, il est prévu que les agents seront plus efficaces dans la prestation de services au public. En passant à un VUS intermédiaire, il est prévu que le département réalisera également des économies de carburant sur la durée de vie du véhicule.

This is a replacement vehicle to the Enforcement Division. Replacing the older Dodge Ram will allow for a more reliable vehicle in which Officers perform their duties. By upfitting it to function as a mobile office, it is anticipated that the Officers will be more efficient in service delivery to the public. By switching to a mid-size SUV, it is anticipated the department will also realize some fuel savings over the lifetime of the vehicle.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Service de la Protection / Protective Services		
Nom du projet / Project name	Remplacement du véhicule patrouille 2013 Replacement of 2013 enforcement vehicle		
Quartier / Ward	Tous / All	Début / Start	fev / Feb
		Fin / End	juin / June

Photo/Picture

Year: 2013
Make: Dodge
Model: Ram 1500
Drive: 4x4
Mileage: ~215,000 km

Nouveau véhicule (proposé) / New Vehicle (proposed)

Drive: AWD

Est. Cost: $45,000
Est. Upfit: $17,000
Total: $62,000

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Service de la Protection / Protective Services
Nom du projet / Project name	Remplacement du véhicule 2009 SUV
	Replacement of 2009 vehicle SUV
Quartier / Ward	Tous / All

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	72,000	72,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	-					
Dépenses totales / Total expenditures	72,000	$ 72,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Réserve de véhicules / Fleet Reserve	72,000	72,000				
	-					
	-					
Recettes totales / Total revenues	72,000	72,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Operating budget impact	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

Le 2009 Tahoe (Car 1) a maintenant 10 ans et nécessite de plus en plus d'entretien. L'objectif est de remplacer l'actuelle Car 2 et achetez un nouveau VUS pleine grandeur comme, Car 2, qui permet le transport du personnel et de l'équipement et sert de poste de commandement mobile en cas d'incident. Cela permet une répartition plus uniforme du kilométrage parcouru sur les véhicules tout en optimisant les avantages des garanties d'usine.
Cherchera à acheter quelque chose avec les spécifications suivantes:
- 4x4 SUV (rangement derrière les sièges de la 2e rangée - min. 51 pi. Cu.)
- Package SSV ou PPV (puissance accrue de l'alternateur, batterie secondaire, système de refroidissement amélioré, freinage amélioré, etc.)
- ensemble d'éclairage de secours et sirène conforme (éclairage à 360 degrés)
- console avec radios (incendie et contrôle) avec support pour tablette / ordinateur
- installé des projecteurs A-post (conducteur & pass) pour l'éclairage de scène
-forfait de remorquage (capacité de remorquage minimale de 7 000 lb)
Le Squad 1 (2009 Tahoe) actuelle sera proposée à la vente à d'autres services d'incendie. Toutefois, le véhicule a plus de 10 ans et présente un certain nombre de problèmes mécaniques et électriques susceptibles de limiter la vente.

The current Squad 1 is now 10-years old and is requiring more and more maintenance. . The goal is to replace the current 2009 Chevrolet Tahoe 4x4 with the current Car 2, and purchase a new full-size SUV as Car 2 which allows for the transportation of personnel and equipment and serves as a mobile command post at incidents. This allows for a more even spread of mileage on vehicles while still maximizing the benefits of the factory warranties.
Will look to purchase something with the following specifications:
- 4x4 SUV (storage behind 2nd row seats - min. of 51 cu. ft.)
- SSV or PPV package (increased alternator output, secondary battery, improved cooling system, improved braking, etc.)
- compliant emergency lighting and siren package (360-degree lighting)
- console with radios (fire and enforcement) w tablet/computer mount
- installed a-post spotlights (driver & pass) for scene lighting
- trailer tow package (min. tow capacity of 7,000 lbs)
The current Squad 1 (2009 Tahoe) will be offered for sale to other fire departments, if they want it, however the vehicle is over 10 years old, and has a number of mechanical and electrical issues which may result in it becoming scrap.

Programme de gestion des biens / Asset management program

Selon le progamme de gestion des actifs, le remplacement actuel des voitures est 8 ans et des squads est 10 ans.

The current replacement schedule for Fire Department Cars is 8 years, and Squads is 10

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Service de la Protection / Protective Services
Nom du projet / Project name	Remplacement du véhicule 2009 SUV
	Replacement of 2009 vehicle SUV
Quartier / Ward	Tous / All

Répercussions opérationnelles / Operational impact

En plaçant l'actuel Ford F-150 que le chef-adjoint utilise (C2) à la caserne 1 en tant que Squad, la caserne 1 disposera d'un véhicule fiable doté de capacités 4x4 tandis que le remplacement de l'Expédition 2009 actuel fournira au chef un véhicule qui est fiable et sûr afin de répondre aux incidents d'urgence, d'assister aux réunions et de s'occuper des affaires de la cité tout en maintenant une capacité d'intervention. En conservant un VUS pleine grandeur, vous disposez de suffisamment d'espace pour transporter les équipements diverses nécessaires au maintien de la flexibilité dans les interventions. Actuellement, Car 1 contient l'équipement suivant: équipement de bunker pour le chef des pompiers, sac médical de traumatologie avec oxygène et défibrillateur, tableau du système de commandement des incidents et tableau de responsabilité, extincteur d'incendie à poudre chimique de 20 lb, extincteur à mousse de feu froid de 20 lb, dispositif d'extinction d'incendie DSPA dans un étui rigide, des fusées éclairantes et des pylônes pour le contrôle de la circulation, du matériel d'enquête en cas d'incendie (y compris le matériel de protection individuelle et les respirateurs), une trousse de réhabilitation pour les pompiers (nourriture et eau), du matériel de remorquage (pour le remorquage des remorques du service), une trousse pour le centre d'opération d'urgence (documents administratifs et manuels), des cartes de l'infrastructure de la ville, y compris le système d'aqueduc et les routes, divers documents pour la gestion des incidents, des projecteurs pour l'éclairage des véhicules et des éclairages portables, des outils d'entrée forcée (marteaux et coupe-boulons). Cet équipement prend beaucoup de place et nécessite un VUS de taille normale pour s'assurer qu'il est dans un environnement à température contrôlée et accessible en fonction de l'appel.

By putting the current Forf F-150 that the Deputy Chief is using into Station 1 as the Squad, Station 1 will have a reliable vehicle with 4x4 capability, while at the same time replacing the current 2009 Tahoe will provide the responding Chief with a reliable and dependable vehicle in which to respond to emergency incidents, attend meetings, and conduct city business while maintaining a response capacity. By remaining with a full-size SUV, there is sufficient space to carry the multitude of equipment necessary to maintain flexibility in the response. Currently Car 2 carries the following equipment: Bunker Gear for the Deputy Chief, Medical Trauma Bag with oxygen and defibrillator, incident command board and accountability boards, 20-lb dry chemical fire extinguisher, 20-lb cold fire foam extinguisher, DSPA fire extinguishing device in hard storage case, flares and pylons for traffic control, fire investigation equipment (including personal protective equipment and repirators), firefighter rehab kit (food and water), trailering equipment (for pulling department trailers), portable Emergency Operations Centre (ICS vests, paperwork, and manuals), maps of the City infrastructure including water mains and city roads, various paperwork for incident management, spot lights for both vehicle based lighting and portable lighting, forcible entry tools (sledgehammer and bolt cutters). This equipment takes up a lot of space, requiring a full-size SUV to ensure this equipment is in a temperature controlled environment and accessible depending on the call.

Photo/Picture

Current vehicle

2009 Chevy Tahoe
4x4
120,000 Km +/-

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Service de la Protection / Protective Services
Nom du projet / Project name	Nouveau - véhicule
	New - vehicle
Quartier / Ward	Tous / All

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	65,000	65,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	-					
Dépenses totales / Total expenditures	65,000	$ 65,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
	-					
	-					
	-					
Recettes totales / Total revenues	-	-	-	-	-	-
Dette / Debt	65,000		-	-	-	-

Répercussions sur le budget de fonctionnement / Operating budget impact	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

Ce projet remplacerait Car 3, également appelé Squad 2, actuellement utilisé par le chef de division de la prévention / Pub Ed pendant la journée, du lundi au vendredi. Le véhicule actuel a 112000 km et a 5 ans. Nous placerions ce véhicule comme Squad dans la station 2 Clarence Creek. La raison étant que la ville a adopté un cycle de remplacement de 10 ans pour les petits véhicules, il n'est pas avantageux pour la ville de placer un petit véhicule neuf dans une station qui ne fera que quelques milliers de kilomètres dessus tout en bénéficiant d'une garantie de pare-choc à pare-chocs. Ce véhicule serait utilisé quotidiennement par le chef de la prévention pour les inspections et autres tâches quotidiennes sous garantie, puis il serait transféré dans une station une fois la garantie terminée. Cela garantirait qu'un véhicule , squad fiable dans une station pour répondre aux appels d'urgence.

This project would replace Car 3 , also referred to as Squad 2 that is currently being used by the Division Chief of Prevention/Pub Ed during the day, Monday to Friday. The current vehicle has 112000Km and is 5 years old. We would put this vehicle as a squad in station 2 Clarence Creek. The reason being the city adopted a 10 year replacement cycle for small vehicle , it does not benefit the city to put a brand new small vehicle in a station that will only put a few thousand Km on it while being on a bumper to bumper warranty. This vehiscle would be used by the Chief of Prevention, on a daily basis for inspections and other daily task while under warranty and then it will move into a station once the warranty has ended. This would assure a reliable vehicle in a station to be used has a squad to respond to emergency calls.

Programme de gestion des biens / Asset management program

Répercussions opérationnelles / Operational impact

Dans le but de développer une rotation des véhicules de petite taille qui maximise les avantages des garanties du manufacturier, tout en garantissant la disponibilité de véhicules sûrs et fiables pour le département en cas d'urgence, le chef de la Division de la prévention et de l'éducation publique utilisera ce véhicule quelques années, puis sera transformé en véhicule pour station, maximise cet avantage.

In an effort to develop a small vehicle rotation which maximizes the benefits of factory warranties, while at the same time ensuring safe, reliable vehicles are available for department use in emergencies, having the Division Chief of Prevention and Public Education use a vehicle for the first few years, and then rotate it into a station to become a Squad, maximizes this benefit.

2020 Budget 2020

Fiche Détaillée Capital Budget Project Detail Sheet

Service / Department	Service de la Protection / Protective Services
Nom du projet / Project name	Nouveau - véhicule
	New - vehicle
Quartier / Ward	Tous / All

Photo/Picture

Current vehicle

2014 Ford F-150
2wD
112,000 kms

(shared vehicle - Squad 2 / Car 3)

Proposed new vehicle

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning
Nom du projet / Project name	Remplacement des tandems (2010 et 2550)
	Tandem Replacement (2010 and 2550)
Quartier / Ward	Début / Start
	Fin / End

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	$ 700,000	$ 700,000	$ 350,000	$ 350,000		
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	-					
Dépenses totales / Total expenditures	$ 700,000	$ 700,000	$ 350,000	$ 350,000	$ -	$ -
Recettes / Revenues						
	-					
	-					
	-					
	-					
Recettes totales / Total revenues	-	-	-	-	-	-
Dette / Debt	$ 700,000	$ 700,000	$ 350,000	$ 350,000	-	-

Répercussions sur le budget de fonctionnement / Impacts on operating budget	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

Ce projet vise l'achat de deux nouveaux tandems pour remplacer les modèles 2010 et 2550. En 2020, nous devrons remplacer le modèle 21110 et en 2021, le modèle 2810. Les deux tandems à remplacer en 2020 comptent déjà plus de 438 259 km (2010) et 316 699 km (2550). Nous en sommes à un point tel que les réparations sont de plus en plus dispendieuses et des signes d'usure et de rouille sont visibles.

The objective of this project is to purchase two new tandems to replace the 2010 and 2550 models. In 2020, the 21110 model will need to be replaced, and in 2021, the 2810 will need to be replaced.
The two tandems to be replaced in 2020 have already accumulated over 438,259 km (2010) and 316,699 km (2550). They are beginning to cost more for repairs and showing signs of wear and rust.

Programme de gestion des biens / Asset management program

Ce projet est conforme à notre programme de remplacement de la flotte et répond aux objectifs du nouveau programme de gestion des biens proposé. Le programme de gestion des biens recommande le remplacement d'un tandem tous les 10 ans. Ces tandems sont beaucoup plus âgés; le modèle 2010 aura bientôt 20 ans et le modèle 2550 date de près de 15 ans.

This project complies with our fleet replacement program and the objective of the new proposed asset management program. The asset management program recommends tandem replacement every 10 years. These tandems have exceeded their useful life. The 2010 model will soon be 20 years old and the 2550 model is almost 15 years old.

Répercussions opérationnelles / Operational impacts

Le remplacement des tandems (modèles 2010 et 2550) permettra de réduire les coûts opérationnels associés aux réparations qui totalisent plus de 35 000 $ pour les deux dernières années. De plus, le moteur de l'un des tandems approche la fin de sa durée de vie utile, et les frais de réparation totaliseraient alors plus de 30 000 $. Ainsi, pour améliorer l'efficacité opérationnelle, nous devons nous doter de deux nouveaux tandems fiables dans notre flotte.

Replacing the 2010 and the 2550 tandems will help reduce the cost of repairs which was more than $35,000 in the last 2 years. The engine on one of the tandems is also nearing it's end of life and the cost of repair would be over $30,000. In order to increase our operational efficiency, we need two new reliable tandems in our fleet.

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning	
Nom du projet / Project name	Remplacement des tandems (2010 et 2550)	
	Tandem Replacement (2010 and 2550)	
Quartier / Ward		Début / Start
		Fin / End

Carte-index / Key map

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning
Nom du projet / Project name	Remplacement de l'aqueduc sur la rue Wallace
	Water System Replacement on Wallace Street
Quartier / Ward	Début / Start
	Fin / End

Dépenses / Expenses	Total	2020	2021	2022	2023	2024
Construction	936,000	936,000				
Conseiller / Consultant	-					
Conception / Design	-					
Interne / Internal	45,000	45,000				
Dépenses totales / Total expenditures	981,000	$ 981,000	$ -	$ -	$ -	$ -
Recettes / Revenues						
	-					
Réserve d'eau / Water reserve	981,000	981,000				
	-					
	-					
Recettes totales / Total revenues	981,000	981,000	-	-	-	-
Dette / Debt	-	-	-	-	-	-

Répercussions sur le budget de fonctionnement / Impacts on operating budget	2020	2021	2022
Coûts (épargnes) / Costs (savings)	$ -	$ -	$ -

Objectif du projet / Project objective

Remplacement de 265 m de conduite principale d'aqueduc sur la rue Wallace (de la rue Edwards à la rue Pouliotte). Ainsi que le reconstruction de 265m d' asphalte, l'ajout de 530m de bordure de béton et remplacement des services d'eau latéraux résidentiel. Les plans et devis ont été complétés en 2019.

Replace 265 m of watermain on Wallace Street (Edwards Street to Pouliotte Street). Reconstruct 265m of road, add 530m of concrete curbs and replace all residential water services affected. The plans and specifications were completed in 2019

Programme de gestion des biens / Asset management program

Ce projet correspond aux objectifs du programme de gestion des biens et fait partie de la Phase 1 du plan décennal provisoire de travaux d'immobilisations.

This project complies with the objectives of the asset management program and is part of Phase 1 of the 10-year capital work plan (draft version).

Répercussions opérationnelles / Operational impacts

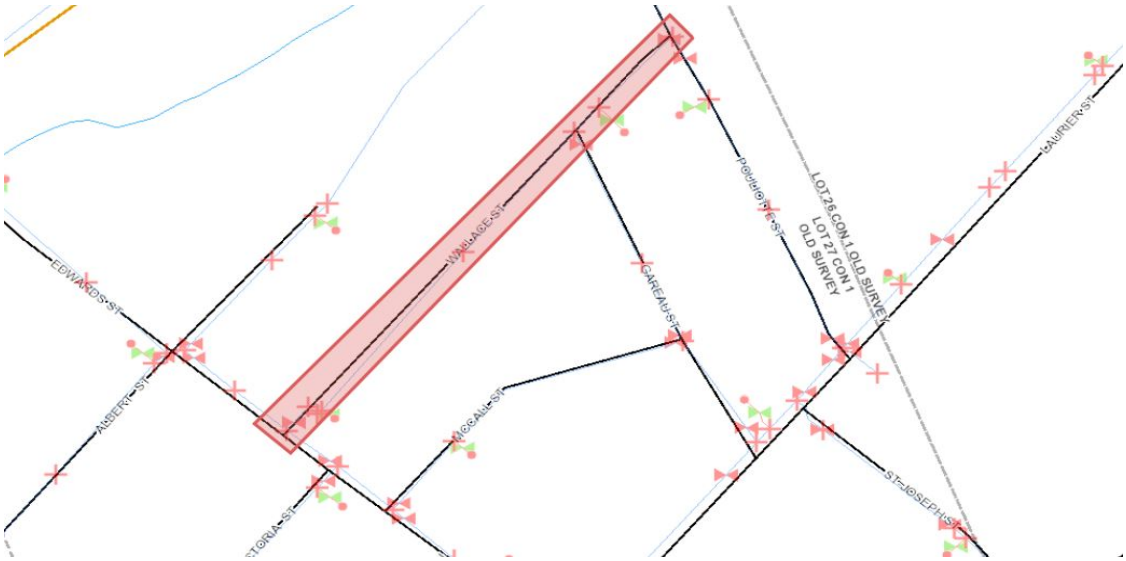
Aucun répercussion opérationnelle

No operational impact

Cité de / City of Clarence-Rockland
2020 Budget 2020
Fiche détaillée du budget d'immobilisations / Capital Budget Project Detail Sheet

Service / Department	Infrastructure et aménagement / Infrastructure and planning	
Nom du projet / Project name	Remplacement de l'aqueduc sur la rue Wallace	
	Water System Replacement on Wallace Street	
Quartier / Ward		Début / Start
		Fin / End

Carte-index / Key map



REPORT N° ADMIN 2019-012

Date	22/10/2019
Submitted by	Helen Collier, CAO
Subject	Rationalization of Installations / Community Hub
File N°	n/a

1) **NATURE/GOAL :**
This report is presenting to Council a review of 11 existing facilities and the recommended future use for each.

2) **DIRECTIVE/PREVIOUS POLICY :**
n/a

3) **DEPARTMENT'S RECOMMENDATION :**
THAT a 2020 capital project for $450,000 be established to investigate the viability of the proposed facility rationalization as outlined in Report No. Admin 2019-012 to be funded from the 2019 surplus; and

THAT the City apply for a grant under the Investing in Canada Infrastructure Program: Community, Culture and Recreation Stream; and

THAT a Community Hub Reserve be established to manage the revenues collected for this project; and

THAT a policy be established to contribute future operating surpluses to the Community Hub Reserve in an effort to reduce the debt required for the project; and

THAT the Administration prepare a complete review of vacant lands to consider for disposal; and

THAT all revenue generated from the sale of surplus property be contributed to the Community Hub Reserve; and

THAT a Committee of Council and staff be established to guide the process; and

THAT the Community Services Operational staff be relocated to the paramedic building on Landry Road; and

THAT the trailer located at the Bourget Community Centre parking be disposed of and contents relocated to the former Bourget Fire Station.

QU'un projet capital 2020 de 450 000 $ soit établi afin d'étudier la viabilité de la rationalisation de l'installation proposée dans le rapport Nº Admin2019-012 qui sera financé par les surplus 2019 ; et

QUE la Cité soumet une demande de subvention au Programme d'infrastructure Investir dans le Canada : volet communautaire, culturel et récréatif ; et

QU'un réserve carrefour communautaire soit établi pour gérer les recettes perçues pour ce projet ; et

QU'une politique soit établie pour que tous les excédents d'exploitation futurs soient attribués au réserve du carrefour communautaire dans le but de réduire la dette requise pour ce projet ; et

QUE l'Administration prépare une révision complète des terrains en surplus pour la considération de ventes ; et

QUE toutes les recettes perçues par la vente des terrains en surplus soient attribuées au fonds de réserve du carrefour communautaire ; et

QU'un Comité du conseil et personnel soit établi pour guider le processus ; et

QUE le personnel opérationnel des Services communautaires déménage à l'ancienne station des ambulances du chemin Landry ; et

QUE la roulotte située dans le stationnement du Centre communautaire de Bourget soit éliminée et son contenu soit apporté à l'ancienne caserne de Bourget.

4) **BACKGROUND :**

This process brings together a review of the City's key existing operating facilities whose future has been in question.

5) **DISCUSSION :**

This report will look at the future use and need of 11 City owned and operated facilities. The recommendations that are put forward are at a very preliminary stage and will need further investigation for some. There will also be a comprehensive community consultation and a Committee of Council established to guide this project to fruition if approved by Council. Ultimately, this report presents a corporate look at these facilities for which Council has indicated some concern in the last few years. The result of this review presents an opportunity for a Community Hub that will provide some much needed community space and services for the population.

The need for this report to come forward at this time is to obtain Council's approval in principle to move forward so that the City can take advantage of a one-time funding opportunity that has presented itself. The deadline to submit the funding application is November 12, 2019.

A number of factors necessitated this review.

1) The ongoing debate over the future use of the Jean-Marc Lalonde (JML) Arena.

2) The need to improve City Hall service delivery.

3) The looming (2025) deadline to make City facilities accessible in accordance with the provincial *Accessibility for Ontarians with Disabilities Act* (AODA) guidelines.

4) There has been a number of studies done with the community that identify shortfalls in services and community space:
   a. Parks and Recreation Master Plan 2016 (see Attachment 1);
   b. Strategic Plan, conducted in 2016 (see Attachment 2);
   c. City's Official Plan (see Attachment 3);
   d. Downtown Revitalization Plan; and
   e. Cultural Analysis Plan (see Attachment 4)

5) The growth of the municipality is a strong factor. Clarence-Rockland is a vibrant, bilingual community that is very attractive to growing families as well as retiring residents. The population of the municipality based on the potential for development could grow between 10,000 to 15,000 by 2040.

6) The construction of two new protective service buildings has led to the acquisition of the Landry Road paramedic post and left the former Bourget Fire Station vacant.

7) The construction of these two new protective services buildings also sees a significant amount of space being vacated at 415 Lemay.

8) Finally, there is a one-time funding opportunity that could finance a significant portion of this proposal. The high level anticipated cost of this facility transformation is $15 million to be funded 53% by grants and 47% by the City. The City's share is proposed to be funded in part from sale of properties and reserves. The balance would be debt. The debt payment would be offset by lower facility operating costs and rental income from tenants in the Community Hub.

This report looks at the future use of 11 City facilities listed below.

1) Jean-Marc Lalonde Arena

The JML Arena has been a fixture in the community since 1972. It houses many memories for the community. The objective is to transform this facility into a vibrant community hub. (The Community Hub will be discussed in more details below.)

The building has been under much scrutiny in the last number of years since it was decommissioned in 2011 as an arena. There is a continuous annual cost of $110,000 to keep the facility operable for use by many. The building is in need of many repairs, over $3 million to bring it up to current safety and accessible standards. There was a building condition assessment completed which identified many challenges but the study concluded that the shell was still in good condition (see Attachment 5). This spawned the idea to transform it into a Community Hub. This site has a huge advantage over others in that it is already owned by the City, has ample parking, is situated in close proximity to other facilities, parks and Laurier Street. It is also important to note that this facility, in its current state, is one of the largest contributors to green house gas (GHG) emissions. Once transformed, it will longer produce large GHG emissions. To qualify for the grant application, the municipality needs to complete a study that calculates the reduction of GHG emissions from carrying out the project.

2) 1560 Laurier Street, City Hall

This facility currently houses the administrative staff of the City. The building is close to capacity, is not accessible, and the space is very challenging to serve the ratepayers who visit the popular and busy Client Service Centre. The space and flow in the Client Service Centre is also very inefficient for staff to work together. The last major renovation to this building was completed nearly 20 years ago.

3) Chamberland Community Centre

The Chamberland Community Centre is being used more frequently since the building received a few renovations. There is an active teen program—Carrefour bien-être pour les jeunes de l'Ontario—operated by Valoris. The building itself, however, is in need of much future repair. There is currently a 3-year contract with Valoris which would dovetail with the timing of the new Community Hub should the project move forward.

4) Bandshell

The bandshell was built in 1991 for *La fanfare de Rockland Concert Band* and serves as a rehearsal facility for their band.

Currently, the equipment is stored in the basement of the small building, without an elevator. This presents a challenge for a lot of the participants. During the 2019 budget process, Council was requested to consider this situation.

As we all know, art and culture is a very important part of a healthy and active living in a community. We have to support these activities with proper and adapted amenities. The Community Hub project would incorporate space for this group, potentially creating a stage within the Council Chambers and the necessary storage required.

5) Baseball Diamond

This baseball diamond is over 40 years old and would benefit from an upgrade. Lighting fixture posts and the fence are at their limit of their useful life.

It is well used by the community. This project proposes to re-position the diamond to make room for the potential ice pad pond.

6) Community Services Operations Garage (The Chamberland Recreation Garage)

This facility has many challenges for space and safety. In 2018, the City had to rent a trailer to make a safe clean space for the employees to have their lunch, meetings, and personal belongings. The recommendation is to move the Community Services Operational staff to the former Paramedic Station on Landry Road.

The Chamberland Recreation Garage also houses the Centre d'aide. It is recommended that if the Community Hub project moves forward that they move into the rear of 1560 Laurier Street which would see the Centre d'aide on one level with much improved ease of access and parking.

7) Former Paramedic Facility – Landry Road

The building is a safe work environment with much more space and a backup generator power. In addition, the City owns the 2-acre lot adjoin the lot directly to the south of the property. The operations would be centralized and more adaptable to the service needs.

8) 415 Lemay Street, Council Chambers

The current facility that houses the Council Chambers is in need of much repair as exhibited by the frequent placement of buckets to catch water from the leaking roof. The building does not meet accessibility standards. Although a wheelchair can

access at the rear of the building, this alone does not make the building accessible as explained at the beginning of the report.

In 2014, approximately $20,000 was spent to relocate the Council Chambers from 1560 Laurier Street to 415 Lemay Street. Although subjective, the value of that expenditure has been realized.

Also housed at 415 Lemay Street are the By-law and Fire Services administrative staff which will move into their new facility early in 2020. The other use of 415 Lemay Street is the planning / lunch room for the City's Operations staff. This facility also provides room for the Operators' lockers and time clock. It would be recommended at this time to decommission half of this facility and maintain the operators space if the Community Hub project moves forward.

9) Former Bourget Fire Station

This building has no significant value to make it worth selling. Therefore, it is recommended to use it to store the spare fire vehicle and to store the Public Works sand and equipment required for the winter in Bourget/Hammond area.

Currently, Public Works is using space at the Bourget Community Centre. The first issue is that it takes up parking and it does not represent what a community centre should look like. The second issue is the trailer, which houses the equipment and is not appropriate in a public space. One bay of the old fire station would be used to store the sand out of the elements and prevent it from freezing and to store one sidewalk machine.

10) St-Pascal File Storage Archives

With the implementation of SharePoint, a rigorous cleanup of the St-Pascal file storage will be taking place and in theory no more files should be sent to St-Pascal. What would be left could be housed more conveniently at 1560 Laurier Street. St-Pascal is also being used to store some community services park equipment. This equipment would be moved to the new Landry Road facility. Given the lack of need for this facility it would be recommended to sell.

11) Museum

This facility is hidden out of the way with many challenges related to accessibility and an aging building. The proposal, if the project moves ahead, would be to move the Museum to the former day care space at 1560 Laurier Street which is fully accessible. It would also locate the Museum beside the historic City Hall building and the war memorial. This new home for the

Museum would provide greater visibility. The proposal would be to sell the former Museum site. Based on the deed for the property, permission may be required to do so.

COMMUNITY HUB

The Community Hub being proposed for consideration aims to bring together many services and addresses some needed community and cultural venues for the citizens of Clarence-Rockland. The Community Hub is at the concept stage. The definition of a concept is *"an abstract idea; a general notion."*

The Community Hub would transform the JML Arena into a vibrant, active, accessible space. Given the facility's size, it will be able to provide new community centre space (large and small), an activity space large enough to accommodate most of the current activities held at the JML Arena, a Council Chambers, a Client Service Centre, and City Hall staff.

The new community centre space would look out over the Simon Park and open out onto an outdoor patio space. Stepping off the patio you would be greeted by an ice pad pond. The ice pad would bring skating back to the venue. A few modifications would be required in the park, such as repositioning the baseball diamond and bandshell.

Access from Laurier Street would need to be created. In creating that access, it is suggested that a recreational pathway flow straight from Laurier Street to Avenue du Parc. This pathway would continue to St-Joseph Street to connect it to the existing cycling lane.

The proposal, as it stands, wants to look at physically connecting the Community Hub with the Cultural and Recreational Complex. Within the Community Hub, administration would look to incorporate Service Ontario, Service Canada, and possibly the post office to the Client Service Centre. Currently, the closest Service Canada offices are in Hawkesbury and Beaconhill (Ottawa). Relocating the post office would free up some space for development on Laurier Street.

Also to be considered are an art gallery, a teen and seniors programming space, a community kitchen, a community garden, OPP community offices, and an innovation centre.

Of interest, the province has guidelines on creating a community hub. See Attachment 6. In addition, there is a tool kit that has been prepared that is very interesting on helping municipalities create a community hub. See Attachment 7.

This proposed project will address a number of challenges with some existing facilities. The number one challenge is accessibility. Although City Hall and 415 Lemay Street appear accessible, they would not meet the guidelines of the *Accessibility for Ontarians with Disabilities Act* (AODA).

As per those guidelines, accessibility covers all persons regardless of their age or size and those who have any particular physical, sensory, mental health or intellectual ability or disability.

- Customer services entry should be a level entry (step-free) entrance to facilitate not just wheelchair users but also people with buggies; people with suitcases or shopping trolleys; people using walking or mobility aids; and people with visual difficulties.

- Customer services entry should be clearly distinguishable from the rest of the building to avoid confusion.

- Customer services area should provide the clients that are required to wait for any reason, a comfortable accessible seating area within sight of the reception. Seats should be moveable with adequate space in the seating layout to accommodate wheelchair users; parents with strollers; people with visual difficulties; guide dog users; and those with walking aids.

- Contrasting colour should be used to define circulation routes, such as the route between the entrance door and reception desk.

- Customer services counters should incorporate an induction loop system for the benefit of people who wear hearing aids, and the presence of the equipment should be clearly signed.

- Customer services accessible parking should be located immediately adjacent to the entry.

A clearly visible and accessible entrance is likely to create a positive impression for all building users and make them feel welcome. If an entrance is hard to find or if it is difficult to access due to heavy doors

or narrow door width, it creates a poor first impression and may make some people feel less welcome or even excluded.

The design of reception and waiting areas, and the ease in which people are able to move independently around a building, have a similar influence on overall accessibility. A well-designed building layout with clear access routes and doors that are sufficiently wide and easy to operate will demonstrate a commitment to accessibility.

The municipality will be required to meet these guidelines by 2025. Creation of the Community Hub could take up to 4 years to complete in its entirety. By creating a community hub on one level, it will meet many of the AODA requirements.

The second challenge is the health and safety at the existing Community Services Garage on Chamberland Street for both Centre d'aide and the City's Operations staff. Lack of parking, stairs, and space in general pose considerable challenges at this location. A separate trailer had to be rented for City staff to have an appropriate lunch room. Stairs are an ongoing challenge for our senior volunteers at the Centre d'aide.

The third reason for this proposal is to address some requirements identified in the Parks and Recreation Master Plan (Attachment 1) and Cultural Analysis Plan (Attachment 4) such as lack of cultural space for seniors and teens.

A fourth factor to consider is there have been requests to move the Council Chambers back to the urban area of Clarence-Rockland. The Chamber was established in Clarence Creek in 2014. The Council of the day wanted the Chamber to be more available to the rural ratepayers. A total of $20,000 was spent on renovating the Chamber at the time.

The fifth reason is the need to increase the size of the Client Service Centre to make more seating available. In addition, the Client Service Centre needs office spaces to meet with clients who would like to register for a license or may have an issue with their tax or water bill. Currently, a manager needs to be displaced to make room.

The sixth reason for this review is a number of these facilities in this review are extremely inefficient energy wise. The significant ones are the JML Arena and City Hall. If the City of Clarence-Rockland is successful in securing the funding, a green house gas (GHG) emissions study will be completed to demonstrate the impacts.

A seventh factor is we also need to take into consideration the additional space needed at City Hall for growth in staff and the potential for full time City Councillors. This proposal to transform the JML Arena into a Community Hub has an added bonus in that the municipality already owns it.

The final and most significant reason to consider this project is to benefit from the one-time infrastructure funding opportunity that has been announced. The program is called Investing in Canada Infrastructure Program: Community, Culture and Recreation Stream. The governments are making available $1 billion. This program speaks

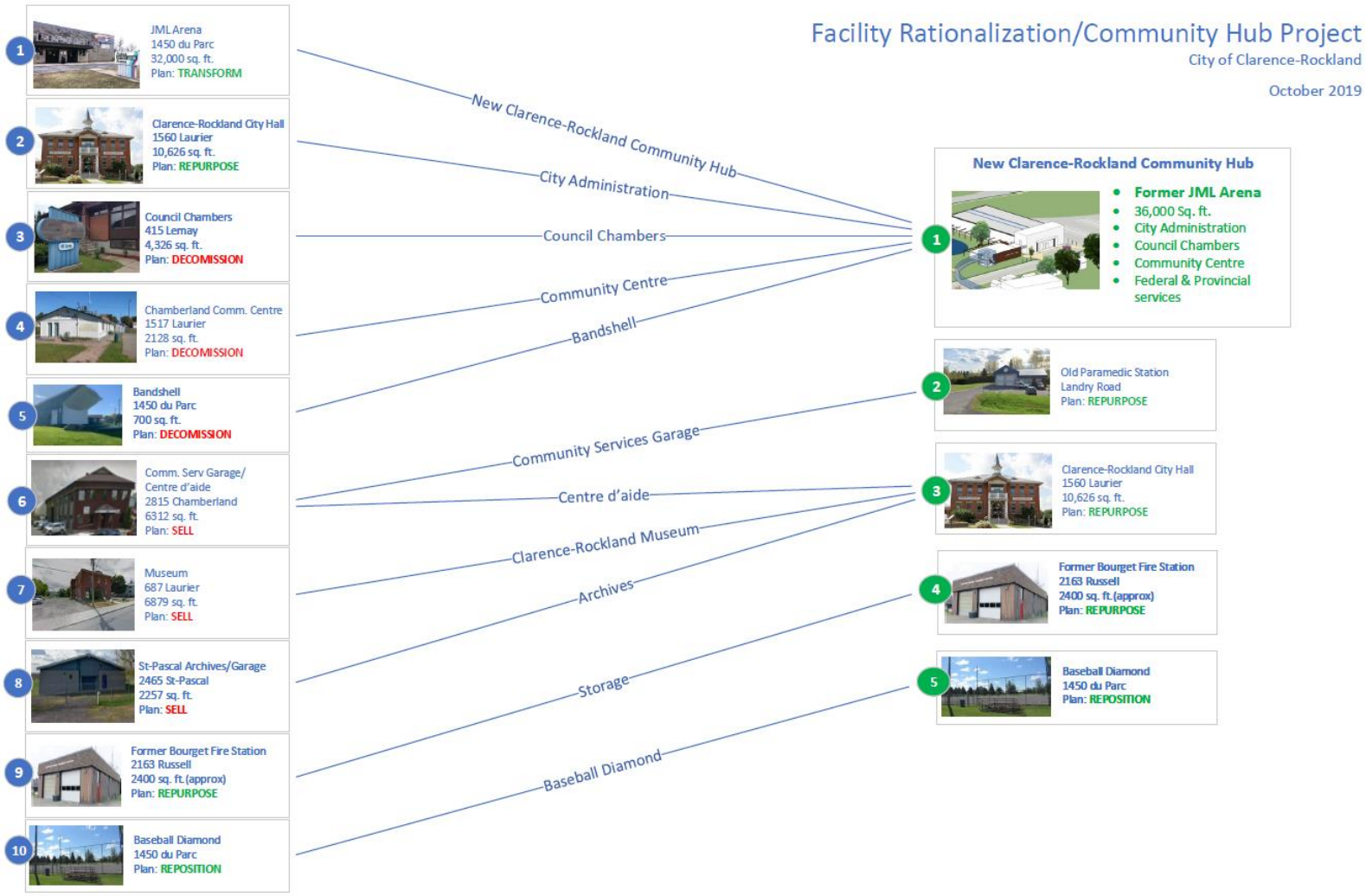
specifically to creating community hubs. The program offers 40% funding from the federal government, 33.33 % from the province and 26.67% from the municipality. It is important to note the funding does not include city administrative space or Council Chambers, however, it does include all other aspects being considered here. The grant application will require the City to conduct a GHG emission report which would be done with the initial seed funding of $450,000. A complete description of the funding program can be seen in Attachment 8.

Undertaking this project will impact many user groups of the above mentioned facilities. All of the groups impacted will be consulted during the process, if Council approves the concept, in order to understand their needs so they can be incorporated into the new Hub. The goal is to better serve these groups in a more accessible, inclusive, safer, and cleaner environment. The list of groups impacted are:

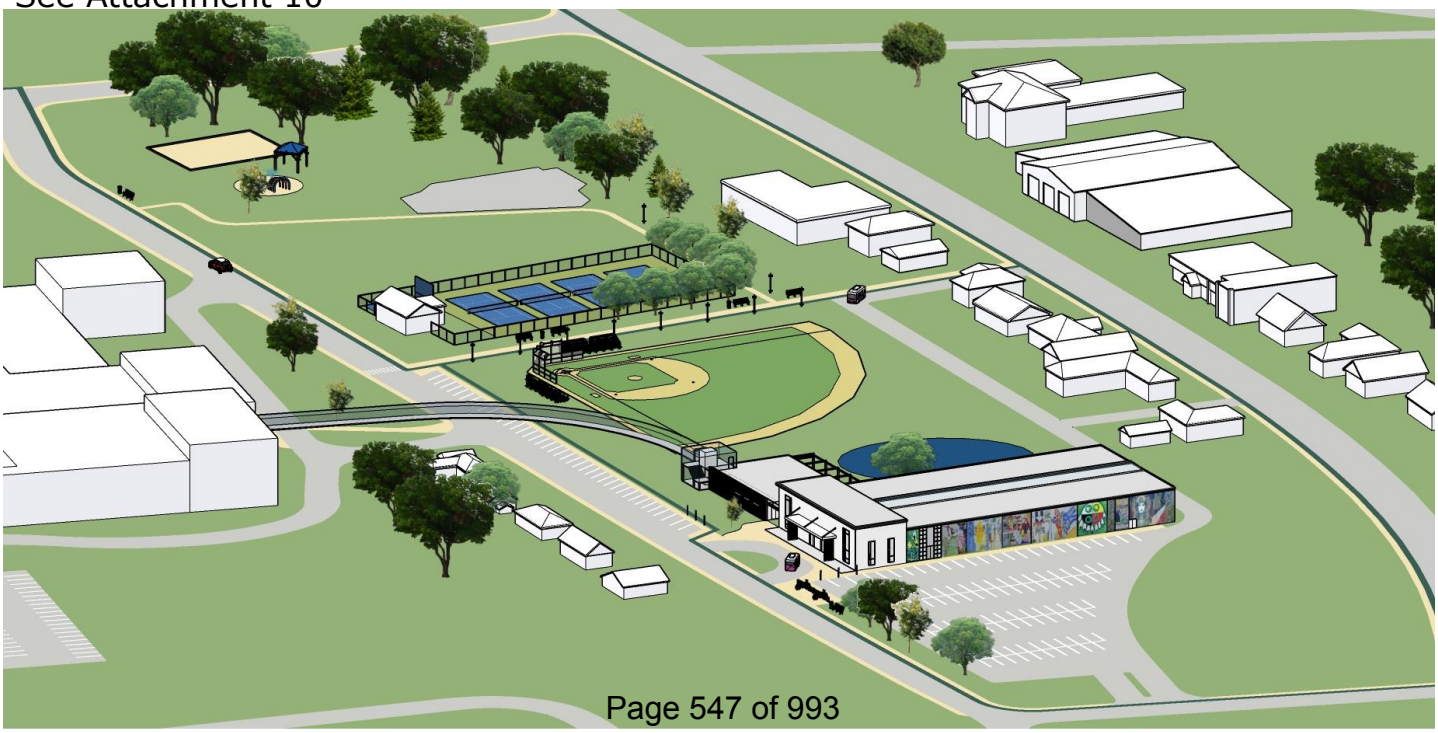
1) Pickle Ball Association;
2) Air Cadets;
3) Club Optimist Lobster Fest;
4) Wrestlemania;
5) Family Day;
6) Roller Derby;
7) Archery Club;
8) Catholic School Board;
9) Interior Baseball;
10) Fly Ball;
11) Ball Hockey;
12) Centre d'aide;
13) Museum (which also provides office space to the Rockland United Soccer Club);
14) All ratepayers;
15) City Hall clients; and
16) City staff

Provided below is a summary table of the proposal. Following this table is an overall image of what the Community Hub could look like. These images are in Attachments 9 and 10 to view in a larger format. There is also a google map image of the current site – see Attachment 11

See Attachment 9



See Attachment 10



The timeline for this proposal is as follows:

Year	Date	Action
2019	Sept. 4	Director's brainstorming
	Sept. 11	Manager's brainstorming
	Oct. 22	Presentation to Council
	Oct. 28	Approval in principal of researching the project
	Nov. 5	Draft budget consideration of seed funding
	Nov. 12	Grant submission
	Nov. 18	Approval of seed funding ($450,000)
	December	Establish Committee of Council and Staff
	December	Begin Consultation with the groups and public for input and ideas
2020	January	Continue gathering public input
	February	Province to announce if project is eligible
	March	Present public input back to Council
	April	Make modifications
	June	Community Services Operations staff move to Landry Road
	June	Grant Funding announcement
	July	Tender for architect
	September	Award architect contract
2021	January	Council to consider architects rendering
	March	Open house to present rendering
	April	Budget approval for the project
	June	Tender project
2022	January	Award tender
	March	Ground breaking
	April	Begin construction
2023	June	Occupancy

COMMUNICATIONS

On the City's website, a Community Hub button will be created with a method for ratepayers to have their say. With a project of this size, there will be monthly updates to Council.

6) **CONSULTATION:**

n/a

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

This report has been reviewed in detailed by the directors. Input was also sought from the managers.

8) **FINANCIAL IMPACT:**

This project is at a concept stage. The final cost cannot be established until the project is further explored. Therefore, staff are recommending that $450,000 be approved to hire a facility specialist / architect to explore the opportunity and to complete the GHG emissions study.

A preliminary budget has been put together to determine the financial requirements for the grant application. This estimation will require refinement.

The Community Hub has been roughly estimated to cost $14.9 million. The grant application is clear in that administrative space is ineligible. The cost of the ineligible space is estimated to be approximately $4.2 million. That leaves a balance of $10.7 million that is eligible for grant funding. If successful, the federal government would fund 40% or $4.3 million, the province would fund 33.33% or $3.6 million and the City's share would be 26.67% or $2.8 million.

The amount that the City has to finance is $4.2 million (the ineligible amount) + the city's share of the eligible amount of $2.8 million for a total of $7.0 million.

In summary, the costs of this project would be shared as follows:

Federal grant	$4.3 million
Provincial grant	$3.6 million
City	$7.0 million
Total	$14.9 million

It is proposed that the City would finance the $7.0 million from:

Sale of vacant lands and properties, reserves, and future City surpluses:	$2.5 million
The balance would be debt (4% over 30 years)	$4.5 million = debt payment of $261,000
Total	$7.0 million

The debt payment would be financed from reduced operating costs at certain facilities 415 Lemay, Community Operations Garage and new revenues from tenants.

The projected operating cost savings are $147,000 (see Attachment 12). The balance of the funds $114,000 would be generated from rental of the community space, Service Ontario, Service Canada and potentially the post office.

The initial $450,000 would be to complete community consultation, prepare tender documents, and complete the GHG emissions study These funds won't come from within the project.

9) **LEGAL IMPLICATIONS:**
n/a

10) **RISK MANAGEMENT:**
n/a

11) **STRATEGIC IMPLICATIONS:**
This project will address many identified needs, situate the City well for growth, attract new residents to a welcoming space and address the accessibility requirements. In addition, the City will greatly reduce its carbon foot print.

By eliminating/reducing some of the unneeded buildings (older buildings) we would eliminate all future capital budget needed to modify these buildings in order to meet accessibility standards and up keeping of aging infrastructure.

12) **SUPPORTING DOCUMENTS:**
Attachment 1 – Parks and Recreation Master Plan

Attachment 2 - Strategic Plan

Attachment 3 – Clarence-Rockland Official Plan

Attachment 4 – Analyse des besoins culturels

Attachment 5 – Jean-Marc Lalonde Building Condition Assessment

Attachment 6– Community Hubs in Ontario: A Strategic Framework and Action Plan

Attachment 7 – How to Hub: Community Hub Development Toolkit

Attachment 8 – Funding Program Description

Attachment 9 – Diagram

Attachment 10 – Image of Community Hub

Attachment 11 – Map of existing site

Attachment 12 – Projected Operating Costs

CITY OF CLARENCE-ROCKLAND

PARKS + RECREATION MASTER PLAN

FEBRUARY 2016

PREPARED BY
SIERRA PLANNING & MANAGEMENT

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Introduction to the Plan

What is a Parks and Recreation Master Plan?

This Parks and Recreation Master Plan provides a comprehensive, multi-year framework of short (1-3 years), medium (4-6 years), and longer-term (7-years) priorities for the provision of parks and recreation services in the City of Clarence-Rockland. The Master Plan provides direction to 2031.

This Master Plan is a municipal guidance document, design to further effective planning, budgeting and implementation of stated goals and objectives for parks and recreation in the City of Clarence-Rockland.

This Master Plan is a flexible blueprint to guide municipal decision making over the next fifteen years. Many of the recommendations provided in this Plan are stand-alone, and can be implemented separate and apart from decisions required to implement other aspects of the Master Plan.

The Master Plan is a city-wide document in that it identifies required investment in communities across the city, recognizing the interconnected nature of the City's communities.

Aligning the Master Plan to Council's Strategic Priorities

The City of Clarence-Rockland has recently undertaken a strategic planning exercise. The City's stated vision is:

'The City of Clarence-Rockland is a great place to live. It is welcoming, bilingual, self-sufficient, safe and family oriented. We are proud of our heritage, our natural beauty and rural charm that contribute to our sense of belonging in the community'.

The City's stated mission is to offer services in a 'respectful, responsible and accessible way that is both environmentally and financially sustainable to provide a quality lifestyle for all'.

This Master Plan provides guidance for the City of Clarence-Rockland to fulfil this vision and mission in the realm of parks and recreation. Specifically, this Master Plan identifies goals and objectives to ensure that parks and recreation services play an active role in positioning the City of Clarence-Rockland as a preferential place to live.

Process Guiding Plan Development and Implementation

Developing the Master Plan involved:

- Public engagement and stakeholder outreach across the City. Members of the public, and key stakeholder groups, were consulted at each stage in the Plan's development. Section 2.2 provides an overview of engagement that informed the development of the Master Plan.
- An analysis of local, regional and provincial demographic and leisure trends, as well as best practices in other communities.
- A review of existing recreation facilities and programs, including conditions, revenues and expenditures, utilization.
- An analysis of plans and policies for the City over the long-term horizon.

1 Background and Community Context

1.1 Location and Constituent Communities

The City of Clarence-Rockland is strategically situated approximately 40km east of the City of Ottawa. On account of its proximity to Ottawa, a large proportion of the City's workforce commutes daily to Ottawa. The 2011 National Household Survey (NHS) conducted by Statistics Canada indicated that 63% of the City's employed labour force work in Ottawa[i]. This has significant implications for the provision of recreation services and programming in Clarence-Rockland: Due to the time constraints associated with commuting, many residents will choose to engage in recreation pursuits closer to their place of employment.

The City of Clarence-Rockland comprises seven distinct communities: Rockland is the City's urban core, which is complimented by a collection of more rural communities: Bourget, Cheney, Clarence, Clarence Creek, Hammond, and Saint Pascal-Baylon. Historically, population distribution has been split 80% in the urban area (Rockland), and 20% within the rural communities.

Figure 1: Clarence-Rockland - Map of Communities
Sierra Planning and Management, 2016 with Google Earth

1.2 Population Growth and Characteristics

1.2.1. Historic Population Growth

The City has enjoyed sustained population growth over the past 15 years, averaging a growth of 540 residents annually. As of 2015, the City is estimated to have a population of 24,553 residents (see reference on pg. 81) , making it the largest municipality within the United Counties of Prescott-Russell. In this regard, Clarence-Rockland has a role to play as a hub for services, including recreation, for other communities in the United Counties.

The age profile of Clarence-Rockland is similar to that of the province as a whole, and of the adjacent City of Ottawa. Clarence-Rockland has a slightly higher proportion of residents aged 40-54, and youth aged 5 to 14 years, however on the whole, the City's population follows broader population trends:

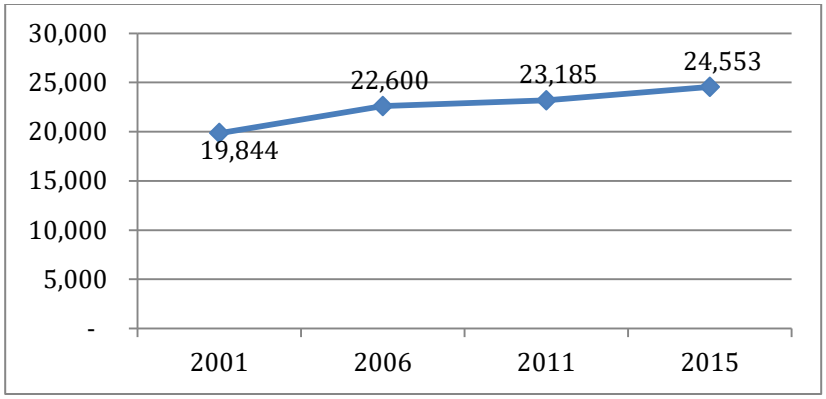


Figure 2: City of Clarence-Rockland: Historic Population Growth
Sierra Planning and Management, Data from City of Clarence-Rockland DC Background Study

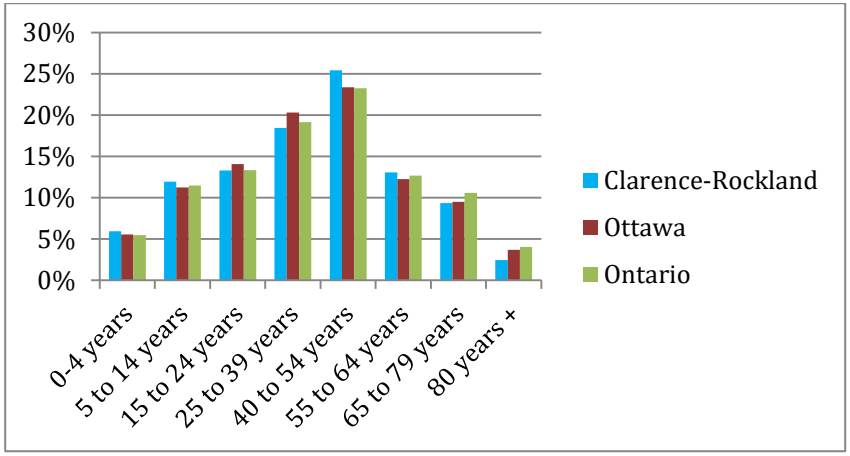


Figure 3: City of Clarence-Rockland: Population Distribution by Age (2011)
Sierra Planning & Management, Data from the Census of Canada (2011)

An understanding of the age distribution of the City's residents is vital to ensure that recreation facilities and programming meet the needs of all residents. As we age, our recreation needs change. Broad patterns in participation changes with age are:

- Participation in physical recreation pursuits typically declines with age;
- Desire to start a new activity is typically strong among young adults and decreases with age;
- More strenuous activities are typically popular with younger adults, and participation declines over time;
- Creative, cultural, social and passive activities are of more interest to older adults, as is golf;
- Team sports are most popular with youth and young adults, with participation typically declining with age (with the exception of curling).

1.2.2. Projected Population Growth

Given that this Master Plan will guide recreation planning over the next fifteen years, this Plan considers changes to the City's current recreation programming to better meet the age-specific needs of residents, but also what changes are likely to be necessary to continue to meet these needs over time. Population projections for the United Counties of Prescott-Russell indicate that the number of youth and young adults is expected to grow slightly over the next fifteen years, indicating that the City of Clarence-Rockland will need to continue to maintain and invest in facilities and programming that cater to this demographic. Conversely, the number of young adults is expected to decline, as are middle-aged adults (ages 45-59). The age group expected to grow considerably is residents aged 65 years or older. Between 2016 and 2031, the proportion of residents aged 65 and older is expected to grow from 16% to 28%, or a total of a little over 14,700 residents. In this context, it is clear that the City will need to plan for recreation programs and facilities that serve this demographic group.

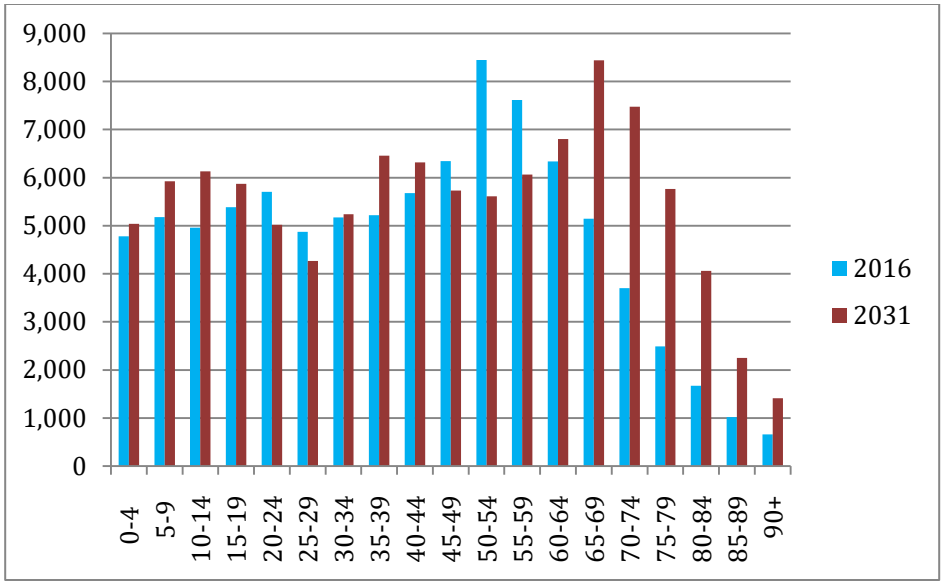


Figure 4: Population Projections by 5-Year Age Group - United Counties of Prescott Russell
Sierra Planning and Management with data from the Ontario Ministry of Finance (2013) Table 12

In terms of where population growth is expected to take place, the majority of new residents to Clarence-Rockland are expected to reside in Rockland. Rural communities are expected to see relatively modest growth in residents.

Community	2015 Population	2030 Population	Growth in Residents	% Growth
Rockland	12,441	18,285	5,844	47%
Bourget	1,090	1,445	355	33%
Clarence Creek	620	877	257	41%
Clarence Point	1,059	1,212	153	14%
Cheney	238	302	64	27%
Hammond	492	684	192	39%
St. Pascal-Baylon	212	251	39	19%
Rural	8,401	9,386	985	12%
TOTAL	**24,553**	**32,442**	**7,889**	**--**

Figure 5: Projected Population Growth by Community - 2015-2030
Sierra Planning and Management with data from the City of Clarence-Rockland DC Background Study

Sierra Planning

1.2.3. Language

A key area where Clarence-Rockland differs significantly from the broader province and from the adjacent City of Ottawa, is in the proportion of residents whose mother tongue is French. As of the 2011 Census, 65% of Clarence-Rockland residents reported that their first language was French. This is compared to 15% of Ottawa residents, and 4% of the province as a whole.

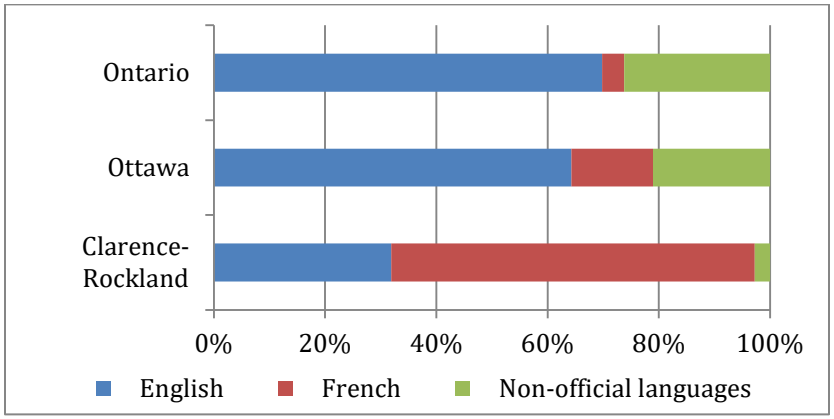


Figure 6: City of Clarence-Rockland: Mother tongue of residents (2011)
Sierra Planning and Management

As a municipality that is officially bilingual, the City of Clarence-Rockland is well equipped to provide recreation services in both official languages based on the preference of individual residents.

1.2.4. Income and Education

Based on data from the 2011 National Household Survey (NHS), Clarence-Rockland residents generally follow provincial trends in terms of educational attainment: Approximately half of all residents aged fifteen and older have a post-secondary certificate of some type. Median household income in Clarence-Rockland however is significantly higher than the provincial average, and slightly higher than the adjacent City of Ottawa.

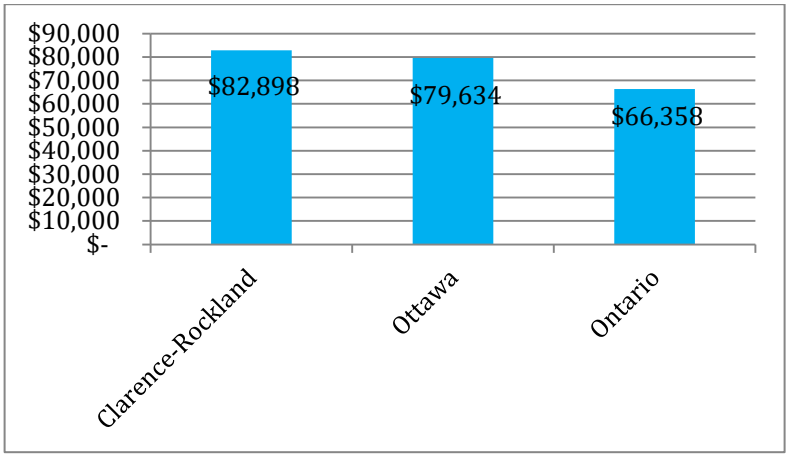


Figure 7: Median Household Income after tax - Clarence-Rockland, Ottawa, and Ontario (2011)
Sierra Planning and Management with data from Statistics Canada National Household Survey (2011)

The higher median income in Clarence-Rockland as compared to the broader capital region, and the provincial average, has implications for the provision of parks and recreation facilities and services over the next fifteen years. Typically, higher income households participate in recreation activities more frequently than lower income households. This is a product of both greater disposable income, and in some cases greater disposable time. Higher income households may also have a higher participation rate in recreation activities with higher costs: These include equestrian activities, martial arts, hockey, and dance.

Regardless of the higher median household income in Clarence-Rockland in comparison to the broader province, the cost of activities is one of the most frequently cited barriers to participation in recreation pursuits. Accordingly, the City of Clarence-Rockland will need to continue to monitor the affordability of recreation programming to ensure that recreation pursuits are accessible to all residents.

1.3 Current Conditions: Inventory

The City is home to two recently opened, state-of-the-art indoor recreation and leisure facilities:

Clarence-Rockland Sport and Cultural Complex (2008): Includes an indoor swimming pool, library, gymnasium, and fitness facilities. The Complex is located in the core of Rockland, and is attached to the École Secondaire Catholique l'Escale.

Clarence-Rockland Arena: This is a new facility that houses the Canadian International Hockey Academy. The facility also offers ice time to local residents. The facility includes two indoor ice sheets with associated outdoor soccer fields.

As relatively new facilities, neither the Clarence-Rockland Sport and Cultural Complex, nor the Clarence-Rockland Arena require any significant short-term capital upgrades or maintenance. The operating agreement between the City of Clarence-Rockland and the operator (CIH) specifies that the operator will make ongoing contributions to a Capital Replacement Fund for major capital replacements, in an amount to be decided annually. The City is not required to contribute to the fund.

The Sport and Cultural Complex is operated by the YMCA, however under the terms of the operating agreement, the City of Clarence-Rockland is responsible for all major capital repairs (defined as any repair that costs in excess of $25,000). The building is expected to require minimal capital repairs over the short and medium term, and approximately $330,000 in long-term capital repairs.

Top: *Clarence-Rockland Sport and Cultural Complex.*
Below: *Clarence-Rockland Arena.*

Table 1: Expected Capital Repairs/Upgrades - Centre Cultural-Sportif
Source: City of Clarence-Rockland PSAB Report (2015)

Timing	Expected Capital Repairs/Upgrades
Short Term: 2016-2018	--
Medium Term: 2019-2022	$139,000
Long Term: 2023-2030	$329,000

The City is also home to some older facilities which remain integral components of recreation programming across our communities:

Clarence Creek Arena: A single pad ice surface, with a recently renovated community room above.

Jean-Marc Lalonde Arena: A single pad arena which is not currently used for ice. This facility is used by the Air Cadets, Roller Derby, and other community uses.

Community halls are the central gathering spaces within the City's rural communities. The City provides community space in Bourget, Hammond (also serves Cheney), Saint Pascal-Baylon, Clarence Creek, and in Rockland.

Given their age, these facilities will require more significant investment over the plan period to maintain. The largest expected required investment is in the Clarence Creek and Jean Marc Lalonde Arenas. Both arenas are expected to require more than $1 million in capital repairs over the plan period to maintain their functionality. As smaller facilities that do not include any specialized amenities, both the Hammond and Bourget Community Centres will require significantly less investment over the plan period. The largest expected expense is the replacement of the roofing system at the Bourget Community Centre.

	Short Term 2016-2018	Medium Term 2019-2022	Long Term 2023-2030	TOTAL
Clarence Creek Arena	$470,000	$257,000	$533,000	**$1,260,000**
Jean Marc Lalonde Arena	$477,000	$637,000	$591,000	**$1,705,000**
Hammond Community Centre	$14,000	$33,000	$11,000	**$58,000**
Bourget Community Centre	$146,000	--	$36,000	**$182,000**
Community Centre Ronald-Lalonde	$50,000	--	--	**$50,000**

Table 2: Expected Capital Upgrades and Repairs: Municipal buildings 2016-2030
Sierra Planning & Management, based on data from the City of Clarence-Rockland

The City's compliment of indoor recreation facilities are supplemented by an array of outdoor facilities. Specifically, the municipality is home to the following outdoor recreation facilities:

PSAB data from the City of Clarence-Rockland indicates that the City plans to invest over $2 million to maintain existing parks over the next fifteen years. Large budget items over the short-term comprise:

Bourget Park: Replace play equipment ($34,000)

Cheney Park: Replace play equipment ($33,000)

Clarence Creek Park:

Replace tennis court & basketball court surfaces ($28,000)

Replace parking lot asphalt ($55,000)

Eugene Laviolette Park: Replace play equipment ($34,000)

Bellevue Park: Replace play equipment ($39,000)

Valiquette Park: Replace parking lot ($98,000)

Facility Type	#
Ball Diamonds	5
Basketball Courts	4
Boat Launches	1
Skate Parks	2
Soccer Field (Full Size)	2
Soccer Fields (Junior/general playing field)	7
Splash Pads	1
Tennis Courts	7
Parkland	77.81 Ha.

Table 3: Inventory: Outdoor Recreation Assets
Sierra Planning & Management

1.4 Parks and Recreation Provision

Parks and recreation falls under the jurisdiction of the Community Services Department at the City of Clarence-Rockland. Community Services is responsible for three categories of services:

a. Recreation, arts and culture/buildings
b. Daycare services
c. Public transit

As a whole, the department has over 154 employees. Very few of these however are directly involved in parks and recreation provision. Over time, the City has shifted from a direct provision model towards a partnership model as it pertains to recreation: Both the Clarence-Rockland Arena, and Clarence-Rockland Sport and Cultural Complex are operated by third-party operators. Moreover, the YMCA of Clarence-Rockland has assumed a primary role in providing recreation programming within the municipality. Several community halls in the rural communities are operated by local recreation societies through operating grants.

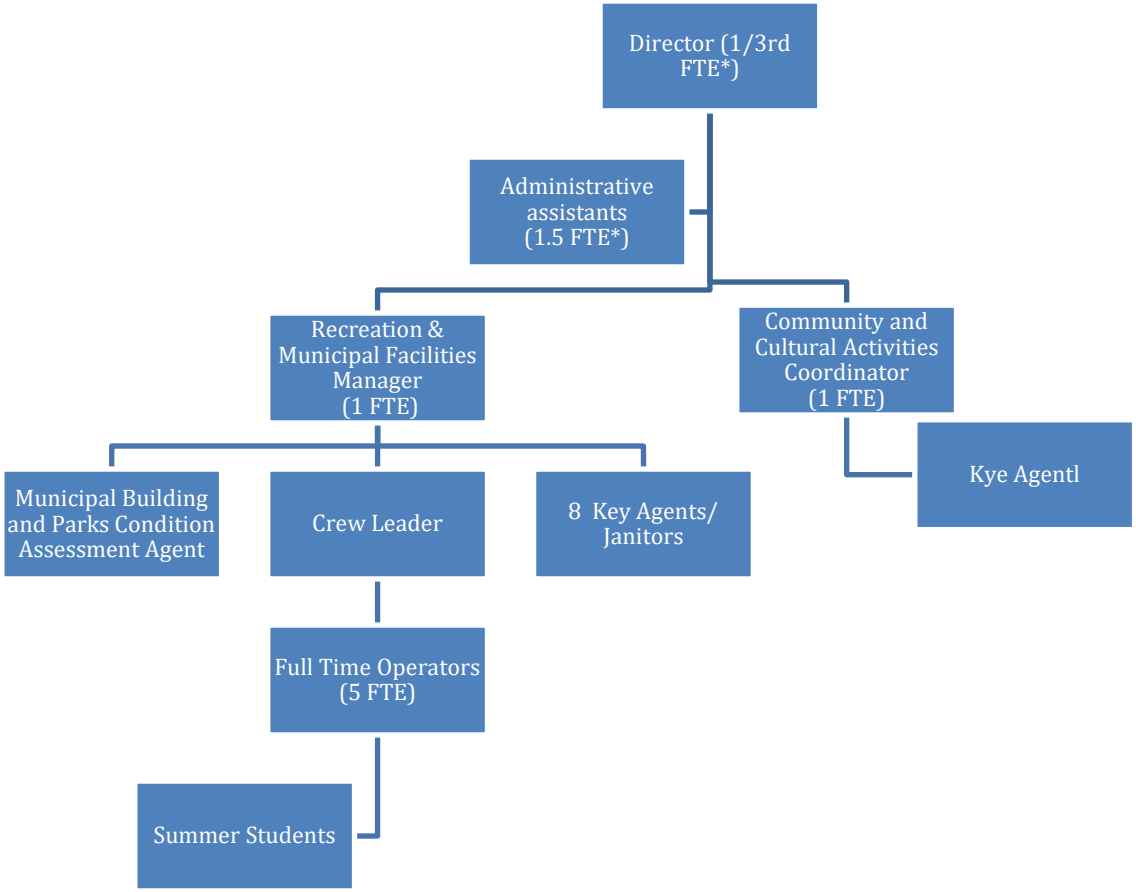
Despite these partnerships, the City directly operates and maintains both the Clarence Creek and Jean Marc Lalonde Arenas. City staff are also responsible for maintaining all municipal parks, managing bookings of city-operated recreation facilities. Community events also fall under the umbrella of the recreation-based responsibilities of the City's Community Services department.

The table below summarizes these responsibilities:

Facility Name/ Category	Operating Arrangement		
	Direct Provision: City of Clarence-Rockland	Operated through Community Grant	Third-Party Operator
Clarence-Rockland Arena			✓
Clarence-Rockland Sport & Cultural Complex			✓
Clarence Creek Arena	✓		
Jean Marc Lalonde Arena	✓		
Bourget Community Centre		✓	
Community Centre Alphonse-Carrière	✓		

Facility Name/ Category	Operating Arrangement		
	Direct Provision: City of Clarence-Rockland	Operated through Community Grant	Third-Party Operator
Chamberland Centre	✓		
Community Centre Ronald-Lalonde	✓		
Municipal Parks and associated amenities (ball diamonds, courts, playing fields, splash pads, boat ramps, and outdoor rinks.	✓		

In terms of staff complement, the Community Services department dedicates the following resources to the provision of parks and recreation services:



Note: FTE refers to 'Full Time Employees'

**The Director splits their time between the three components of the Community Services department – a.) recreation, arts and culture/buildings, b.) daycare services; and c.) public transit.*

*** The City currently employs 2 FTE administrative assistants that report to the Director of Community Services. They split their time between two components of the Community Services department – a.) recreation, arts and culture/buildings; and c.) public transit.*

2 Analysis and Summary of Findings

2.1 Introduction

The Master Plan takes into consideration a range of factors when analyzing the current and projected recreation-based needs in Clarence-Rockland. Specifically, our analysis includes:

- Current inventory of facilities and programming;
- Historic utilization of existing facilities and programming;
- Comparison of level of service against comparable communities;
- Plans for new facilities within the City's capital budget; and
- Comments and input from community members and recreation user groups.

For clarity, our analysis and summary of findings is organized into the following categories:

- Indoor Facilities;
- Outdoor Facilities;
- Programming;
- Events; and
- Internal Organization.

2.1.1. Standards of Provision

There are two methods through which to compare level of service between municipalities: Population-based standards of provision, and participation-based standards of provision.

Population-based standards: These provide a basic measure of the comparable level of service between municipalities by indicating the ratio of a given type of facility to residents. While this provides the reader with a simple and seemingly comparable figure, standards between municipalities should be compared with caution: A standard of provision that meets community needs in one municipality, may not meet community needs of another community. As an example, while an 'average' community across the country provides indoor arenas at a rate of 1 per 20,000 residents (see reference on pg. 81) , this may not apply to a community of 5,000 that decides that demand for indoor ice is sufficient to warrant the initial investment and ongoing operating subsidy associated with the development of an indoor arena. They can however provide a general picture of the level of service in comparison to communities of a similar size and/or fiscal capacity.

Participation-based standards: These provide a more accurate picture of level of service as they take into consideration the local appetite for various sports and use of different types of facilities. To develop participation-based standards of provision, accurate and comprehensive enrollment data is required for each user group using a given facility.

In the absence of participation data, we have used population-based standards of provision within our analysis. To ensure that these standards accurately reflect local trends in sport and

recreation participation, we have also analyzed facility utilization data, and received input from community members and recreation groups that use the facilities.

The City of Clarence-Rockland relies significantly on the residential tax base to fund the public services it provides. In 2014, 86% of the City's tax base was drawn from residential sources. This is similar to many lower-tier municipalities of a comparable size. To identify comparable standards of provision, we have compared the City's population-based standard of provision against those of municipalities with a similar proportion of their tax base derived through residential taxation.

2.2 Consultation Process

The Parks and Recreation Master Plan included an inclusive consultation process that provided residents with a variety of opportunities to provide input. This process included:

a. **Project Introduction via website:** The City created a project webpage to introduce residents to the project.

b. **Public Workshop**: The City and consulting team held a public workshop to introduce residents to the project and to gather feedback in terms of participation in recreation activities, satisfaction with facilities and programming, and aspirations for the future of recreation in Clarence-Rockland. The workshop elicited a lively discussion among 46 residents.

c. **Public Survey**: The City facilitated an online survey for residents to provide input into the Master Plan. The public survey was promoted on local radio and on the City's website. The survey was provided in both English and French. The survey received a total of 372 responses (290 English, 82 French)

d. **User group Survey:** The City worked with the consulting team to develop a user group survey. The survey solicited feedback from groups that use the City's recreation facilities and provide programming for residents. The City provided the consulting team with a list of contacts: 23 groups responded and provided feedback, on a range of facilities.

e. **Master Plan Presentation:** The Master Plan will be presented to residents once it has been approved by council.

2.3 Indoor Facilities

2.3.1. Ice

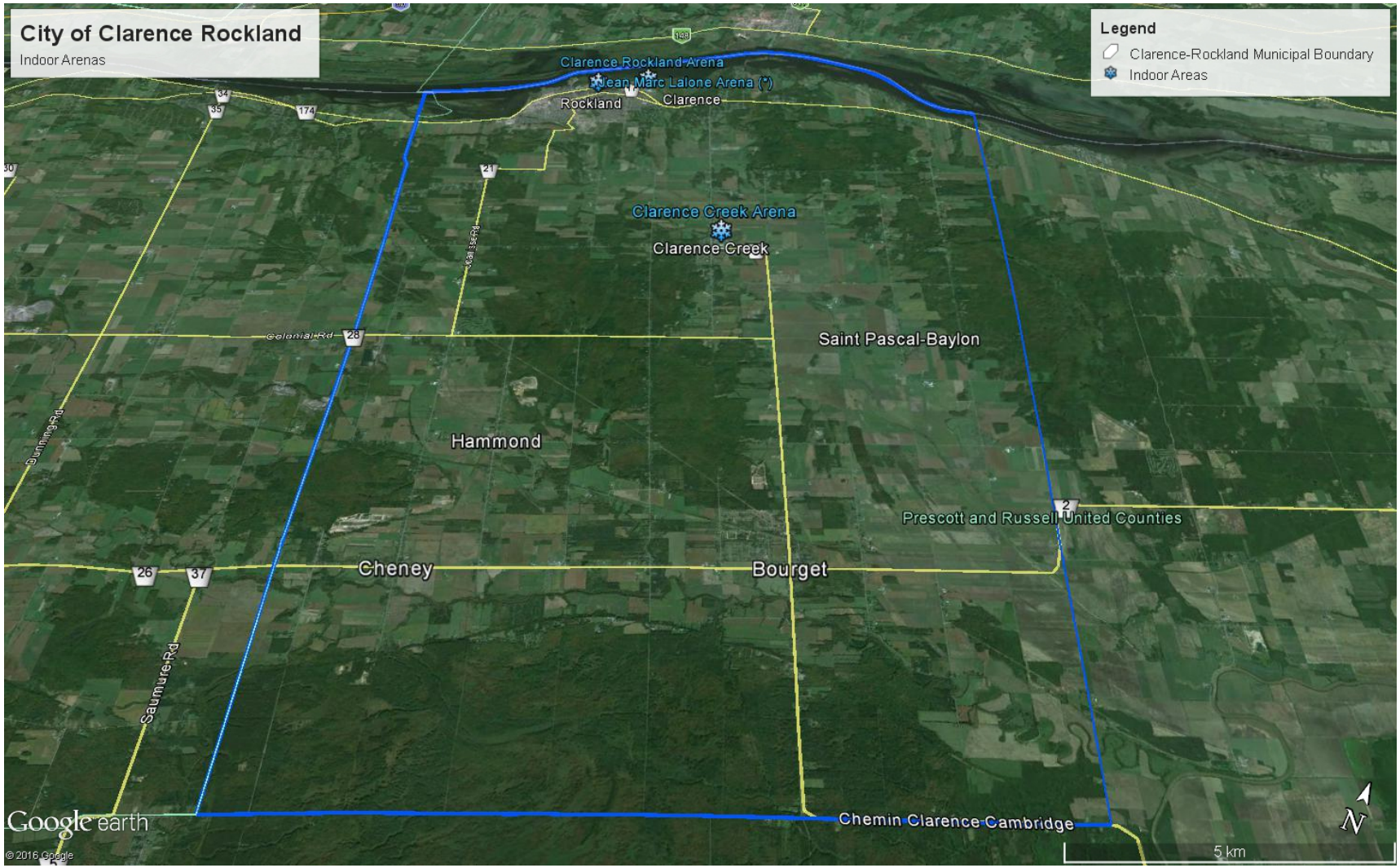
While the City is currently home to three indoor arenas, only the Clarence Creek Arena and Clarence-Rockland Arena operate with ice. In the context of the Clarence-Rockland Arena opening in 2011, the City removed ice at the Jean Marc Lalonde Arena. This decision was made after weighing the demand for ice time in the context of the addition of two ice sheets to the city's supply of prime time ice, and the cost of providing ice time in the Jean Marc Lalonde Arena which is an older facility. Accordingly, our population-based standards of provision for the City are calculated accounting for three operational ice sheets.

Population-based standards of provision have been calculated using demographic projections contained within the City's Development Charges Background Study. These are the most comprehensive population projections that the City has access to at the time of development of this Master Plan.

Based on three ice sheets, the current population-based standard of provision is one ice sheet per 8,562 residents. This falls generally within the range of provision in communities of a comparable size and with similar tax-base characteristics (see adjacent table).

	Population (2011)	Indoor Ice Population Standard	Residential Tax Base (2014)
Clarence-Rockland	25,685 *(2016)*	1: 8,562	92%
Orangeville	27,975	1: 6,993	85%
Grimsby	25,325	1: 12,662	92%
Russell Township	15,247	1: 7,937	84%
Pembroke	14,360	1: 7,180	69%

Table 4: Population-Based Indoor Ice Standard, and Tax Breakdown - Selected Ontario Communities
Sierra Planning and Management


City of Clarence Rockland
Indoor Arenas
Legend
Clarence-Rockland Municipal Boundary
Indoor Areas
Clarence Rockland Arena
Jean Marc Lalone Arena (*)
Rockland
Clarence
Clarence Creek Arena
Clarence Creek
Saint Pascal-Baylon
Hammond
Prescott and Russell United Counties
Cheney
Bourget
Chemin Clarence-Cambridge
Saumure Rd
Dunning Rd
Colonial Rd
Kaiser Rd
5 km
N
Google earth
© 2016 Google

Population-based standards of provision can provide a general idea whether or not the level of service falls within those of comparable municipalities. It is also necessary to understand whether this current level of service works for the community. This is gauged through an analysis of historic and current utilization, in collaboration with feedback from user groups and community members.

An analysis of utilization of both the Clarence-Rockland and Clarence Creek Arenas indicates that the newer Clarence-Rockland Arena is well used. With prime-time utilization close to 85% during the 2014-15 season, it is clear that the arena is booked for the majority of the most in-demand ice times. A non-prime time utilization of 75% indicates that this facility is well used by the community with limited capacity to accommodate significant increases in demand.

Conversely, the Clarence Creek Arena is relatively underutilized, with 65% of prime time ice booked between 2014-15, and 20% non-prime time utilization. This indicates there is significant room for this arena to accommodate growth in demand over the short- and medium- term dependent on population growth.

Arena	Prime-Time Utilization	Non-Prime Time Utilization
Clarence-Rockland Arena	84%	75%
Clarence Creek Arena	65%	20%

Table 5: Utilization of Indoor Ice 2014-15 Season
Sierra Planning and Management with booking data from the City of Clarence-Rockland

Feedback from resident indicates the following:

- Residents are largely satisfied with the Clarence-Rockland Arena, however gaining access to sufficient ice time is a challenge for certain groups, particularly during the spring.
- While residents are generally satisfied with their experience at the Clarence Creek Arena, residents indicated that due to its age, the facility is dated, and can be particularly cold. On account of its age and part design standards, the changing rooms are smaller than what is available in more modern facilities.
- Given the disparity between the age and quality of amenities between the Clarence-Rockland Arena and Clarence-Creek Arena, residents do not feel that both arenas should have the same rental booking cost.
- In general, residents feel the hourly cost of ice is high in comparison to surrounding communities.

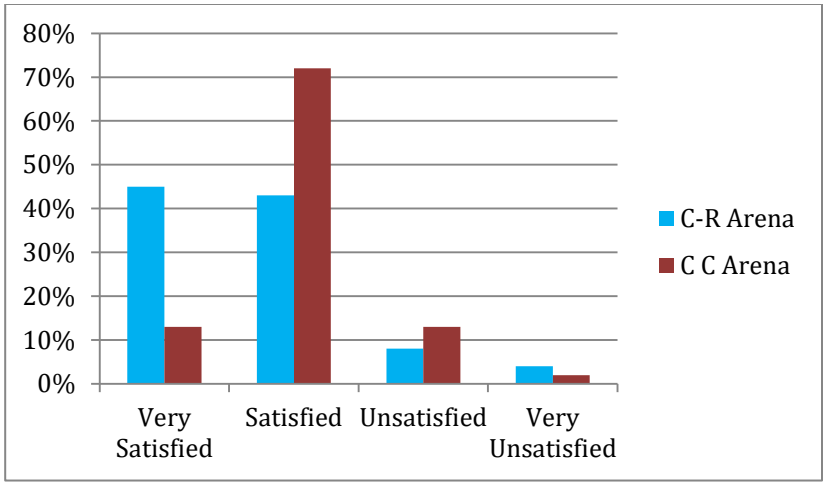


Figure 8: Public Survey Results - Satisfaction with Arenas in Clarence-Rockland
Sierra Planning and Management

The Clarence-Rockland Arena is operated by Canlan Ice Sports, and managed by the CIH Academy. Under the terms of the operating agreement, CIH is responsible for any operating deficits accrued by the facility. Conversely, Clarence Creek Arena is operated directly by the City. In 2014, the Clarence Creek Arena operated with a deficit of approximately $140,000. This is not unusual for an older stand-alone ice facility.

The Jean Marc Lalonde Arena is currently operated as a slab facility – i.e. the slab without ice is available for rent without ice. The slab is primarily used by the 832 Air Cadets, and increasingly by nearby schools as a gymnasium. The facility is under-utilized, with only 17% of available time being booked in 2014-2015.

Public consultation indicated that a large proportion of residents feel that this facility could and should be put to better use. Popular suggestions included:

- Curling Rink
- Indoor skate park
- Indoor tennis/squash courts
- Indoor soccer facility
- Return ice to function as an indoor arena

Residents felt strongly that the facility should be repurposed and/or brought back into a more productive use, particularly given:

- Its location in the core of Rockland, close to schools, residences and other recreation and cultural facilities;
- That the upkeep and operation of the building is a continued cost for tax payers despite low utilization; and
- That the building remains functional.

On account of projected population growth, the standard of indoor ice provision in Clarence-Rockland is expected to worsen over the plan period. By 2031 the standard of provision may reach 1 ice sheet per 10,917 residents. In comparison to other communities, this remains an acceptable standard of provision however whether this works for Clarence-Rockland depends on local patterns of participation.

Our analysis indicates that there is room for the Clarence Creek Arena to accommodate some growth in demand for ice time. The extent to which the arena will be able to accommodate additional demand will be dependent on:

- The willingness of residents to travel to Clarence Creek to use this arena;
- Population growth;
- Growth in participation; and
- Any development of additional facilities in municipalities close to Clarence-Rockland.

Year	Population-Based Standard of Provision
2016	1: 8,562 residents
2021	1: 9,347 residents
2026	1: 10,132 residents
2031	1: 10,917 residents

2.3.2. Community Centres

There are no meaningful population-based standards of provision for community halls. Typically municipalities are more involved in providing community space in rural communities than in urban cores, often in the form of stand-alone community halls or a space within a multi-purpose recreation facility. In urban areas with a greater number and variety of spaces for the community to use, municipalities tend to be less involved in the provision of community space.

The City of Clarence-Rockland provides community space in the urban core (Rockland) through the Chamberland Centre, a multi-purpose room at the YMCA, and a community room at the Jean-Marc Lalone Arena. Residents also have access to community space within the City's schools.

In the rural hamlets, the City of Clarence-Rockland is a key provider of community space. The City owns and maintains four community centres.

- **Bourget** Community Centre;
- Community room at the **Clarence Creek** Arena;
- Alphonse-Carrière Community Centre: Serves **Hammond and Cheney;** and
- Ronald-Lalonde Community Centre: Serves **St. Pascal-Baylon.**

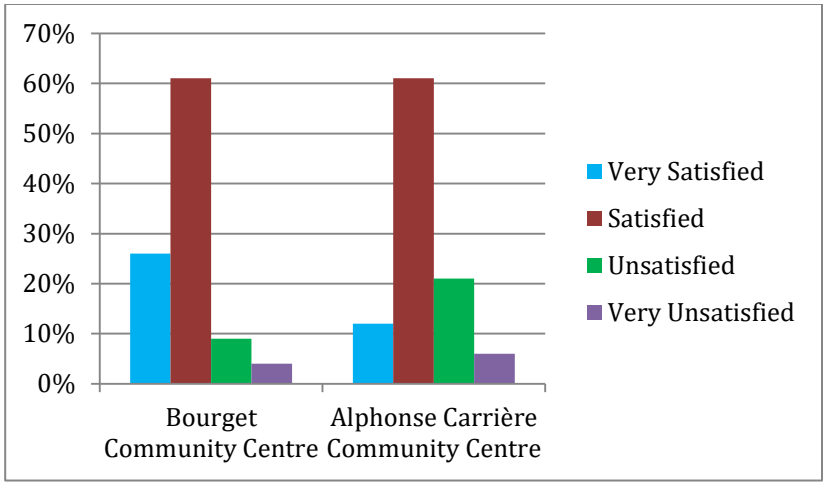
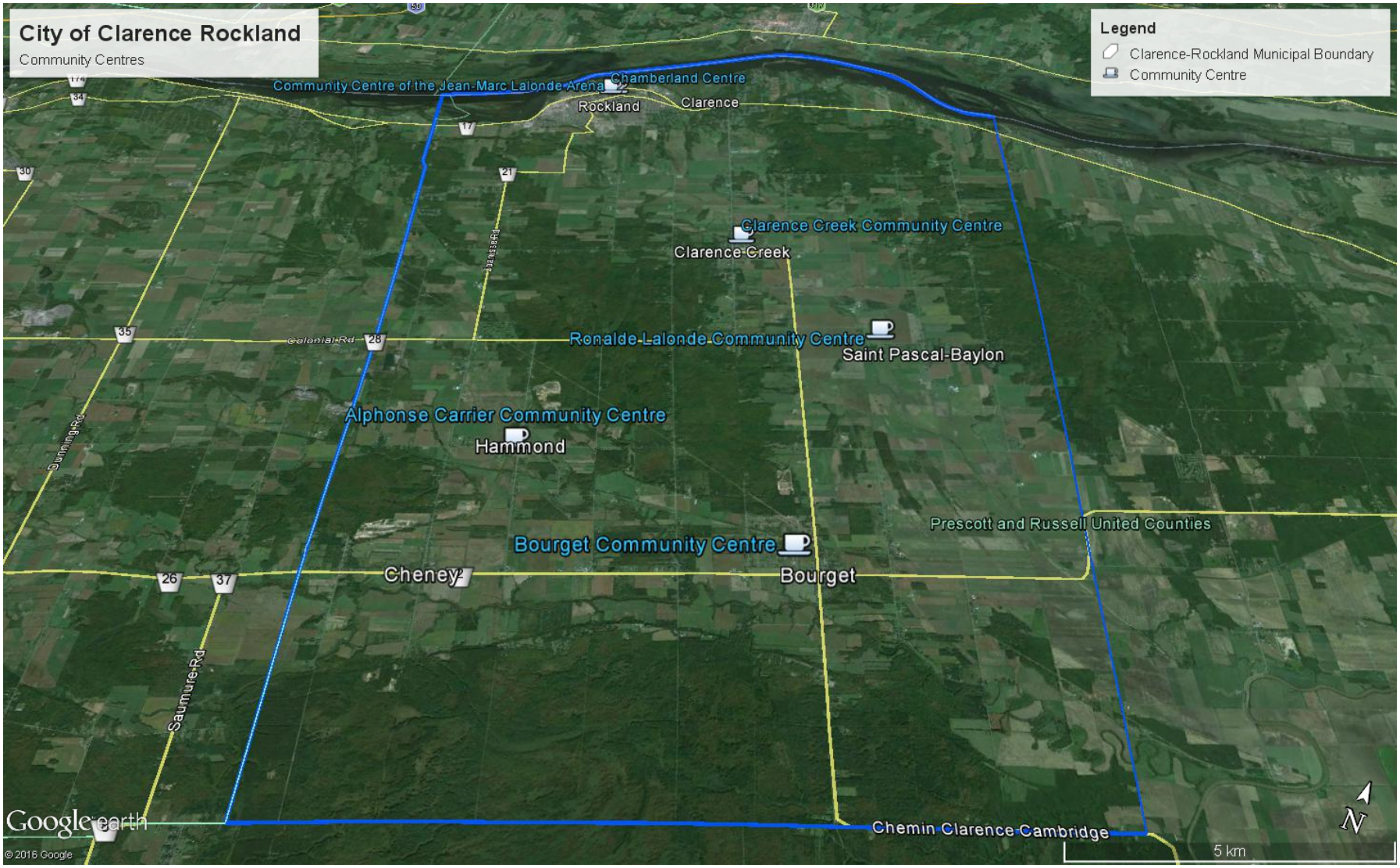


Figure 9: Community Satisfaction with Selected Community Centres
Sierra Planning and Management with data from the public survey

Community halls are typically used on a relatively infrequent basis, and accordingly, utilization rates of between 10-20% are common. An analysis of utilization data indicates that this holds true for Clarence-Rockland's community halls. These facilities are provided to residents as communal gathering spaces, rather than facilities that should be expected to operate with a profit.


City of Clarence Rockland
Community Centres
Legend
Clarence-Rockland Municipal Boundary
Community Centre
Community Centre of the Jean-Marc Lalonde Arena
Chamberland Centre
Rockland
Clarence
Clarence Creek Community Centre
Clarence-Creek
Renaldo-Lalonde Community Centre
Saint Pascal-Baylon
Alphonse Carrier Community Centre
Hammond
Prescott and Russell United Counties
Bourget Community Centre
Cheney
Bourget
Chemin Clarence-Cambridge
Saumure Rd
Colonial Rd
Dunning Rd
5 km
N
Google earth
© 2016 Google

Residents indicated they are largely satisfied with the community halls they have access to. Areas of concern included:

- A need for broader recreation programming in the community halls that goes beyond social events;
- A need for programming for all age groups that goes beyond the traditional social programming for adults and older adults;
- Some maintenance concerns, specifically:
    - Odour at the Chamberland Centre;
    - Old, worn décor at the community rooms at both the Clarence Creek and Jean Marc Lalonde Arenas.

There is certainly an appetite for, and opportunity, to make more effective use of the City's community halls to broaden access to recreation programming for all rural residents, particularly youth and seniors who may be less mobile.

A review of building condition reports indicates that the stand-alone community halls are generally in good condition, with the Bourget Community Centre requiring more maintenance than others primarily as a result of requiring a new roofing and HVAC system. No other significant capital repairs are then expected until 2030.

	Short Term (2015-2018)	Medium Term (2019-2023)	Long Term (2024-2030)
Bourget Community Centre	$146,000	--	$36,000
Alphonse-Carrière Community Centre	$14,000	$33,000	$11,000
Chamberland Centre	--	--	$30,000

Table 6: Projected Capital Investment Requirements - Community Halls
City of Clarence-Rockland PSAB Data (2015)

2.3.3. Clarence-Rockland Sport and Cultural Complex

The City of Clarence-Rockland is home to the Clarence-Rockland Sport and Cultural Complex – a relatively new facility (2008) that provides the following amenities:

- Indoor pool (25m), with teaching pool;
- Gymnasium;
- Fitness centre with walking track;
- General and family locker rooms;
- Clarence-Rockland Public Library; and
- Connected to the École Secondaire Catholique L'Escale connected with the Optimiste Performance Hall.

The YMCA-YWCA of Clarence-Rockland operates the complex's health and fitness facilities on behalf of the City. Membership has remained consistent over the past three year, with approximately 2,699 members drawn from across the City and surrounding communities.

Year	Membership (includes family membership)
2012	1,337
2013	1,337
2014	1,273

Community	Total 2014	%
Rockland	1909	71%
Clarence Creek	151	6%
Hammond	120	4%
Wendover	87	3%
Bourget	78	3%
Ottawa	76	3%
St. Pascal-Baylon	69	3%
Plantagenet	59	2%
Cumberland	43	2%
Curran	37	1%
Alfred	28	1%
Other (Combined)	27	1%
Lefaivre	8	0%
Orleans	7	0%
TOTAL	**2699**	**100%**

The Sport and Cultural Complex houses the City's only indoor pool. Indoor pools are typically expensive operations to run, requiring a large tax base to support. Accordingly, indoor pools are typically found in communities of a population size of 40-50,000 residents or more.

With this in mind however, indoor pools often serve a regional population. The Clarence-Rockland YMCA-YWCA offers swimming instruction and drop-in public swims to both members and non-members. The YMCA-YWCA does not record the origin of participants in swimming instruction or drop-in, however indicated that of all capital region YMCAs, they have the highest non-member registration – this is almost exclusively on account of pool usage.

In addition to the indoor pool, the YMCA-YWCA of Clarence-Rockland provides a broad range of fitness and wellness programming that fall under the categories of:

- Pre-School
- Child
- Youth
- Family
- Summer Camps
- Adult

The City of Clarence-Rockland is no longer directly involved in recreation programming, rather this service is provided by the YMCA-YWCA, and by independent user groups.

Under the terms of the operating agreement, the City of Clarence-Rockland is responsible for major capital repairs. The only significant expenditure expected over the duration of the plan is the replacement of pool heating and dehumidification system and filtration.

In 2014, the YMCA-YWCA operated the complex with a deficit of $460,832. The City is obligated to provide deficit funding subject to a subsidy cap.

Residents are generally satisfied with the Sport and Cultural Complex, with the following key concerns:

- Prohibitive cost for drop-in use, particularly for swimming;
- Additional cost on top of membership for specialty programs; and
- Distance to YMCA-YWCA programs for rural residents.

Residents indicated an appetite for:

- Introduction of YMCA-YWCA programming in rural community halls;
- Subsidies to improve affordability of programming; and
- Growth of senior programming.

2.4 Outdoor Facilities

The adjacent table identifies the current inventory of outdoor recreation facilities (excluding parkland – this follows), across Clarence-Rockland as a whole. These facilities are located within parks across the municipality.

Population-based standards of provision are relevant to some, but not all outdoor recreation facilities. Many of the smaller, neighbourhood-scale amenities are typically planned based on location, and should be located to ensure all residents have equitable access. Where broad population-based standards can be applied, the City appears to provide a sufficient number of playing fields, tennis courts, and skate parks.

Facility Type	#	Population-Based Standard (2016)	Comparable Standard
Soccer Fields (Junior/general playing field)	7	1: 3,325 residents	1: 2,000-3,000 residents – *need for regulation sized soccer field typically related to specific participation patterns of the community.*
Soccer Field (Full Size)	2		
Tennis Courts	7	1: 3,669 residents	1: 4,000-5,000 residents
Ball Diamonds	5	1:5,137 residents	1: 2,500-4,000 residents
Basketball Courts	4	N/A – Typically included in community scale parks	N/A
Boat Launches	1	N/A: Geographically specific	N/A
Splash Pads	1	N/A: Geographically specific	N/A
Skate Parks	2	1: 1,620 youth (ages 10-19)	1: 4,500-5,000 youth (ages 10-19)
TOTAL SURFACES:	**29**		

All rural communities within Clarence-Rockland have access to outdoor amenities. Each community has a minimum of one municipal park with a play structure. Most have a playing field, and a basketball court (flooded during the winter for outdoor ice).

At present, the majority of both indoor and outdoor recreation facilities are concentrated within the urban core of Rockland. This is primarily on account of the concentration of population in Rockland as compared to the city's rural communities.

Community engagement during the public meeting indicated that while residents are largely content with the distribution of recreation amenities, specific desires expressed during the consultation process comprised:

- The development of splash pads in rural communities, particularly Bourget and Hammond;
- The provision of youth-friendly outdoor amenities in Hammond and Cheney (e.g. splash pad or skate park); and
- The development of bike paths to connect the rural communities.

	Bourget	Cheney	Clarence	Clarence Creek	Hammond	St. Pascal Baylon
Play Structure	✓	✓	✓	✓	✓	
Playing Field	✓	✓		✓	✓	✓
Basketball Court		✓	✓	✓	✓	
Ball Diamond	✓			✓	✓	✓
Skate Park	✓					
Splash Pad						
Volleyball Court	✓					
Tennis Court				✓	✓	

Table 7: Outdoor Recreation Asset Inventory by Rural Community
Sierra Planning & Management

2.4.1. Ball Diamonds

The population-based level of provision of ball diamonds appears to be slightly below that of comparable municipalities. General trends in sport participation however indicate that ball sports are not currently experiencing significant growth in popularity and are actually shrinking in many municipalities. Accordingly, the slightly lower population-based standard of provision in Clarence-Rockland as compared to other municipalities may not mean that the City is currently failing to meet community needs.

In light of projected population growth, it is unlikely that the City will need to invest in additional tennis courts and skate parks. Additional playing fields may be required but these are generally developed as a part of new schools.

Based on projected population growth, to maintain the current level of provision of ball diamonds the City would need to invest in one additional ball diamond over the plan period. Community consultation indicated that the City currently does not have any co-located ball diamonds. This is a hindrance to growing leagues and hosting tournaments. User groups report that enrollment in leagues is strong and growing.

With the exception of the lack of double diamond, residents are generally satisfied with the City's ball diamonds. Specific maintenance concerns that the Plan suggests should be addressed comprise:

- **Saint Pascal-Baylon diamond**: septic field needs emptying frequently, bathrooms need renovation, insufficient seating, and un-level field.
- **Hammond diamond:** Lack of lighting between diamond and parking.
- **Bourget diamond**: Needs a grass outfield and softer infield playing surface to cater to little leagues.

Year	Population-Based Standard	Ball Diamonds Required to Maintain Current Level of Provision
2016	1: 5,137	-
2021	1: 5,608	5.4
2026	1: 6,079	5.8
2031	1: 6,550	6.3

Table 8: Projected Population-Based Standard, Ball Diamonds 2016-2031
Sierra Planning & Management

2.4.2. Soccer Fields

Soccer is a popular and growing sport in Clarence-Rockland with approximately 700 members last season. Inclusive of L'Escale, the Municipality provides 5 full size soccer pitches (2 lit), 9 'super-8' or junior fields, and 2 mini fields.

Population-based standards of provision indicate that the City will remain within broadly defined acceptable levels of service. Consultation indicated that the local soccer club finds the current level of provision sufficient for current and future growth.

Field Type	2016 Level of Provision	2031 Level of Provision	Comparable Standard
Full Size – Lit	1: 14,727	1: 16,375	1: 15,000-20,000
Junior	1: 3,325	1: 3,639	1: 2,000-4,000

Table 9: Projected Standard of Provision - Soccer Fields 2016, 2031
Sierra Planning & Management

Consultation did however indicate that there is an appetite within the community for an indoor soccer facility. A lack of indoor facility:

- Impedes athlete development by restricting play/practice to warm months;
- Puts players enrolled in local leagues at a disadvantage in comparison to teams with access to year-round training.

The local soccer club has had discussions with the City regarding repurposing the Jean Marc Lalonde Arena into an indoor soccer facility. There are also options to bubble/dome an existing field to fulfil this need. Our recommendations within this Master Plan speak to the option to develop an integrated soccer and baseball dome with the opportunity to dome a turf field. There is no specific population-based target for domed fields, rather they are provided in communities where a.) demand exists for such a facility that is supported by historic popularity and growth in enrollment, and b.) where there is sufficient municipal appetite to develop and operate a facility of this kind, and/or there is an opportunity for partnership, or c.) the private sector initiates investment in a domed facility.

Domed fields can be found across Ontario. Examples include:

- North Glengary: Pop. 10,251
- Bradford West Gwillimbury: Pop. 28,077
- Aurora: Pop. 53,203

Most municipal sports domes result from a partnership with local school boards and/or user groups. Given the positive and productive relationship between the City of Clarence-Rockland, and the local school boards in facility development and operation, there is significant potential for the City of Clarence-Rockland to partner to develop an indoor soccer dome.

2.4.3. Tennis

The municipality as a whole is well situated in terms of provision of tennis courts. The City current provides a total of 7 tennis courts:

- Hammond (2)
- Simon Park (4)
- Clarence Creek Arena (1)

Comparable standards of provision are
1: 4-5,000 residents. Over the plan period, the City is unlikely to need to invest in additional tennis courts.

Year	Population-Based Standard of Provision
2016	1: 3,669 residents
2021	1: 4,006 residents
2026	1: 4,342 residents
2031	1: 4,679 residents

Table 10: Projected Standard of Provision - Tennis courts 2016-2031
Sierra Planning & Management

2.4.4. Splash Pads/Spray Parks

Splash pads are growing in popularity in park design: They provide an aquatic play environment for young families with significantly lower operating costs than an outdoor pool. They are also a low/no cost activity for families as compared to traditional aquatic activities.

The City of Clarence-Rockland currently operates one splash pad in Parc Simon (Rockland) which has been very well received by community members.

The City is planning to open a second splash pad in Bourget in 2016. This will address community calls for a second splash pad in one of the rural communities to serve residents living outside of Rockland. There are also plans to add a third splash pad in Clarence Creek.

Comparable standard of provision in communities with a similar proportion of residential tax base is **1 splash pad per 1,500 to 2,500 youth under 14.** With the addition of the splash pad in Bourget, the City will meet this standard over the medium term, but may slip below this standard over the longer-term.

Year	Without Addition	With Addition of Bourget Splash Pad
2016	1: 4,592	1: 2,296
2021	1: 5,013	1: 2,506
2026	1: 5,434	1: 2,717
2031	1: 5,855	1: 2,928

Table 11: Projected Standard of Provision - Splash Pads 2016-2031
Sierra Planning and Management

2.4.5. Waterfront

Clarence-Rockland is advantageously located along the scenic Ottawa River. To date, public development along the waterfront has been limited to Du Moulin Park. There is potential however to improve public access to this natural asset, and improve the amenities available to residents.

Prioritizing waterfront development was a popular topic in all areas of consultation. Public consultation indicated the highest priorities were:

- Development of a boardwalk or trail along the waterfront, linking with a broader network of trails;
- Addition of shelter/shade;
- Permanent docks; and
- Activities by the water (e.g. kayaking).

The City is currently putting together an advisory committee for Du Moulin Park to address the redesign of the park.

Beyond Du Moulin Park however, there is an opportunity for the City to take greater control over the development process as development occurs along the Ottawa River. Specifically, there is an opportunity for the City to more actively obtain land parcels that front, or improve connections, to the waterfront. Given the nature and timing of development, this will likely be a generational project that occurs over the longer-term.

2.4.6. Bike Paths

Bike paths were the most frequently cited community need in all consultations.

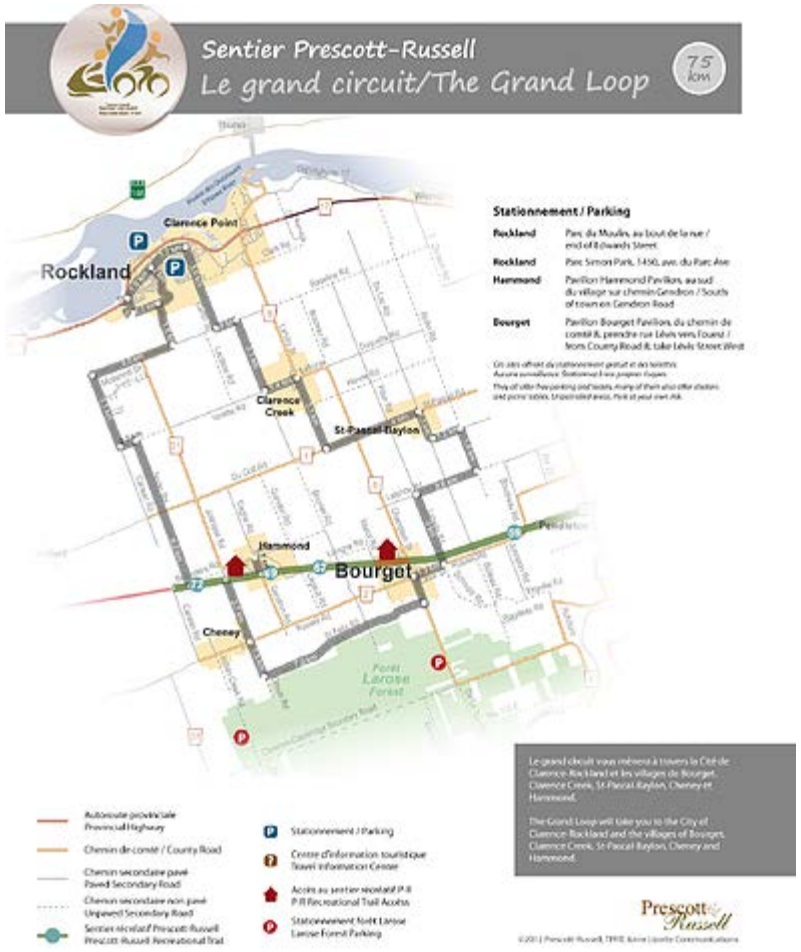
Currently, the Municipality promotes the Clarence-Rockland Bicycle Path/Le Grand Circuit – a 75km loop through each of the city's communities. There is no designation for cycling on these routes – similar to other bicycle routes in the United Counties of Prescott-Russell.

The City also houses a stretch of the Prescott-Russell Recreational Trail that connects the villages of Bourget and Hammond.

Bicycle paths provide a range of benefits to communities, including:

- Encourage physical activity among residents;
- Create connections between communities;
- Encourage sport tourism; and
- Improve driver/cyclist safety.

Developing bike paths in rural settings is typically limited to a lane painted on one side of the road, without physical dividers. Signage is an important component for rural bike paths. Best practice in this regard comprises clear road markings in addition to stand alone signage.



2.5 Parks

The provision of parks varies significantly between municipalities. A general rule of thumb is the provision of 2-4 hectares of publicly accessible parks per 1,000 residents. This may be significantly lower in large urban communities where historic development has left little available public land for parks and green space, or also in rural municipalities where the population has significant access to green space through private lots.

By including all City-owned parks and green spaces, the City currently provides 3.17 hectares per 1,000 residents, which is within the average range of parks and green space for municipalities within Ontario.

While the quantity of parkland is important, so too is its quality and distribution. The City of Clarence-Rockland does not currently have a parkland classification system in place to guide municipal decision making in the realm of parks planning and development. To date the City has obtained land as a part of the subdivision process, and has developed amenities on the parkland based on best practice and community aspirations. A key recommendation of this Master Plan is to adopt a parkland classification system (see following section) to guide municipal planning in the realm of parkland acquisition and development.

Community	Parkland Ha. per 1,000 Residents
Bourget	3.71
Clarence Creek	7.63
Clarence Point	1.76
Cheney	13.78
Hammond	3.14
Rockland	1.18
Saint Pascal Baylon	7.09
Rural	5.51
Average	**3.17**

Table 12: Current Level of Provision: Parkland by Community

Community consultation indicated that community members are generally happy with the current level of service of parkland, and the amenities available within their community. Specific concerns comprised:

- A lack of playground facilities and seating in Simon Park;
- A need for more diverse play amenities in Hammond and Cheney e.g. a splash pad or skate park.

The City of Clarence-Rockland currently plans investment in parkland amenities through its capital budgeting process. PSAB data from the City of Clarence-Rockland indicates that the City plans to invest over $2 million to maintain existing parks over the next fifteen years. Large budget items over the short-term comprise:

- Bourget Park: Replace play equipment ($34,000)
- Cheney Park: Replace play equipment ($33,000)
- Clarence Creek Park:
    - Replace tennis court & basketball court surfaces ($28,000)
    - Replace parking lot asphalt ($55,000)
- Eugene Laviolette Park: Replace play equipment ($34,000)
- Bellevue Park: Replace play equipment ($39,000)
- Valiquette Park: Replace parking lot ($98,000)

These items will ensure that the City's parks continue to function as valuable community assets over the Master Plan period.

	Short-Term 2016-2019	Medium-Term 2020-2025	Long-Term 2026-2030
All Parks	$585,000	$1,171,000	$551,000

Table 13: Capital Budget for Playground Repairs and Upgrades
City of Clarence-Rockland Capital Budget for Repairs and Upgrades 2016-2030

2.5.1. Dog Park

With cities becoming more crowded, and leash laws becoming more restrictive, many dog owners are looking to the creation of dog parks as a solution to their need for a space to spend quality time with their pets.

Benefits include:

- Socialization for both dogs and people
- Builds community spirit
- Increases variety of opportunities for physical exercise
- Promotes responsible dog ownership
- Allows dogs to exercise and socialize safely

The City of Clarence-Rockland acquired a temporary land lease in Rockland, on which it has developed an off-leash dog park. This lease will expire in 2020. Due to the temporary nature of the land lease, the park has been developed to minimum standards, and provides only basic amenities associated with dog parks at this time.

Consultation indicated that the dog park is popular among residents, although they would like to see the addition of amenities to improve its functionality. Specifically:

- Improved perimeter fencing;
- Multiple refuse bins;
- A water source.

Best practice in terms of dog park provision is as follows:

Site Selection:

- Location away from other established uses including residences (this will avoid complaints about the noise of barking);
- Assure availability of close-by parking;
- Choose spots where there are minimal impacts on the visual character of the park (it's almost impossible to grow grass in a dog park);
- Avoid environmentally sensitive habitats.

Amenities:

- Pet fountains;
- Fence;
- Double-gate entry;
- Dog waste bag dispenser;
- Separate areas for small and large dogs;
- Benches;
- Shade;
- Signage with rules and information on dog licencing.

Operation:

- Parks policies must be in place to set out code of conduct of visiting residents. Potential inclusions:
  - Prohibition of non-sterilized, aggressive, fearful dogs of certain breeds
  - Prohibition of food, toys, digging, excessing barking, children
  - Waste disposal requirements
  - Vaccination requirements
  - Prohibition of prong and choke collars
- Development of regulations for the dog park must combine existing public policy and community input.

The City of Clarence-Rockland currently has a dog park committee which works with the City on all matters concerning the dog park.

2.5.2. Parkland Acquisition

The City of Clarence-Rockland's Official Plans currently outline the parkland acquisition process which is based on the minimum standards of provision outlined in the Ontario Planning Act.

There is an opportunity for the City to make changes to its Official Plan language to broaden the range of tools it has to negotiate and acquire parkland and/or park amenities as a part of the development process.

Section 37 of the Planning Act authorizes municipalities to grant increases in height and density of development, in exchange for the provision of "facilities, services or matters".

As an identification of best practice, in its Official Plan, the City of Toronto identifies the facilities, services or matters to be provided under Section 37 as:

a. The conservation of heritage resources;

b. Fully furnished and equipped non-profit child care facilities, including start-up funding;

c. Public art;

d. Other non-profit arts, cultural, community or institutional facilities;

e. **Parkland and/or park improvement;**

f. **Public access to ravines and valleys;**

g. Streetscape improvements on the public boulevard

h. Rental housing;

i. Affordable housing;

j. Affordable condominium units;

k. Local improvements to transit facilities;

l. Land for other municipal purposes

2.6 Recreation Programming

Recreation and leisure programming in Clarence-Rockland is almost exclusively the responsibility of the YMCA-YWCA of Clarence-Rockland and community groups. The City itself formerly ran a gymnastics program which it has now chosen to transfer to the YMCA-YWCA of Clarence-Rockland.

The YMCA-YWCA of Clarence-Rockland offers the following programming:

- Aquatic;
- Fitness;
- Gymnastics
- Arts;
- Dance;
- General interest;
- Soccer;
- Martial arts;
- Street hockey;
- Basketball;
- Volleyball;
- Badminton; and
- Seniors-specific programming.

Enrollment in specific programming varies year to year but discussions with the YMCA-YWCA of Clarence-Rockland indicated that enrollment trends generally matches those of other communities in which the YMCA-YWCA provides recreation programming.

Community consultation indicated that residents are generally satisfied with the quality of programming at the YMCA-YWCA of Clarence-Rockland, however had several key concerns:

a. Additional charges for premium programs on top of membership fees;
b. The relatively high cost of membership as a barrier to enrollment in family-based recreation programming;
c. Centralization of programming in Rockland, with no YMCA-YWCA programming in rural communities.

While the partnership between the City of Clarence-Rockland and the YMCA-YWCA of Clarence-Rockland provides residents with high quality recreation programming, we have provided a series of recommendations in this regard in Section 3.

The City of Clarence-Rockland is also home to a broad collection of recreation and leisure user groups which provide the following categories of programming. Note that this list is not exhaustive:

- Air cadets;
- Archery;
- Badminton;
- Baseball;
- Bingo;
- Flag football;
- Hockey;
- Ringette;
- Scouts/Girl Guides;
- Skating;
- Soccer; and
- Social events/programming.

Community consultation indicated that residents are generally satisfied with the variety and quality of programs and activities offered by local recreation and leisure groups. Key concerns were mainly facility-related, specifically the lack of indoor facilities to accommodate off-season play and practice, and facilities with multiple playing surfaces/fields that would allow tournaments.

While the City has chosen to take a partnership approach to recreation programming, there is an opportunity to expand programming into rural communities to broaden local access. We have provided clear recommendations in this regard in Section 3. Should the City be unable to find a willing or competent partner to fulfil this role, there is an opportunity for the City to enter the realm of direct recreation programming in rural communities either on a temporary or permanent basis.

2.7 Partnerships

The Municipality has a strong history of mutually beneficial and effective partnerships. Over the past decade, the City has developed and/or strengthened partnerships with the following organizations in the provision of recreation services:

- Canadian International Hockey Academy;
- YMCA-YWCA of Clarence-Rockland;
- Local school boards;
- Clarence-Rockland Public Library; and
- Rural recreation societies.

The City also works with a number of recreation-based advisory committees:

- Off-Leash Dog Park Committee;
- Recreational Pathways Committee;
- YMCA/YWCA Committee; and
- Bourget Recreational Committee.

The level of collaboration and partnerships in the provision of recreation services in Clarence-Rockland is significant, and impressive. Partnership-based recommendations as a part of this Master Plan are contained in Section 3, however this Master Plan acknowledges the exemplary work that the City has undertaken to date in this regard, and recommendations look to strengthen these ties rather than significantly change the way that recreation is provided.

Facility	Owner	Partnership/Operating Agreement
Clarence-Rockland Arena	City of C-R	CIH
Recreation Complex	City of C-R	Capital Region YMCA/YWCA
L'Escale High School	Conseil scolaire de district catholique de L'Est Ontarien	JUA with City for performance hall and fields
Bourget Community Centre	City of C-R	Bourget Recreation Committee

Table 14: Facility-Based Partnerships - City of Clarence-Rockland
Sierra Planning & Management

2.8 Events

The development, organization, and provision of community-scale events is a mandate of the City of Clarence-Rockland's Community Services department.

The Community Services Department at the City of Clarence-Rockland currently organizes three annual events:

1. Canada Day: Located in Simon Park in the centre of Rockland. The event typically attracts between 3,500-5,000 attendees. There is an opportunity for the City to move the event to Du Moulin Park to share the equipment being used for the Ottawa River Festival which occurs the first weekend of July.

2. Ottawa River Festival: Located in Du Moulin Park, this festival takes place during the first weekend of July and runs for four days (Thursday through to Sunday).

Attendance to the festival has grown significantly over the past four years:

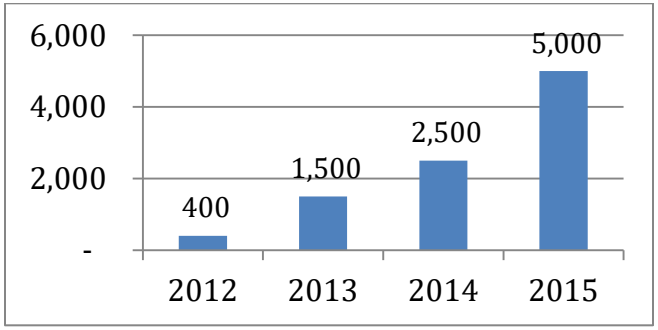


Figure 10: Attendance - Ottawa River Festival 2012-2015

Community Services is responsible for organizing the Ottawa River Festival, however they also coordinate with a number of community groups that run activities during the event (e.g. Rockland Ford Poker Run, Power Boat Poker Fun, United Counties of Prescott Russell Foire Gourmande).

While the event has become a significant success, the logistics of organizing and managing it is also becoming a strain on the resources of the Community Services Department.

3. Christmas Parade: Occurring the last Sunday of November in Rockland, this is a simple event for the department to organize. Attendance is typically between 1,500 and 2,500 depending on the weather.

The City has indicated that it sees the provision of community-scale events as an important mandate of the Community Services Department. Based on existing resource levels, it is unlikely that the Community Services Department can take on the role of developing additional events, or expanding existing events significantly beyond their current capacity. Regardless, the provision of community-scale events remains and important task that both builds a sense of community among residents, and attracts visitors to Clarence-Rockland.

2.9 Fees and Charges

Despite that the City of Clarence-Rockland has adopted primarily a facilitation approach to recreation services, it has retained control over facility booking charges for municipally-owned facilities. The City is centrally responsible for booking ice time, despite that the Clarence-Rockland Arena is operated by a community partner.

Community consultation indicated that residents were concerned over user fees for ice that are higher than in comparable communities. A review of ice fees in surrounding communities indicates that the hourly ice rate for adults is relatively high compared to Russell, La nation, and Champlain, however in line with the prime-time fees of Ottawa and Casselman. The City does not have a non-prime time rate.

Ice	Clarence-Rockland	Ottawa	Russell Township	The Nation	Casselman	Champlain
Adult Non-Prime Time	$ 235.00	$ 126.65	$ 110.00	$ 105.00	$ 100.00	$ 93.50
Adult Prime Time		$ 271.60	$ 174.00	$ 160.00	$ 250.00	$ 150.50
Adult Weekend					$ 225.00	
Adult Weekend Off-Peak (10pm-close)					$ 195.00	
Minor Non-Prime Time	$ 105.00	$ 126.65	$ 110.00	$ 120.00	$ 140.00	$ 64.00
Minor Prime Time	$ 130.00	$ 162.80	$ 150.00		$ 160.00	$ 105.00
Minor Tournament Rate				$ 90.00		
Non Prime Time (Flat Rate for all groups)		$ 126.65				
Commercial		$ 279.60				
Schools			$ 128.00		$ 80.00	
Primary				$ 30.00		
Secondary				$ 105.00		
Drop in				$15/person		
Non-Resident Prime Time			$ 215.00			
Non Resident Non-Prime Time						
Non-Resident Minor Prime Time						$ 127.75
Non-Resident Minor Non-Prime Time						$ 84.00
Last Minute - Prime Time	$ 195.00	$ 162.80			$ 195.00	
Last Minute - Non-Prime Time		$ 126.65				

Table 15: Ice User Fees: Clarence-Rockland and Proximate Communities (2015)
Sierra Planning & Management

The City has adopted a one-rate fee across each of its ice facilities, meaning that users pay the same fee to play in the Clarence-Creek Arena, as they do at the newer Clarence-Rockland Arena. While this decision has been unpopular with user groups and local residents, it reflects the reality of the cost of providing ice in an older facility.

The City of Clarence-Rockland also assumes responsibility for bookings for municipal fields and ball diamonds. A review of rental rates for ball diamonds in comparison to surrounding communities indicates that user fees are typically higher. Despite this, user groups and residents did not raise this as a concern or barrier to participation in the consultation for this Master Plan. Their concerns were primarily related to:

a. The quality of amenities;
b. The availability of amenities that facilitate league/tournament play.

Ball Diamonds	Clarence-Rockland	Ottawa	Russell Township	The Nation	Casselman	Champlain
Minor sports associations	$ 30.00	Price depends on quality	$17Lit /$12 Unlit	No user fee policy	No user fee policy	No charge
Minor sports tournaments - day & evening	$ 75.00					
Minor sports tournaments - evening/night	$ 20.00					
Adult leagues	$ 40.00		$21 Lit/ $14 Unlit			$25 per game
Adult tournaments - day & evening	$ 160.00					
Adult tournaments - evening/night	$ 40.00					
Non Residents			$28 Lit/$17 Unlit			

Table 16: Diamond User Fees: Clarence-Rockland and Proximate Communities
Sierra Planning & Management

The YMCA-YWCA of Clarence-Rockland sets the user fees and charges associated with the fitness and aquatic components of the Clarence-Rockland Cultural and Sports Complex. The fee structure is membership based, with non-members able to purchase a day pass to provide access to the fitness and aquatic facilities.

Community consultation conducted as a part of this Master Plan indicated that while residents are generally satisfied with the quality of programming provided by the YMCA-YWCA of Clarence Rockland, some programs are cost prohibitive, particularly drop-in swimming for non-members. Given that the facility is owned by the City, residents feel that the City has a responsibility to remove financial barriers associated with this program. The adjacent table provides an overview of the fees to swim for non-members at the YMCA-YWCA of Clarence-Rockland, in comparison to the nearby City of Ottawa facilities.

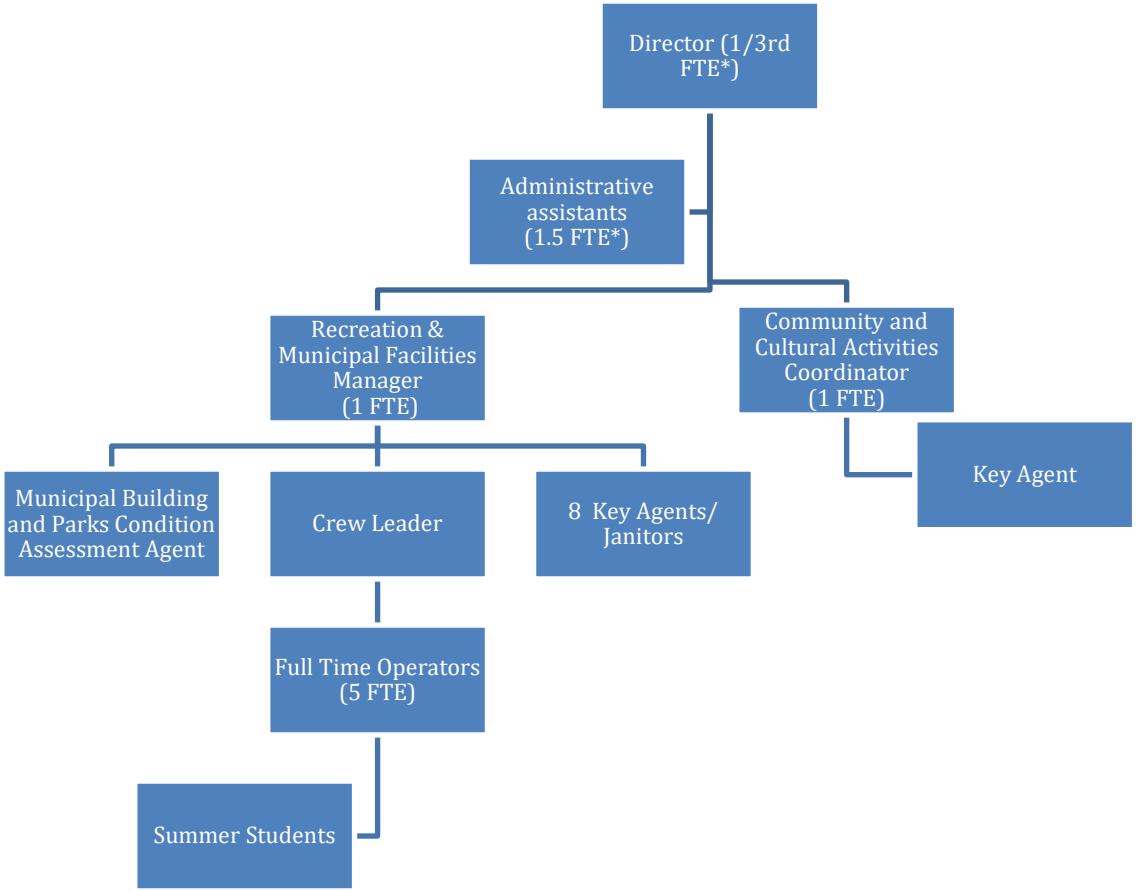
The price differential is likely due to the subsidized nature of municipal swimming pools: Municipalities subsidize the cost of access to swimming pools as a service for local residents. As a non-municipal entity, the YMCA-YWCA does not provide this subsidy. This Master Plan has identified that this cost represents a significant barriers to participation in aquatic activities for residents, at a City-owned facility, and our recommendations provide guidance on next steps to alleviate this issue.

Indoor Swimming	Clarence-Rockland: Day Pass	Ottawa
Tots 2 and under	$ 6.50	FREE
Child 3-12	$ 6.50	$ 1.95
Youth (13-18)	$ 6.50	$ 1.95
Student full time	$ 6.50	$ 1.95
Adult (19-64)	$ 13.00	$ 4.40
Senior (65+)	$ 8.00	$ 2.55
Family (1 adult 2 children)	$ 16.25	$ 1.95
Group (10 or more)		$ 1.70

Table 17: Cost of Entry - Swimming Pools Clarence-Rockland and Ottawa
Sierra Planning & Management

2.10 Internal Organization

In terms of staff complement, the Community Services department dedicates the following resources to the provision of parks and recreation services:



**The Director splits their time between the three components of the Community Services department – a.) recreation, arts and culture/buildings, b.) daycare services; and c.) public transit.*

*** The City currently employs 2 FTE administrative assistants that report to the Director of Community Services. They split their time between two components of the Community Services department – a.) recreation, arts and culture/buildings; and c.) public transit.*

The Parks & Rec maintenance crew has consisted of five full time employees since 1998, when the City of Clarence and the City of Rockland were amalgamated. The crew has experienced significant growth in responsibilities over this time related to the growth of recreation facilities that the crew needs to take care of. As an example over the last two years, two additional parks were added last year to the crew's roster, with no noted addition of resources – either labour or machines.

The crew indicated several key issues as it pertains to their ability to provide a sufficient level of service to meet residents' needs:

a. A lack of defined hierarchy and roles/job description

All crew members carry the same job description under the union 'operator'. There are no defined responsibilities, or division between crew members that are assigned to arena operation and maintenance versus those out for the day maintaining other buildings and outdoor facilities. While the crew fills in for each other and works to ensure that what they are assigned gets done, this lack of definition leads to several issues:

i. Lack of Accountability: Crew members are assigned a task from the crew leader or other senior members of the crew, but because there is no defined role for any individual, it is easy for whether or not this task has been done to slip through the cracks.

ii. Confusion with Vacation: Because there are no defined roles, it is unclear who should take the lead when the self-defined 'lead' is on vacation, and also a lack of procedures in terms of how the workload is passed off and tracked for accountability.

iii. Payscales: Younger staff members have indicated that they are undergoing training to ensure they receive the appropriate training for their position. How this will be translated into any bump in pay is unclear given that existing staff members do not have these qualifications but yet get paid on the same pay scale.

iv. Required qualifications: There is currently no requirement and incoming staff members to have any qualifications as it pertains to maintenance or management. This makes it difficult for existing staff to train them given their own strained resources, and also leaves the department open to potential lawsuits or other complaints as it pertains to levels of maintenance. It also discourages existing employees to engage in formal training.

b. Lack of space

The existing crew is primarily based out of the garage in the commercial district of Rockland. However, in recent years the City has leased the indoor office portion of this garage to the local food bank and a clothing bank. This has led to the following issues:

i. A lack of office space: In fact there is no formal office space for any crew member, which leads to lunches being eaten in the yard, and a general lack of organization and coordination or filing of notes.

ii. A lack of storage space: the crew needs indoor storage for trucks, machines, and other equipment. Without access to this space they have had to store their equipment indoors at other locations across the City (see related issues that follow), and in some instances store equipment outside which is not mindful of the long term maintenance and care requirements for the equipment.

c. Multiple Storage Locations

The crew currently operates primarily out of the central garage in the commercial district of Rockland. This space currently does not meet their requirements in terms of a.) space in general, and b.) indoor space. As such, they have taken to keeping equipment at any City-owned location that has storage space.

This leads to the following issues:

i. Inefficiencies associated with having equipment scattered across the City in different locations. Moreover, since there is no designated location for each piece of equipment, sometimes crew members are not 100% sure which location a tool or machine is.

ii. Having to store machinery outside when it should really be inside in a protected area – this diminishes the life span of the machines.

d. Labour Shortage

The crew comprises 5 full time workers. This has not changed since 1998 despite growing workloads Three have been with the union for over 20 years and as such are entitled to 5 weeks of vacation annually. This leaves the crew with 6 months of labour that is lost on an annual basis. Generally, the crew agrees that there are not enough people on the team to complete all required tasks. The strain is particularly bad during the winter when they lose one team member to the arena operation. This leads to the following issues:

i. Repairs are frequently only conducted when they have become a safety hazard
ii. Regular maintenance and upgrades are not conducted, which shortens the life span of facilities and amenities.
iii. Older facilities become relatively unattractive because the crew does not have the time to dedicate to 'aesthetic' maintenance. An example is the Clarence Creek Arena which the crew agrees needed repainting for at least ten years but only recently was completed.
iv. A lack of training – because there is not sufficient time, staff do not undergo training.

e. Budget Decreases

Anecdotally, the crew indicates that their budget for maintenance has decreased over the last few years. This means that any 'non-urgent' maintenance gets deferred. A failure to conduct annual maintenance on facilities and amenities leads to a crunch when they finally break down due to lack of regular maintenance.

A review of municipalities of a comparable size, indicates that the Community Services Department has relatively fewer staff members to complete their responsibilities. It should also be noted that Clarence-Rockland is somewhat unique in that the maintenance crew that services the recreation buildings and outdoor facilities also services the City's daycare facilities. As such, the crew and their budget is stretched more thinly than in communities of a comparable size. While concrete information on exact staffing numbers versus specific responsibilities is not available, it is clear that the division of staff between recreation, daycare, and transportation responsibilities for Community Services, is somewhat unique.

The perceived shortage of resources however, is also exaggerated on account of a lack of clear internal hierarchy and organization. This leads to lost time and resources that could be more efficiently used.

We provide recommendations in this regard to improving internal organization, and aligning staffing levels in Section 3.

3 Recommendations

3.1 The Vision:

A vibrant community that leverages the natural and built assets of our urban core and rural hamlets to offer residents and visitors the best in both indoor and outdoor recreation experiences.

3.2 The Mission:

To maximize the capacity of high quality recreation services and facilities to support residential and economic development.

3.3 Guiding Principles:

A: Leveraging Recreation to Build a Healthy Community

- By recognizing the role that recreation plays in promoting healthy lifestyles and social interaction, the City will strive to ensure that services are properly delivered, maintained and enhanced.
- The City will encourage participation in sport at every stage of life and the pursuit of healthy, active lifestyles.
- The City will facilitate health and wellness through passive and active leisure opportunities which allow residents to maximize participation in recreation in their daily lives.

B: Making Recreation Accessible for All

- The Community Services Department will continue to explore and implement ways to remove barriers which may prevent residents from participating in recreation. This includes physical, financial, and social barriers among others that may come to the attention of the City.
- Community Services will work to ensure that all residents – both urban and rural - have equitable access to formal and unstructured recreation activities, while recognizing the existing distribution of facilities and demands for centralizing functions.
- The City will be proactive in active transportation planning, and investment in infrastructure that links residents with recreation facilities and programming while promoting active transportation as a mode of travel.
- The City will take an active role in fostering partnerships to grow opportunities for youth to participate in organized and unorganized activities within their home community.
- As the older adult and senior population grows, the City will work with its partners to broaden the complement of active and social leisure programs and services available to this age group.
- The City will seek to ensure that sufficient facility space and allocations of time, and programs, are offered at affordable costs to enable participation.

- The City will continue to invest in neighbourhood-scale indoor and outdoor recreation facilities, in addition to regional-scale facilities, to provide a diverse range of passive and active recreation opportunities for all residents.

C: Embracing the Natural Environment

- The City will continue to embrace its natural surroundings, and build upon the opportunities provided by these assets through the exploration of options for development that maintains sensitive habitats while expanding opportunities for residents to enjoy them through both passive and active recreational activities.
- The City will seek to maximize public enjoyment of its parks and waterfront assets through festivals and events.
- The City will encourage and prioritize development that facilitates the use of Clarence-Rockland's waterfront, trail ways, and other natural environments for passive and active recreation uses.

D: Encouraging Positive Partnerships and Alliances

- Where appropriate, the City will pursue partnerships with other public, community and private sector providers in order to facilitate the provision of a diverse range of recreation services.
- The Community Services Department recognizes the value of partnerships for facility development, operation, and program development. The department will strive to ensure the most effective use of the City's resources in order to maximize all opportunities for partnership development with other municipalities, school boards, and other institutions.
- The City will strive to maintain existing successful partnerships with recreation programming partners and operators, and seek out mutually beneficial opportunities to grow these partnerships.
- The City will continue to provide a core set of festivals and events that appeal to a broad cross section of residents, and draw visitors to Clarence-Rockland. The City will take on a facilitation role to assist community members requiring support to provide more specialized events.

E: Providing the Necessary Infrastructure

- The City will strive towards the provision and maintenance of recreation infrastructure that meets community needs and reflects a diversity of interests, ages, and abilities.
- The City will continue to maintain a high standard of facility maintenance and will plan efficiently towards the replacement of facilities and amenities as may be required over time.
- The City will continue to work with operating partners to ensure City-owned facilities are maintained to City standards, and that operators continue to operate City-owned facilities in a fiscally prudent manner, including planning for and contributing to capital reserves where appropriate.

F: Efficient and Effective Service Delivery

- The City will strive to provide high level of customer service and facility maintenance to the community which is responsive to current and future needs.
- The City, through its role as the primary coordinator of the local recreation system, will ensure that the required tools, resources and supports are available so that recreation opportunities are provided in an efficient and effective manor.

3.4 Goals and Objectives

Goal 1: Promote Health, Wellness and Active Living

Objectives:

- To promote physical activity as a way of life and quality of life through programming.
- To offer opportunities for participation in recreation activities for all members of the community irrespective of age, ability, ethnicity, and income.
- To ensure that this is achieved in both the City's urban core and rural communities.

Goal 2: Maximize Access to Recreational and Community Oriented Opportunities, Programs and Events.

Objectives:

- To grow formal recreation programming in the City's rural hamlets to ensure all residents have equitable access to recreation opportunities.
- To leverage new and existing partnerships to increase recreation programming in each of the City's communities.
- To provide facilities that offer opportunities for recreation activities on a year-round basis, recognizing the confluence between outdoor activities and complementary indoor spaces.

- To improve access to recreation programming through accessible facility design and the provision of appropriate programming and equipment for people with special needs.
- To grow a core set of festivals and events that target a broad cross section of residents and visitors to Clarence-Rockland, while providing support for groups looking to provide events that target specific demographic groups.

Goal 3: Target Children and Youth through Recreation

Objectives:

- To promote healthy and active living for children and youth by offering a range of recreation services. This should prioritize growing the offer of programs which target older youth (ages 13-18).
- To invest in traditional and non-traditional recreation infrastructure that encourages youth participation in physical exercise and sports across the City's constituent communities.

Goal 4: Prioritize and Enhance Outdoor Recreational Opportunities through Trail, Bike Path, and Park Development

Objectives:

- To invest in existing parks to enhance their utility for community members.
- To enhance the development and utilization of multi-use trails to accommodate a range passive and active recreation activities.
- To connect rural residents with recreation opportunities across the City's constituent communities.
- To enhance connectivity between existing trails in order to link all areas of the community.
- To provide a uniform standard of development for bicycle paths throughout the City.
- To enhance the level of service within Clarence-Rockland's parks and open spaces to provide high quality passive and active recreational experiences for residents of all ages.
- To work with developers to increase the variety and quality of amenities within new and existing parks.

Goal 5: Invest in the City's Waterfront as a Long-Term, Generational Project

Objectives:

- To enhance public access to the City's waterfront as a leisure and recreation asset.
- To improve connectivity along the City's waterfront to grow opportunities for passive enjoyment of this asset.
- To leverage new development to increase the City's land ownership along the Ottawa River.

Goal 6: Facilities Renewal and Investment

Objectives:

- Maximize the utilization of existing assets through investment in improvements and renewal. This requires a comparison between the costs and benefits of facility renewal against new construction.
- To pursue all opportunities to develop recreation infrastructure by leveraging Federal, Provincial, and other funding programs that exist.
- To ensure long-term capital planning for infrastructure renewal as a principle of operational sustainability.
- To support investment in facilities which enhance opportunities for multi-use and/or alternative use in order to enhance utilization and revenue generation.
- To ensure efficient investment in modern recreational infrastructure which maximizes facility benefits to residents and visitors.
- To ensure that the Community Services Department has sufficient resources to maintain all City-owned recreation assets to a high standard to ensure their continued utility for residents.
- To ensure that the Community Services Department maximizes the efficiency with which it uses its resources to operate and maintain the City's recreation inventory.

Goal 7: Support, Promote and Partner for Access to Facilities and Programs for all Residents

Objectives:

- To maintain and grow existing successful partnerships with facility operators to provide access to a wide range of recreation facilities and programming.
- To continuously investigate new ways to develop programs for rural residents in partnership with school boards, recreation societies, operators, non-profit organizations, and other organizations.
- To investigate flexible program options to enhance the participation of rural residents in recreation (e.g. mobile programming).
- To grow the range of seniors programming to include both social and more active pursuits.

- To identify potential opportunities to work with developers to grow access to parkland, trails, and outdoor amenities as a part of the development process.

3.5 Indoor Recreation Facility Recommendations

3.5.1. Indoor Ice

Recommendation 1: *Monitor utilization of indoor ice at the Clarence-Rockland and Clarence Creek Arena based on either maximum utilization (achieved consistently year to year). Based on projections of growth, one additional ice pad would likely be required slightly beyond the plan period – beyond the current planning horizon. Accordingly, during this plan period, and predicated on population growth as projected, commission work as necessary to enable a new indoor ice surface by the time the City's population reaches a standard of 1 indoor ice sheet per 11,000 residents.*

The City will need to identify the most appropriate form that a new ice pad could take. Contingent on the Jean Marc Lalonde Arena being decommissioned as an ice facility, options could include:

- *Building around the Clarence Creek Arena: Invest around and breathe new life into an older asset; OR*
- *Development of a new build twin pad arena, and decommission the Clarence Creek Arena.*

Rationale: While the utilization of the Clarence-Rockland Arena is relatively strong, utilization of the Clarence Creek Arena is significantly lower. There is an opportunity for Clarence Creek to play a more central role in meeting the ice needs of residents of Clarence-Rockland, particularly given its central location within the municipality.

It is expected that Clarence Creek Arena will meet growing ice needs associated with projected population growth, however the City will need to monitor utilization, and begin planning for the development of a fourth indoor ice pad once utilization at both arenas reaches close to prime time capacity.

Recommendation 2: *Decommission the Jean Marc Lalonde Arena and identify opportunities to repurpose into an indoor non-ice based recreation facility that provides opportunities for a range of sport and recreation activities.*

Rationale: The building of the Jean Marc Lalonde (JML) Arena is in good physical condition, and offers potential for required indoor sport and recreation space. Moreover, the building is located within the downtown core of Rockland, in close proximity to schools and other recreation amenities. The dimensions of the former ice surface lend themselves to being repurposed as an indoor mixed sport facility.

Regardless, it is important to note that the JML Arena remains at this time a viable option to fulfil future ice needs of the City. As such, the pros and cons of redeveloping this building for other needs that would remove the capacity of this facility to meet future ice needs must be carefully balanced.

Recommendation 3: *Pursue a partnership with local school boards to cost-share the repurposing of the Jean Marc Lalonde Arena into an indoor non-ice based recreation facility.*

Rationale: Local school boards have approached the City indicating that they require additional gymnasium space to accommodate physical activity classes in the context of growing enrollment. The Jean Marc Lalonde Arena is in close proximity to four local schools and as such is well positioned to function as additional gymnasium space for the school boards.

3.5.2. Community Centres

Recommendation 4: *Complete necessary maintenance at existing community halls to improve appeal for bookings.*

Rationale: The City's community centres are focal points within their respective communities that serve important civic and social functions. These facilities are currently underutilized. Maintenance issues at the Clarence Creek and Jean Marc Lalonde community rooms should be prioritized to ensure that these facilities continue to function to their full potential.

Recommendation 5: *Do not plan for additional community halls over the plan period.*

Rationale: Projected population growth is expected to take place primarily in the urban core of Rockland. Rural communities are expected to experience minimal population growth over the plan period. Consultation completed as a part of this Master Plan did not identify any desires for additional community halls in the two communities that currently do not have one – Clarence Point, and Cheney. These community members appear content to travel to nearby communities to use these facilities.

Recommendation 6*: Leverage the City's successful partnership with the YMCA-YWCA of Clarence Rockland to expand programming to rural community halls.*

Rationale: The Municipality has transferred responsibility for non-user group recreation programming in Clarence-Rockland to the Capital Region YMCA-YWCA. The YMCA has the expertise and resources to provide programming in the rural halls.

The Municipality is financing the operation and maintenance of the community halls – the lack of programming is a missed opportunity to improve utilization of these assets.

Recommendation 7*: If a partnership with the YMCA-YWCA of Clarence Rockland is not forthcoming, the City should proactively assess options for programming rural community halls.*

Rationale: The Municipality is financing the operation and maintenance of the community halls – the lack of programming is a missed opportunity to improve utilization of these assets.

Recommendation 8: *Provide recreation committees the right to first refusal for bookings of the City's community halls.*

Rationale: While it is important to expand the use of the City's community halls to more structured recreation programming, it is also vital that these halls retain their current function for local communities as social gathering spaces. Accordingly, to ensure that local recreation committees can continue to build social ties within their communities, they should be given the right to first refusal for bookings as the City and/or the YMCA-YWCA of Clarence-Rockland begins the process of more actively programming these facilities.

3.6 Outdoor Recreation Facility Recommendations:

3.6.1. Ball Diamonds

Recommendation 9: *Invest in a twin-diamond facility over the plan period to facilitate league and tournament play. This may be paired with regulation size soccer fields to meet the growing enrollment in soccer.*

Rationale: Ball sports are growing in popularity in Clarence-Rockland, and are of particular popularity in the City's rural communities where there is not immediate local access to other recreation facilities. A twin diamond will facilitate growth in existing leagues, and allow for the City to host tournaments and competitions. This facility would ideally be a part of a complex that includes a domed field turf field.

Recommendation 10: *The City should proactively engage in land banking over the plan period to plan for the development of a twin diamond facility which may be paired with regulation size soccer fields.*

Rationale: The development of a twin diamond facility with associated playing fields will require a significant investment in land. In the context of upcoming new residential development, this land should be proactively planned for through a process of land banking as development occurs.

3.6.2. Soccer Fields

Recommendation 11: *The City should consider the development of an integrated soccer and baseball complex as an aspirational project over the long term. The complex should include a domed field turf field, in addition to a twin baseball diamond field. This will require land banking and planning over the plan period.*

Rationale: Both soccer and baseball are popular and growing sports within Clarence-Rockland. They also offer a viable alternative to more expensive sports and recreational activities. An indoor soccer facility will allow local athletes to practice year-round and compete with other leagues in the area. A twin baseball diamond will allow the City to grow baseball enrollment based on latent demand, and host tournaments.

3.6.3. Tennis Courts

***Recommendation 12**: Maintain existing tennis courts to standards acceptable for play over the plan period as per the City's asset management plan.*

Rationale: The City is well served by tennis courts based on comparable population standards. Public consultation did not indicate any unmet need for tennis courts over the plan period.

3.6.4. Splash Pads/Spray Parks

***Recommendation 13**: Move forward with the installation of a splash pad in Bourget in 2016.*

Rationale: The installation of a splash pad in Bourget will move the City of Clarence-Rockland in line with standards in comparable communities, and also improve access to these facilities for rural residents.

***Recommendation 14:** Move forward with the installation of a splash pad in Clarence Creek over the short term.*

Rationale: The installation of a third splash pad, in Clarence Creek, will ensure that the City meets standards in comparable communities, and will further increase access to these facilities for rural residents.

***Recommendation 15:** Monitor community use and stated desires for splash pads with option to include a fourth splash pad near the end of the plan period – may be as a part of the Regional Group Park, or waterfront development.*

Rationale: The installation of a second splash pad in Rockland near the end of the plan period would improve access to these facilities for residents in the growing urban centre of Rockland.

3.6.5. Waterfront

***Recommendation 16**: Move forward with planned Development-Charge funded waterfront development however focus on analysis of constraints, rather than design.*

Rationale: The community clearly has a desire to improve access to amenities at the City's waterfront. The community's vision for the waterfront has been clearly articulated through consultation conducted for this Master Plan (provided under separate cover). The City has dedicated funds within their Development Charges funded budget to furthering the process of improving public access to the waterfront which would be quickly used up through a design exercise. Instead, this Master Plan recommends that these funds are used to identify constraints to development which would then inform a more practical design exercise.

***Recommendation 17**: Focus waterfront development on Rockland waterfront and connections to urban core: Conduct a secondary plan exercise to look at connectivity issues from the waterfront across County Road 17.*

Rationale: Waterfront development in Rockland is an opportunity to look at improving connectivity between the waterfront and developing neighbourhood(s) north of County Road 17, and the broader urban core of Rockland.

3.6.6. Bike Paths

***Recommendation 18**: The development of bike lanes should take a phased approach, with connections in the urban core forming the first phase of development. Rural connections to urban bike lanes should form a second phase of development.*

Rationale: There is greater opportunity to create linkages through bike lanes in the urban core of Rockland: This phase will likely require less investment, and has the potential to be used by a greater volume of riders than rural bike lanes. The urban bike lanes should then form a base upon which rural connections can be made.

***Recommendation 19:** The development of rural bike lanes should focus on the existing United Counties trail.*

Rationale: Any development of bike lanes must leverage existing infrastructure to be an effective investment.

***Recommendation 20:** Move forward with related investment in bike trails and network as per DC Background Study.*

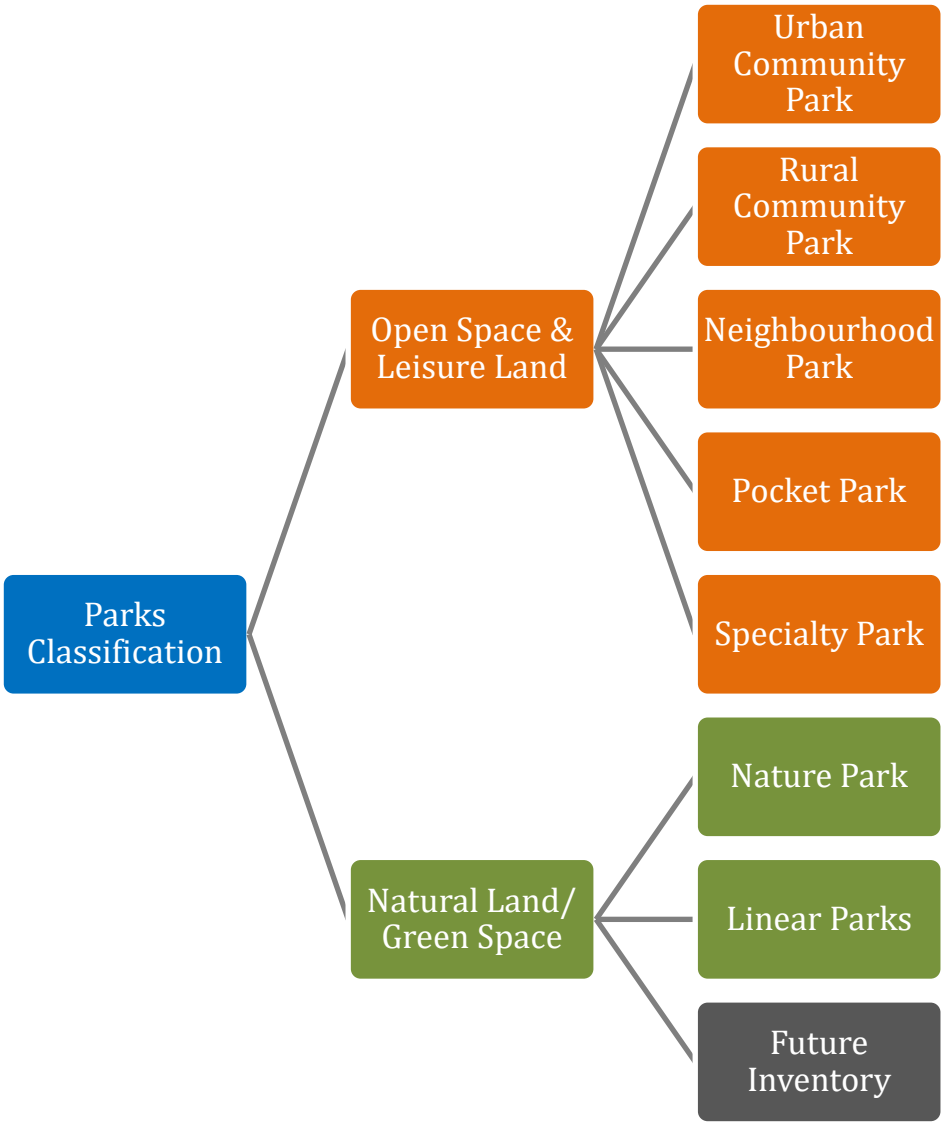
Rationale: These funds have been earmarked for this purpose, and consultation through this Master Plan has indicated there is a clear demand for these services.

3.6.7. Parkland

***Recommendation 21:** Adopt a parkland classification system as a part of the Master Planning process.*

Rationale: The City of Clarence-Rockland does not currently have a parkland classification system to assist in future parks planning exercises. Parkland classification systems serve as a reference tool to guide the City in the development of new parks, and investment in existing parks that may not currently be meeting community needs to their full potential.

Through a review of the City's existing parkland inventory, and staff aspirations for the parks system, we recommend the adoption of the following parks classification system:



Urban Community Park:

Includes: A range of active and passive recreational uses including indoor and/or outdoor activities. May house indoor recreation facilities such as arenas and community halls, and outdoor amenities such as sports fields and ball diamonds.

Serves: All City residents.
Size: Depends on configuration.
Example: Simon Park

Rural Community Park:

Includes: A range of active and passive recreational uses including sports fields and other sport-specific amenities. May include a community hall and/or arena.

Serves: Primarily serves residents of the rural community in which it is located.
Size: Depends on configuration.
Example: Bernard Valiquette Park (Bourget)

Neighbourhood Park:

Includes: Active and passive recreation facilities – primarily outdoor, for every-day use rather than competition. E.g. playground, playing field.

Serves: Local neighbourhood (ten minute walk).
Size: Approximately 1-3ha
Example: Parc Deschamps

Pocket Park:

Includes: Passive infrastructure only.

Serves: Local neighbourhood
Size: Typically small or irregular single plot.
Example: Heritage Park on Laurier Street.

Specialty Park:

Includes: Specialty uses not found in other parks, such as a dog park, community gardens, boat launch, etc.

Serves: All City residents.
Size: Depends on amenities housed.
Example: Du Moulin Park, Dog Park.

Nature Park:

Includes: Land of environmental significance. Development typically limited to trails.

Serves: All City residents.
Size: Depends on configuration.
Example: Lavigne Natural Park

Linear Park:

Includes: Trail ways and/or bike paths.

Serves: All City residents and in some cases visitors to the city.
Size: Depends on configuration.
Example: Prescott-Russell Recreational Trail

Recommendation 22: *Adopt the following provision targets for parkland over the Plan period:*

Park Type	Suggested Provision Target
Urban Community Park	0.5 ha per 1,000 urban residents. (Current standard 0.37)
Rural Community Park	1 per rural community.
Neighbourhood Park	1 within a ten minute walk of all residential neighbourhoods not served by an urban or rural community park. Should include typical play space amenities.
Pocket Park	Where municipal landholdings are too small for development of amenities. Parcels of this nature should not be actively pursued in the subdivision process.
Specialty Park	Where demand exists for specialized facilities.
Nature Park	Developed where land is acquired of environmental significance, at the discretion of the municipality.
Linear Parks	Where opportunity exists for acquisition of parcels

Specific recommendations as it pertains to communities and parkland comprise:

Recommendation 23: *Identify options for the development of an urban community park in the Regional Group development.*

Rationale: A best practice in terms of urban parkland provision is 0.5ha of urban community parkland per 1,000 residents. Simon Park currently services the municipality in this regard, however as the urban core of Rockland grows and moves away from the traditional downtown core, there is an opportunity to improve the current level of provision, and create a second urban community park within the Regional Group development. The concept for this development is an urban village with connections to the waterfront, lending itself to a location for a second urban community park.

Recommendation 24: *Move forward with addition of splash pad to Bernard Valiquette Park.*

Rationale: The City has allocated funds for this project, and there is clear demand for this facility in Bourget.

Recommendation 25: *Monitor requirement for additional neighbourhood park if additional subdivisions are approved outside of current community boundary.*

Rationale: Bourget is currently well served in terms of neighbourhood parks, however if additional development occurs outside of the current community boundary, new residents would likely be under served in terms of proximate access to neighbourhood park amenities.

Recommendation 26: *Maintain Cheney Park. Consider the addition of amenities for youth under 10 years of age – e.g. a splash pad or skate park, over the medium term.*

Rationale: Based on both population-based standards, and local access to neighbourhood scale recreation amenities, Cheney is well served. There is a community desire for additional amenities in this park that serve youth under 10 years of age.

Recommendation 27: *Clarence Creek is well served by parkland at present. The City should monitor development of the future subdivision to assess requirements for additional neighbourhood scale parks.*

Rationale: The future subdivision process would add additional residents to Clarence Creek, away from the traditional settlement boundary. This may result in new residences being located too far from existing neighbourhood scale park amenities.

Recommendation 28: *Move forward with the development of Mountainview Park in Clarence Point as a neighbourhood scale park.*

Rationale: This park will improve access to neighbourhood scale amenities for residents in Clarence Point, and is already budgeted for in the City's capital budget.

Recommendation 29: *Assess feasibility of skate park provision in Hammond Park over the plan period.*

Rationale: Hammond is well served by parkland. Future development in the JML subdivision will be well served by the existing park. Residents indicated the park lacks amenities for older youth.

Recommendation 30: *Maintain the relationship with the school board that permits public access and use of the Saint Pascal-Baylon ball diamond and soccer field.*

Rationale: The current agreement ensures public access to recreation amenities that serve an important role for both residents of Saint Pascal Baylon, and for user groups across the City that use these facilities.

Recommendation 31: *Assess public interest in additional facilities behind the community centre in Saint Pascal Baylon.*

Rationale: Community amenities in Saint Pascal Baylon are currently concentrated by the Saint Pascal Baylon ball diamond. The local community centre has a sizable tract of land behind it but to date only houses horseshoe pits. The City should ascertain local appetite for additional amenities in this location that do not duplicate existing amenities in the community.

Recommendation 32: *Move forward with concept development of Morris Village and Regional Group Park development.*

Rationale: Per capita provision is lower than in comparable jurisdictions, however will catch up with development of the park in Morris Village, and the Regional Group subdivision.

Recommendation 33: *Limit investment in the current dog park given that the land is on a short-term lease. Regardless however, provide investment for this facility for it to function as a dog park over the lease period. Work with the Dog Park committee to identify required upgrades.*

Rationale: The dog park is on a short-term lease and as such, significant investment in this facility is not prudent. However, for the park to function as a dog park, it requires certain amenities that it currently lacks. This includes fencing and water provision.

Recommendation 34: *Identify a permanent location for the dog park over the short to medium term.*

Rationale: The dog park is a valued amenity within the community. To ensure it is available for residents on a permanent basis, the City will need to identify municipal land to develop a permanent dog park. Moreover, a permanent location will allow for investment to provide a high quality, functional experience for users. A permanent location should allow for the following amenities:

- Amenities for both small and big dogs
- Water source (clean)
- Sufficient (high) fencing
- Lighting (could be self-sustained if no hydro is available)
- Multiple refuse containers spread over park area.
- Permanent covered area for shade
- Benches/tables for owners

Recommendation 35: *Assess demand for a second dog park over the plan period.*

Rationale: While the dog park is a relatively new amenity in Clarence-Rockland, it has proven popular with residents from across the municipality. The City should assess demand for a second dog park over the plan period, assessing demand through a.) utilization of the existing dog park, and b.) community desires for a second location. Based on public appetite, this may be located in a rural community.

Recommendation 36: *Replace play structures at the end of their lifecycle as per the City's Asset Management Plan.*

Rationale: The City currently has an asset management plan that identifies required investment and/or replacement of playground equipment over the plan period. This is based on manufactures best practice in terms of life cycle replacement.

Recommendation 37: *Develop a Parks Policy that identifies appropriate use, roles and responsibilities of authorities, hours, signage requirements, offenses and penalties etc.*

Rationale: The City does not currently have a Parks Policy, which reduces the municipality's capacity to regulate park use. While residents are generally happy with the City's parks, safety and security was a concern that arose in consultation.

Recommendation 38: *Plan for play structures appropriate for both younger and older children in all neighbourhood parks.*

Rationale: Best practice in comparable municipalities dictates that playgrounds should provide amenities for all ages under 14 years.

As the City revises its asset management plan on an annual basis over the Plan period, it should work to ensure all playgrounds have structures for both younger and older children.

Recommendation 39: *Prioritize wheelchair accessible play structures in new acquisitions.*

Rationale: It is not feasible to replace all older play structures that are not accessible, however this should be a priority as the City works through its asset management plan, and acquires new play structures.

Recommendation 40: *Work with the Planning Department to revise wording in the Official Plans to include wording to allow the municipality to negotiate with developers to contribute to life cycle maintenance for play structures, and provide funding for amenities within parks.*

Rationale: The City's Official Plan is a tool that allows the municipality to negotiate with developers during the subdivision process, to ensure that residents have access to high quality amenities within local parks.

Recommendation 41: *Adopt a parkland disposition policy that identifies the process through which the City would identify surplus parkland, and assess its suitability for disposition.*

Rationale: The City does not currently have a parkland disposition policy, which limits the transparency with which it can identify, and dispose of surplus land.

3.7 Programming Recommendations

Recommendation 42: *Work with rural recreation committees to identify priorities for rural programming in each community.*

Rationale: A goal of the Master Plan is to improve access to recreation programming for rural residents, however this must be conducted in partnership with rural recreation committees and user groups that provide existing programming. This will ensure that programming is not duplicated, and that developed programs accurately reflect the needs of rural communities.

Recommendation 43: *Focus on expanding programming to rural residents using community halls as anchors.*

Rationale: Community halls are focal gathering points for rural communities. They are currently underutilized, and as municipal assets, should be leveraged in expanding programming to rural communities.

Recommendation 44: *Leverage the City's successful partnership with the YMCA to expand programming to rural community halls.*

Rationale: To date, the partnership between the YMCA-YWCA of Clarence-Rockland, and the City of Clarence-Rockland, has ensured that residents have access to high quality recreation programming for all ages. As a partner in the community with significant knowledge and experience in recreation programming, broadly and locally, the YMCA-YWCA is an obvious choice in this regard.

Recommendation 45: *Identify options to program rural schools.*

Rationale: Like rural community centres, rural schools are focal gathering points for their communities, and are under-utilized assets. Moreover, the City of Clarence-Rockland has historically had positive relationships with local school boards. The City should investigate the appetite for programming in rural school gymnasiums either directly, or through a partnership with the YMCA-YWCA of Clarence-Rockland, the school boards, and/or other qualified operators.

3.8 Partnership-Based Recommendations

Recommendation 46: *Review existing Joint Use Agreements and Partnership Agreements when they are up for renewal to ensure agreements continue to positively contribute to Clarence-Rockland's recreation system.*

Rationale: The City of Clarence-Rockland has historically built a positive and mutually beneficial relationship with local school boards. Particularly in rural communities, local schools play a key role in the provision of indoor recreation space.

Recommendation 47: *Work with local recreation committees to assess potential to expand programming for seniors and youth to community halls in rural areas.*

Rationale: Local recreation committees have experience in providing social programming in Bourget. This role has the potential to be expanded through the development of local recreation committees in other rural communities to improve access to local programming.

3.9 Event-Based Recommendations

Recommendation 48: *Define a 'core' set of events that the Municipality is responsible for facilitating.*

Rationale: The City receives multiple requests on an annual basis to fund and operate community events. Without a procedure in place to identify which events to support, there is a lack of transparency. Defining a core set of events that the Municipality is responsible for facilitating, improves transparency in terms of the City's role in providing events. Core events should be those that both cater to local residents and have the potential to attract visitors from outside of Clarence-Rockland.

Recommendation 49: *Continue to facilitate, promote, and evolve existing core events (i.e. Canada Day, Santa Claus Parade, and Ottawa River Festival).*

Rationale: Based on the popularity of these events, and their ability to draw visitors into Clarence-Rockland, the City should define these as core events that Community Services is responsible for facilitating.

Recommendation 50: *Outside of defined core events, the City should adopt a facilitation role – assisting community groups interested in organizing events.*

Rationale: While a lack of resources means that the City cannot support every event that requests funding or assistance in other regards, this Master Plan identifies that the Community Services department has a key role to play in assisting community groups that are shouldering a majority of the responsibility for events.

3.10 Recommendations on Fees and Charges

Recommendation 51: *Revisit user fees on a regular basis based on quality of amenities.*

Rationale: At this point in time, the existing user fee schedule appears to meet both the needs of the municipality, and local residents. It is vital however to complete an annual review of user fees based on quality of amenities, to ensure that these fees meet the needs of the municipality and of residents.

Recommendation 52: *Work with the Capital Region YMCA-YWCA to remove financial barriers to non-members for day entry to indoor swimming.*

Rationale: The Cultural and Sports Complex is a city-owned facility, with the YMCA-YWCA of Clarence-Rockland operating the fitness and aquatic components of this building. As a City-owned facility, the City has a responsibility to ensure that residents have reasonable access to aquatic programming. This may mean that the City purchases free swim times once a week from the YMCA-YWCA for this purpose.

3.11 Recommendations on Internal Organization

Recommendation 53: *Identify opportunities to work with the union responsible for Community Service employees to develop defined titles, roles and responsibilities.*

Rationale: Defined roles and responsibilities improve efficiency and accountability by clearly identifying who is responsible for what.

Recommendation 54: *Investigate options for work-flow software.*

Rationale: Work-flow software will improve the efficiency and accountability associated with assigning maintenance jobs to employees.

Recommendation 55: *Appraise existing garage. Identify value of existing garage for disposition or reallocation to a different municipal use. Identify possibility for land purchase for new garage or site on existing municipal land.*

Rationale: The existing garage does not meet the needs of the Community Services Department.

Recommendation 56: *Identify the potential role for one additional FTE worker as a project coordinator in the Community Services Department to assist with existing recreation services provision. Description: Responsible for implementation of future capital projects. This could be done internally if staff is available.*

Rationale: The existing staffing structure is clearly strained, with maintenance issues deferred due to lack of staffing. While other recommendations provided within this section will improve efficiency of resource-use, the Community Services Department should identify the role that one additional FTE worker would play, and present this proposal to City council.

Recommendation 57: *Investigate the feasibility of adopting CLASS booking software with online booking capabilities.*

Rational: CLASS booking software will reduce the labour costs associated with maintaining the current booking system, and will provide more detailed information regarding trends in facility bookings.

4 Implementation

4.1 Timelines and Budget Allocations

The following identifies approximate timelines and high level cost estimates and/or budget allocations for the recommendations contained within this Master Plan. These timelines are flexible, and are approximately based on projected population growth. The Master Plan recommendations have identified approximate timing based on population projections, but also identified appropriate standards of provision.

The Master Plan is a flexible document, and the timing of the recommendations should be revisited on an annual basis by the Community Services Department based on actual population growth, and any changes in annual utilization.

Recommendation	2016-2017	2018-2019	2020-2021	2022-2023	2024-2025	2026-2027	2028-2029	2030-2031
Indoor Recreation Facility Recommendations								
1. Commission work as necessary to enable a new indoor ice surface by the time the City's population reaches a standard of 1 indoor ice sheet per 11,000 residents.							*Cost will vary based on work required. Basic allocation for feasibility study and design: $300,000; Land banking or land purchase will be above this.*	
2. Decommission the Jean Marc Lalonde Arena and identify opportunities to repurpose into an indoor non-ice based recreation facility that provides opportunities for a range of sport and recreation activities.	*Cost will vary based on use and condition of arena*							
3. Pursue a partnership with local school boards to cost-share the repurposing of the Jean Marc Lalonde Arena into an indoor non-ice based recreation facility.	*Cost of staff time only.*							
4. Complete necessary maintenance at existing community halls to improve appeal for bookings.	*Community Services Department to identify estimated cost for high priority work.*	*Ongoing*						
5. Do not plan for additional community halls over the plan period.	*Ongoing*							
6. Leverage the City's successful partnership with the YMCA-YWCA of Clarence Rockland to expand programming to rural community halls.	*Cost of staff time only - cost of programming should rest with YMCA-YWCA*		*Ongoing*					
	OR							
7. If a partnership with the YMCA-YWCA of Clarence Rockland is not forthcoming, the City should proactively assess options for programming rural community halls.	*Conservative estimate of $20,000 annually based on expanding programming through an external programmer, and cost of existing staff time to coordinate.*							
8. Provide recreation committees the right to first refusal for bookings of the City's community halls.	*Ongoing*							

Recommendation	2016-2017	2018-2019	2020-2021	2022-2023	2024-2025	2026-2027	2028-2029	2030-2031
Outdoor Recreation Facility Recommendations								
9.&11. Invest in a twin-diamond facility over the plan period to facilitate league and tournament play. This may be paired with regulation size soccer fields (one domed) to meet the growing enrollment in soccer.				*Cost will vary based on land costs and precise configuration of the project. Twin ball diamonds can cost in the range of $400-$600k depending on design and amenities. A domed soccer field may cost in the range of $2-3 million.*				
10. The City should proactively engage in land banking over the plan period to plan for the development of a twin diamond facility which may be paired with regulation size soccer fields.	*Ongoing: Cost will vary and is the opportunity cost of a.) alternative investment of municipal funds, and b.) taking cash-in-lieu of land acquired through the development subdivision process.*							
12. Maintain existing tennis courts to standards acceptable for play over the plan period as per the City's asset management plan.	*Ongoing*							
	$28,000 Clarence Creek Arena surfaces		*36,000 Simon Park surfaces*					
13. Move forward with the installation of a splash pad in Bourget in 2016.	*$150,000*							
14. Move forward with the installation of a splash pad in Clarence Creek over the short term.			*$150,000*					
15. Monitor community use and stated desires for splash pads with option to include a fourth splash pad near the end of the plan period – may be as a part of the Regional Group Park, or waterfront development.							*$150,000*	

Recommendation	2016-2017	2018-2019	2020-2021	2022-2023	2024-2025	2026-2027	2028-2029	2030-2031
Outdoor Recreation Facility Recommendations								
16. Move forward with planned Development-Charge funded waterfront development however focus on analysis of constraints, rather than design.	*$50,000 as per existing capital budget*							
17. Focus waterfront development on Rockland waterfront and connections to urban core: Conduct a secondary plan exercise to look at connectivity issues from the waterfront across County Road 17.		*$100,000*	*$100,000*					
18. The development of bike lanes should take a phased approach, with connections in the urban core forming the first phase of development. Rural connections to urban bike lanes should form a second phase of development.	*Ongoing*							
19. The development of rural bike lanes should focus on the existing United Counties trail.	*Ongoing*							
20. Move forward with related investment in bike trails and network as per DC Background Study.	*Ongoing: $245,000*							
21. Adopt a parkland classification system as a part of the Master Planning process.	*Cost of Staff Time*							
22. Adopt the identified provision targets for parkland over the Plan period.	*Cost of Staff Time*							

Recommendation	2016-2017	2018-2019	2020-2021	2022-2023	2024-2025	2026-2027	2028-2029	2030-2031
Outdoor Recreation Facility Recommendations								
23. Identify options for the development of an urban community park in the Regional Group development.	*$200,000*							
24. Move forward with addition of splash pad to Bernard Valiquette Park.	*$150,000*							
25. Monitor requirement for additional neighbourhood park if additional subdivisions are approved outside of current community boundary.	*Ongoing*							
26. Maintain Cheney Park. Consider the addition of amenities for youth under 10 years of age – e.g. a splash pad or skate park, over the medium term.			*$150,000*					
27. Clarence Creek is well served by parkland at present. The City should monitor development of the future subdivision to assess requirements for additional neighbourhood scale parks.	*Ongoing*							
28. Move forward with the development of Mountainview Park in Clarence Point as a neighbourhood scale park.	*$100,000*							
29. Assess feasibility of skate park provision in Hammond Park over the plan period.	*Ongoing: $300,000 allocation*							
30. Maintain the relationship with the school board that permits public access and use of the Saint Pascal-Baylon ball diamond and soccer field.	*Ongoing*							

Recommendation	2016-2017	2018-2019	2020-2021	2022-2023	2024-2025	2026-2027	2028-2029	2030-2031
Outdoor Recreation Facility Recommendations								
31. Assess public interest in additional facilities behind the community centre in Saint Pascal Baylon.	*Cost will vary based on amenity. Allocation of $50,000*							
32. Move forward with concept development of Morris Village and Regional Group Park development.	*$50,000*							
33. Limit investment in the current dog park given that the land is on a short-term lease. Regardless however, provide investment for this facility for it to function as a dog park over the lease period. Work with the Dog Park committee to identify required upgrades.	*Allocation of $50,000*							
34. Identify a permanent location for the dog park over the short to medium term.	*Land should be acquired through the development process.*							
35. Assess demand for a second dog park over the plan period.			*Land should be acquired through the development process.*					
36. Replace play structures at the end of their lifecycle as per the City's Asset Management Plan.	*Ongoing: Current estimates: 2016-2018 $224,000 2019-2022: $182,000 2023+: $492,000*							
37. Develop a Parks Policy that identifies appropriate use, roles, and responsibilities of authorities, hours, signage requirements, offenses and penalties etc.	*$10,000*							
38. Plan for play structures appropriate for both younger and older children in all neighbourhood parks.	*Ongoing: Cost will depend on number of parks developed.*							

Recommendation	2016-2017	2018-2019	2020-2021	2022-2023	2024-2025	2026-2027	2028-2029	2030-2031
Outdoor Recreation Facility Recommendations								
39. Prioritize wheelchair accessible play structures in new acquisitions	*Ongoing: Cost will depend on number of acquisitions*							
40. Work with the Planning Department to revise wording in the Official Plan to include wording to allow the municipality to negotiate with developers to contribute to life cycle maintenance for play structures, and provide funding for amenities within parks.	*Cost of staff time.*							
41. Adopt a parkland disposition policy that identifies the process through which the City would identify surplus parkland, and assess its suitability for disposition.	*Cost of staff time.*							

Recommendation	2016-2017	2018-2019	2020-2021	2022-2023	2024-2025	2026-2027	2028-2029	2030-2031
Programming Recommendations								
42. Work with rural recreation committees to identify priorities for rural programming in each community.	*Cost of staff time*							
43. Focus on expanding programming to rural residents using community halls as anchors.	*Partnership with YMCA-YWCA*							
44. Leverage the City's successful partnesrhip with the YMCA to expand programming to rural community halls.	*If City engages instead with direct programming : estimate of $20,000 annually*							
45. Identify options to program rural schools.	*Cost of staff time*							

Recommendation	2016-2017	2018-2019	2020-2021	2022-2023	2024-2025	2026-2027	2028-2029	2030-2031
Partnership Recommendations								
46. Review existing Joint Use Agreements and Partnesrhip Agreements when they are up for renewal to ensure agreements continue to positively contribute to Clarence-Rockland's recreation system.	*Ongoing - Cost of Staff Time*							
47. Work with local recreation committees to assess potential to expand programming for seniors and youth to community halls in rural areas.	*Cost of staff time*							
Event-Based Recommendations								
48. Define a 'core' set of events that the Municipality is responsible for faciliting.	*Cost of staff time*							
49. Continue to facilitate, promote, and evolve exisiting core events (i.e. Canada Day, Santa Claus Parade, and Ottawa River Festival).	*Ongoing - Cost of Staff Time*							
50. Outside of defined core events, the City should adopt a facilitation role - assisting community groups interested in organizing events.	*Ongoing - Cost of Staff Time*							

Recommendation	2016-2017	2018-2019	2020-2021	2022-2023	2024-2025	2026-2027	2028-2029	2030-2031
Recommendations: Fees & Charges								
51. Revisit user fees on a regular basis based on quality of amenities.	*Ongoing: Cost of staff time*							
52. Work with the Capital Region YMCA-YWCA to remove financial barriers to non-members for day entry to indoor swimming.	*Ongoing: Estimate of $10,000 annually*							
Recommendations: Internal Organization								
53. Identify opportunities to work with the union responsible for Community Service employees to develop defined titles, roles and responsibilities.	*Cost of staff time*							
54. Investigate options for work-flow software.	*City has acquired licence for WorkTech - no additional cost.*							
55. Appraise existing garage. Identify value of existing garage for disposition or reallocation to a different municipal use. Identify possibility for land purchase for new garage or site on existing municipal land.	*Cost will vary significantly based on land requirements and design for new facility.*							
56. Identify the potential role for one additional FTE worker in the Community Services Department to assist with existing recreation services provision.	*$50,000*							
57. Investigate the feasibility of adopting CLASS booking software with online booking capabilities.	*$30,000*							

4.2 Prioritizing Plan Recommendations

This Master Plan has identified recommendations in terms of appropriate timing. This provides Council with some strategic direction as to the relative prioritization of the recommendations. Regardless, ultimately the decisions regarding what the City invests in, and the specific timing of this investment will rest with Council. To assist in the process of prioritizing investment in parks and recreation projects over the course of the Plan, we have provided the following suggested decision matrix. This is for assistance only, and Council may choose to add additional categories, remove categories, and weight categories as they see fit.

Category	Score			
	Good Fit 4	Marginal Fit 3	Poor Fit 2	No Fit 1
Fits with Council's Strategic Priorities				
Identified community need through a.) Strategic planning exercise b.) Community consultation				
Funds previously allocated through budgeting process.				
Project will positively impact sectors/departments beyond community services.				
Addresses a previously recognized service gap.				
Improves equitable distribution of recreation amenities and programming between communities.				
Does not duplicate existing or nearby programs or services.				
Collaborative opportunities identified to reduce financial and operative burden.				
TOTAL SCORE				

5 References

Ontario Ministry of Culture and Recreation: Guidelines for Developing Public Recreation Facility Standards (2004).

Statistics Canada - 2011 National Household Survey. Catalogue Number 99-012-X2011032.

City of Clarence-Rockland, Planning Department Statistics 2015.

STRATEGIC PLANNING

Have your say….it's your future!

Clarence-Rockland

Destination

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 adds, 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

SWOT ANALYSIS

STRENGTHS

- Parks
- Garbage and recycling
- Snow removal
- Sense of Community
- Council and city staff
- Recreational activities
- Retail and businesses
- Police services
- Fire services
- Library
- Infrastructures
- YMCA
- Daycare
- Attractive/Clean
- CIH/Arenas
- Public transportation
- Economic growth
- Proximity (Montreal-Ottawa)
- Bilingual
- Culture/Heritage

WEAKNESSES

- Roads/Ditches
- Downtown
- Bike paths
- Sidewalks
- Communication
- Economic development
- Taxes
- Waterfront development
- Public transportation
- Environment (Compost and Deforestation)
- Planning and construction

OPPORTUNITIES

- Retail development
- Businesses
- Economic development
- Bike Paths
- Water and sewers
- Waterfront development
- Public transportation
- City staff retention
- Downtown revitalization
- Community events
- Recreational activities
- Communication
- Environment (Compost)
- Library

THREATS

- Infrastructure
- Hwy 17/174
- Public transportation
- Planning and construction
- Taxes

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

**** 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 and village core areas. Subsequently, linkages will be assessed between 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 Prepardeness					
	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	• Ongoing	City - Operating Budget	**Protective Services *** All Departments	

**** 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 • 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	• Prepare annual progress report re: implementation of accessibility measures • Post 2018-2023 plan/policies on web-site • Submit updated Accessibility Plan and Policies to Province • Ongoing	City - Operating and Capital Budget	**Clerk *** Community Services Infrastructure and Planning Protective Services	• Update of Accessibility Plan and Policies will comply wth mandatory Integrated Accessibility Standards (IASR)

**** 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 • 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	City - Operating and Capital Budget	**Community Services *** Infrastructure and Planning	

**** 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	
		• 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			• UCPR is road authority. Clarence-Rockland will be in a support role.
		• In conjunction with UCPR prepare brief to Federal and Provincial governments in regard to funding County Road 17	• Ongoing			• Ottawa is jurisdictional authority for Highway 174

**** 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 Retain consultant - $ 100K	**Finance and Economic Development *** Infrastructure and Planning	• Approved in 2017

**** 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	• Prepare asset management policies • Submit corporate asset management plan to province	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**	

Clarence-Rockland

OFFICIAL PLAN of THE URBAN AREA of THE CITY of CLARENCE-ROCKLAND

J.L.Richards
ENGINEERS · ARCHITECTS · PLANNERS

Official Plan of the Urban Area
of the City of Clarence-Rockland

November 19, 2013

Prescott Russell
Urbanisme et Foresterie · Travaux publics
Planning and Forestry · Public Works

Le 1 octobre 2014

Cité de Clarence-Rockland
Monsieur Mike Michaud
Directeur
Service de l'Aménagement du territoire
1560, rue Laurier
Rockland ON K4K 1P7

SUJET : Fin de la période d'appel
Plan officiel de l'aire urbaine de la cité de Clarence-Rockland
Dossier nº 020-LOPA-14-002

Monsieur Michaud,

La présente est à l'effet de vous informer que la période d'appel dans le dossier cité en rubrique est échue depuis le 29 septembre 2014 et que nous n'avons reçu aucune objection relativement à cette filière. Le Plan officiel de l'aire urbaine de la cité de Clarence-Rockland est par conséquent en vigueur depuis le 30 septembre 2014.

En espérant le tout à votre entière satisfaction.

Le directeur de l'Urbanisme et de la Foresterie

Louis Prévost

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OFFICIAL PLAN OF THE URBAN AREA
OF THE
CITY OF CLARENCE-ROCKLAND

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SECTION 1
TITLE AND COMPONENTS OF THE OFFICIAL PLAN

1.1 Title

Upon approval of the United Counties of Prescott and Russell, this Official Plan shall be known as the “Official Plan of the Urban Area of the City of Clarence-Rockland”, hereafter referred to as “Urban Area.”

1.2 Boundaries

This Official Plan applies to all the lands within the boundaries of the Urban Area of the City of Clarence-Rockland, as shown on Schedule ‘A’ of the Official Plan of the United Counties of Prescott and Russell, as amended.

1.3 The Official Plan

The Official Plan consists of the attached text and the attached Schedule ’A’ and Schedule ’B’.

Sections 1, 2, 3 and 4 provide the Introduction, Basis, Goals and Objectives and General Development Policies.

Sections 5 to 12 provide policies for specific land use designations, transportation, servicing, implementation and interpretation of the Plan.

Schedule ‘A’, Land Use Designations, illustrates the limits and locations of the land use designations and Policy Areas.

Schedule ‘B’ illustrates the Transportation Network and related linkages within the Urban area, showing a hierarchy of the Road network (i.e., arterial, collector), as well as the recreational pathway system (i.e., pedestrian, bicycle) and linkages with Open Spaces.

SECTION 2
BASIS FOR THE OFFICIAL PLAN

2.1 Policy Context

This Official Plan was prepared to direct the future development of the Urban Area of the City of Clarence-Rockland for a period of approximately 20 years, from 2013 to the year 2033. This Plan is consistent with the Provincial Policy Statement and the *Planning Act*, conforms to the Official Plan of the United Counties of Prescott and Russell, and establishes specific policies that reflect the unique character of Rockland.

This Plan covers the entire area within the limits of the Urban Area. The Plan takes into account the functional relationships between the Urban Area, the surrounding rural area and hamlets and adjacent municipalities in the United Counties of Prescott and Russell, and the City of Ottawa.

The Provincial Policy Statement, as well as the Official Plan of the United Counties of Prescott and Russell, establishes a number of policies affecting planning matters that must be adhered to. The following sections include policies that are consistent with statements issued under the *Planning Act* and are complemented by locally-generated policies regarding matters of municipal interest.

2.2 Strategic Direction

There are three basic principles of the Plan. These are:

1. That sustainable growth is desirable and the Plan should be flexible;

2. That quality of life must be preserved and enhanced;

3. To create a vision and set policies in order to manage future growth within Rockland.

2.3 Growth and Population Projections

For growth and population projections, refer to the Urban Boundary Review produced for the City of Clarence-Rockland (February 2010) as well as the United Counties of Prescott and Russell Official Plan.

2.4 Municipal Roles

The role of the Urban Area has evolved since the last Official Plan from a regional centre, a manufacturing town and a dormitory town to the following:

1. A regional service centre that provides commercial goods and services, community services and facilities for the surrounding municipalities of the United Counties of Prescott and Russell.

2. A centre for educational facilities.

3. A place that offers a full range of housing choice and affordability on fully serviced lots and is in the vicinity of the City of Ottawa.

2.5 Environmental

In recent years, there has been a growing awareness of the need to protect the environment as

a natural attribute that contributes to the character of a municipality. The *Planning Act* enables the City to do this within limitations.

The natural environment, which includes the air, ground, water and energy, can be severely affected by human activities; therefore, it is necessary to plan with these elements and their functions in mind, in order to anticipate how they could be affected and take the necessary actions to protect their integrity.

This Plan recognizes the importance of protecting and enhancing the Ottawa River and other watercourses within the Urban Area as well as opportunities to provide compatible recreational opportunities along these scenic natural areas.

2.6 Residential

For information regarding residential growth and projections, refer to the Urban Boundary Review produced for the City of Clarence-Rockland (February 2010) as part of the Five-Year Review supporting information and material.

The predominant land use in the Urban Area is residential and it has contributed to most of the construction that has occurred in the past decade or so. In particular, over the past five years, the City of Clarence-Rockland has experienced unprecedented residential growth with approximately 80% of the growth occurring in the Urban Area. There has been an increase in row dwellings and apartment developments over the past decade. These types of residential developments are in response to a market demand for more affordable housing. This is reflective of an aging population and an increase in young families purchasing their first home.

Council shall consider increasing residential building heights in areas deemed proper for these types of development.

It is anticipated that the main form of residential tenure and construction will be single dwellings. However, as the population continues to grow, opportunities for higher density must be made available.

The United Counties of Prescott and Russell Official Plan provides guidance on the distribution of residential types and density. The Official Plan is seeking to ensure that 70% of all new housing will be low density (up to 16 units per net ha), 20% medium density (up to 30 units per net ha) and 10% high density (more than 30 units per net ha). A net hectare is defined as the actual land used for the development of residential land use exclusive of land required for roads, parks or other amenities.

Rockland needs to recognize its niche in the market place and promote housing that is affordable as well as housing in unique locations, such as the waterfront. Future growth areas within the Urban Area need to be efficiently planned in a manner that will accommodate all forms of residential housing. Higher density residential development will be promoted and supported in the area adjacent to the Commercial Core Area to support commercial development along Laurier Street.

2.7 Parks and Open Space

The Urban Area offers a wide range of opportunities for recreation. The Urban Area and the various school boards have entered into agreements to share their respective facilities. There are several active and passive parks throughout the Urban Area, as well as a private golf

course.

There is a need to continue to expand the supply of parkland as the population increases and to provide linkages between these. The waterfront provides opportunities for public recreational opportunities, tourism and water-oriented commercial activities.

2.8 Commercial Concentration

Laurier Street is the main commercial arterial of the Urban Area. There are two commercial nodes or sectors along Laurier Street: the existing Downtown Core Area and the existing commercial development in the west end of the Urban Area.

The Urban Area possesses a diversified local commercial base. In the past few years, the most active commercial developments have been the fast-food and retail sectors, such as large format retail along County Road 17.

2.9 Industrial Development

The Municipality encourages existing businesses to expand and encourages the development of service commercial, light industrial and business park uses. Medium and heavy industrial uses will be discouraged within the limits of the Urban Area in favour of rural locations away from residential uses such as Trade and Industry Policy Areas.

2.10 Economic Growth and Development

The Urban Area has relied on traditional commercial and light industrial uses for non-residential tax assessment and very little of the tax revenue has, in fact, been generated by light industrial uses.

The nature of employment has changed over the past decade. Schools and other community facilities have become one of the dominant employment sectors in the Urban Area.

With assets such as its bilingual character, its closeness to the Capital region, its unique location along the Ottawa River and its role as a major service centre for Prescott-Russell, the Urban Area intends to take steps to diversify its economy. Council has agreed to prepare an economic development strategy including a downtown revitalization strategy and has already taken steps in order to foster home-based businesses by amending the zoning provisions.

Many government programs are available to stimulate economic development. The United Counties of Prescott and Russell have made a commitment to this objective as well. The Urban Area should cooperate with these agencies and encourage the business community to take advantage of these programs.

2.11 Transportation

County Road No. 17 and Laurier Street function as the main east-west corridor. All collector roads in the Urban Area should direct traffic to these roads.

In the southern portion of the Urban Area, there is a need to define collector roads that will direct traffic from the residential areas to the commercial nodes.

In the eastern portion of the Urban Area, Council will work with the UCPR to improve the

intersection of Laurier Street with County Road 17 by possibly eliminating the existing entrance in favor of a more westerly entrance as conceptually depicted on Schedule B.

In addition to the road network, a system of defined bicycle routes and pedestrians or nature trails that are integrated with roadways and sidewalks would contribute to a more efficient internal transportation network, as shown on Schedule 'B' to this Official Plan document.

2.12 Heritage

A number of properties have been designated as buildings of historical and architectural value or interest under Part IV of the *Ontario Heritage Act*, 1974.

Building	Location
Former Post Office	2055 Laurier St.
Former Rockland Town Hall	1560 Laurier St.
Catholic Church & Rectory	2178, 2180 & 2184 Laurier St.
St. Andrew Community Centre	1595 Laurier St.
Former Baptist Church	1587 Laurier St.

The City intends to encourage the preservation and restoration of non-designated existing structures that contribute to the historic character and to designate other properties within the Urban Area for their historical or architectural value or interest.

2.13 Social Development

The City and the school boards have entered into agreements allowing students to use municipal equipment (arena, tennis courts, baseball diamonds, outdoor rinks, community hall) and residents to use school facilities (gymnasium, auditorium, school yards, football fields, school rooms, etc.). The need for similar agreements will increase with a growing population and declining financial resources.

The City encourages and recognizes the contribution and involvement of volunteer work throughout the community.

2.14 Affordable Housing

Affordable housing includes all forms of tenure, such as social housing, co-op housing, condominium, rental, private ownership, homes for the aged, homes for the disabled and all special needs housing.

Affordable housing includes all residential units that meet the definition of affordability of the Province of Ontario. Council shall encourage infill and housing intensification, particularly in the core area of the Urban Area. Development standards and densities within the Urban Area should be cost-effective, thereby reducing the costs associated with housing. Alternative housing types, such as garden suites and accessory dwelling units, shall be permitted in the Urban Area.

2.15 Flexibility

A flexible approach to planning is important to the growth of the Urban Area. The Plan must be flexible in responding to development applications, proactive in attracting development by

describing the wishes of Council, and provide sufficient direction to manage future development. The City is in a competitive environment in relation to other municipalities and it is desirable to have a Plan that is general in nature, and which permits some interpretation to respond to the day to day needs of the City without being amended.
The Plan may need to be amended to accommodate unanticipated situations and as a measure of control over certain types of uses that have negative impacts on adjacent uses and, in particular, residential uses.

2.16 Planning Concept

1. The planning concept that appears on Schedule 'A', Land Use Designations, defines each major functional area. This Plan lists the permitted uses and details the appropriate policies applying to the permitted uses.

2. The concept that is illustrated on Schedule 'A' is that of a growing community. All land that has potential for development has been designated for uses that are in keeping with the City's vision. The City favours uses that are urban and that will contribute to maintaining or enhancing the Urban Area's character and role as a growing community. Consequently, certain types of new developments, such as estate lot, mobile homes, heavy industry and agricultural uses are prohibited.

3. The predominant land use on the Official Plan is residential. The designation distinguishes between low and medium density residential uses.

4. The residential uses are to be supported by a compact local Commercial Core that fronts onto the historic commercial street of the Urban Area (Laurier Street), by a large area of service commercial uses located at the west end of the Urban Area and by small local commercial nodes scattered throughout the Urban Area. Large format retail centres on County Road 17 compliment the local commercial areas.

5. Several schools are grouped together in the heart of the Urban Area, creating an education campus. These sites also provide recreational and community facilities, outdoor equipment, open space and a large wooded area that contribute to the natural environment. Council shall ensure that these facilities can expand without creating negative impacts for the adjacent residential communities and road network.

6. There are several active parks in the Urban Area and several more are planned in the future. Nature trails and bicycle routes should be considered and planned to link all the open space and parks throughout the Urban Area.

7. There is a large passive open space that runs along the edge of Lafontaine Creek at the bottom of a well treed bluff and a smaller one located in the northwest end of the Urban Area near Voisine Road and Woods Street. These sites are used as stormwater management facilities. Also, there is a Provincially Significant Wetland (PSW) located along Clarence Creek and the Ottawa River, and a former quarry that has been designated as an Area of Natural and Scientific Interest (ANSI) by the Ministry of Natural Resources. All of these features add to the natural diversity of the landscape and provide opportunities for passive and active recreational use.

8. One (1) area has been identified on Schedule 'A' of the Official Plan as "Special Study Area (SSA)." This site, which has been added to the Urban Area by Amendment to the County Official Plan, would require the preparation of special studies to determine its

future development potential.

9. Several changes are proposed for the existing road system in order to improve access to and within the Urban Area. Council will work with the County on assessing the social impacts of widening County Road 17 as this may further split the Urban Area into two, while effectively isolating the southern portion of the Urban Area from the river. An east-west bypass road with a southern alignment should be further considered and explored. Many of the changes are illustrated on Schedule 'B' and include: the extension of Docteur Corbeil to St-Jean; the extension of Caron Street to County Road No. 17; and the development of an east-west Arterial Road across the southern section of the Urban Area.

10. The lands located north of County Road No. 17 and east of the sewage treatment plant are proposed for a "Business Park" designation and a portion of land at the northern end of Edwards Street is redesignated to allow water-oriented recreational facilities.

2.17 Approach to Planning

1. Land uses have specific designations on Schedule 'A'. Some of the land uses have special policies that need to be addressed prior to development.

2. The City will cooperate with other levels of government in order to provide an appropriate level of service at a reasonable price. To achieve this, the City will work with other municipalities and public agencies to share in the provision of services to the residents of the Urban Area.

3. All proponents of development shall meet with the City's Planning Department prior to submitting an application for development.

SECTION 3
GOALS, OBJECTIVES, ACTIONS AND VISION STATEMENT

3.1 Goals

The Official Plan manages the future development for the Urban Area; it provides a land use planning concept, policies and comprehensive implementation tools.

The goals of the Plan are as follows:

1. Establish the planning policies for the Urban Area.

2. Permit the City to take advantage of development opportunities.

3. Make planning decisions based on the long term needs of the Urban Area and the City in general.

4. Adopt a proactive approach to encourage economic growth and development.

5. Involve the public in the decision-making process and balance the long term needs of the residents with the rights of the individual.

6. Formulate policies and land use concepts that meet the needs of the City for the planning period to the year 2033.

7. Select the most appropriate land uses and designate these in the most efficient manner so as to make the best use of land.

8. Encourage access to sustainable and active forms of transportation infrastructure through pedestrian links, bicycle paths and open spaces.

9. Permit reduced Right–of-Way widths as long as they are appropriate for the proposed density.

3.2 Objectives

The objectives of the Plan are as follows:

1. Encourage development that respects the character of the Urban Area.

2. Provide for a greater variety of housing types.

3. Reserve areas for non-residential development.

4. Promote the roles of the City (regional centre, education facilities, and residential character).

5. Promote the Urban Area’s assets, setting, location (along the shore of the Ottawa River), charms, and potential.

6. Introduce a more flexible approach to planning while respecting the planning principles in the Plan.

7. Assure a greater compatibility of land uses, particularly for new development proposals abutting existing areas.

8. Permit the use of all lands to their best potential within the planning concept.

9. Allow development only where full municipal services are available.

10. Adopt a hierarchy for the road network that promotes efficient utilization, discourages through traffic on local roads, and directs traffic from local roads to collectors and from collectors to arterials.

11. Encourage preservation, restoration and conversion of older buildings that have historical or architectural value or interest.

12. Recognize the environment as a positive feature in development proposals by protecting and assuming hazard lands (i.e. flood plains, unstable slopes) and natural heritage lands (i.e. wetlands) and natural heritage corridors.

13. Preserve environmentally sensitive lands and consider physical development constraints in the preparation of development proposals.

14. Strengthen the City's role as an important educational and community facilities centre in the United Counties of Prescott and Russell.

15. Foster a stronger Downtown Core Area by concentrating retail commercial along the core area of Laurier Street, reducing through traffic and placing an emphasis on this area being community focused and a people place.

16. Encourage public participation in the planning process.

3.3 Actions

1. Review and update the Comprehensive Zoning By-law to conform to the provisions of this Plan.

2. Update the existing economic development strategy to strengthen its economic position and assist commerce to expand and develop in Urban Area.

3. Provide assistance in the creation of a public parking lot(s) within the Commercial Core Area.

4. Develop a compact pedestrian-oriented Commercial Core Area.

5. Develop urban design policies (i.e., signage, street furniture, etc.) that will be used in reviewing development proposals within the Commercial Core Area.

6. Update the Recreation Master Plan and the Sanitary Sewer Master Plan.

7. Designate the Ste. Famille Community Center as a property of historical value or interest.

8. Improve the internal road network.

9. Review the potential location of a 4-lane Roadway linking Trim Road in the City of

Ottawa to the Urban Area.

10. Favour development that will result in minimum expenditure for infrastructure works for the Urban Area.

11. Support initiatives to implement a public transit system within the City of Clarence-Rockland.

12. Promote the use of bicycles as a means of transportation.

13. Maintain municipal infrastructures to acceptable standards.

14. Assist source protection committees throughout the source protection planning process.

15. Develop a private approach by-law to mitigate issues with respect to private property access to public roads.

16. Council shall have the currently designated Wetland along County Road 17 re-evaluated to determine if these lands should remain in this designation.

17. Develop a site alteration by-law.

18. Have St-Jean Street downloaded from the County to a local collector road for the portion within the Urban Area.

19. Undertake a study to determine the need and feasibility for a stormwater management facility(ies) to service the Commercial Core Area.

3.4 Vision Statement

The Planning Department, in preparing this Plan, conducted extensive public consultation. During the preparation of this Plan, a vision of the Urban Area emerged. The following vision statement provides an overall context for the preparation of the Plan and for the future strategic direction of the Urban Area.

“The Municipal Council is committed to a land use planning process which manages changes that occur in the evolution and development of the Urban Area. The Official Plan is a document that reflects the public interest while recognizing individual rights and responsibilities. By adopting the policies in this Official Plan, the Municipal Council will strive to create a high quality living environment by providing a balance between the preservation of natural and physical resources while meeting the other needs of the existing and future population in a fiscally responsible manner. The Municipal Council also recognizes that land within the Urban Area is a limited resource and long range plans are needed to manage existing resources and to address future requirements.”

SECTION 4
GENERAL DEVELOPMENT POLICIES

The policies of this Section deal with development considerations that are common to a number of land use categories. These policies apply, where relevant, in addition to the policies under the specific land use categories.

4.1 Access to Public Road

All new development must have frontage on a public road that is of an adequate width and standard of construction and is maintained year-round by the City of Clarence-Rockland or other Public Authority.

All new development will be carefully located so that no traffic hazard is created by the new use.

The policies and guidelines of the United Counties of Prescott and Russell will apply to any new development abutting a County Road.

4.2 Contaminated Sites and Records of Site Condition

Contaminated Lands are those lands where the environmental condition of the property has been harmed through past activities. Although such lands represent a potential hazard due to real or perceived environmental contamination, opportunities for brownfield redevelopment may exist. The redevelopment of abandoned or underutilized industrial and commercial sites is consistent with the policies encouraging increased intensification in built-up areas.

The following policies will apply:

1. In order to ensure that there will be no adverse effects from any proposed development or redevelopment, environmental site assessments and remediation of contaminated sites are required by this Plan prior to any activity or development occurring on the site that is known or suspected to be contaminated. The City will require the proponent of development on such sites to determine the nature and extent of contamination and the necessary remediation measures in accordance with the policies below.

2. The City will require all applications for development in areas known or suspected of former land use activities that may lead to soil contamination be supported by a Phase I Environmental Site Assessment (ESA).

3. Where a Phase I ESA reveals that a site may be contaminated, a Phase II ESA will be required. A Phase I or II ESA is an assessment of property conducted in accordance with Part XV.I of the *Environmental Protection Act* and Ontario Regulation 153/04 or their successors by or under the supervision of a qualified person to determine the location and concentration of one or more contaminants on the site proposed for development.

4. Prior to a development being approved on a site where information reveals that the site may be or is contaminated, the applicant will provide a Record of Site Condition in accordance with Part XV.I of the *Environmental Protection Act*, and Ontario Regulation 153/04 or their successors. The Record of Site Condition, which details requirements related to site assessment and cleanup, must be acknowledged by the Ministry of the Environment and uploaded to the Electronic Brownfields Registry, confirming that the site has been made suitable for the proposed use. The Record of Site Condition and MOE acknowledgement will be provided to the City. If a Certificate of Property Use (CPU) is required, it will be registered on title of the subject lands.

5. All contaminated lands shall be subject to Site Plan Control.

6. The City may consider a program for financial and other incentives to promote the redevelopment and reuse of brownfield properties that are subject to environmental constraints.

4.3 Cultural Heritage, Significant Built Heritage and Archaeological Resources

The City of Clarence-Rockland recognizes the importance of cultural heritage resources and significant built heritage resources. Therefore, Council will encourage the identification, conservation, protection, restoration, maintenance and enhancement of cultural heritage resources and significant built heritage resources. All new development permitted by the policies of this Plan will have regard for cultural heritage resources and significant built heritage resources and will, wherever possible, incorporate these resources into any new development plans. In addition, all new development will be planned in a manner that preserves and enhances the context in which cultural heritage resources and significant built heritage resources are situated.

Cultural heritage resources include, but are not restricted to, archaeological sites, cemeteries and burial sites, buildings and structural remains of historical and architectural value, and human-made rural, village and urban districts or landscapes of historic and scenic interest.

Pursuant to the *Ontario Heritage Act*, the Municipality may, by By-law:

a) designate properties to be of historic or architectural value or interest;

b) define any area or areas within Rockland as an area to be examined for designation as a heritage conservation district; and

c) designate Rockland, or any area or areas within Rockland, as a heritage conservation district.

The City of Clarence-Rockland will lead the community in restoring, rehabilitating, enhancing and maintaining cultural heritage resources owned by the Municipality as examples of the proper stewardship of such resources.

The City of Clarence-Rockland may participate in the development of significant cultural heritage resources through acquisition, assembly, resale, joint ventures or other forms of involvement that will result in the sensitive conservation, restoration or rehabilitation of those resources.

The City of Clarence-Rockland recognizes that there may be archaeological remains of prehistoric or historic habitation, or areas containing archaeological potential within the boundaries of the Urban Area. The City of Clarence-Rockland may require archaeological assessments conducted by archaeologists licensed under the *Ontario Heritage Act*, as a condition of any development proposal affecting areas containing a known archaeological site or considered to have archaeological potential. Archaeological Assessment Reports conducted by licensed archaeologists are to be in compliance with guidelines set out by the Ministry of Citizenship, Culture and Recreation, as well as licensing requirements developed under the *Ontario Heritage Act*.

The retention, renewal and conservation of commercial built resources of historic or architectural merit will be encouraged if they are affected by an application for development or redevelopment. The impact of such development plans on the character of the surrounding area will also be considered.
The City of Clarence-Rockland may utilize available government or non-government funding assistance programs to assist in the implementation of cultural heritage conservation policies. The City of Clarence-Rockland, where appropriate, will co-operate with other levels of government, as well as private agencies and individuals in the conservation of cultural heritage resources in the Municipality. The City of Clarence-Rockland will co-ordinate its heritage plans and programs with heritage plans and programs of senior levels of government.

Council shall consult with the appropriate government agencies, including the Ministry of Tourism, Culture and Recreation and the Ministry of Consumer and Commercial Relations when an identified human cemetery, marked or unmarked human burial is affected by land use development. The provisions under the *Ontario Heritage Act* and the *Cemeteries Act* shall apply. A Local Architectural Conservation Advisory Committee (LACAC) may be established pursuant to the *Ontario Heritage Act* to advise and assist Council on heritage property designation and heritage conservation planning matters.

Council shall have regard for cultural heritage resources in the undertaking of Municipal public works and related municipal undertakings involving environmental assessments. When necessary, Council will require satisfactory measures to mitigate any negative impacts to significant cultural heritage resources.

Council shall consider development and site alteration on lands containing archeological resources or areas of archaeological potential only if the significant archaeological resources have been conserved by removal and documentation or by the preservation on site.

Council may permit development and site alteration on adjacent lands to protected heritage property where the proposed development and site alteration has been evaluated and it has been demonstrated that the heritage attributes of the protected heritage property will be conserved. Alternative development techniques and/or mitigative measures may be required in order to conserve the heritage attributes of the protected heritage property affected by the adjacent development or site alteration.

4.4 Division of Land

The policies for the creation of new lots are outlined below. Regard must also be given to other applicable policies contained in the Plan, including the access requirements of Section 4.1, the servicing requirements of Section 4.20, as well as to the *Planning Act* and the Provincial Policy Statement.

The division of land can take place in two ways: by consent and by plan of subdivision. It is acknowledged that the plan of subdivision process for lot creation provides for a more thorough and comprehensive review of development. However, at the same time, it is also recognized that some development will continue to take place by the consent process. The Official Plan includes policies that will provide more rigorous controls and conditions for consents. These criteria and conditions will provide for a more thorough review of consent applications and will incorporate many of the benefits of the subdivision review process.

There are general policies that apply to all divisions of land and more specific policies have been developed for consents (severances) and plans of subdivision.

4.4.1 General Policies

1. All new lots shall have frontage on a public road that is open and maintained year-round by either the Municipality or a Condominium Corporation.
2. The size and shape of any lot created will be appropriate for the proposed use and conform to the provisions of the Zoning By-law.

3. The division of land must not result in the landlocking of any parcel of land. Development commonly referred to as “keyhole” will not be permitted.

4. Any division of land must respect the separation distances for land uses as set out in this Plan and in the Zoning By-law.

5. Road widening(s) may be requested as a condition of any division of land.

6. The Municipality is entitled to a dedication of land for park purposes as a condition on any division of land. Where the proposed development comprises or abuts land along a watercourse, it is recommended that the Municipality selects that land for park purposes. In this regard, subdividers of shoreline property shall be required to convey lands that encompass not only 5% of the land being developed, but which also encompass at least five percent of the usable shoreline. Special consideration shall be given to those developments that convey more than 5% of the shoreline for usable public use. Where lands are dedicated for park purposes, the Municipality will accept only those lands suitable for park use. The Municipality may, nevertheless, accept unsatisfactory land in this regard if such land is over and above the maximum allowed dedication. In the case of low density residential uses, the land to be dedicated to the Municipality for parkland purposes will represent 5% of the area of the affected land. For residential developments of higher density, the Municipality will require an equivalent of one (1) hectare per 300 residential units for parkland purposes, rather than 5% of the gross land area included in the plan. For commercial and industrial uses, the land to be dedicated for parkland will represent 2% of the gross land area. Cash-in-lieu of land may be requested by the Municipality in situations where there is a public park in the area that is adequate for existing and future population. Cash-in-lieu may also be requested where the amount of land involved is small and, therefore, unsuitable for park development.

7. In considering applications for division of land, Council will consult with the United Counties of Prescott and Russell, School Boards and any other Boards, Committees or Agencies that must plan for future growth.

8. The cumulative effect of development and the resulting financial implications for the Municipality will be monitored on an ongoing basis. In reviewing applications, Council will consider the following matters:

   a) the studies required to determine the appropriate water and sewage disposal services;

   b) the inventory of vacant lots and the demand for new lots;

   c) the adequacy and availability of services provided by the Municipality; and

   d) the condition of the roads in the immediate vicinity.

9. A division of land will not be permitted in areas that are subject to flooding or other development constraints that would make the parcel unsuitable for the intended use, unless the proposed lot or lots are of an appropriate size and configuration to ensure that all buildings, structures, site services and site access can be safely accommodated.

10. A division of land will not be permitted within a Provincially Significant Wetland and where the division of land is not supported by an Environmental Impact Study (EIS), as described in Section 4.5, when required.

11. The Municipality requires applicants to pre-consult with planning staff prior to the submission of all *Planning Act* applications.

4.4.2 Additional Policies for Consents

In reviewing severance applications, Council will consider the cumulative impact of development, including the environmental, social and economic implications. With regard to the environmental impacts, the criteria set out in subsections 1 and 2 below will apply. In order to evaluate the social and economic impacts, Council will consider the application in the context of the amount of previous severance activity in the immediate area, the number of existing vacant lots, the condition of the road and access to the lot, the surrounding existing land uses and the availability of required municipal services. The criteria relating to these items are set out below.

1. The applicant shall provide sufficient information to allow the Municipality to confirm that the severed and retained lots will be provided with full municipal services. The Municipality shall determine if there is sufficient water and sewage treatment capacity to provide appropriate services.

2. Consents will be granted only where full municipal services can be provided at no additional cost to the Municipality.

3. Where an application for consent would require opening of existing unmaintained road allowances, approval must be obtained from Council. Council will consider any such requests in the context of the overall plans for road maintenance and improvements. Any such roads will have to be constructed to a standard required by the City of Clarence-Rockland and will normally require an agreement between Council and the applicant or owner. Generally, where an application involves the opening of new roads, it will only be considered if it involves a minor addition to the municipal road system.

4. The creation of a lot having access only to a County Road will generally be discouraged. In special circumstances where there is no other alternative available, such lot may be considered provided that the Counties have approved the proposed entrance. The policies and guidelines of the Counties will apply in such circumstances.

5. Council may request any appropriate conditions on any application for consent. Such conditions may require an agreement to be registered on the title to the land.

4.4.3 Additional Policies for Plans of Subdivision

1. Access to lots in a subdivision will be from internal roads. Where necessary for design

purposes, Council may consider direct access for lots from a County Road, subject to the approval by the United Counties of Prescott and Russell.

2. Any new roads within the subdivision will have to be constructed to the standard required by the City of Clarence-Rockland. Driveway locations for corner lots shall be placed at the furthest distance from the intersection.

3. The applicant must provide a servicing report to substantiate that water and sewer service capacities are available for the proposed development. The Municipality shall determine if there are sufficient water and sewage treatment capacities to provide appropriate services.

4. The applicant may be required to provide a tree preservation and planting plan to the satisfaction of the Municipality.

5. The applicant will be required to provide a landscaping plan to the satisfaction of the Municipality.

6. Subdivisions may be phased in accordance with the recommendations of Council. Council reserves the right to establish and implement proper phasing policies in order to ensure that development within designated growth areas is orderly and timely. Along with ensuring specific targets for intensification, specific regard will be made to the provision of infrastructure and public service facilities.

7. For any plan of subdivision, the applicant or owner will be required to enter into a subdivision agreement, which will set out the conditions for the development of the land and such agreement will be registered on the title to the land.

8. All new development should occur adjacent to existing built-up areas as a means of allowing for the efficient use of land, infrastructure and public service facilities.

9. Developments that leapfrog lands will most likely be required to enter into a cost-sharing agreement.

10. The specific provisions of the *Planning Act* relating to plans of subdivision will apply in addition to the policies set out in this Plan.

11. No driveway shall be greater than the width of the garage as it extends through the municipal boulevard adjacent to the street.

4.5 Environmental Impact Study (EIS)

Two types of EIS exist – the scoped-site EIS and the full-site EIS. The nature of the proposed development and its setting will determine the appropriate type of EIS to be applied.

A scoped-site EIS addresses the EIS requirements in an abbreviated report form or checklist prepared by the development proponent or an environmental professional. A scoped-EIS is usually applied to minor developments, such as single-lot severances, or where negative impacts are known to be minor based on experience with local conditions. The exact requirements of the scoped-site EIS will be established through consultation with Municipal staff.

A full-site EIS is prepared by a qualified professional retained by the proponent for development proposals where the scoped-site EIS is insufficient to address potential impacts. A full-site EIS requires a greater level of detail appropriate to the scale of the proposed development. A qualified professional will prepare the full-site EIS.

The following items will be required in support of a full-site EIS:

a) a map showing the location of the study area, including the location and extent of any natural feature and the location of the proposed development;

b) a description of the natural features and their ecological functions in the study area;
c) a description of the proposed development;

d) a description of the proposed development's impacts on the natural features and ecological functions (all phases of the proposed development, including post-construction, to be considered);

e) a description of the actions that may be reasonably required to prevent, change, minimize or mitigate impacts on the natural features and functions that could result from the proposed development;

f) an evaluation of cumulative effects that the proposed development, in light of existing development activities in the area, may have after mitigation on natural features and ecological functions;

g) a professional opinion as to whether or not the proposed development will have negative impacts on natural features and ecological functions; and

h) a description of monitoring activities to be undertaken (and identification of those responsible for the monitoring) to ensure that the mitigative measures are having the desired effects.

4.6 Group Homes

A group home is a single housekeeping unit in a residential dwelling that is intended to provide a community-based group living arrangement for three to ten persons, excluding staff or receiving family, who are supervised and receive care in accordance with their needs. The home will be licensed or approved in accordance with provincial statutes.

Group homes are a permitted use in all designations that permit residential uses. It is the intent of this Plan to recognize the need for group homes, to recognize the needs and concerns of the residents of the Municipality and to ensure the effective integration of group homes into the community so that they will function successfully and obtain community acceptance. In order to achieve these objectives appropriate regulations will be included in the Zoning By-law and Council will provide input to the provincial licensing or approval authorities on any applications for group homes in the Municipality.

The Zoning By-law will specifically define permitted group homes and specify where they will be allowed (i.e., typically on Local Collector Roads). New types of group homes established by the Province from time to time will be assessed in light of the policies of this Plan and added, where appropriate, to the Zoning By-law. The Zoning By-law may include provisions limiting the total number of group homes allowed, as well as establishing spacing requirements for the location

of group homes.

4.7 Hazard Lands

Hazard lands are those lands that are subject to development constraints that pose or have the potential to pose a danger to health and safety or environmental impact if development or site alteration occurs. These hazard areas include lands that are subject to erosion, flood, karst topography, unstable or organic soils, steep slopes, or other identified hazard. Development and site alteration will generally be directed to areas outside of hazard lands. However, development and site alteration, excluding institutional uses or essential emergency services or the disposal, manufacture, treatment or storage of hazardous substances (as defined in the Provincial Policy Statement, 2005) may be permitted in limited circumstances, provided the following conditions can be met:

a) the hazard can be safely addressed, and the development and site alteration is carried out in accordance with established standards and procedures;

b) new hazards are not created and existing hazards are not aggravated;

c) no adverse environmental impacts will result. An Environmental Impact Study, as described in Section 4.5 of the Plan, may be required; and

d) vehicles and people have a way of safely entering and exiting the area during times of flooding, erosion and other emergencies.

For the purposes of this section, development means the creation of a new lot, a change in land use, or the construction of buildings or structures, requiring approval under the *Planning Act*, but does not include activities under an environmental assessment process or works subject to the *Drainage Act*. For the purposes of this section, site alteration shall mean activities, such as fill, grading and excavation that would change landform and natural vegetative characteristics of a site.

Council may require the submission of technical studies to support the development and/or site alteration proposed. The City of Clarence-Rockland may use various planning and other approvals (e.g. Site Plan Control, site specific zoning, site alteration by-laws, etc.) to implement the results of technical studies.

4.8 Holding Zones

It is not intended that all land use areas designated in the Official Plan will be zoned for such uses immediately in the Zoning By-law. Areas may be zoned otherwise in the By-law for their existing uses or in a holding zone category as provided for in the *Planning Act* and in accordance with the following objectives and criteria.

1. It is the intention of Council to place certain lands within a holding category in the implementing Zoning By-law when the principle of development has been established, in order to:

    a) identify future development areas;

    b) ensure that services will be properly designed;

c) ensure that any development constraints can be properly overcome;

d) effect the phasing and proper design of large scale residential, commercial and industrial developments; and

e) ensure that any necessary agreements that may include financial considerations have been completed.

Lands throughout the Urban Area may be zoned in a holding zone in accordance with the objectives set forth above.

Lands that are subject to holding provisions will be identified in the Zoning By-law by the symbol "h" in conjunction with the appropriate zone symbol denoting the eventual usage of the land and will be subject to the following policy:

2. Lands in a holding zone will generally be limited to existing uses or uses that will not prejudice the future development of the lands, such as forestry uses, conservation uses, park and open space uses.

3. The development of lands subject to holding provisions will not be permitted until Council deems it appropriate to remove the holding symbol through an amending By-law in accordance with the criteria outlined below.

   a) the proposed use of lands is in conformity with the requirements of the Zoning By-law;

   b) the required services are provided or can be provided;

   c) any required tests or reports are completed to Council's satisfaction;

   d) the financial requirements of the City of Clarence-Rockland have been fulfilled;

   e) the phasing and design of the proposed development is approved by Council; and

   f) any agreements have been completed to Council's satisfaction.

4. When Council is satisfied that the above criteria have been met in full, Council will consider a proposal to remove the "h" symbol. Notice will be given of Council's intention to remove the holding symbol in accordance with the requirements of the *Planning Act*.

4.9 Home-Based Businesses

There are currently a significant number of home-based businesses operating in the Urban Area. Council recognizes that such businesses represent a good means for expanding employment opportunities within the Municipality. It is Council's intention to encourage home-based businesses throughout the Urban Area and to establish appropriate guidelines to ensure that such businesses maintain a good neighbour policy, and that compatibility issues are addressed. Home-based business operations are intended to remain small in scope. If a home-based business owner wishes to expand his/her business, he/she should seek an appropriate location within the Urban Area's commercial or industrial areas.

4.9.1 Home-Based Occupations

Home occupations may be permitted as an accessory use to any residential use. Appropriate zoning requirements will be developed and included in the implementing Zoning By-law to ensure that they are compatible with surrounding uses. Home-based occupations are intended to remain small in scope. If a person involved with a home-based occupation is determined to expand his/her business, he/she should seek an appropriate location within the Urban Area's commercial or industrial areas.

4.10 Housing

Adequate and affordable housing for all residents is a fundamental component to ensuring a healthy community approach to growth and development. Housing is also a key contributor to individual success at school, in the workplace, and in the community. Official Plan policies have been designed to improve the availability of housing for all current and future residents of the City.

Diversity in the housing supply is achieved by providing a range of housing types, maintaining a balanced mix of ownership and rental housing, and addressing housing requirements for low income groups and people with special needs. Policies in this Plan ensure that a variety of dwelling types are permitted subject to regulations contained in the Zoning By-law. These land uses are outlined in the Residential policies of this Plan.

The ability to address housing in the Official Plan is generally limited to the land use policy and regulatory controls under the *Planning Act*. Many factors that influence housing are beyond the City's control under the *Planning Act*. In recognition of this, the policies in this section serve to provide direction to Council as to how housing needs and issues can be addressed.

4.10.1 Objectives

The following are the housing objectives:

1. Encourage diversity in the supply of housing and promoting a full range of housing types, including housing that is affordable and appropriate to low income groups and people with special needs.

2. Maintain a balanced mix of ownership and rental housing while supporting and promoting accessibility within the housing market.

3. Allow increased residential intensification in the urban area.

4. Promote housing as an important component of the economic development strategy.

5. Support innovation in housing design and development.

6. Support and promote accessibility within the housing market for persons with disabilities.

7. Ensure the City's housing stock provides acceptable levels of health and safety.

4.10.2 Policies

To encourage a greater mix of housing types and tenure, it is policy of this Plan to:

1. Encourage a wide range of housing types and forms suitable to meet the housing needs of all current and future residents.

2. Encourage production of smaller (one and two bedroom) units to accommodate the growing number of smaller households.

3. Promote a range of housing types suitable to the needs of senior citizens.

4.10.3 Housing and Economic Development

Council shall encourage housing providers to pursue housing opportunities that support economic development initiatives; it is policy of this Plan to:

1. Promote mix-use residential development in the Downtown as a stimulus to revitalization and small business development.

2. Support a range of housing types available to seniors, retirees, and younger cohorts by encouraging the development of alternative housing options.

4.10.4 Accessibility

New housing should focus on providing accessible units for the frail and elderly persons with mobility impairments. In order to support and promote accessibility within the housing market, it is policy of this Plan to:

1. Encourage all housing providers to design and develop barrier-free housing.

2. Monitor the availability of modified units within the social housing sector to determine the suitability of these units versus the needs.

4.10.5 Innovation in Housing Design and Development

The City supports innovation in housing design and development that minimizes costs in the production of affordable housing. In order to achieve this, it is policy of this Plan to:

1. Permit alternative development standards where appropriate.

2. Encourage innovative forms of multiple housing and converted dwellings in order to achieve cost efficiencies in the provision of housing.

3. Encourage innovation in housing tenure and financing.

4.10.6 Maintenance of the Housing Stock

The City's housing stock should provide acceptable levels of health and safety to all current and future residents. In order to achieve this, it is policy of this Plan to:

1. Enforce property maintenance standards in all forms of housing throughout the Urban Area.

2. Maximize the use of federal and provincial improvements, rehabilitation and housing assistance programs to maintain and upgrade existing housing stock throughout the

Urban Area.

4.11 Institutional Uses

Institutional uses, such as schools, day care centres, hospitals, museums, churches, libraries, community centres, service clubs and similar public and quasi-public uses, will generally be permitted in all land use designations except Wetlands and/or hazardous lands and hazardous sites, provided that the design and siting of the buildings and structures are in keeping with the character of the surrounding area and that the institutional use will not detract from the primary function and use of the area. Institutional uses will be subject to the following policies:

1. The land is suitable for the proposed use.

2. Adequate off-street parking and loading spaces will be provided.

3. Any new institutional use that generates a significant amount of traffic shall be located in an appropriate place so that surrounding uses are not adversely affected by it (i.e. adjacent a collector road).

4. The location and site development of institutional uses will be regulated through the Zoning By-law.

5. Land use compatibility issues are addressed.

4.12 Land Use Compatibility

In reviewing any development application, Council will be satisfied that the proposed use will be or can be made to be compatible with surrounding uses. Compatibility can be achieved in a variety of ways. It can be a separation distance that is appropriate to the particular uses or setbacks reflective of those existing within the community. It can be buffering features, such as a berm, wall, fence or landscaping, or a combination of these features. It can also consist of an intervening land use that would be compatible with both of the conflicting uses. Where buffering provisions are the means to be used to ensure compatibility, such provisions will be determined through the Site Plan Approval process. Buffering can also be achieved by the natural physical features of the land.

Applicants should consult the Ministry of the Environment's Guideline "Land Use Compatibility between Industrial Facilities and Sensitive Land Uses" when addressing the issue of land use compatibility between industrial uses and sensitive land uses.

4.13 Natural Heritage

4.13.1 General

Council recognizes the importance of protecting valleylands, wildlife habitats, fish habitats and Areas of Natural and Scientific Interest (ANSIs). These natural heritage features have been included on Schedule 'A' to the Official Plan as a Development Constraint in the form of an overlay. The diversity and connectivity of natural heritage features in the Urban Area should be maintained, restored or, where possible, improved by realizing linkages between and among the natural heritage features in the Urban Area and the surrounding environment.

In many instances the City shall take these lands into ownership as development of these lands

takes place. Having them in public ownership will ensure their protection.

Where the extent of, or location of, natural heritage features is unknown, it is Council's intention to ensure that these features or areas are identified and incorporated into the Official Plan as part of the five year review of the Plan.

It is Council's intention to protect natural heritage features and to encourage private landowners to protect and enhance natural heritage features through sound management practices.

4.13.2 Habitat of Endangered and Threatened Species

The habitat of threatened and endangered species has not been identified in the Plan. Council will ensure that, as part of the review of planning and/or development applications, the endangered and threatened species habitat mapping of the Ministry of Natural Resources will be consulted. Development and site alteration will not be permitted within the habitat of an identified endangered or threatened species (as defined in the Provincial Policy Statement, 2005). Council will require the submission of an Environmental Impact Study (EIS) in accordance with the requirements of Section 4.5 of the Plan when development and/or site alterations are proposed within 50 metres of significant portions of the habitat of threatened and endangered species.

4.13.3 Areas of Natural and Scientific Interest (ANSI)

ANSIs are areas of land and water containing natural landscapes and/or features that have been identified as having values related to the protection, appreciation and scientific study or education. These areas have been identified, mapped and ranked by the Ministry of Natural Resources. Boundaries of the ANSIs are shown on Schedule 'A'. Development and/or site alteration may be permitted within an ANSI for any of the permitted uses on the underlying land use designation subject to the following policies:

1. Applications for development and/or site alteration within an ANSI or within 50 metres of an ANSI must be accompanied by an Environmental Impact Study prepared in accordance with Section 4.5 of the Official Plan.

2. Changes to the boundaries of an ANSI require the approval of the Ministry of Natural Resources.

4.13.4 Vegetation Cover

Council recognizes the importance of protecting an adequate forest cover both at the regional and local level. Although the *Municipal Act, 2001* provides the framework that enables local municipalities the power to adopt tree cutting and tree conservation by-law, Council supports local policies to aid in reaching a 30% forest cover at the regional level.

In all designations, Council will ensure through a tree cutting and/or tree conservation by-law and through the development approvals process (i.e. subdivision or site plan agreements) that appropriate care is taken to preserve significant trees and shrubs. Existing landmark trees and hedge lines should be an essential consideration in the design of any development.
In evaluating development applications, Council will consider the following criteria for the purposes of the reasonable protection of trees and shrubs:

1. The maintenance of as much as possible of the natural vegetation between the

development and any existing public roads will be required. Developers will also be encouraged to remove as little of the vegetation as possible for the roads, building sites and servicing facilities and specific provisions relating to protection of vegetation may be incorporated into subdivision or site plan agreements.

2. Selective protection of significant trees or shrubs will be promoted in consultation with local community associations.

3. For developments that require site plan approval, a tree inventory may be required and the grading plan and landscaping plan will consider measures for the protection of trees. Preservation measures may include the use of tree wells and special techniques during the construction phase to protect mature trees.

4. For developments that are proposed by plan of subdivision, the Municipality may require a tree preservation plan as a condition of the subdivision approval. The tree preservation plan will recommend measures for protecting trees. The relocation of trees will be encouraged where this is feasible to enhance the appearance of the development.

4.13.5 Fish Habitat

All rivers, drains and watercourses have the potential to be fish habitat. Those areas that have been identified (mapped as per Ministry of Natural Resources and South Nation Conservation) as fish habitat are shown on Schedule ‘A’ as Fish Habitat. Section 4.21 of this Official Plan establishes a minimum setback from waterbodies at 30 metres. If any development or site alteration is proposed that would reduce that distance or that has the potential to negatively impact fish or fish habitat, an Environmental Impact Study, prepared in accordance with Section 4.5 of the Official Plan, must be submitted to support the development. Approvals from senior levels of government will apply as warranted.

4.14 Noise and Odours

Generally, potential noise problems are best addressed through land use planning approaches that separate noise-generating uses from housing and other noise-sensitive land uses.

Noise and odour impacts shall be addressed for new sensitive land uses adjacent to existing highways, sewage treatment facilities, industries or other stationary or line sources where noise and vibration may be generated. Council may require the proponent to undertake noise or odour studies to assess the impact on existing or proposed sensitive land uses within minimum distances identified in Ministry of the Environment Guidelines, including Publication LU–131, Noise Assessment Criteria in Land Use Planning. Noise and/or odour attenuation measures will be implemented, as required, to reduce impacts to acceptable levels.

4.14.1 Noise from County Road 17

The siting of residential uses and other noise-sensitive uses are prohibited within 45 metres of the limit of County Road 17.

Notwithstanding, Council may require the undertaking of a noise-control study where proposed noise-sensitive development would be located within 45 metres of County Road 17. Such study shall be undertaken to the satisfaction of the City and the Ministry of the Environment, in consultation with the United Counties of Prescott and Russell. Appropriate measures to

mitigate any adverse effects from noise shall be implemented in accordance with the recommendations of the study.

4.14.2 Noise from Stationary Source

Based on Ministry of the Environment Guidelines, stationary sources of noise are defined as all sources of sound and vibration, whether fixed or mobile, that exist or operate on a premises, property or facility, the combined sound and vibration levels of which are emitted beyond the property boundary of the premises, property or facility, unless the source(s) is (are) due to construction. Typical individual sources of noise include generators, commercial fans or commercial air conditioners. Industrial facilities and other facilities that include more than one source of noise are considered as a single source, for the purposes of a noise control study. Other facilities that are considered as stationary sources of noise include snow disposal sites, carwashes, motor and vehicle maintenance and repair facilities, and transportation terminals. Sources of noise excluded from stationary sources, in accordance with Ministry of Environment Guidelines, include construction activities, gas stations, music and people noise, and retail facilities, such as convenience stores, where goods are delivered infrequently.

The assessment and mitigation of noise impacts from stationary sources is complex because stationary source noise involves a broad range of land uses and activities. For this reason, noise levels will be per the Ministry of the Environment's Noise Assessment Criteria in Land Use Planning (Publication LU-131) for new noise-sensitive development and Sound Level Limits for Stationary Sources in Class 1 & 2 Areas (Urban) (NPC-205) for new sources of stationary noise.

Council may require a noise control study for development applications that propose new noise-sensitive uses in proximity to existing sources of stationary noise as described in the Ministry of the Environment Guidelines. If existing noise levels exceed the sound level criteria for stationary source noise, then mitigation measures will be required.

Council may require a noise control study for development applications that entail construction of new sources of stationary noise or changes in land use that may introduce new sources of stationary noise that are in proximity to existing noise-sensitive land uses, as described in the Ministry of the Environment Guidelines. If projected noise levels exceed the sound level criteria for stationary source noise, then mitigation measures will be required.

Council will apply the criteria in the Ministry of the Environment Guidelines where the expansion or alteration of an existing stationary source of noise is proposed, or where a change of use of a stationary source is being proposed that could result in an increase in noise from the new use. Such proposals typically are made in the context of a building permit and require a Certificate of Approval from the Ministry of the Environment.

4.14.3 Noise Barriers

Noise is regulated better by land use planning than by noise barriers. The extensive use of noise barriers within or adjacent to a community can result in undesirable streetscapes and views. To improve the quality of the streetscape, communities will be designed to the extent possible to provide noise attenuation through planning and design. Approaches include locating noise-sensitive uses away from areas likely to receive unacceptable noise levels, locating commercial and employment uses along busier roads, or using service roads (also referred to as "single-loaded" roads). Other measures include site planning techniques, architectural design, and selection of appropriate building components. Where the use of noise barriers is unavoidable, the visual impact of the barrier shall be mitigated through the use of berms and

landscaping.

Noise barriers may only be used where other noise attenuation methods are not feasible. The need for a barrier will have to be justified and approved through the development review process.

4.14.4 Warning Clauses

In some cases, control measures cannot achieve the sound level criteria established in the Ministry of the Environment Guidelines. In such cases, Council will require that appropriate warning clause(s) be included on title to advise purchasers or occupants of expected noise levels and other recommended noise control measures.

The following policies apply:

1. Incompatible land uses will be appropriately buffered from each other in order to prevent adverse effects from noise and odours. Potential sources may include major roads, and industrial operations.

2. To assist in identifying the necessary mitigation measures, a development proponent may be required to conduct a study in accordance with guidelines established for this purpose.

4.15 Non-Conforming Uses

4.15.1 Zoning of Non-Conforming Uses

Any existing use that does not comply with the relevant policies of the Official Plan will be deemed a non-conforming use in terms of the Plan. Such uses may be zoned in an implementing Zoning By-law in accordance with their present use provided that:

1. The zoning will not permit any change of use or performance standard that will aggravate any situation detrimental to adjacent conforming uses.

2. The use does not constitute a danger to surrounding uses and persons by virtue of its hazardous nature or the traffic flow it generates.

3. The use does not pollute the air, water or soil to the detriment of health, comfort and property.

4. The use does not interfere with the development or enjoyment of adjacent areas in accordance with this Plan.

Where an existing use does not meet with the criteria set out above, it will not be zoned in accordance with its present use. Furthermore, the City of Clarence-Rockland may seek means to eliminate the use and may acquire it when sufficient funds are available or assist in whatever way possible in the relocation of the use.

Where an existing non-conforming use is discontinued, any rezoning may only take place in conformity with this Official Plan.

4.15.2 Extension and Enlargements to Non-Conforming Uses

Where an existing use has been zoned as a non-conforming use, but there is merit in granting permission to extend or enlarge the use either within the lands held in ownership or on adjacent properties, Council may amend the Zoning By-law to permit such extension or enlargement without the necessity of amending the Official Plan if it complies with the general intent and purpose of this Plan. The Committee of Adjustment also may, based on merit, permit the extension or enlargement of a non-conforming use on lands owned at the time of passing of the By-law, provided that the intent and purpose of the Official Plan are maintained.

Council or the Committee of Adjustment will use the following guidelines when assessing any application for an extension or enlargement of a use that is zoned as a non-conforming use:

1. The extension or enlargement should not aggravate the non-conforming situation for neighbouring uses.

2. The extension or enlargement should be in reasonable proportion to the existing use and to the land on which it is to be located.

3. Any extension or enlargement involving land should be minor in relation to the total property. Any major change will require an amendment to the Plan.

4. The compatibility of the extension or enlargement with surrounding uses with regard to noise, vibration, fumes, smoke, dust, odours, lights and traffic generation will be examined carefully.

5. Adequate buffering, setbacks and any other measures necessary to reduce the nuisance will be required and, where possible, will be extended to the existing use.

6. Proper access to the site will be provided to ensure that no traffic hazards are created.

7. Adequate on-site parking and loading spaces will be provided.

8. Applicable services, such as storm drainage, water supply, sewage disposal and roads, etc. are adequate or will be made adequate.

4.15.3 Other Non-Conforming Use Provisions

Where an existing building or structure that has been zoned as a non-conforming use is destroyed, such building or structure may be reconstructed to its former dimensions provided work is commenced within twelve months of the date of destruction. An existing building or structure that is zoned as a non-conforming use may be reconstructed or strengthened to a safe condition provided the external dimensions and use of the building or structure are not changed.

The development of existing undersized lots may be permitted in accordance with the relevant provisions of the Zoning By-law. A lot addition or enlargement to an existing undersized lot may be permitted even though the addition does not bring the lot up to the standard required in the Zoning By-law. In such a case, the lot does not lose its non-conforming status and may be developed in accordance with the relevant provisions of the By-law.

4.16 Parks and Recreation Facilities

Parks will generally be permitted within all land use designations. It is intended that parkland be

acquired partly by dedication, as outlined in Section 4.4, and partly by acquisition. The specific details or parkland acquisition and development may be recommended by the Parks and Recreation Department.

4.17 Property Maintenance

It is Council's intention to enact a Maintenance and Occupancy By-law that applies to Rockland.

The policies for property maintenance are set out below:

1. Council shall enact a Maintenance and Occupancy By-law that applies to the Urban Area of the City of Clarence-Rockland in order to establish and promote standards for the maintenance of buildings and property and for their rehabilitation where warranted, under the *Municipal Act, 2001*, S.O. c.25 and the *Building Code Act 1992*, S.O. c.23, as amended.

2. It is Council's intention to encourage the maintenance of buildings and property and the rehabilitation of buildings and property where warranted through the enforcement of the Maintenance and Occupancy By-law in accordance with the requirements of the *Planning Act*.

3. The Maintenance and Occupancy By-law shall prescribe standards for the maintenance of property, including such matters as the physical condition of yards, as well as the condition of buildings and structures.

4. The By-law may require that substandard properties be repaired and maintained to comply with the prescribed standards, prohibit the use of substandard property and require the demolition and clearing of such property where the owner does not intend to maintain it.

5. The measures to be used in achieving a property maintenance program would include an education and public relations program to show residents the benefits of continued property maintenance, together with information showing that improvements can often be made without increasing assessment.

6. Complementary to the enforcement of minimum standards on private properties, the City of Clarence-Rockland undertakes to keep in a fit and well maintained condition, all Municipally-owned buildings and properties and to provide or maintain in good repair such municipal services as roads, sidewalks and other such facilities.

4.18 Public Uses and Utilities

Public uses and utilities, such as power, water services, roads, railways, telephone and gas, but not including waste disposal sites, will generally be permitted in all land use designations provided that such use or utility is necessary and appropriate in the location and can be made compatible with surrounding uses.

The development of electric power facilities will occur in an orderly manner to facilitate the efficient and reliable provision of adequate electric power. As such, it is the policy of this Plan that electric power facilities are permitted in all land use designations without an amendment to the Plan provided that the planning of all such facilities is carried out having regard to the other policies of this Plan. Furthermore, Hydro One will consult with the Municipality on the location of

any new electric power facilities.

Communications facilities will be permitted in any land use designation except Wetlands or on lands subject to Flood Plain, Organic Soils or Unstable Slope Constraints in accordance with the following provisions:

a) The establishment of a new communications facility will require an amendment to the Zoning By-law.

b) In considering any application for a new communications facility, Council will take into consideration the effect of that installation on surrounding land uses, especially any existing or proposed residential areas.

c) Notwithstanding 4.18 a) and b) above, Public Uses and Utilities will not be permitted within the Wetlands designation or within significant portions of any habitat of threatened and endangered species unless approval has been obtained under the *Environmental Protection Act*.

4.19 Separation Distances

Residential uses, in particular, will be located an appropriate distance away from any use or facility that would be a potential source of disturbance, such as major highways, industrial uses, waste facilities, wrecking yards, aggregate resource areas operations and similar uses. Certain separation distances are specified in this Plan. Section 4.14 sets out distances relating to noise studies. Other separation distances will be influenced by guidelines produced by the Ministry of the Environment dealing with industrial facilities and waste disposal facilities. These and other separation distances will be included in the Zoning By-law. Separation distances or appropriate remedial measures may also be incorporated into subdivision agreements or other agreements.

Any proposed development within 400 metres of the existing sewage treatment facility will also be subject to the requirements of Guideline D-2, “Compatibility Between Sewage Treatment and Sensitive Land Use”, produced by the Ministry of the Environment.

4.20 Servicing Requirements

4.20.1 Water Supply

1. Looping of the water distribution system shall be a priority of Council in order to ensure sufficient pressure and flow in all areas of Rockland.

2. Council shall implement the necessary restrictions on development and site alteration with regard to protecting the municipal drinking water supply and the designated vulnerable areas.

4.20.2 Sanitary Sewage System

1. It shall be the policy of Council to undertake the required infrastructure improvements in areas that are currently serviced by existing pumping stations in order to increase the capacity and efficiency of the wastewater collection system as cost effectively as possible.

2. Eliminate services from areas that could damage the natural environment.

4.20.3 Servicing Policies

The following policy will apply to development in the areas where public services are available:

1. Future development within Rockland must proceed on the basis of full municipal services. Council will only approve applications for development within Rockland when it is satisfied that there is sufficient capacity in both municipal piped systems to service the proposed development.

The following additional services shall also be required as a condition to the approval of any development proposal in Rockland, unless otherwise indicated:

- Paved streets;
- Storm sewers;
- Street lighting;
- Underground wiring (electricity, telephone, cablevision);
- Curbs;
- Sidewalks (on one side of minor collector roads and on both sides of major collector roads);
- Bicycle paths (as per Section 7); and
- Natural gas.
- Bus Shelters
- Landscaping.

Council will establish and implement the proper phasing policies in order to ensure the timely provision of infrastructure and public service facilities.

4.20.4 Other Services and Facilities

Development will be encouraged to take place where other services are already available or can be readily provided. Such services and facilities include public roads, garbage collection and disposal, fire protection, police protection, education, school busing and parks. In general, new development should not create an undue financial burden for the Municipality unless it can be shown that the long term benefits outweigh the costs.

4.21 Setbacks from Water

All buildings and structures, except for electric power transmission lines and other public utilities, marinas and marine facilities, will be set back a minimum of 30 m from the high water mark of any waterbody or watercourse. This requirement may be increased or, in special circumstances, decreased depending on site conditions, the particular use proposed and the comments from the Ministry of Natural Resources. Decreases will only be considered when there is clear evidence that no adverse impact will result from such decrease. Development and site alteration within 30 metres of the high water mark will be permitted provided the requirements of Section 4.13.5 of the Official Plan have been met. Wherever possible, existing vegetation between buildings or structures and the high water mark should remain undisturbed. Council may require that stormwater management controls, including erosion and siltation control measures be put in place prior to construction, and maintained throughout the construction process. In some instances, the Municipality may require further planting as part of the subdivision approval process and of the Site Plan Control requirements for new development. The City of Clarence-Rockland may also establish minimum geodetic elevations

for any development in proximity to a waterbody or watercourse.

4.22 Site Plan Control

Site Plan Control is intended to be used where the type of development proposed or the features of the particular site require greater care in regulating the development of buildings, structures and other proposed features than is possible or practical through the Zoning By-law. Where appropriate, Council can require a site plan in conjunction with an application for amendment to the Zoning By-law.

The entire Urban Area of the City of Clarence-Rockland is a Site Plan Control Area. However, in order to avoid undue restrictions, the Site Plan Control may be applied to all residential uses containing more than two (2) units, commercial uses, industrial uses, institutional uses, wrecking yards, golf courses, contaminated sites, all properties that are located in areas subject to a natural hazard, and any development or site alterations within or adjacent to natural feature areas, lands designated Wetlands or heritage properties designed under the *Ontario Heritage Act*; as defined through the Site Plan Control By-law.

Site Plan Control may be applied to the exterior design of new buildings including, without limitation, the character, scale, appearance and building design features and their sustainable design, where appropriate. Site Plan Control may also be applied to the sustainable design elements on any public road immediately adjoining a property being developed, including without limitation, trees, shrubs, hedges, plantings or other ground cover, permeable paving materials, street furniture and bicycle parking facilities.
It is Council's intention to use Site Plan Control to obtain road widening(s) where necessary, especially where the proposed use will generate significant volumes of traffic or where the entrance onto the public road would otherwise be unsafe. This policy applies to all roads under Municipal jurisdiction.

4.23 Temporary Uses

Temporary uses may be permitted in the implementing Zoning By-law.

Notwithstanding the policies and designations of this Official Plan, Council may, in accordance with the provisions of Section 39 of the *Planning Act*, pass By-laws to authorize the temporary use of land, buildings or structures for any purpose that is otherwise prohibited by the Zoning By-law. In considering applications for such temporary uses, Council will have regard to the following policies:

1. Such uses will be temporary in nature, be compatible or made compatible with surrounding land uses and will not interfere with the long term development of the area.

2. Appropriate controls will be included in the amending By-law to regulate the temporary use.

3. Any required agreements are completed prior to the commencement of the temporary use.

4.24 Waste Management and Conservation

The City of Clarence-Rockland has a recycling program. Council will continue to encourage good waste management practices and initiatives to make better use of resources. Council will

also welcome ideas and innovations that will realistically achieve energy and water conservation and will consider such measures in reviewing development applications, where appropriate.

4.25 Energy and Communication

There are a number of public and private sector entities that are responsible for the delivery, regulation and maintenance of energy and communication services, including hydroelectric power supply, oil and gas lines, and communications systems. All organizations comply with a regulatory framework established by government.

The following policies apply to this Plan:

1. Utility lines and plants will be installed in an efficient and economical manner with minimal disruption to existing development and the natural environment.

2. Utility and transmission lines are to be installed underground in the City so as to minimize their adverse visual impact on the environment.

3. The City will actively participate with the responsible authorities in planning for the future expansion and location of power supply services and communication systems servicing the City. The proponents of such expansions will satisfy the City that there will be no major impacts from the development as related to environmental, economic, social, transportation and other concerns as determined by the City.

4.25.1 Energy Efficiency Programs

Reducing energy use, providing consumers with access to green energy sources and transportation, and developing energy efficient subdivision, street and building designs are encouraged by this Plan.

The City will explore opportunities for energy retrofits utilizing solar wall construction and geothermal heat pumps in Municipally-owned facilities, as well as additional improvements in energy conserving design. Alternative methods of heating, cooling and constructing buildings need to be promoted as the City works towards reducing greenhouse gas emissions and meeting Kyoto targets. The following programs may be undertaken:

1. This Plan supports the continued development of programs to conserve energy and improve energy efficiency across all sectors.

2. The City will encourage the development of alternative energy systems in order to produce clean energy for the City.

3. The City will explore replacing its motor vehicle fleet with hybrid or alternative fuel vehicles to encourage energy efficiency.

4. This Plan encourages building and landscape design practices that conserve energy and reduce waste, including:

    a) utilizing techniques and materials that increase energy efficiency;

    b) siting buildings so as to best exploit the area's passive solar energy potential, and utilizing existing natural shade canopies to reduce summer energy use;

    c) encouraging compact, mixed use and infill developments that concentrate complementary land uses as a means of conserving energy; and

    d) designing buildings that meet LEED (Leadership in Energy and Environmental Design) or equivalent standards.

4.26 Water Resources

Healthy surface water ensures access to clean and plentiful drinking water. Addressing water-related issues from a watershed-based planning approach is a critical first step in protecting the City's water resources.

In general, policies contained in this section apply to all forms of development in all designations. Supplementary policies on land uses that have a direct impact on water resources are integrated throughout this Plan. Other sections of this Plan examine features, such as wetlands and fish and wildlife habitat. Policies specific to flooding hazards are found in the section dealing with protecting public health and safety.

4.26.1 General Protection of Water Resources

The following general policies apply to protect water resources in the City:

1. Sensitive surface water features and their hydrologic functions and linkages shall be

determined through a watershed-based planning approach. Sensitive surface water features are defined as areas that are particularly susceptible to impacts from activities or events including, but not limited to, water withdrawals, and additions of pollutants.

2. Development and site alteration shall be restricted in or near sensitive surface water features such that these features and their related hydrologic functions and linkages will be protected, improved or restored.

3. Mitigative measures and/or alternative development approaches may be required to protect, improve and restore sensitive surface water features and their hydrologic functions.

4. Efficient and sustainable use of our water resources, including practices for water conservation, shall be promoted.

4.26.2 Watershed Approach

This Plan takes a broad perspective on the watershed approach. Source water protection plans use relatively large watersheds that include groundwater aquifers, as well as all of the lakes and rivers connected in a system. On the other hand, a subwatershed plan typically addresses flooding and water quality due to stormwater using watersheds of moderate size.

While watershed-based plans may differ in scope and issues, these plans will provide the necessary level of detail to identify and assess sensitive environmental features and functions critical to the health of our natural water systems. All agencies and stakeholders involved with water regulation and stewardship may be cooperatively involved in the development of watershed-based plans.

Regardless of the particular focus of the three types of watershed-based plans outlined above, all should fulfill the following requirements in a manner and scope appropriate to the type of plan:

1. Identify the boundaries of the watershed and, where appropriate, those of its subwatersheds.

2. Identify and assess human activities in the watershed, surface water features, hydrologic functions, natural heritage features and areas and, where possible and appropriate, groundwater features, which are necessary for the ecological and hydrological integrity of the watershed.

3. Propose recommendations for protecting, improving or restoring vulnerable surface water and groundwater, sensitive surface water features and, where possible and appropriate, sensitive groundwater features and their hydrologic functions.

4. Once a watershed-based plan is received and, where needed, approved by Council, the City will implement the recommendations of the plan where it has the ability to do so through existing programs, the development review process and other mechanisms, and will encourage other parties to do the same. Where necessary, this Plan will be amended to implement watershed plans.

4.26.3 Drinking Water Resources

Drinking water is of paramount importance. Provincial legislation requires that source water protection plans be developed for Ontario's watersheds. The goal is to safeguard human health by ensuring that current and future sources of drinking water in Ontario's lakes, rivers and groundwater are protected from potential contamination and depletion.

Protection of the Ottawa River watershed will be paramount as this is the Urban Area's municipal drinking water source.

To protect its municipal drinking water source, Council will support implementation of the Source Protection Plan for the Raisin-South Nation Source Protection Region, as approved by the Minister of Environment.

1. Intake protection zone(s) have been shown as an overlay on Schedule "C", Raisin-South Nation Source Protection Region – Vulnerable Areas - , City of Clarence-Rockland. Prior to permitting development that could cause a threat to its drinking water resources, Council may require the completion of a Source Water Impact Assessment and Mitigation Plan as part of a Complete Application.

4.26.4 Surface Water Resources - Streams

Surface water resources, such as streams, provide valuable water resources for wildlife and fish habitat. In areas where a watershed-based plan has not been prepared, the following policy shall apply:

1. An Environmental Impact Study may be required for new development proposed in or adjacent to streams or other waterbodies.

4.26.5 Vegetative Buffers

Vegetative buffers along stream banks are essential to maintaining and improving water quality. Shoreline vegetation acts as a filter, protecting streams from urban runoff from lawns and roads. Vegetation also stabilizes the steam banks and helps prevent erosion from storm runoff. Wildlife and fish also benefit from shoreline vegetation on land and in the water.

1. New stream bank development will be integrated, where possible, into the landscape and maintain and enhance existing stream bank vegetation to:

    a) protect the riparian and littoral zones and associated habitat;

    b) protect the quality of the water by preventing erosion, siltation and nutrient migration;

    c) maintain shoreline character and appearance; and

    d) minimize the visual impact of development.

2. It is the intent of this Plan to maximize the amount of natural vegetation along stream banks. As such, Council may implement controls on the removal of vegetation by establishing limits on clearing, changes to the grade, and the placement of impervious surfaces along stream banks. These regulations will be based on achieving the following targets:

a) for residential uses, a maximum cleared area of 25% of the stream bank frontage or up to 23 metres, whichever is the lesser; and

b) requirements for vegetative buffers will be implemented through the Zoning By-law, site plan control and a development permit system, where authorized.

4.27 Stormwater

Stormwater can be a significant problem, especially in urban areas. Left unchecked, it can lead to increased risk of flooding hazards, increased erosion and pollution of waterbodies, subsequent loss of habitat opportunities, and possible impairment of drinking water resources.

The management of stormwater, which includes water resulting from a storm event or a thaw, is as much about land management as it is about water management. Activities on the land will directly or indirectly determine the manner and intensity with which stormwater affects waterbodies.

Urbanization increases impervious surface cover, such as roads, driveways and rooftops. These surfaces prevent infiltration of stormwater, which is forced to flow overland, creating significant erosion, pollution, or flooding problems. The purpose of managing stormwater is to control the quantity of stormwater runoff to reduce erosion and flooding, and to improve the quality of runoff to waterbodies and groundwater. As such, it is a policy of this Plan that each development or redevelopment site is responsible for it'stormwater and it's management.

4.27.1 Objectives

Stormwater management in the City is needed to:

a) ensure that the constraints and opportunities associated with urban drainage are properly recognized and are integrated into community plans and designs;

b) reduce, to acceptable levels, the potential risk of health hazards, loss of life and property damage from flooding;

c) reduce, to acceptable levels, the incidence of inconvenience caused by surface ponding and flooding;

d) ensure that the quality of stormwater reaching outlet-receiving waterbodies meets provincially accepted criteria;

e) ensure that any development or redevelopment minimizes the impact of change to the groundwater regime, increased pollution, increased erosion or increased sediment transport, especially during construction;

f) support the development of green roofs to help reduce the quantity and improve the quality of water flowing into the environment; and

g) maintain the natural stream channel geometry, insofar as it is feasible while achieving the above objectives.

4.27.2 Subwatershed Plans

It is the intent of this Plan to ensure that proper stormwater management practices are undertaken to foster sustainability of the urban subwatersheds and provide opportunities for the enhancement of our watercourses. Such plans will identify measures for stormwater quantity and quality control at a subwatershed scale in order to provide a coordinated strategy for stormwater management for all development within individual subwatersheds.
Priority for subwatershed plan development will be based on existing stormwater problems, sensitivity of the receiving waterbody, and/or development pressure.

Subwatershed plans will be developed as funding permits.

All subwatershed plans will incorporate the primary objective of no net increase in peak flow rates, unless a more stringent criterion has been identified. Subwatershed plans will also assess means of stormwater quality control to ensure the protection of urban subwatersheds and provide opportunities to improve the quality of receiving waterbodies.

Existing watercourses will be left in their natural state whenever possible.

4.27.3 Site-Specific Policies

The City will apply Best Management Practices for stormwater management, as well as the technical and procedural guidance provided in the current version of the Ministry of the Environment's "Stormwater Management Planning and Design Manual."

These documents will provide guidance for stormwater management measures applicable to the implementation of stormwater quantity and quality control measures for new development, redevelopment and retrofit situations, including public infrastructure projects.

For all new developments or redevelopments, an overland flow route must be clearly defined to provide continuous overland drainage of major system flows to the nearest major watercourse. The overland flow route (major system) shall be entirely contained within the road right-of-way or easements.

Applications for draft plan approval of subdivisions and site plan approvals in areas where a subwatershed plan has been completed will demonstrate, through a Stormwater Management Report, how the proposed development will provide stormwater management in accordance with the subwatershed plan.

Applications for draft plan approval of subdivisions and site plan approvals in areas where a subwatershed plan has not been finalized will include a Stormwater Management Report containing site-specific details as required by the City.

A Stormwater Management Report shall contain the following:

1. The overall drainage plan for the site, indicating upstream drainage areas conveyed across the site and the ultimate outlet (major overland flow route) from the site to the municipal drainage system.

2. A plan of proposed on-site stormwater quantity control measures that will satisfy downstream capacity issues. Post-development peak flow rates from the site will be limited to pre-development peak flow rates, unless detailed analysis shows that such storage is not required.

3. A plan for erosion control.

4. A description of the measures proposed to control stormwater quality on site. In particular, special measures must be proposed where a site is intended for industrial development.

5. A general grading plan, illustrating conformance with the City's overall stormwater management objectives.

For areas where a subwatershed plan has not advanced in sufficient detail to define downstream stormwater management facilities or where a development will result in unacceptable peak flow increases downstream, on-site stormwater management (storage) facilities for peak flow control will be required.

For small sites where it is impractical to implement on-site stormwater management measures (due to size or local site conditions), Council may collect cash-in-lieu of on-site stormwater management facilities where a specific study and *Development Charges By-law* has been completed. Monies will be applied towards a larger stormwater facility.

Developers of plans of subdivisions are required to construct, maintain and monitor the operation of all on-site quality ponds at their expense for a minimum period of two years after completion of housing. On-site stormwater management facilities will be designed in a manner that is compatible with the surrounding environment. Where appropriate, such facilities should be connected to recreational trails.

Maintenance will consist of annual monitoring of sediment accumulation in the pond forebay and quarterly inspections for trash removal, as well as sediment removal and lawn mowing as required.

Stormwater management facilities for subdivisions will be on lands transferred at no cost to the City, in addition to any lands required to be dedicated for park purposes under the *Planning Act.*

SECTION 5
LAND USE POLICIES

The land use pattern within the Urban Area is defined by the establishment of a number of land use designations. The specific policies for development in each of those land use designations are included in this section. All other relevant policies of this Official Plan will also apply to all development within the limits of the Urban Area.

5.1 Commercial Core Area

The Commercial Core Area of the Urban Area has evolved as mixed use area that provides a variety of functions, including shopping and services, community facilities, gathering places, and housing. It is intended that Council will continue to foster the Commercial Core Area as a multi-functional area so that it will serve as a vibrant focal point for the Municipality. Given the high visibility of the Commercial Core Area, special attention to sound urban design principles is essential. Siting buildings to create a sense of street enclosure, locating parking lots to the rear of buildings, screening service entrances and garbage storage, and effective landscaping can aesthetically enhance the development. Emphasis will also be placed on creating a safe and attractive pedestrian environment, as well as convenient access to public transit and greenspace.

5.1.1 Permitted Uses

The uses permitted in the Commercial Core Area will include the full range of commercial activities, such as retail stores, personal and business services, offices, entertainment and recreation, eating establishments, and tourist facilities. In addition to the above, a full range of institutional and community facilities, medium density residential uses in mixed use buildings, and high density residential uses will also be permitted. Adult Entertainment parlours and Adult Video stores will not be permitted in the Commercial Core Area.

5.1.2 Policies

1. All non-residential uses, including mixed use commercial/residential buildings, shall have their main access to the building from the following streets: Laurier, Edwards, Giroux, St. Joseph, Gareau or Pouliotte. Commercial access and traffic on local streets will be discouraged, since they are access points into residential areas. Access to residential components of mixed uses should be provided from side streets when a mixed use development is located on a corner lot.

2. Businesses within the Commercial Core Area may be exempted from off-street parking requirements, on condition that cash-in-lieu be paid to the Municipality in order to establish a central public parking lot. Council may waive the cash-in-lieu requirement to promote preservation of the architectural aspects of a building or promote restoration of an older building. Within the Commercial Core Area, commercial buildings may be built up to the property line, subject to requirements of the Building Code and the provisions in the Zoning By-Law. Committee of Adjustment Applications to reduce the parking requirements will not be accepted.

3. Development applications within the Commercial Core Area will be reviewed with particular attention to details that affect the appearance of the street. Items that will be reviewed include such matters as street lighting, street furniture, signage, landscaping, architectural features, and access.

4. Residential uses in mixed use buildings will be permitted if they meet the following criteria:

a) Adequate parking for residential and commercial uses shall be provided and meet the requirements of the Zoning By-law.

b) Parking for residential uses will be distinctly identified from the parking for the commercial use, and no discounting for shared parking will be permitted.

c) A private amenity area will be provided for the residential use in accordance with the provisions of the Zoning By-law.

d) No existing ground floor commercial use may be converted to residential; however, a new residential use may be added to the rear of a commercial use by an amendment to the Zoning By-law.

5. The Commercial Core Area has largely been built out and development activity will mostly comprise enlargements, conversions from one use to another and redevelopment. In evaluating applications for rezoning, minor variance or site plan approval in the Commercial Core Area, Council will have regard for the following matters:

a) Appropriate buffering to ensure compatibility with neighbouring uses.

b) Adequacy of landscaping or other site improvement features.

c) Parking can be adequately provided or cash-in-lieu of parking will be evaluated.

d) Arrangements for convenient and safe pedestrian and cycling access.

e) Traffic improvements, such as turning lanes, where required for new development, will be provided by the proponent.

f) Sewer and water capacities are adequate for the site.

g) Appropriate location for loading and unloading.

h) General harmony of buildings in terms of scale and character with the built form in the Commercial Core Area.

6. In order to minimize the disruption of traffic flow within the Core Area and promote better development, small lot rezoning will be discouraged and land assembly for consolidated development will be promoted.

7. The various uses will be identified in appropriate zone categories in the implementing Zoning By-law.

8. Commercial Core Area uses shall be subject to Site Plan Control.

9. Reducing, eliminating or consolidating access points to Laurier Street to provide a human-scaled environment, wide uninterrupted sidewalks, as well as to better foster the movement of traffic.

10. Automotive commercial uses will not be permitted.

11. The visual impact of outdoor storage or parking on adjacent uses and from the street will

be minimized through appropriate means.

12. Notwithstanding the permitted uses stated in Section 5.1.1, the property known municipally as 2337 Laurier Street may be developed as a medium density residential apartment building. Policies associated with commercial development do not apply.

5.2 Service Commercial

The area designated Service Commercial is intended to serve the needs of the residents of Rockland and the surrounding area. The uses within this area require relatively large parcels of land, large areas of surface parking and access by major roads. To prevent or reduce conflicts the Service Commercial function needs to be located away from residential areas. Where it abuts a residential area, adequate buffers need to be provided and locational criteria described in this Plan need to be satisfied to ensure compatibility.

5.2.1 Permitted Uses

Permitted uses shall include such uses as: a shopping centre subject to Section 5.2.2, convenience commercial, eating establishments, financial institution, office, motel, veterinarian, warehouse retail, warehouse, wholesaler, manufacturing, assembly plant, building material sales and storage, garden centre, agricultural equipment sales, indoor recreation, public and private parking lot, transit terminal, print shop, dry cleaning plant, and other similar uses. Automotive commercial uses including but not limited to gasoline retail facilities, gas bar, convenience stores, automobile service stations, automotive parts dealers, automobile sales and service centres and other similar uses will be permitted subject to the provisions of Section 5.2.2.

In addition to the list of permitted uses,the property described as 632-634-636 Laurier Street, may also permit the following residential uses: triplex dwelling, quadruplex dwelling, row house dwelling, converted dwelling, apartment dwelling and one or more units situated in a part of a non-residential building.

In addition to the list of permitted uses, the property described as Part of Lot 29, Concession 1 (O.S.) and described as Part 1 of Plan 50R-7586, may also permit a retirement home.

5.2.2 Policies

1. A Retail Market Study will be required for any proposed shopping centre development within the Service Commercial designation, to prove to the satisfaction of Council that the proposed shopping centre will not have a negative impact on the viability of the Commercial Core Area.

2. Where a permitted service commercial use, including automotive commercial uses abut an existing residential use or lands designated Residential, adequate buffers, screens and landscaping shall be used to mitigate any potential impacts due to noise, lighting, fumes, and any other nuisances. Additional studies may be required to determine appropriate mitigation measures for potential contaminants, such as oil, gas and chemical products.

3. A Traffic Impact Study may be required to identify any necessary improvements to upgrade the transportation network to ensure that traffic-carrying capacity of the road is not significantly affected.

4. Access to Arterial Roads is discouraged where alternate access is available. In general, entrances shall be kept to a minimum and at locations with the least impact on traffic flow. The use of joint entrances will be encouraged.

5. Pedestrian walkways will be included, with linkages to transit stops and other modes of active transportation, including sidewalks and trails.
6. Sewer and water services must be adequate for the site.

7. The visual impact of outdoor storage or parking on adjacent uses and from the street will be minimized through appropriate means.

8. Service commercial uses and automotive commercial uses shall be subject to Site Plan Control.

5.3 Business Park

The Business Park designation is intended to attract uses such as light industrial, offices and corporate headquarters. These uses generally prefer visibility from highways and they usually avoid being located near major retail and traditional industrial uses. Uses within business parks are characterized by free standing buildings on individual lots in a planned subdivision setting. Some commercial uses that serve the business park would be desirable as long as they are minor in scale and accessory to the main business park use. Proximity to recreation facilities and open space would also be desirable to serve the employees.

5.3.1 Permitted Uses

The permitted uses in the Business Park designation will include all forms of light industrial uses that are compatible with adjacent uses, which do not create a nuisance due to noise, odours, vibration, dust or smoke, including uses such as warehousing and wholesale establishments, manufacturing, processing, assembling and packaging plants, research facilities, print shops, business or professional offices, indoor recreational facilities and all automotive commercial uses permitted in the Service Commercial designation.

<u>Private Hockey Academy</u>

Notwithstanding the previous paragraph, the property described as Part of Lots 21, 22 and 23, Concession 1 (O.S.), the permitted uses for this property consist of all the uses indicated in the previous paragraph in addition to the following community and commercial uses: a community centre, a private hockey academy and a park.

Permitted accessory uses to the community centre: a personal and business services (i.e., a massage therapy clinic, a physiotherapy clinic, an administrative office), an eating establishment and a retail store.

A private hockey academy may include a cafeteria, administrative offices and dormitories.

5.3.2 Policies

1. The industrial areas will be encouraged to develop with the light industrial uses closest to the roads and residential areas and the heavy industries being located on interior lots well set back from the residential areas.

2. Where industrial uses abut residential areas, appropriate buffering will be provided to ensure compatibility between the uses and lighting will be directed away from residential uses.
3. Direct access from County Road No. 17 may be permitted subject to approval of the United Counties of Prescott and Russell and the City of Clarence-Rockland.

4. All industrial uses will be required to comply with the standards of the Ministry of the Environment in terms of noise, odours, vibrations, emissions and waste handling.

5. Adequate off-street parking and loading spaces shall be provided for all industrial uses.

6. Truck traffic will be directed to designated truck routes.

7. A traffic impact study may be required to identify any necessary improvements to upgrade the transportation network to ensure that traffic-carrying capacity of the road is not significantly affected.

8. Sewer and water services must be adequate for the site.

9. Open storage areas will be set back an appropriate distance from main roads and residential areas.

10. The various uses will be identified in appropriate zone categories.

11. Business Park uses shall be subject to Site Plan Control.

12. Notwithstanding the provisions of Section 5.3 hereto to the contrary, the permitted uses with the “Business Park” designation, for a portion of the property legally described as Part of Lots 21 and 22, Concession 1 (O.S.), and more specifically Part 5 of Plan 50R-2938, shall include all of the permitted uses of the following designations: Business Park, Service Commercial, Community Facilities and Tourist Recreation Commercial. The following use will not be permitted under this designation: transit terminal.

5.4 Community Facilities

The designation Community Facilities, as shown on Schedule ‘A’, represents the existing concentration of social, recreational and educational facilities of a non-profit nature that are intended to serve the social, recreational and educational needs of the general public.

5.4.1 Permitted Uses

The permitted uses in the Community Facilities designation will include the full range of public and/or community non-profit uses, such as parks, schools, clubs, religious institutions, government offices, arenas or other indoor recreational facilities, community centres, museums, and other similar uses.

5.4.2 Policies

1. It is the policy of the Official Plan to encourage new public uses and/or community facilities to locate near the existing concentration of these uses, to promote the area as a central gathering place. The development of community facilities shall be coordinated

with the development of the Commercial Core Area. Pedestrian and cycling connections between the Core Area and Community Facilities shall be improved wherever possible.

2. Adequate parking arrangements and, if required, loading areas shall be provided, in conformity with the requirements of the Zoning By-law. Common parking areas serving more than one use in an area designated Community Facilities may be accepted provided that:

   a) Satisfactory agreements have been included to that effect; and

   b) The requirements of the Zoning By-law are met.

3. The exterior spaces around and between buildings and structures should be planned to create interesting open spaces for pedestrians.

4. Where any lands designated Community Facilities are under private ownership, this Plan is not intended to indicate that these areas are free and open to the general public. On the other hand, this Plan does not require that the Municipality purchase these lands in order that they be retained for park and community purposes. In such cases, the Municipality will consider any requests for a change in designation by the property owner. Any change in designation will require an amendment to the Plan.

5. The Community Facility designation on Schedule ‘A’ applies to the central node. Public and community buildings exist elsewhere in Rockland, and these have a conformity status with respect to the Official Plan. They are also permitted, to some extent, in the Residential designations (Section 5.6), and in the Commercial Core Area (Section 5.1).

6. Community Facility uses shall be subject to Site Plan Control.

5.5 Tourist Recreation Commercial

Certain lands have a potential for recreation-oriented development or tourist development, especially along the river. These lands are indicated on Schedule “A”.

5.5.1 Permitted Uses

The permitted uses in the Tourist Recreation Commercial designation will include hotel, motel, marina or local launching ramps, indoor or outdoor recreation, golf course, eating establishments, convenience stores as accessory to a main use and other similar uses. Seasonal outside storage of boats as part of a marina facility/operation will be permitted.

5.5.2 Policies

1. Council shall cooperate with the senior levels of government and organized groups to promote the tourist potential of a riverside development.

2. An outdoor recreation use adjacent to a residential use must be compatible with respect to noise, lighting, and any other nuisance aspects. Buffer zones can be used to increase the level of compatibility.

3. The public park, known as “du Moulin” or “Old Mill”, at the north end of Edwards Street, is currently the only public access to the river. Any recreational or tourist development in

that area must respect and, if possible, reinforce public access to the river.

4. Tourist Recreation Commercial uses shall be zoned in accordance with the nature of their activities, either as Commercial or Open Space.

5. Adequate parking and, if required, loading areas shall be provided for all permitted uses in accordance with the requirements of the Zoning By-law.

6. Tourist Recreation Commercial uses shall be subject to Site Plan Control.

7. Council may explore the viability of a new marina that would be accessible to pedestrians and cyclists alike and has central location for all residents of Rockland.

8. Council will review the study conducted by Plania to develop the banks, docks and sites along the Ottawa River to review issues and opportunities and implications to this designation.

5.6 Residential

5.6.1 General

The Residential designations are shown on Schedule ‘A’ as Low Density Residential and Medium Density Residential. Any major expansions beyond the boundaries shown on Schedule ‘A’ will require an amendment to the Official Plan and the United Counties of Prescott and Russell Official Plan.

The Official Plan encourages mixed development, offering a choice in the type of residential accommodation and the construction of all forms of tenure, such as single ownership, cooperatives, condominiums and rental. Some complementary non-residential uses are also permitted. The residential portion of Rockland is planned in neighbourhoods. In each neighbourhood, low density residential is the predominant use, but there could also be medium density residential components, local convenience commercial uses and neighbourhood parks.

The Official Plan contains special policies concerning certain types of residential uses, such as group homes and affordable housing.

Applications for development will be examined to determine municipal service requirements for both the lands affected by the development proposal and the oversizing of services to accommodate development on adjacent properties.

It is a policy of this Official Plan to have a range of housing types throughout Rockland. The purpose of this policy is to avoid uniformity of housing types in new development areas. When reviewing development applications that proceed by plans of subdivision, Council shall require a variety of housing types.

In order to promote energy conservation, new subdivisions should consider solar orientation of streets, lots and buildings. The renovation of existing homes should include improved insulation.

All major subdivisions shall include Medium Density Residential (at least 10% of the units). Schedule ’A’ indicates, in a symbolic way, the approximate locations of medium density uses on undeveloped land. The exact location will be determined by rezoning of a parcel of land without

the necessity of amending this Plan.

5.6.2 Low Density Residential

5.6.2.1 Permitted Uses

Permitted uses include:

1. Low Density development permits single detached dwellings, semi-detached dwellings, doubles and duplex dwellings to a maximum of 16 units per net hectare;

2. Small-scale commercial, park, school, place of worship and/or community facilities serving a local residential area;

3. Medium density residential, according to Section 5.6.3.

5.6.2.2 Policies

1. Small-scale commercial uses that are intended to serve the convenience needs of local residents are permitted in the Low Density Residential Area by rezoning. Such uses are intended to be isolated rather than forming a group or cluster that could potentially change the residential character of an area. These uses, which may include confectionary stores, laundromats, and other personal establishments, are limited to a maximum of 150 m^2 of floor space per location. Zoning applications for local commercial uses will be reviewed on the basis of general conformity with the following policies:

    a) Access to and traffic generated by the site will not create adverse traffic problems on surrounding roads.

    b) Such uses must be located on an appropriate collector road.

    c) Lighting and signage are located so as not to create any adverse visual impact on the surrounding residences.

    d) The use will provide landscaping and buffering in a manner that is in harmony with adjoining and nearby residential properties.

    e) The proposed small-scale commercial use must form a good fit with the existing neighbourhood fabric.

2. Non-residential uses shall be subject to Site Plan Control and, wherever possible, will have access to a collector road.

3. Developers will be encouraged to provide some variety in lot sizes.

4. Within the built-up area of the Low Density Residential designation, Council may amend the zoning to permit medium density residential, without amending this Plan, if the following criteria are met:

    a) the building is no more than five storeys in height to a maximum of 30 units per net hectare;

b) if the site has frontage or direct access to a “Collector” street, the number of units per site shall not exceed twelve, for any or all the permitted uses as listed on Section 5.6.3.1.1, and the proposal must conform to the normal requirements of the Zoning By-law without requiring an exception to reduce the zone provisions. An exception can, however, limit the number of units; or

c) if the site does not have frontage or direct access to a “Collector” street, the number of units shall not exceed eight, for any or all the permitted uses as listed on Section 5.6.3.1.1, and the proposal must conform to the normal requirements of the Zoning By-law without requiring an exception to reduce the zone provisions. An exception can, however, limit the number of units.

5.6.3 Medium Density Residential

5.6.3.1 Permitted Uses

Permitted uses include:

1. Multiple unit residential uses such as townhouses and small apartment buildings no more than five storeys in height to a maximum of 30 units per net hectare.

2. The non-residential uses of Section 5.6.2.1.2.

5.6.3.2 Policies

1. Certain developments for which the location has already been determined are indicated on Schedule ‘A’ in a precise location. These proposals must still receive all other necessary approvals, including a site plan agreement and zoning amendment.

2. Within the built-up area of the Medium Density Residential designation, Council may amend the zoning to permit high density residential, without amending this Plan, if the following criteria are met:

   a) the building is no more than five storeys in height to a maximum of 80 units per net hectare;

   b) the site has frontage or direct access on a “Collector” street and the proposal must conform to the normal requirements of the Zoning By-law without requiring an exception to reduce the zone provisions. An exception can, however, limit the number of units; or

   c) if the site does not have frontage or direct access to a “Collector” street, the number of units shall not exceed, twelve for any or all the permitted uses as listed on Section 5.6.3.1.1, and the proposal must conform to the normal requirements of the Zoning By-law without requiring an exception to reduce the zone provisions. An exception can, however, limit the number of units.

3. When Council examines a proposal for medium density, it must consider the following factors among others: compatibility, parking, vehicular and pedestrian movement, availability of municipal services, safety, noise, and the results of public participation. In general, row housing and other ground oriented housing is more acceptable on local streets than housing which is not ground oriented.

4. Medium Density Residential uses will be subject to Site Plan Control.

5.6.3.3 Medium Density Residential – exception 1

1. Lot = 4 PBell 1908, 592-596 St-Jacques Street
   Additional permitted uses:
   - Semi-detached dwellings
   - Duplex dwellings

5.6.4 High Density Residential

5.6.4.1 Permitted Uses

Permitted uses include:

1. medium density uses at a density of more than 30 units per net hectare.

2. the non-residential uses of Section 5.6.2.1.2.

5.6.4.2 Policies

1. Certain developments for which the location has already been determined are indicated on Schedule 'A' in a precise location. These proposals must still receive all other necessary approvals, including a site plan agreement and zoning amendment.

2. When Council examines a proposal for high density residential uses, it must consider the following factors among others: compatibility, parking, vehicular and pedestrian movement, availability of municipal services, safety, noise, and the results of public participation. In general, row housing and other ground oriented housing is more acceptable on local streets than housing that is not ground oriented.

3. High Density Residential uses will be subject to Site Plan Control.

4. Notwithstanding the density provisions above, a stand alone residential use within the Core Area shall achieve a minimum density of 80 units per net hectare.

5.6.5 Phasing Policies

In order to promote the efficient use of land and achieve the desired land use pattern, phasing policies are established to guide new development in designated growth areas. Emphasis will be given to intensification, redevelopment and infill opportunities and growth will meet the following phasing policies:

1. New development in Residential Areas will occur adjacent to existing built-up urban areas. Emphasis shall be placed on achieving a mix of uses and densities that allow for the efficient use of land, infrastructure and public service facilities.

2. Where expansion onto vacant undeveloped lands is proposed, the following phasing policies shall be considered at the time of application review:

   a) The proposed development represents a contiguous expansion within the Residential Area designation.

b) The proposed development represents a logical utilization of existing municipal and social infrastructure.

c) The proposed development completes or rounds out existing neighbourhoods with respect to road connections, waterline looping, and public service facilities such as schools and recreation facilities.

d) The area is experiencing growth pressure as evidenced by adjoining development and the available supply of lots/units in existing registered and draft approved plans of subdivision/condominium.

3. Land supply requirements and intensification targets will be monitored and reviewed on a five-year basis.

4. No Official Plan amendments for the expansion of areas designated Residential Area will be considered until a comprehensive review is undertaken.

5.6.6 Intensification

Residential intensification is an effective means of ensuring the efficient use of land and infrastructure in the City. Policies aimed at increased intensification are consistent with the desire to concentrate future development in fully serviced areas, as well as provincial directives on housing policy.

In order to ensure the development of a healthy, balanced and efficient City, the City will encourage new growth to occur through intensification. The City shall target that 15 percent of all new residential units created during the planning period shall be through intensification. Intensification and redevelopment of sites and buildings will be based on criteria established in the UCPR Official Plan.

5.6.6.1 Policies

Intensive forms of development can occur without dramatic change in the character and scale of existing neighbourhoods. Opportunities for intensification will be supported under the following circumstances:

1. On lands that are no longer viable for the purpose for which they were intended, such as older industrial areas.

2. Where the present use is maintained but the addition of residential uses can be accomplished in a complementary manner.

3. That are vacant and/or underutilized within previously developed areas.

4. Fully-serviced lots that could accommodate infill developments.

5.6.6.2 Programs

1. To support intensification, financial incentives for brownfield redevelopment will be investigated.

2. In order to encourage housing intensification through the conversion of vacant commercial space, Council will actively participate in federal and provincial programs to facilitate such activity.

3. An inventory of vacant sites suitable for infilling and other forms of intensification shall be maintained.

5.6.6.3 Monitoring

Over the next five years, Council will review the amount of residential development that is occurring through intensification to determine whether or not the 15% intensification target is being reached. Council will review and, if necessary, adjust its policies and programs, including amending this Plan, to ensure that continued progress towards this target is made.

5.7 Wetlands

5.7.1 General

Wetlands are lands that are seasonally or permanently covered by shallow water, as well as lands where the water table is close to or at the surface. In either case the presence of abundant water has caused the formation or hydric soils and has favoured the dominance of either hydrophytic plants or water tolerant plants. The four major types of wetlands are swamps, marshes, bogs and fens.

Periodically soaked or wet lands being used for agricultural purposes are which no longer exhibit wetland characteristics are not considered to be wetlands.

Wetlands are valuable in their natural state for biological, social, hydrological and other special features. The highest level of protection and conservation is *Provincially Significant Wetlands (PSW)* and is required by Provincial policy. PSW boundaries are identified by the Ministry of Natural Resources (MNR) using the Ontario Wetland Evaluation System. This plan designates all identified PSW on Schedule ‘A’ using the ‘Wetland’ designation.

5.7.2 Permitted Uses

Subject to the other policies of this Plan, the following shall apply in determining uses permitted on land designated Wetland on Schedule ‘A’:

1. Agricultural uses existing legally on the date of adoption of this Plan shall be permitted to continue.

2. Permitted uses shall include conservation, wildlife management, fishing, passive outdoor recreation and educational activities.

3. Buildings and structures that do not require extensive site works may be permitted subject to the approval of the City in consultation with the Conservation Authority and/or Ministry of Natural Resources.

5.7.3 Policies

The following policies apply to land designated Wetland in Schedule ‘A’:

1. Based on mapping provided by the Ministry of Natural Resources, which is updated from time to time, the precise delineation of the PSW and therefore Wetland designation may be refined without amendment to this Plan. The City shall maintain up-to-date PSW information reflecting the current delineation provided by the MNR.

2. Development and/or site alterations shall not be permitted within the Wetland designation.

3. New utilities or public infrastructure such as roads, sewer or water lines shall be located outside of the Wetland designation. Where utilities or public infrastructure must be located within the Wetland, alternative methods and measures to minimize impacts on the Wetland shall be considered. Structures associated with such uses shall be located outside the Wetland designation.

4. Where land designated Wetlands is under private ownership, there is no implication that the land is open to the general public or that it will be acquired by any public agency.

5. PSWs shall be protected according to the Wetland policies of this Plan through the City Zoning By-Law.

6. Adjacent lands are defined as lands that are contiguous to a PSW where development and/or site alterations could possibly have negative impact on the Wetland. The extent of adjacent lands shall be 120 metres from the Wetland boundary. Development and/or site alterations may be permitted on adjacent lands, in accordance with their land use designation, if the ecological and hydrological function of the adjacent land has been evaluated (in accordance with Section 4.5 of this Plan) and it has been demonstrated that there will be no negative impacts on the natural features or on their ecological and hydrological functions of the wetland, or that that the impacts can be adequately mitigated.

5.8 Major Open Space

5.8.1 General

A Major Open Space area has been designated in the Urban Area and is shown on Schedule ‘A’, this being the golf course. This is a significant feature in the Community and should be recognized. Other parks, open spaces, community and recreational facilities are permitted in various land use categories and policies for these uses are included in Section 4.16.

5.8.2 Permitted Uses

The uses permitted in the Major Open Space designation will be limited to a golf course. Accessory uses, such as pro shops, club house, offices and eating establishments are also permitted.

5.8.3 Policies

1. Any proposal to redevelop lands designated Major Open Space to another use will require an amendment to the Official Plan.

SECTION 6
DEVELOPMENT CONSTRAINTS

6.1 General

The Development Constraints, which are shown on Schedule 'A' as overlays, apply to lands that, by their physical characteristics or their location, present problems for development. The severity and the implications of the problems vary according to the constraint. It can be an inconvenience, a risk of property damage, or even a risk of loss of life, depending on the circumstances. Six categories of Development Constraints are identified in the Official Plan: Flood Plains, Unstable Slopes, Former Dumps, Organic Soils, Noise and Odours.

6.2 Permitted Uses

When a Land Use designation (i.e., Residential, Commercial on Schedule 'A') is affected by a Development Constraint, the permitted uses in the underlying designation are permitted subject to the policies of this Section and the other applicable policies of this Official Plan.

6.3 Flood Plain

6.3.1 General

1. The Flood Plain areas shown as a Development Constraint on Schedule 'A' include all areas known to be subject to 1 in 100 year flood events. These areas have been identified and mapped by the Ministry of Natural Resources.

2. It is recognized that flood plains and associated erosion hazards may exist that are not shown on Schedule 'A'. In reviewing development applications, the approval authority shall require that the proponent of a development demonstrate that there are no flood hazards and/or erosion hazards as part of the submission of the development application for formal review and processing. Where it is determined that flood hazards and/or erosion hazards exist, the policies in this Section shall apply, regardless of the fact that the flood hazard or erosion hazard may not be identified on Schedule 'A'.

3. Amendments to the Flood Plain Development Constraint shown on Schedule 'A' may be considered provided the proposed amendment is supported by plans and/or studies prepared by a qualified professional, which demonstrate that any site alteration(s) or works will not negatively impact adjacent lands or lands located up or downstream from the subject property. The Ministry of Natural Resources and/or South Nation Conservation shall be consulted prior to the adoption and approval of Official Plan amendments concerning Flood Plains.

4. The Zoning By-law shall indicate the Flood Plain areas and it may also contain provisions with respect to flood proofing/wave proofing.

5. An amendment to the Official Plan may be considered by Council to designate an area that has historically existed within the flood plain, as a Special Policy Area. An amendment will be considered where site-specific policies have been approved by the Ministry of Natural Resources to address any hardships to the area residents that would result from strict adherence to provincial policies concerning development in flood plains.

6.3.2 Permitted Uses

1. Notwithstanding the underlying Land Use designation on Schedule 'A', development and site alteration shall be prohibited, except for the following circumstances:

a) repairs and minor additions to buildings and accessory buildings, which do not affect flood flows where there is existing non-conforming development;

b) uses which, by their nature, must be located within the flood plain and will not a ffect the hydrology or hydraulics of the flood plain; and

c) works required for flood and/or erosion control and passive recreational and/or open space uses without buildings that do not affect the hydrology or hydraulics of the flood plain.

2. Development and site alteration permitted on lands affected by the Flood Plain constraint (in accordance with the provisions of Section 6.3.2.1), shall meet all the following requirements:

a) the hazards can be safely addressed and the development and site alteration is carried out in accordance with the established standards and procedures;

b) new hazards are not created and existing hazards are not aggravated;

c) no adverse environmental impacts will result;

d) vehicles and people have a way of safely entering and exiting the area during times of flooding, erosion and other emergencies; and

e) the development does not include institutional uses or essential emergency services or the disposal, manufacture, treatment or storage of hazardous substances.

6.4 Unstable Slopes

1. A study by the Ministry of Natural Resources indicates that the slopes along the Ottawa River and Clarence Creek (east of Pigeon Street) have a potential for slope slippage. Any construction that is too near these slopes is, therefore, dangerous, and the acts of construction and/or site alterations can make the natural conditions worse. Development in these areas shall be built at a safe distance to avoid problems. Unstable Slopes are shown on Schedule ‘A’ as an overlay.

2. Development and site alteration in areas affected by Unstable Slopes, i.e., lands with a slope stability factor of safety of 1.5 or less, generally is prohibited. However, a site-specific Zoning By-law amendment may be granted if a slope stability study supports the proposed development. Site-specific zoning amendments are not required where the Building By-law addresses the requirements for development in areas affected by Unstable Slopes, as shown on Schedule ‘A’. Site-specific Zoning By-law amendments to permit construction of a building or structure may be passed only if all of the following conditions are met:

a) appropriate development setbacks as provided in a joint report prepared by the Ministry of Natural Resources and the Ministry of Northern Development and Mines are considered;

b) sufficient soils and engineering information is made available to indicate that, although the site is identified as having Unstable Slopes, it is, in fact, suitable or can be made suitable for development using accepted scientific and engineering practices;

c) that any proposed alterations to the site will not result in increased hazards or cause adverse environmental effects on or off site; and

d) the designation on Schedule 'A' permits the proposed development.

3. The Zoning By-law shall indicate a setback, a separate zone, or both, corresponding to the Unstable Slope constraint. A "holding zone", as defined by the *Planning Act*, can be used. The Zoning By-law shall prohibit new buildings, structures, and major uses (e.g. swimming pools, industrial storage) between them and the slope.

4. The recommended setback distance is an interim measure and it can be reduced if more detailed studies are done. The construction of remedial works can also change the soil conditions. Therefore, the Municipality can amend the Zoning By-law to increase or decrease the setback distance, provided that the request for change is supported by the recommendation of a soils engineer. Council shall consult the Ministry of Natural Resources or it's designate before making a decision on such a request. It is not necessary to amend the Official Plan if the Ministry accepts the engineer's recommendation.

6.5 Former Dumps

1. Several Former Dumps exist in Rockland, one of which is the property of the Municipality. These sites are shown in the United Counties of Prescott and Russell Official Plan.

2. Development on lands identified as Former Dump may proceed in accordance with the policies of the underlying land use designation subject to an Environmental Site Assessment and in accordance with Ministry of the Environment Guideline D-4 "Land Use on or near Landfills and Dumps."

3. In reviewing development applications on lands within 500 metres of a site identified as a Former Dump, a Phase 1 Environmental Site Assessment (ESA) shall be required by the approval authority in order to ensure that there is no evidence of potential safety hazards that may be caused by landfill generated gases, ground and surface water, contamination of leachate, odour or litter, potential fires, surface runoff and vectors and vermin. Particular attention shall be given to the production and migration of methane gases. The Phase 1 ESA shall document the previous uses of the property and provide an assessment of the site to identify actual or potential hazards. The Phase 1 ESA shall be undertaken using established principles and procedures and be prepared by a qualified engineer.

4. Where the Phase 1 ESA confirms environmental problems, the proponent will be required to undertake additional studies which shall demonstrate that the site is appropriate for development or can be rehabilitated in order to mitigate known or suspected hazards and to establish procedures for site rehabilitation prior to the final approval of the proposed development. The provisions of Section 4.2 shall apply.

6.6 Organic Soils

1. The organic soils (shown in the United Counties of Prescott and Russell Official Plan) that exist in the Municipality present problems for conventional construction techniques. The solution is to use special construction techniques that are adapted to this type of soil or to extend the foundations down below the organic soil layer. The organic soil areas are not indicated on Schedule 'A' because they are all within the Flood Plain areas.

2. Flood proofing in areas of organic soils by land filling or the construction of flood works can result in stability problems. As such, in addition to the studies required in Section 6.4, a geotechnical study will be required before proceeding with flood proofing operations.

3. Development, in accordance with the permitted uses of Section 6.3.2, may be permitted without an amendment to the Official Plan provided that the proposed development is supported by a geotechnical study that demonstrates that the site is suitable for development.

6.7 Abandoned Pits and Quarries

1. Abandoned Pits and Quarries are shown in the United Counties of Prescott and Russell Official Plan.

2. Development on, abutting or adjacent to lands affected by former mineral resource operations may proceed in accordance with the policies of the underlying land use designation only if rehabilitation measures to address and mitigate known suspected hazards are under way or have been completed.

3. All development applications for sites identified as an abandoned pit or quarry will require a study that provides sufficient information to determine any potential safety hazards, to demonstrate that the site can be rehabilitated to mitigate the known or suspected hazard and to establish procedures for site rehabilitation and mitigation of the safety hazard.

7.1 Introduction

The Plan for the Road Network is shown on Schedule 'B'. The roads are classified according to the function they perform. Rights-of-way widths and standards are established for each class of road. Road improvements, such as widening, reconstruction, realignment, turning lanes, intersection improvements and other traffic control devices, should be made according to a schedule of priorities established by the City of Clarence-Rockland and the United Counties of Prescott and Russell. The City's priorities for road improvements will be justified by safety and traffic volumes. The schedule of road works of the two jurisdictions, the United Counties of Prescott and Russell and the City of Clarence-Rockland, shall be coordinated.

All new streets must conform to the policies and standards of the Official Plan. Typically, this will be accomplished through the subdivision approvals process.

Council shall explore initiatives that introduce roundabouts in certain intersections within Rockland. A traffic study must first be performed by a qualified traffic engineer prior to the initiation of such a project.

7.2 Arterial Roads

7.2.1 General

Arterial roads are intended to carry high volumes of traffic at relatively high speeds and to connect major traffic generators. The only designated arterial is County Road No. 17. All development adjacent to this Arterial Road, including entrance permits, signage, building form and location and land use shall require approval from the United Counties of Prescott and Russell. Intersections with other roads should be adequately spaced and limited in number so that they do not become a safety hazard and do not seriously interrupt the flow of traffic. Adequate lighting should be provided at all intersections.

7.2.2 Policies

1. Lot creation for residential purposes with direct access to an Arterial Road is not permitted.

2. Residential subdivisions fronting on an Arterial Road may be permitted provided that access is obtained through a local public road maintained year-round. The review process shall ensure that adequate measures are included in the subdivision design to mitigate any potential negative impacts related to the proximity of the Arterial Road to the residential development.

3. Commercial and/or industrial development with frontage on the Arterial Road may be permitted subject to the approval of the design and location of the lot access by the Prescott and Russell Public Works Department and subject to other relevant policies of this Official Plan. Typically, access will be granted via an internal road system.

4. Development on lots of record existing as of the day of adoption of this Official Plan may be permitted in accordance with the applicable land use designation policies and the Zoning By-law regulations, and provided that new accesses are kept to a strict minimum by enforcing, where possible, a minimum 200 metre separation distance from existing accesses on the same side of the road. Alternatively, safety issues may be addressed

through engineered solutions, such as turning lanes, acceleration lanes or deceleration lanes.

5. The minimum 200 metre separation distance required in policy 4 above may be reduced by the United Counties of Prescott and Russell Public Works Department without amendment to this Official Plan where sufficient frontage exists that would normally permit the maintenance of the separation distance but where topographical or safety considerations would dictate that a lesser separation distance may be reasonable.

6. A minimum development setback of 9 metres from the property line shall be required.

7. The following roads and proposed rights-of-way are designated as Arterial Roads for the purpose of the Official Plan:

Road	Proposed Right-of-way
County Road No. 17	50 m
East-West By-Pass	30 m

8. The East-West By-Pass shown on Schedule B is for information purposes only. A Class EA will be required to define its ultimate alignment.

7.3 Collector Roads

7.3.1 General

The City of Clarence-Rockland distinguishes between Major and Minor Collector Roads.

Major Collector Roads are intended to distribute traffic from the interior of residential communities or areas of industrial and commercial development to the Arterial Road Network. A secondary function of Major Collectors would be the servicing of abutting properties, although, in some cases, it may be desirable to restrict access onto them. This access should be limited to commercial properties and medium density residential development (i.e., apartment buildings).

Minor Collector Roads are intended to distribute traffic from the interior of residential neighbourhoods to a Major Collector Road or Arterial Road. An equal function is to serve abutting properties.

Major and Minor Collector Roads have been indicated on Schedule ‘B’.

7.3.2 Policies - Major Collector Roads

The City of Clarence-Rockland will consider the following principles when dealing with proposed development abutting and/or affected by a Major Collector Road and in regard to the development of new Major Collector Roads:

1. Junctions of local streets with Major Collectors should be adequately spaced and,

wherever possible, in the form of a four-way intersection.

2. Street lighting, sidewalks on either side and a bicycle path on one side shall be provided.

3. Wherever possible, new residential lots should not front onto a Major Collector.

4. The following streets are designated as Major Collector Roads for the purposes of the Official Plan:

Street Name	From - To
Laurier Street	Poupart Road (west) to County Road No. 17
Laporte Street	Laurier Street to County Road No. 17
Boul. Dr. Corbeil	Caron Street to St-Jean Street (County Road)

5. The right-of-way width for a Major Collector Road shall be 26 metres. An exception to this proposed width shall be made within the boundaries of the Commercial Core Area where the right-of-way width will be 20 metres.

6. Minor adjustments to the alignment of any “proposed” Major Collector Road may proceed without an amendment to this Plan provided that it reflects their general location and intent, as shown on Schedule ‘B’.

7. The City will begin discussions with the UCPR to have St-Jean Street – County Road (as located within the Urban Area) transferred to the City.

8. Following completion of the multi-jurisdictional Class Environmental Assessment (EA) for improvements to Ottawa Road (OR) 174 from the Highway 417/OR174 Interchange (the “Split”) to Canaan Road in the City of Ottawa, and improvements to Prescott Russell County Road (17) from Canaan Road to County Road 8 (Landry Road) in the UCPR, the City will undertake a detailed evaluation of the existing Laurier Street (east) / County Road 17 intersection to assess current deficiencies and develop a recommended alternative to address the transportation needs. One alternative to be considered is a connection east of Yves Street which would align with a future intersection along County Road 17. In order to protect the right-of-way and to avoid costly expropriation, this alignment will be shown on Schedule “B” of the Plan.

7.3.3 Policies - Minor Collector Roads

1. The City of Clarence-Rockland will take into consideration the following principles when dealing with proposed development abutting and/or affected by a Minor Collector Road and in regard to the establishment of new Minor Collector Roads.

2. Street lighting and sidewalks and bicycle paths shall be provided on one side of the Minor Collector Road.

3. Traffic on Minor Collector Roads should not be impeded by unnecessary stop signs unless warranted by transportation design criteria.

4. The following streets are designated as Minor Collector Roads for the purposes of the Official Plan:

Street Name	From - To
Edwards Street	Laurier Street to Catherine Street
St-Jean Street	Laurier Street to Poupart Road
Caron Street	David Road to Highway No. 17
Heritage Drive	Laurier Street to Patricia
Poupart Road Sterling Avenue	Laurier Street to St-Jean Street Jasper Cr. to Boul. Dr. Corbeil

5. The right-of-way width for a Minor Collector Road shall be 26 metres. An exception to this width shall be made within the boundaries of the Commercial Core Area where the right-of-way width shall be 20 metres.

7.4 Local Roads

7.4.1 General

The primary function of Local Roads is to provide direct access to lots. Generally, the volume of traffic will be low and the traffic on the street will have an origin or a destination on the route.

7.4.2 Policies

1. Through traffic should be discouraged. Local roads are under the jurisdiction of the Municipality and the right-of-way shall be a minimum of 18 metres.

2. Rights-of-way that do not meet the minimum 18 metres standard will be widened, but only if required for traffic flow. In this regard, where a widening would create an excessive reduction in the sizes of the lots fronting on the road, the Municipality may consider widening only the intersections.

3. The following streets do not have a uniform 18 metre right-of-way and, consequently, are proposed for widening: Albert, Alma, Catherine, Chapman, David, Gareau, Henrie, Hudon, Lalonde, Lawrence, McCall, Notre-Dame, Charette, Pouliotte, Powers, St-Jacques, St-Jean, St-Joseph, St-Louis, Victor, Victoria, Wallace, and Woods.

4. Alternative development standards may be developed that would allow for more flexible requirements for road widths.

7.5 Reserves for Future Roads

At regular intervals along all roads in undeveloped areas, the City of Clarence-Rockland shall establish and protect reserves for future roads having a proposed right-of-way a minimum of 18 metres (or appropriate for the type of road envisioned) for access to interior parcels of land and for the future construction of roads in relation to the development of these parcels. Such reserves should be located at intervals of at least 60 metres but not exceeding 250 metres. The protection of these reserves or their dedication to the Municipality may constitute a condition for

the approval of a severance, a subdivision, or any other type of development. Existing reserves shall be protected unless they are not required to meet the foregoing standards.

7.6 New Public Roads

Prior to the opening a new public road, the City of Clarence-Rockland will require:

1. An engineer's report with regard to street construction and to the required services (i.e., municipal water and sewer, drainage, street lighting and signs, curbs, cable and any other appropriate services).

2. The signing of an agreement with regard to construction of the road and installation of the services. A new street is not a public street unless the owner has transferred the property to the City of Clarence-Rockland and that the City of Clarence-Rockland has assumed and dedicated it as being a public highway by By-law.

7.7 Private Roads

Where a private road exists within Rockland, there is no legal obligation on the part of the Municipality to maintain, repair or otherwise service any development located on that private property road or right-of-way. If a private road is reconstructed by the landowners, at their own expense, to the standards of the Municipality and the road allowance on which it is located is deeded to the Municipality, Council may, subject to an amendment to the Official Plan, assume the road by By-law if it can be accessed by an existing public road which is currently maintained year-round. Prior to undertaking any such work, the landowners will obtain the approval of Council. The work will be supervised by the Municipality and shall be to the standards determined by the Municipality.

No new private roads may be created for new development except for private roads approved by an application under the *Condominium Act* or a development proposed under a "Common elements agreement" that has been approved by Council.

Development on Private Roads is permitted on existing lots of record, provided that such lots meet the relevant requirements of this Official Plan and provided that they are appropriately zoned in the implementing Zoning By-law.

7.8 Access to Public Road

All new development must have frontage on a public road that is of an adequate width and standard of construction and is maintained year-round by the City of Clarence-Rockland or other Public Authority.

All new development will be carefully located so that no traffic hazard is created by the new use.

The policies and guidelines of the United Counties of Prescott and Russell will apply to any new development abutting a County Road.

7.9 0.30 Metre Reserve

The Municipality may require the transfer of one or more 0.30 metre reserves for the purpose of locating and limiting the number of entrances to a property or to restrict access to a public

highway from a particular area of a property when dealing with a plan of subdivision, a plan of condominium, a site plan or severance.

7.10 Road Widening

It is the intention of Council that all roads under the jurisdiction of the Municipality eventually be widened to their proposed right-of-way widths using such mechanisms as subdivision approvals, consent approvals and Site Plan Control approvals.

7.11 Pedestrian Policies

One of the objectives of this Plan is to establish a pedestrian-friendly environment. Overall, this Plan shall encourage people to walk for health reasons and to reduce their dependence on the automobile. This Plan stresses the need for a clearly defined network of sidewalks, pathways and cycle routes that are linked to established public and commercial areas. The following policies aim at achieving this objective:

1. Where Council considers it appropriate, new development or redevelopment will be expected to provide pedestrian walkways and sidewalks constructed to an appropriate standard. The location, size and nature of the development will determine whether sidewalks are needed on both sides or one side of the street. In some cases, sidewalks may not be required.

2. When undertaking public works, and where appropriate, the City will include the provision of facilities that address the needs of pedestrians.

3. To encourage pedestrian travel, streetscapes should be safe, convenient and attractive for pedestrians. This may include providing sidewalks, locating commercial uses at street level, encouraging building design that provides shelter and providing appropriate lighting, street furniture and landscaping.

4. Council shall establish a pedestrian walkway plan for the urban area that outlines areas where walkways exist and where they should be created within an overall network. Such a plan shall encourage pedestrian interconnections between home, schools, recreational areas, and shopping areas. The City shall maintain and enhance the existing sidewalk network in order to achieve this policy.

7.12 Cycling Policies

Cycling also reduces the dependence on the automobile. This Plan shall encourage people to ride bicycles. The following policies aim at achieving this objective:

1. Council shall establish a cycling plan for the urban area that identifies cycling routes. Such a plan shall encourage the interconnections between bike routes and open space areas. Such a plan shall be designed to improve the viability of cycling as an alternative to car use.

2. When undertaking public works, and where appropriate, the City will include the provision of bike lanes and bike racks to address the needs of cyclists.

3. Where Council considers it appropriate, new development or redevelopment will be

expected to provide bike racks.

7.13 Multi-Use Pathways

The City shall maintain and expand its recreational trails and bicycle route identified on Schedule 'B'. The following policies aim at achieving this objective:

1. All development applications, including, but not limited to, plans of subdivision, severances, plans of condominium, Official Plan Amendments, Zoning By-law Amendments and Site Plans shall be reviewed to ensure that they include consideration for recreational and bicycle pathway facilities.

2. A recreational trail and bicycle route signage program for existing roadways will be developed in accordance with recognized standards and best practices. Ongoing road maintenance and new road construction and associated infrastructure shall have consideration for the recreational vehicle and bicycle in the design and placement of intersection treatments, sewer grates, manhole covers and signage. All facilities operated by the City will incorporate appropriate bicycle facilities consistent with their location in order to lead by example in promoting the usage of cycling in the City.

3. Opportunities to expand the multi-use pathways along the Ottawa River and linking with other natural areas and open space areas will be considered as part of the development review process.

7.14 Active Transportation, Pedestrian and Bicycle Network

Protecting and expanding the existing pedestrian and bicycle network in the City is essential to creating quality of place. Trails promote healthy lifestyles and provide an alternative transportation network.

7.14.1 Policies

1. The existing pedestrian and bicycle network will be maintained and expanded through the creation of additional pedestrian walkways, trails and bikeways with adequate signage throughout the City.

2. Development proposals will be reviewed to ensure that there is adequate pedestrian access in new developments. The City may acquire lands to provide pedestrian facilities as a condition of approval. Wherever possible, the provision of adequate bicycle facilities will be encouraged.

3. Bicycle facilities for all new road links and road widening projects will be considered based on an assessment of safety, potential usage, cost, and linkages to major employment, educational, or recreational centres.

4. The maximum level of separation of pedestrians and bicyclists from motor vehicle traffic will be achieved through good road design practices.

5. Sidewalks facilitate active living and are an essential component of good neighbourhood design, providing a safe pedestrian environment and access to other transportation linkages, such as trails. Curbs and sidewalks in neighbourhoods also encourage walking and provide safety for children. It is policy of this Plan to provide the following on new and reconstructed roads, when feasible:

a) Sidewalks on at least one side of urban Arterial Roads and Collector Roads adjacent to developed lands.

b) Pedestrian connections between neighbourhoods.

c) Pedestrian linkages to major attractions/generators.

d) Sidewalks are to be built and maintained to a standard that facilitates the mobility of persons with disabilities.

e) Barrier-free design of pedestrian facilities will be required through site plans.

7.14.2 Programs

1. The existing bicycle and pedestrian network will be expanded, with special emphasis on major generators, such as community centres and educational institutions, as well as enhanced linkages between community facilities, neighbourhoods and schools.

2. Pedestrian and bicycle safety programs within the City will be supported and coordinated.

3. Public awareness of the convenience, health and economic benefits of commuter cycling and walking will be promoted.

7.15 Accessibility

Accessibility is a key consideration in the planning and development of our Communities, encompassing our streets, parks, libraries, social housing, and other functions of daily living. It is policy of this Plan to support the continued development of integrated, accessible services, programs and facilities that fully respect the dignity and rights of persons with disabilities.

7.16 Parking

Parking is an integral component of the road transportation system. Therefore, it is the policy of this Plan to ensure that the location and design of parking facilities encourage the efficient and safe functioning of the transportation system.

The City shall have regard to the following factors when considering the approval of individual parking lots and the parking component of a larger development:

1. Access and exit to parking areas shall be located so that:

a) visibility of other vehicles is not hindered by inadequate sight triangles or buildings set too close to public streets or the internal road system;

b) visibility is maintained between vehicles entering/exiting the site and pedestrians along the property frontage in order to minimize conflict between the two modes of travel;

c) there is minimal disruption to the function of the adjacent road by providing turning lanes where required;

d) where practical, adjoining land uses on arterial, major collector and collector roads shall share access points in order to minimize traffic hazards;

e) where practical, the City will require internal links between adjacent parking lots.

2. Where possible, parking facilities shall be sited on a property such that large expanses fronting on public streets are avoided.

3. Parking for persons with disabilities and expecting mothers is provided within oversized parking stalls with ramped sidewalks nearby and is well located in respect to convenience for the user, proximity to the building access points or public sidewalks, and is protected, where possible, from adverse climatic elements.

4. Illumination of all areas to increase the safe, secure use of parking facilities.

5. Light spillover or glare from any lighting source onto residential uses and public streets shall be minimized, but not to the detriment of safety concerns.

6. For mixed use development containing residential units, parking areas shall be dedicated for the exclusive use of residents and separated by design or distance from parking areas for other uses except where parking facilities can be shared with these other uses so as to provide adequate, safe, secure and convenient parking for residential use.

7. Parking areas shall be designed to incorporate proper stormwater management, and use permeable surfaces, where feasible (i.e., paving stones, porous asphalt).

8. Pedestrian circulation routes through parking areas shall respect natural pedestrian travel routes, minimize hazards and inconvenience and maximize pedestrian security.

9. The design and layout of parking areas shall ensure the safe and efficient operation of the facility.

10. Parking facilities shall be designed, located and operated in such a manner that maximizes the security of motor vehicles and cycles from theft and vandalism and their users from assault or personal injury. In the case of cycle parking, the design and operation shall minimize the risk of physical damage to the cycle from the parking facilities or from other cycles sharing the facility.

The City shall require the provision of on-site loading facilities for development that may regularly receive or dispatch goods. The loading spaces shall be located to minimize the effects of noise and fumes on adjacent uses and shall not interfere with customer/employee parking or pedestrian movement.

It is Council's desire that effective management and enforcement of traffic and parking regulations will optimize the operational efficiency of our infrastructure and ensure a continued emphasis on the traffic control system in place are adequate throughout the City.

SECTION 8
SPECIAL STUDY AREA

Special Study Areas are designated on Schedule ‘A’ and are subject to the policies of this Section. Special requirements, including the preparation of Secondary Plans or Development Plans, will apply to those areas where complex issues exist and coordinated planning solutions are required prior to development proceeding. It is intended that, after planning issues have been resolved, development can proceed for the land use designations that have been identified within the study area, subject to the applicable policies of the Official Plan and, if required, of the Secondary Plan.

8.1 Special Study Area 1

Special Study Area 1 comprises all the lands situated between County Road No. 17 to the north, Part of Lots 33 and 34, Concession 1 (O.S.) to the west, the proposed major collector road to the south, and a portion of Part of Lot 32, Concession 1 (O.S.) to the east, as shown on Schedule ’A’.

The lands within the Special Study Area 1 are presently used primarily for agricultural uses, with the exception of a number of dwellings along de la Baie Road, on the south side of County Road No. 17.

The future development of lands within the Special Study Area 1 could offer a full range of residential uses, commercial, institutional and recreational activities. The completion of a Development Plan will be required prior to any development being approved in the Special Study Area 1.

8.1.1 Development Plan

1. A Development Plan shall be prepared in accordance with the following guidelines:

    a) Council shall adopt an amendment to this Official Plan prior to any development.

    b) In order to ensure the proper consideration of issues and problems, public participation and consultation with appropriate agencies shall be a mandatory component of the preparation of the Development Plan. When adopted, the Amendment to this Official Plan shall be subject to the approval of the United Counties of Prescott and Russell.

    c) Until such time as the Development Plan is prepared for the Special Study Area 1, the permitted uses shall be limited to the existing uses. Notwithstanding the above, Council may permit redevelopment of existing legal uses, limited to repairs and minor additions to buildings or structures, which would not prejudice the future development of Special Study Area 1.

    d) The Amendment to this Official Plan shall be implemented by Zoning By-Laws, development and site plans, subdivision plans and agreements, land acquisition, or other means as required.

    e) The Development Plan must consider and include policies for, amongst other things:

        i) transportation, traffic and parking;

ii) housing types, densities and mix;
iii) population size and distribution;

iv) community facilities and services, such as schools, parks, recreation and institutional uses;

v) commercial types and business office uses, size and locations;

vi) municipal services and utilities;

vii) visual amenity, landscaping and conservation criteria or standards; and

viii) means of implementation and staging.

SECTION 9
COMMUNITY IMPROVEMENTS

9.1 Goal

It is the goal of Council to upgrade, maintain and rehabilitate the physical environment, in order to ensure the continued social and economic viability of its existing Residential neighbourhoods, Commercial Core Area, Business Park, Service Commercial and Community Facilities.

9.2 Objectives

It is the intention of Council to implement a program of continuous community improvements (as defined in the *Planning Act*) that will fulfill the following objectives:

1. Foster improvements in Residential neighbourhoods by:

    a) striving for an equitable distribution of social amenities among residential neighbourhoods in facilities that are well maintained, well located and easily accessible;

    b) establishing and maintaining the physical infrastructure necessary, and appropriate for, the various residential neighbourhoods; and

    c) ensuring the maintenance of the existing housing stock, and encouraging the rehabilitation, renovation and repair of older dwellings.

2. Foster improvements in the Commercial Core Area by:

    a) maintaining a vibrant, attractive downtown by providing the necessary physical conditions to create a pleasant shopping environment;

    b) providing and maintaining incentives to support the Commercial Core Area, to foster a healthy local economy for area businesses;

    c) providing and maintaining downtown streets, sidewalks, lighting, benches and parking areas to ensure that the Commercial Core Area is accessible to both motorist and pedestrian;

    d) encouraging high standards of site development; and

    e) encouraging mixed use residential/commercial uses.

3. Foster improvements in the Service Commercial and Business Park by:

    a) developing and maintaining the Service Commercial area and Business Park to facilitate the successful operation of the commercial uses that they accommodate;

    b) ensuring that proposed improvements to local industries throughout Rockland generally enhance the areas in which they are located and area compatible with adjacent land uses;

c) ensuring that sewer mains, gas mains, watermains, roads, curbs, sidewalks and street lighting are adequate and are appropriately located to service the commercial uses; and

d) ensuring that development occurs in an efficient sequential manner.

4. Foster improvements along the Ottawa River by:

a) identifying, supporting and encouraging the development of the tourism and recreational potential of the waterfront;

b) maintaining public access to the Ottawa River and encouraging a healthy mix of tourist, recreational and open space uses; and

c) ensuring that watermains, sewer mains, roads and sidewalks are adequately designed, sized and located to service waterfront developments.

5. Foster improvements, generally, so as to:

a) encourage the participation of the private sector in community improvement initiatives involving local merchants and business people and their associations, residents and civic leaders;

b) ensure that the undertaking of specific community improvement projects does not unduly burden their financial capability;

c) generally ensure high standards of site development throughout Rockland; and

d) ensure that, when undertaking community improvement projects, compatibility of neighbouring land uses are accorded due regard.

9.3 Policy Area Designation

All of the land within Rockland shall henceforth be known as the Community Improvement Policy Area of Rockland.

9.4 Basis of Designation

The area so designated was identified on the basis of the criteria listed in Section 9.6 below. An Inventory and Analysis Report includes the background information for the policy area designation.

9.5 Comprehensive Improvements

Council will undertake comprehensive and complementary improvement programs within the policy area, as financial resources permit.

9.6 Criteria

The Community Improvement Policy Area was designated on the basis of an evaluation of available municipal services and facilities using the criteria that follow. The designated area requires improvements in some or all of the following:

a) the availability and/or adequacy of municipal services, including sanitary sewers, storm drainage, watermains, natural gas, roads, curbs and sidewalks;

b) the availability of parks, recreation and neighbourhood facilities within individual neighbourhoods;

c) compatibility of neighbouring land uses;

d) the availability and/or adequacy of on-street and off-street parking and loading, particularly in the Commercial Core Area;

e) physical amenities, including buffering between incompatible land uses, particularly between industrial and residential uses, and streetscaping and architectural treatment in the Commercial Core Area;

f) pedestrian access between the parking and commercial functions in the Commercial Core Area; and

g) building conditions.

9.7 Priority Areas

Council may establish community improvement project areas as local municipal resources allow and as government funding becomes available. Council recognizes that improvements will be undertaken gradually and that it will be necessary to select project areas on a priority basis. The following considerations shall be taken into account in determining high priority areas for community improvements:

a) Priority will be given to areas where deficiencies in the provision of such services meet the provisions in Section 9.6 herein are the most critical. Community improvement works may also be undertaken in areas of lower priority.

b) Areas within Rockland that are deemed to be rich in historical or architectural features, such as may be established under Section 4.3 of this Official Plan, shall be considered a high priority area for community improvement, if other criteria for selection are satisfied.

9.8 Implementation Options for Community Improvements

In order to achieve the objectives for Community Improvement, Council intends to use a variety of implementation methods and to choose the appropriate technique(s) for each objective. Such methods may include (but are not limited to) the following:

a) preparation and adoption of community improvement plans;

b) designation of community improvement project areas by By-law;

c) application to the appropriate government agency for funds to support the Municipality's program;

d) Municipal acquisition of land within the community improvement project area(s);

e) clearing, grading or preparing the land for community improvement;

f) enforcing By-laws dealing with property maintenance and enforcing the Municipality's policies for property maintenance and safe occupancy;

g) encourage and support the foundation of a "Business Improvement Area" by enlisting the support of businesses in the downtown core;

h) encouraging rehabilitation at the private level by providing residents with information on relevant government subsidies and programs;

i) establishing an appropriate land use Zoning By-law;

j) providing the framework for more flexible land use decisions by establishing mixed use zones in the implementing By-law, as deemed appropriate; and

k) encouraging redevelopment through rehabilitation of existing facilities, where desirable, and by implementing the Heritage policies of this Official Plan.

SECTION 10
IMPLEMENTATION

10.1 Introduction

The Official Plan of the Urban Area of the City of Clarence-Rockland is a policy document adopted under the provisions of the *Planning Act*. It is consistent with the Provincial Policy Statement (2005) issued under Section 3 of the *Planning Act* and has regard to provincial interests listed in Section 2 of the *Planning Act*. In some instances, the policies of this Plan are more limiting or restrictive than the Provincial Policy Statement (2005).

Implementation of the Official Plan is carried out through the following measures, among others:

a) by the enactment and administration of implementing By-laws pursuant to the *Planning Act*, including a Zoning By-law, Site Plan Control By-law, Property Maintenance and Occupancy By-law;

b) by the enactment and administration of By-laws pursuant to the *Municipal Act* or other *Provincial Acts*;

c) by the construction of public works;

d) by the acquisition of land;

e) by amendments to the Official Plan and to implementing By-laws;

f) by the adoption of a Community Improvement Plan; and

g) by cooperating with other levels of government, community organizations and the private sector.

10.2 Zoning By-law

10.2.1 Implementation Tool

The principal implementation tool of this Official Plan shall be the Zoning By-law. The existing Zoning By-law, that portion which applies to the Urban Area, will be amended as required to conform to the policies of this Official Plan. As set out in the *Planning Act*, this By-law may regulate the use of land, the erection or use of buildings, provisions for parking and loading spaces, among other things.

10.2.2 Specific Project

Since zoning constitutes the Municipality's most important means of control over land use and development, Council adoption of any zoning amendment required for a specific project should generally occur only when all other conditions or requirements deemed essential by the Municipality have been fulfilled. All applications for a change in the Zoning By-law shall require a pre-consultation with the City of Clarence-Rockland.

Council has the authority to require that a person or public body applying for a Zoning By-law amendment provide any other information and/or material that Council may consider necessary in making a decision.

10.3 Subdivision of Land

Council will use the subdivision and consent approval processes to ensure control over the subdivision of land. All plans of subdivision and consent applications must conform to the requirements of this Official Plan, and shall require a pre-consultation with the City of Clarence-Rockland prior to an application.

As part of the approval process, certain requirements may be imposed as a condition to the approval of a plan of subdivision or a consent and the owner may be required to enter into an agreement with the Municipality before final approval.

10.4 Maintenance and Occupancy By-law

The Municipality already has a By-law to prescribe standards for the maintenance and occupancy of property. The Maintenance and Occupancy By-laws have regard to the following aspects in establishing its requirements:

a) the physical condition of lands, yards, roads and parking areas, including the accumulation of debris and rubbish, weeds and discarded vehicles;

b) the adequacy of sanitation, including sewerage and drainage; and

c) the physical condition of, or the availability of, sidewalks, pathways, lighting fixtures, signs, garbage disposal containers and other such facilities.

The Maintenance and Occupancy By-law should also prescribe standards for the physical condition of buildings and structures, including any accessory buildings.

The adoption of a Maintenance and Occupancy By-law gives the Municipality the authority to require substandard properties to be repaired and maintained to comply with the standards, prohibit the use of substandard property, and require the demolition and clearing of such property where the owner does not intend to repair and maintain it.

When a Municipality adopts a Maintenance and Occupancy By-law, it is necessary to appoint a Property Standards Officer who is responsible for administering and enforcing the By-law. The Municipality is also required to appoint a Property Standards Committee, in accordance with the *Planning Act*.

The measures to be used generally in achieving a property maintenance program should include an education and public relations program to show people the benefits of continued property maintenance, together with information showing what improvements can be made without increasing assessment. Complementary to the enforcement of minimum standards on private properties, the Municipality should undertake to keep in a fit and well-maintained condition all Municipally-owned properties and structures.

10.5 Other By-laws

By-laws passed by Council under the authority of the *Municipal Act* or any other *Act* may implement the policies of this Official Plan. For instance, By-laws dealing with the regulation of derelict motor vehicles, wrecking yards, trailers or signs may be passed by Council, where considered appropriate. Any such By-law must conform to this Official Plan.

After approval of the Official Plan, amendments shall be made to any By-law deemed to implement the Official Plan that does not conform to the Official Plan and all amendments to implementing By-laws subsequently passed shall also conform.

10.6 Construction of Public Works

Certain policies of this Official Plan will be implemented through the construction of public works. In accordance with the *Planning Act*, no public work shall be undertaken that does not conform to the intent and purpose of the Official Plan.

10.7 Land Acquisition

Under the *Planning Act,* the Municipality may acquire and hold land within the Municipality for the purpose of developing any feature of the Official Plan. The Municipality may also sell, lease or otherwise dispose of such land when no longer required.

In some cases, a lease or an option to purchase may be preferable to an outright purchase of land.

10.8 Amendments to the Official Plan

Amendments may be made to the Official Plan when such changes are warranted. The provisions of the *Planning Act* with respect to Official Plans apply similarly to amendments, including the approval of the United Counties of Prescott and Russell or the Ontario Municipal Board, as the case may be. Applications for an Official Plan Amendment shall require a pre-consultation with the City of Clarence-Rockland. All applications must be deemed complete by planning staff. When amendments are made to the Official Plan, appropriate amendments will also be made to the implementing By-laws so that any such By-law is in conformity with the Official Plan.

10.9 Committee of Adjustment

When a Zoning By-law is in effect, the Committee of Adjustment may rule on applications of minor variances from the provisions of the Zoning By-law. In granting a variance, the Committee will be satisfied that such variance is minor, is desirable for the appropriate development or use of the land, building or structure and that the intent and purpose of the Official Plan and Zoning By-law are maintained.

In addition, the Committee of Adjustment has the power to permit an extension or enlargement of a building or structure that is a legal non-conforming use. The Committee will have regard to the policies of Section 4.15 of this Official Plan in reviewing such applications.

The City of Clarence-Rockland has been given the power to grant consents to sever land within the Urban Area. The Committee of Adjustment shall follow the policies governing consents, as well as any other relevant policies in this Official Plan.

10.10 Interim Control By-law

According to the *Planning Act*, Council may, when a planning study is under way, adopt a By-law to exercise interim land use control for a limited period of time. Thus, the study can be completed to determine the definitive use of the land without non-compatible uses being established in the interval.

10.11 Cash-in-Lieu of Parking

Under the *Planning Act*, the Municipality may sign an agreement with a property owner to permit payment, to a common fund for cash-in-lieu of providing parking spaces on the property. The money thus accumulated must be used to improve off-street parking problems.

The Municipality intends to exercise this authority when dealing with development applications in the Commercial Core Area.

10.12 Site Plan Control By-law

Site plans are detailed plans of a site indicating the location of buildings and structures, access, parking, landscaping, and so on. This is a control on the form and quality of the development, which does not abrogate the development rights of the owner according to the Zoning By-law. The general objective of the Municipality in proposing Site Plan Control is to assure that the impact of major developments is positive rather than negative, through a flexible control over the location and nature of things that are difficult to define in a Zoning By-law, such as: landscaping and buffering, grading, drainage, lighting and vehicular and pedestrian access. Minor developments, such as single family dwellings, generally do not require this type of control. This control is most suitable for industrial, commercial and medium density residential developments or for development where special site conditions exist as described in Section 4.22. In addition, the Site Plan Control mechanism provides for development agreements dealing with the Site Plan, maintenance of facilities and other related matters.

The whole of the Urban Area is designated as a Site Plan Control Area.

As a condition of a Site Plan Control By-law, the Municipality may require road widening for those roads outlined in Section 7 to a maximum width as proposed in those policies.

Prior to the submission of an application for Site Plan Control, the applicant shall arrange a pre-consultation meeting. For the purposes of the Site Plan Control By-law, the Municipality proposes to require drawings showing plan, elevation and cross-section views for all multiple residential dwellings, including mixed-use buildings. Further, the Municipality may require applicants to provide details regarding: matters relating to exterior design, including without limitation the character, scale, appearance and design features of buildings and their sustainable design; the sustainable design elements on any adjoining highway under a Municipality's jurisdiction, including, without limitation, trees, shrubs, hedges, plantings or other ground cover, permeable paving materials, street furniture, curb ramps, waste and recycling containers and bicycle parking facilities; and facilities designed to have regard for accessibility for persons with disabilities.

10.13 Road Widening

Road widenings are an important aspect of the implementation of the Official Plan and can be achieved through a variety of methods. Section 7 of this Official Plan should be referred to for further details.

10.14 Public Notification

The *Planning Act* provides the statutory requirements for giving notice of planning matters. Council may establish additional requirements for notification, which will be set out in the procedural guidelines. On a case-by-case basis, additional notification over and above the statutory requirements and Council procedural requirements may be considered. For those amendments to the Official Plan and Zoning By-law that are of a housekeeping nature (for example, typographical, grammatical or dimensioning errors, rearranging format or renumbering, consolidations, etc.), Council may forego public notification. This will not apply to any changes that would affect the policies, designations or the intent of the Official Plan.

10.15 Alternative Public Notice Procedures

The *Planning Act* allows Council to set out in the Official Plan provisions for informing and obtaining the views of the public in respect to amendments to the Official Plan, to Community Improvement Plans and amendments thereto, and Zoning By-laws and amendments thereto prior to their adoption. This alternative procedure will provide notice to individuals, organizations and agencies and provides the opportunity for them to express their views to Council. It is the intention of Council to consider alternative notice procedures, but an Official Plan amendment to that effect shall be required.

10.16 Procedural Guidelines

From time to time, Council may adopt procedural guidelines in order to assist Council, Municipal staff and the public in effectively dealing with such matters as subdivisions, consents and site plans. These guidelines will not form a part of the Official Plan.

10.17 Urban Design

Promoting quality design in private and public development is essential to improve the quality of place – quality of life. In order to attract economic development opportunities and skilled labour, the City must foster environments that emphasize human scale, accessibility, safety, attractiveness, innovation, and integration with both existing built form and the natural environment.

Good design principles are encouraged in order to improve the aesthetic quality of our urban spaces. Community Improvement Plans may also assist in improving the quality of place – quality of life.

10.17.1 Objectives

The objectives of the urban design guidelines are to:

a) encourage a high level of design quality for all types of development and redevelopment;

b) promote a built environment that is safe, energy efficient, aesthetically pleasing and productive;

c) encourage a sustainable mix of uses; and

d) promote attractive corridors that provide access to the downtown.

10.17.2 Policies

1. Buildings, structures and other design elements that complement existing built form and character are encouraged.

2. Area streetscapes are to be improved over time through appropriate upgrades, such as landscaping, lighting, sidewalks, paving, and public art.

3. Landscaping will be required in:

   a) the design of all new developments; and,

   b) existing underdeveloped locations as an effective environmental upgrading technique.

10.18 Crime Prevention Through Environmental Design (CPTED)

It is Council's intention to promote proper design and effective use of the built environment as a way to reduce crime and improve the quality of life. The following policy applies:

a) all new development shall be subject to CPTED review and assessment with an emphasis on the physical environment, productive use of space, and reducing opportunities for crime.

10.19 Development Application Review

The *Planning Act* gives Municipalities the ability to request, in addition to the minimum prescribed requirements, information and material for certain types of land use planning applications to make an informed decision, provided that the Official Plan contains provisions relating to the additional information and material. The *Planning Act* also gives Municipalities the ability to refuse to accept an application if it does not include the minimum prescribed requirements, any additional requirements contained in the Official Plan, and any required fee.

Prior to submitting any development application, the Municipality requires applicants to pre-consult with Municipal staff prior to submitting an application. Pre-consultation will provide important information, including the identification of required studies and/or reports in support of an application.

The Municipality shall request additional information that it needs when considering development proposals or *Planning Act* applications. Such information may be required as part of a complete application, or may be required prior to Council's decision on a proposed development. The following technical reports and/or plans may be required to assist in the review process of a development application. The applicant may be required to submit any of the following studies or reports:

a) Servicing capacity/feasibility/options report
b) Hydrogeological study and terrain analysis report
c) Drainage and/or stormwater management report
d) An Environmental Impact Statement
e) Traffic impact study
f) Confirmation on sufficient reserve sewage system capacity and reserve water system capacity

g) Planning rationale
h) Noise/dust/vibration and/or odour study
i) An influence area study for development in proximity to a waste management facility or industrial use
j) Vegetation inventory, enhancement plan and/or Tree Preservation Plan
k) Mine hazard rehabilitation assessment
l) Phase 1 Environmental Study and any further investigation, as required
m) Source water protection study
n) Landscape plan
o) MDS I or II calculation
p) An archaeological assessment
q) Minimum separation distance calculation for an industrial use or a wastewater management facility
r) Geotechnical study
s) Floodplain assessment
t) Heritage assessment
u) Slope stability study
v) Market study
w) Concept Plan showing planned land use
x) Any other study and/or report as identified by the Municipality.

10.20 Review Procedure

It is the intention of Council that a comprehensive review of the Official Plan takes place at least every five years. If any of the assumptions on which this Official Plan is based were to change substantially, a partial or complete review of the Official Plan may be undertaken at that time in order to determine whether the policies are still appropriate. In accordance with the *Planning Act*, as part of this review, Council will hold a special public meeting to discuss the need for revisions to the Official Plan. If changes are warranted, appropriate amendments will be made following the review.

SECTION 11
INTERPRETATION

11.1 Boundaries of Land Use Areas

It is intended that the boundaries of any land use areas shown on Schedule ‘A’ be considered as approximate only, except where bounded by such features as existing roads, rivers or other natural features. It will not be necessary to make amendments to the Official Plan for minor variations in the approximate boundaries provided that the intent of the Official Plan is preserved. In this regard, it is the intention of this Official Plan that there be more flexibility in the symbolic designations than in those designations that follow lot lines or elevations.

11.2 Figures and Quantities

It is intended that all figures and quantities contained in this Official Plan be considered as approximate. Amendments will not be required for any minor variation from these figures.

11.3 Buildings, Structures, etc.

It is intended that buildings, structures, etc. that are normally incidental, accessory and essential to a permitted use will also be allowed even though not specifically stated in the land use policies.

11.4 Significant Changes

Any significant changes from the policies contained herein will require an amendment to the Official Plan and implementing By-laws. If a change is major, particularly if it calls for reconsideration of the very basis of the Official Plan, then the Official Plan should be reviewed in whole.

11.5 Amendments to the Official Plan

Amendments to the Official Plan will not be necessary for changes that are of an administrative or technical nature, such as corrections of typographic errors, spelling, grammar or numbering, changing references to legislation, or for office consolidations of the Official Plan.

11.6 Consultation with or Approval from the Province

Where reference is made to consultation with or approval from the Province, such reference is intended to include any delegated authority. Amendments to the Official Plan will not be required to cite any such delegated authority in the Plan. Similarly, if the responsibilities of Provincial Ministries or other public bodies change, or if names of such Ministries or public bodies change, any references to these Ministries or public bodies may be correspondingly changed in the Official Plan without the need for an amendment.

SECTION 12
ADMINISTRATION

12.1 The Municipal Council

The Municipal Council shall administer the Official Plan. In this regard, Council shall recommend the implementation of any feature of the Official Plan. It will also review the Official Plan, recommend amendments as required, and carry out other duties related to planning and development.

12.2 The *Planning Act* - Delegation of Powers

The *Planning Act* authorizes the delegation of certain powers from Council to an employee or a Committee of Council. The Council can also name a Planning Advisory Committee to assist it in planning the development.

12.3 The *Planning Act* - Obligation

The *Planning Act* has confirmed an obligation on the part of the Municipality to inform the public concerning proposed amendments and it has also confirmed the public's right to expression concerning amendments.

12.4 Advice

Council may request the advice of consultants or of representatives of the various Government Ministries to assist it in its considerations.

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OTTAWA - KINGSTON - SUDBURY
TIMMINS - NORTH BAY

Rapport final

Analyse des besoins culturels

Cité de
Clarence-Rockland

Février 2009

PGF

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CONTEXTE

La Cité de Clarence-Rockland est située sur les berges de la rivière des Outaouais à seulement 30 kilomètres du centre-ville d'Ottawa. Plus de 23 000 personnes demeurent dans la Cité, une région qui offre la tranquillité de la campagne et les services d'une grande ville.

Depuis plus de 20 ans, la population de la Cité de Clarence-Rockland a identifié le besoin de construire un complexe récréatif afin d'avoir un endroit pour pratiquer des activités sportives et culturelles et de mieux servir la communauté. Avec le récent boom économique et démographique, l'idée du complexe récréatif et culturel a refait surface.

La Cité de Clarence-Rockland a récemment construit un nouveau complexe récréatif et culturel, en partenariat avec le Conseil scolaire de district catholique de l'Est Ontario, le YMCA-YWCA de la région de la Capitale nationale et la Bibliothèque publique de Clarence-Rockland. En plus d'avoir reçu du financement du ministère de l'Éducation pour l'expansion de l'École secondaire L'Escale, la Cité de Clarence-Rockland a également investi 711 631.50 $ dans le projet. Cette expansion inclut des installations sportives, une nouvelle bibliothèque publique, un hall pour des expositions artistiques et autres événements, une promenade avec café ainsi que des espaces pour des réunions d'affaires et communautaires ainsi qu'une salle de spectacle.

Le nouveau complexe récréatif et culturel a officiellement ouvert ses portes le 5 décembre 2008. L'ouverture de la salle de spectacle est prévue pour septembre 2009.

NATURE ET PORTÉE DE L'ÉTUDE

Afin de s'assurer que le nouveau complexe récréatif et culturel soit utilisé à son plein potentiel et que la programmation culturelle offerte par la Cité de Clarence-Rockland à cet endroit, mais également sur l'ensemble de son territoire, et qu'il réponde aux besoins et attentes de la communauté, la municipalité a décidé d'entreprendre une analyse des besoins culturels.

Le but de cette analyse des besoins culturels est de fournir une fondation solide basée sur la recherche pour que la Cité soit en mesure de développer des politiques qui la guideront dans la programmation culturelle future de la communauté. La Cité de Clarence-Rockland souhaite développer plus de programmations et de services ainsi que d'améliorer ceux qui existent déjà afin de répondre aux besoins de la communauté. Un autre résultat souhaité par cette étude est d'améliorer la communication, la coopération et la coordination entre les intervenants communautaires clés, tels que les groupes sociaux et les gens représentant les arts, la culture et le patrimoine.

Pour se faire, la Cité de Clarence-Rockland a retenu les services de PGF Consultants Inc. pour planifier et exécuter un processus consultatif avec des intervenants clés de la communauté et pour donner aux résidents une chance de participer au processus. Les objectifs spécifiques de ces consultations étaient :

- De fournir à la Cité de Clarence-Rockland une liste, aussi exhaustive que possible, des ressources culturelles existantes, locales et régionales ; et
- D'identifier les besoins culturels de la communauté.

Le mandat incluait :

- Consultation des documents pertinents à l'analyse des besoins culturels ;
- Création d'un inventaire des ressources existantes locales et régionales
- Rédaction et validation d'un guide d'entrevue à être utilisé pour les entrevues personnalisées avec les gens du milieu ;
- Organisation de la logistique des entrevues personnalisées ;
- Tenue des entrevues personnalisées ;
- Synthèse et analyse des résultats des entrevues personnalisées ;
- Conception et modération de deux réunions publiques sur les besoins culturels de la communauté (une en anglais et l'autre en français)
- Synthèse et analyse des discussions des réunions publiques ;
- Préparation d'un rapport intérimaire et discussion de son contenu avec les représentants de la Cité de Clarence-Rockland ;
  Soumission du rapport final

MÉTHODOLOGIE

Afin d'effectuer son mandat, PGF s'est engagé à compléter les trois étapes suivantes : 1) la consultation des documents pertinents à l'analyse des besoins culturels ; 2) la création d'un inventaire des ressources existantes locales et régionales ; et 3) l'Analyse des besoins culturels – consultation avec les citoyens et les intervenants clés de la Cité de Clarence-Rockland.

La Cité de Clarence-Rockland a fourni **à** PGF, les documents suivants pour révisions : Dialogue 2007 : Rapport final de la journée de concertation touristique du 19 avril 2007 ; « Rockland First Impression Community Exchange Report – June 2006 » et le Guide d'activités communautaires et répertoire des entreprises. Les deux premiers rapports identifiaient des pistes potentielles de développement culturel pour la Cité de Clarence-Rockland tandis que le Guide d'activité**s** a servi de départ pour la création de l'inventaire.

Avec le Guide d'activités et une liste d'intervenants remise par la Cité, PGF a créé une liste compréhensive de groupes et d'individus qui sont actifs dans le domaine des arts, de la culture, du patrimoine et des programmes sociaux. PGF a utilisé la liste des intervenants pour organiser et conduire des entrevues personnalisées dans les buts suivants : 1) pour faire la collecte d'informations sur les groupes et leurs activités ; 2) pour s'enquérir à savoir si ces groupes pouvaient identifier d'autres ressources culturelles dans la région ; 3) pour déterminer l'utilisation courante des infrastructures dans la Cité ; et 4) pour identifier comment la Cité doit être intéressée dans le domaine des arts et de la culture. PGF a également consulté différents organismes culturels régionaux et nationaux afin d'identifier des ressources culturelles possibles pour la Cité. La liste n'est pas encore complétée et sera donnée à la Cité dans son rapport final. PGF a également créé une liste d'infrastructures disponibles ou qui est disponible dans l'inventaire des ressources culturelles.

La dernière étape de notre méthodologie était la rédaction et la modération de deux réunions publiques avec les citoyens de la Cité de Clarence-Rockland ; une était en Française et l'autre en anglais. La Cité de Clarence-Rockland a envoyé des avis aux médias invitant les résidents à participer au processus de consultation et soulignant l'importance des arts et de la culture dans la communauté combiné au désir d'écouter les besoins et attentes des résidents.

Ce rapport contient une synthèse et analyse des résultats des deux rencontres publiques et une synthèse et analyse des entrevues avec intervenants clés. L'inventaire des ressources locales et régionales est inclus en annexe.

DIFFICULTÉS

Cette étude visait à identifier de façon qualitative les besoins culturels de la communauté et de fournir à la Cité une liste des ressources culturelles locales et régionales. Les informations contenues dans ce document n'ont pas été obtenues de façon scientifique et ne peuvent donc pas être considérées statistiquement.

Comme le démontre le rapport, la Cité de Clarence-Rockland a une communauté culturelle forte puisque les arts, la culture et le patrimoine sont promus par les fournisseurs traditionnels de programmes culturels en plus des écoles, groupes sociaux et religieux. Puisque le temps alloué à l'étude était limité, les consultations ont surtout été avec des intervenants clés qui ont été ciblés à cause de leurs connaissances de la programmation culturelle de la Cité et qui représentaient le mieux les différents groupes.

BESOINS CULTURELS

PGF a consulté les intervenants clés durant les entrevues personnalisées et lors des deux réunions publiques afin de déterminer les besoins culturels de la communauté. La prochaine section présentera les résultats à jour des entrevues personnalisées avec les intervenants clés du domaine des arts, de la culture et du patrimoine dans la Cité de Clarence-Rockland. La section d'ensuite présentera les résultats des réunions publiques.

RÉSULTATS – Entrevues personnalisées avec les intervenants clés

PARTICIPANTS

La Cité de Clarence-Rockland a fourni à PGF une liste de 14 intervenants clés. La liste comprenait des individus qui ont organisé ou participé à des activités en collaboration avec la Cité par le passé. L'agent de liaison de la Cité a ajouté deux personnes par courriel à mesure que d'autres gens étaient identifiés. D'autres ajouts ont eu lieu après les entrevues personnalisées et les réunions publiques. Au total, 24 intervenants clés devaient être contactés pour cette étude. Puisque plusieurs des organismes ou groupes sont dirigés par des bénévoles et ne sont pas disponibles pendant la journée, ce fut difficile de communiquer avec certains groupes. À présent, PGF a terminé 9 entrevues avec des intervenants. PGF a également parlé à deux propriétaires d'installations dans la région. Il est important de mentionner que toutes les personnes interviewées et celles que nous avons tenté de rejoindre étaient invitées à participer aux réunions publiques.

Tel que mentionné précédemment, PGF a créé un guide d'entrevue qui sera révisé par l'agent de liaison et les représentants de la Cité de Clarence-Rockland. Le guide a été développé pour obtenir les résultats suivants : 1) pour recueillir les informations concernant leur groupe ou activité ; 2) pour savoir s'ils pouvaient identifier d'autres ressources culturelles dans la région ; 3) pour déterminer l'utilisation présente des infrastructures dans la Cité ; et 4) pour identifier comment la Cité doit être engagée dans le domaine des arts et de la culture. En plus de recueillir de l'information et des détails sur les groupes ou les activités, le guide a inclus les questions suivantes :

- Connaissez-vous d'autres personnes ressources qui œuvrent dans le domaine des arts, de la culture, des loisirs, de l'éducation ou des services communautaires à qui nous devrions parler ?
- Quelles infrastructures dans la Cité de Clarence-Rockland utilisez-vous présentement ou avez-vous utilisé pour vos besoins de programmation ? De quelle façon avez-vous utilisé ces infrastructures (présentations expositions, cours et réunions) ?
- Allez-vous utiliser le nouveau complexe récréatif et culturel dans le future pour vos besoins de programmation ? Si oui, comment (présentations, expositions, cours, réunions) ?
- Utilisez-vous présentement ou avez-vous utilisé des infrastructures à l'extérieur de la Cité de Clarence-Rockland pour vos besoins de programmation ? Si oui, pourquoi utilisez-vous ces infrastructures (manque d'infrastructures dans la Cité

de Clarence-Rockland, conflit d'horaire avec d'autres organismes, pour rejoindre une autre clientèle ?)

- Quel rôle croyez-vous que la Cité de Clarence-Rockland devrait jouer en terme de programmation culturelle pour la région (promotion ou seulement pourvoyeur d'infrastructure)?
- Quelles mesures croyez-vous que la Cité de Clarence-Rockland devrait prendre pour améliorer la programmation culturelle disponible à ses résidents (partenariats avec d'autres municipalités, meilleure promotion, meilleure gestion des infrastructures, autres services ?)
- Selon vous, de quelle façon l'addition d'un coordinateur culturel aura un impact sur la programmation culturelle de la Cité de Clarence-Rockland (meilleure communication et coopération entre les groupes, meilleure organisation, meilleure promotion, meilleure utilisation des infrastructures existantes ?)

Une copie du guide d'entrevue est incluse dans l'annexe A.

SOMMAIRE

Les entrevues personnalisées avec les intervenants clés ont identifié plusieurs observations communes :

- La Cité de Clarence-Rockland est présentement très intéressée et engagée dans la programmation culturelle de la région ;
- La Cité pourrait améliorer la programmation culturelle en augmentant le financement, peut-être à égalité avec sa contribution aux sports ;
- L'embauche d'un coordonnateur culturel est essentielle et pourrait aider à la promotion, publicité et au financement par différents niveaux de gouvernements et commanditaires ;
- Les groupes artistiques de la scène attendent impatiemment la nouvelle salle de spectacle, mais les artistes visuels ont mentionné que cette infrastructure est inadéquate pour eux.

Autres observations :

- Certaines personnes ont mentionné que la promotion pourrait se faire à une échelle plus large qu'à la région immédiate pour que les touristes d'Ottawa et du Québec soient attirés ; et
- plusieurs intervenants clés ont mentionné que le MIFO à Orléans devrait être un exemple.
- La Cité devrait former des partenariats avec les écoles locales ; et
- Le rôle de la Cité devrait en être un d'intégration et de centralisation de la programmation culturelle de la région.

Voici le sommaire de 12 des entrevues avec les intervenants clés, conduits par PGF, sans ordre particulier :

Intervenants clés :

Don Jacobs – Créateur: R & B Festival, Créateur: Concert de Noël, Une soirée de partage

Don Jacobs est un enseignant de musique à la retraite qui résidait dans le Nord de l'Ontario qui a récemment déménagé à Clarence-Rockland. Il est actif dans la promotion de la musique et des arts de la scène dans la région. Il a fondé le festival local R&B qui en sera à sa deuxième édition cette année. Il est également responsable d'organiser un concert de Noël annuel (Une soirée de partage). M. Jacobs est intéressé à la promotion du tourisme et du développement économique dans la région par le renforcement de la culture, mais également en donnant aux musiciens locaux et aux artistes un endroit pour partager leur talent. À titre d'enseignant à la retraite, M. Jacobs a un intérêt particulier à la conception de programmes musicaux jeunesse, plus spécifiquement un programme communautaire de fanfare pour les jeunes, en partenariat avec les différents conseils scolaires et groupes communautaires. Il voit également le potentiel pour des séminaires, ateliers et peut-être des programmes de bourses.

Par le passé, M. Jacobs a utilisé l'hôtel River Rock et la salle Paul-Guy Lalonde à l'aréna Jean-Marc Lalonde de Rockland pour ses performances. Il a indiqué qu'il a hâte à l'ouverture de la salle de spectacle pour la tenue d'événements futurs.

M. Jacobs voit la Cité comme ayant un rôle principal d'appui aux groupes artistiques de Clarence-Rockland, plus particulièrement à titre de liaison entre tous les niveaux de gouvernements. Il est d'avis que pour avoir un meilleur appui aux arts et à la culture, la Cité devrait augmenter son budget dédié à la culture et donner plus d'aide à la promotion d'événements locaux.

Lorsqu'on lui a demandé de quelle façon l'embauche d'un coordonnateur culturel aura un impact sur la programmation culturelle dans la Cité de Clarence-Rockland, M. Jacobs a répondu qu'il existait un besoin criant pour un tel poste pour organiser et promouvoir la communauté culturelle, mais également pour aider aux stratégies de financement, soit par du financement gouvernemental, des commandites ou des partenariats avec la communauté d'affaires.

À noter : M. Jacobs a participé aux deux réunions publiques et a également communiqué directement avec PGF. À la première réunion publique, les participants ont accepté que leurs informations soient partagées avec les participants. Dans ses communications avec PGF, il a indiqué que de telles informations devraient être incluses dans une liste maîtresse, développée par la Cité et disponible au public.

Gilles Yelle – Président et fondateur : Coloris sur la Baie
Gilles Yelle est le président et fondateur de Coloris sur la Baie étant une exposition de photos et d'arts visuels par un groupe d'artistes. Cet organisme à but non lucratif a été fondé en mai 2006 pour faire la promotion des arts et des campagnes de financement au bénéfice des organismes charitables et des groupes culturels qui seraient identifiés annuellement. En trois ans d'existence, l'événement annuel a recueilli plusieurs milliers de dollars pour des récipiendaires locaux.

M. Yelle a utilisé le Centre culturel La Ste-Famille, les Jardins Belle Rive et un hôtel local pour ses expositions. Il n'est pas certain de quelle façon le nouveau complexe récréatif et culturel sera adéquat pour ses besoins, car il craint que les salles soient trop

petites. Il est cependant ouvert à l'idée d'explorer des possibilités.

M. Yelle croit que la Cité de Clarence-Rockland a démontré un grand intérêt et qu'elle est déjà très engagée dans la programmation culturelle de la région. Il voit le rôle de la Cité comme en étant un de promotion et de publicité. Il est d'avis que la Cité pourrait aider la communauté artistique en obtenant du financement aux différents niveaux de gouvernements. Présentement, le seul appui que le gouvernement provincial a donné à son événement est de la publicité dans le guide touristique.

Il est également de l'avis que l'embauche d'un coordonnateur culturel aura un impact positif dans la programmation culturelle de la Cité de Clarence-Rockland. Il a fait des références au succès du MIFO, un centre culturel similaire à Orléans, à l'ouest de Clarence-Rockland. Le coordonnateur pourrait faire la promotion d'événements dans la région et sur un plus grand territoire pour attirer des touristes du Québec et d'Ottawa. Il est impératif que le poste soit comblé par une personne compétente et qu'elle doive piger dans l'expérience du réseau existant des ressources culturelles de la région.

Diane Labrosse – Secrétaire : Le Centre culturel La Ste-Famille
Fondé en 1969, le Centre culturel La Ste-Famille est dédié à fournir une programmation annuelle culturelle et artistique en français aux résidents francophones et francophiles. Le Centre est également dédié à la promotion des artistes francophones, amateurs et professionnels. Il est concerné par les questions du patrimoine francophone, incluant l'exposition à ses clients de toutes les facettes de la culture francophone. Une initiative intitulée Photo-Sauvetage a collectionné et archivé près de 3000 photos historiques de la région.

Puisque le Centre a ses propres locaux, il est incertain de quelle façon le complexe récréatif et culturel sera utilisé pour ses activités .

Le Centre culturel La Ste-Famille a indiqué que la Cité de Clarence-Rockland leur donne déjà beaucoup d'appui spécifiquement en termes de promotion et d'organisation de projets et d'activités. Ils sont d'avis que l'embauche d'un coordonnateur culturel serait d'une grande aide.

Jennifer Fontaine – Présidente et directrice musicale: Ain't Seen Noth'n Yet
Fondé en 2006, Ain't Seen Noth'n Yet est une production privée locale de théâtre musical qui utilise sa programmation pour éduquer et exposer les jeunes de la région aux arts de la scène, mais également pour donner aux artistes canadiens un endroit pour partager et développer leur talent. La troupe produit trois spectacles musicaux professionnels par année et tient un camp d'été de 10 semaines pour les enfants de 10 à 16 ans.

ASNY utilise présentement un chapiteau pour ses productions estivales ainsi que

l'aréna de Clarence-Rockland. L'organisme attend avec impatience la nouvelle salle de spectacle pour ses événements.

ASNY est d'avis que la Cité est présentement très engagée dans la promotion et l'organisation d'événements culturels dans la région, mais qu'un peu plus pourrait être fait au niveau du financement. Mme Fontaine suggère que la Cité pourrait augmenter son financement pour qu'il soit plus près de celui accordé aux sports. La Cité pourrait également aider à la diversification des activités culturelles offertes et également améliorer le transport en commun vers la région.

L'embauche d'un coordonnateur culturel est très importante selon eux. Le coordonnateur pourrait aider à la promotion, à l'organisation au financement et aux commandites. Le coordonnateur serait un contact permanent qui connaîtrait les besoins de la communauté des arts et de la culture.

Pascal Demonsand - Sculpteur
Pascal Demonsand est un artiste actif dans les arts visuels et multimédias. M. Demonsand était responsable d'une exposition d'art contemporain appelée Art en Bourget, qui a eu lieu à Bourget de 2001 à 2005 dans l'église locale. Il est également le sculpteur dont l'œuvre est présente au complexe récréatif et culturel. M. Demonsand offre des activités éducatives à six écoles avec le programme « Artistes en éducation » du Conseil des arts de l'Ontario.

Outre l'église de Bourget et les salles de classe, M. Demonsand n'a pas utilisé d'autres infrastructures locales pour la programmation culturelle et est d'avis que le complexe récréatif et culturel sera inadéquat pour ses besoins.

M. Demonsand a indiqué que la Cité de Clarence-Rockland a toujours été très impliquée dans la programmation culturelle régionale et a toujours démontré un grand intérêt, mais qu'elle a probablement été mal conseillée par le passé. Selon lui, la Cité devrait allouer des fonds spécifiquement pour les arts et devrait encourager les arts contemporains, l'éducation artistique et la promotion.

L'embauche d'un coordonnateur culturel serait certainement bénéfique, mais il a réitéré le besoin pour l'obtention de conseils professionnels.

Francine Dupras – Présidente: Chœur du Moulin
Le Chœur du Moulin a été fondé en 1982 et offre de la formation aux gens intéressés à participer à une chorale. Ses membres proviennent de toute la région et même d'Ottawa. Le groupe donne des concerts au printemps et à Noël dans les églises de Prescott-Russell pour recueillir des fonds pour des œuvres de charité. La chorale a fait une importante contribution à la culture franco-canadienne dans la région.

La chorale utilise présentement l'école Ste-Trinité pour ses pratiques et donne ses spectacles dans les églises de la région. Le groupe a hâte d'utiliser la nouvelle salle de spectacle pour ses concerts, mais également pour ses pratiques.

Le Chœur du Moulin est d'avis que la Cité est très engagée dans la programmation culturelle de la région et qu'elle en fait une priorité. La chorale, cependant, est à la

recherche d'un plus grand investissement de la part de la Cité.

Ils sont d'avis qu'un coordonnateur culturel est essential et que la Cité devrait suivre l'exemple du MIFO à Orléans.

Yolande Labelle – Vice-présidente: Artisanat Ste-Trinité
L'Artisanat Ste-Trinité est un groupe de femmes âgées de 16 ans et plus qui est en existence depuis 1958. Elles organisent des ateliers d'artisanats traditionnels pour les personnes âgées et tiennent une exposition d'articles faits par ses membres. Le groupe suggère de contacter également l'Union culturelle des Franco-ontariennes.

Ce groupe utilise les infrastructures à l'Église Ste-Trinité et occasionnellement à l'aréna et ne prévoit pas utiliser le nouveau complexe récréatif et culturel.

Pour ce groupe, la Cité peut fournir la gérance d'infrastructures et d'équipements ainsi que de la promotion. Elles sont d'avis que la Cité doit attirer plus de jeunes en culture, plus spécifiquement en musique et en théâtre.

Elles sont d'avis que l'embauche d'un coordonnateur est nécessaire surtout pour la publicité et la promotion.

Madeleine Chabot – Trésorière : Union Culturelle des Femmes Franco-Ontariennes
Le mandat de cet organisme est de fournir et de développer des activités pour les femmes franco-ontariennes. Le club a commencé en 1937 comme un des 41 chapitres de l'Union catholique des fermières. Elles ont une exposition et vente de pâtisserie une fois par année en septembre.

Le groupe utilise des infrastructures locales pour sa programmation et ne voit pas le besoin d'utiliser le nouveau complexe récréatif et culturel.

Elles sont d'avis que la Cité pourrait promouvoir une exposition d'artisanat annuelle pour participants locaux. Ce groupe croit que l'embauche d'un coordonnateur culturel serait utile et que celui-ci devrait avoir un intérêt particulier dans les arts.

Joanne Lefebvre – Jojo et les Productions Mylzami
Joanne Lefebvre est une interprète et musicienne qui a été reconnue sur la scène culturelle franco-ontarienne pour son excellente programmation pour enfants. Depuis les 10 dernières années, les Productions Mylzami ont été très actives dans la communauté en donnant des spectacles dans les écoles et centres culturels de la région et au Québec, en plus d'organiser un festival annuel à leur ferme de Hammond. Jojo offre des ateliers et activités éducatives dans les écoles. Jojo a de plus enregistré un CD et un DVD de musique et programmation pour enfants. Jojo et Les Productions Mylzami encouragent les enfants à découvrir les arts et la culture sous toutes ses formes.

Mme Lefebvre a performé dans les centres communautaires et écoles de la région en plus du MIFO à Orléans. Elle planifie d'utiliser le nouveau complexe récréatif et culturel

et aimerait aider au développement de programmation pour enfants dans la région.

Mme Lefebvre aimerait que la Cité de Clarence-Rockland joue un rôle de leader auprès de la communauté culturelle et est d'avis que le financement pour appuyer les arts et la culture doit être augmenté. Elle suggère de mettre en place un comité ou un bureau pour les arts dans la région. La Cité devrait également faire la promotion la culture et devrait prendre en considération toutes les sortes de culture dans la région.

Jojo est d'avis que l'embauche d'un coordonnateur culturel sera bénéfique pour la programmation culturelle de la Cité de Clarence-Rockland. Ce coordonnateur devra avoir un budget adéquat et devra établir une programmation culturelle de qualité dans les deux langues officielles.

Georges Guibord – Président : La Fanfare de Rockland Concert Band
La Fanfare de Rockland Concert Band a été fondée en 1893 et existe sans interruption depuis lors, faisant de l'organisme une des plus vieilles institutions musicales au Canada. La fanfare fournit aux musiciens d'instruments à cuivre, à vent et à percussions l'occasion de jouer différents styles musicaux dans un esprit de camaraderie et de fierté à faire partie de cette institution musicale. Le Rockland Dixieland Band est une composante excitante de la fanfare, qui performe du jazz dans la tradition de la Nouvelle-Orléans. La fanfare participe annuellement aux célébrations de la Fête du Canada et du Jour du Souvenir, en plus du concert de Noël communautaire et des performances dans les résidences pour personnes âgées de la région.

La fanfare possède ses propres infrastructures, le pavillon René Rochon au Parc Simon qu'elle utilise pour ses pratiques et performances, mais anticipe utiliser la salle de spectacle pour certains concerts.

La fanfare est d'avis que la Cité pourrait aider à la promotion des arts et de la culture dans la communauté. La fanfare a souligné que la Cité les a toujours appuyés par le passé, fournissant à l'organisme 50% du budget pour la construction du pavillon. En ce qui a trait au financement, la fanfare est un organisme indépendant, qui reçoit des subventions de la Fondation Trillium pour développer son site web et pour sa programmation musicale. Elle ne demande pas de frais d'adhésion à ses membres.

François Viau – auteur et conteur
M. Viau est un auteur et un conteur. Son but est d'exposer les jeunes à la poésie, musique et chanson par le conte. Il est un artiste professionnel depuis 1976 et est actif dans la programmation éducative depuis 1987. Il offre des ateliers dans les écoles et a enregistré un CD pour le ministère de l'Éducation de l'Ontario. Certains de ses ateliers incluent la composition d'une chanson ; les élèves apprennent à écrire la musique et les paroles et ont même l'occasion d'enregistrer leur création.

M. Viau croit que la Cité de Clarence-Rockland doit investir dans la culture ainsi que d'éduquer le public. La Cité pourrait aider à l'accès aux ressources et à l'équipement ainsi qu'aider plus d'artistes à aller dans les écoles. La Cité pourrait également organiser plus de festivals et d'activités culturelles gratuites telles que « Street Art ».

L'embauche d'un coordonnateur culturel dans la Cité sera bénéfique pour établir une programmation culturelle dans la Cité et pour accroître la qualité de programmes présentement disponibles.

Hélène Tassie – Propriétaire – Académie Extravadanse
Académie Extravadanse est une compagnie privée qui offre une variété de cours de danses traditionnelles, récréatives et de mise en forme aux jeunes et adultes. Académie Extravadanse est reconnue par le National Ballet Company et compte plus de 200 étudiants. Fondé en 1998, l'école est engagée dans des activités de cueillette de fonds pour les écoles locales et Mme Tassie elle-même est active dans la communauté depuis plus de 20 ans.

Académie Extravadanse tient un récital annuel au Rideau High School d'Ottawa et attire plus de 700 personnes. Extravadanse performe également dans des écoles locales avec un petit groupe de tournée. Ils ont également utilisé l'école secondaire Gisèle-Lalonde à Orléans. L'organisme a hâte d'utiliser la salle de spectacle pour leurs performances annuelles soient le récital de Noël, le récital de fin d'année ainsi que les pratiques générales.
À leur avis, la Cité devrait développer des partenariats publics privés pour planifier et développer la programmation culturelle dans la région. Mme Tassie a comme vision la création d'un conseil des arts régional avec des membres des communautés musicales, danse et arts visuels.

Extravadanse a besoin de bénévoles et Mme Tassie espère que la Cité établira un comité culturel dans la communauté qui pourra aider à l'organisation de la programmation culturelle. Elle est également de l'avis que l'embauche d'un coordonnateur culturel aidera l'organisme dans la promotion de la culture dans Clarence-Rockland et sera un point de contact central pour la communauté.

Nathalie Charrette – Arc en son
Arc en Son est une école de violon qui opère à Rockland et a 56 élèves de la région. Les élèves jouent à différents événements locaux et dans les églises. Mme Charrette est enseignante à l'école Du Rosaire, une école élémentaire de la région, offre des leçons à six autres écoles locales.

Elle a hâte à l'ouverture de la nouvelle salle de spectacle. Elle trouve difficile de trouver des infrastructures pour leurs spectacles et a utilisé les Jardins Belle Rive et l'hôtel River Rock par le passé. Elle anticipe utiliser les nouvelles installations en décembre 2009.

La Cité de Clarence-Rockland pourrait aider de plusieurs façons en ce qui a trait à la programmation culturelle pour la région. Il y a définitivement un besoin pour une personne qui gérera les infrastructures de la région et pour la promotion de la communauté culturelle locale. La communauté a besoin de savoir qu'il n'est pas nécessaire d'aller à Ottawa pour les arts : qu'il sera plus abordable et pratique pour les gens de demeurer à Rockland et qu'il est également possible d'avoir accès à une programmation culturelle et artistique de qualité.

Mme Charrette est consciente qu'il pourrait ne pas y avoir un large budget pour les besoins culturels de la Cité mais veut souligner qu'il existe un grand potentiel de croissance pour les jeunes locaux. La Cité pourrait obtenir des subventions gouvernementales. Un coordonnateur culturel permanent sera bénéfique pour atteindre ces buts, mais cela devra être quelqu'un de familier avec la communauté et spécifiquement avec la communauté culturelle qui pourra faire de bons choix informés en terme de programmation culturelle dans la Cité.

Gaëtan Pagé – Président – Club Lions Clarence Creek
Un participant à une des réunions publiques a suggéré de parler avec M. Gaëtan Pagé en ce qui a trait aux besoins que le Club Lions de Clarence Creek pourrait avoir à cette rubrique. M. Pagé est d'avis que la programmation culturelle que son organisme fournit à la communauté, soit le carnaval d'hiver et le tournoi de golf, ne qualifie pas à titre de programmation culturelle.

Lorsque demandé, M. Pagé a suggéré que la Cité pourrait être impliquée dans la promotion d'événements dans la communauté et dans le choix d'artistes pour son carnaval de Noël. La Cité appuie déjà le groupe en fournissant des infrastructures pour leurs événements.

Nick Stauker – Technicien en son et lumière – bénévole Rhythm N Blues Fest 2009
M. Stauker est un technicien en son et lumière qui œuvre surtout dans le domaine corporatif : événements, conférences et qui a travaillé dans l'industrie du film à Vancouver. Il a récemment déménagé dans la région et est bénévole avec le festival annuel Rhythm N Blues.

Pour M. Stauker, l'art et la culture sont très importants ; il ajoute « cela donne une âme à la communauté » et rassemble les gens. Il croit qu'il serait bien d'avoir une communauté semi-professionnelle de théâtre dans la région. Une autre suggestion pour la communauté est que la Cité de Clarence-Rockland organise plus de festivals extérieurs pour les familles qui tireraient profit des infrastructures extérieures de la région.

Il est de l'avis que la Cité a une obligation de facilitation : aider avec les permis et infrastructures. La Cité doit également trouver ce que la population veut voir et entendre afin de s'assurer que la programmation soit bien organisée du début. La programmation doit respecter les valeurs de la communauté. Par exemple, un concert punk rock n'est peut-être pas approprié pour cette communauté. La Cité doit également être un coordonnateur pour s'assurer que les événements n'aient pas de conflits d'horaire ainsi que d'aider au recrutement de bénévoles. M. Stauker suggère la création d'un comité permanent de bénévoles.

À son avis, un coordonnateur culturel sera définitivement d'une grande aide pour les organismes composés de bénévoles qui n'ont pas beaucoup de temps à dévouer à la programmation culturelle. Il serait bien d'avoir une personne qui serait le point de contact pour la programmation culturelle. M. Stauker provient de la communauté des arts de Vancouver où il a vu la programmation culturelle plafonner à cause du manque

d'un point de contact.

Guy Schryburt – Propriétaire – Bourgetel
Bourgetel est un restaurant bar et bistro à Bourget qui est actif dans la communauté culturelle de la Cité de Clarence-Rockland. Leur salle de banquet est utilisée pour présenter des soupers-théâtre tels que musicaux et souper meurtre et mystère et la section-bar a également abrité les œuvres d'artistes visuels tels que pendant l'exposition Art Tour de Prescott-Russell.

M. Schryburt est intéressé dans la promotion de la culture dans la région et a questionné sa clientèle sur ses besoins culturels dans le passé. Il se sent cependant en compétition avec les autres centres qui produisent de la programmation culturelle telle que le MIFO ainsi qu'avec la nouvelle salle de spectacle et que les organismes à but non lucratifs sont avantagés en ce qui a trait aux coûts et subséquemment aux prix des billets. Cependant, M. Schryburt est ouvert à l'idée d'un partenariat avec les autres centres culturels et artistes locaux et est d'avis que la programmation culturelle serait mieux coordonnée s'il existait moins de conflits entre événements et que le plein potentiel de la programmation culturelle pourrait être atteint.

Bourgetel est principalement utilisé pour des événements privés tels que mariages et ateliers, mais a été utilisé par le passé pour des séances de signatures avec des auteurs locaux ainsi qu'une compétition vocale. Il a également été impliqué dans l'initiative Art en Bourget par le passé. M. Schryburt voit le potentiel de partenariats avec des artistes locaux surtout au niveau de partage de coûts et de risques, mais également pour créer de la visibilité dans la communauté.

Il est d'avis que l'embauche d'un coordonnateur culturel donnera la direction et le leadership nécessaire pour que la programmation culturelle commence du bon pied dans la Cité de Clarence-Rockland. Il mentionne également qu'il est important que la Cité n'oublie pas d'utiliser à son plein potentiel les églises comme infrastructure puisque celles-ci étaient les auditoriums à l'origine de nos communautés.

Karen Gilmore-Thomson – Coordonnateur – C'est ta communauté
C'est ta communauté est une initiative communautaire qui utilise un programme compréhensif de prévention pour adresser des comportements à risque dans différentes communautés. CTC est géré par les Services aux enfants et adultes de Prescott-Russell et est également en service dans les régions de Hawkesbury et Casselman. Afin de mieux comprendre les défis quotidiens des jeunes, un sondage a eu lieu au printemps 2007 auprès de 2200 élèves de 24 écoles de Prescott-Russell. Le comité qui supervise le programme, composé d'intervenants clés et de jeunes, a choisi le programme Clés du succès. Offert avec des ateliers en salle de classe, ce programme aide les jeunes à développer leurs compétences au niveau du processus décisionnel, développer de bonnes relations et gérer des situations difficiles.

Dans le cadre de ses consultations avec les jeunes de Clarence-Rockland, CTC a tenu un forum jeunesse qui incluait des sessions dans les deux langues officielles. Pendant le forum, les jeunes francophones et anglophones ont identifié les mêmes besoins culturels : avoir accès à un studio ou un espace pour la musique, l'art dramatique ou les

arts visuels. Les jeunes sont d'avis que la programmation culturelle dans les écoles est trop axée sur l'éducation ex. pour faire de la musique en anglais, il faut aller à l'école secondaire St-Francis Xavier. Ils sont à l'affût d'une programmation culturelle accessible à tous.

La majeure partie de la programmation de CTC est offerte en salle de classe ou dans les écoles de la région. Ils ont également un partenariat avec des intervenants clés tel le YMCA et utilisent présentement leurs infrastructures au besoin. Pour le forum jeunesse, CTC a utilisé la cafétéria de l'école secondaire L'Escale puisque les autres salles de réunions dans la Cité étaient trop petites. Ils trouvent que la Cité les appuie bien dans leur programmation, en offrant des infrastructures au besoin par exemple la salle du conseil à Clarence-Creek ainsi que le Parc Simon.

Puisque les jeunes de Clarence-Rockland sont d'avis qu'il manque d'espace pour des performances et de la programmation, CTC a hâte à l'ouverture de la salle de spectacle ainsi que de voir quelle sorte de programmation sera disponible pour les jeunes .

Karen Gatien – Célébration
Karen Gatien est une citoyenne de la Cité de Clarence-Rockland qui, en collaboration avec différents organismes culturels de la région, a organisé une activité de cueillette de fonds nommée Célébration. Célébration a recueilli des fonds pour la Société canadienne du cancer et pour des organismes culturels locaux. Cet événement était une chance pour les gens de la communauté qui ne participent pas habituellement aux arts d'y être impliqués. Elle est également active à d'autres activités culturelles de la Cité et a 20 ans d'expérience dans l'organisation de tels événements.

Mme Gatien est d'avis que la Cité a un rôle de leader important à jouer dans la programmation. L'appui de la Cité est essentiel pour la promotion des événements dans la région. Elle croit que la Cité doit dédier plus de financement à la programmation et à la promotion.

Mme Gatien croit que l'embauche d'un coordonnateur culturel aidera au niveau de la centralisation d'informations.

Michel Beauchamp – Directeur – Centre communautaire de Bourget
Le centre communautaire de Bourget est une infrastructure qui fournit des activités de loisirs et est le centre communautaire de la région. Le centre offre différents ateliers tels qu'une programmation pour les jeunes et pour les personnes âgées.

M. Beauchamp voit la Cité de Clarence-Rockland comme un point centre et d'intégration pour la programmation culturelle de la région. Il suggère que la Cité forme des partenariats avec les écoles locales et qu'elle fasse la promotion d'événements locaux.

Un coordonnateur culturel pourrait aider avec la gestion et la coordination de la programmation culturelle et pourrait également centraliser l'information sur la programmation culturelle de la région.

Sandra Potvin – Directrice Hôtel River Rock
L'hôtel River Rock fournit son infrastructure et ses équipements à une variété de groupes culturels tels que de l'espace d'exposition et pour présenter des spectacles dans la communauté. Ils fournissent de l'appui logistique pour ces événements et sont un partenaire officiel des événements suivants : Rhythm N blues Fest, le concert de Noël, Coloris sur la Baie et Art en Bourget.

Mme Potvin est d'avis que la Cité de Clarence-Rockland joue un rôle important dans la planification et la promotion d'événements dans la région et pourrait également établir des partenariats avec la ville d'Ottawa.

Un coordonnateur culturel pourrait aider beaucoup à la coordination de programmation culturelle et à la logistique.

North Easton – Propriétaire – Rockland Music
Rockland Music est une entreprise privée qui donne des leçons de musique à plus de 100 étudiants de façon hebdomadaire. L'entreprise est en affaires depuis 5 ans et ils ont présentement 4 enseignants pour des leçons de guitare, piano, chant, basse, percussions et écriture de chansons ; ces leçons sont données dans les deux langues officielles. Rockland Music a également une salle de répétition et est présentement à construire un studio d'enregistrement. M. Easton a indiqué que son entreprise a connu une croissance rapide au cours des deux dernières années en partie dues au développement économique, mais également à une croissance de notoriété.

Rockland Music donne des récitals et d'autres événements à l'occasion, mais le défi dans le passé a été de trouver un endroit approprié. Ils ont déjà utilisé la salle des Chevaliers de Colomb. Ils vont considérer utiliser la nouvelle salle de spectacle à condition que le prix soit abordable.

M. Easton croit que la Cité pourrait améliorer sa promotion d'événements culturels en créant des forums où les artistes pourraient performer ; par exemple, un festival extérieur, un spectacle de talents locaux et des événements ouverts à tous. La Cité pourrait également faire venir plus de talents de l'extérieur ; il remarque que plusieurs personnes se rendent encore à l'extérieur de Clarence-Rockland pour leurs besoins culturels.

La Cité pourrait également aider en subventionnant la location des infrastructures ou en coupant dans la bureaucratie pour obtenir du financement d'autres sources. La Cité pourrait aider avec la promotion et la logistique. Il soutient que l'embauche d'un coordonnateur culturel est une bonne idée, car les gens sauraient qui contacter pour les différentes questions culturelles.

M. Easton voit d'un bon œil l'accroissement de la visibilité de la musique dans la communauté et a l'intention de rendre son studio d'enregistrement disponible à d'autres groupes. Il est également ouvert à l'idée de former des partenariats avec d'autres fournisseurs de programmations culturelles ; il voit la valeur de redonner à la communauté ; il voit l'importance du réseautage. M. Easton pense à enregistrer un CD d'artistes locaux de Clarence-Rockland et de l'utiliser pour promouvoir le talent qui

existe.

RÉSULTATS – ENTREVUES AVEC LES ÉCOLES LOCALES

La Cité de Clarence-Rockland a fourni à PGF une liste des écoles élémentaires et secondaires de la région, aux conseils catholique et public. PGF a fait des entrevues personnalisées soit avec les directeurs ou les responsables de programmes de musique dans six des neuf écoles primaires et une des quatre écoles secondaires pour déterminer comment la Cité peut aider avec la programmation culturelle, les possibilités de partenariats et si leurs infrastructures sont présentement utilisées par les groupes culturels de la Cité de Clarence-Rockland. Une copie du guide d'entrevues est disponible à l'annexe B.

Sommaire
Les entrevues personnalisées avec les intervenants clés dans les écoles ont identifié certaines observations communes.

- Un défi majeur pour les écoles est le coût du transport associé aux programmes culturels. Plusieurs écoles ont indiqué que la Cité pourrait aider avec les coûts de transport.
- En général, les écoles ont peu de contact avec la Cité et ne sont pas au courant de la programmation culturelle.
- La plupart des écoles ne donnent pas accès à leurs infrastructures aux groupes externes.
- Il existe un potentiel pour des partenariats entre les écoles, la Cité et les pourvoyeurs de programmation culturelle.

Stephen Pankiewicz – Directeur musical – École secondaire catholique St. Francis Xavier
L'école secondaire catholique St. Francis Xavier est reconnue pour son programme musical et des arts, et offre une variété de programmes incluant la fanfare, un ensemble vocal, un ensemble de jazz et de guitare Plusieurs étudiants vont à cette école spécifiquement pour leurs programmes des arts et de musique. En fait, un sur deux élèves sur les 400 étudiants est dans le programme musical.

L'école et plus spécifiquement la fanfare, performent régulièrement à des événements locaux tels que l'ouverture officielle du nouveau complexe récréatif et culturel, ainsi que dans les écoles élémentaires et les églises. Ils ont également donné un spectacle au Festival des Tulipes. Ils ont des partenariats avec Ain't Seen Noth'n Yet et Don Jacobs.

L'école a hâte à l'ouverture de la salle de spectacle, car ils n'ont pas accès à une infrastructure assez grande et d'assez bonne qualité pour leurs spectacles. Présentement, la fanfare doit présenter leurs spectacles dans leur gymnase. L'école anticipe utiliser la nouvelle salle de spectacle pour leurs performances « il n'y a pas de limites ».

M. Pankiewicz a dit que la Cité de Clarence-Rockland ainsi que d'autres intervenants culturels sont de plus en plus actifs dans la programmation musicale de l'école. Don

Jacobs a récemment aidé à promouvoir le programme musical de l'école pour rejoindre plus de gens dans la communauté. La Cité a aidé l'école avec le transport d'équipement et d'instruments, qui peut être une dépense prohibitive pour l'école ; ce qui est probablement le plus gros défi pour l'école. La Cité peut également aider avec la promotion et de l'aide lors des performances à différents endroits.

M. Pankiewicz a dit que l'embauche d'un coordonnateur culturel sera définitivement bénéfique.

Robert Hannigan – Directeur – École élémentaire catholique Pope John Paul II
L'école élémentaire catholique Pope John Paul II possède une programmation culturelle qui comprend un concert du printemps et de Noël.

Présentement, les infrastructures de l'école ne sont pas utilisées par d'autres groupes. L'école utilise présentement des infrastructures à l'école élémentaire St. Patrick. L'école ne prévoit pas utiliser la nouvelle salle de spectacle cependant, ils sont intéressés à être invités à des événements.

L'école n'a pas beaucoup de contact avec la Cité de Clarence-Rockland. Le directeur est d'avis que la Cité pourrait aider en contribuant aux frais de transport de l'école pour leur programmation culturelle. Le directeur croit que l'embauche d'un coordonnateur culturel serait d'une grande aide et entrevoit favorablement des propositions de partenariats.

Nadine Goulet – Directeur – École Ste-Félicité
L'École Ste-Félicité a été construite en 1960 et compte présentement 200 élèves. L'école présente 6 performances annuellement comme la chorale de Noël et un spectacle de talents.

Présentement, aucun groupe de l'extérieur n'utilise les infrastructures pour leur programmation. L'école pourrait possiblement utiliser la nouvelle salle de spectacle selon la programmation qui y sera offerte.

Mme Goulet soutient que le rôle de la Cité dans la programmation culturelle est au niveau de la coordination des infrastructures. La Cité pourrait également promouvoir la programmation de la région ainsi que dans les écoles locales et s'assurer que la programmation est accessible. Elle est intéressée à un partenariat avec la Cité.

Mme Goulet dit qu'un coordonnateur culturel sera un point de contact pour la programmation culturelle et que cela aidera à la distribution de l'information.

Louis P Houle – Directeur – École Sacré-Cœur
L'école Sacré-Cœur fournie de la programmation culturelle à ces élèves, incluant des visites aux musées et à une variété de festivals à Ottawa en plus de présenter des spectacles à l'école. Certains de ces artistes font partie de troupes de théâtre, de groupes musicaux, de chanteurs et de cirque. L'école offre également des activités extracurriculaires artistiques telles qu'une exposition d'art et un concert de Noël.

L'école utilise déjà des infrastructures de la Cité comme leur cour d'école qui est partagée avec la Cité. Ils prévoient utiliser le nouveau complexe récréatif et culturel ainsi que la bibliothèque.

M. Houle dit que la Cité pourrait augmenter son budget aux arts et à la culture pour financer plus de projets et peut-être former plus de partenariats avec la communauté d'affaires ainsi qu'avec les ressources culturelles existantes. La Cité devrait supporter les initiatives locales et maximiser l'utilisation de la nouvelle salle de spectacles, s'assurant qu'elle soit accessible.

M. Houle dit que l'embauche d'un coordonnateurculturel peut être une bonne idée ; cependant, les ressources existantes pourraient être mieux utilisées.

Benoît Boulerice – Directeur – École Ste-Trinité
L'École Ste-Trinité utilise sa programmation culturelle pour renforcer son focus sur le patrimoine et la fierté d'être francophone. Sa programmation inclut la semaine de la francophonie, un festival acadien et un concert de Noël à l'église. L'école a un partenariat avec le Club Optimiste pour produire d'autres spectacles et l'école a un fonds spécial pour financer les arts comme des visites au musée. L'école a un comité pour aider à organiser ce genre d'événements qui inclut la participation des parents.

Présentement, le Chœur du moulin et une troupe de théâtre jeunesse intitulée Les Petits Molière utilisent les infrastructures de l'école pour leurs pratiques. L'école prévoit utiliser le nouveau complexe récréatif et culturel pour certaines activités, mais outre l'église, n'utilise pas d'autres infrastructures dans la communauté.

M. Boulerice est d'avis que la Cité de Clarence-Rockland devrait coordonner les infrastructures et l'information dans la région. Il fait un point de mentionner que la Cité a toujours été actif, et les a toujours appuyés dans la production de leurs événements. Pour promouvoir la programmation culturelle dans la région, la Cité pourrait augmenter son budget pour les arts et la culture et pour la promotion de la francophonie.

M. Boulerice croit que l'embauche d'un coordonnateur culturel est une excellente idée pour la coordination de l'information et pour agir comme liaison entre les écoles et la communauté. Il trouve que la promotion de la francophonie devrait être une responsabilité clé de ce poste.

Chantal Beaudry – Directrice – École St-Mathieu
Lors d'une courte entrevue avec PGF, Mme Beaudry a indiqué que l'école St-Mathieu offre les leçons de musique aux élèves dans le curriculum ; spécifiquement les leçons de guitare et de piano.

Présentement, l'école utilise l'église pour ses performances de plus grande envergure, mais avec l'arrivée récente d'un nouveau prêtre, Mme Beaudry n'est pas certaine si cela sera toujours possible. L'école a un gymnase, mais est d'avis que le complexe est trop éloigné pour leurs besoins. L'école serait intéressée à utiliser le complexe, mais devra sonder les parents pour savoir s'ils sont prêts à se déplacer.

Mme Beaudry croit que l'embauche d'un coordonnateur culturel améliorera la programmation culturelle dans la Cité.

Patricia Rogers – Directrice – Rockland Public Elementary School
L'école Rockland Public a 450 élèves de la maternelle à la 8e année. Pour planifier sa programmation culturelle, Mme Rogers consulte un guide de programme éducatif distribué dans les écoles appelé MASC. Ce guide décrit les artistes et comment les embaucher. L'école consulte également les différents feuillets d'informations qui sont fournis par les ressources culturelles locales. L'école engage des artistes comme des chanteurs et des troupes de théâtre pour supporter son curriculum. La fanfare de l'école St. Francis Xavier performe également annuellement à l'école.

Il y a également des activités qui sont organisées par les enseignants de l'école telle que le club d'art dramatique, la chorale et un spectacle de talents. Malheureusement, l'enseignant de musique est en congé de maladie prolongé et l'école n'a pas de remplacement. Puisque les enseignants du primaire sont généralistes, la programmation culturelle dans les écoles dépend des habiletés des enseignants. L'école a présentement des instruments de musique pour leurs élèves.

Mme Rogers est d'avis que les arts et la culture sont très importants pour la programmation culturelle, mais que cela est restreint pas le budget. Elle aimerait développer ceci dans le curriculum. Dans le passé, un comité de parents a tenté d'obtenir du financement pour une exposition d'arts, mais n'a pas obtenu de succès. Il existe clairement un intérêt à l'école pour ce genre de programmation.

Présentement, les infrastructures de l'école sont utilisées par des groupes sociaux comme les Guides. L'école ne prévoit pas se servir de la salle de spectacle pour sa programmation, car l'école possède son estrade. Elle considérerait l'utiliser s'il existait plus de programmation éducative.

Mme Rogers croit que la Cité de Clarence-Rockland pourrait aider l'école en créant des partenariats dans la communauté pour amener des artistes qui pourraient enrichir la programmation culturelle de l'école. Peut-être que la Cité pourrait fournir une telle liste aux écoles. Elle est également d'avis que la Cité devrait travailler à garder la population dans la Cité pour sa programmation culturelle. Il existe un besoin d'avoir une bonne distribution de l'information. Présentement, l'école ne connaît pas les ressources culturelles autres que par les feuillets d'informations qui sont postés et avec des communications avec les parents. Elle a indiqué être intéressée par un partenariat avec la Cité.

RESULTATS – Réunions publiques

La prochaine section traite des constatations résultant des réunions publiques.

PARTICIPANTS

La première réunion publique a eu lieu le mercredi 21 janvier 2009 à 19h à la salle du conseil au 415 rue Lemay à Clarence Creek. Cette rencontre fut tenue en français. Il y a

eu 19 personnes qui se sont présentées en plus de la Directrice des Services communautaires, de l'Agente de communications de la Cité de Clarence-Rockland et de 3 représentants de PGF.

Les participants représentaient différents aspects de la communauté culturelle de la région tels que des musiciens, interprètes, artistes visuels, groupes sociaux, groupes jeunesses et patrimoniaux. Il y avait également un citoyen qui n'était pas rattaché à un groupe ou un organisme. Les participants à cette rencontre venaient également de plusieurs régions différentes de la Cité de Clarence-Rockland : Bourget, Clarence Creek, Hammond et Rockland.

La deuxième réunion publique a eu lieu le jeudi 22 janvier 2009 à 19h à l'ancienne bibliothèque publique, au 1560, rue Laurier à Rockland. Cette rencontre se déroulait en anglais. Dix-huit (18) personnes étaient présentes, en plus de 4 membres du conseil municipal incluant le maire. Il y a également eu 3 représentants de la Cité : le Directeur général, la Directrice des Services communautaires et l'Agente de communications. Il y avait également un journaliste du Vision. PGF avait deux modérateurs présents à cette réunion.

Les participants à la seconde rencontre provenaient surtout de la communauté des arts visuels et de la scène, mais étaient également composés de citoyens. Plusieurs personnes avaient de plus participé à la réunion de la veille. Les participants de cette soirée provenaient de Rockland et Clarence Creek.

Une liste de présence de ces réunions est incluse à l'annexe C.

SOMMAIRE

Les deux rencontres publiques avaient comme objectif de déterminer quels sont les besoins culturels de la communauté et de donner à tous les résidents de Clarence-Rockland une chance de participer aux consultations. Une présentation PowerPoint a été créée pour assister la modération de la réunion. Une copie des présentations est fournie dans les annexes D et E.

La présentation donnait le contexte et le mandate de l'analyse des besoins culturels et introduisait PGF. Des questions telles que : comment important les arts et la culture sont-ils pour vous ? et, quelle place ont-ils dans la communauté ? ont servi à lancer la discussion sur l'importance des arts et de la culture dans la communauté. Le reste de la présentation était composée de questions ouvertes qui aidaient à guider la discussion vers des sujets identifiés : l'identification des besoins culturels, les attentes envers la Cité de Clarence-Rockland, les améliorations qui pourraient être faites à la programmation culturelle dans la Cité, comment les infrastructures de la région, incluant le nouveau complexe récréatif et culturel, pourraient mieux être utilisées et comment l'embauche d'un coordonnateur culturel aura un impact sur la programmation culturelle dans la Cité.

Puisque la plupart des participants des réunions étaient des intervenants clés de la communauté culturelle de la région, la discussion a commencé très facilement et a bien évolué naturellement de sujet en sujet. Ceci a été plus remarqué dans les sessions

francophones qu'anglophones.

Voici quelques éléments communs des deux réunions:

- La culture est extrêmement importante, car elle identifie une communauté, est instrumentale pour l'éducation et le développement, vois à la promotion, et préserve le patrimoine qui est important pour la survie d'une communauté de langue minoritaire.
- La Cité de Clarence-Rockland a toujours été très intéressée et a toujours appuyé la programmation culturelle par le passé ;
- La programmation culturelle doit être centralisée à un endroit;
- Un réseau d'appui communautaire pour la culture pourrait être mis sur pied pour aider avec la communication et coordination entre les deux groupes ;
- La Cité devrait fournir un coordonnateur qui pourrait travailler avec ce réseau d'appui pour aider à la promotion et la coordination de la programmation culturelle en plus d'agir comme liaison auprès des différents paliers de gouvernements ;
- La Cité devrait augmenter son financement aux arts et à la culture;
- La Cité devrait produire et distribuer un calendrier des activités culturelles de façon mensuelle ou annuelle pour aider à la promotion et à la coordination d'événements ;
- Ceci est une chance d'établir une fondation solide pour la programmation culturelle dans la Cité; et
- La Cité a besoin de s'assurer que les infrastructures de la région soient utilisées à leurs potentiels maximums, incluant le nouveau complexe récréatif et culturel ;

D'autres points d'intérêts étaient :

- La Cité a besoin d'un plan stratégique clair pour la programmation culturelle ; et
- La Cité a besoin de promouvoir des partenariats entre les communautés culturelles, mais également entre les communautés d'affaires

Les participants avaient des différences d'opinions sur les points suivants :

- La Cité devrait faire la promotion non seulement dans la région, mais également à Ottawa et au Québec pour attirer des touristes : et
- il devrait y avoir deux types de frais pour l'utilisation des infrastructures de la Cité, une pour les organismes sans but lucratifs et une pour les organismes à but lucratif.

La section suivante fait un sommaire des discussions des points mentionnés précédemment ainsi que de quelques autres ;

L'importance de la culture dans la communauté

L'art touche à tout

Comme il a été démontré par la participation aux deux réunions publiques, l'art et la culture sont très importants dans la Cité de Clarence-Rockland. Un participant a mentionné que « Les arts préservent le patrimoine » et que les arts et le patrimoine peuvent être promus ensemble. Il a été dit « il faut savoir d'où nous venons pour savoir où nous allons ».

Plusieurs participants ont mentionné que les arts et la culture sont une composante importante du développement et de l'éducation des adultes et personnes âgée, mais plus spécialement des enfants. Il a été remarqué que les enfants d'aujourd'hui sont les artistes et consommateurs d'art de demain et qu'ils doivent être exposés à une variété d'art et de culture. Les jeunes ont besoin d'avoir le choix entre les sports et la culture et d'avoir la chance de développer leurs talents. Alors que les sports sont principalement pour les jeunes, « il y a de la place pour tous dans les arts ». Un participant a mentionné « Nous ne donnons pas d'importance aux arts comme nous le devrions ». Le groupe « C'est ta communauté » a consulté deux groupes de jeunes sur leurs besoins dans la communauté et les deux ont identifié la musique et le théâtre comme besoin culturel.

Non seulement les arts et la culture sont importants pour le développement d'une personne, mais également pour le développement d'une société ; « C'est une façon de s'exprimer, cela lie les générations ».

Un participant a mentionné que les arts et la culture sont « notre identité, c'est ce qui nous identifie comme communauté et comme individu ». Un autre a dit, « la culture est notre âme, indépendante de notre couleur ou langue, elle réunit les gens. » Un participant du groupe anglophone a remarqué que les sports sont compétitifs et un effort individuel alors que la culture est souvent une activité de groupe. Les activités culturelles aident à ralentir le train de vie quotidien ; elles sont des expériences nouvelles qui relaxent. L'art peut être très thérapeutique.

Un autre participant du groupe anglophone a remarqué que « l'art est la seule chose qui a vraiment de la valeur » et qu'avec le développement viennent Walmart et les clubs de hockey.

Besoins culturels

En général, il y a eu 4 thèmes de besoins culturels identifiés lors des réunions publiques : la centralisation, la coordination, la collaboration et la promotion.

Centralisation

Plusieurs participants ont commenté qu'il devrait y avoir un centre culturel dans la Cité de Clarence-Rockland; un noyau qui serait la place où les gens iraient pour la programmation culturelle. Quelqu'un a suggéré que ce centre pourrait être près du kiosque touristique et une autre personne a mentionné que l'on devrait prendre en exemple le Centre des arts visuels d'Orléans. Certaines personnes sont d'avis que ce centre doit être séparé du nouveau complexe récréatif et culturel. Il pourrait également

y avoir un artiste en résidence.

Collaboration : un réseau artistique communautaire
« Nous sommes tous des petits groupes ; nous avons besoin de trouver le lien qui nous unit »,
« Si nous restons chacun de notre côté, nous perdrons notre culture ; nous avons besoin de nous tenir ensemble »,

La Cité doit être le catalyseur qui tient ses groupes ensemble. Il devrait y avoir un comité formé de représentants des groupes culturels de la région qui se rencontrerait 2-3 fois par année et qui travaillerait avec le coordonnateur de la Cité. Ce groupe donnerait au coordonnateur une direction et, de cette façon, le dialogue demeurerait ouvert avec la Cité sur les questions culturelles. Un participant a mentionné que « Si la Cité nous voit organisés, nous aurons plus de poids ».

Différents groupes pourraient collaborer pendant les événements. Il y a déjà de la collaboration de la sorte dans la communauté telle qu'entre Ain't Seen Noth'n Yet et le programme musical de l'école St. Francis-Xavier. Un participant a remarqué que le succès des célébrations du Centenaire pourrait donner lieu à une Journée du patrimoine qui combinerait le patrimoine avec les arts et la culture.

Des groupes pourraient également collaborer à la promotion et à la programmation culturelle. Peut-être même qu'un partenariat avec d'autres centres culturels tels le MIFO à Orléans pourrait être bénéfique.

Des partenariats avec des groupes sociaux pourraient également attirer des bénévoles et aider aux campagnes de financement. Par exemple, les guides sont intéressées à montrer à leurs membres la valeur du bénévolat. Elles pourraient aider avec la programmation des arts et de la culture. Une autre source de bénévoles pourrait être les élèves du secondaire qui ont besoin d'un nombre établi d'heures de bénévoles pour l'obtention de leur diplôme.

À noter : Après les rencontres, les participants se sont attardés pour discuter de collaboration potentielle et après la première rencontre publique, il a été décidé que les informations des participants seraient partagées entre les participants pour aider la collaboration. Il existe clairement un désir de collaboration entre les membres de la communauté culturelle.

Coordination
Les participants ont identifié le besoin d'une meilleure coordination des activités culturelles dans la Cité, car il y a plusieurs groupes qui font des choses similaires et souvent en même temps. Un participant a suggéré que les groupes aient des dates annuelles pour leurs activités. Une meilleure coordination pourrait aider à éviter les conflits d'horaires, non seulement aux infrastructures mais également pour étaler la programmation tout au long de l'année.

Il pourrait y avoir une meilleure coordination entre les écoles et les conseils scolaires pour fournir ou améliorer leur programmation culturelle. Un participant a dit « Nous avons besoin d'éduquer les gens pour les intéresser aux arts ». Les écoles pourraient

également offrir leurs infrastructures pour la communauté culturelle. Cependant, certaines infrastructures, comme l'auditorium de RDHS ne sont pas disponibles.

La communauté culturelle a besoin de quelqu'un qui sait comment gérer. « Nous avons une vision, nous avons besoin de direction ». Un coordonnateur permanent pourrait être guidé par un comité de représentants de la communauté culturelle. Ce coordonnateur pourrait être un agent de liaison avec tous les niveaux de gouvernements et avec les communautés francophones et anglophones. Il a été suggéré qu'il pourrait y avoir un besoin pour plus d'une personne pour gérer la coordination de la programmation culturelle dans la Cité.

Promotion

« Nous manquons de confiance en nos capacités »

Il existe un consensus que « nous devons garder nos gens dans notre communauté pour ne pas qu'elles aillent à Ottawa » pour leurs besoins culturels. Une autre personne a dit : « Nous voulons que la communauté se dise, si je peux avoir de bons programmes ici, pourquoi aller ailleurs? »

Cependant, il existe une différence d'opinions à savoir si la Cité devrait promouvoir la programmation culturelle à l'extérieur de la communauté immédiate. Certaines personnes sont d'avis que « nous avons besoin d'attirer des gens d'Ottawa vers Rockland ». Elles veulent également promouvoir Clarence-Rockland comme un centre culturel. D'autres sont en désaccord, disant que « Si nous ne pouvons promouvoir la culture à nos résidents, pourquoi le faire ? Cela devrait être pour le bénéfice de notre communauté. En réponse, il a été indiqué qu'en encourageant le tourisme culturel, cela aurait des impacts économiques bénéfiques pour la communauté en plus d'accroître la demande pour la programmation culturelle. Cela donnerait donc plus de chances aux résidents de démontrer leurs talents.

La plupart des participants ont indiqué que les coûts de promotion d'activités culturelles peuvent être prohibitifs et que toute aide serait appréciée.

Quelques participants ont indiqué que s'il existait un plan de promotion, avec une distribution standardisée, les résidents sauraient alors où regarder pour des informations concernant la programmation culturelle. Une suggestion a été de distribuer un calendrier mensuel ou annuel des activités culturelles. Quelqu'un d'autre a suggéré que ce calendrier pourrait être publié dans les journaux locaux, à la même page, toutes les semaines. Un autre participant a suggéré que le calendrier pourrait être intégré aux Guides d'activités communautaires. Il a été suggéré que le guide devrait être révisé pour que le format serve mieux la programmation culturelle de la Cité.

Une personne a suggéré que la communauté culturelle pourrait être promue par une meilleure couverture journalistique des médias locaux et régionaux. Une meilleure coordination mènerait vers une meilleure visibilité ce qui accroît le bouche à oreille et, de fait même, accroître l'intérêt de la communauté et de la région.

Un participant a suggéré d'avoir un site web collectif pour la communauté culturelle de la Cité de Clarence-Rockland. D'autres participants ont mentionné que cela devrait faire partie du site web de la Cité de Clarence-Rockland.

Il pourrait y avoir de la promotion par les groupes culturels eux-mêmes. Les groupes ont toujours besoin de bénévoles et de visibilité pour leurs programmes. Un participant a suggéré l'organisation d'une activité porte ouverte où des représentants de tous les groupes culturels pourraient présenter leur organisme, leur programmation et leur besoin de bénévoles. Un autre participant a suggéré que les groupes culturels pourraient offrir des ateliers aux résidents de façon à développer un intérêt. Un groupe a mentionné « Nous devons montrer à la communauté qu'il existe une programmation culturelle de qualité disponible dans la Cité de Clarence-Rockland ! »

Il a également été suggéré que la promotion pourrait faire partie d'un plan stratégique culturel pour la Cité.

Le rôle de la Cité dans la programmation culturelle

Plusieurs personnes ont commenté que la Cité a fait du bon travail par le passé pour appuyer la communauté culturelle avec des équipements, des infrastructures et de la promotion, mais que cela pourrait être amélioré. La Cité pourrait donner plus d'aide au niveau de la promotion, coordination et financement.

Une bonne base

« C'est notre chance de nous organiser, une occasion en or »

Un thème prévalent lors des réunions publiques est qu'il est nécessaire que la programmation culturelle commence bien. Il a été mentionné que « nous ne pouvons faire d'erreur, nous devons commencer du bon pied ». Un participant a suggéré que « nous devons commencer simplement, mais de la bonne façon et ensuite nous pourrons inviter d'autres personnes. » Un autre participant a mentionné que la programmation culturelle dans la Cité « a beaucoup de potentiel », mais qu'il faut faire preuve de patience puisque « Rome ne s'est pas construite en une journée ».

Afin de créer cette base solide, il a été suggéré que la Cité développe une politique culturelle ainsi qu'un plan stratégique pour sa programmation culturelle. Plusieurs participants ont suggéré une consultation avec d'autres centres culturels de la région qui ont du succès comme le MIFO et le centre culturel d'Embrun.

Il a également été souligné que les programmes et infrastructures doivent être financièrement accessibles aux familles. Le maire de la Cité de Clarence-Rockland a mentionné que la Cité a la 8e moyenne d'âge la plus basse de la province.

Qu'est-ce que la Cité peut faire de mieux ?

Il est à noter que la plupart des participants aux deux rencontres publiques ont souligné le fait que la Cité a toujours supporté la communauté culturelle en offrant des ressources, des infrastructures et de la promotion. Tel que mentionné précédemment, la Cité pourrait fournir plus de financement et plus de support d'employés en plus de fournir un coordonnateur culturel.

Le nouveau Complexe récréatif et culturel

Le directeur général de la Cité de Clarence-Rockland a souligné que le nouveau complexe récréatif et culturel a été construit avec l'aide de plusieurs partenaires pour combler aux besoins d'une variété de groupes et d'individus.

Un participant a mentionné qu'afin que le complexe récréatif et culturel fonctionne à son plein potentiel, il faudra plus que les groupes communautaires ne soient pas les seuls à utiliser les infrastructures. Un autre participant a souligné son inquiétude que les petits groupes seraient délaissés aux profits d'artistes professionnels et que les groupes locaux ont besoin de bénéficier du complexe récréatif et culturel. Un artiste professionnel présent a indiqué que selon son expérience avec d'autres centres culturels, que les artistes de l'extérieur ne performent que 5-8 fois et qu'il reste donc beaucoup de place pour les autres groupes intéressés à utiliser les infrastructures. Un participant a suggéré qu'il pourrait y avoir une structure de frais à deux paliers : une pour les organismes sans but lucratifs et une pour les organismes lucratifs. Un représentant a mentionné que même les organismes lucratifs ne sont pas profitables et espère que les frais ne seront pas prohibitifs pour de tels groupes.

La plupart des participants ont exprimé le fait qu'ils ont hâte à l'ouverture de la salle de spectacles pour prendre avantage de cette infrastructure à la fine pointe de la technologie. La communauté des arts de la scène a particulièrement hâte car ils ont eu de la difficulté par le passé à trouver des infrastructures adéquates pour leurs représentations.

D'autres étaient contents d'avoir un endroit pour faire des expositions. Un studio d'art local a déjà utilisé le corridor du nouveau complexe pour le vernissage de ses étudiants sans frais.

Il a été mentionné que cette infrastructure vient avec de grandes attentes de la part de la communauté. Un participant est d'avis que la communauté doit avoir un sens de propriété et d'accessibilité envers le nouveau complexe.

Un autre point est qu'une personne devrait être responsable de l'équipement technique utilisé à la salle de spectacle pour s'assurer de son bon fonctionnement.

Certains ont suggéré que le complexe pourrait être utilisé pour projeter des films ou pour tenir des mariages. Ce genre d'activités pourrait aider à financer le nouveau complexe et la programmation culturelle.

Il a été mentionné qu'il n'y a pas uniquement le complexe comme infrastructure dans la région, mais qu'il existe également les parcs qui pourraient être utilisés à leur plein potentiel et qu'il faut un inventaire des infrastructures ; celles gérées par la Cité ainsi que les autres. Quelqu'un a mentionné qu'il existe de belles infrastructures dans les écoles locales qui ne sont pas disponibles à la communauté culturelle telle que l'auditorium de l'école Rockland District High School.

Inventaire des ressources culturelles existantes au niveau local et régional

Un des objectifs de cette analyse culturelle était de fournir à la Cité de Clarence-Rockland une liste, aussi complète que possible, des ressources culturelles existantes locales et régionales. Cet inventaire servira d'outil de travail à la Cité qui s'en servira à la planification de son Plan maître des loisirs et pour sa programmation culturelle annuelle. Ce document pourra être utilisé dans la formation d'un comité culturel qui assistera la Cité dans la gestion de ses besoins culturels dans la communauté, mais qui identifiera également des partenariats potentiels dans la communauté.

PGF a commencé sa liste de groupes et d'individus qui sont actifs dans les arts, la culture, le patrimoine et les programmes sociaux avec le Guide d'activités communauté et une liste d'intervenants clés fournis par la Cité. Pendant les entrevues avec les intervenants clés, PGF a ajouté à cette liste en se fiant aux suggestions de certains des participants. PGF a également consulté d'autres centres culturels similaires ainsi que des organismes culturels régionaux et nationaux en plus de faire des recherches Internet pour identifier des ressources possibles pour la Cité.

PGF a inclus un inventaire des infrastructures existantes dans la Cité de Clarence-Rockland.

Cet inventaire a été développé en consultant et en consolidant les informations de plusieurs sources :

- La liste d'intervenants clés fournis par la Cité de Clarence-Rockland
- Patrick Bourbonnais – Directeur artistique : MIFO – Mouvement d'implication francophone d'Orléans
- Le Guide d'activité communautaire de Clarence-Rockland
- www.clarence-rockland.com
- Arts Ottawa Est-Est
- Canadian Amateur Musicians
- Alliance nationale de l'industrie musicale
- Association des auteures et auteurs de l'Ontario français
- Association des professionnels de la chanson et de la musique
- Association des théâtres francophones du Canada
- Bureau des regroupements des artistes visuels de l'Ontario
- Conseil des arts du Canada
- Conseil des arts de l'Ontario
- Écho des services en français (ESF)
- Fédération culturelle canadienne française
- Office des affaires francophones
- Réseau Ontario
- Réseau national de développement économique francophone
- Rideau
- Théâtre Action
- Association canadienne-française de l'Ontario
- Suggestions des intervenants clés

L'inventaire est disponible dans un volume à part.

Sommaire des observations

PGF a observé plusieurs besoins culturels qui ont été identifiés par les participants des réunions publiques et par les intervenants clés.

1. **Coordination :** L'embauche d'un coordonnateur culturel sera bénéfique pour la communauté des arts, de la culture et du patrimoine, spécialement pour l'amélioration de la coordination, de la communication et de la collaboration entre les intervenants clés de la communauté.
2. **Promotion :** Un défi de la communauté culturelle de la Cité de Clarence-Rockland est une programmation culturelle adéquate, efficace et abordable. La promotion de cette programmation culturelle doit être plus efficace à engager la communauté locale, mais peut être étendue vers Ottawa ou des régions du Québec.
3. **Financement:** Le coordonnateur culturel pourrait agir à titre de lien entre la communauté culturelle et tous les niveaux de gouvernements, en assistant à obtenir plus de financement pour appuyer les activités culturelles.
4. **Appui de la Cité de Clarence-Rockland:** Bien que les gens étaient généralement en accord pour dire que la Cité de Clarence-Rockland a été un excellent supporteur des arts et de la culture par le passé, fournissant de l'équipement, des infrastructures et des services promotionnels, la Cité devrait accroître le financement aux activités culturelles dans la région, peut-être au même niveau que pour les sports et les activités de loisirs. La Cité pourrait également accroître son appui en augmentant le nombre d'heures des employés dédiés aux activités culturelles.
5. **Partenariats :** Le potentiel de partenariat entre la communauté culturelle, la communauté des affaires, les ressources régionales, les médias, les conseils scolaires et tous les niveaux de gouvernements existent.
6. **Fondation solide** : Afin d'obtenir les effets bénéfiques maximum du nouveau complexe récréatif et culturel, il est essentiel que sa gestion repose sur des fondations solides. Ceci inclus, mais n'est pas limité, au développement d'une politique culturelle par la Cité de Clarence-Rockland, du développement d'un plan stratégique et de la formation d'un comité consultatif qui travaillera en collaboration avec le coordonnateur culturel.

D'autres observations intéressantes :

1. **Inventaire des ressources culturelles :** Une liste maîtresse devrait être créée et mise à la disposition de la communauté culturelle. Ceci aiderait à la collaboration à l'intérieur de la communauté culturelle.
2. **Centre culturel :** Il devrait y avoir un centre culturel dans la Cité de Clarence-Rockland. Il y a des opinions contradictoires à savoir si le complexe récréatif et culturel est adéquat pour ce type de programmes ou si un site distinct devrait être développé.

RECOMMENDATIONS
Voici les recommandations de PGF à la Cité de Clarence-Rockland

1. **L'embauche d'un coordonnateur culturel** : Ce poste devrait être créé et comblé le plus rapidement possible, surtout avec l'ouverture de la salle de spectacle prévue pour septembre 2009 et la programmation culturelle devrait être en place sous peu. Les responsabilités du coordonnateur culturel devraient être :

Création :	d'une programmation culturelle
Coordination :	des infrastructures, groupes et horaires
Promotion :	des événements et de la communauté culturelle
Liaison :	entre tous les niveaux de gouvernements
Communication :	avec les intervenants clés, autres ressources régionales, médias et la communauté
Développement :	de partenariats entre les intervenants clés, les conseils scolaires, les groupes sociaux locaux, les différents niveaux de gouvernements, les ressources culturelles régionales et les autres centres culturels.

1 **Formation d'un comité consultatif** : Ce comité devrait être composé de membres de toutes les facettes de la communauté des arts et de la culture en plus de représentants de toutes les régions de la Cité. Ce comité devrait représenter également les intérêts de la communauté francophone et anglophone de la Cité de Clarence-Rockland.

2 **Développement d'un plan stratégique** : Ce plan devrait être utilisé en conjonction avec la politique culturelle de la Cité pour aider au design, livraison, promotion et communication de la programmation culturelle de la Cité de Clarence-Rockland. D'autres ressources régionales et d'autres centres similaires tels le MIFO d'Orléans devraient être consultés.

2018 Building Condition Assessment

Minimum Modifications Required To Maintain Existing Building Performance Level

Jean Marc Lalonde Arena

Prepared for:

City of Clarence-Rockland
1560 rue Laurier St. Rockland, ON K4K 1P7

Attention:
Jean-Luc Jubinville
Carole Giroux

LRL File No.: 09189.01

December 12, 2018

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1.0 EXECUTIVE SUMMARY

LRL Engineering Ltd. has produced a report detailing the current condition of the Jean Marc Lalonde Arena with the goal of making recommendation as to which building components are required to be repaired or modified in order to maintain the existing building performance level.

It is understood that the ice making capability of the area, is to be eliminated due the age of the refrigeration equipment and the desire to eliminate the risk associated with it's continued operation. The intent is that the rink area will become a multi-use space suitable for year-round use.

1.1 General Description

This is a single pad arena built between 1972 and 1973 according to the NBC 1970 building code. The front entry vestibule enclosure was added later and the roof was replaced in 2000. It is a 2 storey building (3,825 m2) with a the ground floor dedicated to the arena and support areas, and a 2nd floor used a community hall.

1.2 General Physical Condition

The building is in reasonably good condition overall but has many deficiencies. In general, the deficiencies requiring immediate consideration are related to;

a. Site improvements such as pavement and concrete sidewalks.

b. Waterproofing of Exterior Cinder Blocks Wall.

c. Meeting current code requirements with respect to accessibility and safety.

1.3 Assessment Results

Part 4 of this report contains summary of observations onsite where items identified as required by code or needed to support the minimum modifications necessary for the continued use of the area.

2.0 INTRODUCTION

2.1. Survey Team

An inspection team from LRL Engineering Ltd., performed a Property Condition Assessment for the facility July 26, 2018. The Municipal Facility Manager and staff were also onsite to provide access and answer the survey team's questions. The survey is based on the process, scope and intent of the Request for Proposal and Term of Reference – City of Clarence. Each observer has experience commensurate with the subject property type and scope.

2.2. Published Standards and Codes

The following published standards, codes and guidelines were used for the property assessment survey

.1 ASTM E 2018-01 - Standard Guide for Property Assessments: Baseline Property Condition Assessment Process - American Society of Testing Materials International - This guide defines customary practice for conducting a baseline property condition assessment to identify and communicate physical deficiencies to a user in a Property Condition Report.

.2 NFPA 101 Life Safety Code - ASNI/NFPA 101, 2018 Edition - National Fire Protection Association - This code provides minimum requirements, with regard to function, for the design, operation and maintenance of new and existing buildings and structures to protect occupants by providing for safety from fire and similar emergencies.

.3 Ontario Building Codes 2012, Latest Edition

.4 RS Means Building Construction Cost Data, 60th Edition – 2018 - The basis in part for determining unit and construction assembly values for probable costs related to work included in this report.

.5 Ontario Electrical Safety Code, 26th Edition 2015

.6 American Societies of Heating, Refrigeration and Air Conditioning Engineers (ASHRAE)

.7 NFPA 96 – 2017 Edition, Standard for ventilation control and fire protection for commercial cooking operations. This standard provides the minimum fire safety standards and requirements (preventative and operative) as related to the design, installation, operation, inspection and maintenance of public and private non-residential systems.

.8 Ontario Fire Code, 2015 as further more so referenced to the baseline standard for requirements being the Ontario Building Code of 2012 .

2.3. Property Assessment Survey Requirements

An initial walk-through property assessment survey was conducted during the field observers' site visit of the subject property to ascertain material physical deficiencies of the subject properties and opinions of probable costs for remediation. Additional visits to the sites and investigations within the scope of this report were also done on an as-needed basis. Data obtained from the survey permitted an objective and impartial evaluation of the general condition of the buildings, site, and other improvements at the referenced location.

2.4. Analysis

An analysis of the facilities was required to determine the current physical condition, noting deficiencies, codes violations, and any unusual features and subsequently providing opinions of probable costs of remediation for the building and system component in accordance with appropriate standards and guidelines as listed previously. Replacements are also required as system/components reach the end of their useful life, defective due to maintenance, weather, operating conditions and other factors. This report is based on the evaluators' judgment of the physical condition of the components, their ages, effective age and their expected useful life (EUL). It is understood that the conclusions to be presented shall be based upon the evaluators' professional judgment. The actual performance of individual components may vary from a reasonable expected standard and will be affected by circumstances that occur after the date of the evaluation.

Based upon observations during our site visits and information received from our interviews with building management and service personnel, cost estimates have been provided with the proposed remedy for the deficiencies noted. Such remedies and their associated costs were considered commensurate with the municipalities' position in the market and prudent expenditures. These estimates are for components of systems exhibiting significant deferred maintenance issues, and existing deficiencies requiring major repairs or replacement.

Improvements or modifications required meeting provincial or municipal regulations or by-yaws should be implemented within an appropriate time as determined by the authority having jurisdiction. Photographs have been taken to provide a record of general conditions of the facilities, as well as the specific deficiencies observed.

2.5 Survey Methods

The survey was based on the field observers' visual observations of representative areas and materials while walking through the subject property. The survey included interviews with administrative and facilities personnel, review of available construction documents together with prior assessment reports and records that have been made available.

The survey consisted of non-intrusive visual observations of various external and internal building and system components. These systems included architectural, civil, structural, mechanical, plumbing, life safety, and electrical, which were readily accessible and easily visible. The survey was not technically exhaustive, excluded the operation of equipment and was conducted without the use of special protective clothing. The scope of work did not include removal of materials, testing, or use of equipment, such as scaffolding, metering/testing equipment or other devices.

2.6 Out-of-Scope Considerations

Out of scope considerations include, but are not limited to:

a. Temporary maintenance buildings.
b. Entering crawl or confined spaces.
c. Accessing spaces requiring special training and equipment.
d. Determination of plumbing pressures, flow rates or fixture counts.
e. Observation of flue connections, interiors of chimneys, flues or boiler stacks.
f. Removal of electrical panel and device covers of operating electrical devices.
g. Examination of elevator cables, sheaves, controllers, motors inspection tags or entering pits or shafts.
h. Determining NFPA hazard classifications, except as noted.
i. Classifying, or testing fire rating assemblies, except as noted.
j. Operating appliances, equipments or fixtures.
k. Determining sound transmission coefficient (STC) ratings, flammability issues or regulations.
l. Engineering calculations to determine any system's adequacy or compliance with any specific or commonly accepted design requirements. Obvious deficiencies requiring further investigation have been noted.
m. Kitchen appliances, freezers and coolers.
n. Hockey equipment, nets, rink enclosure, Zamboni vehicle etc.

2.7 Professional Services

The survey is not a professional Architecture or Engineering service and the resulting report and opinion of probable costs is not subject to laws governing the professional practice of Architecture or Engineering. As such, no documents will bear a seal.

2.8 Opinion Probable Construction Costs (OPCC)

The costs associated with each item is based on a Class D opinion of probable construction cost (OPCC) to correct noted deficiencies. These costs may be used for preliminary budgeting purposes.

The sources of cost information utilized have been determined from one or more of the following resources:

a. User provided unit costs;
b. Owner's historical experience costs;
c. Consultant's cost database or cost files;
d. Commercially available cost information such as published commercial data;
e. Third party cost information from contractors, vendors, or suppliers; or
f. A reasonable expectation of the cost of the work.

If the solution to a deficiency is too complex to develop an opinion of probable cost using the quantity and unit cost method, a lump sum opinion of probable costs for that particular line item will be used. In general opinions of probable costs are limited to construction related costs; those types of costs that are commonly charged by contractors who perform the work. In some cases, additional investigation or design work will be required to fully develop solution a solution to a particular deficiency. In this case the cost of such investigation or designs is presented.

3.0 DESCRIPTIONS

This section contains a description of the property and building in general.

3.1 Site

3.1.1 Topography, Groundwater and Storm Water Drainage

a. The prevalence of a large knoll from west to east across the site is indicative of the known rise and fall of the bedrock below.

b. The parking area has minimal cover to bedrock in some places with varying degrees of fill to create proper grading and drainage.

c. The rock to the east face of the arena is as little as 1m below grade and in excess of 3.5m below grade to the northwest.

d. It is reasonable to assume that the descending rock strata proceeding west from the arena to the ball field (150 ft) can be ascertained visually.

e. The evidence of peat soils would suggest historic excavation below the ball park to the west that may require de-watering during and construction work should any construction be considered in this area. This process may affect surrounding properties if not planned and controlled accordingly.

f. Storm water drainage is principally by surface grading to the site perimeter except for the parking lot which has catch basins.

3.1.2. Paving, Curbing, Sidewalks, Steps and Parking

a. The pavement and concrete sidewalks and curbs are generally in poor condition.

b. The existing parking area has a capacity of 172 standard cars and 2 handicap spaces, with an overlap of 2 stalls at the signed loading area.

3.2 Structural Frame and Building Envelope

3.2.1 Foundation & Bearing

a. The North ½+/- of the West foundation wall is located atop a major concrete grade beam set up on substantial diameter concrete piers o.c. The steel frame grid is set to bedrock at depths of up to 3.5m. The depths vary from +/- 2m to less than 1m of soil cover. The remainder is direct to bedrock.

3.2.2 Building Frame

a. The concrete foundations, floors and bleacher assemblies are composed of reinforced concrete.
b. The superstructure consists of a steel frame.
c. The structure is robust given its age but may need reinforcement to comply with current OBC 2012, Part 4 structural requirements. Such analysis is outside of the scope of this report but may be examined independently should circumstances arise.
d. Some rusting was noted on the steel columns and base plates within the westerly rooms below the sloped seating. The corrosion is likely due to a combination of systems, environmental operating conditions and infiltration of winter air at numerous vent fans producing high, humidity levels. Cleaning, preparation and painting is advised.
e. The two storey front section supports a second floor concrete flat slab steel open web joists at roof above. The concrete foundations & floor with load bearing interior and exterior concrete block walls and steel frame system above appear to be performing as anticipated.

3.2.3 Facades & Curtain Wall

a. The exterior wall assemblies at the two storey section are insulated with 2” rigid foam, sandwiched between structural concrete blocks and either interior block veneer or a gyproc facing (R-14 assembly +/-)
b. The exposed 10” structural and infill block work are of both smooth and split-faced units with small sections of veneer block capping steel columns
c. The interior blocks exposed within the insulated walls are 4” veneer units
d. The main arena is nominally un-insulated except for 2” rigid insulation at the roof (R12 assembly +/-)

3.2.4 Roof

a. The current roof was installed in 2000, it is an adhered single ply EPDM (rubber) membrane atop 2” rigid foam insulation mechanically bonded over vapour barrier to the steel roof deck system.

3.3 Miscellaneous Interior Elements

3.3.1 Interior Finishes

a. Paint application is the primary interior finish on cinder blocks exterior wall and interior partition.
b. Suspended T-bar ceiling system is installed in the vestibule, offices, kitchens, stairwell, washrooms, changing rooms, and activity room.
c. Modular carpet tile is installed in the vestibule area; ceramic tiles are installed in the offices, kitchens, stairwell, and activity room. Floor paint is applied in washrooms, changing rooms, and arena seating area.

3.4 Mechanical, Plumbing, and Electrical Systems

3.4.1 Plumbing Supply and Waste Piping

Domestic hot water productions for lavatories, sinks and shower heads;

Two indirect domestic hot water tanks, located in the ground floor boiler room, provide hot water for the lavatories, sinks and shower heads. The source of the hot water is provided by the gas fired hot water heating boilers located in the same room.

3.4.2 Plumbing Fixtures

The plumbing fixtures consist of a number of water closets, lavatories, urinals, sinks and shower heads to satisfy the sanitary requirement of the building. Total numbers of plumbing fixtures installed in the building as follows;

Water Closet:	12 Fixtures
Lavatory:	8 Fixtures
Urinal:	3 Fixtures
Janitor Sink:	1 Fixture
Kitchen Sink:	2 Fixtures

3.4.3 Domestic Hot and Cold Water Piping Distributions:

The domestic hot and cold water distributed throughout the building using copper piping with fibreglass insulation.

3.4.4 Waste Piping

Sanitary and storm drain from plumbing fixtures and roof are connected to municipal sewer by gravity. The piping is made of combination of cast iron and plastic pipes.

3.4.5 Heating Ventilation and Air Conditioning (HVAC)

The space heating and cooling within the building is provided by a combination of rooftop AC units, central gas fired boilers and gas fired infrared heaters. Exhaust fans have been provided to meet the building code requirement and/or for the purpose of cooling.

a. Rooftop HVAC Units

A total of four (4) rooftop air conditioning units have been provided for the second floor multipurpose room cooling system and for the main floor suite of rooms below. Each unit is equipped with a built-in direct expansion cooling coil and air cooled condensing unit.

It appears that the units use the R22 type of refrigerant, which contribute to ozone depletion. Under the terms of the Montreal Protocol, an international environmental agreement, established requirements is to begin the worldwide phase-out of ozone-depleting cfcs (chlorofluorocarbons). By January 2020 the refrigerant manufacturers will no longer be able to produce R-22 to service existing air conditioners and heat pumps.

b. Heaters and Fan Coils

The space heating is provided by a combination of hot water base board, convection heaters, hot water forced flow heaters and electric force flow heaters and fan coil units. Hot water for space heating equipment is produced by central gas fired heating boilers, located in the ground floor boiler room.

c. Natural Gas Fired Infrared Heaters

A total of 6 (six) natural gas fired infrared heaters are installed in the arena spectator seating area, providing space heating directly to the spectators without affecting the ice rink. Additional 1 (one) natural gas fired infrared heater has been installed above the ice rink recently.

d. Kitchen Hood Ventilation Systems

Kitchen hoods are provided over commercial kitchen appliances located at the ground and second floor kitchen. Each kitchen hood is equipped with filters. The kitchen hood located in the ground floor kitchen is made of stainless steel and equipped with a fire suppression system. The kitchen hood located in the second floor kitchen is made of galvanized sheet metal and not equipped with a fire suppression system. Each kitchen hood is connected to roof exhaust fan for cooking fume and vapor/grease removal.

e. Heating Boilers

The facility is equipped with a total of three gas fired hot water heating boilers, which is located in the ground floor boiler room. The boiler is manufactured by “Hydrotherm” model MR900B, heating input capacity of 900MBH and heating output capacity of 700 MBH. The boiler supplies hot water for space heating and domestic hot water. The boiler is connected to the hot water distribution piping. Circulation pumps are used to cycle the hot water to convectors, fan coil units and domestic hot water tanks.

f. Circulation Pumps & Sump Pumps

Circulation pumps are installed in the ground floor boiler room to circulate hot water from the boiler to the domestic hot water tank and space heating equipments throughout the building. Sump pumps are provided in the ground floor mechanical room sump pit.

g. Public Washrooms Exhaust:

A total of 2 (two) centrifugal roof exhaust fans has been provided for the Public washrooms exhaust systems.

h. Hockey Arena Ventilation:

Two wall propeller exhaust fans are installed in the arena to provide ventilation for the occupant in the arena.

i. Garage Exhaust:

A wall mounted centrifugal exhaust fan with aluminum shroud is provided for the garage and vestibule ventilation system.

j. Change & Shower Rooms Exhausts: - West Wall Rooms

Two wall mounted propeller exhaust fans are provided for the ground floor change and shower rooms exhaust facing west.

k. Refrigerant System for Ice Rink

The ice rink is equipped with a central mechanical refrigeration system located in the ground floor mechanical room. The system consists of the following major components: Reciprocating refrigerant compressors, Evaporative air cooled condenser, located outdoor behind the mechanical room exterior wall, Heat exchanger, Cold brine pump, Domestic hot water tank to provide hot water supply to Zamboni, Exhaust fans and air intake damper, Controls, Ice rink distribution piping and headers.
The ice rink facility is no longer used and the system has been abandoned. Due to safety reason, it recommends that the refrigeration system should be decommissioned and remove all the above components from the facility, including the brine solution, except the piping distribution under the concrete slab

l. Walk-in Cooler

Walk-in Cooler in the 2nd floor multipurpose has been in operation beyond the normal life expectancy (25 years). The system is no longer working.

3.4.6 Electrical System

The building is equipped with electrical power provided by Hydro One. The electrical power is distributed throughout the building through electrical distribution panels, protective devices, switches and a cable network.

a. Main Electrical Service

The incoming electrical service for the building is single service with metering and rated at 347/600V, 3-phase, 4-wire. The main electrical distribution equipment consists of a 400A, 600V ITE main fusible disconnect switch feeding multiple disconnects switches.

b. Electrical Power Distribution and Panels

The electrical distribution consists of two types of voltage, 600/347 volts and 120/208 volts. Two step-down transformers provide the 120/208V, 3-phase power that is required within the building. One is located in the main electrical room and the other is located on the 2nd floor storage / electrical room. The electrical power is distributed to each mechanical and electrical device with either a disconnect switch or circuit breaker in the electrical panel.

c. Interior Lighting

The general public area lighting consists mainly of 1’x4’ fixtures with two T8 ALTO lamps. The closed office lighting consists of fluorescent fixtures. The lighting over the ice surface consists of high bay HID fixtures.

d. Exterior Lighting

The exterior lighting consists of wall mount HID fixtures installed on the exterior walls.

3.6.7 Life Safety and Fire Protection

a. Fire Alarm Systems

A single stage fire alarm system is provided for the building in accordance with the OBC. The fire alarm control panel (FACP) is an old conventional type from Simplex. Manual fire alarm pull stations, heat detectors and fire alarm bells have been provided throughout the building.

b. Emergency Lighting

The battery powered battery packs with emergency lighting units and remote heads installed throughout the building interior to provide the emergency lighting during normal electrical power interruption.

c. Exit Signs

The illuminated exit signs are provided throughout the building at the designated exit doors in accordance with the OBC. The exit signs are connected to the emergency battery packs and normal electrical power sources.

4.0 ASSESSMENT RESULTS

This section is provided in the attached Appendix A.

5.0 CLOSING

We trust that this submission provides the requested information, but if you should have any further questions or comments, please do not hesitate to contact the undersigned.

Yours truly,

LRL Associates Ltd.

Stephane Leclerc, P.Eng, Principal.

4.0 ASSESSMENT RESULTS

4.1 Civil

Table 1: Paving and Concrete Sidewalks and Curbs

Item	Element	Condition	Comment	Remediation/Action	OPCC	Photograph
1	Asphalt Pavement	Fair to Poor	Section of the asphalt pavements at the main entrance to the parking lot is in poor condition and will require re-paving in the very short term. The remainder of the asphalt pavement is in fair to good condition and will require patching and maintenance in the short to medium term.	Asphalt repaving at the main entrance. Some patching of sections of the parking lot and regular maintenance (i.e. crack sealing).	$20,000.00	
2	Concrete Curbs and Sidewalks.	Fair to Poor	Curbs, sidewalks and pavers along the east side are in poor condition and will require re-construction in the near future. We recommend that the pavers be removed and that a monolithic cast-in-place sidewalk-curb be poured instead.	Removal and replacement of the entire east side curbs, sidewalk and pavers.	$20,000.00	
				Sub Total	$40,000.00	
				20% Contingency	$8,000.00	
				TOTAL Paving and Concrete Sidewalks and Curbs	$48,000.00	

4.2 STRUCTURAL

Table 2: Foundation and Superstructure

Item	Element	Condition	Comment	Remediation/Action	OPCC	Photograph
1	Foundation.	Good	Exposed portion of foundation walls appears to be in good condition with no visible signs of distress or movement.	None required.	-	
2	Building Frame / Steel Superstructure.	Fair	Exposed portion of the superstructure appears to be performing as intended with minor maintenance required (painting / rust removal).	Rust removal and painting.	$10,000.00	
3	Infill Block Walls	Good	Given the robust nature of materials employed, the building shell is in good condition and sound and will only require regular nominal maintenance.	The seal should be repaired at the 'laddering' in the mortar of the east wall.	$20,000.00	
				Sub Total	$30,000.00	
				20% Contingency	$6,000.00	
				TOTAL Foundation and Superstructure	$36,000.00	

4.3 Architectural

Table 3: Building Envelope and Building Accessibility

Item	Element	Condition	Comment	Remediation/Action	OPCC	Photograph
1	Cinder blocks wall (Vestibule)	Good	In good condition.	None required.	-	
2	Exterior wall surface under one exterior light fixture. (on north facing wall)	Poor	Sign of water penetration and mold growth.	Wash and remove molded area with heavy-duty cleaner	$800.00	

3	Exterior wall surface under drainage pipe (on north wall)	Poor	Clear sign of spalling due to freeze-thaw while saturated with water.	Clean damage surface; Apply a layer of epoxy adhesive and patch the area with concrete. Install downspouts and direct water away from building.	$3,500.00	
4	Exterior wall surface under lighting fixtures and around door lintel	Fair	Sign of water penetration.	Clean surface and apply sealer. Further investigation of door lintel condition is recommended.	$1,800.00 Including investigation	

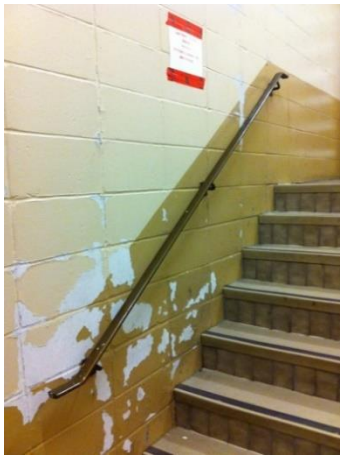
5	Roofing membrane	fair	Water leaks into the building when it rains.	Conduct roof leak investigation to locate the source. Proper repair method will be determined and undertook depending on the finding.	$15,000.00 (for investigation) $80,000.00 (for repairs)	
6	Roof drain (main roof)	fair	Due to clogged roof drain strainers, ponding of water on south side of the main building roof	Unclog drain strainers. Regular cleaning and maintenance is highly recommended to prevent ponding.	$1,500.00	
7	Roof drainage issue (vestibule)	fair	No sign of roof leak in the vestibule. However, ponding of water on north side of the vestibule roof due to insufficient roof slope	Remove existing modified Bitumen roofing (about 8 feet from the north edge) and correct roof slope (min. 2%) with fiberboard. Install new bit-mod roof membrane to match existing.	$8,500.00 (For design and construction)	

8	Front entrance doors barrier-free accessibility	Poor	No barrier-free access to the building.	Install minimum of one power door operator and push buttons in one door leaf on one of the exterior door and one of the vestibule door (two automatic power door operators in total)	$4,500.00	
9	Exterior stairs railing and guard	Poor	Existing railing and guard (height, continuity, guards openings) do not meet current O.B.C. section 9.8.	Remove existing railing and guards. Design and install new railing and guards to meet current building code requirement.	$25,000.00 (For design and construction)	
10	Exit doors (x2) clearance (north side)	Poor	Existing depressed pits for the two exit doors require regular maintenance to maintain adequate clearance of the door swing. Riser and tread dimensions do not meet current code requirement. Danger of blockage from ice or snow creates a hazard for emergency egress	Design and modify existing depressed pits to make the exit doors open onto one step with riser not more than 150mm.	$6,000.00 (For design and construction)	

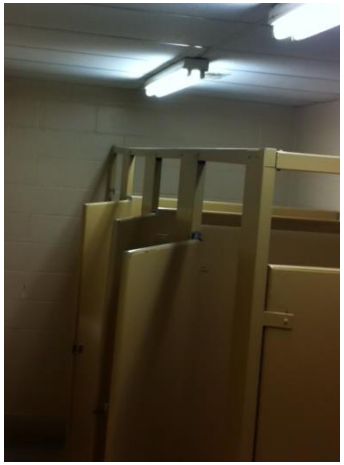
			situations.			
11	Exterior Wall Insulation	Poor	There is no insulation installed in the three exterior walls for the mutlipurpose area. As the concrete blocks wall itself conducts heat to the outside surface, it dramatically increases heating cost for the building.	Install rigid insulation, air barrier, exterior sheathing, metal stud wall with batt insulation, vapor barrier, and drywall panel on the inside face of the exterior walls to prevent water penetration and heat loss.Tape and finish drywall surface. Install new weep holes and flashing in existing concrete block walls. Note: It is recommended that the peeling paint to be removed to avoid blockage of new weep holes.	$480,000.00	
				Sub Total	$ 546,600.00	
				20% Contingency	$ 109,320.00	
				TOTAL Architectural	$ 655,920.00	

Table 4: Interior Finishes and Fixtures

Item	Element	Condition	Comment	Remediation/Action	OPCC	Photograph
1	Interior wall of vestibule at front entrance	Fair	Peeling paint near the base	Prime and apply acrylic latex paint	$500.00	

2	Interior walls (kitchen)	Poor	Paint peeling on all four wall surfaces; direct result of moisture in exterior walls.	Remove existing paint; Prime and apply new paint on all kitchen walls.	$3,000.00	
3	Rusted steel at door frames (north facing stairwell)	Poor	Rusting from water and snow	Replace steel angles and repair damaged concrete blocks	$3,500.00	
4	Paint finish on stairwell wall (south facing stairwell)	Poor	Paint peeling on all four wall surfaces; direct result of moisture in exterior walls	Remove existing paint; Prime and apply new paint	$9,500.00	

5	Paint finish on Community Hall walls (south and east only)	Poor	Paint peeling on all four wall surfaces; direct result of moisture in exterior walls	Remove existing paint; Prime and apply new paint	$26,000.00	
6	Changing room (x4) (men's and women's)	Fair	In fair condition.	Not required.	-	

7	First Floor Washrooms (men's and women's)	Fair	Wall paint is peeling off.	Remove existing wall paint and apply new paint.	$8,500.00	
8	Second Floor Washrooms (Community Hall) (men's and women's)	Fair	Wall paint is peeling off.	Remove existing wall paint and apply new paint.	$8,000.00	
9	Ceiling tiles in community hall, electrical room/storage room, coat check room, and stairwells.	Fair	Water damage of ceiling tile (about 70 tiles).	Replace damaged tiles with new tiles to match existing.	$3,000.00	

10	Janitor room.	Poor	Very poor floor drainage. Bad odor.	See mechanical section for repairs related to damaged plumbing. Clean, prime, and seal floor with epoxy sealer. Prime and pain walls. Install new shelfing, and mop sink.	$5,000.00	
11	Storage Rooms for activity equipment	Poor	Existing storage rooms are constructed of combustible material and without permit.	Remove existing storage rooms.	$3,800.00 (For demolition and waste disposal)	
12	Paint for new wall (Mutlisurface area)	-	Three new walls are required to be painted.	Apply primer and two coats of paint.	$70,000.00	
				Sub Total	$140,800.00	
				20% Contingency	$28,160.00	
				TOTAL Interior Finishes and Fixtures	$168,960.00	

4.4 MECHANICAL

Table 5: Plumbing and Waste Piping

Item	Element	Condition	Comment	Remediation/Action	OPCC	Photograph
1	Two indirect Domestic Hot Water Tanks	Good	Both of the hot water tanks are in good working condition	None required.		
2	All Plumbing Fixtures at ground and 2nd floor	Fair	The water closets and lavatories are in good working condition.	None required.		

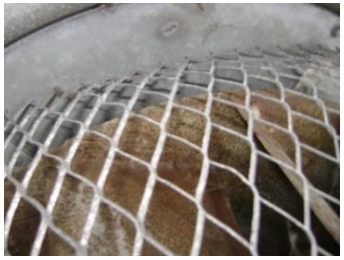
3	Domestic Hot/Cold Water Piping Distributions	Good	There is no double check valve (Backflow preventer) on the main incoming domestic cold water line	Install double check valve on the main incoming domestic water services to meet the OBC Section 7.6.2.6	$ 8,000.00	-
4	Waste Piping	Poor	Underground sanitary drain is backed up to the ground floor janitor room. Recent camera inspection revealed that the pipe broke at 10" downstream from the floor drain. The physical condition of the entire underground waste piping cannot be determined without camera inspection. Due to the age of the pipes, pipe blockages and failures could occur in the near future.	Broken underground sanitary drain must be repaired. Camera inspection is recommended to investigate and analyze the internal condition of the entire underground sanitary piping. The OPCC for repair/replacement for the entire underground sanitary piping will be determined based on the finding from camera inspection	$ 16,000.00 (for camera inspection cost and repair the known broken pipe)	
5	Sanitary drains for kitchen sink in the second floor kitchen.	Poor	The kitchen sink sanitary drain does not equipped with grease interceptor which is required by the OBC section 7.4.4.3	Provide grease interceptor for the kitchen sink	$ 5,000.00	
				Sub Total	$ 29,000.00	
				20% Contingency	$ 5,800.00	
				TOTAL Plumbing and Waste Piping	$ 34,800.00	

Table 6: Heating Ventilation and Air Conditioning (HVAC)

Item	Element	Condition	Comment	Remediation/Action	OPCC	Photograph
1	Four Rooftop HVAC units for the second floor multipurpose room cooling system	Poor	Three out of four units are not functional. One rooftop unit will not provide adequate cooling for the second floor multipurpose room.	Replace all four rooftop HVAC units	$ 80,000.00	
2	All Unit Heaters and Fan Coils in the building, including 2nd floor base board heaters	Good	The unit heaters, base board heaters and fan coil units are in good working condition.	None required.	-	

3	Total of 7 (seven) Natural Gas Fired Infrared Heaters in the hockey arena	Poor	Six out of seven units are not functional. One infrared heater will not provide adequate heating for the arena.	Replace all 6 (six) non functional gas fired infrared heaters with new gas fired infrared heaters.	$ 85,000.00	
4	Kitchen Hood Ventilation system in the second floor multipurpose room	Poor	The second floor kitchen hood is constructed from galvanized steel which appears not to have an adequate thickness (not less than 1.09mm), listed grease filters or a listed label in accordance with NFPA 96. There is no fire suppression system and make up air in the system. The roof exhaust fan and exhaust ductwork for the kitchen hood is not suitable for this type of application and not in accordance with the NFPA 96 requirements	Replace the kitchen hood, exhaust ductwork and exhaust fan with new which will in compliance with the NFPA 96. Provide make-up air unit on the roof with gas fired heater to preheat the outside air. Provide manual pull station, portable fire extinguisher type K and fire suppression system complete, connected to the fire alarm control panel as separate alarm zone.	$ 42,000.00	
5	Kitchen Hood Ventilation system in the ground floor kitchen	Poor	The kitchen hood ventilation system does not have make-up air unit. Negative pressure condition could occur in the main entrance vestibule	Provide make-up air unit on the roof with gas fired heater to preheat the outside air.	$ 25,000.00	-

6	Three gas fired heating boilers	Fair	The boilers are in good working conditions.	None required.	-	
7	Hot Water Heating piping	Fair	There are missing pipe insulation in some pipe sections. Pipe corrosion noted in the mechanical room which should be monitor closely.	Provide pipe insulation on the sections of pipes which have missing insulation.	$ 8,000.00	

8	Circulation Pumps and Sump Pumps	Good	The circulation pumps and sump pumps are in good working condition	Not Required.	-	
9	First Men & Women Public Washrooms Roof Exhaust Fan	Poor	Surface corrosion on the fan impeller.	Replace roof exhaust fan for the public washroom	$ 3,000.00	
10	Two wall mounted propeller exhaust fans for Hockey Arena Ventilation.	Good	The fans are in good working condition.	None required.	-	-
11	Wall mounted centrifugal fan for Garage and vestibule ventilation system.	Fair	The fans are in good working condition.	None required.		

12	Two wall mounted propeller exhaust fans for change and shower room under bleacher.	Fair	The fans are in good working condition.	None required.		
				Sub Total	$ 243,000.00	
				20% Contingency	$ 48,600.00	
				TOTAL HVAC	$ 291,600.00	

4.5 ELECTRICAL

Table 7: Electrical Service

Item	Element	Condition	Comment	Remediation/Action	OPCC	Photograph
1	Main Electrical services: 347/600 Volt, 3-phae 400 Amp Main disconnect switch, and Metering	Good	The components of the main electrical services are in good working condition.	Not required.	-	

2	Electrical Power Distribution and Panels, Disconnect switches, Dry core step-down transformers and panels.	Good	The electrical power distribution components are in good working conditions. Implementing Arch Flash study and safety sign labeling for safeguarding persons or property from hazards associated with electrical installations for shock and arch flash protection is recommended. These requirements indicated on the Ontario Electrical Safety Code 2015, Section 2-306, and CSA Z462-2018, NFPA 70E and ANSI Z535.4.	Perform arc flash study for the electrical distribution system and provide safety signs and labels on all electrical panels and disconnect switches to warn persons of potential electric shock and arc flash hazard present, so employees can be aware of the associated hazards of the equipment and assign appropriate PPE	$ 15,000.00 (Study)	
2a	Ground Floor electrical panel	Poor	Missing bolts on the electrical panel. Clearance in front of the electrical panel is less than 1 meter which is not in compliance with the Ontario Electrical Safety Code.	Relocate the electrical panel.	$ 15,000.00	-
3	Ground Floor Hockey Rink Arena Electrical power distribution relocation	Poor	Plywood enclosure for the existing electrical distribution consisting electrical panels, disconnect switches and dry core transformer will be removed due to combustible property of the enclosure material	The electrical distribution components will be relocated on the concrete exterior wall perimeter of the Hockey rink, approximately 5 meters away from their original location. The existing power conductors will be extended and reconnected to the electrical components at the new location	$ 35,000.00	-
				Sub Total	$ 65,000.00	
				20% Contingency	$ 13,000.00	
				TOTAL Electrical	$ 73,000.00	

Table 8: Life Safety

Item	Element	Condition	Comment	Remediation/Action	OPCC	Photograph
1	Fire Alarm Control Panel (FACP)	Fair	The fire alarm control panel is outdated but it is in good working condition.	None required		
2	Fire alarm devices, i.e.: bell, manual pull station and heat detector	Fair	The fire alarm devices are in good working condition	None Required		
3	Emergency Lighting	Good	The emergency battery pack units with emergency light heads are in good working conditions. Based on the number of emergency lights currently available on site, there are some areas within the building expected to have emergency lighting level below 10 lx which is not in accordance with the Ontario Building Code, Section	New emergency lights should be added to maintain a minimum average lighting level of 10 lx throughout the floors areas, including in the ice rink area.	$ 20,000.00	

			3.2.7.3(1)			
4	Exit Sign	Good	The illuminated exit signs are in good working conditions. The exit signs do not conform to the CSA C860 regulations and to provide energy efficient exit lighting.	Replace existing exit sign with new LED exits sign with “Green Running Man”	$ 6,000.00	
				Sub Total	$ 26,000.00	
				20% Contingency	$ 5,200.00	
				TOTAL Life Safety	$ 31,200.00	

Table 9: Cost Summary

Item	Descriptions	Estimated Total Cost
1	**CIVIL**	
	Paving and Concrete Sidewalks and Curbs	$ 48,000.00
2	**STRUCTURAL**	
	Foundation and Superstructure	$ 36,000.00
3	**ARCHITECTURAL**	
	Building Envelope and Building Accessibility	$ 655,920.00
	Interior Finishes and Fixtures	$ 168,960.00
4	**MECHANICAL**	
	Plumbing & Waste Piping	$ 34,800.00
	Heating Ventilation & Air Conditioning (HVAC)	$ 291,600.00
5	**ELECTRICAL**	
	Electrical Services	$ 73,000.00
	Life Safety	$ 31,200.00
	TOTAL	**$1,339,480.00**

COMMUNITY HUBS IN ONTARIO:

A Strategic Framework & Action Plan

An accessible version of this report is available at:
ontario.ca/communityhubs

Ontario

Dear Premier Wynne,

Thank you for the opportunity to inform the government's approach to moving forward with community hubs as a key element of your vision for Ontario as the best place to work, live and raise a family.

As Special Advisor, I was given the mandate to review provincial policies and develop a framework for adapting existing public properties to become community hubs. With the support of a nine-member Advisory Group and a Cabinet Office Secretariat, I have spent much of the past 90 days immersed in the local 'lived' experience of community hubs. We participated in over 70 stakeholder meetings, read nearly 50 written submissions, reviewed a series of case studies and analyzed hundreds of responses to our online survey. Having been involved in a number of stakeholder engagement processes in the past, I can say I have never before received such a high level of response. The quantity of responses, the substantive thinking that was reflected and the passion behind the submissions was outstanding.

The Province and communities share the perspective that community hubs are vibrant centres of community life that generate economic and social benefits. While the benefits are clear, it is equally clear that one of the barriers to the evolution of community hubs are numerous rules and constraints imposed by the Province, among others. Provincial policies and processes are overly complicated, often fragmented and are driven by ministry-specific requirements rather than being viewed through a lens of community needs and outcomes. This Strategic Framework sets out how the Province can remove its barriers that hinder the adaptation of public properties into community hubs.

It is encouraging to report that we found a significant commitment at every level to drive real change in support of community hubs. All groups, both internal and external to government, have the same goals in mind – fostering strong and vital communities, making services accessible and timely, managing public properties thoughtfully. There are a number of great success stories across the province that have arisen largely due to the work of "local heroes": local champions who have managed to overcome the barriers of jurisdictional and sectoral silos to create delivery models that effectively meet their communities' needs.

In the attached report, we have done our best to accurately and comprehensively represent the wealth of input we received, centred on the question: What can/should the Province do to make community hub development easier and more sensitive to community needs? The report also outlines recommendations and

actions to move the government forward in a co-ordinated manner to empower communities. While many of the issues and ways forward are immediately clear, there are specific policy and process issues that are complex and need detailed thought and analysis. Our work as an Advisory Group must be seen as the beginning of a sustained conversation between communities, municipalities, local groups and the Province.

I cannot close this letter without acknowledging and thanking the Advisory Group – Michelle Baldwin, Michelle DiEmanuele, James Harbell, Richard Joy, Annie Kidder, Lois Mahon, Sevaun Palvetzian, Doug Reycraft, and Enid Slack – for the knowledge, insight and counsel they provided as I developed my report and recommendations. I would also like to thank the Cabinet Office Secretariat on Community Hubs for their ongoing support, tremendous dedication and strategic advice over a very compressed timeline; the hundreds of stakeholders who took the time and energy to contribute meaningful input; and importantly, the Ministers and their staff, Premier's Office staff, the Secretary of Cabinet, Deputy Ministers and their staff for their wealth of knowledge as to how best to leverage the considerable work that is currently underway in the ministries that will support the development and operation of community hubs.

This is a historical and exciting moment for communities, and I look forward to working with you on the implementation of the Action Plan.

Karen Pitre
Special Advisor to the Premier on Community Hubs

Executive Summary

On March 15, 2015, Premier Wynne appointed a Special Advisor on Community Hubs (Karen Pitre) to lead the Premier's Community Hubs Framework Advisory Group. On April 8, 2015, nine individuals were appointed to the Advisory Group, from a cross section of community, municipal government, health care and education sectors (Appendix A: "News Release & Members of the Premier's Community Hub Framework Advisory Group").

The mandate of the Advisory Group is to review provincial policies, research best practices and develop a framework for adapting existing public properties to become community hubs.

Over the past 90 days of its mandate, the Advisory Group has:

- Gathered targeted input from an online survey, written submissions, e-mails and letters
- Consulted with communities and stakeholders to ensure that the framework addresses local needs
- Examined best practices in Ontario and other jurisdictions, and
- Engaged ministries.

We heard from more than 350 organizations and held over 70 meetings with internal and external stakeholders, including sector organizations, local service providers, most provincial ministries and others.

An interactive Community Talk website was launched on April 29, 2015. It was designed to encourage public input, and has since received over 6,000 hits. Ministries notified stakeholders of the online survey, and approximately over 400 responses were received.

Findings from the engagement process indicated an overwhelming interest in and appetite for the development of community hubs. Input provided valuable insights into the challenges and barriers to the development of community hubs, as well as a number of examples of excellent community hubs now in operation across the province.

The Advisory Group's goal is to identify the provincial barriers that stand in the way of the implementation and operation of community hubs so they can be removed. The challenges that community hubs have encountered include: lack of government coordination within the Province and between provincial and municipal governments; conflicting policies; program silos; unco-ordinated

funding; unclear, confusing; time-consuming forms and eligibility criteria; and non-client-focused programs/services.

Issues tend to fall into three general categories:
1. Planning
2. Integrated Service Delivery
3. Community Infrastructure/Public Properties

This report frames these as challenges, but this exercise was really one of exploring opportunities. Key recommendations reflect these opportunities, and are accompanied by suggested concrete actions to achieve each recommendation:
- Provincial Lead for Community Hubs
- Foster Integrated Service Delivery
- Develop a Provincial Strategy for Public Properties
- Remove Barriers and Create Incentives
- Support Integrated and Long-Term Local Planning
- Ensure Financially Sustainable Community Hubs
- Increase Local Capacity
- Evaluate and Monitor Outcomes

Ontario's communities are ready, willing and able to drive change if barriers can be removed at all levels. So while we are extremely pleased to be offering recommendations about how the Province can better enable community hubs, we also hope this will spark change at all levels, and allow for the creation of new partnerships to provide the best service outcomes for Ontarians.

1. Introduction

What is a "Community Hub"?

Community hubs provide a central access point for a range of needed health and social services, along with cultural, recreational, and green spaces to nourish community life. A community hub can be a school, a neighbourhood centre, an early learning centre, a library, an elderly persons centre, a community health centre, an old government building, a place of worship or another public space. Whether virtual or located in a physical building, whether located in a high-density urban neighbourhood or an isolated rural community, each hub is as unique as the community it serves and is defined by local needs, services and resources.

When people think of community hubs, they think of places where people come together to get services, meet one another and plan together. We've heard that community hubs are gathering places that help communities live, build and grow together. No community hub is like another, as each brings together a variety of different services, programs and/or social and cultural activities to reflect local community needs. It is this diversity of activity that allows community hubs to play a critical role in building economic and social cohesion in the community.

1

Why a Community Hub?

Community hubs are a concept that both communities and policy-makers agree make sense. There are currently over 13 million Ontarians, a figure that is projected to increase by 31 percent over the next two decades according to the Ministry of

Finance. Programs and services offered by the government need to keep pace with the complex needs of our growing and diverse population. In addition, the current fiscal environment requires a disciplined focus on finding smarter, better ways to deliver the best possible value for every dollar spent. The Province is faced with both demographic, economic, social and fiscal challenges.

Community hubs offer a number of benefits to respond to these challenges:

- **School-community partnerships** – enhance learning opportunities and well-being for students.
- **Respond to local needs** – community hubs offer a very concrete way that families can access a range of services. The collaboration between different community agencies and service providers puts residents first and is what makes this model truly unique.
- **More efficient and sustainable services** – providing access to local early-intervention programs can also forestall more intensive and costly programs later. Some economies of scale can also be achieved through shared back-office duties. Funders also benefit from co-location of service providers, increasing service access and reducing duplication.
- **Improved access to services and better outcomes for people** – co-locating and/or providing wrap-around services through a community hub provides individuals with access to a broader range of services through increased connectivity leading to improved results. For example, Public Health initiatives in schools can reach 95 percent of children and youth who attend Ontario's 5,000 publicly funded schools (statistics provided by the Ministry of Education).
- **Social return on investment** – integrated service delivery models can save money in other sectors and generate a Social Return on Investment (SROI). There is currently a lack of evidence-based research on community hubs; however, SROI is an emerging model for measuring the social value relative to the resources invested.

Social Return on Investment is a combination of social, financial and environmental value. It's designed to ensure the perspectives of all stakeholders are taken into account. [2]

PARALLEL EXAMPLES TO COMMUNITY HUB MODELS	JURISDICTION	SOCIAL RETURN PER $1 INVESTMENT
Craft Café (Seniors) [3]	Scotland	8.27
Community Champions [4]	Scotland	5.05
Beltline Aquatic & Fitness Centre [5]	Calgary, Alberta	4.84

Minnesota Public Libraries' ROI [6]	United States	4.62
Schools as Community Hubs [7]	Edmonton, Alberta	4.60
Peter Bedford Housing Association [8]	London, England	4.06
Centrepointe Early Childhood Resource Centre [9]	Ottawa	2.39

[Table developed by WoodGreen Community Services]

The benefits of community hubs were validated again and again as we met with and reviewed input from hundreds of organizations and individuals representing a cross section of sectors. What became clear in this exercise is that community hubs embody incredible energy, leadership and creativity at the community level in Ontario. In developing community hubs, these communities are creating unique solutions to issues of accessibility and service delivery at the local level.

The Challenge and the Opportunity

The Province and communities share the perspective that community hubs are vibrant centres of community life that generate economic and social benefits. While the benefits are clear, it is equally clear that there are numerous rules and constraints imposed by the Province, among others. Provincial policies and processes are often complicated, fragmented and are driven by ministry-specific requirements rather than being viewed through a lens of community needs and outcomes.

However, through her mandate letters to ministers and the Speech from the Throne, the Premier has demonstrated the government's commitment to making progress. The good news is that there is already fantastic work that is happening in ministries and in communities across the Province. The challenge will be harnessing and expanding on that good work.

This Strategic Framework sets out how the Province can remove barriers that hinder the adaptation of public properties into community hubs; however, all levels of government and the broader community have a role to play.

2. The Journey So Far

The challenge presented by the Premier was to identify provincial barriers that get in the way of community hub development and to provide recommendations regarding processes and incentives to minimize and/or eliminate these barriers and to capitalize on emerging opportunities.

Our timelines have been very short, the rationale being that there has already been much written, a lot of discussion, and an existing clear and solid understanding as to the value of community hubs.

It did not take long for stakeholders and those involved in community development to find their way to us (See Appendix B: "List of Stakeholder Organizations"). To many, just starting the conversation was a positive signal that the Premier understands that community hubs play a vital role in our communities. The initial response was overwhelming, as it came from all over the Province and from multiple sectors.

While a number of Ministers (Education, Health and Long-Term Care, Municipal Affairs and Housing, Community and Social Services, and Seniors) have community hubs as part of their specific mandate, the interest across government was universal. As part of the process, there were two meetings with the Deputy Ministers' Council, which includes all 24 Deputy Ministers, and further followup with 16 of the Deputy Ministers on specific initiatives to foster the development of community hubs (Appendix C: "List of Ministries Consulted"). All are determined to find a way to assist in the evolution of community hubs. There is a lot of support for better alignment within the government for a cross-ministry approach.

As part of the outreach strategy, ministries informed their stakeholders about the community hubs initiative. We established a designated community hubs website, launched on April 29, 2015 (www.ontario.ca/communityhubs) with a survey and designated email address. The website has received approximately 6,000 hits and over 400 survey responses/submissions to date.

We also received over 50 written submissions with representation across multiple sectors across the province. The quality of the responses is excellent and forms the foundation for both the Strategic Framework and the Action Plan. Clearly people have been thinking about this for a long time.

In addition, individual sectors did their own outreach. This included the Association of Municipalities of Ontario (AMO), Northern Ontario Service Deliverers Association (NOSDA), the Ontario Library Association and Aboriginal representatives. These organizations brought a unique perspective from the north

and rural Ontario. As another example, the Ontario Nonprofit Network (ONN) did a survey of their members. The survey resulted in 545 responses representing a wide cross section of interests with excellent 'lived' experience, information and suggested solutions. In addition, we participated in a webinar with 100 non-profit organizations from across the province.

We also received excellent advice from those who have planned, built, operated and managed community hubs – there is a wealth of knowledge and these community leaders have been an amazing resource.

We have attended numerous conferences and committee meetings, from the Association of Health Centres and the City School Boards Advisory Committee to the Ontario Coalition for Children and Youth Mental Health, as well as others. We also partnered with WoodGreen Community Services and asked them to conduct a review of the evidence base for community hub models (Appendix D: "Building the Evidence").

We attended over 70 stakeholder meetings with sector organizations, ministry officials and local service providers from multiple sectors, including:

- Non-profit
- Municipal
- Health
- Seniors
- Social Services
- Justice
- Education
- Aboriginal
- Francophone

Having said this, we know there are many more organizations that are interested in sharing their experiences and providing advice as to how to build stronger communities. These discussions will continue; this is the start of an ongoing, sustained conversation.

We have also received high-quality written submissions and reports to support our work. We will determine how best to share this information, as there is a wealth of knowledge that we have collected through this process.

3. What We Heard

We have gathered outstanding feedback from a number of rich and diverse communities. In addition, a number of ministries prepared presentations and background materials that provided information on their current programs and mandates. This information provided by ministries reaffirmed that solutions are possible, and, in some cases, work is already underway.

The examples and stories that we heard highlight successful service integration and demonstrate how barriers are overcome with leadership and collaboration. Libraries and daycare are just two of the many successful examples of community hubs:

"Public libraries are an infrastructure already located in many communities. Libraries are considered a friendly, safe space. They already are engaged in assisting people in accessing many of the services/resources that could be delivered through community hubs. They have established community partnerships, offer equity of access, and are staffed with professional information providers/interpreters who are familiar with the communities they serve." - Survey Respondent

Child care in schools is another successful example of a community hub. Access to child care within schools provides family with accessible care and an easier transition when children go onto Full-Day Kindergarten. Child care and early learning are an integral part of serving the needs of families and children. Having child care in schools successfully demonstrates how partnerships can be adapted in schools across the province.

Although barriers do exist, there are currently a large number of community hubs responding to local needs through service integration. We recognize the success stories and outstanding examples of community hubs that currently exist across the province and appreciate the commitment to serving local needs. In the following pages, we have highlighted a few of these examples from across the Province.

Examples of Existing Community Hubs Across the Province

Langs (Cambridge)

Established as an organization in 1978, Langs established a community hub in Cambridge in 2012 that hosts close to 25 service agencies with a wide array of services, including an Early Years Satelite Centre, adult and seniors programs, as well as health and wellness education programs, all within an impressive 58,000 square feet of green space. The Langs Hub co-locates the organization's Community Health Centre with a municipal seniors centre, along with diabetes education, mental health services and social services organizations that housing, employment, education, social support, food security, gender, and environment services to overcome many of the barriers associated with access to care.

The Mount Community Centre (Peterborough)

In August 2013, the Peterborough Poverty Reduction Network, supported by several non- profit community agencies, purchased the Mount St. Joseph convent, which was later renamed "The Mount Community Centre." The building will be transformed into five community hubs, including housing, food, arts and culture, health and social services, and ecology. The Mount Community Centre will provide close to 100 affordable and market- housing units, a performing arts space, a community food service, health and social services, and a community garden. This is a great example of how vacant property can be remodeled into a community asset, with a strong social purpose.

Examples of Existing Community Hubs Across the Province

Fusion Youth Activity and Technology Centre (FYATC) (Ingersoll)

In 2005, the Town of Ingersoll developed a strategic plan for Downtown Revitalization, which focused on addressing the needs of youth over the age of 12. The Town purchased the Sacred Heart Catholic School so that it could be repurposed to serve as the location for the Fusion Youth Activity and Technology Centre (FYATC), for youth between the ages of 12 and 18. This Centre provides various youth programs, including arts, music, sports, cooking, technology, job training, and leadership. The FYATC is municipally owned and operated under the Town's Parks and Recreation department, and is run by an on-site manager.

Le Centre de santé communautaire du Grand Sudbury

Le Centre de santé communautaire du Grand Sudbury (CSCGS) is a model with innovative practices, deep community engagement, and a specific demographic focus. Serving the third largest immigrant francophone population in Canada, CSCGS offers education, employment, and environment services and programs along with its mission to address the social determinants of health. For instance, as per its agreement with the city, CSCGS holds the lead position on homelessness, and in turn coordinates with other service delivery agencies, to avoid service duplication. The four target groups for CSCGS are youth, women, seniors, and hard to reach populations.

Examples of Existing Community Hubs Across the Province

Petawawa

The Town of Petawawa in Eastern Ontario is entering an agreement with the Renfrew County District School Board to cement the concept of community hubs through developing and sharing community recreation facilities. With this agreement, students will have access to curling and hockey rinks, while the town's residents will be able to access gym facilities within the school. A nearby Catholic school will also be able to benefit from this agreement. Working together, these local governments are finding a way to keep administrative burdens low while improving service access for their local citizens.

London Family Centre Service System (City of London)

Family Centres in London, Ontario are community hubs where different service providers can seamlessly offer support to families, under one roof, and in an integrated manner. Here, families not only have easy access to resources and information, they also benefit from parenting and early learning programs, education and child care, public health and wellness, and recreation services. While all Family Centres share the core function of community development and engagement, each centre has also been successful in tailoring its services and programs to reflect its local character and uniqueness.

Examples of Existing Community Hubs Across the Province

The Wequedong Lodge (Thunder Bay)

In 2010, the Wequedong Lodge of Thunder Bay, in partnership with the Ontario Aboriginal Housing Services Corporation (OAHS), acquired and renovated an old school to create 110 units for urban and rural First Nation, Inuit and Métis people accessing health services in Thunder Bay. Wequedong Lodge offers services such as transportation, accommodation, translation and meals. Wequedong Lodge demonstrates how old schools can be repurposed into community infrastructure and create a Social Return on Investment.

Examples of Existing Community Hubs Across the Province

Bathurst-Finch Community Hub (BFCH) (Toronto)

The Bathurst-Finch Hub offers medical as well as community services. On its 16,000 square feet of new build, the hub offers streamlined services to community residents with multiple social services, all in one location. Through a partnership of 11 organizations, with Unison Health and Community Services as the lead, the hub houses a community health centre, a dental clinic, mental health programs, settlement services for newcomers, employment support, and help with legal matters. Moreover, it includes community space, free to the public, where local residents can meet and connect. The Bathurst-Finch Hub is just one of eight community hubs in Toronto, each with its own unique combination of organizations and community space. These eight hubs were developed with financial and organizational support from United Way Toronto.

Strathroy Public Library (Municipality of Strathroy-Caradoc)

The Strathroy-Caradoc Library not only serves as an information, learning and leisure hub for residents, but it also provides office space to Service Canada, Middlesex social services, and may be booked by other community agencies as needed . Middlesex county and the Library Board have partnered to to redesign the way services are delivered to the community, and have trained their librarians to provide enhanced government information. This re-design meets the needs of rural citizens, who may have limited access to public transit and limited ability to visit the closest urban centre.

Despite all these great local examples, stakeholders told us that there are number of barriers that inhibit the development of community hubs. Our stakeholder engagement has been intense over the past 90 days, and has demonstrated there is a real interest and appetite to change the way communities interact with the provincial government. This is what we heard with respect to the challenges:

To assist in understanding the issues that have emerged from the incredibly rich feedback we received, we have organized the responses according to three general categories:

1. Planning
2. Integrated Service Delivery
3. Community Infrastructure/Public Property

The dividing lines between these three categories and the corresponding feedback we received are not hard and fast; the stages and issues overlap. As an example, issues around funding and financing weave through each stage. However, we believe that categorizing the issues in this manner is the right approach to help us move forward.

1. Planning

Stakeholders raised planning time and time again as a central issue. Planning, whether locally or in conjunction with the Province, needs to be co-ordinated, and the right partners need to be at the table. There are two major challenges to co-ordinated planning:

- Need for a provincial community planning table
- Multiple local planning tables

NEED FOR A PROVINCIAL COMMUNITY PLANNING TABLE

The current structure at the Province results in ministry planning that is done vertically, not horizontally. This means that each ministry's planning process is developed for its specific mandate, whether it is Education, Health and Long-Term Care, Children and Youth Services, Aboriginal Affairs, etc. The Premier's Mandate letters to the six ministers to work together to develop a policy that supports the development of community hubs is a first step to bringing the ministries together. These letters, tailored for each minister, contain a list of priorities to be completed over the course of the government's four-year mandate, and each reference to the community hub strategy is slightly different depending on the ministry.

Despite the mandate letters, we have heard that there is currently no single place in government to bring together all community planning that is done at the provincial level, such as planning of infrastructure, long-term care and employment, social supports and training. We also heard that there is a strong support within government to change the way planning is done. But it will require changes in behaviour, policy, and legislation to make it happen. There is a need to remove these barriers and create incentives to make it successful. It will take time and strong leadership.

Leaders of community hubs say they face a daunting landscape of multiple contact points with the Province and a maze of incompatible policies and processes for service delivery integration and capital planning. As a result, agencies report they have to deal with multiple ministries and in some cases, multiple programs within the same ministry - each of which has separate funding agreements and different reporting, accountability and timelines requirements.

MULTIPLE LOCAL PLANNING TABLES

What we heard time and time again is that local communities know best what is needed for their community. Community hubs have developed due to the leadership of "local heroes" based on local needs, and they have faced a variety of challenges.

One of the major challenges identified for local community hubs is leadership and accountability. There is no designated lead for overall community planning; it currently includes municipalities, school boards, social services, health and long-term care agencies, as well as many others. It can be difficult to clarify roles, as community hubs involve these multiple local partners as well as provincial interests. It takes time to determine who should lead the process - "local hero," municipality, non-profit agency or another leader. In cases involving a Community Health Centre, there is a lack of clarity as to whether they are mandated by the Ministry of

Health and Long-Term Care to be the lead agency, but this may or may not be the best role in the local context.

The Local planning is further complicated by the geographical boundaries of school boards, municipalities, Consolidated Municipal Service Managers (CMSM), District Social Services Administration Boards (DSSABs), Local Health Integration Networks (LHINs) and other agencies that do not align. This leads to multiple planning tables, different mandates and complicated relationships. This is also the case when there are geographic boundaries between Northern and Southern Ontario that do not align with the other boundaries. For example, the Parry Sound DSSAB, which is responsible for the management and delivery of human services, must coordinate its local planning for social services across 22 municipalities, two unincorporated territories, and two Local Health Integration Networks. The DSSAB is considered part of Northern Ontario for the purposes of some programs and part of Southern Ontario for others. This is only one such example we heard from municipalities about complicated challenges associated with different provincial boundaries.

Some of the local planning challenges that have also been identified include:

- Lengthy and costly process to:
  - assess the needs of the community
  - identify the services and service providers to meet these needs
  - develop and maintain the partnerships
- Zoning by-laws and differing regulatory regimes conflicting with the establishment of community hubs
- Government funding approval processes that are not aligned and with different eligibility criteria
- School boards with a mandate and a process to look at the education requirements in a community. In the absence of a community lead, they often have the burden to take into consideration the full value of schools as community assets
- No framework to determine the viability of public ownership of surplus property – either for a portion of the site or the entire site
- No inventory of surplus public properties available to local planners and community groups

Currently, the Province is undertaking multiple planning reviews, and it will be important to ensure the provincial interest and local mandate is reflected. There is an opportunity in the context of these reviews to require more integrated local planning.

Some ministries and Infrastructure Ontario (IO) have excellent Geographic Information Systems (GIS) that could be used to enhance capacity to plan community needs. For example, the Ministry of Education's GIS for Early Years programing provides a map that overlays a variety of services and demographics that allows for better service planning.

2. Integrated Service Delivery

Many respondents talked about the importance of going beyond co-location towards truly integrated service delivery. The Province funds several programs and services that could be leveraged or integrated. There are many ministries currently working on integrated service delivery. However, a number of barriers impede the progress towards an integrated service delivery model.

These barriers include:

- Start-up Funding
- Funding Silos
- Transfer Payments and Accountability
- Measuring Inputs, not Outcomes
- Sustainable Funding
- Privacy Legislation
- Local Capacity and Resources

START-UP FUNDING

Despite the demand for integrated services that meet a continuum of need, organizations and agencies face administrative burdens and funding complexities when trying to create a community hub to deliver integrated services. Various organizations have outlined that the costs associated with starting up a community hub do not always account for the costs associated with integrating services.

Some organizations recommend start-up funding to address costs associated with merging services, such as administrative support, leadership roles, long-range planning, service delivery, reporting and accountability, recruitment of staff, training, and ongoing evaluation.

There is recognition that the initial planning stage requires start-up resources. We have identified a few examples where funding is available for this stage of the process. Health Links is an interdisciplinary model of care at the clinical level, which seeks to improve the co-ordination of care for patients, improve patient outcomes and achieve better value for investment. As part of this program, funding was provided for the initial planning stage.

Ontario Trillium Foundation (OTF) has also recognized this as an important requirement for success. OTF is funding seed grants that support projects at the idea or conceptual stage to achieve a priority outcome.

FUNDING SILOS

We heard that individual needs are changing and becoming increasingly complex. Communities require government programs and services that respond to unique individual needs as they evolve and change over time. The continuum of service delivery required in local communities has generated a demand for accessible and integrated services.

Stakeholder feedback and submissions highlight funding silos as a key barrier to partnerships and integration of services with other agencies. Funding silos and their associated complexities have also led to the problem of funding programs rather than outcomes. Government should move away from a one-size fits all approach to service provision and should instead look at streaming clients according to the level and nature of support they require. Standardized approaches to the delivery of services results in ineffective use of program funds.[10]

Funding silos lead to rigid and inflexible funding parameters where agencies and organizations are restricted from integrating services to generate better outcomes. There may also be challenges from the multitude of providers in communities competing for delivery dollars. Often, integration of delivery is seen as leading to job loss as two entities merge resources and staff. Traditional organizations or agencies often take pride in their identity and currently thrive in an environment with specific donations, fundraising activities, or naming rights and prestige. Various groups recommend providing incentives to encourage partnerships between organizations/agencies and eliminate negative perceptions or barriers that prevent groups from coming together to enhance service delivery and outcomes.

Even when partnerships are established, there is still the ongoing challenge of managing the vitality, trust, and communication associated with the partnership. A large number of survey submissions highlight partnerships as an ongoing and complex challenge because each organization/agency has its own culture, identity, structure, priorities, vision, and mandate. Establishing a partnership with a common vision, charter, mandate and priorities, while also allowing space for each individual organization/agency, can be hard to achieve. Various groups suggest that strong leadership and establishing shared agreements between the organizations/agencies from the beginning of a partnership provides a strong and effective way to ensure services are integrated and not just co-located.

Providing greater funding flexibility to community hubs based on outcomes will help address these challenges by removing the program funding requirements that do not allow for service integration. The Province is currently conducting a comprehensive Program Review, Renewal and Transformation of all government programs. This review provides an opportunity for government to review program funding with a view towards supporting greater integration and achieving better client outcomes.

TRANSFER PAYMENTS AND ACCOUNTABILITY

Community hub service providers also face multiple transfer payment agreements and contractual/reporting requirements that can be duplicative and burdensome for the provider. Each program has its own mandate, funding rules, population focus, and delivery structure. In addition, multiple provincial programs from multiple ministries with different reporting timelines, benchmarks and requirements force agencies to spend resources on complicated and time-consuming deliverables that are inconsistent. A predominant theme through our survey feedback was the strong recommendation that consistent and transparent transfer payment agreements should be established across ministries. ONN has suggested the implementation of an integrated umbrella agreement for community hubs that receive more than one provincial funding stream. The government is undertaking a Transfer Payment Administrative Modernization project that is working with ministries to streamline business practices to help reduce administrative barriers for service providers and demonstrate better accountability for public funds.

MEASURING INPUTS, NOT OUTCOMES

In addition, there is no common measurement system. Therefore, even if there are measured outcomes, there is no standardized system that would allow for an analysis of what works and what does not. There is work to be done to develop outcome-focused indicators of success, taking into account the diversity of models and different objectives that apply to community hubs.

As a starting point, the Province has recently undertaken work to develop a framework to support youth outcomes through its Stepping Up Framework that could be used as a model. The Framework outlines a set of 20 outcomes that are designed to support service providers, foundations, community groups, governments, young leaders and families – to better align their work with what research and youth themselves say is important for their success.

SUSTAINABLE FUNDING

While funding in silos can be a problem in terms of community hub development, ongoing funding is also a challenge in terms of sustainability. Many groups have

stated that the long-term viability and flexibility of a community hub depends on its ability to adapt and respond to evolving community needs. This can often involve reallocating resources to achieve better outcomes, such as new integrated programing, data collection/analysis and changes to staffing requirements.

Community hubs are often precluded from including commercial operations to help defray some of their capital and operating costs. Consideration should be given to allowing for commercial space that is compatible with the community hub and serves the local community, and supports the sustainability of the community hubs business model. In addition, there are potential anchor tenants that might be a good fit for a community hub and provide a consistent revenue stream. Provincial opportunities could include Employment Ontario, community courts, Social Justice Tribunals or other provincial service providers that currently lease commercial or standalone space.

PRIVACY LEGISLATION

As organizations/agencies partner and strive towards integrated service delivery, many groups face privacy requirements regarding information sharing. Groups have expressed frustration when trying to provide wrap-around services that have separate guidelines or requirements that keep a client's file/information in separate protected systems for each service the client receives.

We heard that the sharing of personal information among different entities in a community hub can improve services for clients. However, navigating the different rules for protection of personal information can be challenging. We heard from the Ministry of Community Safety and Correctional Services that they are working with the Information and Privacy Commissioner on this issue.

The Ontario Working Group on Collaborative, Risk-driven Community Safety has suggested an approach to improving collaboration between multiple human service entities that could be useful in a community hubs context. Through a Four-Filter Approach to sharing of information, entities are better able to, within existing privacy policy, "identify the need and develop immediate plans for multi-agency interventions…intended to reduce elevated risk situations that, if left unattended, are highly likely to create harm to individuals, families or the community."[11]

LOCAL CAPACITY AND RESOURCES

Organizations and agencies often experience a lack of centralized information or data sharing that would help assess community needs and outcomes. This could serve as an important building block for establishing new community hubs. Many groups would like to see a central place or point of contact that organizations/agencies could go to when considering the development of a community hub.

Many successful community hubs exist across the province and are models that others would like to learn from. Collecting the data and information in one open and transparent place can provide valuable resources and information to those considering a community hub model.

In addition, many groups would go even further than resource sharing. They suggest that a community hubs resource package be developed and include standard template forms for internal community hub operations (e.g., evaluation, planning, and partnership agreements), in addition to application forms that would streamline the funding application process. This could also include multi-stakeholder template agreements for organizations seeking to operate community hubs as partnerships.

While template forms could provide a tangible and consistent process for community hub operations, many groups have identified a need for additional training and resources. Skills training for budget planning, community engagement/consultation, and collaborative partnerships would help groups establish and successfully operate financially sustainable community hubs.

3. Community Infrastructure/Public Properties

Despite the innovation and planning happening on the ground, there are challenges in local communities when it comes to space and infrastructure. In some cases there is excess, underutilized space, and in other cases, there is a lack of space.

The Province has a role to play in this issue as the owner or capital contributor to many public spaces. We have heard about schools in particular, and we know this issue is top of mind for many communities that are facing the difficult decision of whether their school should remain open. While we recognize this issue, in the context of our mandate we see underutilized schools and the community use of schools as part of a larger, systemic planning challenge that requires a multi-pronged approach.

We heard from a number of groups that they had programs ready to offer, and partnerships in place, but could not find appropriate space at the right time. These are the key barriers related to retaining and using public properties for community hubs:

- No Accessible Comprehensive Public Properties Database
- Planning in Silos
- Sale at Fair Market Value (FMV)

- Circulation Process for Surplus Property
- Access to School Space
- Capital Funding for Community Hubs
- Property Management, Liability and Security Issues
- Design of New Buildings

NO ACCESSIBLE COMPREHENSIVE PUBLIC PROPERTIES DATABASE

Many organizations told us they were not aware of public properties that might become available in the future, so they couldn't plan properly to take advantage of the opportunities when they arose. They would like access to an up-to-date inventory of all public properties, including those at the municipal level. Currently the Province maintains a database at Infrastructure Ontario for surplus property, but it does not include a comprehensive inventory that can be accessed by all.

PLANNING IN SILOS

Individual ministries prepare their capital plans based on their ministry needs. This means there is no overall provincial lens to review the inventory of public properties prior to decisions being made to dispose of property that might be surplus to the needs of one ministry. It also means that there is no capital planning that looks at co-location of compatible uses, which could lead to integrated service delivery in a community hub. We also heard that ministries do not have a complete inventory of surplus properties to be used as part of the planning process. One ministry might need what is "surplus" to another ministry, but there is currently no comprehensive inventory of all assets to allow for this level of planning.

SALE AT FAIR MARKET VALUE (FMV)

The current mandate of the provincial government is to sell surplus property at fair market value to ensure taxpayers receive the highest value for the property.[12] Many people and organizations felt that selling public properties at market value does not properly recognize the economic and social value of the services that an asset repurposed for the public good could provide. As it stands now, there is no systematic cost-benefit analysis of the potential value of surplus property from a socio-economic perspective, including the social, recreation, cultural, park land, affordable housing, intensification and health requirements of a community. There is no framework for a comprehensive review to determine the requirement and viability of public ownership of surplus property – either for a portion of the site or the entire site.

Stakeholders told us that in the review of schools, the Province should not discourage the closure of schools altogether. There may be other socio-economic value which is not considered in the current Fair Market Value analysis, and therefore

opportunities may be missed. For example, one organization wanted to buy a school to leverage affordable housing funding, but could not get the financing to pay market value for the school. The need for affordable housing in the community was evident, but there was no way for the property to be "priced" in a way that recognized the broader social value of affordable housing to the community. This planning and broader consideration of socio-economic value is a challenge that should not be borne by the Ministry of Education and school boards alone.

CIRCULATION PROCESS FOR SURPLUS PROPERTY

We heard a number of issues around the circulation of property. There is a limited circulation list and not all potential end users are consistently included (e.g., DSSABs and Aboriginal communities). The other issue is the limited time for review. For schools specifically, we heard that the current process for reviewing schools does not give potential partners/bidders enough time to develop plans and proposals for use of the property.

ACCESS TO SCHOOL SPACE

If a school is being used by a community partner in part of its space, and students are being taught in another part and the school is therefore fully utilized by the community, only the student spaces are funded by the Ministry of Education. Although schools support community use of the space, they often end up subsidizing these uses, and may eventually have to declare the space "surplus" to the needs of education. We heard that it should not fall to the school boards to ensure these community services are being provided and paid for. There needs to be a way to recognize and value these partnerships.

There is no mechanism to assess this space in the school that is used by the community. If permit fees or lease/rent agreements do not fully cover the operating and renewal costs for this community space, it falls to the school board to subsidize the use of this space by community partners. There is a suggestion that a multilateral consultative relationship with the municipality, CMSM/DSSAB, the school boards and the province will provide a way to retain public ownership of schools when there is agreement among the parties that the site should be retained.

This does not mean that some underutilized school properties will not be sold. It does mean that this decision could be made in a more integrated way that allows for the full consideration of the potential school use into the future.

CAPITAL FUNDING FOR COMMUNITY HUBS

We heard from Ontario Nonprofit Network that the provincial government can support community assets by facilitating loans for the non-profit sector. Lending

institutions are often reluctant to loan to non-profits. Infrastructure Ontario already provides a loans program in which organizations in certain nonprofit sectors may qualify. Eligible sectors include narrowly defined community health/social service community hubs and arts training organizations, but many other sectors are excluded.

We heard of many examples where the funding cycles between the ministries were not aligned, and opportunities have been lost because the priority in one ministry is to sell while the other ministry doesn't have funding in the current funding cycle but might need the asset in the future. As an example, one emerging hub told us about losing the opportunity to co-locate a Community Health Centre (CHC) with a school when the CHC's earlier funding year allocation of capital money could not be held to await the new school funding decision.

We heard that the provincial health capital planning process is too long and lacking the flexibility to seize local opportunities as they arise. Once projects exceed a certain cost threshold, other requirements apply, including matching funding, that make it difficult for community hubs to obtain timely funding.

We heard from the Association of Ontario Health Centres that the current rules from the Province that guide the capital process for community health care organizations can be misaligned and too rigid to achieve integrated, person-centred care.

PROPERTY MANAGEMENT, LIABILITY AND SECURITY ISSUES

Once a site is found, we heard that to run a truly integrated community hub that organizations sometime need help finding/funding people to assist with property management. In schools, we heard that there is no one to assume the "property manager" role and it falls to the principal to manage.

"When utilizing schools as community hubs, building management during the months of July and August must be considered, as school principals are the designated site managers. Smaller boards, in particular, do not have large planning departments or the resources to coordinate the community development and ongoing maintenance of substantive hubs."
– Ontario Public School Board Association (Submission)

Many groups, including municipalities and school boards, have noted challenges with forming partnerships in schools. While schools can operate as community hubs, they face significant challenges with security and liabilities associated with community use.

DESIGN OF NEW BUILDINGS

Although many groups talked about repurposing existing public properties, we also heard that assets for the future need to be better designed to respond to the changing needs and demographics of local communities.

For example, while funding is available to integrate child care facilities into new schools, there is often no mechanism to plan for broader community partnerships that might include a multi-use, inter-generational design unless a community partner contributes to the development. Instead, the Province tends to build or fund single-purpose facilities that may not be open in the evenings, on the weekends or during the summer.

POPULATION/GEOGRAPHIC CONSIDERATIONS

We heard clearly that the policy solutions that work for urban and rural settings are very different. Urban settings are subject to increasing density, creating a need for public space to live active, healthy lifestyles. Rural settings are experiencing a decline in population and shifting demographics, which make it more difficult to keep public spaces viable. Access to services is also more difficult in remote, northern and rural communities. Notably, rural communities face the problem of not having access to transportation that could get them to and from the community hub. We heard that it would be helpful to explore the idea that a hub can be a "virtual entity" - a community networking group of people who ensure that all are served well, gaps are identified, and new services are incubated as needed.

It is also important to recognize the specific needs of unique communities including French-language and Aboriginal communities, newcomers, as well as people with disabilities. We heard that French-language communities need a model that is inclusive and of high quality to avoid supporting assimilation.

Similarly, we heard about unique needs and pressures on Ontario's Aboriginal communities. The Aboriginal population in our province is growing at nearly five times the rate of the non-Aboriginal population. Between 2006 and 2011, the total number of people who identify as Aboriginal in Ontario has grown by an estimated 58,935, an increase of 24.3 percent, in comparison to 4.8 percent among non-Aboriginal people. Most Aboriginal people in Ontario live off-reserve, representing 84.1 percent of their total population. This population growth has placed additional service delivery and infrastructure pressures on Friendship Centres to meet the unique needs of urban Aboriginal people.[11]

Seniors are the fastest growing sector of the population. The number of people aged 65 and over is projected to more than double from about 2.1 million, or 15.2 percent of the population, in 2013 to over 4.5 million, or 25.5 percent, by 2041. In 2015, for the first time, seniors will account for a larger share of the population than children aged 0–14.[12]

Many groups indicated that issues of accessibility often prevent access to integrated services in their community – both in terms of physical location as noted above, as well as through the lens of the Accessibility for Ontarians with Disabilities Act (AODA), which aims to achieve accessibility for Ontarians with disabilities by 2025 through a phased approach. The AODA requires all providers of goods and services to comply with customer service standards deigned to ensure people with disabilities can obtain, use, and benefit from them.

4. Strategic Framework

We have learned that each community is unique, with a specific set of resources and a combination of service needs and capabilities. Each successful community hub is therefore a unique solution to local needs. It would be a mistake to attempt to control this community-driven process from the top down. The Province needs to play a collaborative role in facilitating co-ordination and addressing barriers at the provincial level. We have therefore attempted to capture the essence of a community hub in terms of vision, principles and goals. We want these to become a touchstone that provides common ground for continuing conversations and collaboration, as well as direction and guidance to ensure community hubs evolve successfully in Ontario. Based on consultation with community groups and the public service, I am optimistic that there are enormous opportunities available to enhance the role of community hubs in the province.

VISION

"We want Ontario to be the best place to work, live and raise a family, and community hubs are a part of that vision," – Kathleen Wynne, Premier of Ontario

PRINCIPLES

1. Strengthening communities requires provincial leadership
2. Community planning is done locally with strong local leadership
3. Community needs should drive integrated service delivery
4. Community use is an integral part of provincial public property planning
5. Community hubs are built through collaboration and shared responsibility

GOALS

- Co-ordinated Planning: A coordinated system of planning that encourages partnerships and builds on what works
- Client-focused Service Delivery: A delivery system that provides integrated services to people in their communities
- Community Infrastructure/Public Properties: A system that maximizes the use of public properties for community benefit

5. Action Plan

This exercise was really one of exploring opportunities and laying out a plan for action. While we did hear about challenges, one thing was universal – there is overwhelming support for integrated service delivery through community hubs. We see the opportunity to meet some of the challenge with specific fixes that we think can happen relatively quickly. There are also larger systemic challenges that may take longer to implement because they require a change in behaviour and procedures at all levels. In the words of one of the submissions to our website:

"The roots of these barriers may differ, but the first steps to overcoming them are the same: earnest, forward-thinking conversations that build relationships and trust between system partners. These conversations take time, planning and resources."

Overall, this is an exercise in bringing people, groups and processes together.

Based on the feedback we heard and the principles we developed, we propose an Action Plan that allows the Province to have the greatest impact, as an enabler as well as a partner, in achieving our community hub vision. Most of these action items will address issues raised by the full range of community hubs. We have also identified a few actions specific to health and education that we believe can be accomplished quickly.

Our foundational recommendation for provincial leadership is one that is critical for successful implementation of the action plan.

FOUNDATIONAL RECOMMENDATION:
Provincial Lead for Community Hubs

To be successful, there is a requirement for strong provincial leadership to implement the Community Hub Framework and Action Plan. It will be crucial that the government sustain this work in order to generate longer-term benefits to communities throughout the province.

The Provincial Lead would work across ministries to implement the Action Plan and further develop the recommendations. This would require resources and accountabilities to be aligned across ministries to ensure effectiveness of the role, and structural realignment may be necessary.

It will be critical for the Provincial Lead to have relationships with the Treasury Board Secretariat and the Ministry of Finance, as they are responsible for the fiscal plan, ensuring stewardship of public funds, and leading government efforts on accountability, openness and modernization.

Many of our recommendations centre on processes and practices within ministries that were established to deliver services to Ontarians in an effective and accountable way. We know that ministries cannot act alone to solve these issues, and we know that some approaches cannot be changed without a full review of the impact on accountability and the fiscal plan. The Provincial Lead would be responsible for the integration required to implement the Strategic Framework and Action Plan.

Action Item:

- ☐ Formalize a structure to be responsible and accountable within government for overseeing the implementation of the Community Hubs Framework and Action Plan.

1. INTEGRATED SERVICE DELIVERY

Action Items:

- ☐ Establish incentives for agencies/organizations that demonstrate integrated service delivery.
- ☐ Simplify transfer payment accountability requirements to increase funding flexibility and reduce administrative burden for service providers.
- ☐ Work with the Information and Privacy Commissioner to leverage existing work to establish protocols that protect privacy while allowing appropriate sharing of client information.
- ☐ Evaluate the effectiveness of current and planned provincial integrated service delivery projects to examine opportunities as they might apply to community hubs.

2. DEVELOP A PROVINCIAL STRATEGY FOR PUBLIC PROPERTIES

Action Items:

- ☐ Assemble a comprehensive inventory of provincial and provincially supported public property, including those owned by the broader public sector (e.g., Community Health Centres, child care/early learning centres, libraries, elder person centres, affordable housing, schools, hospitals, colleges, universities, etc.).
- ☐ Using this inventory, conduct analysis on opportunities for service delivery integration and co-location.
- ☐ Change the disposition process for surplus public properties to review public needs and explore the feasibility of potential partnerships before a final decision is made.
- ☐ Review the government mandate to require disposition of public properties at fair market value, including those owned by the broader public sector, and develop methodologies for conducting cost-benefit analysis of surplus

properties that consider broader social and economic benefits to the communities.

- ☐ Build a broader and more complete realty circulation list and ensure sufficient time to review surplus properties before disposition.
- ☐ Develop measures to analyze the community use of provincially supported properties to better inform decision-making on surplus space.
- ☐ Implement a short-term strategy for schools (Appendix E: "Short-term Strategy for School Property").

3. REMOVE BARRIERS AND CREATE INCENTIVES

Action Items:

- ☐ Continue to work with stakeholders to identify and find solutions to additional barriers that prevent the establishment of community hubs.
- ☐ Simplify the capital approval process for community health agencies (e.g., Community Health Centres) and offer flexibility in design, funding and operating requirements to enable programming that reflects community needs.
- ☐ Increase Local Health Integration Networks' capital approval authority for community health projects.
- ☐ Review the liability, security, access and property management issues to maximize use of school space by community partners.

4. SUPPORT INTEGRATED AND LONGER-TERM LOCAL PLANNING

Action Items:

- ☐ Require integrated planning to ensure client-focused service delivery regardless of jurisdictional boundaries (provincial, municipal, school board, health and agency).
- ☐ Working with the municipal sector and local stakeholders, explore opportunities to use provincial policy levers and legislation (e.g. Provincial Policy Statement, Growth Plan for the Greater Horseshoe, Growth Plan for Northern Ontario The Municipal Act, and the City of Toronto Act) to strengthen and better enable community hubs.
- ☐ Explore how public buildings can be designed and built with greater consideration for multi-use, inter-generational and long-term requirements to meet the needs of today and tomorrow.

5. ENSURE FINANCIALLY SUSTAINABLE COMMUNITY HUBS

Action Items:

- ☐ Explore the use of innovative financing models for community hubs, including social enterprise, social finance (e.g., Social Impact Bonds), public/private partnerships, and Alternative Financing and Procurement (AFP).

- ☐ Revise the Infrastructure Ontario Loan Program to expand eligibility.
- ☐ Leverage provincial programs (e.g., ServiceOntario and Employment Ontario) as 'anchor tenants' to support community hub establishment and long-term sustainability.
- ☐ Review options to leverage municipal financial tools including business incubators, municipal capital facilities agreements and development charges, to support the creation of new community spaces.

6. INCREASE LOCAL CAPACITY

Action Items:

- ☐ Engage experts and local practitioners to develop a resource centre for service providers to support the establishment of community hubs and provide training for providers.
- ☐ To support local planning activities, and in keeping with the Province's Open Government initiative, make government data such as demographic, GIS mapping, service planning information and the surplus public properties inventory publicly available online.
- ☐ Explore opportunities to support virtual community hubs.

7. EVALUATE AND MONITOR THE OUTCOMES

Action Item:

- ☐ Working with the Treasury Board Secretariat's new Centre of Excellence for Evidence-Based Decision Making, develop an outcomes-based evaluation and measurement structure.

6. Conclusion

This Strategic Framework and Action Plan represents a concrete action plan in expanding community hubs in Ontario. It reflects the consensus of stakeholders that community hubs contribute tremendous value to local residents, value that can be measured and demonstrated in both social and economic terms. It also reflects the variety and depth of stakeholder concerns and identifies possible solutions to many of the barriers that impede the development of community hubs. And finally, it reflects the concentrated effort at the Province, which recognizes the value of delivering services that benefit communities.

It is clear the Province has a crucial role to play in changing the policy and planning environment to facilitate the further development of community hubs. This Strategic Framework and Action Plan offers a way forward, and includes specific actions to provide leadership, remove barriers, build capacity and ensure the success of existing and future community hubs. Once reviewed by government, this Strategic Framework and Action Plan should become an initial road map to guide further planning and implementation of a 'whole of government' approach to support the evolution of community hubs across the province.

[1] Anishnawbe Health Toronto, Aboriginal Hub Design Concepts, Presentation April 22-25, 2015

[2] www.sroi-canada.ca/methodology/calculator.html

[3] www.socialvaluelab.org.uk/2012/03/craft-cafe-sroi-report-launch<http://www.socialvaluelab.org.uk/2012/03/craft-cafe-sroi-report-launch

[4] http://communitychampionsuk.org/wp-content/uploads/2014/08/FullSROIreportCommunityChampions-No-Appendices-FINAL.pdf

[5] Research done by SiMPACT, the SROI-accredited agency working with SROI International www.simpactstrategies.com/LiteratureRetrieve.aspx?ID=171987<http://www.simpactstrategies.com/LiteratureRetrieve.aspx?ID=171987

[6] http://melsa.org/melsa/assets/File/Library_final.pdf

[7] Research done by Leger Marketing Research Intelligence Group from Montreal Mapsab.ca/downloads/events/april/2014/SchoolsAsHUBS.pdf

[8] http://peterbedford.org.uk/wp-content/uploads/2014/09/Peter-Bedford-Housing-Association-Value-for-Money-Statement-2013-14.pdf

[9] Burrett, John. Social Return on Investment: Centerpointe Early Childhood Resource Centre. Unpublished. Haiku Analytics. Ontario (February 2013).

[10] KPMG International and The Mowat Centre. The Integration Imperative: Reshaping the delivery of human and social services. (2013). Retrieved 2015, from http://www.kpmg.com/Global/en/IssuesAndInsights/ArticlesPublications/Documents/integration-imperative.pdf p.22.

[11] Ontario Federation of Indigenous Friendship Centres, June 2014, p. 4.

[12] www.fin.gov.on.ca/en/economy/demographics/projections/

Appendices

Appendix A. News Release & Members of the Premier's Community Hub Framework Advisory Group

Appendix B. List of Stakeholder Organizations

Appendix C. List of Ministries Consulted

Appendix D. Building the Evidence

Appendix E. Short-term Strategy for School Property

Appendix A
News Release & Members of the Premier's Community Hub Framework Advisory Group

Premier Wynne Appoints Community Hubs Advisory Group

Experts to Help Develop Innovative Framework to Revitalize Public Spaces

April 8, 2015 1:00 P.M.

Ontario has appointed nine members to the Premier's Community Hub Framework Advisory Group. The group will work with the Premier's Special Advisor, Karen Pitre, to review provincial policies and develop a framework for adapting existing public properties to become community hubs.

A community hub can be a school, a neighbourhood centre or another public space that offers co-ordinated services such as education, health care and social services.

The nine members announced today have specialized knowledge and expertise in a variety of areas, including education, finance and community building. They will consult widely with community groups and other partners to harness a broad range of perspectives which will inform the government's approach to moving forward with community hubs.

Providing high-quality, accessible and efficient community services is part of the government's plan for Ontario. The four-part plan is building Ontario up by investing in people's talents and skills, building new public infrastructure like roads and transit, creating a dynamic, supportive environment where business thrives, and building a secure retirement savings plan.

QUOTES

"Community hubs are an important part of our efforts to make public services more accessible and efficient for the people of our province. I want to thank all of the members of the advisory group for lending their expertise to this project. With their help, we can ensure our framework will drive economic competitiveness, foster social cohesion and make communities more liveable." - Kathleen Wynne / Premier of Ontario

QUICK FACTS

- The Premier appointed Karen Pitre as Special Advisor on Community Hubs and Chair of the advisory group on March 20, 2015.
- There are different models for community hubs, both in Ontario and other jurisdictions. One of the key activities of the group will be to review experience and evidence from these areas and highlight best practices.
- In her mandate letters, the Premier directed several ministers to participate in the development of a policy on community hubs.

LEARN MORE

- Read more about Karen Pitre, Chair of the advisory group

Members of the Premier's Community Hub Framework Advisory Group

April 8, 2015 12:55 P.M.

KAREN PITRE

Karen Pitre has extensive stakeholder consultation, strategic planning and project management experience. Karen's experience includes working at Metrolinx as the consulting Executive Director of Electrification, a complex project involving stakeholder consultations developed with the input from a Community Advisory Committee. Karen is also a steering committee member of Community Assets for Everyone, which formed in spring 2013 with a vision of creating the appropriate legislative, political and infrastructure environments to establish Ontario's schools as hubs to support and strengthen the health of Ontario communities.

Karen has also worked with the Toronto District School Board-Toronto Lands Corporation where she developed a framework for stewardship of surplus capital assets. In this role, she managed consultations with key stakeholders including the Ministry of Education, Toronto District School Board trustees and staff, as well as community groups. She has worked with all three levels of government, including as part of her work with the Toronto 2008 Olympic Bid and with Waterfront Toronto. Karen was also the Founding Chair of the Toronto Sports Council.

She has a LL.B. from the University of Windsor and a Bachelor of Applied Science in Chemical Engineering from the University of Toronto.

ENID SLACK

Dr. Enid Slack is the Director of the Institute on Municipal Finance and Governance at the Munk School of Global Affairs at the University of Toronto. She has been working in the municipal finance field for over 35 years.
Enid was a member of the Who Does What Panel in 1996 and co-chaired the Learning Opportunities Grant Expert Panel for the Ontario Ministry of Education and Training in 1997. She is currently a member of the Advisory Committee of the Ontario Municipal Performance Measurement Program and the Advisory Committee of the International Property Tax Institute.

Enid received her B.A. in Economics from York University, and an M.A. and Ph.D. in Economics from the University of Toronto. In 2012, Enid was awarded the Queen's Diamond Jubilee Medal for her work.

MICHELLE DIEMANUELE

Michelle DiEmanuele is President and CEO of Trillium Health Partners. She has built a career in both public and private sectors, and is known for her ability to lead large, complex organizations through periods of significant change and cultural transformation. She has expertise in human resources management, information technology, business process reengineering, stakeholder management, strategy development, government relations and operations.

Michelle is in the Hall of Fame of Canada's Top 100 most Powerful Women and has been recognized as a Top 40 under 40. She also serves on a number of Boards and Councils.

DOUG REYCRAFT

Doug Reycraft was a Councillor and Reeve in the Village of Glencoe between 1971 and 1985, and served as a Warden of Middlesex County. From 1985 to 1990, Doug served as a member in the Legislative Assembly of Ontario. Doug also served as Mayor of Southwest Middlesex from 2000 until 2014.

Doug has also served as chair of the Middlesex-London Board of Health, chair of the London Middlesex Housing Corporation, president of the Association of Municipalities of Ontario, chair of the Board of Directors of the Municipal Employers Pension Centre of Ontario and co-chair of the National Municipal Rail Safety Working Group of the Federation of Canadian Municipalities.

MICHELLE BALDWIN

Michelle Baldwin is Executive Director of Pillar Nonprofit Network, and has extensive experience in nonprofit management, social innovation, communications, and fundraising.

Most recently, Michelle has been a key driver of the Social Innovation Shared Space in London. Michelle previously held positions with the Brain Tumour Foundation and Thames Valley Children's Centre. She currently serves on the Board of the Ontario Nonprofit Network, and serves on the London Health Sciences Community Advisory Council and is the Peace Bus Coordinator for Children International Summer Villages. Michelle previously sat on the board of Huron University College where she was the chair of the Campus Community Advisory Committee.

Michelle holds a Masters degree in Educational Psychology, a Bachelor of Arts degree in Psychology, as well as a Communications and Public Relations Professional Certificate from Western University. Michelle also holds a Volunteer Management Certificate from Fanshawe College.

SEVAUN PALVETZIAN

Sevaun Palvetzian is CEO at CivicAction, a Toronto-based group that brings together leaders from all sectors to tackle social, economic and environmental challenges. Before CivicAction, Sevaun held several senior executive roles within the Ontario Government including leading the Ontario Place Revitalization.

Prior to the Ontario government, Sevaun worked at the University of Toronto, the World Bank Group, and Presidential Classroom, a Washington D.C. –based civic education organization. Outside of work, she has been involved in a wide range of civic initiatives serving as Chair of the Board of Directors of Katimavik Youth Services and as a member of the Advisory Board to the University of Toronto's School of Public Policy and Governance. Sevaun currently sits on the Board of Directors of the Toronto Region Immigrant Employment Council and NPower Canada.

Sevaun completed the Ivey Executive Program at the Richard Ivey School of Business and has an M.A. in History from the University of Western Ontario.

ANNIE KIDDER

Annie Kidder is the Executive Director and one of the founders of People for Education, which is an independent organization working to support public education in Ontario's English, Catholic and French schools.

Annie is the recipient of numerous awards and has spoken about public education at conferences across Canada, in Europe and Africa. She is regularly quoted in the media as an expert on education issues.

LOIS MAHON

Lois Mahon was the former Executive Director of Child and Community Resources, a large multi-service non-profit children's service agency serving the whole North district.

During her career, Lois has been involved provincially in the development of new initiatives and advisory groups related to early years, special needs, and autism. Lois was also appointed to the Child and Family Services Review Board and was Chair of the City of Greater Sudbury's Best Start Network.
Lois was on the Transitional Council for the College of Early Childhood Educators and is its founding President. In that role, she currently sits on the Provincial Early Learning Advisory Group and the Minister of Education's Education Partnership Table.

RICHARD JOY

Richard is Executive Director of the Urban Land Institute, a non-profit education and research institute with a mission of providing leadership in the responsible use of land and in sustaining and creating thriving communities worldwide.

He has 20 years of urban leadership across municipal and provincial government and the private sector. Richard was Senior Policy Advisor to the Minister of Municipal Affairs and was the lead advisor on the City of Toronto Act, 2006 and key advisor on numerous major legislative reforms, including the Greenbelt Act and the Planning Act.

Richard has also served as Vice President, Policy and Government Relations for the Toronto Region Board of Trade.

JAMES HARBELL

Jim Harbell is a partner at Stikeman Elliott. He is also co-chair of the firm's Energy Group, member of the National Partnership Board, head of the Toronto Real Estate Department, and senior member of the Public-Private Partnerships/Infrastructure Group.

Jim has considerable experience providing strategic advice in a broad range of matters involving real estate development, mergers and acquisitions in the energy and infrastructure areas, regulatory approvals and related project finance matters.

Jim is a Certified Specialist in Environmental Law by the Law Society of Upper Canada. He has an LL.B. from Osgoode Hall Law School.

Appendix B
List of Stakeholder Organizations

A Child's World
Afghan Association of Ontario
African Community Services of Peel
African Training & Employment Centre
Agincourt Community Services Association
AIDS Committee of Toronto (ACT)
Algoma District Services Administration Board
Amelia Rising Sexual Assault Centre of Nipissing
Andrew Fleck Child Care Services
Anishnabeg Outreach Inc.
Anishnawbe Health Toronto
Annisaa Organization of Canada
Anti-Hunger Coalition Timmins
Applegrove Community Complex
Arnprior Public Library
Arraymusic
ArtsBuild Ontario
Artscape Creative Spaces
Assault Response & Care Centre
Association of Municipalities of Ontario
Association of Ontario Health Centres
Aurora Public Library
Autism service organization
Belka Enrichment Center
Best Start Leeds and Grenville
Bibliothèque publique de Moonbeam
Big Brothers Big Sisters of Leeds and Grenville
Big Brothers Big Sisters of Toronto
Billings Public Library
Birchmount Bluffs Neighbourhood Centre
Bkejwanong First Nation Public Library

Black River-Matheson Public Library
Bloor St. Culture Corridor
Bloordale Community Association
Blue Mountains Public Library
Bonnechere Union Public Library
Braeburn Neighbourhood Place
Brampton Library
Brantford Sign
Brock Community Health Centre
Brockville Public Library
Bruce Grey Child and Family Services
Burk's Falls, Armour & Ryerson Union Public Library
Caledon Community Services
Cambridge Council on Aging
Canadian Council of Muslim Women
Canadian French Education
Canadian Hearing Society
Canadian Mental Health Association
Canadian Mental Health Association, Muskoka Parry Sound Branch
Canadian National Exhibition Association
Canadian Parents for French (Ontario)
Canadian Union of Public Employees (CUPE) 4400
Catholic Crosscultural Services
Catholic Family Services of Durham
Catholic Principals of Ontario
Centennial College, Community Employment Services
Central Community Health Centre
Centre for Education & Training
Centre for Immigrant and Community Services (CICS)
Centre Francophone de Sault Ste. Marie

Chair of Advisory Panel on Toronto District School Board
Champlain Township Public Library
Chatham-Kent Public Library
Chatham-Kent Victim Services
Child & Community Resources
Child Care Algoma
Childreach
Children Services Division Durham Region
Children's Treatment Centre of Chatham Kent
Christian Horizons
Citizens for Affordable Housing York Region
City Council School Board Committee
City of Ottawa Community & Social Services Department
City of Toronto
Civic Action
Clarence-Rockland Public Library
Clearview Public Library
Coalition for Children and Youth Mental Health
Cochrane Child Care Centre
Cochrane Public Library
Community Door
Community Foundation Grey Bruce
Community Heath Centre
Community Innovation Lab
Community Living Campbellford/ Brighton
Community Living Elgin
Community Living Haliburton County

Community Living Huronia and Community Networks of Specialized Care
Community Living Kincardine & District
Community Living Toronto
Community Living York South
Community Opportunity and Innovation Network Inc.
Community Power Northumberland Co-operative Inc.
Compass Early Learning and Care
Conestoga College Career Centre - Employment Ontario Employment Service Provider
Cornerstone Family Violence Prevention Centre
Council of Ontario Directors of Education
Country Roads Community Health Centre
County of Renfrew Child Care
Crossing All Bridges Learning Centre Inc.
Daniels Corporation
Davenport Perth Neighbourhood and Community Health Centre
DeafBlind Ontario Services
Deseronto Public Library
Dilico Anishinabek Family Care
Distress Centre of Ottawa & Region
District of Nipissing Social Services Administration Board (DNSSAB)
Dixon Hall Neighbourhood Services
Doorsteps Neighbourhood Services
Dovercourt Recreation Association

DRIVEN
Drouillard Place
Drum Artz
Dryden Public Library
Dufferin County Community Services
Dundas Community Services
Durham District School Board
Durham Region Employment Network
East Metro Youth Services
Eastminster United Church
Elliot Lake Public Library
Employment for People with Disabilities
Employment Ontario
Englehart Public Library
Epilepsy Halton Peel Hamilton
Essa Public Library
Etobicoke Community Council
Etobicoke Youth Network
Eva Rothwell Resource Centre
Evergreen City Works
Family & Children's Services of Guelph and Wellington County
Family Resource Centre
Family Services Windsor-Essex
Family Space Quinte Inc.
FASworld Toronto
Federation of Ontario Public Libraries
Finance for Good
FOCUS Community Development Corporation
Fort Erie Public Library
Front of Yonge Township Library
Frontier College
Gateway Centre for Learning

Georgian Bay Township Public Library
Glengary Interagency Group
Go Green Cricket & Sports Field
Gravenhurst Public Library
Grey Bruce Public Health
Guelph Community Health Centre
Halton Multicultural Council
Halton Our Kids Network
Hamilton Public Library
Harbourfront Community Centre
Hastings Highlands Public Library
Headwaters Communities in Action
Health Access Centre
Healthy Minds Canada
Heartwood House - Au coeur de la vie
Hesperus Village
Hockley Seniors & Community Hall
Human Services Agency Valoris in Prescott-Russell
Humber College Art Gallery and Collection
Huron County Library
Idea Exchange (formerly Cambridge Public Library)
Infertility Network
Information Orillia
Inn From The Cold
Innisfil Public Library
Institute of Southern Georgian Bay
Inter Faith Homes Group
Interdivisional Team and Inter-agency Team for City School Committee
International Resource Centre for Performing Artists
KCWA Family and Social Services

Kenora Public Library
Keystone - Child, Youth & Family Services
Kirkland Lake Public Library
Kitchener Waterloo Ki Aikido Club
Knollcrest Lodge
Koala Place
La Fondation canadienne pour le dialogue des cultures
LAB B Coworking
Lambton County Developmental Services
Lambton County Library
LAMP Community Health Centre
Langford Conservancy
Langs Community Hub
Lansdowne Children's Centre
l'Assemblée de la francophonie de L'Ontario
Leamington District Memorial Hospital
Learning Disabilities Association of Halton
Learning Enrichment Foundation, The
Leeds and the Thousand Islands Public Library
Legal Aid Ontario
Les services à l'enfance Grandir ensemble
Link Community Connection Centre, Town of Georgina
Local Health Integration Network
Manor Park Community Council
March of Dimes Canada
Markham Public Library
Markham Region Community Health and Social Service Hub

Markstay Warren Public Library
Massey & Township Public Library
Maxville Manor
Maytree Foundation
McGarry Public Library
Mental health agency - Employment Support Agency
Métis Nation of Ontario
Middlesex County Library
Midland Public Library
Miles Nadal Jewish Community Centre
Mississauga First Nation Library
Mothercraft
Mount Community Centre, The
MyWomenSupport.com
Nation Municipality Public Library
National Reading Campaign
New Path Youth & Family Services
New Tecumseh Public Library
Newcomer Centre of Peel
Newmarket Public Library
Niagara Regional Native Centre Adult Literacy
Nipigon Public Library
Noojmowin Teg H.C.
North Algoma Literacy Coalition
North Hastings Children's Services
North Lambton Community Health Centre
North of Superior Counselling Programs
North York Women's Shelter
Northern Ontario Service Deliverers Association
Nourish and Develop

Oak Park Neighbourhood Centre
O'Hara Volunteers Association
Ontario Arts Council
Ontario Association of Children's Rehabilitation Services
Ontario Seniors' Secretariat Liaison Committee
Ontario Association Supporting Individuals with Special Needs
Ontario Catholic Trustees Association
Ontario Coalition for Children and Youth Mental Health
Ontario Early Years Centre Sarnia-Lambton
Ontario Federation of Indigenous Friendship Centres
Ontario Long Term Care Association
Ontario Municipal Social Services Association
Ontario Museum Association
Ontario Native Women's Association
Ontario Network of Employment Skills Training Projects (ONESTEP)
Ontario NonProfit Network
Ontario Psychological Association
Ontario Public School Boards' Association
Ontario Secondary School Literacy Course
Ontario Secondary School Teachers' Foundation
Ontario Trillium Foundation
Ontario Urban Forest Council
Ontario Works - District of Sault Ste. Marie Social Services Administration Board

Ontario Works - Oxford Human Services
Orchestras Canada
Ottawa Community Immigrant Services Organization
Parents for Community Living K-W Inc.
Parks and Recreation Ontario
Parry Sound Public Library
Pathways to Education Canada
Peel Multicultural Council
Peterborough AIDS Resource Network
Peterborough Communication Support Systems
Peterborough County City Health Unit
Peterborough Social Planning Council
Place Interactive
Places for People
Port Colborne Public Library
Port Hope Public Library
Powassan & District Union Public Library
Project READ Literacy Network
Punjabi Cultural Society
Quality in Lifelong Learning Network
Rainy River District School Board
Ralph Thornton Centre
Region of Peel
Registered Nurses' Association of Ontario
Rideau Lakes Public Library
Riverdale Immigrant Women Enterprises
Rural Family Resource Centre/Best Start
Rural Health Solutions

Sarnia Lambton Workforce Development Board
Sault St. Marie Best Start Network
Scarborough Centre for Healthy Communities
Scarborough Swim Club
School of the Photographic Arts: Ottawa
Schroeder & Schroeder Inc.
SD&G County Library
Seneca College
Seniors Network - Blue Mountains
Sibi Employment & Training
Sickle In Me Foundation, The
Simcoe Community Services
Simcoe County District School Board
Sioux Lookout Public Library
Social Justice Tribunals
Social Planning Council Kitchener-Waterloo
Social Planning Council of Kingston and District
Social Planning Council of Sudbury
Social Planning Toronto
Social Services Network
Sound Times Support Services
South Essex Community Council
South Georgian Bay Community Health Centre
South Muskoka Sailing Club
Space Coalition
St. James Town Community Corner
St. Stephen's Community House
The Storefront
Success Beyond Limits
Sudbury Children Services

Supporting Performing Arts in Rural Communities
Tamarack Institute for Community Engagement
Tecumseth Area Historical Society
Teddy Bear Day Care
Temiskaming Shores Public Library
Terrace Bay Public Library
Thames Valley District School Board
The District of Thunder Bay Social Services Administration Board
The Gateway Hub
The Regional Municipality of Durham
The Regional Municipality of York
Thinking Rock Community Arts
Thorncliffe Neighbourhood Office
Thunder Bay Public Library
Tillsonburg and District Multi Service Centre
Tillsonburg Community Services Initatives
Times Change Women's Employment Service
Timiskaming Home Support /Soutien à domicile
Tiny Tots Co-operative Nursery School of Aldborough Inc.
TOPS Club
Toronto Artscape Inc.
Toronto Catholic District School Board
Toronto Centre
Toronto District School Board
Toronto Lands Corp.
Toronto Neighbourhood Centres
Toronto Public Library
Toronto Spartan Volleyball League

Toronto Sports Council
Toronto Youth Cabinet
Township of Russell Public Library
Township of Seguin Public Library
Township of South Algonquin Public Library
Trent Lakes Public Library
Trillium Housing Non Profit
Tweed Public Library
Tyendinaga Township Public Library
Unemployed Help Centre of Windsor Inc.
Unison Health and Community Services
United Church of Canada, The
United Way - Caledon Community Service
United Way Kitchener Waterloo & Area
United Way of Chatham-Kent
United Way Toronto & York Region
United Way of Peel Region
University of Toronto
Valoris for Children and Adults in Prescott-Russell
Vaughan Public Libraries
VCCS Employment Services Inc.
Victim Services Toronto
Waterloo Infant Toddler Daycare Association
Wawa Public Library
Welcome Home Refugee House

Wellington County Learning Centre
Wellington-Dufferin-Guelph Public Health
Wesley Urban Ministries
West Neighbourhood House, formerly St. Christopher House
West Scarborough Neighbourhood Community Centre
Whitchurch-Stouffville Public Library
Women's Rural Resource Centre
WoodGreen Community Services
Woodstock and Area Community Health Centre
Woodstock Public Library
Woodview Management Consultants
WorkInCulture
Working Women Community Centre
YMCA-YWCA of the National Capital Region
Yonge Street Mission, The
York Region Centre for Community Safety
York Region Community Information and Volunteer Centre
Young Men's Christian Association (YMCA) of Niagara
Young Men's Christian Association (YMCA) of the Greater Toronto Area
Young Voices Toronto Children's Choir
Young Women's Christian Association (YWCA) Employment Ontario Centre
Youth Diversion Program

Appendix C
List of Ministries Consulted

Ministry of Aboriginal Affairs
Ministry of Agriculture, Food and Rural Affairs
Ministry of Children and Youth Services
Ministry of Citizenship, Immigration and International Trade
Ministry Community and Social Services
Ministry of Community Safety and Correctional Services
Ministry of Economic Development, Employment and Infrastructure
Ministry of Education
Ministry of Finance
Ministry of Government and Consumer Services
Ministry of Health and Long Term-Care
Ministry of Municipal Affairs & Housing
Ministry of Tourism, Culture and Sport
Ministry of Training, Colleges and Universities
Ontario Seniors' Secretariat
Office of Francophone Affairs
Treasury Board Secretariat

Appendix D
Building the Evidence

Building the Evidence Base: The foundation for a strong community hub

Community hubs are an idea that both community and policy-makers agree make sense. Reports, conferences and symposiums have all addressed some of the many reasons that they do. This appendix will review some of the evidence for this.

METHOD

With the tight timelines set out for this work, WoodGreen Community Services did a rapid evidence review analysis on community hubs case examples and best practices. This approach was appropriate (1) given the general consensus that hubs are a community benefit and (2) the short timelines for the development of the framework. As evidence was collected, it was summarized and fed to the Special Advisor, Cabinet Office and the Advisory Group.

The definition used for "Community hub" was broadly inclusive, crossing government, the non-profit and private sectors, including neighbourhood centres, business incubators and community schools, where multiple services were offered in a single location with the intention of serving multiple or complex needs. Each case example studied incorporated some form of co-ordinated programming and open community access (although some hubs targeted specific populations). Broader public sector organizations, such as libraries and recreation centres, were not included unless they explicitly described a hub model.

The evidence review involved collating examples of hubs already in operation across the province and other jurisdictions through web-based searches and key informant interviews. The compiled evidence was fed back, on key topics such as the elements of successful hubs or their social return on investment (SROI) in the form of document reviews, report summaries, case studies, and presentations of thematic conclusions.

The focus of this review was guided by the questions set out at the start by the Special Advisor:

1. What works?
2. What are the barriers?
3. And what can do the Province do to support this work more systematically?

This appendix provides a summary overview of these findings.

WHAT WORKS?

Across the province and around the world, community hubs have emerged as a policy solution and as an important way to meet critical local needs and preserve community assets. Community hubs are one of those rare interventions driven both by the grassroots and by the "grasstops."

Current Hub Initiatives

A rapid scan of community hubs within the province revealed close to 60 examples in communities across Ontario, in rural, suburban and urban neighbourhoods which are already established or in the planning stages. A preliminary mapping follows:

HUB	CITY	LOCATION	COMMUNITY	SECTOR	BUILDING FORM
Common Roof	Barrie	Central Ontario	Low density (town, suburb)	Community	Rebuild
David Busby Centre	Barrie	Central Ontario	Urban	Community	
W & M Edelbrock Centre	Dufferin County	Central Ontario	Low density (town, suburb)	Community	Rebuild
Bronson Centre	Ottawa	Eastern Ontario	Urban	Other	Rebuild
George Street Hub	Peterborough	Eastern Ontario	Low density (town, suburb)	Community	Rebuild
Hintonberg Hub	Hintonberg	Eastern Ontario	Rural	Health	Rebuild
Hub Ottawa	Ottawa	Eastern Ontario	Urban	Employment/ Entrepreneur	
Petawawa Civic Centre & Renfrew District facilities co-sharing agreement	Petawawa	Eastern Ontario	Low density (town, suburb)	Government	New Build
Prince of Wales Public School	Peterborough	Eastern Ontario	Low density (town, suburb)	Community	
Shannon Park & Rideau Heights Community Centre	Kingston	Eastern Ontario	Low density (town, suburb)	Recreation	Rebuild
The Mount	Peterborough	Eastern Ontario	Low density (town, suburb)	Community	Rebuild

10 Carden	Guelph	GTA large	Low density (town, suburb)	Employment/ Entrepreneur	
Acton Hub – Our Kids Network	Acton (Halton)	GTA large	Low density (town, suburb)	Other	Rebuild
Aldershot Hub - – Our Kids Network	Burlington	GTA large	Urban	Other	Rebuild
Eva Rothwell Centre	Hamilton	GTA large	Low density (town, suburb)	Community	Rebuild
Durham Hub	Durham Region	GTA large	Urban	Education	
Helping Unite Belmont (HUB)	Belmont (Elgin County)	GTA large	Rural	Community	
McQuesten	Hamilton	GTA large	Urban		
Milton Hub – Our Kids Network	Milton	GTA large	Low density (town, suburb)	Other	Rebuild
Social Services Network	Markham	GTA large	Urban	Other	Rebuild
The Link	Georgina	GTA large	Low density (town, suburb)	Community	Rebuild
Wever Community Hub	Hamilton	GTA large	Urban	Recreation	Rebuild
Centre de Santé Communitaire (CHC)	Sudbury	Northern Ontario	Urban	Community	Rebuild
Community Corner	Sault Ste. Marie	Northern Ontario	Urban	Community	Rebuild
Etienne Brule Public School	Sault Ste. Marie	Northern Ontario	Low density (town, suburb)	Education	Rebuild
Evergreen a United Neighbourhood	Thunder Bay	Northern Ontario	Urban	Children & Youth	Rebuild
Gateway Hub	North Bay	Northern Ontario	Urban	Other	Virtual
Bluewater Health	Sarnia Lambton	SW Ontario	Low density (town, suburb)	Health	New Build
Centre Communitaire Francophone Windsor-Essex-Kent	Windsor	SW Ontario	Urban	Other	Rebuild

Chatham Kent Hub	Chatham	SW Ontario	Low density (town, suburb)		New Build
Eagle Place	Brantford	SW Ontario	Low density (town, suburb)	Education	Rebuild
East Ward (Major Ballachey School)	Brantford	SW Ontario	Low density (town, suburb)	Education	Rebuild
Fiddlesticks	Cambridge	SW Ontario	Urban		
Fusion Youth Activity and Training Centre	Ingersoll	SW Ontario	Low density (town, suburb)	Children & Youth	Rebuild
Langs	Cambridge	SW Ontario	Urban	Community	New Build
Northbrae Community Hub	London	SW Ontario	Low density (town, suburb)	Education	New Build
Northside Neighbourhood hub	St. Thomas	SW Ontario	Low density (town, suburb)	Community	Rebuild
Shelldale	Guelph	SW Ontario	Urban	Community	Rebuild
Strathroy-Caradoc Library	Town of Strathroy-Caradoc	SW Ontario	Low density (town, suburb)	Other	New Build
The LDMH (Leamington District Memorial Hospital) Neighbourhood of Care	Leamington (Essex County)	SW Ontario	Low density (town, suburb)	Health	Rebuild
SiG MaRS Hub	Toronto	Toronto	Urban	Employment/ Entrepreneur	
AccessPoint on Danforth	Toronto	Toronto	Urban	Community	Rebuild
Artscape Young Place (formerly Givens-Shaw school)	Toronto	Toronto	Urban	Arts	Rebuild
Bathurst-Finch Hub	Toronto	Toronto	Urban	Community	New Build

Bridletowne Neighbourhood Centre	Toronto	Toronto	Urban	Community	New Build
Centre for Social Innovation	Toronto	Toronto	Urban	Employment/ Entrepreneur	
Dorset Park Hub	Toronto	Toronto	Urban	Community	Rebuild
George Street Hub	Toronto	Toronto	Urban	Community	New Build
Jane Street Hub	Toronto	Toronto	Urban	Health	
Junction Commons	Toronto	Toronto	Urban	Community	Rebuild
Mid-Scarborough Hub	Toronto	Toronto	Urban	Health	Rebuild
Rexdale Hub	Toronto	Toronto	Urban	Health	Rebuild
Victoria Park Hub	Toronto	Toronto	Urban	Community	Rebuild

Leaders from multiple sectors have led these initiatives, including municipalities, school boards, health centres and planners, non-profit, neighbourhood-based agencies and local residents.

Benefits of Hubs

Where community hubs operate, they demonstrate:

- Improved health, social and economic outcomes for individuals
- Demonstrated collective impact at the community level and integrated service delivery at the individual level
- Better social investment
- Protection of public properties
- Stronger communities across Ontario

From the health sector perspective, the Toronto Central Local Health Integration Network worked with the Ryerson University-based Canadian Network for Care in the Community to identify the design features and benefits of a hub-based model for service delivery. These were:

- Shared space using a hoteling concept, with scheduling of various programs offered by different providers to maximize the use of space and to provide extended hours of service
- Provision of Primary Health Care and community based services on-site
- Flexible design, multi-purpose, multi-size areas for programs
- Space designed for current community needs and readily adaptable as community needs change, warranting corresponding program and service changes

- Reduces stigmatization associated with some single-purpose facilities (e.g., mental health or addiction services) through provision of services in a multiple program setting
- Improves patient and client experience through a seamless front-end that:
  - supports coordinated access to on-site services through centralized intake and scheduling
  - reduces the risk of multiple and duplicative assessments
  - improves hand-offs of clients across programs and providers
  - improves access to multiple services in one location
  - reduces the need for multiple visits to access services

In the education sector, schools which co-located with community services also demonstrate improved outcomes for students and families. The Inner City Model Schools within the Toronto District School Board[1] have tracked and demonstrated some of the strongest outcomes, including dimensions of academic achievement and health.

Social Return on Investment

One of the emerging areas of impact analysis is SROI. SROI is cost benefit analysis with a social purpose. Looking over the lifetime of an investment, it identifies a monetary value for the cost and benefits of the provision of human services. This form of analysis creates a strong case proof for the value of many of the elements of community hubs.

Examples from multiservice, place-based delivery of services demonstrate the following investment ratios:

PARALLEL EXAMPLES TO COMMUNITY HUB MODELS	JURISDICTION	SOCIAL RETURN PER $1 INVESTMENT
Craft Café (Seniors) [2]	Scotland	8.27
Community Champions [3]	Scotland	5.05
Beltline Aquatic & Fitness Centre [4]	Calgary, Alberta	4.84
Minnesota Public Libraries' ROI [5]	United States	4.62
Schools as Community Hubs [6]	Edmonton, Alberta	4.60
Peter Bedford Housing Association [7]	London, England	4.06
Centrepointe Early Childhood Resource Centre [8]	Ottawa	2.39

[Table developed by WoodGreen Community Services]

Completed SROI also demonstrated a range of other significant and specific impacts on local residents and communities in the social and health realms. These included lowered crime rates, avoidance of involvement with the youth justice system, higher school completion among youth, fewer falls for seniors, decreased diabetes rates, and higher levels of community trust.

Integrated Service Delivery

If hubs are examined from the program-side, they are most closely aligned with current discussions of Integrated Service Delivery (ISD) . Community hubs provide the opportunity to enhance, coordinate and integrate service delivery to people and communities. ISD provides a sort of wraparound that allows concurrent needs to be met, thereby leading to more effective interventions and impacts.
Reviewed reports refer to an "integrated model of service delivery that looks like an inter-connected web of social services and supports at the community level that are supported by enabling policy frameworks at the systemic level that encourage and support formal planning, and integration activity between organizations"
(A Report of the Community Social Planning Council of Greater Victoria, Albert, Marika, May 2013)

The following themes are useful when examining community hubs:

- "No wrong door" must be the baseline approach
- A regional integrated hub model for a specific geographic area
- Non-linear with multiple entry and exit points, but with a single point of contact for client (i.e., to either provide service or to help client navigate to appropriate one)
- Continuum of care
- Words used to describe power of ISD in reports include: seamless, one-stop shop, wraparound, client-centred, accessible, responsive, "right care, at the right place, at the right time" etc.

Accountability within Integrated Service Delivery Governance and Authorities:

- Cabinet level responsibility
- Clear single line of accountability within each ministry reporting through cabinet level structure (Nova Scotia Schools Plus)
- Lead agency at local or municipal level with partners mandated to be at tables (mentioned in an interview with Simcoe Community and Children's Services that this was highly effective in creation of Best Start Hubs in the region)
- Single funding envelope and/or core funding (George Hull, Centre de santé Communitaire in Sudbury, OHA report)

Key Staff for ISD hub models:

- Right staff in the right places (How District and Community Leaders are Building Effective, Sustainable Relationships, IEL, 2012)
- Coordinators at both regional and local hub levels which are fully funded and recognize coordinators as 'lynchpins' of hub and key to hubs' success
- Centre de santé communitaire in Sudbury has two co-ordinators: Coordinator of Health Promotion identifies and brings in partner agencies, catalyst for synergy in hub, and Co-ordinator of Community Development (partnerships, outreach, capacity building).
- "Back office" support staff (reception, website updates, appointment scheduling, system navigator, etc.); has broad system knowledge of all services available.
- "Key players strategically placed….understanding that if no one is specifically designated and paid to organize/plan/communicate/outreach, etc., the work will not get done" (How District and Community Leaders are Building Effective, Sustainable Relationships, IEL, 2012)

Place-making & Community Building

Community hubs also demonstrate benefits with regards to "place-making" or community revitalization:

- Many community hubs purposefully set out to reinvigorate their local areas; foci can include local economic development, poverty reduction, supports for children and youth and/or seniors, mental health and health services, etc.
- Some hubs aspire to revitalize a particularly underserved community through a "social development lens" (Daniels Corporation and Regent Park project, Artscape Wychwood Barns, etc.)[11]
- This process can unleash a 'dynamic synergy' which helps build community capacity, ultimately strengthening the local community and fostering a sense of ownership and pride of place

Leveraging Partnerships

- Without exception, every report studied identified the critical importance of strong, collaborative partnerships that were leveraged to benefit the target populations of hubs
- Some partnerships involved service delivery (e.g.., public health, mental health programs etc.), while others included private partnerships, proving "private sector can play a pivotal role in addressing social infrastructure deficits in these communities" (Daniels Corporation)
- An imperative to collaborate: Partnerships and collaborations are an effective way to move a project forward, especially when resources are scarce" (Daniels Corp)

- "In times of declining fiscal resources and greater demand for public services, districts have learned that forming partnerships can be fiscally prudent: on average, three dollars from community partners for every dollar they allocate (partners can contribute dollars or in-kind support in the form of access to family programs, health services and more)." (How District and Community Leaders are Building Effective, Sustainable Relationships, IEL, 2012)
- Community Learning Centres (CLCs) have made great strides in assembling a wide array of partnerships. It has to be acknowledged that this is a major component of success for the initiative given that only a few of these partnerships existed prior to the establishment of the CLCs…CLC schools have generated over $10.5 million in contributions (human, material and financial resources) over the last four years (2010-2014) for an estimated 2.13 return on investment." (Fostering Engagement and Student Perseverance Community Learning Centres – Changing Lives and Communities, September 2014, Quebec)

The Value of Being Local

- Many reports identified the importance of hubs being 'local,' i.e., in and of the community and as close to the client/population they serve as possible
- "Improved client access based on a 'care close to home' philosophy" (Local Health Hubs for Rural and Northern Communities An Integrated Service Delivery Model Whose Time Has Come, OHA, 2012)
- Hubs should take into account accessibility (both in terms of public transport and ability), and ensure hubs are located where community and data has *clearly identified a gap/need*
- Local neighbourhood audits or scans (some referred to them as a "needs assessment") are a 'must' and an excellent tool for identifying gaps in services, as well as broader demographic research data allowing hubs to then identify and clearly define their goals collaboratively based on evidence
- Audits/needs assessments can look at both social and physical infrastructure in community using a variety of tools (surveys, consultations, etc.) but must include involvement of *key community players*, especially in minority communities (e.g., Aboriginal, francophone, etc.) according to both the reports surveyed and several interviews (Simcoe County, Sudbury)
- Locally responsive: Hubs which deliver programs that "respond to, and are shaped by, the unique circumstances and needs and assets of their community" is a key characteristic cited in hub studies and interviews (*Study of Community Hubs*, Parramatta, Australia)
- *Shared vision from the ground up*: "A shared vision, set of principles and organizational strategies are a must for any place-based strategies" (*Community Hubs Report,* Parramatta, Australia; SPT Report, Victoria, B.C.; Artscape, etc.)

Common Elements for Community Building in Successful Hubs

In many reports, the value of hubs which are designed by the community for the community, and are therefore responsive to the needs of the community, could not be emphasized enough. As mentioned above, local communities and their inhabitants across Ontario are all unique, so a top down (policy and funding) and bottom up (local input and involvement from the very beginning) are a good way to approach hub development, i.e., "common tools, local design."

- Community connections matter – no matter the focus of the hub: "Community connections ground children and give a sense of belonging that can help counteract challenges in their lives" (Exploring Schools as Community Hubs, Regina, 2011, p. 21)
- "A school might be thought of as a two-way hub when children's learning activities within the school contribute to community development and when community activities contribute to and enrich children's learning within the school." (Ibid, D. Clandfield)
- "...the importance of having clear and focused goals when working with communities, the recognition of the importance of working from the beginning with the whole school community if trying to effect change, and again, the unquantifiable energy that can take place when school, community and partners come together in a common space to achieve a common goal." (OPHEA, The Living School Success Stories, 2004-2008)
- "Successful hubs include a variety of uses and services (including community services, health care, leisure and retail that attract different groups of people at different times of the day and meet a wide range of community needs and support community strengths" (Feasibility Study of Community Hubs, Parramatta, Australia)
- Centre Santé in Sudbury is community inspired and driven; 450 card-carrying members (cards have no value, but reflect community support for Centre), 13,000 volunteer hours per year and a Board of Directors which is "embedded in community" (not hospital-style governance as per many CHCs); "important to recognize that each community and therefore each hub is unique, if you create right conditions and allow hub to evolve with the community, then each site will be a reflection of the unique community in which it is situated" (Executive Director Denis Constantineau)
- "Have a civic quality, sense of stability and level of amenity that marks them [hubs] as an important place in the community…include an inviting public domain that encourages people to interact in the public realm" (Parramatta)

EVALUATION

Theories of change

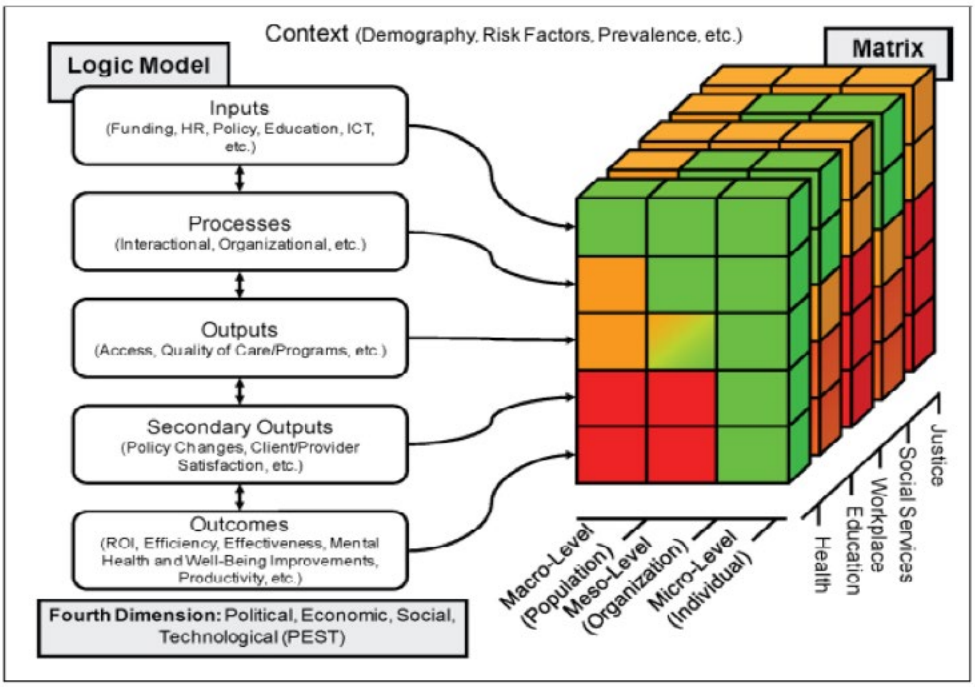
Although hub advocates often describe hubs' benefits using an ingrained sense of their worth, evaluation tools such as Theories of Change and logic models allow more detailed descriptions to emerge. A theory of change should describe why an intervention is being used. A review of hub providers who had developed a theory of change showed common elements are service and space, which lead to community synergy.

A graphic from the Centre for Social Innovation (CSI) depicts this most simply, with the synergy depicted as a wide series of swoops at the top of the theory of change. It is labeled "Innovation." CSI is so committed to this idea of what emerges when community and space are combined that it has also incorporated this pictorially into its organizational logo.

1: Centre for Social Innovation

Transecting a number of fields, hubs are expected to facilitate integrated service delivery and build collective impact. So, other theories of change attempt to capture and enumerate the multiple dimensions across which hubs cut. One mental health model[12] illustrated this complex matrix almost as a Rubik's cube.

Figure 1: Cube/Logic Model for Return on Investment in Mental Health



The 2005 Strong Neighbourhoods Taskforce also identified the complex interplay and importance of a place-based approach to community services and to communities. Subsequently, United Way Toronto developed community hubs in its Strong Neighbourhood Strategy. These are seen as important levers to bring programs to underserviced areas, increasing access to community space.

Virtual hub models, which aim to co-ordinate and increase access to local services, have also emerged in places as wide ranging as North Bay, Ontario and Chicago.[13] These places are using a hub model to co-ordinate service interventions and develop common evaluation standards.

WHAT DOESN'T WORK?

Despite the good work that is being done in the development and operation of hubs, a number of barriers were also identified.

Costs are long-term and broad, but funding is project-driven and siloed

What community hubs do not do is reduce costs. Some cases show, in fact, increased costs in the short term. But what they do instead is increase the efficiency of current program funding, reducing duplication and leveraging new opportunities, and reduce longer-term societal costs, demonstrating a "social return on investment" which makes the economic case for their creation and support.

Hubs also struggle with funding.

- Funding is siloed, so that a single entity reports to several provincial ministries, each with their own accountabilities.
- Funding cycles often do not align, creating additional administrative burdens for organizations.
- Three separate funding streams are necessary to create and operate hubs:
  - Capital dollars for development, often raised through fundraising
  - Capital dollars for sustaining operations, which are scarce
  - Ongoing operating funding for programs, staff and core services.

Examples of tight funding restrictions, put in place by funders' narrow mandates, led in one case review to long-winded negotiations about which program clients might be using a bathroom in the hub.

Complex Legislative and Regulatory Environment

The review identified a range of large-bucket areas where hubs development and operations need to negotiate regulatory boundaries which affect their creation and operation. These include:

- Zoning and Planning
- Building codes, including AODA compliance
- Privacy
- Occupational Health and Safety
- Compliance with local by-laws

Issues of privacy and confidentiality have received some focus as service providers strive to provide wraparound services, meeting the needs of their clients, while respecting their rights under Ontario legislation. Health care service providers carry an additional burden of protections so that cooperation with non-health care providers can be difficult to negotiate. Some hub models have managed this by walling the two service sides off from each other. Compliance is critical but complex.

Condition	Issue	Recommendation
Funding Sources	Precedence of reinvesting city fees/charges and cash-in-lieu of parkland arising from a development locally	Approve funding strategy due to need to revitalize priority neighbourhood.
Construction Costs	Limited cost overrun protection	Report back to Council on whether to proceed with Proposal if fixed price term cannot be met, and if so, with funding sources for any cost overruns.
Securing the Community Benefits	Proposed LC terms inadequate in relation to project cost	More substantial LC be retained until project delivery. Mortgage value in favour of City on 33 King Street to be co-ordinated with LC to provide greater security.
Real Estate Processes	No issues	Sale of 22 John Street and expropriation of 14 John Street to proceed.

Municipal Capital Facilities Designation	Need to determine that use meets bylaw requirements	Confirm that use meets bylaw requirements and secure in Capital Facilities Agreement.
Development Charges Credit	No issues	Council approve DC credit.
Affordable Rental Housing Live/Work Units Community/Cultural Hub	Building condition will be studied in next phase of development	Council approve Investment in Affordable Housing funding. Ensure that Building Condition Assessment is completed for 33 King Street.
Open Space Area	City to retain ownership of Open Space Area	Ensure environmental and jurisdictional issues addressed.
Ownership and Tenure	Lease between Artscape and Woodbourne Capital, the owners of 33 King Street; in event of default, City recourse includes assuming lease or foregoing community benefit	Protect community benefit with conditions of lease reviewed and approved by City.
Tax Arrears	Artscape's Wychwood Barns hub in tax arrears due to MPAC assessment delay	Ensure arrears resolved prior to entering into agreements with Artscape.
City Planning	Securing of access easements and determination of Section 37 benefits	Planning review to be expedited once Rockport has made the necessary applications, following Council-approved Section 37 Implementation Guidelines and process.
Social Return on Investment	No issues	Approve funding strategy to support social, economic and cultural returns for the City and neighbourhood.

The Weston Community/Cultural Hub: Next Steps 15

Site Development and Property Management

The expertise required to develop a community hub is often outside the experience of community service providers and local residents who have responded to the challenge.

One 2011 report, for the ICE Committee, described the long list of demands required during the development of community hubs:

- Partnership-building
- Feasibility studies
- Lease agreements
- Cost-sharing
- Program space design and allocation/hours
- Outreach and communication
- Itinerant partnering
- Protocol development
- Source funding
- Capital dollars fundraising
- Location identification
- Community consultations/needs assessments
- Zoning/permits, design and space allocation
- Visioning
- Service planning
- Governance and administration

Another case reviewed included a list of considerations which had to be worked through before further progress could be made (see figure 2). Hub providers made jokes about the needed heroics to move their projects forward and bewilderment at the extent of them. Re-built, re-purposed and renovated spaces have also been shown to be more complex and more expensive than new builds.

WHAT THE PROVINCE CAN DO?

The Work of Local Heroes

Most of the hubs already established within Ontario are the result of 'local heroes,' individuals, organizations, networks and sectors that have seen a need – or an opportunity – in their community and who have responded to it.

In Hamilton, both the Wever Hub, named after a local community police officer, and the Eva Rothwell Centre at Robert Land, named after the mother of a benefactor, were established in low-income neighbourhoods when local community members recognized a need. They built partnerships with public and private sector organizations and local government over a number of years to create a safe, shared space and set of programs the community could enjoy.

Social purpose real estate has emerged as a new model for self-organizing non-profit enterprises. Common Roof in Barrie and some of Artscape's hubs in Toronto emerged with the recognition of the effectiveness of shared space.

The most important support the province can provide to community hubs is to develop a system which is responsive to local demand, providing it is technical, regulatory and funding supports where needed, and stepping out of the way where not.

Next Steps

The provincial government has a number of policy, regulatory and funding levers with which it can support the continued development of hubs.

One of the more comprehensive summaries of how the province might respond was captured at the May 2014 Community Assets for Everyone Symposium on community hubs. Invited stakeholders identified key components in the development and creation of community hubs at a system (provincial) level.

These included:

- A citizen-focused vision of service delivery
- Provincial leadership and collaboration from the various government partners
- A cohesive legislative framework and mandate to foster co-location and coordination

- Appropriate structures, policies, incentives and resources to sustain the approach and people who will make this work
- Flexibility to support and enable community-driven solutions
- Start with co-location and build towards integration

This review was also able to identify the following areas for potential action by the province:

- *Mapping:* No province-wide mapping has been done, partly because of definitional breath and partly because of service silos. The Ministry of Education has mapped Best Start hubs across the province, while also providing local demographics and service features. The Intergovernmental Committee on Labour Force and Economic Development commissioned a 2011 study of the numerous initiatives underway in Toronto, mapping those.
- *Funding:* Hub operators have identified the numerous funding streams they access and the administrative burden this places on organizations and partnerships which offer multiple services. A common funding portal would ease some of this. Qualifications for capital funding loans, currently offered through Infrastructure Ontario, might also be reviewed in terms of their accessibility for hub developers.
- *Co-ordination Planning and Funding of Hubs:* Hub developers identified a range of overlapping jurisdictions, clashing planning definitions, program priorities, and funding deadlines which they must negotiate in order to create a hub with multiple stakeholder. The province can demonstrate leadership in coordinating these to ease the burden of developing and administering place-based delivery of services.

Some emergent solutions will be low-investment, quick start options. Others will require more consideration and commitment, using a 'whole government' approach. Change at this order will require a change management process with input from all involved stakeholders.

The development of a community hub framework is a strong step towards making the changes needed.

[1] www.tdsb.on.ca/Community/ModelSchoolsforInnerCities/Research.aspx

[2] www.socialvaluelab.org.uk/2012/03/craft-cafe-sroi-report-launch

[3] http://communitychampionsuk.org/wp-content/uploads/2014/08/FullSROIreportCommunityChampions-No-Appendices-FINAL.pdf

[4] www.simpactstrategies.com/LiteratureRetrieve.aspx?ID=171987

[5] http://melsa.org/melsa/assets/File/Library_final.pdf

[6] Mapsab.ca/downloads/events/april/2014/SchoolsAsHUBS.pdf

[7] http://peterbedford.org.uk/wp-content/uploads/2014/09/Peter-Bedford-Housing-Association-Value-for-Money-Statement-2013-14.pdf

[8] Burrett, John. Social Return on Investment: Centerpointe Early Childhood Resource Centre. Unpublished. Haiku Analytics. Ontario (February 2013).

[9] In Ontario, housing, employment and mental health practitioners all use this concept.

[10] Reports reviewed here which include this element and which are cited in this section are: George Hull Centre (Mental Health Hub), Local Health Hubs for Rural and Northern Communities (OHA 2012), Schools as Centres of Community (US, see example of PS 5 The Ellen Lurie School, New York), SchoolPLUS (Saskatchewan), SchoolsPlus (Nova Scotia)

[11] "Artscape Wychwood Barns is a community cultural hub that opened in 2008 where a dynamic mix of arts, culture, food security, urban agriculture, environmental and other community activities and initiatives come together to provide a new lease on life for a century-old former streetcar repair facility." (p. 1 of Hub Report Overview)

[12] Canadian Institute for Health Information, Return on Investment: Mental Health Promotion and Mental Illness Prevention, 2011, p 4.

[13] Chicago Peace Hub: http://peacehubchicago.org/about-us/the-peace-hubs-four-levers-of-change/

Appendix E
Short term Strategy for School Property

Community hubs are an idea that both community and policy-makers agree make sense. The government has been encouraging school boards to right-size given changing demographics and in order to ensure educational program quality. Accordingly, school boards are and should continue to diligently review their short and long term needs. In some cases, this may result in the closure of a school, which could lead to a long-term lease or the potential sale.

To reduce barriers to the formation of community hubs as this work continues, we are recommending that an interim measure be put in place to ensure additional consideration of community and provincial interests when sale of school property is contemplated.

On an expedited basis, we recommend pursuing an interim amendment to O. Reg. 444/98 to extend the 90-day circulation period of surplus property to 180 days. Further, we recommend a limited exemption to the requirement that properties be sold at Fair Market Value (FMV) as outlined below. The Ministry of Education will conduct further consultations and review of this regulation.

This interim change would operate as follows:
Step 1:
As outlined in the Ministry of Education's new Community Planning and Partnership Guideline, municipalities/LHINs/agencies/the Province and other community partners (including Aboriginal and non-profit organizations) should be determining their local space needs to feed into the decision-making process around school buildings or land, before and during any pupil accommodation review that boards undertake to determine how to reorganize schools to best serve student achievement and well-being. Should the school board determine that a school is not needed for educational purposes, the community planning process will have identified if there is a community interest.

We would recommend that the Community Hubs Secretariat work with the Ministries of Education and Municipal Affairs and Housing to monitor this new Guideline to ensure it is meeting the needs that we heard from community organizations in the preparation of this report.

Step 2:
As the school board circulates the property to public entities in accordance with O. Reg. 444/98, where:

- the school is not sold to another school board; and
- there is a viable community plan supported by a strong business case for the purchase of that property for a community hub; and
- FMV is a barrier.

Then, the School Board and community partner(s) can apply to the Province for a limited exemption to the FMV requirement. The Province will determine if it is viable, serves a public purpose, and meets all the other requirements, and will then determine an appropriate purchase price. If approved, the offset for the partial variance on the fair market price would be found by either a revenue tool or through a provincial funding mechanism, to be defined, and the school board would be made "whole." The purchase would need to be subject to a condition that the property could not subsequently be resold for profit.

Step 3:
The Province will change its internal process to more actively connect with ministries to determine if there is any provincial interest in the property. If so, the Province could purchase the site for its own requirements or to sell with a focus on meeting an identified need (e.g., sell to a municipality to provide affordable housing).

Note:
O. Reg. 444/98 currently requires circulation of surplus properties. School boards use Infrastructure Ontario's Realty Circulation Publication website to notify the Ontario government about surplus school property. Infrastructure Ontario, in turn, circulates the information about surplus property to various public entities, including other provincial ministries. This recommendation contemplates a more active process.

Step 4:
If there is no provincial interest or viable community plan, a school board would proceed to sell at FMV.

HOW TO HUB:
COMMUNITY HUB DEVELOPMENT TOOLKIT

A practical guide to support residents in navigating the initial stages of a community hub initiative

SPACE COALITION

Saving Public Access to Community Space Everywhere

SOCIAL PLANNING TORONTO

HOW TO HUB:
COMMUNITY HUB DEVELOPMENT TOOLKIT

A practical guide to support residents in navigating the initial stages of a community hub initiative

About the SPACE Coalition

The SPACE (Saving Public Access to Community space Everywhere) Coalition is a strategic outreach and action research coalition, composed of diverse community organizations and networks from across Ontario committed to improving access to public space. The SPACE Coalition advocates for affordable, accessible and equitable access to public space that is welcoming to all residents.

To learn more about the SPACE Coalition, visit spacecoalition.ca

About Social Planning Toronto

Social Planning Toronto is a non-profit, charitable community organization that works to improve equity, social justice and quality of life in Toronto through community capacity building, community education and advocacy, policy research and analysis, and social reporting. Social Planning Toronto is committed to building a "Civic Society," one in which diversity, equity, social and economic justice, interdependence and active civic participation are central to all aspects of our lives — in our families, neighbourhoods, voluntary and recreational activities and in our politics.

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How to Hub: Community Hub Development Toolkit

A practical guide to support residents, parents and community allies in navigating the early stages of a community hub initiative

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Community hubs are situated on Indigenous land and Dish with One Spoon territory. This is the traditional territory of the Haudenosaunee Confederacy, the Wendat, and the Mississaugas of the New Credit First Nation. The SPACE Coalition gratefully acknowledges these Indigenous nations for their guardianship of this land. To learn more about the importance of land acknowledgements, check out this article entitled "What are land acknowledgements and why do they matter" by Indigenous writer Selena Mills. For more information about treaties, including a map of Ontario treaties visit Treaties on the Government of Ontario website. You can also read about the Truth and Reconciliation Commission of Canada to learn about the injustices faced by Indigenous communities in Canada.

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ABOUT THIS TOOLKIT

The "How to Hub: Community Hub Development Toolkit" is a practical guide to support residents, parents and community allies in advocating for a community hub in their neighbourhood. This toolkit offers introductory information on a range of topics relevant to groups that are in the initial stages of developing a community hub or who would like more information before beginning their journey.

According to CommunityHubsOntario, there are five stages to developing a hub:

1. Develop Your Vision
2. Assess Your Community
3. Make a Plan
4. Build Your Hub
5. Sustain and Operate Your Hub[1]

This toolkit is a compilation of information and resources for those in the first two stages of the hub development process.

Throughout the toolkit, there are:

- **orange links to related sections in this document and to definitions in the glossary of terms**,
- blue links to websites and online documents containing more information, and
- footnotes to reference where information came from.

Please note that the electronic version of this toolkit and an internet connection is needed to access the links to external websites. The electronic version is available at spacecoalition.com/hub-toolkit or socialplanningtoronto.org /hub-toolkit.

Helpful hints and samples of commonly used tools are also included to support you in developing your capacity to organize, engage and sustain your project.

It is important to remember that you may not follow the steps outlined in this toolkit in a chronological order. Depending on the unique situation of your group, you may find yourself returning to different sections at various stages in your initiative.

While this toolkit is geared towards those interested in community hubs, many of the learnings will be relevant to people working on other community development initiatives.

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[1] CommunityHubsOntario, n.d.-a

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SECTION 1:
INTRODUCTION TO COMMUNITY HUBS

Why a Community Hub?

The SPACE Coalition believes that a **community hub** is a central point where residents can access a range of services, programs, and/or activities offered by diverse organizations, community groups or individuals depending on the needs of the community. It is a conveniently located space that is recognized and valued by local residents.

Community hubs come in many different shapes and sizes and no two are the same. A community hub may be a repurposed school, a health centre, a place of worship, or even a network with no physical location. They have different funding models, governance structures and may offer a wide-array of programs. Each hub reflects the residents it serves and is shaped by their needs and concerns.

As suburban and rural neighbourhoods are often challenged by a lack of local services, community hubs are growing in popularity as a way to provide a "one-stop shop" to address local needs. Research has found that community hubs offer improved program coordination through service collaboration, cross-referrals and sharing resources.[2] Through co-location and collaboration of tenant organizations, community hubs allow for improved service delivery models and cross-learnings.

Community hubs are places where residents, parents and community members come together to explore new ideas, build creative solutions and develop relationships. They play a vital role in building community cohesion, wellbeing and vibrancy.

Ontario's Community Hub Secretariat

Residents and organizations alike have long valued the benefit of community hubs. The United Way, Community Health Centres, and others have been maximizing the hub model in their initiatives. However, institutional barriers make it difficult for hubs to be developed and sustained.

In March 2015, former Ontario Premier Kathleen Wynne appointed Karen Pitre to be the Special Advisor to the Premier on Community Hubs and chair a Community Hubs Framework Advisory Group. This initiative served to identify provincial barriers to developing a community hub and to provide recommendations for reducing those barriers and supporting community hub development.[3] For many communities, it signaled the Province's recognition that there

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[2] Dyson, 2011

[3] CommunityHubsOntario, n.d.-b

were numerous institutional and structural barriers to developing and sustaining a community hub.

In August 2015, Karen Pitre and the advisory committee released Community Hubs in Ontario: A Strategic Framework and Action Plan which included 27 recommendations to foster hub development in Ontario. The one-year and two-year progress reports outline what advancements have been made to address institutional barriers.

The SPACE Coalition and Community Hubs

In 2000, the SPACE Coalition formed in response to the implementation of new provincial funding formula policies that caused school boards to dramatically increase the fees they charged community groups for the use of school space. With research support from Social Planning Toronto, SPACE conducted projects in 2005, 2007 and 2009 which further demonstrated the impact of the Province's Community Use of Space (CUS) funding, policy and program. In 2009, the SPACE Coalition expanded its mandate to include access to municipal space, such as community centres.

In 2013, SPACE and Social Planning Toronto released a report entitled Public space for public use: A review of community access to school and municipal facilities which highlighted the importance of community hubs and the regulatory barriers that prevent their development.[4] The SPACE Coalition has long recognized that community hubs play a key role in supporting local access to public space.

[4] Queiser, 2013

SECTION 2:
DEVELOPING AND DELIVERING YOUR VISION

Introduction

Community visioning is the process of developing a **consensus** about what the future of the community should look like and what steps are needed to achieve that vision. For a project to be successful, the vision must not only reflect the goals of the core group involved, it must resonate with other stakeholders.

In the context of developing a community hub, the visioning process includes discussing what a hub could mean for the community. A visioning process often results in both a **vision statement** and **mission statement** that anchor all subsequent work. During this phase, it is important to take the time needed to develop a clear vision that can guide your project to completion.

> **"Visioning is the act of imagining the future."**
>
> **— Maine State Planning Office, 2003**

Community Visioning Process

Many people in your community may have great ideas when it comes to service provision and access to community space. So how do you merge all of these ideas to create a shared vision? This involves a visioning process. A visioning process, described below, can be led by a paid facilitator or a local champion or leader. **Section 3: Connecting with Partners** describes some common characteristics that allow for strong, trust-based working relationships that an effective **facilitator** will help to nurture.

Step 1: Get the right people together

All key **stakeholders** should participate in the visioning process. Key people are the ones who are active and engaged in the community. They know the community well and are committed to its advancement. They are from all walks of life — different age groups and genders, large and small businesses, different cultural backgrounds, different faith groups and may speak

different languages. When it comes to visioning, diversity is essential. A diverse range of opinions will create a stronger, better vision than one developed from a narrower audience.[5]

Step 2: Brainstorm various visions

Once you have the right mix of people together, you will need to brainstorm ideas. The brainstorming process involves having an open conversation about everyone's different hopes and dreams for the community. It should be structured in a way that maximizes opportunities for general discussion and does not let any one person monopolize the conversation. For more information on facilitation techniques to help with this see Facilitation for Meetings and Workshops by Seeds for Change.

Some questions to stimulate discussion may include:

- What would our ideal community look like in 10 to 20 years? Be specific.
- What problem does a community hub seek to solve?
- Why do you believe this problem needs to be addressed?
- Does this problem matter to other people?
- What is your dream for our community?
- How would things be different if your dream came true?
- What are the strengths of our community?
- How could a community hub build on these strengths?

For more questions to ask during the visioning process, check out this blog article "14 Questions to ask when facilitating an organizational vision" by Suzanne Hawkes, a well-known management consultant, trainer and facilitator.

When your group is brainstorming ideas for the vision, it is important that the facilitator engages in active and attentive listening (described further in **Listen Actively** in Section 3: Connecting with Partners). The facilitator will need to have a comprehensive understanding of participants' ideas and their meaning in order to identify commonalities.

[5] Maine State Planning Office, 2003

HELPFUL HINT:

During this process, it is likely that participants will present great ideas that are not directly related to developing a vision (i.e. ideas for how to achieve the vision). The facilitator should save those suggestions in an "**idea parking lot**" to return to during a future conversation when it is more relevant.

Step 3: Build consensus and establish goals

Now that you've come up with many great ideas, it is time to focus in on a few. Engage participants in an exercise that will allow you to build agreement on two or three goals. This can be a difficult process because it requires your vision to meet the needs and interests of many people with various perspectives. For more information on how to reach a general agreement, see **Making Decisions and Building Consensus** in Section 3: Connecting with Partners.

Tamarack Institute has developed the Refining Your Ideas tool to help groups clarify their ideas.

Artscape's Creative Placemaking Toolkit also has helpful information to guide you through developing your project vision.

Step 4: Prepare a vision statement

The final step is to write a vision statement. A vision statement is one sentence that clearly describes the long-term change that will result from a group's work or project. The vision statement focuses on the what, not the how. It is sometimes helpful for a small group of people to work on this separately and bring their suggestions back to the group. Choosing the right words can be time-consuming and more difficult if you try to do it with many people.

Whether or not you also develop a mission statement during this process, it is important to know the difference between the two. While a vision statement focuses on what change you hope to bring about, a mission statement describes the purpose of the group or organization. Simply put, the vision is about the future and the mission is about the present.

Here are some examples of vision and mission statements of community hubs in Toronto and Ontario. As you review these statements, consider what you like about it and what stands out for you.

The Central Etobicoke Hub Working Group

Vision: To create a community-based and community-led hub offering multiple services and programs, including community gathering space, that meet the needs of youth and seniors, families and singles living and/or working in central Etobicoke, enabling them to become fully engaged, healthy, socially included, and participating members of the community.[6]

Mission: to serve as a single collective voice for the common vision of developing a community-based and community-led hub in central Etobicoke.

Our Kids Network

Vision: All children thrive

Mission: Healthy development, security and safety of all children, youth and families through collective action. [7]

Langs

Vision: Changed lives, healthy communities.

Mission: Langs is committed to ensuring that every person in our neighbourhoods will have a place to call home for health, wellness and community support.[8]

WoodGreen Community Services

Vision: A Toronto where everyone has the opportunity to thrive.

Mission: WoodGreen Community Services enhances self-sufficiency, promotes well-being and reduces poverty through innovative solutions to critical social needs.[9]

For more examples of vision statements, visit TopNonprofits' 30 Example Vision Statements.

HELPFUL HINT:

Continue to articulate your shared vision as you move through the other steps of your project. This is your group's anchor and you should always find yourself returning to it.

[6] Central Etobicoke Hub Working Group, 2018
[7] Mulligan, 2010
[8] Langs, n.d.
[9] Woodgreen, n.d.

Delivering Your Message

How you deliver your message is just as important as the message itself. Being able to pitch your vision and idea to others will be a key component to ensuring your success. It will allow your group to stay rooted to a common goal, get others on board, and secure resources.

Delivering your message is about more than just repeating your vision, it is about telling your story and communicating the change you want to make.

Here are some tools to help you in this process:

- Six Simple Tips for Communicating About Impact by the Ontario Nonprofit Network
- Elevator Pitch (activity) by the Atlantic Centre of Excellence for Women's Health
- Telling Your Public Story: Self, Us, Now (Worksheet) by Marshall Ganz

SECTION 3:
CONNECTING WITH PARTNERS

Introduction

Communities are diverse. They are composed of people from various backgrounds and with skills in different areas. When these capabilities are combined and people work together, great things are built and your efforts are maximized.

Developing a community hub takes the collective drive and effort of many people. And that requires strong, healthy, trust-based relationships. Working with partners isn't always easy but what can be accomplished is limitless. Teamwork is a powerful force that can do something greater than one individual could ever achieve alone.

In this section, you'll learn how to identify **allies**, some important techniques for fostering healthy relationships, and how to organize a group and have an effective meeting. During this process you will also apply the skills you've learned to effectively deliver your message.

Building Relationships

Start with the People You Already Know

The best place to start is with your existing relationships and connections. You probably know more people in your community than you realize; you just have to think outside the box.

Look around and ask yourself some of the following questions:

- Who else would have an interest in a hub being developed in your community?
- What help do you need to get your idea off the ground? Who do you know with those skills?
- How can you leverage connections in unexpected ways? Do you have a neighbour who knows everyone from walking her dog every day? Do you know any local shop owners who could connect you with the Business Improvement Association (BIA)?

Go for Community Walks

Walking through your neighbourhood is a simple way to identify potential partners and learn more about your community.

Go for a walk and ask yourself the following questions:

- Who is on the street?
- What are people doing?
- Are there things that surprise you?
- What raises your curiosity?
- What creates concern or questions?
- Is there anything that catches your attention and makes you want to ask more questions or get more information?

While walking, take notes or take pictures so that you can remember the answers to these questions. After your walk, go through the pictures or notes and try to identify potential allies, needs, and locations.

Were there any social or cultural "hot spots"? What about places that are easily accessible from all parts of the neighbourhood?

Did you notice anything that needs to be improved? How could a community hub help improve it?

What are the strengths of the neighbourhood? What works well and how could a community hub boost those assets?

Other places to look for partners

- At community meetings, events or festivals
- At your public library, school or community centre
- In a neighbourhood/community newspaper
- At nearby colleges and universities
- Through existing community groups, faith communities or sports organizations
- Online through social media groups, the Community Hubs Ontario connection portal or a Community Innovation Hub
- Browse services by postal code on the 211 Central website

HELPFUL HINT:

Be creative in this process and maximize the outlets available to you. For example, if there is a community event but you can't attend, ask if there is another group willing to display your literature there. Look for places where there is a lot of traffic.

HELPFUL HINT:

Start compiling a contact list right away. At events and meetings, ask people to provide their email and/or phone number to stay up-to-date on your work. This can come in handy down the road when you are promoting your event or project. But remember, you need their permission to contact them. You may want to consider reading up on Canada's Anti-Spam Law.

Engage with Elected Officials

Your area's elected officials could be your greatest allies in advocating for a community hub. A new hub in their riding during their term in office could mean a lot of good publicity with their constituents. Be sure to carefully consider when the best moment is to meet with your elected officials. You want to make sure you have done your homework before the meeting so you can make a strong case.

Find out who your elected officials are and how to contact them:

- Search for your Toronto City Councillor (municipal)
- Search for your Member of Provincial Parliament (MPP) (provincial)
- Search for your Member of Parliament (MP) (federal)

Resources on scheduling a meeting with an elected official:

- How to Communicate with Your City Councillor by the Toronto Youth Food Policy Council
- Meet with Your MPP by the Canadian Mental Health Association
- Tips for meeting with your MPs by Imagine Canada

Ontario for All also has a series of resources to support non-profits in taking action in a nonpartisan way.

Working Together

You've learned a little more about your neighbourhood and you've recruited some allies to help you get your idea off the ground. Now what?

You'll need to do a lot of work, *together*. You'll probably want to develop a work plan that includes a process for getting through the rest of the work that is outlined in this toolkit. Maybe you'll want to continue recruiting other residents. Whatever you decide needs to be done, you need to do it together. Here are some resources to support your multidisciplinary team.

Build Strong, Trust-Based Working Relationships

A key component to building strong groups is having healthy relationships that anchor the community. When working on a group project, like advocating for a hub, strong working relationships are essential. Not only are they needed to get anything done, they also make the job more enjoyable and everyone more productive.

There are several characteristics that make up strong working relationships:

Equity, Diversity and Inclusion: As you know, every person is unique. They come to the table with their own **identity**, **lived experiences** and **values**. Respect for diversity involves appreciating individual and cultural differences, both visible and non-visible. Similarly, equity is about accommodating different needs and removing barriers to more equally distribute opportunities for participation. To start learning more on this very important topic, read this article on "Why Diversity, Equity and Inclusion Matter".

Trust: Trust is about having confidence in a person, in their opinion, and their ability, and it is the foundation of every good relationship. When you have a relationship built on trust, it will help you work more efficiently and effectively and communicate honestly.

Mutual Respect: It is important that you both receive and give respect in your working relationships. When you respect someone, it means you value their input and ideas and it allows you to think more creatively together.

Mindfulness: Being mindful means that you are aware of something. It involves being aware of your actions, your words, and what's going on around you. When you practice mindfulness, you are able to be more attentive to those around you.

Open Communication: When the above attributes are in place, open communication will come more easily. You will feel able to share your own opinions and ideas without fear of judgement, and so will those around you. Whether you are communicating verbally, through email or via text message, take the time to choose the words that allow you to be respectful and caring and accurately reflect what you want to express.

For more information on building partnerships, check out these 6 tips from Parks People in their blog article "Creating Community Partnerships that Work".

Listen Actively

No matter your role within a group, a key to building strong relationships is active listening. This means listening with intent, curiosity and openness. By becoming a better listener, you can improve your productivity, as well as your ability to influence, persuade and negotiate. You'll also be able to manage conflict and avoid misunderstandings.

Active listening is a popular technique which involves listening with all your senses. It is about paying full attention to the speaker and showing the speaker that you are paying attention through verbal and non-verbal cues.[10] This may include maintaining eye contact, nodding your head and smiling, agreeing by saying 'yes', paraphrasing and encouraging them to continue.

Active listening benefits both the speaker and the listener. It gives the speaker the encouragement to continue talking, and it helps the listener to understand and engage with the speaker. This is all fundamental to building a strong relationship through conversation and respect.

Paraphrasing is one of the most important techniques for active listening. Paraphrasing means that you repeat what the speaker said in your own words. It is very helpful because it gives you the opportunity to show you are listening and that you understand what the person is speaking about. It also ensures that your interpretation is accurate.

Watch this video by Optimal Lifestyle to find out more about active listening and five easy steps to start doing it now.

Make Decisions and Build Consensus

When working in and with a group, you will constantly have to make group decisions on a wide-range of issues. How you come to those decisions is an important factor to consider.

Below are four common models of decision-making, listed from less concentration of decision-making power to more. Each model has value and can be appropriate depending on the goals of the group.[11]

- **Consensus:** No decision-maker blocks a resolution / idea from going forward, but no decision-maker has to agree with it.
  Examples can be seen in workplace collectives, social groups, and groupings.

[10] Skills You Need, n.d.
[11] St. Stephen's Community House, 2018

- **Majority:** 50% plus one, two-thirds, etc.
  Examples: legislatures and congresses, boards of directors, in the justice system, and competitions.
- **Minority:** Small group within larger group makes decision**.**
  Examples: sub-committees, task and working groups, and executives of boards.
- **Hierarchy, command:** Superior(s) makes the decision**.**
  Examples: in the justice system, boards of directors, workplace supervision

Consider the following questions when you are choosing a decision-making model:

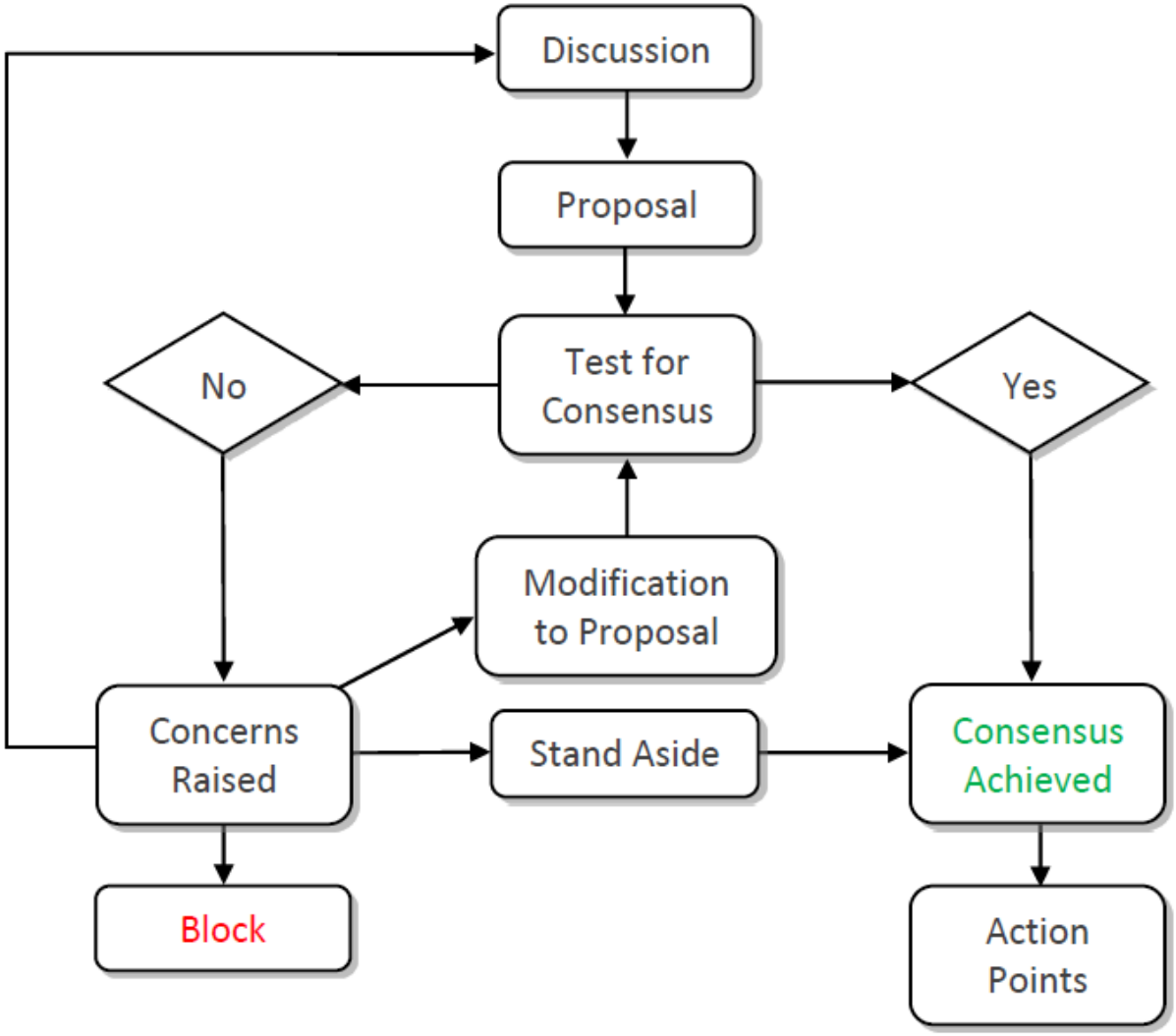
- How are decisions to be made?
- Is the process transparent?
- Is the group committed to this model?
- Does the model support the group's goals?
- How are decisions being recorded and implemented?

The consensus model is used most because it generates a high-level of commitment from those involved. People often think that consensus means that everyone agrees; however, that is not true. Consensus means that everyone has had the opportunity to voice their concerns and share their ideas and the group has done its best to incorporate them.

With a consensus model, some people may choose to disagree, object or refuse to participate. Rather than asking "do you love it?" or "do you agree with it?", you would ask "can you live with it?"[12]

[12] See note 11

The process for reaching consensus looks like this: [13]



Whatever decision-making structure your group decides to use, it should also be included in the **Terms of Reference** (described further below).

Manage Conflict

Conflict is unavoidable but how you manage it makes all the difference. Although our immediate reaction is often to avoid conflict, conflict can be a good thing. It signals engagement and frequently leads to more creative ideas.

Here are some tips to remember when dealing with conflict in a work setting.

[13] Taken from Hartnett, n.d.

Confront the conflict. If you disagree with someone, tell that person. It is better to be upfront than to hold it in or tell other people. Once you confront the person, you can both hear each other out and understand each other's perspectives. When you do this, be sure to listen openly to their side of the story.

Stay calm. No matter how upsetting you find a situation, try your best to keep your cool. Think about what you want to say and how to articulate it clearly before you speak. Avoid attacking the other person and instead focus on yourself and what you can control. If things get too heated, it might be a good time to take a step back and recover.

Pick your battles. Before engaging in a disagreement, take time to consider how pressing the matter is. Consider whether the outcome of the conflict will provide a meaningful contribution or difference in the project. At the same time, remember the end goal. Keep in mind what brought you all together in the first place and what you are trying to achieve together.

Don't take it personally. Above and beyond all else, don't take the disagreement to heart. When you are working together with members of your community, you are going to encounter people with divergent opinions and different ideas. Take those as opportunities to learn and grow, and be mindful not to let them weigh you down.

Additional resources on conflict resolution:

- Conflict Resolution & Training by St. Stephen's Community House
- Conflict Resolution Resource by AORTA (Anti-Oppression Resource & Training Alliance)

Structure a Group

Sometimes it's helpful to give your group a structure so members know their responsibilities. This is especially true with larger groups. Committees, coalitions and even projects normally use **Terms of Reference** (ToR) to do this.

A group's Terms of Reference become a formal document that outlines the purpose, vision, and responsibilities for the group and its members. It may define officer positions (such as chair or co-chairs, secretary or treasurer), the term of office, the selection process, as well as membership and reporting. Most importantly, an effective ToR allows the group to stay focused and on task. A sample **Terms of Reference** can be found in Appendix A. For more information on developing more formal working relationships, see **Formal Partnerships** in Section 5: Getting Resources.

Organize a Meeting

Checklist for planning a meeting:

- Find a date that accommodates the maximum number of people. Doodle is a free, online tool that is easy to use and assists with finding the best meeting time.
- Always provide an option for those who can't make it in person. If you have internet access, there are a number of free services for tele-conferencing or video-conferencing. Some include: Google Hangouts, Skype and Fongo.
- Find a location to hold your meeting. Depending on the group size and formality, you could use a local coffee shop or other business. Places of worship, schools, libraries and community centres also have space; however, space is not always free. See **Finding Meeting Space** in Section 8: Other Important Resources for information on finding meeting space and applying for a **permit**. Also, be sure to consider **accessibility needs** and childcare requirements when choosing a location.
- Communicate the date, time and location to all participants. If you're going to be serving a meal you should also promote this. Asking people to **RSVP** allows you to find out who is going to attend and provides a good opportunity to ask about dietary restrictions (i.e. allergies or food preferences).
- Designate a meeting **chair**. A meeting chair leads the meeting by welcoming attendees, going through the agenda and managing the conversation. The meeting chair may or may not be the same person as the organizational chair.
- Draft an agenda. An agenda is an important tool to make sure the meeting stays on time and on topic and is normally prepared by the meeting chair. If possible, it is good to send the agenda out to participants in advance so they can review it and prepare. Common agenda items include welcome and introductions, approval of agenda, approval of previous meeting notes, and next meeting dates. See Appendix B for a **sample agenda**.
- Prepare any necessary meeting materials. This may include relevant readings or other documents that are needed to progress through the agenda items.
- Send a reminder to participants. It is best to send a reminder one week prior to the meeting and to include notes from the prior meeting.
- If possible, it is always nice to offer refreshments like coffee, water or a healthy snack. If you are scheduling a meeting during a meal hour (for example between 5-7 p.m.) it is usually expected that you will serve a meal. For some ideas on how to get in-kind support for offering food, see **Section 5: Getting Resources**.

On the meeting day:

- Bring printed copies of all the meeting documents: agendas, previous meeting notes and other relevant materials. You may also want to bring name tags.
- Arrive early to set up the space. Consider the agenda and arrange tables and chairs in the most suitable way. For example, if you are doing small group work, it is best to have tables with chairs all around them. If you are listening to a guest speaker, you might want to have the chairs set up in rows without tables, like a theatre.
- Upon arrival, have people sign-in so you can keep track of attendance and follow-up with them after the meeting. See Appendix C for a **sample sign-in sheet**.
- Welcome guests as they arrive, paying close attention to unfamiliar faces. Try to make the meeting a fun and friendly place where people will want to come again.
- Make sure there is a designated note taker. The note taker will record meeting notes, including any decisions that are made or action items that are assigned. See Appendix D for a **sample set of meeting notes**.
- During discussions, be sure to provide space for everyone to contribute, including quieter people and those participating electronically.

Following the meeting:

- Distribute meeting notes soon after the meeting. This will serve as a reminder to those who were assigned action items to follow up. In this message, be sure to thank everyone for their participation and reiterate that their contribution was valued.
- If the next meeting date was decided on, send a reminder or event invite so everyone blocks the time off in their calendar. If it wasn't selected at the end of the meeting, start planning it. Continued engagement is key to keeping your stakeholders committed to the project.

SECTION 4:
ASSESSING YOUR COMMUNITY

Introduction

A **community assessment** is a formal process that determines the strengths and resources, as well as needs, of your community. During this process, you'll systematically examine the assumptions and ideas developed during the visioning stage.[14] A community assessment uses data and input from **stakeholders** to inform decisions regarding the development of a hub. The results of a community assessment can provide you with the facts needed to support your vision.

This section will introduce you to the idea of conducting a community assessment and where you can access data. Preparing a community assessment can be time-consuming and require the expertise of someone who is familiar with data collection techniques. If you don't have someone on board with that skill set, consider partnering with a community organization or academic institution or applying for a seed grant to hire an expert (see **Section 5: Getting Resources**).

The Community Assessment Process

Strengthening Nonprofits: A Capacity Builder's Resource Library outlines a 6-step process for conducting a community needs assessment:

1. Define the Scope
2. Decide to Go Solo or Collaborate
3. Collect Data
4. Determine Key Findings
5. Set Priorities and Create an Action Plan
6. Share Your Findings[15]

Through this process you will determine how far and wide you want to look for data, what the data means, and how you can use the data to inform your recommendations and planning. This stage is about doing research and analyzing the research to make informed decisions.

[14] CommunityHubsOntario, n.d.-c

[15] Strengthening nonprofits: A capacity builder's resource library, n.d., p.5

Some key questions you will ask during the community needs assessment include:

- What is the socio-demographic composition of our community?
- What are the services currently being provided? What are the service needs/gaps?
- Who are the potential service providers that would meet those needs?
- What are the potential barriers?

During this phase you will want to collect both **primary** and **secondary** data. Secondary data is data that has already been gathered by someone else. Primary data, on the other hand, is original data that an investigator collects for a specific purpose. In the case of hub development, this would be data that you collect to inform the development of your community hub.

Research can also be divided into **qualitative** and **quantitative** research. Qualitative research is usually exploratory – it is used to gain an understanding of underlying reasons, opinions, and motivations. In contrast, quantitative research is used to quantify the problem – it is used to generate numerical data like statistics. Usually, quantitative data collection methods are much more structured.

HELPFUL HINT:

For a sample community assessment, check out the **Central Etobicoke Hub Feasibility Study** conducted by Social Planning Toronto in 2017. Using multiple data sources, this study provides an in-depth analysis of assets and deficits of the Toronto neighbourhood.

Online Interactive Data Tools

These days there are countless online tools that allow you to easily access and customize secondary data. Some include:

CommunityHubsOntario's Community Mapper Tool

This mapping tool is a web-based geographic information systems (or GIS) tool that provides you with demographic data, vulnerability data, socioeconomic status data, infrastructure information and analytics. This interactive tool was designed to help users understand the needs of their communities. You can create unique maps and then download them for future use.

Wellbeing Toronto

This City of Toronto app allows you to select a number of datasets at the neighbourhood level and have the results appear instantly as maps, tables and graphs. You can also view services and facilities such as schools, community centres, and libraries. With this tool, you can download your map or other outputs for future reference.

City of Toronto's Neighbourhood Profiles

Toronto is divided into 140 neighbourhoods. Each neighbourhood is unique and reflects Toronto's diversity. The neighbourhood profiles, prepared by the City's Social Policy Analysis & Research Unit, provides detailed information about each neighbourhood, such as changes in population and socio-demographics.

Raising the Village

Raising the Village is an initiative of the Toronto Child & Family Network that focuses on improving the outcomes for children and family. This website has an interactive tool that allows you to compare neighbourhoods across various indicators of child and family wellbeing and map available services.

Toronto Language Map

Developed by Social Planning Toronto, the Toronto Language Map is an interactive resource that allows users to explore Toronto's evolving linguistic diversity over the past decade. Using 2006, 2011 and 2016 census data, this tool reveals the changing linguistic makeup of the city based on the languages that residents speak most often at home.

HELPFUL HINT:

If you have a skilled researcher on your team, you may want to go directly to the data source. **Data Sources** in Section 8: Other Important Resources includes some places you can directly access data sets.

Other places to look for data about the social, political, and economic conditions facing your community may include local newspapers, local government task force/reports, and foundation reports. Some non-profits also collect their own data through annual surveys and other means, such as the Daily Bread Food Bank and People for Education.

Where to Get Help

- Toronto Public Library's Book a Librarian service. A free 30-60 minute one-on-one session with a librarian. They can help you to do research and more!
- Statistics Canada offers free webinars on a wide range of topics from the Census program to navigating the Statistics Canada website. You can also call their toll-free number (1-800-363-1136) to ask questions about StatsCan data and where to find it.

Doing Primary Research

After you've reviewed all the research and data other people have collected, it's time to collect your own. Conducting primary research can be time-consuming and require attention to detail. It should be used to address questions that cannot be answered by existing data or to learn more about a particular issue. Primary research includes questionnaires, observation, focus groups, interviews, and case studies.

Primary research can also be used to gather feedback from the local residents. This may include asking residents what they would like the community hub to look like, where it should be located, what features are nice to have and which are must have, and so on and so forth. Engaging residents in these types of discussions is important in creating a unified vision and ensuring everyone's contribution is sought out and heard.

For further reading on data collection methods:

- Selecting Data Collection Methods by the Centers for Disease Control and Prevention
- Detangling Data Collection: Methods for Gathering Data by the Harvard Family Research Project

Bias is a crucial factor that must be considered when designing a research project and one reason to have an experienced researcher on hand when conducting primary research. Bias occurs when a researcher is interested in achieving a certain result and that desire influences the research study. Bias occurs in all research studies; however, it is important to minimize its impact to ensure the study findings are still reliable.[16] For example, bias can occur when your participants aren't representative of the population you are studying. When conducting a community assessment, it is very important that your sample includes a cross-section of residents that accurately reflects the community.

[16] Smith & Noble, 2014

HELPFUL HINT:

To build your capacity to conduct high-quality research, try partnering with an organization or an academic institution. Conducting a community needs assessment could be a good project for a university student!

SECTION 5:
GETTING RESOURCES

Introduction

A lot of work can be accomplished with the power of volunteers but at some point in the development of a community hub, funding and resources will be needed. The stage during which this becomes essential to your initiative will depend on your group's capacity and what you are trying to accomplish.

This section will explore ideas for accessing in-kind contributions, sponsorship and donations. It will also review places to apply for seed funding and resources for writing a strong grant application.

Now the task is simple for you and your allies — go tell people your story, share your vision and build relationships that can help you reach your dream. You know what you want — share that and listen to what others want. When you find common ground, you have found new allies that can help with the resources needed. Help comes in many ways: volunteers, free pizza, free space for meetings and cash in the form of donations or sponsorships.

In-Kind Contributions

In-kind contributions refer to donations of goods and services *other than cash*. Examples can include goods (like computers), services (like printing) or time (like research advice or coordination support). In-kind contributions can be an important catalyst to get your initiative off the ground.

Start by matching what you need and what an organization can offer. If you need someone to help coordinate meetings, consider approaching a local organization that would also benefit from having the hub developed. If you just need meeting space, consider approaching your local school, library or place of worship. If you need food for your meeting, ask a local restaurant to donate a healthy snack or meal in exchange for promoting their business.

When seeking in-kind contributions, the key is to start local. Local businesses and organizations will be more motivated to offer in-kind contributions because they want to contribute to the community and will benefit from the outcomes of the project. The key to getting in-kind resources will be how well you can pitch your idea.

When you approach someone for an in-kind donation, be sure to emphasize the vision that your group is working towards and what advantages they might gain from helping out. A pizza owner might like the idea of more traffic near the shop or the bank manager may want more exposure to new banking services in the neighbourhood. The owner of a business may have a child and knows there is a lack of opportunities for fun in the neighbourhood.

Be sure to appropriately acknowledge your supporter for their in-kind contribution. For example, if the library allows you access to meeting space for free, start the meeting by publicly thanking the library for their generosity. For larger contributions, you may want to include their logo on your event flyer but you will always want to get the company's approval first.

When asking for in-kind donations, remember that it will become easier the more often you do it. It's all part of the process of developing the skills you need to advocate for your hub.

Commercial Sponsorship

Sponsorship is similar to in-kind donations except there is typically an expectation of commercial return. This means that the business or company expects that their donation will benefit from publicity. This can include improving community relations or increasing brand recognition. Sponsorship is most often seen in sports — Coca Cola was the first commercial sponsor of the Olympic Games in 1928.

Commercial sponsorship is often larger in scale than in-kind donations and includes extensive promotion of the company. When entering into commercial sponsorship agreements, it is very important that both the sponsor and sponsored party have a clear understanding of the relationship. During the initial stages of your hub development journey, you may consider getting a sponsor for your event or activity. Down the line, a sponsor may actually help you build or renovate your facility.

Major sponsorships almost always start with relationships. The next person you meet may know someone who knows someone else who can offer financial support. So, seize every opportunity to share your story. Although you are setting your sights on achievable goals, there is always the possibility that someone might say they would like to jump aboard and help you make it happen. For this reason, it is also helpful to have a ball park idea of what the full cost would be to execute the entire project.

Accessing Seed Funding

The term **seed funding** refers to early investment meant to support a venture until it can secure its own cash flow or is ready for other investment. In terms of community hub development, seed funding can be used to support the visioning process or the community assessment process, amongst other things.

Some foundations have funding streams specifically for this purpose. Two examples include:

Ontario Trillium Foundation's Seed Grant Stream

Ontario Trillium Foundation (OTF) is an agency of the Government of Ontario and offers grants that support healthy and vibrant communities in Ontario.[17] Their Seed Grant stream specifically supports projects at the idea or conceptual stage. These projects must be aligned with one of their priority outcomes.[18]

Community Hubs Facilitation Program

A new program from the Ontario Ministry of Infrastructure, the Facilitation Program provides support to community organizations involved in developing a hub in Ontario. The program provides funding to successful applications to hire a facilitator to assist them in their development process.

Through the Community Investment Funding program, the City of Toronto offers grants to support new and emerging groups, support sector resilience, and encourage resident engagement and leadership development. One of these grants may be suitable to support an event that you are organizing.

HELPFUL HINT:

The **Toronto Sports Council** has compiled an extensive list of funding opportunities. Check out **their guide** for granting and other opportunities. It is updated annually.

HELPFUL HINT:

It is important to note that most funders require the recipient to be an incorporated non-profit and/or registered charity. If your group does not have the necessary status, you could request that another organization acts as your **Trustee**. For more information about working with a Trustee, check the funding guidelines for the grant or foundation. This **Guide** from the City of Toronto provides some general information for working with a Trustee.

[17] Ontario Trillium Foundation, n.d.-a
[18] Ontario Trillium Foundation, n.d.-b

Writing a Grant Application

Here are some high-level tips to keep in mind while you prepare your grant application.

Get started early. Grant applications take time. Thinking through a solid proposal, recruiting partners, gathering research and then writing the application requires a significant amount of time. Depending on the size of the application, you will want to get started at least one month in advance.

Talk to a program manager. Start by running your idea by someone at the foundation or funding body. This is a straightforward way to find out if your proposal fits with their mandate and how you can further refine it.

Get advice from other successful applicants. Grants can sometimes be complicated and time consuming. Knowing people that have done it before or visiting places that have received funding before is very helpful. Funders almost always have past recipients listed on their website or in their reports.

Answer the question being asked. When you are writing your grant application, be sure to only answer the question being asked. Be clear and direct in your response so the person reviewing your application can easily understand what you mean. If you aren't sure what a question means, ask a program manager.

More isn't always better. When you are planning your project, be realistic about what you can deliver. Make sure the activities you outline are realistic given your timeframe and budget. Remember, if your application is successful, you will need to carry out your proposal as you've described it. So, make sure it is achievable!

More resources on writing a successful grant application:

- Top Ten Grant Writing Tips by the Toronto Arts Council
- Grant Writing: Top Tips (video) by ArtReach
- Grant Writing 101 (Toolkit) by ArtReach

Letters of Support

Depending on the funding application, you may want to (or be required to) include a Letter of Support. A Letter of Support can come from a community leader, an organization, or another funder and shows that your funding proposal has merit. A sample **Letter of Support** is included in Appendix E.

Formal Partnerships

A **memorandum of understanding** (or MOU), sometimes called a partnership agreement or collaborative agreement, is an agreement between two or more parties that outlines the terms of a working relationship, including obligations, roles, and responsibilities for each party. Creating an MOU facilitates increased transparency and accountability by those working within it. MOUs have the added benefit of lending legitimacy to a collaborative project. This can be helpful when applying for grants and other sources of funding, as many funders require an MOU as part of their application process. Generally, MOUs are not legally binding, but are sometimes used as a first step towards creating a legal contract. See Appendix F for a list and explanation of the sections commonly found in an MOU.

Community Benefits

Community Benefits Agreements (or CBAs) are negotiated between a development agent and a coalition of community-based groups.[19] The community coalition represents and gives a voice to residents in facility planning and land development. The CBA outlines benefits that the community will enjoy from the project and can include jobs, training or apprenticeships, and other neighbourhood improvements.[20]

Community Benefits Agreements are quite remarkable because they result in more equitable and inclusive development processes that serve to advantage historically marginalized populations. While still a new concept, CBAs are growing in popularity as a way to build more vibrant neighbourhoods. If there is a new development on the horizon in your area, a CBA may help you obtain the space needed for a community hub. However, it should be noted that Community Benefits Agreements are very time sensitive. There is usually only a small window of opportunity to negotiate a CBA with a developer.

The Toronto Community Benefits Network exists to advocate widely across the city for such agreements. They work directly with grassroots organizations to help secure agreements that enhance neighbourhoods.

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[19] Galley, 2015

[20] See note 19

SECTION 6:
CASE STUDIES

Introduction

Many community hubs have already been established and there is much to learn from their experiences. In this section, you will have the opportunity to review four case studies of Toronto-based initiatives. These projects all differ in terms of model, approach, and maturity, and highlight the diverse catalysts and strategies that give rise to developing a community hub.

Pop-Up Infrastructure

popupinfrastructure.com

Partner Organizations: Delta Family Resource Centre, Scarborough Arts, African Canadian Heritage Association, Toronto Community Housing Corporation, Giant Container Services, Action for Neighbourhood Change Weston-Mount Dennis/Social Planning Toronto

Governance Model: Consensus model of decision making; no formal terms of reference; regular monthly meetings for approximately a year

Funding Model / Main Sources of Funding: Received a seed grant to conduct feasibility study from the Ontario Trillium Foundation

Date Established: While a community hub has not been established, a portable for youth programming opened in 2014

What is 'Pop-Up Infrastructure'?

Pop-up infrastructure is "… characterized as buildings, structures and spaces that are flexible, mobile, modular, quickly deployed and that can respond to changing needs."[21]

How did your hub get its start? What was the moment that you realized a community hub was needed?

In 2009, residents in the Weston-Mount Dennis area, Action for Neighbourhood Change/Social Planning Toronto and St. Alban's Boys and Girls Club identified the need for community space for youth programming/after-school Boys and Girls Club. There were not many choices

[21] Delta Family Resource Centre, 2017, p. i

available and the group finally settled on an underused parking lot at York Humber High School, which is owned by the Toronto District School Board (TDSB).

It took about 5 years before physical space (a portable) became available for the community's use. The frustration with this lengthy process, along with many lost opportunities to serve youth at a time when they needed programs and services, resulted in dialogue among community partners from the inner suburbs who were all facing the same problem.

During the quest to find and build youth programming space in Weston-Mount Dennis, a loose knit group of partners recognized that despite the many systemic roadblocks of legislation, policies, regulations, and bureaucracy, pop-up infrastructure could be a viable solution for meeting communities' needs for affordable space. With the lead of Delta Family Resource Centre, funding was secured to explore the feasibility of pop-up infrastructure to address community, social, economic and recreation/cultural needs in the inner suburbs.

What steps did you take to lead to the development of a hub?

As mentioned before, a hub has not been developed; however, the initial steps of finding youth programming space could provide some considerations and learnings for developing a hub.

First, residents identified and articulated the need for youth programming and youth space. So, from the beginning, this was very much a resident-led process that involved people who were living in the neighbourhood and who had and saw a true need.

Residents, working with community organizations, then began to search for public land/space; options were very limited. After looking and finding out about different places, they settled on an underused parking lot owned by the TDSB. The group then began navigating the varied processes of securing that space via zoning measures, obtaining permits, environmental assessments, and developing site plans. The TDSB had a lot of red tape to go through since this had never been done before.

After a lot of research, many meetings and consultations, and getting the support of the local councillor and the TDSB, a portable was eventually established on the parking lot. This all took a long, long time. TDSB has also given permission for additional portables to add to the parking lot to increase space.

What was one challenge you faced and how did you overcome it?

There wasn't just one challenge, but a series of challenges. Finding out what space was available was difficult. Finding pathways to information about space was very time consuming. Of those spaces that were available, the group wondered: which did they have a realistic chance of acquiring? Who owned these spaces – the City or the Province? Finding funding was also challenging – one question that loomed top of mind was how could they raise the money needed to redevelop the space? Funding for programming is easier to come by than capital funding.

To overcome these challenges, Pop-Up Infrastructure focused on building relationships and trust, aligning their interests, learning power dynamics in the community, and getting the support of local champions (eg. City Councillor and School Board Trustee).

What advice would you give to someone who is trying to develop a hub?

Make sure you know what you want to do and what the impact will be; *believe* in it. People get disillusioned; projects can seem as though they aren't doable or viable. You need to have the energy to sustain the effort.

Lawrence Heights Sports, Wellness and Achievement Network (SWAN)

schoolweb.tdsb.on.ca/baycrest/Parents/Sports-Wellness-and-Achievement-Network

Partner Organizations: Looking to develop a formal partnership with the Toronto District School Board. Members come from over 20 sports organizations, 5 area schools, Lawrence Heights community organizations, the City of Toronto, Public Health, and funders, particularly Canadian Tire Jumpstart.

Governance Model: 1 lead coordinator and 1 co-coordinator; roughly monthly meetings with core group of members/member organizations ('steering committee'); informal process as yet

Funding Model / Main Sources of Funding: Currently case by case application to charitable organizations, one-time donations; looking towards more sustainable model

Date Established: First general meeting was June 2017

How did your hub get its start? What was the moment that you realized a community hub was needed?

Rather than a 'moment', it was a period of years in the making. Steve Whitaker, a faculty member at Baycrest Public School, began speaking with colleagues in 2014. As a classroom and phys-ed teacher, as well as a coach, Steve had a broad view of his students' overall health. He noticed connections between lack of academic achievement and lack of fitness. This was in turn connected to the fact that most of his students did not participate in sports and wellness programming outside of school due to various socioeconomic factors. He began thinking about what could be done about this at a community level.

What steps did you take to lead to the development of a hub?

Steve started by engaging, engaging, engaging! In speaking with people, first with other school staff during lunch, he started to build connections with other people who shared his concerns. From there, a network started to form. Meetings were held at Steve's school and at other schools in the community.

Can you describe your hub model?

This is very much in development. SWAN is a young organization and hopes to establish a model that can be shared and utilized elsewhere across the city. Currently, SWAN utilizes a flexible and mobile model where services and events are delivered in community settings, primarily the 5 SWAN schools.

How is SWAN structured?

With Steve as the lead coordinator and Jeff Carmichael as co-coordinator, they spend a lot of time communicating with sports providers to arrange events that benefit students from each of our 5 member schools. Meetings occur approximately monthly, attended by roughly 25 members each time (a core group, or steering committee, is forming), and they discuss new opportunities and plan events. They have only had one full year of events thus far (and it was very successful) and are now in the midst of year two. Which will be bigger and better, of course!

What was one challenge you faced and how did you overcome it?

There were (and still are) so many challenges! From where to start; to how to engage the TDSB administration; to finding money, space, help, time, personnel… The key to resolving all of these has been open communication (see below).

What advice would you give to someone who is trying to develop a hub?

Frequent, clear, and open communication is key — both in terms of face to face meetings and via email etc. If you are convinced there is a need for your hub, then likely you are not the only one. Speak, reach out, begin the discussions and see where they lead. You may be surprised, as Steve was, at how much interest is out there! People just need someone with the time and the drive to coordinate things. If they don't have to take the lead themselves, they are often more than happy to pitch in!

Steve recommends using an approach that is never authoritative. He explains what he thinks the needs are and recognizes the expertise and the extremely busy lives of the people he is talking to. In all his connections there is give and take — they support each other. It's about how they can work together to make their community/city/world a better place. Steve has noticed that people seem to really respond well when you listen and sincerely recognize the great work they are already doing, and when you identify ways that you can help them as much as they can help you.

Rexdale Community Hub

rexdalehub.org/

Partner Organizations (present): Albion Neighbourhood Services, Delta Family Resource Centre, Rexdale Community Health Centre, Rexdale Community Legal Clinic**,** Rexdale Employment Services, Rexdale Women's Centre, and Rexdale Community Hub. Initially there were 11 partners; however, some are no longer involved for reasons such as lack of funding and limited organizational capacity.

Governance Model: Charitable non-profit organization; managed by volunteer Board of Directors comprised of 4 tenant representatives (from the Hub), 3 Rexdale residents and 3 community members at large; the City of Toronto is the landlord.

Funding Model / Main Sources of Funding: The City of Toronto purchased the property, a former Catholic school, from the Toronto Catholic District School Board. Funding sources for the redevelopment and establishment of the Hub came from the United Way of Greater Toronto, federal and provincial funding and the Ontario Trillium Foundation. Hub tenants pay rent and operating fees.

Date Established: March 2012

How did your hub get its start? What was the moment that you realized a community hub was needed?

There were a number of moments that informed the need for a community hub. The United Way of Greater Toronto released its report "Poverty by Postal Code" in 2004, which identified increasing poverty, lack of community infrastructure and limited social and recreational services to residents in the inner suburbs, including that of Etobicoke.

In 2005, after the "Summer of the Gun", Jamestown/Rexdale was identified as one of 13 priority neighbourhoods which underscored the need for investment and revitalization. Other reports from the City and the Province and numerous community consultations also highlighted the need for a community hub.

In June 2007, the City of Toronto and United Way Toronto worked with eleven community-based organizations, led by Albion Neighbourhood Services and Rexdale Community Health Centre to develop the business case to create an effective multi-service hub based on identified community needs, the stage was set to find community space and funding to build a community hub.

What steps did you take to lead to the development of a hub?

In December 2008, the Toronto Catholic District School Board notified the City that Father Henry Carr Secondary School at 21 Panorama Court was surplus space. It was agreed that this

would be prime space for a community hub, so the City purchased the building for $4.5 million. Until the hub doors opened in 2012, many meetings, consultations, plans/reports and assessments occurred. Some of these included a building assessment, environmental assessment, business case, approval of capital costs allocation, and construction lasting for two years.

Can you describe your hub model?

As mentioned, the Hub is a charitable non-profit organization managed by a volunteer Board of Directors. Of further note, the Rexdale Hub offers free space to grassroots organizations. Since 2012, over 100 grassroots organizations have made use of the space. Rexdale Hub is not just service based, there is the belief that the community has much to contribute and give back. Community engagement is fundamental to the Hub.

What was one challenge you faced and how did you overcome it?

Convincing funders to finance the Hub and its operations to create a sustainable model was, and still is, a huge challenge. Resident input is key. Getting small grants also helped move the process forward. For example, the Ontario Trillium Foundation provided funds to develop a strategic and business plan.

What advice would you give to someone who is trying to develop a hub?

First, and most importantly, ask the question: *"Why a Hub?"* How would a hub be a solution to the identified problem? A comprehensive and thorough community needs assessment should be a part of answering these questions.

Community Action Planning Group (CAPG)

Future Community HUB and Centre for the Arts

capgyw.wordpress.com/

Partner Organizations: Toronto Community Benefits Network, Jane/Finch Community and Family Centre, City of Toronto, Ontario Trillium Foundation, Metrolinx

Funding Model / Main Sources of Funding: Currently unfunded. CAPG has received some funding to write a feasibility study, a business model, and a governance model. However, their work remains largely possible thanks to the tireless work of volunteers and in-kind support from partner organizations.

Date Established: The hub hasn't been created yet, but CAPG was established in 2012.

What is CAPG and how did it start?

CAPG was created by a small group of residents to address problems with planning in the Jane/Finch community. It currently has three main focuses: the creation of a community hub, other planning proposals in the Jane/Finch community, and anti-black racism in planning. CAPG's mission is to be proactive about planning in the Jane/Finch community.

With excitement over the planning of a community hub, CAPG began to expand. They now have about 120 community members on their mailing list and over 30 active members.

What is the structure of CAPG?

CAPG has a multi-pronged approach with several committees. The Advocacy Committee advocates for a space for the hub and meets with local councillors and Metrolinx representatives on a regular basis. The Resource Development Committee has successfully applied for funding from the Ontario Trillium Foundation to hire a coordinator and complete a feasibility study, and from the City of Toronto to develop a governance model and business plan. The Communications Committee puts out a quarterly report and maintains the website and social media. The Arts Committee determines the needs of the arts community. Finally, the Coordinating Committee consists of a leader from each of the committees and the CAPG Chair, Secretary and Treasurer.

What steps did you take to lead to the development of a hub?

The first time the group met to discuss the possibility of a community hub was when they found out that the City of Toronto was going to transfer a large parcel of land at Jane and Finch to MetroLinx to build a maintenance storage facility for the Finch LRT. Members of the group were horrified when they found out about the intention to build a storage facility right in the heart of the Jane/Finch community. Although the community had long seen the need for a community

hub, it was when they heard about this land transfer and new development project that they saw an opportunity to begin concrete discussions.

Artists have always been part of the push for a hub in the Jane/Finch community, which is why the proposal is for a Community HUB and Centre for the Arts.

Overall, the first step was determining the need for a hub, which the community always knew they had. Next, the availability of a space was critical.

Can you describe your hub model?

CAPG is currently undergoing a project to develop a governance model and business plan. Based on the group's feasibility study, it is likely that their hub model will be similar to a community centre.

What was one challenge you faced and how did you overcome it?

The biggest challenge for CAPG with regard to the hub was that the City of Toronto transferred the land to Metrolinx before allocating a portion of the land for the community hub. As a result, they have had to continuously advocate for the physical space required to build the hub.

What advice would you give to someone who is trying to develop a hub?

Build the capacity of the members of your group. Make sure you're reaching people who reflect the community and are including them in the hub development process. Ask yourself and your community: "What services do you have for your community to access?"

SECTION 7:
OTHER IMPORTANT RESOURCES

Finding Meeting Space

If you are looking for space to hold your meeting or community event, here are some places to consider. While some of these spaces do cost money, partnering with the owner or having them at your table is a good way to ensure ease of access. If you aren't able to partner with the facility owner, try partnering with a non-profit organization. Most facilities offer reduced rates for non-profits.

City of Toronto's Parks and Recreation Facilities

The City owns a variety of facilities including community centres and parks which are available for residents to permit. The City also has 39 Centres Where Programs Are Free that can be permitted free of charge by residents. Non-profits can permit any community centre at no cost.

Toronto District School Board

The Toronto District School Board (TDSB) has classrooms, gyms and other spaces available for permitting. Fees are charged according to an established schedule. However, the Priority School Initiative provides non-profit groups free access to 77 schools.

Toronto Catholic District School Board

The Toronto Catholic District School Board (TCDSB) also offers a range of spaces for permit by community members and groups. The TCDSB offers the Priority Schools Initiative at 23 different sites.

Toronto Public Library

The Toronto Public Library (TPL) has rooms available for rent at several of their branches. All rooms have a cost, however there is a reduced price for non-profits. Events developed through collaboration between TPL and organizations with common goals can take place in the library free of charge. Contact your local branch or call their answer line at 416-393-7131.

Local Places of Worship

Churches, mosques and other places of worship often have spaces available for rent at reasonable rates. Check with your local facility or look up their website online.

HELPFUL HINT:

Keep in mind that places of worship are not accessible for everyone, especially some faith communities. Be sure to consult with various community members before you choose to host an event at a place of worship. It is important to ensure it is a comfortable place for everyone.

Data Sources

If you have a skilled researcher on your team, you may want to go directly to the data source. Here are some **datasets** you may want to check out. This is not a comprehensive list.

Early Development Instrument (or EDI)

A short questionnaire administered by kindergarten teachers to measure a child's development.

Ontario Data Catalogue

Listing of all available datasets released by the Government of Ontario.

City of Toronto Open Data Catalogue

Listing of all available datasets released by the City of Toronto.

Statistics Canada's Census of the Population

Collected by Statistics Canada, the Census of the Population is a survey conducted with Canadians on a range of topics, such as educational attainment, immigration status, languages spoken, and so on. Information is available at many different geographic levels and provides a portrait of the population. Statistics Canada also has many other surveys which may be useful.

Toronto Police Services Public Safety Data Portal

Data on major crime indicators, homicide, traffic, and fatal collisions. Also includes mapping tools.

Toronto District School Board's Parent and Student Census

The TDSB conducts its own system-wide census to better understand the needs, experiences, and demographics of their student population. Data is available through their publications.

Ontario Community Health Profiles Partnership

Ontario-wide data on health and health-related indicators.

Community Data Program

A membership-based program that facilitates access to data products, analytical tools, and services to public, non-profit and community sector organizations. The program has a repository of more than 800 data products from 20 public and private sector data providers offering data at municipal and neighbourhood geographies.[22]

More Resources

- Community Hubs by Design by Vibrant Communities Calgary
- Creative HubKit: made by hubs for emerging hubs by the British Council
- The Little Community That Could, The Story Behind Our Story – Our First Decade of Building Community Together (June 2012) by Cathy Mann. This short book documents the history of the East Scarborough Storefront, an innovative community hub in Toronto
- Pop-up Infrastructure by Delta Family Resource Centre
- Toolkits on a variety of topics from writing a fundraising letter to event planning to evaluation by ArtReach

[22] Community Data Program, n.d.

SECTION 8:
GLOSSARY OF TERMS

Accessibility needs

describes what a person requires in order to fully participate in the meeting, event or other activity. Common accessibility needs include translation or supports for mobility, hearing, or vision challenges.

Ally

someone with a common cause or purpose.[23]

Bias

"any influence that provides a distortion in the results of a study."[24]

Chair/Chairperson

the individual who presides over a meeting or group. The person provides leadership and oversight to the business at hand. This role may also be filled by co-chairs when the responsibility is shared by two or more people.

Community assessment

the process by which you systematically evaluate the needs and resources of a community.

Community benefits agreement

"a contract signed by community groups and a real estate developer that requires the developer to provide specific amenities and/or mitigations to the local community or neighbourhood."[25]

Community hub

according to the SPACE Coalition, it is a central point where residents can access a range of services, programs, and/or activities offered by diverse organizations, community groups or individuals depending on the needs of the community.

Consensus

general agreement. It does not mean that everyone agrees but rather that no one strongly disagrees.

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[23] Dictionary.com, n.d.
[24] Galdas, 2017, p. 1
[25] Partnership for Working Families, n.d.

Dataset

a collection of related data.

Facilitator

a neutral person who plans, guides and manages a group meeting to ensure that the group's objectives are effectively met with participation from everyone involved.[26]

Identity

the distinct characteristics belonging to a particular individual. Identity characteristics include, but are not limited to, age, gender, sex, race, ability, place of residence, socio-economic status, culture, and so on.

Lived experience

the knowledge and understanding one gains from living through something. It is often used to challenge traditional, authoritative concepts of knowledge by recognizing and valuing the knowledge that one has from first-hand experiences.

Mission statement

a short explanation for the organization's existence. It describes what the group does and why it has to do it.

Open data

structured data that is freely available for everyone to use, share and re-publish.[27]

Permit

a document that grants authorization or consent for someone to do something. In the case of accessing space, a permit gives the permit holder permission to use the space and outlines the parameters of that use.

Primary data

original data that is collected for a specific reason or purpose.

Qualitative research

seeks to understand a phenomenon, is focused on meaning and may be descriptive. It is often used to answer How and Why questions.[28] Methods include focus groups, in-depth interviews, and reviews of documents for themes.

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[26] Community Toolbox, n.d.
[27] Open Definition, n.d.
[28] McGill Qualitative Health Research Group, n.d.

Quantitative research

seeks explanation or causation. It is often used to answer What, When and Where questions.[29] Methods include surveys, structured interviews and observations, and reviews of documents for numeric information.

RSVP

the French abbreviation which is short for répondez s'il vous plaît which translates to “please respond.” It is a common expression used to ask guests to let the organizer know if they plan to attend or not.

Secondary data

data that has already been gathered by someone else.

Seed funding

early investment meant to support a venture until it can secure its own cash flow or is ready for other investment.

Stakeholder

a person with an interest or concern in something.

Terms of Reference

a document that defines the purpose and structures of a project, committee, meeting, or any similar collection of people who have agreed to work together to accomplish a common goal. It describes how the group will work together and the responsibilities of members.

Trustee

an incorporated not-for profit organization with the financial systems and organizational structure to administer another group's funds.[30] The Trustee organization is usually responsible for administration, reporting and oversight and can charge up to 20% for those services.

Values

“basic and fundamental beliefs that guide or motivate attitudes or actions.”[31] Values help a person determine what is important to them. Examples include honesty, kindness, family, etc.

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[29] See note 28

[30] City of Toronto, 2013

[31] Mintz, 2018

Vision statement

a short description of what the organization hopes to achieve. It is used to guide internal decision-making.

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APPENDIX A:
SAMPLE TERMS OF REFERENCE

SPACE Coalition
Terms of Reference
Revised June 2018

1. Vision

We believe that community use of public space is a cornerstone of healthy neighbourhoods and communities.

2. Mission

The SPACE Coalition advocates for affordable, accessible and equitable access to public space that is welcoming to all residents. SPACE will play a leadership role in attaining maximum community use of public space across Ontario, particularly in schools, by:

- Building community connections and engagement;
- Conducting research;
- Assisting in public policy development;
- Providing education and public awareness activities; and
- Engaging in advocacy with the appropriate decision makers.

3. Who We Are

The SPACE Coalition is a diverse group of city and provincial organizations, community groups and individuals that aims to maximize community use of public space.

4. Committee Governance Structure

Membership is open to individuals and organizational representatives bringing perspectives from diverse groups with an interest in public space. SPACE will encourage participation based on affiliations and geography.

Membership is classified as:

- Associate: Members who attend most meetings and can be listed on reports;
- Affiliate: Those who do not generally attend meetings, although they are welcome to do so, but do receive mailings.

5. Leadership Team

The Leadership Team will consist of a Chair or Co-Chairs, Secretary and Treasurer and can include other Associate Members as needed. They will have equal status with regard to agenda

setting and meeting management. The Leadership Team will be responsible for overseeing SPACE's work to ensure that it aligns with our Vision and Mandate.

The role of SPACE Coalition spokesperson will be designated per issue by the Leadership Team.

6. Terms

Associates will cease being Members when they withdraw or request to change to Affiliate status. Affiliates will cease being members when they withdraw, unsubscribe or whose emails consistently bounce back.

The term of office for the Chair/Co-Chairs, Treasurer and Secretary positions shall be one year. Elections will take place annually at the May meeting. The Chair(s), Treasurer and/or Secretary may be re-elected.

7. Quorum

There being no defined number of members, quorum will be deemed as a minimum number of 5 attendees. Teleconference/electronic participation is acceptable.

8. Meetings

Meetings will be held monthly (approximately 9 per year). Occasional meetings may be by conference call/electronic participation, if necessary.

Workgroups, if required, may meet more frequently.

Minutes of meetings and background information should be circulated one week prior to the next meeting.

Meetings shall be organized at times convenient to the majority of the Associate Members.

9. Minutes

Minutes may be recorded by any member in attendance.

Minutes will be made available to SPACE Associates and Affiliates through E-News Updates.

10. Decision Making

Where possible, decisions will be made by consensus.

When votes are necessary, a simple majority will be sufficient.

Financial decisions must be voted on and recorded in the minutes.

11. Annual Plan and Budget

Resources and Terms of Reference will be reviewed annually at the May meeting.

APPENDIX B: SAMPLE AGENDA

SPACE Coalition Meeting
Wednesday, May 18th, 2016, 9:30-11:30 a.m.
Social Planning Toronto, 2 Carlton Street, Suite 1001
Toronto, ON

DRAFT AGENDA

1. Introductions, approval of agenda and reminder of side-bar issues to be noted for later discussion
2. Regrets: Ari Smith
3. Minutes of April 14, 2016 — Corrections/additions, approval
4. Updates
5. Meeting with City Councillor
6. Community Hubs Influencer Series
7. Fall symposium
8. Other business
   a) McNicoll Public School
   b) Facilities Partnership Meeting
9. Group Check-in re. meeting /governance issues/feedback
10. Next meetings and location — June 13 at Social Planning Toronto, Suite 1001, 2 Carlton St.

APPENDIX C:
SAMPLE SIGN-IN SHEET

Project:

Location:

Date:

Time:

	Name (first and last)	Organization	Phone number	Email address
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				

APPENDIX D:
SAMPLE MEETING NOTES

SPACE Coalition Meeting
Meeting Notes
Wednesday, May 18th, 2016
9:30 a.m. - 11:30 a.m.
Social Planning Toronto, 2 Carlton Street, Suite 1001
Toronto, ON

Meeting Chair: Susan Fletcher

Minutes: Sharma Queiser

Present: Lynn Manning, Mary Hynes, John Ryerson, Sophia Ali, Julie Charlebois

Regrets: Chiara Padovani

1. **Welcome/Introductions**
   - Agenda accepted by consensus
   - Noted that Terms of Reference should be added to next meeting agenda
   - **Action Item:** Lynn will distribute the most recent version of the Terms of Reference
   - Minutes accepted by consensus as amended

2. **Updates:**

   a) Meeting with City Councillor

   - It was supposed to be yesterday and needs to be rescheduled (it since got rescheduled for May 31)
   - This will be an opportunity to discuss City-School Boards Advisory Committee and ask some questions for our Community Hubs Influencer Series

   b) Community Hubs Influencer Series

   - The first edition will be with Karen Pitre
   - Karen will be visiting Susan at Applegrove and completing the interview with her

3. Fall Symposium

- November 18 and November 25 were identified as potential dates
- School cafeteria or a multi-purpose room in a community centre were identified as possible locations
- The group discussed the need for networking, critical discussions and information sharing during the event
- The group decided it should be a morning event and breakfast will be served
- **Action Item:** Lynn to look into catering options for breakfast
- **Action Item:** Sharma to invite Karen Pitre

4. Other Business

a) McNicoll public school

- TDSB is considering the selling of McNicoll School
- This school is not currently utilized as a school but houses many social services
- It will be considered by the TDSB Planning and Priorities Committee on June 15 and go to Board on June 22

b) Facilities Partnership Meeting

- Sahar shared information on a Facilities Partnership meeting that the TDSB is hosting
- **Action Item:** Susan will attend the meeting and report back to SPACE
- All Boards are supposed to host these meetings but this is the first time that the TDSB has

5. Next Meetings

- **June 13th from 9:30 a.m. to 11:30 a.m. at Social Planning Toronto, 2 Carlton Street, Suite 1001**
- Susan noted that she might be away for the June 13th meeting

APPENDIX E:
SAMPLE LETTER OF SUPPORT

November 7, 2018

Attn: Ontario Trillium Foundation
800 Bay Street, 5th Floor
Toronto, Ontario M5S 3A9

Re: Letter of support for All Sports Toronto (AST) - Community Outreach Project

To whom it may concern,

The SPACE Coalition has a long-standing relationship with All Sports Toronto (AST) in the mutual aim of maximizing community use of public spaces across Toronto. The SPACE Coalition enthusiastically endorses AST's proposed outreach project, as it will support local youth to effectively design and utilize recreational spaces in their neighbourhoods.

As a strategic outreach and action research coalition, our work consistently demonstrates that access barriers result in a lack of youth engagement with available community programming. This is especially true for youth in North Etobicoke from households experiencing poverty. We believe AST's outreach initiative has great potential to remove barriers to recreation opportunities for youth in this area.

SPACE Coalition is committed to the following tasks and functions to support this project:

- Membership on the project Advisory Committee,
- Providing community asset mapping resources,
- Actively supporting group development through resources,
- Disseminating event information on our website and social media accounts as appropriate, and
- Offering meeting space in-kind as needed.

Thank you for your consideration of this proposal. If you have any questions, or require further information, please do not hesitate to contact me.

Sincerely,

Sharma Queiser
SPACE Coalition
2 Carlton Street, Suite 1001
Toronto, ON M5B 1J3
416-351-0095 ext. 219

APPENDIX F:
MEMORANDUM OF UNDERSTANDING (MOU)

Below you will find many different sections that you may wish to use when you create a comprehensive MOU. Not all sections may be relevant to your work or you may need additional sections — review the list with your partners and include what makes sense to you.[32]

Introduce parties

List the legal names of each party involved in the MOU. For example:

"Memorandum of Understanding between
Social Planning Toronto
and
SPACE Coalition"

Background and scope

Introduce your collaborative project. Be sure to describe each party involved, the issue(s) you are going to address, your goals, and the target population. Example:

"The SPACE Coalition is a diverse group of city and provincial organizations, community groups and individuals that aims to maximize community use of public space.

"SPT is non-profit, charitable community organization that works to improve equity, social justice and quality of life in Toronto through community capacity building, community education and advocacy, policy research and analysis, and social reporting."

Project actions, outcomes, and timelines

Describe how your project will take action, what outcomes you will achieve, and what the expected timelines are. You may include a detailed work plan as an appendix. Example:

"SPT and SPACE Coalition will conduct community-based research to explore the barriers and supports to youth participation in recreation activities. Using an approved research model, surveys will be conducted throughout Spring 2019, with interpretation and public dissemination occurring by August 2019. The end result of this project will illuminate ways in which youth currently access services…"

[32] Adapted from Graham, H. & Mollenhauer, L. (2011). Planning effectively as a community partner: A United Way Toronto toolkit. *United Way Toronto*. Retrieved from https://www.unitedwaygt.org/document.doc?id=232

Collaborative values and principles

Define your mutual values to help guide the collaborative process and keep your work goal-centred. Example:

"All parties will strive to apply an anti-oppression framework within all planning activities and actions in this partnership."

Roles and obligations of all parties

Create a detailed list of each party's roles and responsibilities. Example:

"SPACE Coalition's Obligations:
a) The SPACE Coalition shall identify those groups that should be contacted to participate in a community survey

b) The SPACE Coalition shall review and approve all data collection tools in a timely manner…"

Resource commitments

List the resources that each party commits to providing. These might include staffing, skill sharing, physical space, and in-kind contributions. Example:

"SPT commits to providing the following:

Eight (8) hours of meeting space per month at SPT's head office

Community assessment tools and advisory

Use of printing facilities for outreach materials"

Communication

Describe how parties will communicate with one another. This can include routine meetings and minute taking, as well as informal correspondence. Decide how the group would like to communicate with outside parties and media outlets, if applicable. Example:

"SPT and the SPACE Coalition will maintain routine communication around project activities within a reasonable timeline. Committee meetings will be held every 4-6 weeks, with minute-takers alternating between committee members."

Insurance & risk management

Specify any insurance and/or liability measures that this project will require. Example:

"To minimize risk to the community, all research activities will be approved by SPT's Research Advisory Committee prior to their implementation. Liability insurance will be obtained through SPT's current provider."

Management of funds

Detail specific party roles around how finances will be handled, including who will manage grant money, and who will report to whom. Ensure that you discuss what will happen to funds in case the project dissolves or terminates ahead of schedule. A detailed budget may be included as an appendix. Example:

"As Trustee, SPT will provide financial oversight and the administration of funds…"

Unforeseen challenges

Conflicts inevitably arise when we collaborate with one another. Come to a reciprocal agreement about how conflicts will be handled – for instance, through good faith, a third-party mediator, etc. Example:

"Each party agrees to work in good faith to resolve any unforeseen challenges that may arise during this MOU. Each party agrees to contact the other party, in a timely fashion, should circumstances arise that jeopardize the ability of the party to carry out its activities."

Changes to the collaboration

Briefly describe procedures to be followed if/as group relations are amended. Example:

"Any changes to the collaboration must be submitted in writing to all members of the collaborative partnership. Change should be achieved by consensus; if not that, then quorum (50% of members plus 1) will be sufficient. Changes to the collaboration will require the creation of a new MOU."

Termination

Describe agreed-upon circumstances in which a partner can terminate their involvement in the project. Example:

"Partners must provide two months written notice to terminate their involvement in the project…"

Signatories

Provide places for a representative from each group to sign and date the document.

Appendices

Include supplementary materials (e.g. budget, workplan, Terms of Reference) as an appendix.

SHOP
POLICE

Investing in Canada Infrastructure Program –
Community, Culture and Recreation

Funding Stream Ontario Program Guidelines

Overview – Investing in Canada Infrastructure Program

The Investing in Canada Infrastructure Program (ICIP) is a federal program designed to create long-term economic growth, build inclusive, sustainable and resilient communities and support a low-carbon economy. Through the ICIP, the federal government is providing $11.8 billion dollars in federal infrastructure funding to cost-share projects under the following four streams:

- Public Transit
- Green Infrastructure
- Community, Culture and Recreation
- Rural and Northern Communities

The Province of Ontario is a cost sharing partner in these programs. Under this intake of the Community, Culture and Recreation Funding stream, Ontario is supporting community infrastructure priorities across the province. Community infrastructure is defined as publicly accessible, multi-purpose spaces that bring together a variety of different services, programs and/or social and cultural activities to reflect local community needs.

Approximately $407 million in federal funding and $320 million in provincial funding will be available for the Community, Culture and Recreation stream over 10 years starting in 2019-20. At least $30 million of federal funding must be carved out for off-reserve Indigenous projects*.

The following breakdown defines the maximum cost-share percentages of total eligible costs.

	Percentage
Federal Contribution	40.00
Provincial Contribution	33.33
Applicant Contribution	26.67

The following breakdown defines the maximum cost-share percentages of total eligible costs for Indigenous recipients (e.g. First Nations, Indigenous communities and organizations).

	Percentage
Federal Contribution	75.00
Provincial Contribution	18.33
Indigenous Contribution	6.67

** Note: Projects with an Indigenous focus will not be limited to funding from the $30 million federal carve out for off-reserve Indigenous projects. Indigenous applicants will also be eligible for funding under the broader stream.*

Facility Rationalization/Community Hub Project

City of Clarence-Rockland

October 2019

1

JML Arena
1450 du Parc
32,000 sq. ft.
Plan: **TRANSFORM**

2

Clarence-Rockland City Hall
1560 Laurier
10,626 sq. ft.
Plan: **REPURPOSE**

3

Council Chambers
415 Lemay
4,326 sq. ft.
Plan: **DECOMISSION**

4

Chamberland Comm. Centre
1517 Laurier
2128 sq. ft.
Plan: **DECOMISSION**

5

Bandshell
1450 du Parc
700 sq. ft.
Plan: **DECOMISSION**

6

Comm. Serv Garage/
Centre d'aide
2815 Chamberland
6312 sq. ft.
Plan: **SELL**

7

Museum
687 Laurier
6879 sq. ft.
Plan: **SELL**

8

St-Pascal Archives/Garage
2465 St-Pascal
2257 sq. ft.
Plan: **SELL**

9

Former Bourget Fire Station
2163 Russell
2400 sq. ft.(approx)
Plan: **REPURPOSE**

10

Baseball Diamond
1450 du Parc
Plan: **REPOSITION**

New Clarence-Rockland Community Hub

City Administration

Council Chambers

Community Centre

Bandshell

Community Services Garage

Centre d'aide

Clarence-Rockland Museum

Archives

Storage

Baseball Diamond

New Clarence-Rockland Community Hub

1

- **Former JML Arena**
- 36,000 Sq. ft.
- City Administration
- Council Chambers
- Community Centre
- Federal & Provincial services

2

Old Paramedic Station
Landry Road
Plan: **REPURPOSE**

3

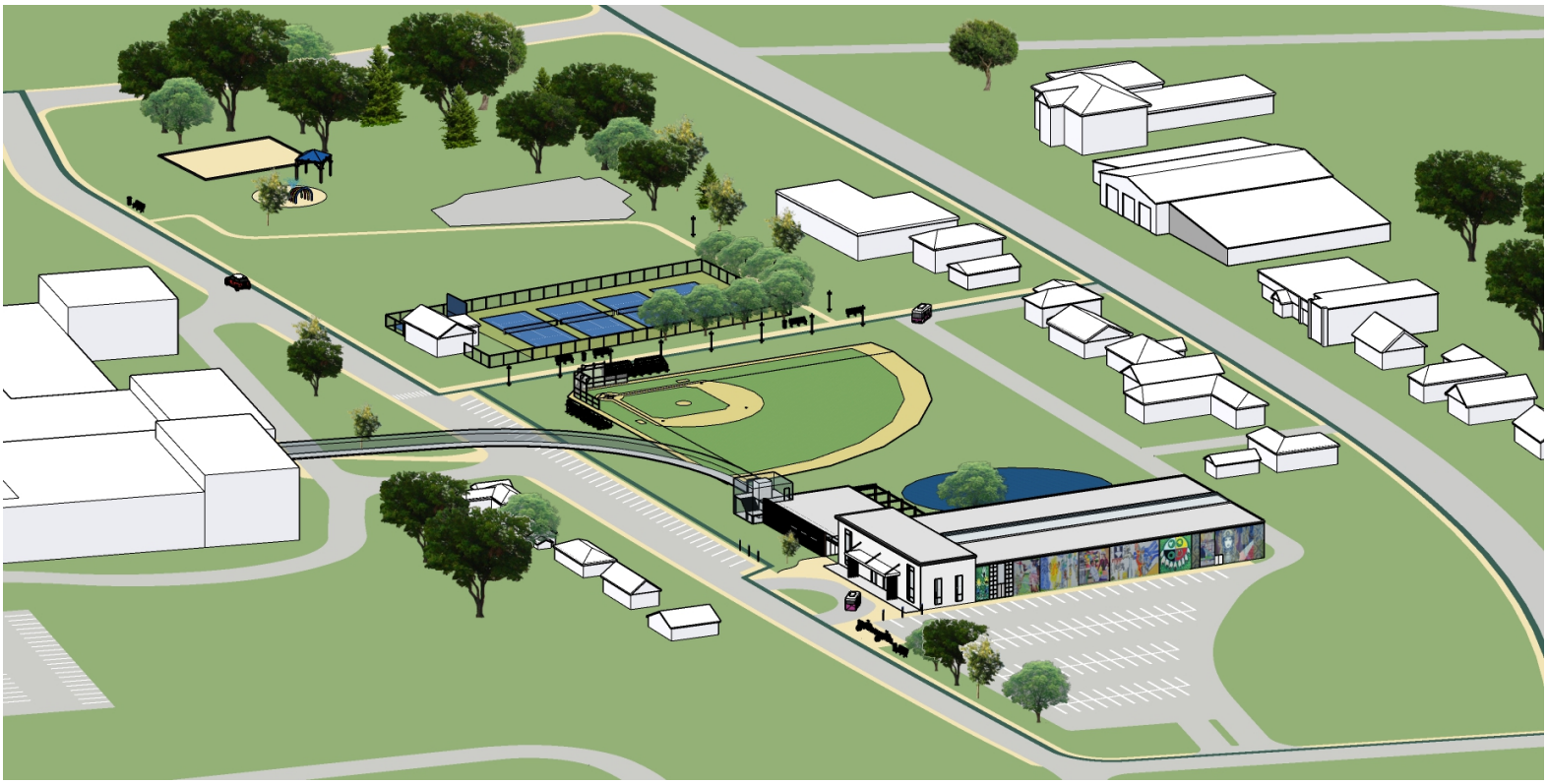
Clarence-Rockland City Hall
1560 Laurier
10,626 sq. ft.
Plan: **REPURPOSE**

4

Former Bourget Fire Station
2163 Russell
2400 sq. ft.(approx)
Plan: **REPURPOSE**

5

Baseball Diamond
1450 du Parc
Plan: **REPOSITION**



Google Maps

Presse Café

Parc Simon, Rockland

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Attachment V

Operating Budget projected SavingsRationalization

#	Property	Current Activity	Net Budget	#	After Activity	Net Budget	NOTES
1	JML	Vacant	108,342	1	Community Hub Chamber comm centre Council Chambers	150,000	Estimate
2	1560 Laurier	City Hall	255,000	2	Centre d'aide Museum Archives	155,700	Keep maintenance &snow
3	Chamberland Street	Recreation Operations Centre d'aide	48,500		Sell	0	New tax revenue
4	Chamberland Community Centre	Valoris 3 year contrcat	13,300		Decommission	0	
5	Museum		17,000		Sell	0	
6	415 Lemay	Council Chambers	79,000	3	Downsize	40,000	Keep Maintenance
7	Bandshell		0	4	Re-locate	0	
8	Landry Building		0	5	Comm Sers Ops	40,000	
9	St Pascal	Archives	12,000		Sell	0	
10	Former firestation 1	Empty	0		Store PW equipment and spare Fire truck	0	
11	Baseball Diamond		0	11	Baseball Diamond	0	
Grand Totals			533,142			385,700	

Net SAVINGS	147,442