



**CORPORATION OF THE CITY OF
CLARENCE-ROCKLAND
REGULAR MEETING**

November 18, 2019, 7:15 pm

Council Chambers

415 rue Lemay Street, Clarence Creek, Ont.

Pages

1. Opening of the meeting

The meeting is scheduled to begin at 6:30 pm in order to allow for a closed session.

The portion of the meeting that is open to the public begins at 7:15 pm.

2. Prayer

1

3. Adoption of the agenda

4. Disclosure of pecuniary interests

3

5. Closed Meeting

5.1 Closed meeting minutes of October 22, 2019 and October 28, 2019

5.2 Human Resources matter

6. Closed Meeting report

7. Announcements

8. Comment/Question Period

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

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

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

9. Council Members' Items

10. Consent Items

Note: All items listed in this section of the agenda will be subject to approval under one non-debatable, non-amendable motion. Should any member of Council wish to hold a discussion or engage in debate on one of these items, he or she is required to ask for the item to be considered separately before a vote is taken.

10.1 Adoption of the minutes of the following meetings:

- | | | |
|----|---|----|
| a. | Committee of the Whole - October 22, 2019 | 5 |
| b. | Regular meeting - October 28, 2019 | 13 |
| c. | Committee of the Whole - October 28, 2019 | 29 |
| d. | Budget meeting - November 5, 2019 | 41 |
| e. | Budget meeting - November 6, 2019 | 53 |
| f. | Budget meeting - November 7, 2019 | 61 |

10.2 Receipt of the minutes of the following meetings:

- | | | |
|----|--|----|
| a. | Committee of Adjustment - September 25, 2019 | 73 |
|----|--|----|

10.3 The following recommendations from Committee of the Whole of October 28, 2019

a.	Resolution to approve a project change at the Ronald Lalonde Community Centre	93
b.	Resolution to convene a special meeting on January 15, 2020 to start the consultation process for the 5-year review of the Official Plan of the Urban Area	135
c.	Resolution to adopt the 2020 Meetings Calendar	139
10.4	Resolution to appoint a member to the Environment Advisory Committee	181
10.5	Resolution to adopt the salaries paid from September 22nd, 2019, to November 2nd, 2019, in the gross amount of \$1,319,645.38 and net amount of \$935,596.94	
10.6	Resolution to adopt the tax reductions in the amount of \$1,548.46 City's share, being applications under sections 357 & 358 of the Municipal Act	183
11.	Committee/Staff Reports	
11.1	Accounts paid	187
11.2	Adoption of the Ontario Regulation 284-09 Annual Report	191
11.3	Municipal Modernization Program	197
12.	By-laws	
	Note: All items listed in this section of the agenda will be subject to approval under one non-debatable, non-amendable motion. Should any member of Council wish to hold a discussion or engage in debate on one of these By-laws, he or she is required to ask for the item to be considered separately before a vote is taken.	
12.1	2019-104 - to adopt the 2020 Budget	333
12.2	2019-105 - to adopt the Interim Tax 2020	359
12.3	2019-106 - to purchase a parcel of land for the snow dump	365
13.	Confirmatory By-law	367
14.	Adjournment	



**CORPORATION DE LA CITÉ DE
CLARENCE-ROCKLAND
RÉUNION RÉGULIÈRE**

le 18 novembre 2019, 19 h 15

Salle du Conseil

415 rue Lemay Street, Clarence Creek, Ont.

Pages

1. Ouverture de la réunion

La réunion débute à 18h30 afin de permettre une session à huis clos.

La section de la réunion ouverte au public débute à 19h15.

2. Prière

1

3. Adoption de l'ordre du jour

4. Déclarations d'intérêts pécuniaires

3

5. Réunion à huis clos

5.1 Procès-verbal des réunions à huis clos du 22 et 28 octobre 2019

5.2 Dossier de ressources humaines

6. Rapport de la réunion à huis clos

7. Annonces

8. Période de Questions/Commentaires

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

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

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

9. Items des membres du Conseil

10. Items par consentement

Note : Les items énumérés dans cette section de l'ordre du jour seront sujet à être considéré pour approbation sous une résolution qui n'est pas sujette au débat et non-modifiable. Si un membre du conseil désire engager une discussion ou un débat par rapport à un de ces items, il/elle doit demander que l'item soit considéré séparément avant que le vote ait lieu.

10.1 Adoption des procès-verbaux des réunions suivantes:

a.	Comité plénier - 22 octobre 2019	5
b.	Réunion régulière - 28 octobre 2019	13
c.	Comité plénier - 28 octobre 2019	29
d.	Réunion budgétaire - 5 novembre 2019	41
e.	Réunion budgétaire - 6 novembre 2019	53
f.	Réunion budgétaire - 7 novembre 2019	61

10.2 Réception des procès-verbaux des réunions suivantes:

a.	Comité de dérogation - 25 septembre 2019	73
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10.3 Les recommandations suivantes du comité plénier du 28 octobre 2019

a.	Résolution pour approuver un changement de projet au Centre communautaire Ronald Lalonde	93
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b.	Résolution pour convoquer une réunion spéciale le 15 janvier 2020 afin de débiter le processus de consultation pour la révision du Plan Officiel de l'aire urbaine	135
c.	Résolution pour adopter le calendrier des réunions 2020	139
10.4	Résolution pour nommer un membre au comité consultatif de l'environnement	181
10.5	Résolution pour adopter les salaires payés pour la période du 22 septembre 2019 au 2 novembre 2019, au montant brut de 1 319 645,38\$ et montant net de 935 596,94\$	
10.6	Résolution pour adopter les réductions de taxes au montant de \$1,548.46, étant la part de la Cité, en vertu des articles 357 & 358 de la Loi sur les municipalités	183
11.	Rapports des Comités/Services	
11.1	Comptes payés	187
11.2	Adoption du Rapport Annuel du règlement 284-09 de l'Ontario	191
11.3	Programme de modernisation municipale	197
12.	Règlements municipaux	
	Les règlements énumérés dans cette section de l'ordre du jour seront sujet à être considéré pour approbation sous une résolution qui n'est pas sujette au débat et non-modifiable. Si un membre du conseil désire engager une discussion ou un débat par rapport à un de ces règlements, il/elle doit demander que l'item soit considéré séparément avant que le vote ait lieu.	
12.1	2019-104 - pour adopter le Budget 2020	333
12.2	2019-105 - pour adopter la taxation intérimaire 2020	359
12.3	2019-106 - pour acheter une parcelle de terrain pour le dépôt à neige	365
13.	Règlement de confirmation	367
14.	Ajournement	

**PRIÈRE D'OUVERTURE / OPENING PRAYOR
CITÉ DE / CITY OF CLARENCE-ROCKLAND**

Notre Père

Les personnes présentes dans cette salle ont des opinions divergentes, des modes d'expressions variés, des façons différentes de vivre leurs émotions et des cheminements divers dans la prise de leurs décisions.

May we combine clarity of mind with kindness of heart. May we be impartial without bending to strong personalities. May we sacrifice self-interest for the good of the whole.

Veillez éclairer nos discussions et nos décisions. Aidez-nous à accomplir notre travail avec amour et une vision juste de l'avenir pour le plus grand bien de ceux que nous représentons.

May your name be glorified through our efforts.
Amen



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).



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

October 22, 2019
Council Chambers
415 rue Lemay Street, Clarence Creek, Ont.

PRESENT: Guy Desjardins, Mayor
Samuel Cardarelli, Councillor Ward 1
Mario Zanth, Councillor Ward 2
Carl Grimard, Councillor Ward 3
Don Bouchard, Councillor Ward 4
André J. Lalonde, Councillor Ward 5
Christian Simard, Councillor Ward 6
Michel Levert, Councillor Ward 7
Diane Choinière, Councillor Ward 8

Staff Present Helen Collier, Chief Administrative Officer
Monique Ouellet, Clerk
Maryse St-Pierre, Deputy Clerk

1. Opening of the meeting

Mayor Desjardins calls the meeting to order at 6:59 pm.

2. Adoption of the agenda

RECOMMENDATION COW2019-128

Moved by Mario Zanth

Seconded by Samuel Cardarelli

THAT the agenda be adopted with the following addition:

7.1. Human Resources Review

CARRIED

3. Disclosure of pecuniary interests (none)

4. Development Charges

4.1 Presentation

Helen Collier introduces Mr. Andrew Mirabella from Hemson Consulting Ltd., mandated to prepare the Development Charges By-law. Mrs. Collier presents the development charges study.

Mr. Frédéric Desnoyers explains the changes related to the Bill 108 regarding development charges.

Further to questions, Dave Darch explains that the City needs the infrastructure in place to support the development to come.

Further to questions, Andrew Mirabella explains that upon the discretion of Council, it is possible to freeze the development charges during a certain period of time and have different commercial charges for small businesses.

Further to questions, Mr. Mirabella recommends that a community improvement plan be established in order to address the commercial expansion and be in conjunction with the Development Charges By-Law.

4.2 Public comments

Luc Sanscartier, 1591 Bouvier Rd, Clarence Creek, explains that the incentives to build in Rockland are reduced, which could encourage people to live elsewhere, in particular in Orleans, due to the decreasing gap between fees.

4.3 Recommendation

Further to questions, Andrew Mirabella explains that the charges collected for a particular project needs to correspond with the category.

RECOMMENDATION COW2019-129

Moved by Don Bouchard

Seconded by Diane Choinière

THAT the Committee of the Whole mandates the Administration to bring back a Development Charges By-law that considers a 2/3 commercial charge system and recalculated charges for roundabouts.

CARRIED

5. Draft 2020 Budget

RECOMMENDATION COW2019-130

Moved by Carl Grimard

Seconded by Don Bouchard

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.

CARRIED

6. Community Hub

Helen Collier presents the Community Hub Project.

RECOMMENDATION COW2019-131

Moved by Don Bouchard

Seconded by Mario Zanth

THAT the Committee of the Whole recommends to Council that a 2020 capital project for \$225,000 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 Committee of the Whole recommends to Council that the City apply for a grant under the Investing in Canada Infrastructure Program: Community, Culture and Recreation Stream; and

THAT the Committee of the Whole recommends to Council that a Community Hub Reserve be established to manage the revenues collected for this project; and

THAT the Committee of the Whole recommends to Council that the Administration prepare a complete review of vacant lands to consider for disposal; and

THAT the Committee of the Whole recommends to Council that the trailer located at the Bourget Community Centre parking be disposed of and contents relocated to the former Bourget Fire Station.

CARRIED

7. Closed session

RECOMMENDATION COW2019-132

Moved by Carl Grimard

Seconded by Mario Zanth

THAT the Committee of the Whole meeting be adjourned in order to discuss the following item, as stipulated in Section 239 of the Municipal Act, 2001, as amended:

7.1. Review Human Resources

CARRIED

Members of Council move to the conference room adjacent to the Council Chambers at 9:26 pm and return to the Council Chambers at 10:03 pm.

RECOMMENDATION COW2019-133

Moved by Carl Grimard

Seconded by Mario Zanth

THAT the closed session be adjourned to resume the Committee of the Whole meeting.

CARRIED

8. Adjournment

The Mayor adjourns the meeting at 10:05 pm.

Guy Desjardins, Mayor

Maryse St-Pierre, Deputy Clerk



**CORPORATION DE LA
CITÉ DE CLARENCE-ROCKLAND
PROCÈS-VERBAL DU COMITÉ PLÉNIER**

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

PRÉSENT: Guy Desjardins, maire
Samuel Cardarelli, conseiller quartier 1
Mario Zanth, conseiller du quartier 2
Carl Grimard, conseiller du quartier 3
Don Bouchard, conseiller quartier 4
André J. Lalonde, conseiller du quartier 5
Christian Simard, conseiller quartier 6
Michel Levert, conseiller du quartier 7
Diane Choinière, conseillère du quartier 8

Fonctionnaires Helen Collier, directrice générale
Monique Ouellet, greffière
Maryse St-Pierre, greffière adjointe

1. Ouverture de la réunion

Le Maire Desjardins ouvre la réunion à 18h59.

2. Adoption de l'ordre du jour

RECOMMANDATION COW2019-128

Proposée par Mario Zanth

Appuyée par Samuel Cardarelli

QUE l'ordre du jour soit adopté avec l'ajout suivant:

7.1. Révision ressources humaines

ADOPTÉE

3. Déclarations d'intérêts pécuniaires (aucune)

4. Redevances d'aménagement

4.1 Présentation

Helen Collier présente M. Andrew Mirabella de la firme Hemson Consulting Ltd., mandaté pour préparer le règlement sur les redevances d'aménagement. Mme Collier présente l'étude sur les redevances d'aménagement.

M. Frédéric Desnoyers explique les changements relatifs au projet de loi 108 concernant les redevances d'aménagements.

Suite aux questions, Dave Darch explique que la Cité a besoin des infrastructures en place pour supporter le développement à venir.

Suite aux questions, Andrew Mirabella explique qu'à la discrétion du conseil, il est possible de geler les frais de développement pendant une certaine période et d'avoir des frais commerciaux différents pour les petites entreprises.

Suite aux questions, M. Mirabella recommande qu'un plan d'amélioration communautaire soit établi pour prévoir l'expansion commerciale et aller en conjonction avec le règlement sur les redevances d'aménagement.

4.2 Commentaires du public

Luc Sanscartier, 1591 Bouvier, Clarence Creek, explique que les incitatifs pour construire dans Rockland sont vraiment réduits, ce qui peut inciter les gens à aller vivre ailleurs, notamment à Orléans, vu que la différence entre les frais est de plus en plus réduite.

4.3 Recommandation

Suite aux questions, Andrew Mirabella explique que les frais amassés pour un projet en particulier doivent se retrouver dans la même catégorie que les frais.

RECOMMANDATION COW2019-129

Proposée par Don Bouchard

Appuyée par Diane Choinière

QUE le comité plénier mandate l'administration de préparer un règlement sur les redevances d'aménagement considérant un système de frais commerciaux à 2/3 et des frais recalculés pour les carrefours giratoires.

ADOPTÉE

5. Budget préliminaire 2020

RECOMMANDATION COW2019-130

Proposée par Carl Grimard

Appuyée par Don Bouchard

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.

ADOPTÉE

6. Carrefour communautaire

Helen Collier présente le projet de carrefour communautaire.

RECOMMANDATION COW2019-131

Proposée par Don Bouchard

Appuyée par Mario Zanth

QUE le comité plénier recommande au conseil qu'un projet capital 2020 de 225 000 \$ soit établi afin d'étudier la viabilité de la rationalisation de l'installation proposée dans le rapport N° Admin2019-012 qui sera financé par les surplus 2019 ; et

QUE le comité plénier recommande au conseil que la Cité soumette une demande de subvention au Programme d'infrastructure Investir dans le Canada : volet communautaire, culturel et récréatif ; et

QUE le comité plénier recommande au conseil qu'une réserve pour le carrefour communautaire soit établie pour gérer les recettes perçues pour ce projet ; et

QUE le comité plénier recommande au conseil que l'administration prépare une révision complète des terrains en surplus pour la considération de ventes ; et

QUE le comité plénier recommande au conseil 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.

ADOPTÉE

7. Huis Clos

RECOMMANDATION COW2019-132

Proposée par Carl Grimard

Appuyée par Mario Zanth

QUE la réunion du comité plénier soit ajournée afin de tenir une session à huis clos pour discuter du sujet suivant, tel que stipulé à la section 239 de la Loi sur les municipalités 2001, tel que modifiée :

7.1. Révision ressources humaines

ADOPTÉE

Les membres du conseil se retirent dans la salle de conférence adjacente à la salle du conseil à 22h26 et retournent dans la salle du conseil à 22h03.

RECOMMANDATION COW2019-133

Proposée par Carl Grimard

Appuyée par Mario Zanth

QUE la réunion à huis clos soit ajournée afin de retourner en réunion du comité plénier.

ADOPTÉE

8. Ajournement

Le maire lève l'assemblée à 22h05.

Guy Desjardins, Maire

Maryse St-Pierre, Greffière adjointe



**CORPORATION OF THE
CITY OF CLARENCE-ROCKLAND
REGULAR MEETING MINUTES**

October 28, 2019
Council Chambers
415 rue Lemay Street, Clarence Creek, Ont.

PRESENT: Guy Desjardins, Mayor
Samuel Cardarelli, Councillor Ward 1
Mario Zanth, Councillor Ward 2
Don Bouchard, Councillor Ward 4
André J. Lalonde, Councillor Ward 5
Christian Simard, Councillor Ward 6
Michel Levert, Councillor Ward 7
Diane Choinière, Councillor Ward 8
Helen Collier, Chief Administrative Officer
Monique Ouellet, Clerk
Maryse St-Pierre, Deputy Clerk

ABSENT: Carl Grimard, Councillor Ward 3

1. Opening of the meeting

Mayor Desjardins calls the meeting to order at 6:33 pm.

2. Prayer

Councillor Mario Zanth recites the prayer.

3. Adoption of the agenda

RESOLUTION 2019-200

Moved by Diane Choinière

Seconded by Don Bouchard

BE IT RESOLVED THAT the agenda be adopted with the following addition:

- 9.1. Member's resolution presented by Councillor Diane Choinière regarding
4002 Champlain Street

CARRIED, as modified

4. Disclosure of pecuniary interests (none)

5. Closed Meeting

RESOLUTION 2019-201

Moved by Mario Zanth

Seconded by Don Bouchard

BE IT RESOLVED THAT the regular meeting be adjourned in order to discuss the following items, as stipulated in Section 239 of the Municipal Act, 2001, as amended:

5.1. Closed meeting minutes of October 7, 2019

5.2. Claim Settlement - File No. L02-MCB

5.3. IAFF mandate

5.4. Pending Litigation - Contractual infringement

CARRIED

Members of Council move to the conference room adjacent to the Council Chambers at 6:37 pm and return to the Council Chambers at 7:45 pm.

RESOLUTION 2019-202

Moved by Diane Choinière

Seconded by Mario Zanth

BE IT RESOLVED THAT the closed session be adjourned to resume the regular meeting.

CARRIED

6. Closed Meeting report

Mayor Desjardins informs the members of the public that Council discussed some matters in closed session and that directives were given to staff.

7. Announcements

Councillor André J. Lalonde announces that a wine and cheese organized by the UAPCC will be held at the Clarence Creek Arena on Saturday.

Councillor Christian Simard announces that Thursday will be the Halloween Parade at the Du Rosaire School in St-Pascal.

Mayor Desjardins explains that the launching of the Poppy Campaign organized by the Legion was a success and invites people to join the Legion.

8. Comment/Question Period (none)

9. Council Members' Items

9.1 Member's Resolution presented by Councillor Diane Choinière regarding 4002 Champlain Street

Further to questions, Julian Lenhart explains that the fees are required in order to meet the construction standards. He adds that the Administration can't waive fees.

Further to questions, Adam Gregory Nicholson explains his situation.

Further to questions, Julian Lenhart confirms that the construction fees are doubled when a construction is made without permit.

RESOLUTION 2019-203

Moved by Diane Choinière

Seconded by Mario Zanth

WHEREAS the owners of 4002 Champlain Street in Bourget, Adam Gregory Nicholson and Sarah Bidnyk, obtained a minor variance for the height of their garage further to the reconstruction; and

WHEREAS the height of the garage shown on the engineers' plan differs from the height indicated on the minor variance application, a new minor variance application is required for the height of the existing garage; and

WHEREAS despite having started the reconstruction of their garage before obtaining a building permit, the owner provided all the documentation required for the minor variance application; now therefore

BE IT RESOLVED THAT the fees for the second minor variance application, in the amount of \$728, be waived.

CARRIED, as modified

10. Consent Items

RESOLUTION 2019-204

Moved by Michel Levert

Seconded by Don Bouchard

BE IT RESOLVED THAT the following items, as identified under the consent items category on the regular meeting agenda of October 28, 2019, be adopted:

10.1. Adoption of the minutes of the following meetings:

a. Regular meeting - October 7, 2019

- b. Committee of the Whole meeting - October 7, 2019

10.2. Receipt of the minutes of the following meetings:

- a. Heritage Advisory Committee - May 28, 2019
- b. Committee of Adjustment - August 28, 2019

10.3. The following recommendations from Committee of the Whole

- a. Resolution to authorize that the full capital budget amount of \$335,000 be utilized to implement the SharePoint Document and Records Management Intranet Project
- b. Resolution to approve the list of sole and single source vendors
- c. Resolution to authorize that the City apply for a grant under the Investing in Canada Infrastructure Program: Community, Culture and Recreation Stream for Community Hub Project

10.4. Resolution to adopt salaries paid from August 25, 2019 to October 5, 2019, in the gross amount of \$991,462.57 and net amount of \$717,224.38

CARRIED

Text of the resolutions as adopted by consent under Resolution 2019-204

10.3a. WHEREAS Council approved a budget of \$265,000 to implement the SharePoint Document and Records Management Intranet Project in 2017; and

WHEREAS Council approved a budget of \$70,000 to design and build a new website in 2019; and

WHEREAS the SharePoint Document and Records Management Intranet Project and the Website Project were combined in the 2019 Capital Budget Work-in-Progress List with a total budget of \$335,000 with the assumption that the website would be completed through the SharePoint Project;

BE IT RESOLVED THAT Council authorizes that the full capital budget amount of \$335,000 be utilized to implement the SharePoint Document and Records Management Intranet Project with the understanding that staff will be recommending that an amount of \$75,000 be considered in the 2020 capital budget for the design and implementation of a new website.

10.3b. WHEREAS subsection (a) and (b) of Schedule D – Non Competitive Procurement of the existing Procurement Policy allows the municipality to single or sole source to vendors.

BE IT RESOLVED THAT Municipal Council approves the revised list of sole and single source vendors as presented in Appendix A of report FIN2019-024.

- 10.3c. BE IT RESOLVED THAT** Council authorizes that a 2020 capital project for \$225,000 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

BE IT RESOLVED THAT Council authorizes that the City apply for a grant under the Investing in Canada Infrastructure Program: Community, Culture and Recreation Stream; and

BE IT RESOLVED THAT Council authorizes that a Community Hub Reserve be established to manage the revenues collected for this project; and

BE IT RESOLVED THAT Council mandates the Administration to prepare a complete review of vacant lands to consider for disposal; and

BE IT RESOLVED THAT Council authorizes that the trailer located at the Bourget Community Centre parking be disposed of and contents relocated to the former Bourget Fire Station.

- 10.4 BE IT RESOLVED THAT** the salaries paid from August 25, 2019, to October 5, 2019, in the gross amount of \$991,462.57 and net amount of \$717,224.38 be adopted as recommended.

11. Committee/Staff Reports

11.1 Accounts paid

RESOLUTION 2019-205

Moved by Don Bouchard

Seconded by André J. Lalonde

BE IT RESOLVED THAT the accounts paid from September 9, 2019, to October 20, 2019, in the amount of \$9,095,503.29 be adopted as recommended.

CARRIED

11.2 Modification to the resolution for the balcony of the Très-Sainte-Trinité presbytery

RESOLUTION 2019-206

Moved by Christian Simard

Seconded by Mario Zanth

WHEREAS Council approved Resolution 2019-17 in order to approve modifications to the balcony of the Très-Sainte-Trinité presbytery.

WHEREAS the building plans were modified to reflect the 42-inch balcony height for the first and second floor, as discussed under report AMÉ-19-17-R.

BE IT RESOLVED THAT Council approves the changes to the Presbytery balcony, as demonstrated on the plans submitted by Gascon Engineering and Structural Design Inc., revision 4, dated October 2019, as well as the specifications submitted under Annexe C of report AMÉ-19-91-R.

CARRIED

12. By-laws

12.1 2019-72 - Amendment No. 13 to the Official Plan of the Urban Area of the City of Clarence-Rockland (Secondary Plan)

RESOLUTION 2019-207

Moved by André J. Lalonde

Seconded by Samuel Cardarelli

BE IT RESOLVED THAT Municipal Council adopts By-law 2019-72, being the Amendment No. 13 to the Official Plan of the Urban Area of the City of Clarence-Rockland (Secondary Plan for the Expansion Lands).

CARRIED

13. Confirmatory By-law

RESOLUTION 2019-208

Moved by Mario Zanth

Seconded by Samuel Cardarelli

BE IT RESOLVED THAT By-law no. 2019-102, being a confirmatory by-law for the regular meeting of October 28, 2019, be adopted.

CARRIED

14. Adjournment

Mayor Desjardins adjourns the meeting at 8:10 pm.

Guy Desjardins, Mayor

Maryse St-Pierre, Deputy Clerk



**CORPORATION DE LA
CITÉ DE CLARENCE-ROCKLAND
RÉUNION RÉGULIÈRE - PROCÈS-VERBAL**

le 28 octobre 2019

Council Chambers

415 rue Lemay Street, Clarence Creek, Ont.

PRÉSENT: Guy Desjardins, maire
 Samuel Cardarelli, conseiller quartier 1
 Mario Zanth, conseiller du quartier 2
 Don Bouchard, conseiller quartier 4
 André J. Lalonde, conseiller du quartier 5
 Christian Simard, conseiller quartier 6
 Michel Levert, conseiller du quartier 7
 Diane Choinière, conseillère du quartier 8
 Helen Collier, directrice générale
 Monique Ouellet, greffière
 Maryse St-Pierre, greffière adjointe

ABSENT: Carl Grimard, conseiller du quartier 3

1. Ouverture de la réunion

Le maire Desjardins ouvre la réunion à 18h33.

2. Prière

Le conseiller Mario Zanth fait la lecture de la prière.

3. Adoption de l'ordre du jour

RÉSOLUTION 2019-200

Proposée par Diane Choinière

Appuyée par Don Bouchard

QU'IL SOIT RÉSOLU QUE l'ordre du jour soit adopté avec l'ajout suivant:

- 9.1. Résolution de membre présentée par le conseiller Diane Choinière concernant le 4002 rue Champlain

ADOPTÉE, telle que modifiée

4. Déclarations d'intérêts pécuniaires (aucune)

5. Réunion à huis clos

RÉSOLUTION 2019-201

Proposée par Mario Zanth

Appuyée par Don Bouchard

QU'IL SOIT RÉSOLU QUE la réunion régulière du conseil municipal soit ajournée afin de tenir une session à huis clos pour discuter des sujets suivants, tel que stipulé à la section 239 de la Loi sur les municipalités 2001, tel que modifiée :

5.1. Procès-verbal de la réunion à huis clos du 7 octobre 2019

5.2. Résolution de réclamation - Dossier No. L02-MCB

5.3. Mandat IAFF

5.4. Litige potentiel - violation contractuelle

ADOPTÉE

Les membres du conseil se retirent dans la salle de conférence adjacente à la salle du conseil à 18h37 et retournent dans la salle du conseil à 19h45.

RÉSOLUTION 2019-202

Proposée par Diane Choinière

Appuyée par Mario Zanth

QU'IL SOIT RÉSOLU QUE la réunion à huis clos soit ajournée afin de retourner en réunion régulière.

ADOPTÉE

6. Rapport de la réunion à huis clos

Le maire Desjardins informe les membres du public que le conseil a discuté de dossiers à huis clos et que des directives ont été données au personnel.

7. Annonces

Le conseiller André J. Lalonde annonce que samedi prochain a lieu le vin et fromage de l'UAPCC à l'aréna de Clarence Creek.

Le conseiller Christian Simard annonce que jeudi soir c'est la parade de l'Halloween à l'école du Rosaire à St-Pascal.

Le maire Desjardins explique que le lancement de la campagne du coquelicot organisé par la Légion s'est bien déroulé et invite les gens à joindre la Légion.

8. Période de Questions/Commentaires (aucune)

9. Items des membres du Conseil

9.1 Résolution de membre présentée par la conseillère Diane Choinière concernant le 4002 rue Champlain

Suite aux questions, Julian Lenhart explique que les frais sont exigés dans le but de rencontrer les normes de construction. Il ajoute que l'administration n'est pas en mesure de différer les frais.

Suite aux questions, Adam Gregory Nicholson explique sa situation.

Suite aux questions, Julian Lenhart confirme que les frais de permis de construction sont doublés lorsqu'une construction est faite sans permis.

RÉSOLUTION 2019-203

Proposée par Diane Choinière

Appuyée par Mario Zanth

ATTENDU QUE les propriétaires du 4002 rue Champlain à Bourget, Adam Gregory Nicholson et Sarah Bidnyk, ont obtenu une dérogation mineure pour la hauteur de leur garage suite à la reconstruction; et

ATTENDU QUE la hauteur du garage indiquée sur le plan des ingénieurs diffère de la hauteur indiquée sur le formulaire de demande de dérogation, nécessitant une nouvelle demande de dérogation mineure pour la hauteur du garage existant; et

ATTENDU QUE malgré que les propriétaires aient débuté la reconstruction de leur garage avant l'obtention du permis de construction, ils ont par la suite fourni tous les documents requis pour la demande de permis de construction; par conséquent

QU'IL SOIT RÉSOLU QUE les frais reliés à la deuxième demande de dérogation mineure, au montant de 728\$, ne soient pas requis.

ADOPTÉE, telle que modifiée

10. Items par consentement

RÉSOLUTION 2019-204

Proposée par Michel Levert

Appuyée par Don Bouchard

QU'IL SOIT RÉSOLU QUE les items suivants, tels qu'identifiés sous la rubrique «items par consentement» à l'ordre du jour de la réunion régulière du 28 octobre 2019 soient adoptés :

10.1. Adoption des procès-verbaux des réunions suivantes:

- a. Réunion régulière - 7 octobre 2019
- b. Comité plénier - 7 octobre 2019

10.2. Réception des procès-verbaux des réunions suivantes:

- a. Comité consultatif du patrimoine - 28 mai 2019
- b. Comité de dérogation - 28 août 2019

10.3. Les recommandations suivantes du comité plénier

- a. Résolution pour autoriser que la totalité du montant budgété, soit de 335 000 \$, soit utilisé pour l'implantation du projet d'intranet et système de gestion des documents SharePoint
- b. Résolution pour approuver la liste de fournisseurs uniques et exclusifs
- c. Résolution pour autoriser que la Cité soumette une demande de subvention au Programme d'infrastructure Investir dans le Canada : volet communautaire, culturel et récréatif pour le projet de Carrefour communautaire

10.4. Résolution pour adopter les salaires payés pour la période du 25 août 2019 au 5 octobre 2019, au montant brut de 991 462,57 \$, et montant net de 717 224,38 \$

ADOPTÉE

Texte des résolutions adoptées par consentement telles qu'identifiées dans la résolution 2019-204

10.3.a ATTENDU QUE le conseil a approuvé un budget de 265 000 \$ pour l'implantation du projet d'intranet et système de gestion de documents SharePoint en 2017; et

ATTENDU QUE le conseil a approuvé un budget de 70 000 \$ pour la conception et la construction d'un nouveau site Web en 2018; et

ATTENDU QUE le projet d'intranet et système de gestion de documents SharePoint et le projet du site Web ont été combinés dans la liste des 'Projets d'immobilisation en cours' en 2019 avec un montant totalisant 335 000 \$ avec l'intention que le projet du site Web soit complété à même le projet SharePoint;

QU'IL SOIT RÉSOLU QUE le Conseil autorise que la totalité du montant budgété, soit de 335 000 \$, soit utilisé pour l'implantation du projet d'intranet et système de gestion des documents SharePoint tout en reconnaissant que le personnel recommandera qu'un montant de 75 000 \$ soit considéré au budget 2020 pour la conception et l'implémentation d'un nouveau site Web.

10.3b. ATTENDU QUE l'alinéa (a) et (b) de l'annexe D - Approvisionnement non concurrentiel de la politique d'approvisionnement permet de faire des achats avec des fournisseurs uniques et exclusifs.

QU'IL SOIT RÉSOLU QUE le conseil municipal approuve la liste révisée des fournisseurs uniques et exclusifs telle que présenté à l'annexe A du rapport FIN2019-024.

10.3c. QU'IL SOIT RÉSOLU QUE le conseil autorise qu'un projet capital 2020 de 225 000 \$ soit établi afin d'étudier la viabilité de la rationalisation de l'installation proposée dans le rapport N° Admin2019-012 qui sera financé par les surplus 2019 ; et

QU'IL SOIT RÉSOLU QUE le conseil autorise que la Cité soumette une demande de subvention au Programme d'infrastructure Investir dans le Canada : volet communautaire, culturel et récréatif ; et

QU'IL SOIT RÉSOLU QUE le conseil autorise qu'une réserve pour le carrefour communautaire soit établie pour gérer les recettes perçues pour ce projet ; et

QU'IL SOIT RÉSOLU QUE le conseil mandate l'administration de préparer une révision complète des terrains en surplus pour la considération de ventes ; et

QU'IL SOIT RÉSOLU QUE le conseil autorise 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.

10.4 QU'IL SOIT RÉSOLU QUE les salaires payés pour la période du 25 août 2019 au 5 octobre 2019, au montant brut de 991 462,57 \$, et montant net de 717 224,38 \$, soient adoptés tel que recommandé.

11. Rapports des Comités/Services

11.1 Comptes payés

RÉSOLUTION 2019-205**Proposée par** Don Bouchard**Appuyée par** André J. Lalonde

QU'IL SOIT RÉSOLU QUE que les comptes payés pour la période du 9 septembre 2019 au 20 octobre 2019, au montant de 9 095 503,29 \$ soient adoptés tel que recommandé.

ADOPTÉE

11.2 Modification à la résolution pour le balcon du presbytère de la Paroisse Très-Sainte-Trinité

RÉSOLUTION 2019-206**Proposée par** Christian Simard**Appuyée par** Mario Zanth

ATTENDU QUE le conseil a approuvé la résolution 2019-17 afin d'approuver les modifications au balcon du presbytère de la Paroisse Très-Sainte-Trinité;

ATTENDU QUE les plans de construction ont été modifiés afin de démontrer une hauteur de 42 pouces pour les balustrades au premier et deuxième étage, tel que discuté dans le rapport AMÉ-19-17-R;

QU'IL SOIT RÉSOLU QUE le conseil approuve les modifications au balcon du presbytère, tel que démontré par les plans de Gascon Engineering and Structural Design Inc., révision 4, daté du 16 octobre 2019, ainsi que par les spécifications soumis à l'annexe C du rapport AMÉ-19-91-R.

ADOPTÉE

12. Règlements municipaux

12.1 2019-72 - Amendement no. 13 au Plan Officiel de l'aire urbaine de la Cité de Clarence-Rockland (plan secondaire)

RÉSOLUTION 2019-207**Proposée par** André J. Lalonde**Appuyée par** Samuel Cardarelli

QU'IL SOIT RÉSOLU QUE le conseil municipal adopte le règlement 2019-72, soit l'amendement no. 13 au Plan Officiel de la Cité de Clarence-Rockland (plan secondaire).

ADOPTÉE

13. Règlement de confirmation

RÉSOLUTION 2019-208**Proposée par** Mario Zanth**Appuyée par** Samuel Cardarelli

QU'IL SOIT RÉSOLU QUE le règlement no. 2019-102, étant un règlement de confirmation pour la réunion régulière du 28 octobre 2019, soit adopté.

ADOPTÉE**14. Ajournement**

Le maire Desjardins lève l'assemblée à 20h10.

Guy Desjardins, Maire

Maryse St-Pierre, Greffière adjointe



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

October 28, 2019
Council Chambers
415 rue Lemay Street, Clarence Creek, Ont.

PRESENT: Guy Desjardins, Mayor
Samuel Cardarelli, Councillor Ward 1
Mario Zanth, Councillor Ward 2
Don Bouchard, Councillor Ward 4
André J. Lalonde, Councillor Ward 5
Christian Simard, Councillor Ward 6
Michel Levert, Councillor Ward 7
Diane Choinière, Councillor Ward 8
Helen Collier, Chief Administrative Officer
Monique Ouellet, Clerk
Maryse St-Pierre, Deputy Clerk

ABSENT: Carl Grimard, Councillor Ward 3

1. Opening of the meeting

Mayor Desjardins calls the meeting to order at 8:22 pm.

2. Adoption of the agenda

RECOMMENDATION COW2019-134

Moved by Mario Zanth

Seconded by Christian Simard

THAT the agenda be adopted as presented.

CARRIED

3. Disclosure of pecuniary interests (none)

4. Delegations / Presentations

4.1 Demystifying Budget

Frédéric Desnoyers presents the "Demystifying Budget".

- 5. **Petitions / Correspondence** (none)
- 6. **Notice of Motion** (none)
- 7. **Comment/Question Period** (none)
- 8. **Report from the United Counties of Prescott and Russell**

Further to questions, Mayor Desjardins explains that discussions took place with the UCPR regarding the public transit in Prescott-Russell, in particular regarding the bus stops.

9. **Committee/Staff Reports**

9.1 **Project change - Ronald Lalonde Community Centre**

RECOMMENDATION COW2019-135

Moved by Samuel Cardarelli

Seconded by Don Bouchard

WHEREAS the municipal council approved an amount of \$ 25,000 during the 2019 budget process to prepare plans and specifications for a new HVAC system at the Ronald Lalonde community Center; and

WHEREAS following an initial evaluation by the engineers, the total cost of the project could be between \$ 80,000 and \$ 100,000; and

WHEREAS following the approval of the energy conservation plan, it is recommended not to change the electric heating system for a gas system;

THAT Committee of the Whole recommends that Council approve that the \$25,000 approved during the 2019 budget for plans and specifications for a new HVAC system at the Ronald Lalonde Community Center be used to modernize the current electric heating system, as recommended in Report No. LOI2019-10-01.

CARRIED

9.2 **Official Plan 5 year review – Steps to follow**

RECOMMENDATION COW2019-136

Moved by Mario Zanth

Seconded by Diane Choinière

WHEREAS the 5-year review process, for the Urban Area Official Plan of the City is underway.

WHEREAS the first step in the process is to organize a special council meeting.

THAT Committee of the Whole recommends that Council convene a special meeting on January 15, 2020 in order to start the consultation process for the 5-year review of the Official Plan of the Urban Area of the City.

CARRIED

9.3 2020 Meetings Calendar

RECOMMENDATION COW2019-137

Moved by Diane Choinière

Seconded by Mario Zanth

THAT the Committee of the Whole recommends that Council adopt the 2020 Meeting Calendar with the changes proposed in Report No. CLERK2019-17.

CARRIED

9.4 Capital-Project-List

RECOMMENDATION COW2019-138

Moved by Don Bouchard

Seconded by Diane Choinière

THAT the Capital Project List be received as information.

CARRIED

9.5 2019 Year end forecast report – September 30

RECOMMENDATION COW2019-139

Moved by Michel Levert

Seconded by Don Bouchard

THAT Report No. FIN2019-030, being the financial operating budget status for the period ending September 30, 2019, be received as information.

CARRIED

9.6 Rockland Water Treatment Plant – Annual Report

Further to questions, Julian Lenhart explains that he will need to verify what the complaints outlined in the report are and communicate back to Council.

RECOMMENDATION COW2019-140

Moved by Don Bouchard

Seconded by Christian Simard

THAT the report entitled “Summary Report for Rockland Water Treatment Plant”, be received as information.

CARRIED

9.7 Landfill Site – Annual Report

RECOMMENDATION COW2019-141

Moved by Christian Simard

Seconded by Diane Choinière

THAT the 2018 Clarence-Rockland Landfill Site Annual Monitoring and Operations report be received as information.

CARRIED

9.8 Biosolids lagoons – Annual Report

RECOMMENDATION COW2019-142

Moved by André J. Lalonde

Seconded by Don Bouchard

THAT the report titled “2018 Monitoring Program Annual Report – Biosolids Storage Lagoons”, be received as information.

CARRIED

9.9 Construction monthly report - August-September 2019

RECOMMENDATION COW2019-143

Moved by Samuel Cardarelli

Seconded by Christian Simard

THAT the Construction Monthly report (August-September 2019), be received as information.

CARRIED

10. Other items

Further to questions, Julian Lenhart confirms that a letter will be sent to Lacroix Road residents in order to inform them about the project status.

Further to questions, Julian Lenhart confirms that he will follow-up regarding the changes to the waste collection for commercial area.

11. Adjournment

The Mayor adjourns the meeting at 9:12 pm.

Guy Desjardins, Mayor

Maryse St-Pierre, Deputy Clerk



**CORPORATION DE LA
CITÉ DE CLARENCE-ROCKLAND
PROCÈS-VERBAL DU COMITÉ PLÉNIER**

le 28 octobre 2019

Council Chambers

415 rue Lemay Street, Clarence Creek, Ont.

PRÉSENT: Guy Desjardins, maire
 Samuel Cardarelli, conseiller quartier 1
 Mario Zanth, conseiller du quartier 2
 Don Bouchard, conseiller quartier 4
 André J. Lalonde, conseiller du quartier 5
 Christian Simard, conseiller quartier 6
 Michel Levert, conseiller du quartier 7
 Diane Choinière, conseillère du quartier 8
 Helen Collier, directrice générale
 Monique Ouellet, greffière
 Maryse St-Pierre, greffière adjointe

ABSENT: Carl Grimard, conseiller du quartier 3

1. Ouverture de la réunion

Le Maire Desjardins ouvre la réunion à 20h22.

2. Adoption de l'ordre du jour

RECOMMANDATION COW2019-134

Proposée par Mario Zanth

Appuyée par Christian Simard

QUE l'ordre du jour soit adopté tel que présenté.

ADOPTÉE

3. Déclarations d'intérêts pécuniaires (aucune)

4. Délégations / Présentations

4.1 Démystifier le budget

Frédéric Desnoyers présente la démystification du budget.

- 5. **Pétitions / Correspondance** (aucune)
- 6. **Avis de motion** (aucun)
- 7. **Période de Questions/Commentaires** (aucune)
- 8. **Rapport des Comités unis de Prescott et Russell**

Suite aux questions, le maire Desjardins explique que des discussions ont eu lieu aux CUPR concernant le transport en commun dans Prescott-Russell, notamment concernant les arrêts.

9. **Rapports des Comités/Services**

9.1 **Changement de projet - Centre communautaire Ronald Lalonde**

RECOMMANDATION COW2019-135

Proposée par Samuel Cardarelli

Appuyée par Don Bouchard

ATTENDU QUE le conseil municipal a approuvé un montant de 25 000\$ lors du processus budgétaire 2019 afin de faire les plans et devis d'un nouveau système CVC au centre Ronald Lalonde; et

ATTENDU QUE suite à une première évaluation de la part des ingénieurs, le coût total du projet est évalué entre 80 000\$ et 100 000\$; et

ATTENDU QUE suite à l'approbation du plan de conservation d'énergie, il est recommandé de ne pas changer le système chauffage électrique pour un système au gaz;

QUE le comité plénier recommande que le conseil municipal approuve que le 25 000\$ qui été accordé lors du processus budgétaire de 2019 pour faire les plans et devis d'un nouveau système CVC au centre communautaire Ronald Lalonde soit utilisé afin de moderniser le système de chauffage électrique actuel, tel que recommandé au rapport no. LOI2019-10-01.

ADOPTÉE

9.2 **Révision de 5 ans du Plan officiel – Étapes à suivre**

RECOMMANDATION COW2019-136

Proposée par Mario Zanth

Appuyée par Diane Choinière

ATTENDU QUE le processus de révision de 5 ans du Plan officiel de l'aire urbaine de la Cité de Clarence-Rockland est à son début.

ATTENDU QUE la première étape du processus est de convoquer une réunion spéciale du conseil.

QUE le comité plénier recommande au conseil de convoquer une réunion spéciale le 15 janvier 2020 afin de débiter le processus de consultation pour la révision du Plan Officiel de l'aire urbaine de la Cité de Clarence-Rockland.

ADOPTÉE

9.3 Calendrier des réunions 2020

RECOMMANDATION COW2019-137

Proposée par Diane Choinière

Appuyée par Mario Zanth

QUE le comité plénier recommande au conseil d'adopter le calendrier de réunion 2020 avec les changements proposés au rapport CLERK2019-17.

ADOPTÉE

9.4 Liste des projets en capital

RECOMMANDATION COW2019-138

Proposée par Don Bouchard

Appuyée par Diane Choinière

QUE la liste des projets en capital soit reçu à titre d'information.

ADOPTÉE

9.5 Rapport de projection de fin d'année 2019 – 30 septembre

RECOMMANDATION COW2019-139

Proposée par Michel Levert

Appuyée par Don Bouchard

QUE le rapport no. FIN2019-030, étant le rapport financier sur le budget opérationnel pour la période se terminant le 30 septembre 2019, soit reçu à titre d'information.

ADOPTÉE

9.6 Traitement des eaux de Rockland – Rapport annuel

Suite aux questions, Julian Lenhart explique qu'il doit vérifier quelles sont les plaintes décrites dans le rapport et en informer le Conseil.

RECOMMANDATION COW2019-140**Proposée par** Don Bouchard**Appuyée par** Christian Simard

QUE le rapport intitulé « Summary Report for Rockland Water Treatment Plant », soit reçu à titre d'information.

ADOPTÉE**9.7 Rapport annuel - site d'enfouissement****RECOMMANDATION COW2019-141****Proposée par** Christian Simard**Appuyée par** Diane Choinière

QUE le rapport annuel intitulé "2018 City of Clarence-Rockland Landfill Site Monitoring and Operations Report soit reçu à titre d'information.

ADOPTÉE**9.8 Rapport annuel des lagunes de biosolides****RECOMMANDATION COW2019-142****Proposée par** André J. Lalonde**Appuyée par** Don Bouchard

QUE le rapport intitulé "2018 Monitoring Program Annual Report – Biosolids Storage Lagoons", soit reçu à titre d'information.

ADOPTÉE**9.9 Rapport mensuel de la construction - août-septembre 2019****RECOMMANDATION COW2019-143****Proposée par** Samuel Cardarelli**Appuyée par** Christian Simard

QUE le rapport mensuel de la construction pour les mois d'août et septembre soit reçu à titre d'information.

ADOPTÉE**10. Autres items**

Suite aux questions, Julian Lenhart confirme qu'une lettre sera envoyé aux résidents du chemin Lacroix pour les informer du statut du projet.

Suite aux questions, Julian Lenhart confirme qu'il fera un suivi relativement au changement de la collecte des ordures pour les commerces.

11. Ajournement

Le maire lève l'assemblée à 21h12.

Guy Desjardins, Maire

Maryse St-Pierre, Greffière adjointe



**CORPORATION OF THE
CITY OF CLARENCE-ROCKLAND
BUDGET SPECIAL MEETING MINUTES**

November 5, 2019

Council Chambers

415 rue Lemay Street, Clarence Creek, Ont.

PRESENT:

Guy Desjardins, Mayor
Samuel Cardarelli, Councillor Ward 1
Mario Zanth, Councillor Ward 2
Carl Grimard, Councillor Ward 3
Don Bouchard, Councillor Ward 4
André J. Lalonde, Councillor Ward 5
Christian Simard, Councillor Ward 6
Michel Levert, Councillor Ward 7
Helen Collier, Chief Administrative Officer
Monique Ouellet, Clerk
Maryse St-Pierre, Deputy Clerk

ABSENT:

Diane Choinière, Councillor Ward 8

1. Opening of the meeting

Mayor Desjardins calls the meeting to order at 6:04 pm.

2. Adoption of the agenda

RESOLUTION COW2019-144

Moved by Mario Zanth

Seconded by Michel Levert

THAT the agenda be adopted as presented.

CARRIED

3. Disclosure of pecuniary interests (none)

4. Public requests

4.1 Presentation by Richard Gadoua regarding improvements on Brazeau Road

Mr. Richard Gadoua, 1103 Brazeau Road, reiterates the petition that was presented at the June 18, 2018, Regular meeting and January 15, 2019 Budget meeting regarding improvements requested on Brazeau Road.

Further to questions, Julian Lenhart confirms that ditch works were completed on Brazeau Road this year.

Further to questions, Julian Lenhart explains that many culverts were replaced this year, which explains why some road repairs could not be completed.

Mrs. Carole Parent, 1158 Brazeau Road, explains that there is soil erosion along the road on the hill and the situation is becoming dangerous. Mayor Desjardins asks Mr. Lenhart to follow-up on this matter.

Mrs. Sheila Mann, 1221 Brazeau Road, explains that many years ago, the City invested a lot in order to put gravel on Brazeau Road, which ended in the ditch a few days later. She explains that more gravel won't solve the problem since everything will end in the ditch after. Mayor Desjardins explains that when gravel is spread and compacted like Rollin Road, there are no issues like this.

Further to questions, Julian Lenhart confirms that Brazeau Road is not included in the 10-year plan, but this is due to many factors and requirements. He adds that the assessment is made according to the road network and traffic.

Mrs. Lise Rousseau, 1240 Brazeau Road, explains that the road condition has a major impact on vehicle maintenance.

Mr. Paul Pagé, 1536 Brazeau Road, explains that if the gravel is compacted it will avoid the mud.

Maurice Hupé, 1278 Brazeau Road, explains that the amount of tax payers affected should be considered to determine priorities.

4.2 Presentation by Anne Lizotte regarding the Expo Clarence-Rockland

Mrs. Anne Lizotte presents her request regarding the 10th edition of the Expo Clarence-Rockland.

Further to questions, Michel Cousineau explains that temporary measures will be considered to solve the connectivity problem.

DIRECTIVE: THAT Council mandates the Administration to find a connectivity option for the Clarence-Rockland Arena.

DIRECTIVE: THAT the \$6,500 budget pressure for the Expo Clarence-Rockland be approved.

4.3 Financial support request from the "Leadership et Teambuilding" Program

Helen Collier explains that a meeting was held with representatives of this program. She explains that their funding request is for \$20,000.

DIRECTIVE: THAT the funding request from the Leadership and Teambuilding Program be rejected.

5. Presentation of an overview of the 2020 Preliminary Budget

Frédéric Desnoyers presents the 2020 Preliminary Budget Summary.

Further to questions, Mr. Desnoyers explains that the debt limit is not fixed and changes every year.

Further to questions, Mr. Desnoyers explains that most municipalities establish a debt limit in order to avoid an impact on the municipal budget. He adds that the debt is used for essential projects.

Further to questions, Mr. Desnoyers explains that the Water Reserve Fund may seem high but it is used to pay expensive infrastructure for the City.

6. Community Services' 2020 Preliminary Budget Presentation

Pierre Boucher presents the budget pressures for Community Services.

Further to questions, Mr. Boucher confirms that all other daycares in the area charge for holidays.

Further to questions, Mr. Boucher explains that any daycare municipal contribution surplus funds are transferred to the municipal surplus fund.

Further to questions, Mr. Boucher confirms that a plan with fee increase options will be provided in a report in early 2020.

Further to questions, Jean-Luc Jubinville explains that the tree plantation program will be reassessed in the year, which is why no budget is suggested in the 2020 Budget.

Further to questions, Martin Irwin explains that the funding support program has been modified in order to be more inclusive, in particular for organizations that are not necessary non for profit.

Further to questions, Mr. Irwin explains that the Mayor's Golf Tournament Fund is not only for cultural activities. Ms. Helen Collier adds that this event is not financed by public funds. Mr. Pierre Boucher explains that a report will be provided by his Department in order to clarify the difference between the funding support program and the Mayor Golf Tournament Funds.

Further to questions, Pierre Boucher precises that the ice rate increase is for 2.5% and not for 2% as recommended for other fee increases. Frédéric Desnoyers precises that if the increase is not granted, the City will have to pay for the shortfall to the CIH.

DIRECTIVE: THAT the proposed budget in the amount of \$2,000 for the annual family day at the Bourget Park requested by the “Comité de Loisirs de Bourget” be rejected.

DIRECTIVE: THAT Community Services be mandated to prepare a report with regards to policies for the funding support program and the Mayor's Golf Tournament.

Capital Budget:

DIRECTIVE: THAT if the partnership for Bourget outside rink boards and cement surface is not established for an amount of \$45,000, the Cathy Cain Park Rink Boards Project will be made with \$45,000 from the Gas Tax grant and \$5,000 from the Equipment Reserve Fund. Otherwise, the Cathy Cain Park Rink Boards Project is rejected.

DIRECTIVE: THAT the proposed capital budget in the amount of \$50,000 for the replacement of play structures at the Bourget Park be approved.

DIRECTIVE: THAT the proposed capital budget in the amount of \$25,000 for picnic tables and bench be approved.

Further to questions, Julian Lenhart explains that if the City decides to maintain pathways, it should be as per the standards and the services can't be reduced during the season. Jean-Luc Jubinville adds that last year signs were installed in order to indicate that the pathways are not cleaned and that the City is not liable.

DIRECTIVE: THAT the proposed capital budget in the amount of \$35,000 for the paved parkway at the Dutrisac Park be approved.

DIRECTIVE: THAT the proposed capital budget in the amount of \$100,000 for the Du Moulin Park development be approved.

DIRECTIVE: THAT the proposed capital budget in the amount of \$113,300 for the floor replacement at the Bourget Community Center be approved.

DIRECTIVE: THAT the proposed capital budget in the amount of \$40,000 for plans and specifications for the roof and HVAC system replacement at the Clarence Creek Arena Community Hall be approved.

Mr. Jubinville mentions that further to the receipt of the engineer's report, a reduction of \$100,000 is possible for the exterior emergency staircase repair project at the Clarence Creek Arena, for a total budget of \$106,000.

DIRECTIVE: THAT the proposed capital budget in the amount of \$106,000 for the exterior emergency staircase repair project at the Clarence Creek Arena be approved.

DIRECTIVE: THAT the proposed capital budget in the amount of \$100,000 for the replacement of audiovisual equipment at the Optimiste Performance Hall be approved.

Further to questions, Jean-Luc Jubinville explains that further to health and safety issues, the project for the new Community Services garage is proposed. Pierre Boucher adds that the goal is to centralize the operations.

DIRECTIVE: THAT the proposed capital budget in the amount of \$424,000 for the courtyard development at the new Community Services Garage be deferred to the next budget meeting.

DIRECTIVE: THAT the proposed capital budget in the amount of \$17,000 for the purchase of 10 feet dump trailer be approved.

DIRECTIVE: THAT the proposed capital budget in the amount of \$10,000 for the purchase of a 16-foot trailer be approved.

Further to questions, Helen Collier explains that the website for the economic development branch will be brought as a separate project than the new website.

DIRECTIVE: THAT the proposed capital budget in the amount of \$75,000 for a new website is approved.

DIRECTIVE: THAT the proposed capital budget in the amount of \$85,000 for the replacement of the TYM tractor is approved.

7. Adjournment

The Mayor adjourns the meeting at 9:16 pm.

Guy Desjardins, Mayor

Maryse St-Pierre, Deputy Clerk



**CORPORATION DE LA
CITÉ DE CLARENCE-ROCKLAND
PROCÈS-VERBAL RÉUNION SPÉCIALE BUDGET**

le 5 novembre 2019
Salle du Conseil
415 rue Lemay Street, Clarence Creek, Ont.

PRÉSENT: Guy Desjardins, maire
Samuel Cardarelli, conseiller quartier 1
Mario Zanth, conseiller du quartier 2
Carl Grimard, conseiller du quartier 3
Don Bouchard, conseiller quartier 4
André J. Lalonde, conseiller du quartier 5
Christian Simard, conseiller quartier 6
Michel Levert, conseiller du quartier 7
Helen Collier, directrice générale
Monique Ouellet, greffière
Maryse St-Pierre, greffière adjointe

ABSENT: Diane Choinière, conseillère du quartier 8

1. Ouverture de la réunion

M. le Maire ouvre la réunion à 18h04.

2. Adoption de l'ordre du jour

RÉSOLUTION COW2019-144

Proposé par Mario Zanth

Appuyé par Michel Levert

QUE l'ordre du jour soit adopté tel que présenté.

ADOPTÉE

3. Déclarations d'intérêts pécuniaires (aucune)

4. Demandes du public

4.1 Présentation par Richard Gadoua concernant des améliorations au chemin Brazeau

M. Richard Gadoua, 1103 chemin Brazeau, réitère la pétition présentée lors de la réunion régulière du 18 juin 2018 et de la réunion budgétaire du 15 janvier 2019 concernant les améliorations demandées sur le chemin Brazeau.

Suite aux questions, Julian Lenhart confirme que des travaux de fossés ont eu lieu sur le chemin Brazeau au cours de l'année.

Suite aux questions, Julian Lenhart explique que plusieurs ponceaux ont été remplacés durant l'année, ce qui explique que certaines réparations de chemins n'ont pu être faites.

Mme Carole Parent, 1158 chemin Brazeau, explique qu'il y a de l'érosion dans la sol dans le chemin vis-à-vis la côte et que la situation devient dangereuse. Le maire Desjardins demande à M. Lenhart de faire un suivi sur la situation.

Mme Sheila Mann, 1221 chemin Brazeau, explique qu'il y a plusieurs années, il y a eu un gros investissement de la Cité afin de mettre de la roche sur le chemin Brazeau et que l'ensemble de la roche s'est retrouvé dans le fossé dans les jours suivants. Elle explique que de mettre plus de gravier ne règlera pas le problème puisqu'il est connu que le tout va se retrouver dans le fossé dans les jours suivants. Le maire Desjardins explique que lorsque le gravier est épandu et compacté, comme le chemin Rollin, il n'y a pas de problématique comme cela.

Suite aux questions, Julian Lenhart confirme que le chemin Brazeau ne fait pas partie du plan de 10 ans, mais que cela est dû à plein de facteurs et critères admissibles. Il ajoute que l'évaluation est faite en fonction de l'ensemble du réseau routier et de la circulation.

Mme Lise Rousseau, 1240 chemin Brazeau, explique que l'état du chemin a un impact majeur sur l'entretien des véhicules.

M. Paul Pagé, 1536 chemin Brazeau, explique que si le gravier est compacté, cela va éviter de la gadoue.

Maurice Hupé, 1278 chemin Brazeau, explique que le nombre de payeurs de taxes touchés devrait être considéré pour déterminer les priorités.

4.2 Présentation de Anne Lizotte concernant l'Expo Clarence-Rockland

Mme Anne Lizotte présente sa demande relative à la 10e édition de l'Expo Clarence-Rockland.

Suite aux questions, Michel Cousineau explique que des mesures temporaires seront considérées pour pallier au problème de connectivité.

DIRECTIVE: QUE le conseil mandate l'administration de trouver une option de connectivité pour l'aréna de Clarence-Rockland.

DIRECTIVE: QUE la pression budgétaire de 6 500\$ au budget de l'Expo Clarence-Rockland soit approuvée.

4.3 Demande d'aide financière pour le programme "Leadership et Teambuilding"

Helen Collier explique qu'une rencontre a eu lieu avec les représentants de ce programme. Elle explique que leur demande d'aide financière est de 20 000\$.

DIRECTIVE: QUE la demande d'aide financière pour le programme Leadership and Teambuilding soit rejetée.

5. Présentation sommaire du budget préliminaire de 2020

Frédéric Desnoyers présente le sommaire du budget préliminaire 2020.

Suite aux questions, M. Desnoyers explique que la limite de la dette n'est pas fixe et change chaque année.

Suite aux questions, M. Desnoyers explique que la plupart des municipalités établissent une limite de dette afin d'éviter l'impact sur le budget municipal. Il ajoute que la dette n'est utilisée que pour les projets essentiels.

Suite aux questions, M. Desnoyers explique que le fonds de réserve pour l'eau peut sembler élevé mais qu'il sert à payer des infrastructures très coûteuses pour la Cité.

6. Présentation du budget préliminaire de 2020 des Services communautaires

Pierre Boucher présente les pressions budgétaires des services communautaires.

Suite aux questions, M. Boucher confirme que toutes les autres garderies de la région facturent les jours fériés.

Suite aux questions, M. Boucher explique que tous les fonds de surplus de la contribution municipale pour les garderies retournent dans le surplus de fonds municipal.

Suite aux questions, M. Boucher confirme qu'un plan avec les options d'augmentation de taux sera remis dans un rapport au début de l'année 2020.

Suite aux questions, Jean-Luc Jubinville explique qu'une réévaluation du programme de plantation d'arbres sera dans l'année, d'où la raison pour laquelle aucun budget n'est suggéré pour le budget 2020.

Suite aux questions, Martin Irwin explique que le programme de soutien financier a été modifié afin d'être plus inclusif, notamment pour les organismes qui ne sont pas nécessairement à but non lucratif.

Suite aux questions, M. Irwin explique que le fonds du tournoi de golf du maire n'inclut pas exclusivement les activités culturelles. Mme Helen Collier ajoute que cet événement n'est pas financé par les fonds publics. M. Pierre Boucher explique qu'un rapport sera préparé par son département afin de clarifier les distinctions en rapport avec le programme de soutien financier et le fonds du tournoi de golf du maire.

Suite aux questions, Pierre Boucher précise que l'augmentation du taux de glace proposée est de 2.5% contrairement à tous les autres frais pour lesquels il s'agit d'une augmentation de 2%. Frédéric Desnoyers précise que si l'augmentation n'est pas accordée, la Cité devra payer le manque à gagner au CIH.

DIRECTIVE: QUE le budget proposé de 2 000\$ pour la journée familiale annuelle au parc de Bourget demandée par le comité de loisirs de Bourget soit retiré.

DIRECTIVE: QUE les Services communautaires soient mandatés de préparer un rapport concernant les politiques relatives au programme de soutien financier et au tournoi de golf du maire.

Budget en Capital:

DIRECTIVE: QUE si le partenariat pour le projet de bandes de patinoires et la dalle de béton de Bourget n'est pas établi pour un montant de 45 000\$, le projet de bandes de patinoires du parc Cathy Cain sera fait avec 45 000\$ provenant de la subvention de la taxe sur l'essence et 5 000\$ de la réserve d'équipements. Autrement, le budget en capital proposé de 50 000\$ pour le projet de bandes de patinoires du parc Cathy Cain est rejeté.

DIRECTIVE: QUE le budget en capital proposé de 50 000\$ pour le projet de remplacement des structures de jeux du parc de Bourget soit approuvé.

DIRECTIVE: QUE le budget en capital proposé de 25 000\$ pour les tables de pique-nique et bancs soit approuvé.

Suite aux questions, Julian Lenhart explique que si la Cité décide de faire l'entretien des sentiers, il faut suivre les normes et ne pas réduire les services en cours de saison. Jean-Luc Jubinville ajoute que l'année passée des affiches ont été installées afin d'indiquer que les sentiers ne sont pas nettoyés et que la Cité n'en est pas responsable.

DIRECTIVE: QUE le budget en capital proposé de 35 000\$ pour le sentier pavé du parc Dutrisac soit approuvé.

DIRECTIVE: QUE le budget en capital proposé de 100 000\$ pour le développement du parc Du Moulin soit approuvé.

DIRECTIVE: QUE le budget en capital proposé de 113 300\$ pour le remplacement du plancher du centre Communautaire de Bourget soit approuvé.

DIRECTIVE: QUE le budget en capital proposé de 40 000\$ pour les plans et devis pour le remplacement de la toiture et du système de CVC à la salle communautaire de l'aréna de Clarence Creek soit approuvé.

M. Jubinville mentionne que suite à la réception du rapport d'ingénieur une réduction de 100 000\$ sera possible pour le projet des escaliers de secours extérieurs de l'aréna de Clarence Creek, pour un budget total de 106 000\$.

DIRECTIVE: QUE le budget en capital proposé de 106 000\$ pour la réparation des escaliers de secours extérieurs de l'aréna de Clarence Creek soit approuvé.

DIRECTIVE: QUE le budget en capital proposé de 100 000\$ pour le remplacement de l'équipement audiovisuel de la salle de spectacle Optimiste soit approuvé.

Suite aux questions, Jean-Luc Jubinville explique que le projet de nouveau garage des services communautaires fait suite à de graves enjeux au niveau de la santé et sécurité. Pierre Boucher ajoute que le but est également de centraliser les opérations en un seul endroit.

DIRECTIVE: QUE le budget en capital proposé de 424 000\$ pour l'aménagement de la cour extérieure du nouveau garage des services communautaires soit différé à la prochaine réunion budgétaire.

DIRECTIVE: QUE le budget en capital proposé de 17 000\$ pour l'achat d'une remorque à benne de 10 pieds soit approuvé.

DIRECTIVE: QUE le budget en capital proposé de 10 000\$ pour l'achat d'une remorque de 16 pieds soit approuvé.

Suite aux questions, Helen Collier explique que l'aspect développement économique du site web sera dans un projet différent que celui du site web.

DIRECTIVE: QUE le budget en capital proposé de 75 000\$ pour un nouveau site web soit approuvé.

DIRECTIVE: QUE le budget en capital proposé de 85 000\$ pour le remplacement du tracteur TYM soit approuvé.

7. Ajournement

Le maire lève l'assemblée à 21h16.

Guy Desjardins, Maire

Maryse St-Pierre, Greffière adjointe



**CORPORATION OF THE
CITY OF CLARENCE-ROCKLAND
BUDGET SPECIAL MEETING MINUTES**

November 6, 2019
Council Chambers
415 rue Lemay Street, Clarence Creek, Ont.

PRESENT:

- Guy Desjardins, Mayor
- Samuel Cardarelli, Councillor Ward 1
- Mario Zanth, Councillor Ward 2
- Carl Grimard, Councillor Ward 3
- Don Bouchard, Councillor Ward 4
- André J. Lalonde, Councillor Ward 5
- Christian Simard, Councillor Ward 6
- Michel Levert, Councillor Ward 7
- Diane Choinière, Councillor Ward 8
- Helen Collier, Chief Administrative Officer
- Monique Ouellet, Clerk
- Maryse St-Pierre, Deputy Clerk

1. Opening of the meeting

Mayor Desjardins calls the meeting to order at 6:05 pm.

2. Adoption of the agenda

RESOLUTION COW2019-145

Moved by Mario Zanth

Seconded by Samuel Cardarelli

THAT the agenda be adopted as presented.

CARRIED

3. Disclosure of pecuniary interests (none)

4. Community Services' 2020 Preliminary Budget Presentation - Follow-up

Further to questions raised during the November 5 Budget meeting, Jean-Luc Jubinville presents the project layout plan for the courtyard development of the

new Community Services garage. He explains the allotment of costs, based on the proposed budget of \$424,000.

Further to questions, Mr. Jubinville explains that it is better to complete the project in one phase to avoid extra mobilization fees and an increase of 3% to 6% of the construction fees.

DIRECTIVE: THAT the proposed capital budget in the amount of \$424,000 for the courtyard development of the new Community Services garage be approved.

DIRECTIVE: THAT the proposed increase of 2.5% for the ice rates be approved.

5. Public Library Board's 2020 Preliminary Budget Presentation

Catherina Rouse presents the budgetary pressures for the Public Library.

Further to questions, Mrs. Rouse explains that further to the closure of the public library services in the villages, the savings were reinvested in programs that better served the communities. In this regard, Mrs. Rouse gives a summary sheet of all the programs offered by the Public Library.

DIRECTIVE: THAT the proposed budget for the Public Library be approved.

6. IT 2020 Preliminary Budget Presentation

Michel Cousineau presents the budgetary pressures for the Department of Information Technology.

Further to questions, Mr. Cousineau explains that the hiring of a new employee would avoid consultant fees.

DIRECTIVE: THAT the proposed operational budget for the Department of Information Technology be approved.

7. Protective Services' 2020 Preliminary Budget Presentation

Brian Wilson presents the budgetary pressures for the Protection Services.

Further to questions, Brian Wilson explains the challenges that are being faced with the training center in Clarence-Rockland and the impact that this could have on the fees for training and instructors.

Further to questions, M. Wilson explains that the training fees are required for new recruits in order to have a proper training and reduce the risk of liability.

DIRECTIVE: THAT the proposed budget in the amount of \$27,600 for course and training fees be approved.

DIRECTIVE: THAT the proposed budget in the amount of \$315,614 for part-time wages (line 1-4-2121-1120) be reduced to \$275,000.

DIRECTIVE: THAT the proposed budget in the amount of \$7,500 for the overtime (line 1-4-2161-1130) be reduced to \$3,000.

Capital Budget:

Further to questions, Brian Wilson explains that the tracker traffic collector devices will be used to determine if traffic calming measures are required in order to follow-up on speed complaints. Mr. Julian Lenhart explains that these devices determine the percentiles required to determine the speed for roads.

DIRECTIVE: THAT the proposed capital budget in the amount of \$10,000 for the purchase of tracker traffic collector be approved.

Further to questions, Yves Roy explains that a new dog pound is required in order to acquire the required space to address health and safety issues for our by-law enforcement officers.

DIRECTIVE: THAT the proposed capital budget in the amount of \$80,000 for a new municipal dog pound be approved, conditional to obtaining a report with the detailed construction plan prior to the commencement of the project.

Further to questions, M. Wilson explains that the type of vehicle being proposed provide the space required by by-law enforcement officers to allow them to work within the vehicle.

DIRECTIVE: THAT the proposed capital budget in the amount of \$62,000 for the replacement of the 2013 enforcement vehicle be approved.

Further to questions, Brian Wilson explains that the delay to obtain the self-contained breathing apparatus is around a year, which would be replaced in the end of 2020, early 2021.

DIRECTIVE: THAT the proposed capital budget in the amount of \$550,000 for the replacement of self-contained breathing apparatus (ARA) be approved.

Further to questions, Mario Villeneuve explains that the installation of a new live-fire training facility would reduce the costs associated with the rental of the "fire house" in Ottawa.

DIRECTIVE: THAT the proposed capital budget in the amount of \$500,000 for the live-fire training facility be rejected.

DIRECTIVE: THAT the proposed capital budget in the amount of \$50,000 for the rescue tools battery operated be approved.

DIRECTIVE: THAT the proposed capital budget in the amount of \$30,000 for the replacement of the thermal imaging camera be reduced to \$16,000.

8. Adjournment

The Mayor adjourns the meeting at 9:25 pm.

Guy Desjardins, Mayor

Maryse St-Pierre, Deputy Clerk



**CORPORATION DE LA
CITÉ DE CLARENCE-ROCKLAND
PROCÈS-VERBAL RÉUNION SPÉCIALE BUDGET**

le 6 novembre 2019
Salle du Conseil
415 rue Lemay Street, Clarence Creek, Ont.

PRÉSENT:

- Guy Desjardins, maire
- Samuel Cardarelli, conseiller quartier 1
- Mario Zanth, conseiller du quartier 2
- Carl Grimard, conseiller du quartier 3
- Don Bouchard, conseiller quartier 4
- André J. Lalonde, conseiller du quartier 5
- Christian Simard, conseiller quartier 6
- Michel Levert, conseiller du quartier 7
- Diane Choinière, conseillère du quartier 8
- Helen Collier, directrice générale
- Monique Ouellet, greffière
- Maryse St-Pierre, greffière adjointe

1. Ouverture de la réunion

M. le Maire ouvre la réunion à 21h05.

2. Adoption de l'ordre du jour

RÉSOLUTION COW2019-145

Proposé par Mario Zanth

Appuyé par Samuel Cardarelli

QUE l'ordre du jour soit adopté tel que présenté.

ADOPTÉE

3. Déclarations d'intérêts pécuniaires (aucune)

**4. Présentation du budget préliminaire de 2020 des Services communautaires
- Suivi**

Suite aux questions de la réunion budgétaire du 5 novembre, Jean-Luc Jubinville présente le plan du projet d'aménagement de la cour extérieure du nouveau garage des services communautaires. Il explique la répartition des coûts, basé sur le budget proposé de 424 000\$.

Suite aux questions, M. Jubinville explique qu'il est préférable de faire le projet en une phase pour éviter des frais de mobilisation et une augmentation de 3% à 6% sur les frais de construction.

DIRECTIVE: QUE le budget en capital proposé de 424 000\$ pour l'aménagement de la cour extérieure du nouveau garage des services communautaires soit approuvé.

DIRECTIVE: QUE l'augmentation proposée de 2.5% pour les taux de glace soit approuvé.

5. Présentation du budget préliminaire de 2020 du Conseil d'administration de la bibliothèque publique

Catherina Rouse fait la présentation des pressions budgétaires pour la bibliothèque publique.

Suite aux questions, Mme Rouse explique que suite à la fermeture des bibliothèques dans les villages, les économies ont été réinvesties dans les programmes permettant de mieux servir les communautés. À cet effet, Mme Rouse remet une feuille résumant l'ensemble des programmes offerts par la bibliothèque.

DIRECTIVE: QUE le budget proposé pour la bibliothèque publique soit approuvé.

6. Présentation du budget préliminaire de 2020 TI

Michel Cousineau fait la présentation des pressions budgétaires pour le département de technologie de l'information.

Suite aux questions, M. Cousineau explique que l'embauche d'un nouvel employé permettrait d'éviter les frais de consultation.

DIRECTIVE: QUE le budget opérationnel proposé pour le département de technologie de l'information soit approuvé.

7. Présentation du budget préliminaire de 2020 des Services de la protection

Brian Wilson présente les pressions budgétaires du service de la protection.

Suite aux questions, Brian Wilson explique les défis rencontrés avec le centre d'entraînement à Clarence-Rockland et l'impact que cela peut engendrer sur les frais de formation et les formateurs.

Suite aux questions, M. Wilson explique que les frais de formation sont nécessaires pour permettre aux nouvelles recrues d'avoir une formation adéquate et réduire les risques de responsabilité.

DIRECTIVE: QUE le budget proposé de 27 600\$ pour les cours et frais de scolarité soit approuvés.

DIRECTIVE: QUE le budget proposé de 315 614\$ pour les salaires à temps partiel (ligne 1-4-2121-1120) soit réduite à 275 000\$.

DIRECTIVE: QUE le budget proposé de 7 500\$ pour le temps supplémentaire (ligne 1-4-2161-1130) soit réduite à 3 000\$.

Budget en capital:

Suite aux questions, Brian Wilson explique que les dispositifs de collecte de circulation seront utilisés pour déterminer si des mesures de modération de la circulation sont nécessaires pour faire suite aux plaintes sur la vitesse. M. Julian Lenhart explique que les dispositifs permettent de déterminer les percentiles requis pour déterminer la vitesse des routes.

DIRECTIVE: QUE le budget en capital proposé de 10 000\$ pour l'achat de collecteurs de circulation et vitesse est approuvé.

Suite aux questions, Yves Roy explique que le besoin d'une nouvelle fourrière est requise pour avoir l'espace requis pour adresser les enjeux sécurité pour les officiers de la réglementation.

DIRECTIVE: QUE le budget en capital proposé de 80 000\$ pour une nouvelle fourrière municipale soit approuvée, conditionnellement à l'obtention d'un rapport préalable à la réalisation du projet.

Suite aux questions, M. Wilson explique que le type de véhicule proposé fourni l'espace requis pour que les officiers de la réglementation puissent travailler dans leur véhicule.

DIRECTIVE: QUE le budget en capital proposé de 62 000\$ pour le remplacement du véhicule de patrouille 2013 soit approuvé.

Suite aux questions, Brian Wilson explique que le délai pour obtenir les appareils respiratoires autonomes est d'environ un an, donc serait remplacé en fin 2020, 2021.

DIRECTIVE: QUE le budget en capital proposé de 550 000\$ pour le remplacement des appareils respiratoires autonomes (ARA) soit approuvé.

Suite aux questions, Mario Villeneuve explique que l'installation d'une installation d'entraînement à la lutte contre les incendies réduirait les coûts de location de la "fire house" à Ottawa.

DIRECTIVE: QUE le budget en capital de 500 000\$ pour l'installation d'entraînement à la lutte contre les incendies est rejetée.

DIRECTIVE: QUE le budget en capital de 50 000\$ pour les pinces de désincarcération à batterie est approuvée.

DIRECTIVE: QUE le budget en capital de 30 000\$ pour le remplacement de la caméra thermique soit réduit à 16 000\$.

8. **Ajournement**

Le maire lève l'assemblée à 21h25.

Guy Desjardins, Maire

Maryse St-Pierre, Greffière adjointe



**CORPORATION OF THE
CITY OF CLARENCE-ROCKLAND
BUDGET SPECIAL MEETING MINUTES**

November 7, 2019
Council Chambers
415 rue Lemay Street, Clarence Creek, Ont.

PRESENT:

- Guy Desjardins, Mayor
- Samuel Cardarelli, Councillor Ward 1
- Mario Zanth, Councillor Ward 2
- Carl Grimard, Councillor Ward 3
- Don Bouchard, Councillor Ward 4
- André J. Lalonde, Councillor Ward 5
- Christian Simard, Councillor Ward 6
- Michel Levert, Councillor Ward 7
- Diane Choinière, Councillor Ward 8
- Helen Collier, Chief Administrative Officer
- Monique Ouellet, Clerk
- Maryse St-Pierre, Deputy Clerk

1. Opening of the meeting

Mayor Desjardins calls the meeting to order at 6:02 pm.

2. Adoption of the agenda

RESOLUTION COW2019-146

Moved by Mario Zanth

Seconded by Carl Grimard

THAT the agenda be adopted as presented.

CARRIED

3. Disclosure of pecuniary interests

Mayor Desjardins declares a pecuniary interest in regards to the discussions for the Mayor's position salary increase.

4. Infrastructure and Planning Services' 2020 Preliminary Budget Presentation

Frederic Desnoyers presents a summary of the decisions taken during the last budget meetings. He proposes further changes for consideration.

DIRECTIVE: THAT the following changes, as recommended by the Treasurer be approved:

- budget pressure of \$3,500 for the Expo Clarence-Rockland be increased by \$7,000 instead of \$6,500, for a total amount of \$10,500;
- the budget for the Ontario Municipalities Partnership Fund be increased by \$5,200 for a total amount of \$615,330;
- the budget for consultation for the Department of Information Technology be reduced by \$50,000 in order to be reallocated to the salary budget for the new position.

DIRECTIVE: THAT the proposed capital budget in the amount of \$550,000 for the Self-Contained Breathing Apparatus (ARA) be deferred to the 2021 Budget.

Capital Budget (continuation)

Further to questions, Brian Wilson explains the details of the vehicles' rotation schedule for the Protective Services.

DIRECTIVE: THAT the proposed capital budget in the amount of \$72,000 for the replacement of 2009 SUV be approved.

DIRECTIVE: THAT the proposed capital budget in the amount of \$65,000 for the purchase of a new vehicle for the Protective Services be rejected.

Infrastructure and Planning Department.

Julian Lenhart presents the budget pressures for the Infrastructure and Planning Department.

Mr. Lenhart presents the details in regards to the level of service for snow removal as per the current policy.

DIRECTIVE: THAT the Infrastructure and Planning Department be mandated to proceed with a review of the snow removal policy in order to adjust the service level.

DIRECTIVE: THAT the proposed operational budget for the Infrastructure and Planning Department be approved.

DIRECTIVE: THAT the proposed operational budget for the Water Services, Sewer Services, Waste Services and Capital Project Services be approved.

Capital Budget:

DIRECTIVE: THAT the proposed capital budget in the amount of \$450,000 for the design of Poupart Road, St-Jean Street and certain intersections be approved.

DIRECTIVE: THAT the proposed capital budget in the amount of \$380,000 to complete the Hunter's Hollow Subdivision Project be approved.

DIRECTIVE: THAT the proposed capital budget in the amount of \$20,000 for the Air Pak Compressor be approved.

DIRECTIVE: THAT the proposed capital budget in the amount of \$35,000 for the salt dome be approved.

DIRECTIVE: THAT the proposed capital budget in the amount of \$27,000 for the LED traffic lights be approved.

DIRECTIVE: THAT the proposed budget of \$2,950,000 for the road repairs be approved, and that the Administration be mandated to review the 10-year plan in order to propose new priorities to Council, and that a special meeting be held for that purpose.

DIRECTIVE: THAT the proposed capital budget in the amount of \$55,000\$ for the replacement of the 1-ton truck be approved.

DIRECTIVE: THAT the proposed capital budget in the amount of \$55,000\$ for the replacement of the 3/4-ton truck be approved.

DIRECTIVE: THAT the proposed capital budget in the amount of \$50,000\$ for the purchase of a new water utility vehicle be approved.

DIRECTIVE: THAT the proposed capital budget in the amount of \$700,000 for the replacement of tandem trucks (2010 and 2550) be approved.

DIRECTIVE: THAT the proposed capital budget in the amount of \$981,000 for the water system replacement on Wallace Street be approved.

DIRECTIVE: THAT the Infrastructure and Planning Department be mandated to prepare a report regarding the sidewalk tractor for the consideration in Budget 2021.

DIRECTIVE: THAT the Administration be mandated to prepare a report to determine what is included within the operational review of the municipality service level.

DIRECTIVE: THAT the list of Councillors initiatives be considered in the determination of the road repairs to be included in the budgetary envelope.

5. Administration's 2020 Preliminary Budget Presentation

DIRECTIVE: THAT the proposed budget for legal fees be reduced by \$25,000.

Mayor Desjardins leaves the Council Chambers further to his pecuniary interest.

DIRECTIVE: THAT the proposed budget pressure in the amount of \$54,300 to double the Mayor's hours be rejected.

Mayor Desjardins returns to his seat.

6. Finance Services' 2020 Preliminary Budget Presentation

DIRECTIVE: THAT the proposed budget for consultation services be reduced by \$10,000.

Capital Budget:

DIRECTIVE: THAT the proposed capital budget in the amount of \$60,000 for the Community Benefit Charge Study be approved.

Corporate

Frédéric Desnoyers presents the budget for the Corporate Development.

DIRECTIVE: THAT the proposed budget in the amount of \$100,000 for the contribution to the Economic Development Reserve be increased of \$25,000.

DIRECTIVE: THAT the proposed budget in the amount of \$85,127 for the new long-term debt be reduced to \$70,000.

DIRECTIVE: THAT the proposed budget in the amount of \$50,000 for the adjustment to the Provincial Offences Act Fines be approved.

DIRECTIVE: THAT the proposed budget in the amount of \$14,500 for the annual increase of the contribution to the South Nation Conservation Authority be approved.

DIRECTIVE: THAT the proposed budget in the amount of \$380,000 for the Assessment Base Growth be approved.

7. 2020 Preliminary Budget Wrap-up

DIRECTIVE: THAT an amount of \$108,540 be added to the Road Reserve Fund Budget in order to increase the tax rate to 3%.

8. Adjournment

The Mayor adjourns the meeting at 9:22 pm.

Guy Desjardins, Mayor

Maryse St-Pierre, Deputy Clerk



**CORPORATION DE LA
CITÉ DE CLARENCE-ROCKLAND
PROCÈS-VERBAL RÉUNION SPÉCIALE BUDGET**

le 7 novembre 2019
Salle du Conseil
415 rue Lemay Street, Clarence Creek, Ont.

PRÉSENT:

- Guy Desjardins, maire
- Samuel Cardarelli, conseiller quartier 1
- Mario Zanth, conseiller du quartier 2
- Carl Grimard, conseiller du quartier 3
- Don Bouchard, conseiller quartier 4
- André J. Lalonde, conseiller du quartier 5
- Christian Simard, conseiller quartier 6
- Michel Levert, conseiller du quartier 7
- Diane Choinière, conseillère du quartier 8
- Helen Collier, directrice générale
- Monique Ouellet, greffière
- Maryse St-Pierre, greffière adjointe

1. Ouverture de la réunion

M. le Maire ouvre la réunion à 18h02.

2. Adoption de l'ordre du jour

RÉSOLUTION COW2019-146

Proposé par Mario Zanth

Appuyé par Carl Grimard

QUE l'ordre du jour soit adopté tel que présenté.

ADOPTÉE

3. Déclarations d'intérêts pécuniaires

Le maire Desjardins déclare un intérêt pécuniaire relativement aux discussions pour l'augmentation de salaire pour le poste du maire.

4. **Présentation du budget préliminaire de 2020 du Service de l'infrastructure et de l'aménagement du territoire**

Frédéric Desnoyers présente un sommaire des décisions des deux dernières réunions. Il propose quelques changements à être considérés.

DIRECTIVE: QUE les modifications suivantes, telles que recommandés par le trésorier soient approuvés:

- la pression budgétaire de 3 500\$ pour l'Expo Clarence-Rockland est augmentée de 7 000\$ au lieu de 6 500\$, pour un montant total de 10 500\$;
- le budget pour la subvention pour le fonds de partenariat avec les municipalités de l'Ontario est augmenté de 5 200\$ pour un montant total de 615 300\$;
- le budget de consultant pour le département de technologie de l'information est réduit de 50 000\$ afin de l'ajouter dans le budget de salaire pour le nouveau poste;

DIRECTIVE: QUE le budget en capital proposé de 550 000\$ pour le remplacement des appareils respiratoires autonomes (ARA) soit différé au budget 2021.

Budget en capital (suite)

Suite aux questions, Brian Wilson explique les détails de la rotation des véhicules pour le service de la protection.

DIRECTIVE: QUE le budget en capital proposé de 72 000\$ pour le remplacement du véhicule 2009 VUS soit approuvé.

DIRECTIVE: QUE le budget en capital proposé de 65 000\$ pour l'achat d'un nouveau véhicule pour le service de la protection soit rejeté.

Infrastructure et aménagement du territoire.

Julian Lenhart présente les pressions budgétaires pour le service d'infrastructure et aménagement du territoire.

M. Lenhart présente les détails des niveaux de services de déneigement avec la politique en place.

DIRECTIVE: QUE le service d'infrastructure et d'aménagement du territoire soit mandaté de procéder à une révision de la politique de déneigement afin d'ajuster le niveau de service.

DIRECTIVE: QUE le budget opérationnel proposé pour le service d'infrastructure et d'aménagement du territoire soit approuvé.

DIRECTIVE: QUE le budget opérationnel pour le service d'eau, d'égouts, de déchets et de services en projets capitaux soit approuvé.

Budget en capital

DIRECTIVE: QUE le budget en capital proposé de 450 000\$ pour la conception de la montée Poupart, de la rue St-Jean et certaines intersections soit approuvé.

DIRECTIVE: QUE le budget en capital proposé de 380 000\$ pour terminer le projet de lotissement de Hunter's Hollow soit approuvé.

DIRECTIVE: QUE le budget en capital proposé de 20 000\$ pour le compresseur air pak soit approuvé.

DIRECTIVE: QUE le budget en capital proposé de 35 000\$ pour le dôme à sel soit approuvé.

DIRECTIVE: QUE le budget en capital proposé de 27 000\$ pour les feux de circulation à DEL soit approuvé.

DIRECTIVE: QUE le budget de 2 950 000\$ proposé pour les projets de réparation soit approuvée, que l'administration soit mandatée à réviser le plan de 10 ans afin de proposer les nouvelles priorités du Conseil et qu'une réunion spéciale soit convoquée à cet effet.

DIRECTIVE: QUE le budget en capital proposé de 55 000\$ pour le remplacement d'un camion 1 tonne (2420) soit approuvé.

DIRECTIVE: QUE le budget en capital proposé de 55 000\$ pour le remplacement d'un camion 3/4 tonne (21130) soit approuvé.

DIRECTIVE: QUE le budget en capital proposé de 50 000\$ pour l'achat d'un nouveau véhicule pour la fourgonnette du service d'aqueduc soit approuvé.

DIRECTIVE: QUE le budget en capital proposé de 700 000\$ pour le remplacement de camions tandems (2010 et 2550) soit approuvé.

DIRECTIVE: QUE le budget en capital proposé de 981 000\$ pour le remplacement de l'aqueduc de la rue Wallace soit approuvé.

DIRECTIVE: QUE le service d'infrastructure et d'aménagement du territoire soit mandaté de préparer un rapport relativement au tracteur à trottoirs pour la considération du budget 2021.

DIRECTIVE: QUE l'administration soit mandatée de préparer un rapport afin de déterminer ce qu'inclut la revue opérationnelle relative aux services de la municipalité.

DIRECTIVE: QUE la liste des initiatives des conseillers soit considérée lors dans la détermination des projets de réparation à être faits dans l'enveloppe budgétaire.

5. Présentation du budget préliminaire de 2020 de l'Administration

DIRECTIVE: QUE le budget proposé pour les frais légaux soit réduit de 25 000\$.

Le maire Desjardins quitte la salle du conseil suite à son intérêt pécuniaire.

DIRECTIVE: QUE la pression budgétaire de 54 300\$ proposée pour doubler les heures du maire est rejetée.

Le maire Desjardins retourne à son siège.

6. Présentation du budget préliminaire de 2020 du Service des finances

DIRECTIVE: QUE le budget pour les services de consultant soit réduit de 10 000\$.

Budget en capital:

DIRECTIVE: QUE le budget en capital proposé de 60 000\$ pour l'étude de redevances d'aménagement pour les avantages communautaires soit approuvé.

Corporatif

Frédéric Desnoyers fait la présentation du budget pour le développement corporatif.

DIRECTIVE: QUE le budget proposé de 100 000\$ pour la contribution à la réserve de développement économique soit augmenté de 25 000\$.

DIRECTIVE: QUE le budget proposé de 85 127\$ pour la nouvelle dette à long terme soit réduite à 70 000\$.

DIRECTIVE: QUE le budget proposé de 50 000\$ pour l'ajustement du règlement des infractions provinciales soit approuvé.

DIRECTIVE: QUE le budget proposé de 14 500\$ pour l'augmentation annuelle de la contribution de la conservation de la Nation Sud soit approuvé.

DIRECTIVE: QUE le budget proposé de 380 000\$ pour l'évaluation de la croissance soit approuvé.

7. Récapitulation du budget préliminaire de 2020

DIRECTIVE: QU'un montant de 108 540\$ soit ajouté dans la réserve des chemins afin d'augmenter le taux de taxe à 3%.

8. Ajournement

Le maire lève l'assemblée à 21h22.

Guy Desjardins, Maire

Maryse St-Pierre, Greffière adjointe



**CORPORATION OF THE
CITY OF CLARENCE-ROCKLAND
COMMITTEE OF ADJUSTMENT MEETING MINUTES**

September 25, 2019
Council Chambers
415 rue Lemay Street, Clarence Creek, Ont.

PRESENT: Guy Desjardins
Marie-Eve Belanger
Michel Levert
Michel Bergeron
Samuel Cardarelli
Mario Zanth
Nicolas Denis

ABSENT: Serge Dicaire

1. Opening of the meeting

The Chair opens the meeting at 19h00.

2. Acting President

Moved by Samuel Cardarelli
Seconded By Michel Levert

The Committee recommends that Mario Zanth preside the meeting.

CARRIED

3. Reading and Adoption of the agenda

Moved by Michel Levert
Seconded By Guy Desjardins

THAT the agenda be adopted as presented.

CARRIED

4. **Pecuniary declarations**
5. **Adoption of the minutes**

Moved by Michel Levert

Seconded By Samuel Cardarelli

That the minutes of the Adjustment Committee of August 28, 2019 be approved.

CARRIED

6. **Consent Applications**

6.1 **B-CR-001-2019**

Mr. Charron argues that a Phase 2 ESA is not necessary and that it will cost over 20,000\$. Mr. Levert asks if it was recommended or if it's necessary. Mrs. Bélanger responds that it is recommended by the Engineer who did the report. Mr. Charron indicated that the report Phase 1 did not demonstrate that the site is contaminated. The Committee agrees that no new condition be added, being no Phase 2 is necessary.

Mr. Charron also argues that condition 5 should be removed. The condition requested that a Site location plan of the existing and future services be shown on the plan. Mrs. Bélanger gave an example of why it is necessary to obtain such a plan. The Committee recommended to remove the condition, as they deemed the condition to not be necessary.

Mrs. Bélanger also indicated that the parcel of land would be reduced to 17 metres in width.

Moved by Michel Levert

Seconded By Samuel Cardarelli

CARRIED, as modified

6.2 **B-CR-018-2019**

Moved by Michel Levert

Seconded By Michel Bergeron

QUE le Comité de dérogation approuve la demande d'autorisation soumise par Leo et Donalda Jobin, dossier B-CR-018-2019, concernant la propriété décrite comme étant le 1517 chemin Vinette;

Sujette aux conditions suivantes :

1. Que le(s) requérant(s) fournisse(nt) à la Cité de Clarence-Rockland deux copies originales en papier du plan de référence (plan d'arpentage) dûment enregistrées et une copie PDF qui se conforment essentiellement à la demande B-CR-18-2019 telle qu'accordée.
2. Que le requérant fournisse une (1) copie du plan de référence (plan d'arpentage) en PDF et DWG dûment enregistré qui se conforme essentiellement à la demande B-CR-018-2019 telle que soumise aux Comtés unis de Prescott et Russell. Le plan est à remettre directement aux Comtés unis.
3. Que le(s) requérant(s) fournisse(nt) à l'autorité approbatrice de la Cité de Clarence-Rockland
 - a. Une copie du Plan de renvoi ou de la description légale du bien-fonds séparé et de l'acte ou l'instrument transférant le bien-fonds séparé au propriétaire de la propriété attenante à l'Ouest connue en tant que 1489 chemin Vinette de sorte qu'aucun nouveau lot n'est créé, conformément à l'alinéa (b) ci-dessous;
 - b. Une attestation officielle joint à l'acte/au transfert requis en vertu de l'alinéa (a) ci-dessus comptant la mention suivante :

« Les biens-fonds devant être séparés ont pour seul but l'ajout d'un lot aux biens-fonds attenants appartenant à (*insérer le nom*) décrits comme NIP (*numéro d'identification de la propriété*) qui constitue les Parties (*insérer les numéros*) sur le Plan (*insérer le numéro de plan*), non pas pour la création d'un nouveau lot, et tout transfert, charge ou autre opération ultérieur(e) portant sur les biens-fonds devant être séparés est soumis au respect de l'article 50(3) ou de l'article 50(5) de la *Loi sur l'aménagement du territoire*, le cas échéant. Ni les biens-fonds à séparer, ni les biens-fonds attenants ne peuvent être transférés, chargés ou non autrement cédés dans le futur sans l'autre parcelle, sauf si un nouveau consentement est obtenu. Le Propriétaire doit faire en sorte que les biens-fonds à séparer soient consolidés sur le titre avec les biens-fonds attenants et que cette condition soit inscrite sur le registre des parcelles pour la parcelle consolidée comme restriction. »

« En contrepartie de, et nonobstant, la délivrance du Certificat en vertu de l'article 50(12) de la *Loi sur l'aménagement du territoire* à l'égard de l'objet de la demande de consentement, je m'engage au nom du Propriétaire, dans les 10 jours après l'enregistrement sur le titre du document de transfert contenant la mention indiquée dans l'attestation officielle délivrée

par le Comité de dérogation, de déposer une demande de consolidation des parcelles, y compris le bien-fonds séparé (*insérer le numéro de la partie du NIP*) et le bien-fonds attenant (*insérer le numéro du NIP*). Cette consolidation de NIP vise à renforcer la stipulation de la *Loi sur l'aménagement du territoire* dans la condition décrite ci-dessus selon laquelle les deux parcelles ont fusionné dans le Titre et qu'elles ne peuvent être cédées séparément à l'avenir. Je m'engage également à transmettre une copie de la demande enregistrée de consolidation des parcelles et une copie des pages de résumé des parcelles consolidées au bureau du Comité dans les 21 jours après l'enregistrement de la demande de consolidation des parcelles. »

c. Un engagement du procureur de l'auteur de la demande confirmant que les actes seront enregistrés dans les deux (2) ans suivant la date du certificat.

4. Que toute hypothèque sur la propriété soit libérée du terrain détaché et pour tout terrain à être ajouté à un lot avec une hypothèque, cette hypothèque sera étendue sur le terrain supplémentaire et que l'avocat fournisse un engagement écrit que la condition est remplie.

5. Que l'arpenteur-géomètre embauché par le(s) requérant(s) détermine la largeur de l'emprise du chemin Vinette et si ladite emprise est inférieure à 20 mètres, qu'une bande de terrain d'une largeur égale à la dimension requise pour atteindre 10 mètres (mesurée à partir de la ligne centrale de l'emprise de chemin), longeant la partie du lot à être détachée et retenue au long du chemin soit transférée sans frais et sans encombre à la Cité de Clarence-Rockland. De plus, l'avocat du (des) requérant(s) devra procéder à l'enregistrement d'un règlement municipal dédiant cette partie de terrain public. Un frais devra être payé à la Cité de Clarence-Rockland pour la rédaction du règlement. Une copie du règlement enregistré doit être remise au Département des Services d'infrastructure de l'aménagement du territoire pour que la condition soit considérée comme étant remplie.

6. Que le(s) requérant(s) fournisse(nt) à l'Autorité approbatrice de la Cité de Clarence-Rockland un Transfert/Acte de cession transférant le terrain divisé dans le but d'émettre un certificat d'autorisation.

7. Que chaque condition soit remplie et que l'Autorité approbatrice de la Cité de Clarence-Rockland en soit avisée par écrit pas plus tard qu'un (1) an après la date de l'avis de la décision par les départements ou les agences qui ont imposé la/les condition(s) respective(s).

CARRIED

6.3 B-CR-019-2019**Moved by** Michel Bergeron**Seconded By** Guy Desjardins

THAT the Committee of Adjustment approve the consent application submitted by Alain Potvin, file number B-CR-019-2019, concerning the property described as 2580 Woods, subject to the following conditions:

1. That the applicant provide to the City of Clarence-Rockland one original paper copy of a registered Reference Plan (plan of survey) that identifies the severance B-CR-019-2019 as approved by the Committee, as well as one copy to be submitted electronically in PDF and DWG format directly to the United Counties of Prescott and Russell and to the City of Clarence-Rockland.
2. That the Applicant(s) provide to the Approval Authority of the City of Clarence-Rockland the following:
 - a. A copy of the legal description of the severed land and the deed or instrument conveying the severed land to the owner of the abutting property to the North known municipally as 2578 Woods Street, so that no new lot is being created, in accordance with paragraph (b) below;
 - b. A Certificate of Official attached to the deed/transfer required by paragraph (a) above containing the following endorsement:

"The lands to be severed are for the purpose of a lot addition only to the abutting lands owned by *(insert name)* described as PIN *(insert property identification number)* being Part(s) *(insert numbers)* on Plan *(insert plan number)*, not for the creation of a new lot, and any subsequent transfer, charge or other transaction involving the lands to be severed shall be subject to compliance with Section 50(3) or Section 50(5) of the Planning Act, as applicable. Neither the lands to be severed nor the abutting lands are to be transferred, charged or otherwise re-conveyed in the future without the other parcel unless a further consent is obtained. The Owner shall cause the lands to be severed to be consolidated on title with the

abutting lands and for this condition to be entered on the parcel register for the consolidated parcel as a restriction."

c. An Undertaking from a solicitor authorized to practice law in the Province of Ontario, and in good standing with the Law Society of Upper Canada, as follows:

1. "In consideration of, and notwithstanding the issuance of the Certificate under Section 50(12) of the Planning Act in respect of the subject Application for Consent, I undertake on behalf of the Owner, within 10 days of the registration on title of the transfer document containing the endorsement set out in the Certificate of Official issued by the Committee of Adjustment, to file an Application to Consolidate Parcels including the severed land (Part of PIN *insert number*) and the abutting land (PIN *insert number*). This PIN consolidation is intended to reinforce the Planning Act stipulation in the condition outlined above that both parcels have merged on Title and cannot be conveyed separately in the future. I further undertake to forward a copy of the registered Application to Consolidate Parcels and a copy of the Consolidated Parcel abstract page(s) to the Committee office within 21 days of the registration of the Application to Consolidate Parcels".
3. That any mortgage on the property be discharged from any lands being severed and for any lands to be added to a lot with a mortgage, that mortgage shall be extended onto the additional land and that the solicitor provide an undertaking in writing that this condition will be fulfilled.
4. That the applicant provide to the Approval Authority of the City of Clarence-Rockland a Transfer/Deed of land conveying the severed land for use for the issuance of a Certificate of Consent.
5. That each condition be fulfilled and that the Consent Approval Authority of the City of Clarence-Rockland be notified in writing within one (1) year of the date of the Decision by the departments and/or agencies having imposed the said conditions.

CARRIED

6.4 B-CR-020-2019**Moved by** Michel Bergeron**Seconded By** Guy Desjardins

THAT the Committee of Adjustment approve the consent application submitted by Michel Benoit Lacasse et Lise Cecile Lacasse, file number B-CR-020-2019, concerning the property described as 2578 Woods Street, subject to the following conditions:

1. That the applicant provide to the City of Clarence-Rockland one original paper copy of a registered Reference Plan (plan of survey) that identifies the severance B-CR-020-2019 as approved by the Committee, as well as one copy to be submitted electronically in PDF and DWG format directly to the United Counties of Prescott and Russell and to the City of Clarence-Rockland.
2. That the Applicant(s) provide to the Approval Authority of the City of Clarence-Rockland the following:
 - a. A copy of the legal description of the severed land and the deed or instrument conveying the severed land to the owner of the abutting property to the South known municipally as 2580 Woods Street, so that no new lot is being created, in accordance with paragraph (b) below;
 - b. A Certificate of Official attached to the deed/transfer required by paragraph (a) above containing the following endorsement:

"The lands to be severed are for the purpose of a lot addition only to the abutting lands owned by *(insert name)* described as PIN *(insert property identification number)* being Part(s) *(insert numbers)* on Plan *(insert plan number)*, not for the creation of a new lot, and any subsequent transfer, charge or other transaction involving the lands to be severed shall be subject to compliance with Section 50(3) or Section 50(5) of the Planning Act, as applicable. Neither the lands to be severed nor the abutting lands are to be transferred, charged or otherwise re-conveyed in the future without the other parcel unless a further consent is obtained. The Owner

shall cause the lands to be severed to be consolidated on title with the abutting lands and for this condition to be entered on the parcel register for the consolidated parcel as a restriction."

c. An Undertaking from a solicitor authorized to practice law in the Province of Ontario, and in good standing with the Law Society of Upper Canada, as follows:

1. "In consideration of, and notwithstanding the issuance of the Certificate under Section 50(12) of the Planning Act in respect of the subject Application for Consent, I undertake on behalf of the Owner, within 10 days of the registration on title of the transfer document containing the endorsement set out in the Certificate of Official issued by the Committee of Adjustment, to file an Application to Consolidate Parcels including the severed land (Part of PIN *insert number*) and the abutting land (PIN *insert number*). This PIN consolidation is intended to reinforce the Planning Act stipulation in the condition outlined above that both parcels have merged on Title and cannot be conveyed separately in the future. I further undertake to forward a copy of the registered Application to Consolidate Parcels and a copy of the Consolidated Parcel abstract page(s) to the Committee office within 21 days of the registration of the Application to Consolidate Parcels".

3. That any mortgage on the property be discharged from any lands being severed and for any lands to be added to a lot with a mortgage, that mortgage shall be extended onto the additional land and that the solicitor provide an undertaking in writing that this condition will be fulfilled.

4. That the applicant provide to the Approval Authority of the City of Clarence-Rockland a Transfer/Deed of land conveying the severed land for use for the issuance of a Certificate of Consent.

5. That each condition be fulfilled and that the Consent Approval Authority of the City of Clarence-Rockland be notified in writing within one (1) year of the date of the Decision by the departments and/or agencies having imposed the said conditions.

CARRIED

7. Minor Variance Applications

7.1 A/12/19

Moved by Samuel Cardarelli

Seconded By Michel Levert

THAT the Committee of Adjustment accepts the application for Minor Variance submitted by Robert Pap, for the property identified as 3237 Gendron Road, to:

- Increase the permitted size of the accessory building from 89.2 m² to 97 m²

CARRIED

7.2 A/13/19

Moved by Guy Desjardins

Seconded By Michel Bergeron

THAT the Committee of Adjustment accepts the application for Minor Variance submitted by ImmoBilia Properties, for the properties identified as Part of Lot 24, Concession 1, Part 1 on Reference Plan 50R-10586 and Part of Lot 24, Concession 1, Part 2 on Reference Plan 50R-10586, to:

- Reduce the minimum interior side yard from 3.0m to 1.2m

CARRIED

7.3 A/14/19

Moved by Michel Bergeron

Seconded By Guy Desjardins

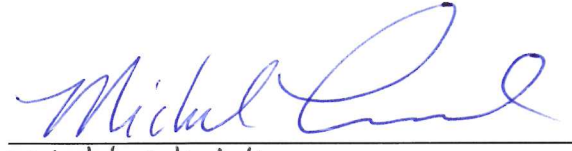
THAT the Committee of Adjustment accepts the application for Minor Variance submitted by C.H. Clément Construction on behalf of the Estate of Eugène Laviolette, for the property identified as Part of Lot 23, Concession 1 (O.S.), Part 1 Plan 50R-9647, S/E Parts 1, 2, 3, and 4 Plan 50R-9935 to:

- Reduce the minimum exterior side yard for a townhouse dwelling from 3.5m to 2.0m for Block 3 of the approved draft plan of subdivision

CARRIED

8. Follow-ups
9. Other Items
10. Adjournment

The meeting is adjourned at 7:47 pm.



Michel Levent Acting
Serge Dicaire President



W Marie-Eve Bélanger Secretary
Treasurer



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

PROCÈS-VERBAL RÉUNION COMITÉ DE DÉROGATION

le 25 septembre 2019
Salle du Conseil
415 rue Lemay Street,
Clarence Creek, Ont.

PRÉSENT: Guy Desjardins
Marie-Eve Belanger
Michel Levert
Michel Bergeron
Samuel Cardarelli
Mario Zanth
Nicolas Denis

ABSENT: Serge Dicaire

1. Ouverture de la réunion

Le président ouvre la réunion à 7pm.

2. Président par intérim

Proposé par Samuel Cardarelli

Appuyé par Michel Levert

Le comité recommande que Mario Zanth préside la réunion.

ADOPTÉE

3. Lecture et Adoption de l'ordre du jour

Proposé par Michel Levert

Appuyé par Guy Desjardins

QUE l'ordre du jour soit adopté tel que présenté.

ADOPTÉE

- 4. **Déclarations pécuniaires**
- 5. **Adoption des procès-verbaux**

Proposé par Michel Levert

Appuyé par Samuel Cardarelli

Que le procès-verbal du comité de dérogation du 28 août 2019 soit approuvé.

ADOPTÉE

- 6. **Demandes de morcellement**

6.1 **B-CRP-001-2019**

M. Charron argumente qu'une étude de Phase 2 n'est pas nécessaire et que ceci pourrait coûter jusqu'à 20,000\$. M. Levert demande si cette étude est obligatoire ou recommandée. Mme Bélanger indique que l'étude Phase 2 est recommandée par l'ingénieur qui a fait la Phase 1. M. Charron indique que le rapport de Phase 1 a démontré que le site n'était pas contaminé. Le comité recommande que la nouvelle condition proposée ne soit pas ajoutée, soit de ne pas poursuivre avec une étude de phase 2.

M. Charron argumente également que la condition 5 devrait être enlevée. La condition recommande qu'un plan de localisation des services proposés et existants soit soumis. Mme Bélanger énumère la raison d'être de cette condition. Par contre, le comité décide d'enlever la condition no 5.

Mme Bélanger indique également que la façade du lot à être détachée est réduit à 17 mètres.

Proposé par Michel Levert

Appuyé par Samuel Cardarelli

ADOPTÉE, telle que modifiée

6.2 **Autorisation – Agrandissement d'un lot**

Proposé par Michel Levert

Appuyé par Michel Bergeron

QUE le Comité de dérogation approuve la demande d'autorisation soumise par Leo et Donalda Jobin, dossier B-CR-018-2019, concernant la propriété décrite comme étant le 1517 chemin Vinette;

Sujette aux conditions suivantes :

1. Que le(s) requérant(s) fournisse(nt) à la Cité de Clarence-Rockland deux copies originales en papier du plan de référence (plan d'arpentage) dûment enregistrées et une copie PDF qui se conforment essentiellement à la demande B-CR-18-2019 telle qu'accordée.
2. Que le requérant fournisse une (1) copie du plan de référence (plan d'arpentage) en PDF et DWG dûment enregistré qui se conforme essentiellement à la demande B-CR-018-2019 telle que soumise aux Comtés unis de Prescott et Russell. Le plan est à remettre directement aux Comtés unis.
3. Que le(s) requérant(s) fournisse(nt) à l'autorité approbatrice de la Cité de Clarence-Rockland
 - a. Une copie du Plan de renvoi ou de la description légale du bien-fonds séparé et de l'acte ou l'instrument transférant le bien-fonds séparé au propriétaire de la propriété attenante à l'Ouest connue en tant que 1489 chemin Vinette de sorte qu'aucun nouveau lot n'est créé, conformément à l'alinéa (b) ci-dessous;
 - b. Une attestation officielle joint à l'acte/au transfert requis en vertu de l'alinéa (a) ci-dessus comptant la mention suivante :

« Les biens-fonds devant être séparés ont pour seul but l'ajout d'un lot aux biens-fonds attenants appartenant à (*insérer le nom*) décrits comme NIP (*numéro d'identification de la propriété*) qui constitue les Parties (*insérer les numéros*) sur le Plan (*insérer le numéro de plan*), non pas pour la création d'un nouveau lot, et tout transfert, charge ou autre opération ultérieur(e) portant sur les biens-fonds devant être séparés est soumis au respect de l'article 50(3) ou de l'article 50(5) de la *Loi sur l'aménagement du territoire*, le cas échéant. Ni les biens-fonds à séparer, ni les biens-fonds attenants ne peuvent être transférés, chargés ou non autrement cédés dans le futur sans l'autre parcelle, sauf si un nouveau consentement est obtenu. Le Propriétaire doit faire en sorte que les biens-fonds à séparer soient consolidés sur le titre avec les biens-fonds attenants et que cette condition soit inscrite sur le registre des parcelles pour la parcelle consolidée comme restriction. »

« En contrepartie de, et nonobstant, la délivrance du Certificat en vertu de l'article 50(12) de la *Loi sur l'aménagement du territoire* à l'égard de l'objet de la demande de consentement, je m'engage au nom du Propriétaire, dans les 10 jours après l'enregistrement sur le titre du document de transfert contenant la mention indiquée dans l'attestation officielle délivrée par le Comité de dérogation, de déposer une demande de consolidation des parcelles, y compris le bien-fonds séparé (*insérer le numéro* de la partie du NIP) et le bien-fonds attenant (*insérer le numéro* du NIP). Cette consolidation de NIP vise à renforcer la stipulation de la *Loi sur l'aménagement du territoire* dans la condition décrite ci-dessus selon laquelle les deux parcelles ont fusionné dans le Titre et qu'elles ne peuvent être cédées séparément à l'avenir. Je m'engage également à transmettre une copie de la demande enregistrée de consolidation des parcelles et une copie des pages de résumé des parcelles consolidées au bureau du Comité dans les 21 jours après l'enregistrement de la demande de consolidation des parcelles. »

c. Un engagement du procureur de l'auteur de la demande confirmant que les actes seront enregistrés dans les deux (2) ans suivant la date du certificat.

4. Que toute hypothèque sur la propriété soit libérée du terrain détaché et pour tout terrain à être ajouté à un lot avec une hypothèque, cette hypothèque sera étendue sur le terrain supplémentaire et que l'avocat fournisse un engagement écrit que la condition est remplie.

5. Que l'arpenteur-géomètre embauché par le(s) requérant(s) détermine la largeur de l'emprise du chemin Vinette et si ladite emprise est inférieure à 20 mètres, qu'une bande de terrain d'une largeur égale à la dimension requise pour atteindre 10 mètres (mesurée à partir de la ligne centrale de l'emprise de chemin), longeant la partie du lot à être détachée et retenue au long du chemin soit transférée sans frais et sans encombre à la Cité de Clarence-Rockland. De plus, l'avocat du (des) requérant(s) devra procéder à l'enregistrement d'un règlement municipal dédiant cette partie de terrain public. Un frais devra être payé à la Cité de Clarence-Rockland pour la rédaction du règlement. Une copie du règlement enregistré doit être remise au Département des Services d'infrastructure de l'aménagement du territoire pour que la condition soit considérée comme étant remplie.

6. Que le(s) requérant(s) fournisse(nt) à l'Autorité approbatrice de la Cité de Clarence-Rockland un Transfert/Acte de cession transférant le terrain divisé dans le but d'émettre un certificat d'autorisation.

7. Que chaque condition soit remplie et que l'Autorité approbatrice de la Cité de Clarence-Rockland en soit avisée par écrit pas plus tard qu'un (1) an après la date de l'avis de la décision par les départements ou les agences qui ont imposé la/les condition(s) respective(s).

ADOPTÉE

6.3 Consent – Lot enlargement

Proposé par Michel Bergeron

Appuyé par Guy Desjardins

THAT the Committee of Adjustment approve the consent application submitted by Alain Potvin, file number B-CR-019-2019, concerning the property described as 2580 Woods, subject to the following conditions:

1. That the applicant provide to the City of Clarence-Rockland one original paper copy of a registered Reference Plan (plan of survey) that identifies the severance B-CR-019-2019 as approved by the Committee, as well as one copy to be submitted electronically in PDF and DWG format directly to the United Counties of Prescott and Russell and to the City of Clarence-Rockland.
2. That the Applicant(s) provide to the Approval Authority of the City of Clarence-Rockland the following:
 - a. A copy of the legal description of the severed land and the deed or instrument conveying the severed land to the owner of the abutting property to the North known municipally as 2578 Woods Street, so that no new lot is being created, in accordance with paragraph (b) below;
 - b. A Certificate of Official attached to the deed/transfer required by paragraph (a) above containing the following endorsement:

"The lands to be severed are for the purpose of a lot addition only to the abutting lands owned by (*insert name*) described as PIN (*insert property*

identification number) being Part(s) (*insert numbers*) on Plan (*insert plan number*), not for the creation of a new lot, and any subsequent transfer, charge or other transaction involving the lands to be severed shall be subject to compliance with Section 50(3) or Section 50(5) of the Planning Act, as applicable. Neither the lands to be severed nor the abutting lands are to be transferred, charged or otherwise re-conveyed in the future without the other parcel unless a further consent is obtained. The Owner shall cause the lands to be severed to be consolidated on title with the abutting lands and for this condition to be entered on the parcel register for the consolidated parcel as a restriction."

c. An Undertaking from a solicitor authorized to practice law in the Province of Ontario, and in good standing with the Law Society of Upper Canada, as follows:

1. "In consideration of, and notwithstanding the issuance of the Certificate under Section 50(12) of the Planning Act in respect of the subject Application for Consent, I undertake on behalf of the Owner, within 10 days of the registration on title of the transfer document containing the endorsement set out in the Certificate of Official issued by the Committee of Adjustment, to file an Application to Consolidate Parcels including the severed land (Part of PIN *insert number*) and the abutting land (PIN *insert number*). This PIN consolidation is intended to reinforce the Planning Act stipulation in the condition outlined above that both parcels have merged on Title and cannot be conveyed separately in the future. I further undertake to forward a copy of the registered Application to Consolidate Parcels and a copy of the Consolidated Parcel abstract page(s) to the Committee office within 21 days of the registration of the Application to Consolidate Parcels".
3. That any mortgage on the property be discharged from any lands being severed and for any lands to be added to a lot with a mortgage, that mortgage shall be extended onto the additional land and that the solicitor provide an undertaking in writing that this condition will be fulfilled.
4. That the applicant provide to the Approval Authority of the City of Clarence-Rockland a Transfer/Deed of land conveying the severed land for use for the issuance of a Certificate of Consent.

5. That each condition be fulfilled and that the Consent Approval Authority of the City of Clarence-Rockland be notified in writing within one (1) year of the date of the Decision by the departments and/or agencies having imposed the said conditions.

ADOPTÉE

6.4 Consent – Lot enlargement

Proposé par Michel Bergeron

Appuyé par Guy Desjardins

THAT the Committee of Adjustment approve the consent application submitted by Michel Benoit Lacasse et Lise Cecile Lacasse, file number B-CR-020-2019, concerning the property described as 2578 Woods Street, subject to the following conditions:

1. That the applicant provide to the City of Clarence-Rockland one original paper copy of a registered Reference Plan (plan of survey) that identifies the severance B-CR-020-2019 as approved by the Committee, as well as one copy to be submitted electronically in PDF and DWG format directly to the United Counties of Prescott and Russell and to the City of Clarence-Rockland.
2. That the Applicant(s) provide to the Approval Authority of the City of Clarence-Rockland the following:
 - a. A copy of the legal description of the severed land and the deed or instrument conveying the severed land to the owner of the abutting property to the South known municipally as 2580 Woods Street, so that no new lot is being created, in accordance with paragraph (b) below;
 - b. A Certificate of Official attached to the deed/transfer required by paragraph (a) above containing the following endorsement:

"The lands to be severed are for the purpose of a lot addition only to the abutting lands owned by *(insert name)* described as PIN *(insert property identification number)* being Part(s) *(insert numbers)* on Plan *(insert plan number)*, not for the creation of a new lot, and any subsequent transfer, charge or other transaction involving the lands to be severed shall be subject to compliance with Section 50(3) or Section 50(5) of the Planning Act, as applicable. Neither the lands to be severed nor the abutting lands are to be transferred, charged or otherwise re-conveyed in the future without the other parcel unless a further consent is obtained. The Owner shall cause the lands to be severed to be consolidated on title with the abutting lands and for this condition to be entered on the parcel register for the consolidated parcel as a restriction."

c. An Undertaking from a solicitor authorized to practice law in the Province of Ontario, and in good standing with the Law Society of Upper Canada, as follows:

1. "In consideration of, and notwithstanding the issuance of the Certificate under Section 50(12) of the Planning Act in respect of the subject Application for Consent, I undertake on behalf of the Owner, within 10 days of the registration on title of the transfer document containing the endorsement set out in the Certificate of Official issued by the Committee of Adjustment, to file an Application to Consolidate Parcels including the severed land (Part of PIN *insert number*) and the abutting land (PIN *insert number*). This PIN consolidation is intended to reinforce the Planning Act stipulation in the condition outlined above that both parcels have merged on Title and cannot be conveyed separately in the future. I further undertake to forward a copy of the registered Application to Consolidate Parcels and a copy of the Consolidated Parcel abstract page(s) to the Committee office within 21 days of the registration of the Application to Consolidate Parcels".

3. That any mortgage on the property be discharged from any lands being severed and for any lands to be added to a lot with a mortgage, that mortgage shall be extended onto the additional land and that the solicitor provide an undertaking in writing that this condition will be fulfilled.

4. That the applicant provide to the Approval Authority of the City of Clarence-Rockland a Transfer/Deed of land conveying the severed land for use for the issuance of a Certificate of Consent.
5. That each condition be fulfilled and that the Consent Approval Authority of the City of Clarence-Rockland be notified in writing within one (1) year of the date of the Decision by the departments and/or agencies having imposed the said conditions.

ADOPTÉE

7. Demandes de dérogation mineure

7.1 Minor Variance

Proposé par Samuel Cardarelli

Appuyé par Michel Levert

THAT the Committee of Adjustment accepts the application for Minor Variance submitted by Robert Pap, for the property identified as 3237 Gendron Road, to:

- Increase the permitted size of the accessory building from 89.2 m² to 97 m²

ADOPTÉE

7.2 A/13/19

Proposé par Guy Desjardins

Appuyé par Michel Bergeron

THAT the Committee of Adjustment accepts the application for Minor Variance submitted by Immobilia Properties, for the properties identified as Part of Lot 24, Concession 1, Part 1 on Reference Plan 50R-10586 and Part of Lot 24, Concession 1, Part 2 on Reference Plan 50R-10586, to:

- Reduce the minimum interior side yard from 3.0m to 1.2m

ADOPTÉE

7.3 A/14/19

Proposé par Michel Bergeron

Appuyé par Guy Desjardins

THAT the Committee of Adjustment accepts the application for Minor Variance submitted by C.H. Clément Construction on behalf of the Estate of Eugène Laviolette, for the property identified as Part of Lot 23, Concession 1 (O.S.), Part 1 Plan 50R-9647, S/E Parts 1, 2, 3, and 4 Plan 50R-9935 to:

- Reduce the minimum exterior side yard for a townhouse dwelling from 3.5m to 2.0m for Block 3 of the approved draft plan of subdivision

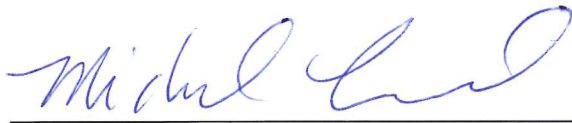
ADOPTÉE

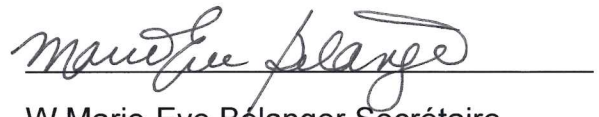
8. **Suivi**

9. **Autres items**

10. **Ajournement**

La réunion est ajournée à 19h47.


 Michel Levert
 Serge Dicaire-Président par intérim


 W Marie-Eve Belanger Secrétaire-
 Trésorière



RAPPORT N° LOI2019-10-01

Date	28/10/2019
Soumis par	Jean-Luc Jubinville
Objet	Changement de projet - Centre communautaire Ronald Lalonde
# du dossier	Cliquez ici pour entrer du texte.

1) **NATURE / OBJECTIF :**

Le but de ce rapport est d'obtenir l'approbation du conseil afin de modifier la description du projet de changement du système chauffage/ventilation/climatisation (CVC) du centre communautaire Ronald Lalonde.

2) **DIRECTIVE/POLITIQUE ANTÉCÉDENTE :**

Lors du processus budgétaire 2019 le conseil municipal a approuvé une somme de 25 000\$ afin de faire les plans et devis pour l'installation d'un nouveau système CVC au centre Ronald Lalonde.

3) **RECOMMANDATION DU SERVICE:**

ATTENDU QUE le conseil municipal a approuvé un montant de 25 000\$ lors du processus budgétaire 2019 afin de faire les plans et devis d'un nouveau système CVC au centre Ronald Lalonde; et

ATTENDU QUE suite à une première évaluation de la part des ingénieurs, le coût total du projet est évalué entre 80 000\$ et 100 000\$; et

ATTENDU QUE suite à l'approbation du plan de conservation d'énergie, il est recommandé de ne pas changer le système chauffage électrique pour un système au gaz;

QU'IL SOIT RÉSOLU que le conseil municipal approuve que le 25 000\$ qui été accordé lors du processus budgétaire de 2019 pour faire les plans et devis d'un nouveau système CVC au centre communautaire Ronald Lalonde soit utilisé afin de moderniser le système de chauffage électrique actuel, tel que recommandé au rapport no. LOI2019-10-01.

WHEREAS the municipal council approved an amount of \$ 25,000 during the 2019 budget process to prepare plans and specifications for a new HVAC system at the Ronald Lalonde community Center; and

WHEREAS following an initial evaluation by the engineers, the total cost of the project could be between \$ 80,000 and \$ 100,000; and

WHEREAS following the approval of the energy conservation plan, it is recommended not to change the electric heating system for a gas system;

BE IT RESOLVED that Council approve that the \$ 25,000 approved during the 2019 budget for plans and specifications for a new HVAC system at the Ronald Lalonde Community Center be used to modernize the current electric heating system, as recommended in Report No. LOI2019-10-01.

4) **HISTORIQUE :**

Le système de chauffage du centre communautaire Ronald Lalonde est électrique et date de plusieurs années. Le système est bruyant et a atteint sa durée de vie utile. Le centre n'a aucun système d'air climatisé. Ceci dit, les Services communautaires ont demandé lors du processus budgétaire 25 000\$ afin de faire les plans et devis pour remplacer le système CVC.

Durant l'été 2019, les services communautaires ont rencontré une firme d'ingénieur afin de commencer la rédaction des plans et devis du nouveau système de CVC. Suite à la première rencontre, les ingénieurs ont évalués que le projet coûterait entre 80 000\$ et 100 000\$.

De plus, les Services communautaires ont complété le « plan de gestion de l'énergie » au même moment. Selon ce plan, le retour sur investissement afin d'effectuer le changement des systèmes électriques pour des systèmes au gaz n'est plus recommandé considérant la hausse prononcée du coût du gaz naturel et du gaz propane.

5) **DISCUSSION :**

Plan de gestion d'énergie : Le plan de gestion d'énergie indique que dû à l'augmentation des différentes taxes gouvernementales prévues sur les combustibles (p.ex., propane, gaz naturel, etc.) les avantages financiers de modifier les systèmes de chauffage électrique pour des systèmes sont réduits considérablement. Le montant d'argent annuel sauvé sur la consommation ne sera plus assez élevé pour compenser le montant capital devant être investi afin d'effectuer les modifications aux systèmes.

Coût du projet : Les coûts associés au projet sont beaucoup plus élevés qu'anticipés. Pour cette raison, les Services communautaires ont analysé plus en profondeur la nécessité d'effectuer le changement du système de chauffage. Suite à cette analyse et suivant les recommandations du plan de gestion de l'énergie, les Services communautaires ne recommandent pas de faire le changement du système.

Électrique vs gaz : Tel qu'indiqué dans le plan de gestion de l'énergie, le prix des gaz de chauffage (propane, gaz naturel, etc.) sont supposés augmenter de façon drastique dans les prochaines années. Cette augmentation prévue, fait en sorte qu'il n'est plus avantageux financièrement (à long terme) de changer le système chauffage.

Système actuel : Le système actuel a atteint sa durée de vie utile et est très bruyant. Il est difficile d'utiliser la salle pour une conférence ou des formations lorsque le système de chauffage fonctionne dû au bruit expliquant la recommandation de moderniser le système.

Modifications proposées : Les services communautaires proposent de moderniser le système de chauffage électrique actuel afin de réduire le bruit tout en installant deux unités d'air climatisé murale qui permettront de refroidir les lieux lors des journées d'été plus chaudes.

6) **CONSULTATION :**
N/A

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

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

Les Services communautaires proposent d'utiliser le montant de 25 000\$ identifié au budget capital 2019 afin de faire les modifications proposées, il n'y a donc aucun impact financier additionnel.

9) **IMPLICATIONS LÉGALES :**
N/A

10) **GESTION DU RISQUE (RISK MANAGEMENT) :**
N/A

11) **IMPLICATIONS STRATÉGIQUES :**

La proposition des Services communautaires est basée sur les résultats et les recommandations du plan de gestion de l'énergie endossées par le conseil municipal.

12) **DOCUMENTS D'APPUI:**

- Plan de gestion de l'énergie

ENERGY CONSERVATION & DEMAND MANAGEMENT PLAN R0

Prepared for:

CITY OF CLARENCE-ROCKLAND
1560 Laurier St.
Rockland, ON K4K 1P7

Prepared by:

J.L. RICHARDS & ASSOCIATES LIMITED
864 Lady Ellen Place
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Fax: 613-728-6012



Clarence-Rockland

Energy Conservation and Demand Management Plan 2019-2024

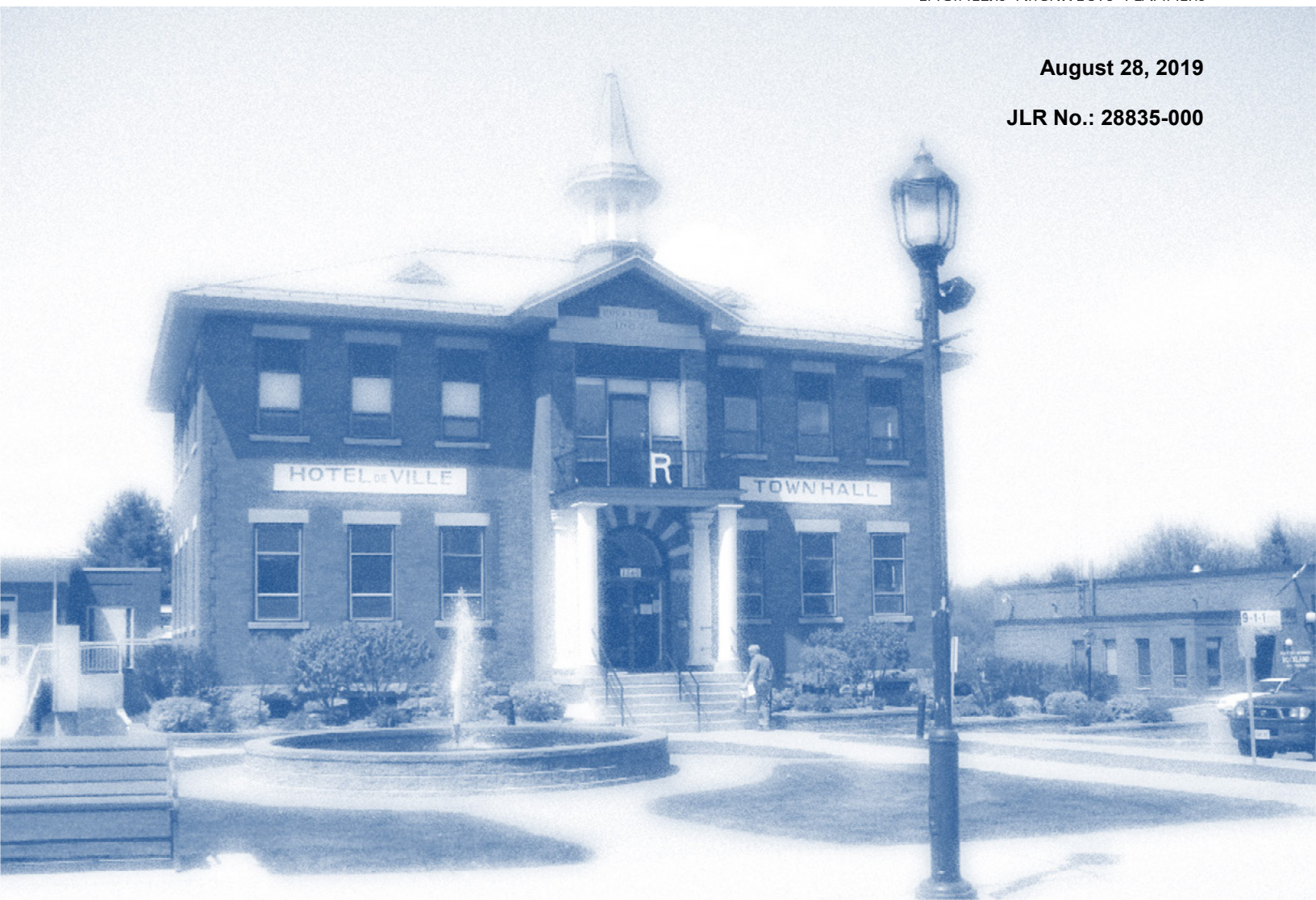


J.L. Richards

ENGINEERS · ARCHITECTS · PLANNERS

August 28, 2019

JLR No.: 28835-000



Energy Conservation and Demand Management Plan 2019-2024

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Energy Conservation and Demand Management Plan 2019-2024

1.0 Executive Summary

Context

Under O. Reg. 507/18 of the Electricity Act, the City of Clarence-Rockland is required to update their Energy Conservation and Demand Management Plan (the Plan) every 5 years. The purpose of this Plan is to provide the City with a picture of their facilities' current energy consumption, realistic and measureable targets to conserve energy, and actionable initiatives in order to achieve tangible energy reductions.

Ontario's 2017 Long Term Energy Plan estimates that electricity costs are expected to increase over 20%, or roughly 4% per year, over the next five years. The federal carbon tax has come into effect in 2019 at \$20/tonne and will increase by \$10/tonne each year until it reaches \$50/tonne in 2022; the latter price will result in an 80% increase in the price of natural gas relative to 2019 costs. This further supports the need for Ontario municipalities to reduce their energy use.

Past Performance and Actions

The increase in the City's total energy consumption since 2012 is a result of additional facilities being built or purchased by the City. The decrease in greenhouse gas emissions (GHGs) is almost entirely associated with the greening of the Ontario electrical grid through the retirement of Ontario Power Generation's coal plants. The City has not seen the equivalent decrease in GHG emissions due to an increase in natural gas consumption and an overall increase in energy consumption.

All of the City's facilities performed reasonably well against the national median. 4 properties consume 52% of the City total energy consumption. Rockland's water and wastewater treatment plants are the largest energy consumers followed by the arenas in Clarence-Creek and Rockland (Jean-Marc Lalonde). Both of the plants consume more energy than the national median. As these facilities are also the City's greatest energy consumers, they should be the focus of energy efficiency initiatives.

Many of the actions identified in the previous Plan were not completed over the last five years due to a combination of budget cuts and limited bandwidth from City staff to take on new projects. The City does not currently generate any renewable energy.

City's Energy Management Practice Self-Assessment and Targets

The City's energy management practices from 2014 to 2019 have been self-assessed for this report. The levels have increased in commitment, planning, and organization. Training, communication, finance and projects have remained static since the 2014 plan.

The City's energy management vision remains unchanged since 2014 and is:

The City of Clarence-Rockland will approach energy management proactively. We will pursue energy solutions that will lead to environmental, societal and economic benefits.

The following three energy management objectives are identified as areas to focus on in the upcoming five years:

Projects: Level 3 Practice

Improve capacity to identify and develop energy efficiency opportunities, specifically in the context of scheduled capital renewal. Improved development of business case will help to navigate through the funding process.

Energy Conservation and Demand Management Plan 2019-2024

Communication: Level 2 Practice

Energy efficiency is promoted informally through the City's communication.

Training: Level 2 Practice

One city staff has received training in energy efficiency management practices.

The City's energy management policy also establishes targets for the next 5 and 10 years, expressed as a reduction in energy use intensity. The targets are measured against the benchmark year of 2012.

Target	Facilities	Plants	Streetlights
2024	0%	20%	56.8%
2029	4%	25%	56.8%

Identified Energy Initiatives

This Plan provides a list of potential specific energy efficiency projects the City can pursue in order to achieve their targets. This list includes simple projects such as installing programmable thermostats, to complex capital projects such as modernizing the refrigeration controls at the Clarence Creek Arena. There are general initiatives the City should pursue, such as conducting energy audits of major accounts (Clarence Creek and Jean-Marc Lalonde Arenas as well as sewer and water treatment plants), assessing the solar photovoltaic capacity for all City facilities, establishing a "revolving green fund" to finance future projects, and establishing an energy retrofit management program.

For each of the potential actions, the expected energy savings, the capital costs, the simple payback and greenhouse gas emissions reductions are provided. Possible funding opportunities that could reduce capital costs are identified but were not included in the payback calculation. Similarly, the cost of carbon, and its affect on future fuel price increases, have not been factored into simple payback. Both factors could improve payback.

There are several funding opportunities available for energy efficiency measures, which for a municipality, include the Federation of Canadian Municipalities, utility-managed electricity and gas savings programs. Furthermore, because a wide range of energy savings measures have financial returns, there is a new and growing industry of entities that provide third party financing for energy retrofits and renewable energy generation, and which might be a good mechanism for the municipality to use to improve their facilities and reduce future energy bills.

Expected Impact of Initiatives and Plan for Review

If the City pursues all of the energy initiatives for these facilities and plants, they will surpass their energy reduction target for 2024. This Plan is intended to be reviewed on an ongoing basis to reassess objectives and associated actions based on the output of the monitoring process. This annual review is intended to be conducted by the Energy Officer in the form of a short report.

Energy Conservation and Demand Management Plan 2019-2024

2.0 Overview

2.1 Introduction

Under Ontario Regulation 507/18 of the Electricity Act, the City of Clarence-Rockland (the City) is required to develop and publish an Energy Conservation and Demand Management Plan (the Plan). This Plan has been structured to comply with each of the requirements specified in the regulation.

The City's senior management approved this Plan in early August 2019. The City's Council subsequently adopted this Plan at the September 4th, 2019 council meeting.

The City intends to revisit and update this Plan every five years, as required under the regulation. The City's Energy Officer has overall responsibility for the maintenance and implementation of this plan.

2.2 Plan Scope

This Plan seeks to update and improve upon the Energy Conservation and Demand Management Plan 2014 (the previous Plan) while meeting the City's obligations under O. Reg. 507/18. The purpose of this Plan is to provide the City with an energy picture of their facilities' current energy consumption, realistic and measureable targets to conserve energy and actionable initiatives in order to achieve tangible energy reductions. The scope of this Plan is specific to the energy consumption and associated greenhouse gas emissions of the City's facility buildings, water and sewer plants and street lighting (as displayed in Table 1). Energy consumption and greenhouse gases associated with the City's vehicle fleet are not included in this plan. This Plan does not include activities by the broader community within Clarence-Rockland's municipal boundary.

2.3 Plan Development

The City retained J.L. Richards & Associates Limited (JLR) to update the previous Plan through a competitive proposal process. JLR is a multidisciplinary practice offering services in all core engineering disciplines, architecture, planning and project management. JLR worked with the City's Energy Team to develop this Plan.

This Plan was created in four stages, by:

1. Reviewing the City's Energy Plan, reporting and initiatives;
2. Analyzing annual electricity, natural gas and heating oil consumption from 2011-2018;
3. Updating targets based on analysis and trends in energy consumption; and
4. Drafting this Plan to meet the energy reduction targets.

Accordingly, this Plan identifies the City's current energy management practices, its goals and objectives for improvement, specific actionable steps to achieve these goals, and a commitment to continually assess progress, revisit the contents of this Plan and make revisions as required.

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Name	Address	Use	Floor Area (ft ²)
Facilities			
Alphonse Carrière Community Center	3154 Gendron Street, Hammond	Community Centre	2,296
Ronald Lalonde Community Center	2564 St-Pascal Rd, St-Pascal	Community Centre	5,756
Bourget Community Center	19 Lavigne Rd., Bourget	Community Centre	10,686
Chamberland Center	1517 Laurier St, Rockland	Community Centre	2,128
Clarence Creek Arena	418 Lemay St., Clarence Creek	Indoor Ice Rink; Community Centre	35,165
Jean-Marc Lalonde Arena	1450 ave du Parc, Rockland	Indoor Ice Rink; Community Centre	41,171
Band Shell	1500 ave du Parc, Rockland	Cultural Facility	756
Arts and cultural Center	1500 ave du Parc, Rockland	Cultural Facility	1,430
Museum	687 Laurier, Rockland	Cultural Facility	6,879
Recreation Garage	2815 Chamberland, Rockland	Storage Facility	1,812
Municipal Garage	417 Lemay St, Clarence Creek	Storage Facility	6,297
Archives	2475 ch. St-Pascal, St-Pascal	Administrative Office	2,257
Rockland City Hall	1560 Laurier Street, Rockland	Administrative Office	10,626
Fire Department Admin Building	1536 Laurier Street, Rockland	Administrative Office	1,610
Rockland Fire Hall	1550 Laurier, Rockland	Fire Station	3,000
Clarence Creek Fire Hall	1484 Landry Street, Clarence Creek	Fire Station	2,400
Bourget Fire Hall	2163 Laval Street, Bourget	Fire Station	2,300
Clarence Creek City Hall	415 Lemay Street, Clarence Creek	Administrative Office	4,326
Bourget Train Station	139 Levis Street	Other	1,902
Water and Sewage			
Rockland Water Treatment Plant	125 Edwards Street, Rockland	Water Treatment	15,000
Rockland Water Booster Station	1441 Caron St., Rockland	Water Pumping	-
Water Tower 1	888 St-Joseph St., Rockland	Water Pumping	-
Water Tower 2	2340 Bouvier Rd., Clarence Creek	Water Pumping	-

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Water Tower 3	205 Grand Tronc Road, Cheney	Water Pumping	-
Rockland Step Pump System	000 Edwards St., Rockland	Water Pumping	-
Rockland New Pumping Station	25 de la Berge St., Rockland	Water Pumping	-
Rockland Wastewater Treatment Plant	700 Industrial Road, Rockland	Sewage Treatment	30,000
Sewage Pumping Station 1	455 Notre Dame St., Rockland	Sewage Pumping	-
Sewage Pumping Station 2	St Jacques St., Rockland	Sewage Pumping	-
Sewage Pumping Station 3	2780 Chamberland St., Rockland	Sewage Pumping	-
Sewage Pumping Station 4	1797 Albert St., Rockland	Sewage Pumping	-
Sewage Pumping Station 5	210 Edwards St., Rockland	Sewage Pumping	-
Sewage Pumping Station 6	151 Laurier St., Rockland	Sewage Pumping	-
Sewage Pumping Station 7	871 Platinum St. Rockland	Sewage Pumping	-
Street Lighting			
Street Lights (9 accounts)	Various	Other	

Table 1: List of City's Facilities, Plants and Streetlights included in this Plan

2.4 Plan Structure

Details are presented under the following sections:

- Section 3 – Ontario's Energy Picture;
- Section 4 – Baseline Energy Use;
- Section 5 – Energy Consumption and Emissions;
- Section 6 – Conservation and Renewable Energy Measures;
- Section 7 – Current State of Energy Management;
- Section 8 – Energy Management Policy;
- Section 9 – Identified Energy Initiatives;
- Section 10 – Expected Impact of Initiatives;
- Section 11 - Plan for Review.

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3.0 Ontario's Energy Picture

3.1 Energy Supply and Pricing Forecasts for Ontario

In 2018, Ontario had a total electricity supply mix of 147.6 terawatt-hours (TWh), including avoided energy use as a result of conservation. Looking forward, supply requirements are expected to increase by approximately 20% over the next fifteen years.

Electricity costs are expected to increase over 20%, or roughly 4% per year, over the next five years. This further supports the need for Ontario municipalities to carefully manage their electricity use. However, Ontario's 2017 Long-Term Energy Plan was prepared under the previous provincial government. The current provincial government has yet to announce when they will release a revised energy plan, which has resulted in uncertainty surrounding the future of Ontario electricity market.

Natural gas prices have returned to the pre-2014 historically low rates. Enbridge's April 2019 effective natural gas price is lower than the previous quarter, largely driven by the decrease in the commodity price. Although there are no reliable long-term forecasts for the North American natural gas commodity price, there is certainty the price of natural gas will be affected by the recently announced carbon tax. On April 1, 2019, the federal carbon tax backstop went into effect at \$20 per tonne of greenhouse gas emissions. This will result in a 30% addition to the commodity price of natural gas in Ontario. Under this plan, the carbon tax will increase by \$10/tonne each year until \$50/tonne in 2022, resulting in an 80% increase in price relative to 2019 costs as shown in Figure 1.

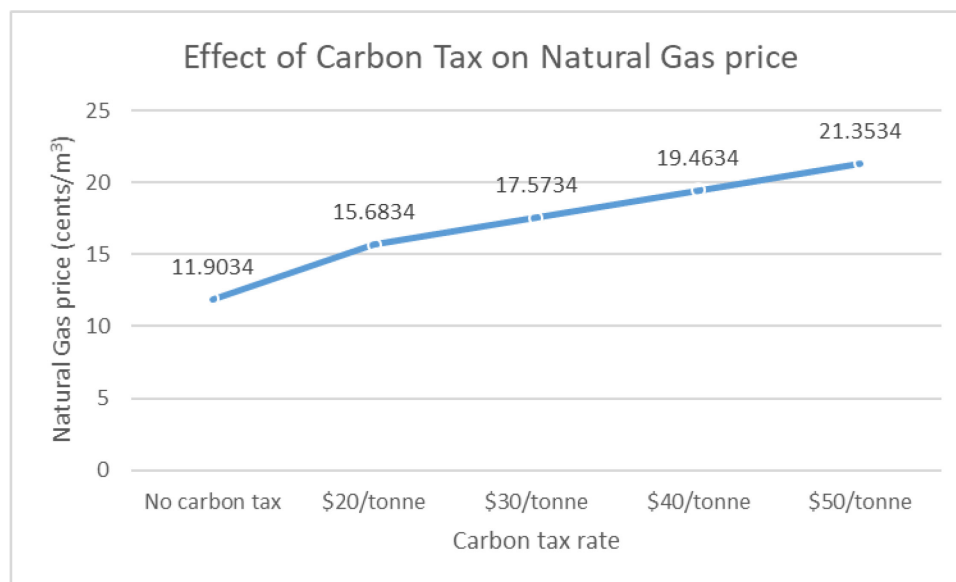


Figure 1: Projected Increase of Natural Gas Prices Due to Carbon Tax

Even though there is uncertainty surrounding the cost of electricity and natural gas over the next 10 years, energy sources powered by fossil fuels will undoubtedly increase as a result of the carbon tax.

3.2 Electricity Act and Regulation 507/18

On January 1, 2019 the current provincial government repealed the 2009 Green Energy Act which included O. Reg. 397/11: Energy Conservation and Demand Management Plans. However, the provincial government transferred the requirements of O. Reg. 397/11 to a new regulation O. Reg. 507/18: Broader Public Sector: Energy Reporting and Conservation and Demand Management Plans under the Electricity

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Act. This regulation is intended to continue to help public agencies, including municipalities, understand and better manage their energy consumption. Under the regulation, the City is required to update their energy conservation and demand management plan every five years.

Energy conservation and demand management plans are required to include:

- A summary of the City's energy consumption and emissions;
- A description of previous, current and proposed energy conservation measures;
- A forecast of expected results for current and proposed measures;
- Cost and savings estimates for proposed measures;
- A report of the actual results achieved;
- A description of any proposed changes to be made to assist in reaching the targets set;
- A description of renewable energy generation facilities and their energy production;
- Details on the goals, objectives and proposed measures that have been developed; and
- Confirmation that this Plan has been approved by the City's senior management.

This Plan has been structured to comply with each of the requirements specified in the regulation.

4.0 Baseline Energy Use

The City developed an energy baseline of total annual energy consumption in the previous Plan in order to provide a quantitative reference case for comparing its future energy performance. Annual energy consumption of electricity, natural gas and fuel oil for 2012 were combined into an equivalent energy consumption value represented as an equivalent kilowatt hour (ekWh). The previous Plan then set targets based on an energy reduction relative to this 2012 baseline.

JLR would like to note that using *total annual energy consumption* of the City as the benchmark to which targets for future years are measured against can result in the City unfairly missing their targets due to expansion or increased use of facilities that are out of their control. For example, if the City constructs a new fire hall, the *total energy consumption* of the City will increase due to this new load regardless of energy efficiency measures enacted at other facilities. If this new fire hall were designed as a net-zero facility, this bold initiative in energy leadership would not be properly reflected in a target that uses the *total energy consumption*. Similarly, if the water or sewage flow through the treatment plants increased due to reasons out of the City's control, the energy consumption at these plants would increase substantially. For these reasons, this Plan will provide alternative benchmarks that will take into account expansion or increased usage, and will be detailed separately for facilities, plants and street lighting, as explained in the next three sections. The benchmarks will be measured using energy use intensity (EUI), which normalizes energy use of facilities of different sizes to a common metric such as floor area or flow. Generally a low EUI signifies good energy performance.

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4.1 Facilities Benchmark

We define facilities as all buildings except for those associated with water and wastewater buildings. For this analysis, the benchmark energy consumption of the facilities was normalised to the gross floor space. The normalized energy consumption is known as gross energy use intensity (EUI_F):

$$EUI_F = \frac{\text{Total Annual Energy Consumption for All Facilities}}{\text{Gross Floor Space of All Facilities}}$$

EUI is a commonly used metric to express a building's energy use as a function of its size which allows for additional facilities to be constructed or acquired by the City without negatively effecting their energy reduction targets. Generally a low EUI signifies good energy performance. Using this metric for benchmarking and targeting, rather than absolute energy consumption, allows for new facilities to be constructed by the City and will demonstrate the reduction in energy consumption due to energy efficiency projects or net zero new construction.

Table 2 displays the total floor area, electricity, natural gas, fuel oil and equivalent energy consumption for 2012 of all of the City's non-water or sewage related buildings.

Account	Total Floor Area (m ²)	Electricity (kWh)	Natural Gas (m ³)	Fuel Oil (L)	Energy Consumption (ekWh)
Archives	210	13,440			13,440
Clarence-Creek Arena	3,267	624,420	17,201		807,228
Jean-Marc Lalonde Arena	3,825	180,960	48,620		697,683
Band Shell	70	14,595			14,595
Bourget Community Center	993	11,924			11,924
Bourget fire hall	214	37,457	2,743		66,609
Rockland City Hall	987	227,430	21,933		460,529
Rockland fire hall	279	29,284	5,263		85,218
Fire Department Admin Building	150	11,195			11,195
Alphonse Carrière Community Center	213	25,187			25,187
Ronald Lalonde Community Center	535	57,503			57,503
Arts and Cultural Center	133	14,595			14,595
Chamberland Center	198	50,576	2,372		75,785
Clarence Creek fire hall	223	19,126	4,130		63,019
Municipal Garage	585	142,180	2,702		170,896
Recreation Garage	168	70,500			70,500
Museum	639	23,490		6,929	98,169
Total	12,688	1,553,862	104,964	6,929	2,744,075

Table 2: City's Facilities Total Floor Area and 2012 Energy Consumption

The gross floor area and total equivalent energy consumption for 2012 is used to set the EUI benchmark that targets will be measured against.

$$EUI_F = \frac{2,744,074 \text{ ekWh}}{12,688 \text{ m}^2} = 216 \frac{\text{ekWh}}{\text{m}^2}$$

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4.2 Plant Benchmarks

We define plants as all municipal buildings associated with the pumping or treatment of water and waste water. The energy consumption of plants is heavily dependent on the flow through these plants. In order to separate deviations in annual flow rates from improvements in plant energy efficiency, the benchmark for water and sewer pumping stations and treatment plants will be set as gross energy use intensity (EUI_P):

$$EUI_P = \frac{\text{Total Annual Energy Consumption for All Facilities}}{\text{Total Flow Rate through Water and Sewer Treatment Plants}^1}$$

EUI using flow rate is a commonly used metric for water and sewer plant energy consumption to account for operation of the plants. Generally a low EUI signifies good energy performance. Using this metric for benchmarking and targeting allows for the City to demonstrate the reduction in energy consumption due to energy efficiency measures independent of an increase in water consumption by the residents.

Table 3 displays the total flow rate, electricity, natural gas and equivalent energy consumption for 2012 of all of the City's water or sewage related buildings.

Account	Annual Flow (ML)	Electricity (kWh)	Natural Gas (m³)	Energy Consumption (ekWh)
Rockland Water Treatment Plant	1,510.43	736,800	43,039	1,194,209
Rockland Water Booster Station	337.61	119,400	4,103	163,006
Rockland Water Tower 1	1,132.83	11,337		11,337
Rockland Water Tower 2	302.09	27,086		27,086
Rockland Water Tower 3	75.52	40,329		40,329
Rockland Wastewater Treatment Plant	1,252.81	907,200	26,080	1,184,372
Rockland Sewage Pumping Station 1	1,252.81	129,600		129,600
Rockland Sewage Pumping Station 2	626.40	102,000		102,000
Rockland Sewage Pumping Station 3	125.28	46,400		46,400
Rockland Sewage Pumping Station 4	125.28	38,000		38,000
Rockland Sewage Pumping Station 5	125.28	21,300		21,300
Rockland Sewage Pumping Station 6	125.28	16,600		16,600
Rockland Sewage Pumping Station 7	125.28	21,700		21,700
Total	7,116.892	2,217,752	73,222	2,995,939

Table 3: City's Plant 2012 Annual Flow and Energy Consumption

The flow rates through the sewer and water treatment plants and total equivalent energy consumption for 2012 is used to set the EUI benchmark that targets will be measured against.

$$EUI_P = \frac{2,995,939 \text{ ekWh}}{2,763 \text{ ML}} = 1,084 \frac{\text{ekWh}}{\text{ML}}$$

¹ The flow through the pumping stations will flow through the treatment plants and as a result have been excluded from this calculation.

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4.3 Street Lighting Benchmark

In order to allow for new developments and roads to be constructed in the City and the additional load of new streetlights not negatively affecting their energy reduction targets, the benchmark for street lighting is set as a ratio of energy consumption per light:

$$EUI_s = \frac{\text{Total Annual Energy Consumption for All Streetlights}}{\text{Total Number of Streetlights}}$$

Using this metric for benchmarking will encourage the adoption of energy efficient street lighting for future developments and roads.

Electricity Consumption (kWh)	Number of Streetlights
1,601,592	1,603

Table 4: City's 2012 Electricity Consumption and Quantity of Streetlights

The electricity consumption and number of streetlights for 2012 is used to set the ratio of energy consumption per light that will be used as a benchmark for targets to be measured against:

$$EUI_s = \frac{1,601,592 \text{ kWh}}{1,603 \text{ lights}} = 999 \text{ kWh/light}$$

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5.0 Energy Consumption and Emissions

This section will provide an overview of the City's energy consumption and greenhouse gas emissions since the previous Plan, including an overview of the City's total energy consumption year over year, a comparison of energy consumption by fuel source, a breakdown of the different account types, a highlight of the City's largest energy consumers, an overview of individual facility's EUI and a year over year comparison against the benchmarks detailed in Section 4.0.

Figure 2 displays the City's combined equivalent energy consumption and the corresponding greenhouse gas emissions of all facilities from 2012 to 2018. Energy consumption is represented as equivalent kilowatt-hours, which is electricity as kilowatt-hours combined with natural gas and fuel oil converted to kilowatt-hours.

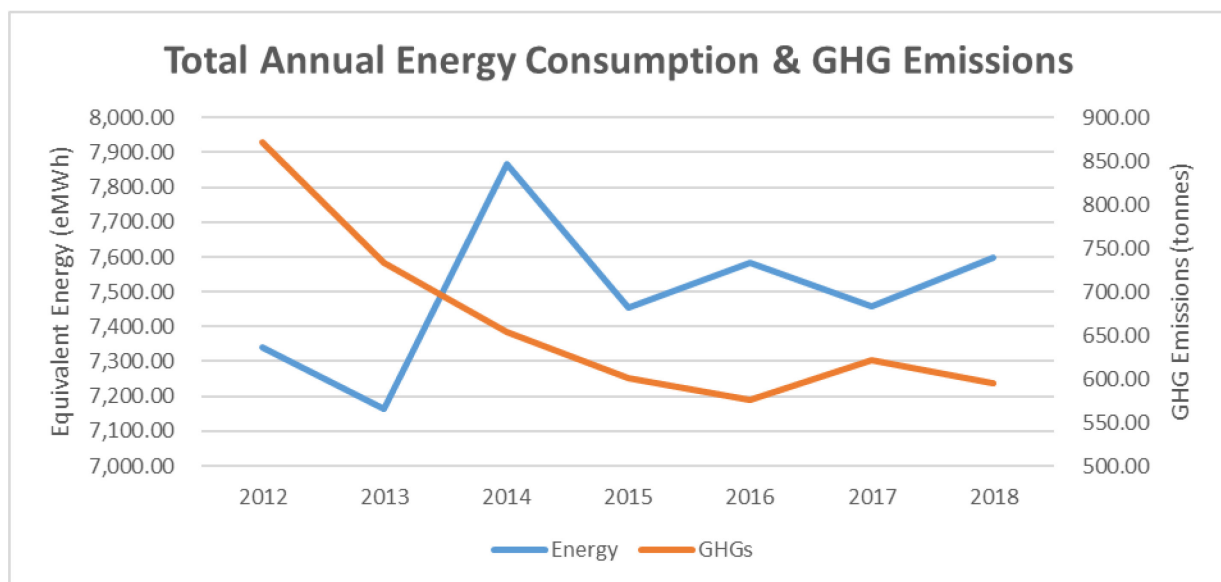


Figure 2: The City's Total Energy Consumption and Associated Greenhouse Gas Emissions of all Municipal Buildings and Streetlights from 2014 to 2018

The high energy consumption in 2014 is a result of abnormally high electric usage at the Clarence-Creek Arena. The increase in total energy consumption since 2012 is a result of additional facilities being built, purchased or the lease retained by the City such as Bourget Train Station, Clarence Creek City Hall and new water pumping stations in Rockland. The decrease in greenhouse gas emissions (GHGs) is almost entirely associated with the greening of the Ontario electrical grid through the retirement of Ontario Power Generation's coal plants. In 2012 the ratio of GHGs produced for electricity from the Ontario electrical grid was 100 g/kWh. By 2018 this ratio had decreased to 36 g/kWh. The City has not seen the equivalent decrease in GHG emissions due to an increase in natural gas consumption and an overall increase in energy consumption.

Figure 4 displays the City's energy consumption by fuel source for 2012 and 2018 (2012 data forms the inner ring, and 2018 data forms the outer ring). Electricity is the primary fuel source with natural gas and fuel oil used for space or process heating. The percentage increase in natural gas consumption in 2018 is due to fuel switching of a few facilities from electric heat or fuel oil to natural gas.

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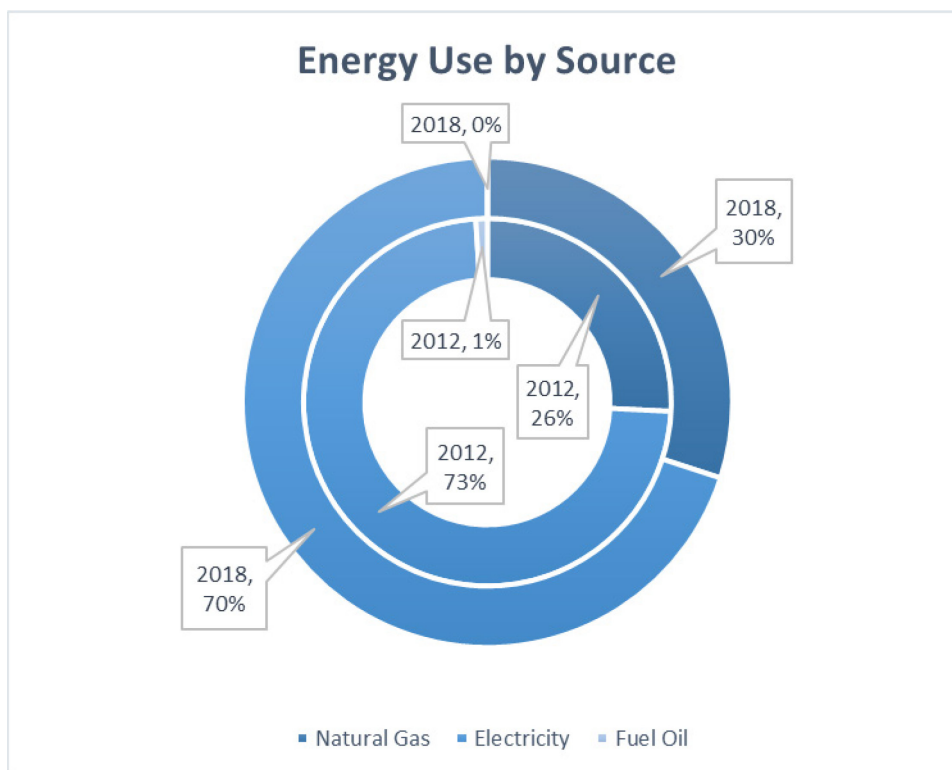


Figure 4: City's Total Energy Consumption by Fuel Source, 2012 Compared to 2018

Figure 3 displays the City's energy consumption by account centre categories for 2012 and 2018. Plants continue to be the largest account centre. Street lighting continues to be the smallest category and facilities has increase due to the new buildings constructed and acquired since 2012.

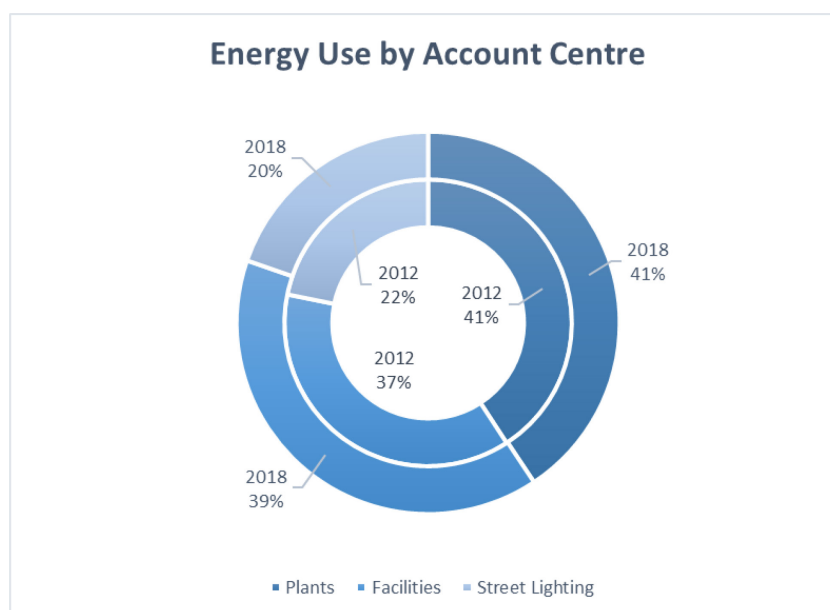


Figure 3: City's Total Energy Consumption by Account Centre Categories, 2012 Compared to 2018

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Figure 5 highlights the City's largest energy consuming accounts in 2012 compared to 2018. The City's single largest account is street lighting. However, out of the combined 33 plants and facilities currently in use by the city, 4 properties consume 52% of the City total energy consumption. Rockland's water and wastewater treatment plants are the largest energy consumers followed by the arenas in Clarence-Creek and Rockland.

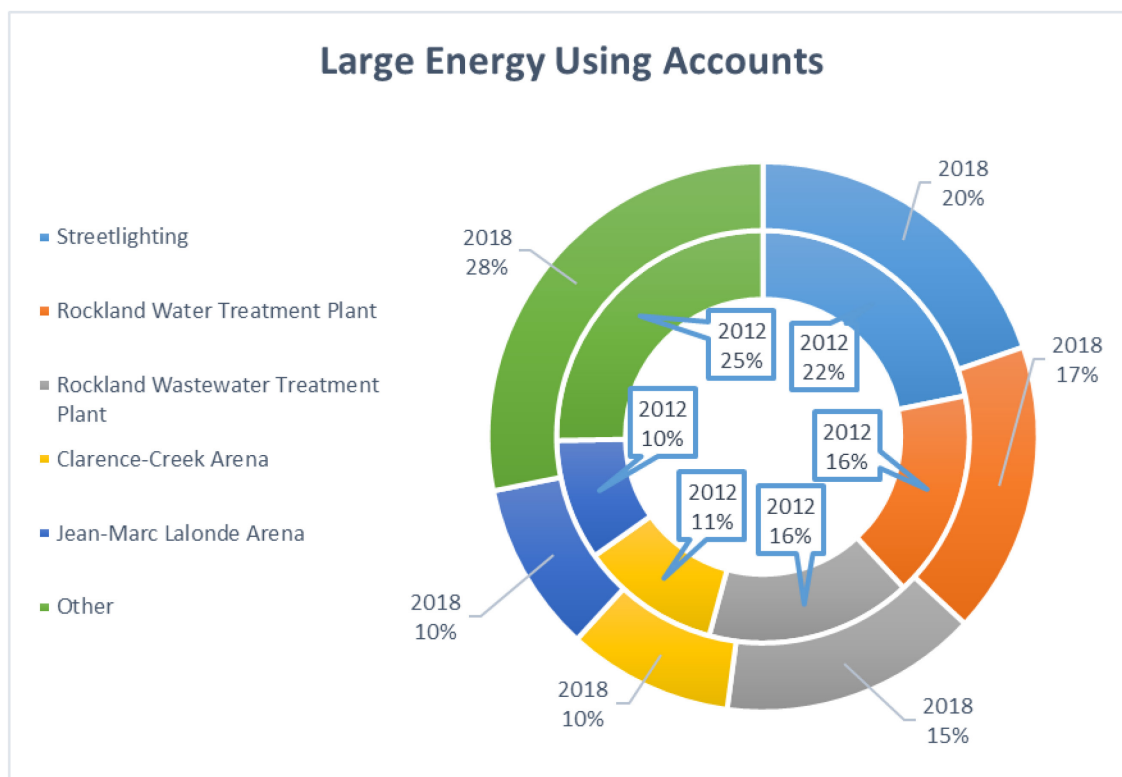


Figure 5: City's Largest Energy Using Accounts, 2014 Compared to 2018

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Figure 6 displays the 2012 and 2018 energy use intensity for all of the City's facilities compared against the 2019 Energy Star® Portfolio Manager® Canadian National Median Site EUI for each property type. The median value is the middle of the national population – half of buildings use more energy, half use less. The facilities are ordered from lowest consumers (left) to highest consumers (right) when compared to the national median.

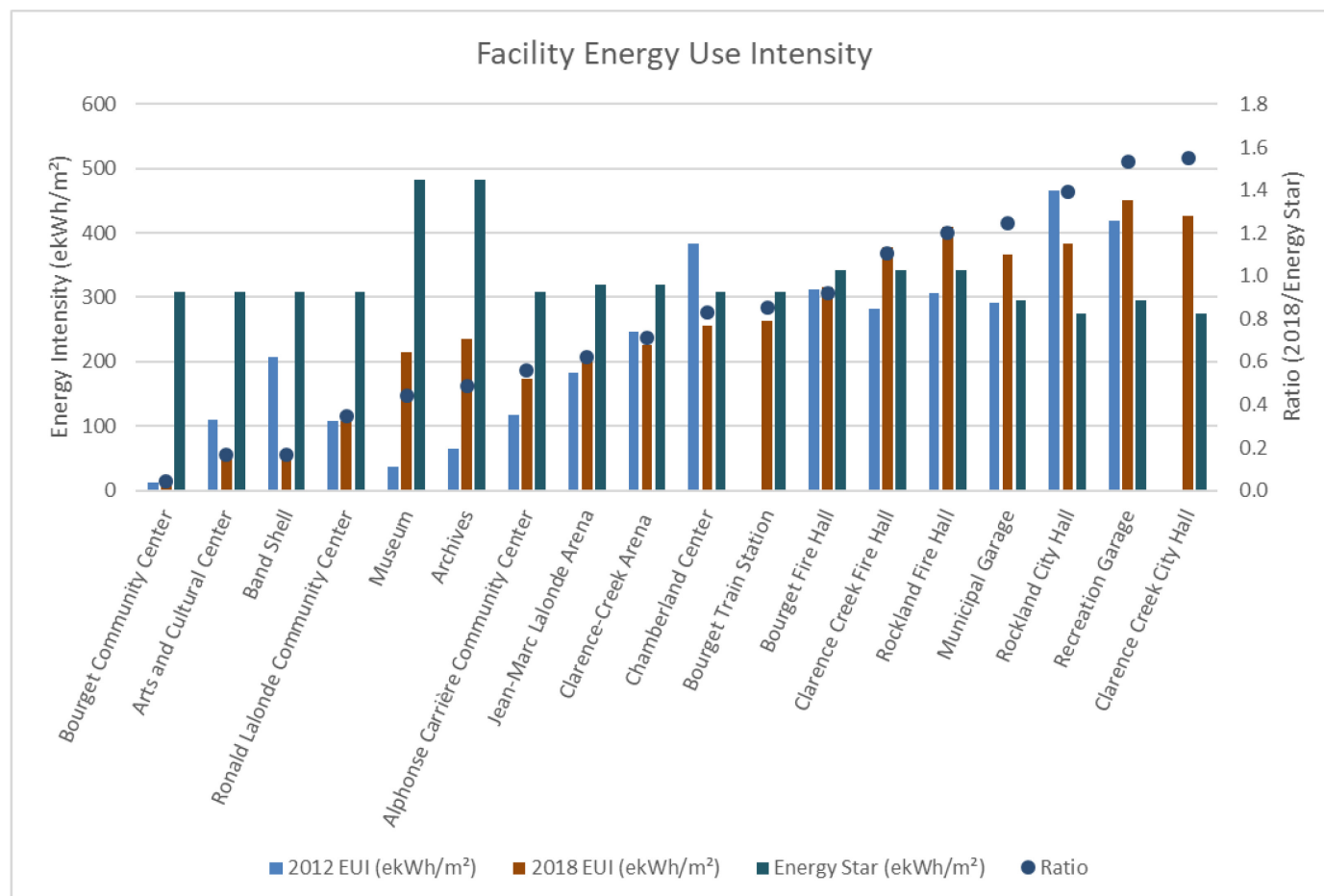


Figure 6: 2012 and 2018 Energy Use Intensity for City's Facilities Compared to Energy Star® Portfolio Manager® Canadian National Median Table for Energy Use Intensity by Property Type

All of the City's facilities performed reasonably well against the national median, a ratio of less than 1 represents a facility that is equal to or better than the national median for that facility type. The Clarence Creek City Hall is the worst performing facility and as a large energy user should be a focus for energy efficiency measures.

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Figure 7 displays the 2012 and 2018 EUI for the City's water and sewer treatment plants compared against the 2019 Energy Star® Portfolio Manager® Canadian National Median Site EUI for each property type. The EUI is measured as the total annual energy consumption over the annual flow through the facility measured in mega litres (ML).

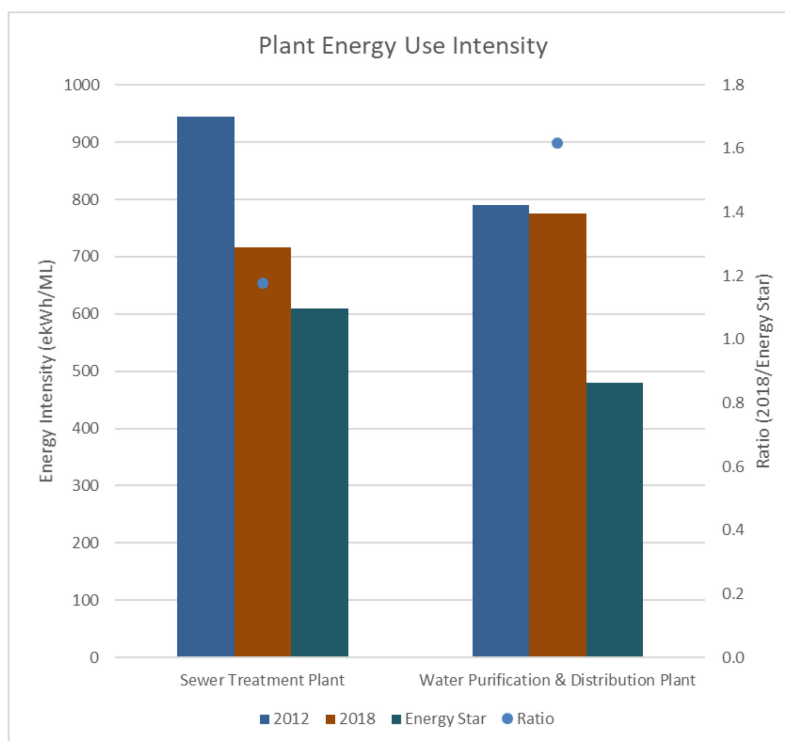


Figure 7: 2012 and 2018 Energy Use Intensity for City's Plants Compared to Energy Star® Portfolio Manager® Canadian National Median Table for Energy Use Intensity by Property Type

Both of the plants consume more energy than the national median, a ratio greater than 1 represents a facility that consumes more energy than the national median for a facility of that type. As these facilities are also the City's greatest energy consumers, they should be the focus of energy efficiency initiatives.

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6.0 Conversation and Renewable Energy Measures

6.1 Energy Conservation Measures

Table 5 lists the energy conservation measures the City has completed since 2014 when the last energy conservation and demand management plan was published.

Building	Project	Implementation Date	Description
Museum	Fuel switching and LED retrofit	2015	Converted from heating oil to natural gas and LED lighting replaced some incandescent lighting.
Clarence Creek Arena	LED lighting retrofit	2017	All lighting replaced with LED lights.
Bourget Community Centre	LED lighting retrofit	2018	LED lighting replaced some incandescent lighting.
Rockland City Hall	LED lighting retrofit	2018	LED lighting replaced some incandescent lighting.
Archives	LED lighting retrofit	2018	LED lighting replaced some incandescent lighting.
Band Shell	LED lighting retrofit	2018	LED lighting replaced some incandescent lighting.
Alphonse-Carrière Community Centre	LED lighting retrofit	2018	LED lighting replaced some incandescent lighting.
Recreation Garage	LED lighting retrofit	2018	LED lighting replaced some incandescent lighting.
Clarence Creek City Hall	LED lighting retrofit	2018	LED lighting replaced some incandescent lighting.
Arts and Cultural Center	Fuel switching	2018	Switching from electric baseboards to a natural gas forced air furnace.
Ronald Lalonde Community Centre	Fuel switching and LED retrofit	2019	LED lighting replaced some incandescent lighting.

Table 5: Completed Energy Conservation Measures by City since Previous Plan

The LED lighting retrofits are the most significant measure the City has completed since the last Plan resulting in electricity consumption decreasing for these facilities. Many of the actions identified in the

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previous Plan were not completed over the last five years due to a combination of budget cuts and limited bandwidth from City staff to take on new projects.

City of Clarence-Rockland Street Lighting Policy

IN 2017, THE CITY OF CLARENCE-ROCKLAND APPROVED A ROADWAY LIGHTING POLICY IN ACCORDANCE WITH THE ONTARIO ELECTRICAL SAFETY CODE AS WELL AS THE ILLUMINATING ENGINEERING SOCIETY OF NORTH AMERICA (IESNA). IN ADDITION TO A PLANNED RETROFIT OF THE EXISTING STREETLIGHTS, THE CITY WILL INSTALL LED LIGHTING INSTEAD OF THE PREVIOUS HIGH PRESSURE SODIUM LIGHTS GOING FORWARD. BY USING MORE EFFICIENT LED TECHNOLOGY AND PHOTO SENSORS, THE AVERAGE ENERGY USE INTENSITY OF THE STREETLIGHTS WILL DROP FROM ITS CURRENT ANNUAL USAGE OF 934 KWH PER LIGHT TO AN ESTIMATED 431 KWH PER LIGHT, A DROP OF MORE THAN HALF. LIGHT POLLUTION HAS ALSO BEEN MINIMIZED THROUGH MAXIMUM LUMEN OUTPUTS AS WELL AS THE USE OF SEMI OR FULL CUT-OFF LUMINARIES WHICH BLOCK LIGHT FROM NEEDLESSLY SHINING INTO THE SKY.

6.2 Renewable Energy Measures

The City does not currently generate any renewable energy.

7.0 Current State of Energy Management

7.1 Energy Management Practice

Energy management is the continuous process of managing change in the City's behavioural, organizational and technical practices. The City's current state of energy management has been assessed across eight equally weighted categories: Commitment, Planning, Organization, Projects, Financing, Tracking, Communication, and Training. Energy management practices are improved by following the Plan-Do-Check-Act principles of ISO 50001, an international energy management standard.

- **Plan:** this Plan documents the City's energy management objectives and the actions that have been defined to improve its energy performance.
- **Do:** the City intends to use this Plan as a roadmap to undertake actions and achieve its desired objectives.
- **Check:** the Energy Team's annual reviews will allow the City to readily measure whether change is successful.
- **Act:** the City is committed to continually assessing progress towards this Plan, revisiting its contents and making revisions every five years.

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7.2 Self-Assessment of Current Practice

Each of the eight energy management practice categories can be divided into practice levels: One is the lowest score and means there is plenty of room for improvement, while a score of five means that the City's operations are aligned with best practices. Progressing upward across all eight categories will ensure the City optimizes the way it manages energy. The City's energy management performance was originally self-assessed for the previous Plan across the eight categories; this self-assessment has been refreshed for this Plan, with the results displayed below.

Commitment: an energy policy endorsed by Council, and with clear targets, catalyzes change from the top down.

C O M M I T M E N T	1	2	3	4	5
	No policies	An undocumented set of guidelines or policies	Un-adopted energy policy set by municipal staff	A formal energy policy exists but lacks active commitment from council	Energy policy exists with clear targets and has commitment from mayor and council
	Description of Current Practice: 4 – In 2014 a formal energy policy was set in the form of an energy conservation and demand management plan. However, resource and budget allocations were not provided to accomplish the action items established in the 2014 plan.				

Planning: An energy management plan provides a roadmap to achieve targets.

P L A N N I N G	1	2	3	4	5
	No energy management plan	One person delegated to develop an energy management plan	Only technical municipal staff are involved in developing an energy management plan	All municipal departments are represented on the planning team with some support from council	An energy management plan covers all major practice categories, defines how targets will be achieved, and is implemented by all applicable municipal departments and staff
	Description of Current Practice: 3 – Only the Municipal/Recreational Facility Manager and Wastewater/Water Treatment Plant Manager provided input into the development of this plan.				

Organization: Energy management is most effective when it's an integral part of all City operations.

O R G A N I Z A T I O N	1	2	3	4	5
	No one is accountable for energy management	Energy management is the part time responsibility of a municipal staff member with limited authority	Energy management is the part time responsibility of a municipal staff member with authority	Energy is managed via an energy committee which works directly with municipal departments and staff	Energy management is fully integrated into council's agenda with clear delegation of responsibility to the energy committee, and subsequently to municipal departments and staff
	Description of Current Practice: 3 – The Energy Officer designation is a part-time responsibility of a municipal staff member at the management level.				

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Projects: Routine assessment of technical, behavioural and operational projects reduces missed opportunities.

P R O J E C T S	1	2	3	4	5
	No mechanism to identify or develop energy efficiency opportunities	Informal assessments with ad hoc resources to identify energy efficiency opportunities	Development of energy efficiency opportunities on an infrequent basis with selected implementation	Infrequent but formalized energy efficiency opportunity identification, basic business cases and implementation	Ongoing identification of projects (retrofit, renewable energy, behavioural, operational, and maintenance), development of business cases, and implementation
Description of Current Practice: 2 – Assessments are typically informal, with no policy for the development of energy efficiency opportunities. Many opportunities identified in the previous Plan were not implemented due to a lack of budget and City staff resources.					

Financing: A commitment to fund opportunities that meet established investment criteria facilitates project management.

F I N A N C I N G	1	2	3	4	5
	No investment in energy efficiency	Only low cost measures considered for financing	Investment using short term or simple payback criteria only, no consideration for life cycle costing	Investment using life cycle costing and/or internal rate of return	Clearly defined commitment (policy) to implementation and financing mechanism(s) for energy efficiency projects
Description of Current Practice: 3 – The City does not have an established investment metric by which to measure energy efficiency projects. This Plan has utilized simple payback as the sole investment metric for comparing options.					

Tracking: You cannot manage what you do not measure. Energy performance can be managed by monitoring and benchmarking.

T R A C K I N G	1	2	3	4	5
	No energy data being tracked or benchmarked	Cost reporting based on utility invoice data, no benchmarking	Facility level performance is monitored against baseline using utility data with ad hoc use of findings, no benchmarking	Facility level performance is monitored against baseline and benchmarked using key performance indicators, results from major projects are measured	Energy accounting system sets targets, forecasts use, monitors use against baseline and forecast, and identifies faults. Savings are tracked at a project and system level using sub-meters. Performance is benchmarked
Description of Current Practice: 2 – The City has been tracking cost using utility invoices on an annual basis and energy consumption in order to meet the ministry reporting requirements. Performance benchmarking is not part of the City's regular activities. Some basic benchmarking was included as part of the previous Plan and the metrics used in these benchmarks have been improved as a part of this plan.					

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Communication: Showcasing the value and performance of energy management increases support and buy-in.

C O M M U N I C A T I O N	1	2	3	4	5
	No promotion of energy efficiency	Informal methods employed to promote energy efficiency	Energy efficiency related activities are reported or marketed occasionally within the municipality	The value of energy efficiency and the performance of energy management is reported and marketed routinely within the municipality	The value of energy efficiency and the performance of energy management is reported and marketed both within the municipality and externally to residents and stakeholders
	Description of Current Practice: 1 – There is no active promotion of energy efficiency projects.				

Training: Awareness and capacity development enable operational and behavioural change.

T R A I N I N G	1	2	3	4	5
	No energy management or operational training	One municipal staff member has received training in energy management practices	Technical municipal staff have received training in energy efficiency management practices	Energy committee members, and technical municipal staff have received training in energy management practices	Council has received training in energy management practices, and energy committee members, and technical municipal staff receive ongoing training.
	Description of Current Practice: 1 – Municipal staff have not taken part in any training related to energy management.				

As shown in Figure 8, the City's energy management practices have increased in commitment, planning, and organization. The other categories have remained static since the 2014 plan.



Figure 8: City's state of energy management practices, 2014 compared to 2019.

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8.0 Energy Management Policy

Whereas the previous sections present information on the City's current state of energy management, this section outlines the City's goals for improving its energy management practices in the form of a policy. This policy was originally developed as part of the previous Plan and has been updated accordingly for this plan.

City of Clarence-Rockland's Energy Management Policy

The City of Clarence-Rockland's Energy Management Policy outlines the City's commitment to energy management, its vision statement, strategic objectives, and short- and long-term targets.

8.1 Commitment

To ensure that our energy management vision is realized, city council and senior staff will incorporate energy management into all areas of activity including our organizational management procedures, procurement practices, capital asset and investment decisions, and facility operations and maintenance. This will be accomplished by:

- 1. Ensuring the necessary resources are allocated to enable the implementation of actions outlined in the City's Energy Conservation and Demand Management Plan (Plan);*
- 2. Holding all city staff accountable and responsible for managing energy through corporate targets; and*
- 3. Ensuring that city staff, council and ratepayers are updated regularly on progress as measured against the targets and performance indicators included in the Plan.*

8.2 Vision

The City of Clarence-Rockland will approach energy management proactively. We will pursue energy solutions that will lead to environmental, societal and economic benefits.

8.3 Objectives

The City is focused on changing the way energy is used across the facilities and infrastructure within the scope of the Plan. Our three core objectives, outlined below, will help us reach our targets:

8.3.1 Projects: Level 3 Practice

Improve capacity to identify and develop energy efficiency opportunities, specifically in the context of scheduled capital renewal. Improved development of business case will help to navigate through the funding process.

8.3.2 Communication: Level 2 Practice

Energy efficiency is promoted informally through the City's communication.

8.3.3 Training: Level 2 Practice

One city staff has received training in energy efficiency management practices.

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8.4 Targets

The following targets have been set in the context of the City's current performance and the opportunities for improvement identified within this Plan. Progress toward these targets will be measured in terms of energy use intensity using the most appropriate meter for the type of target.

8.4.1 Facilities

Energy use intensity will be measured based on gross energy use intensity using gross floor space²:

- **Short Term:** Return EUI_F by 2024 to benchmark year of 2012.
- **Long Term:** 4% reduction in EUI_F by 2029 over benchmark year of 2012.

8.4.2 Plants

Energy use intensity will be measured based on gross energy use intensity using flow rates³:

- **Short Term:** 20% reduction in EUI_P by 2024 over benchmark year of 2012.
- **Long Term:** 25% reduction in EUI_P by 2029 over benchmark year of 2012.

8.4.3 Street Lighting

Energy use intensity will be measured based on energy use per streetlight⁴:

- **Short Term:** Maintain current electricity consumption per fixture ratio.

9.0 Identified Energy Initiatives

This section identifies initiatives that can be pursued by the City to meet the energy reduction targets identified in the previous section. The first list details specific energy efficiency initiatives that can be achieved some of the City's facilities. This is followed by a general discussion on larger general initiatives the City can pursue to reduce energy consumption at their facilities. Finally a summary of available funding programs that provide incentives and financing for energy efficiency measures and renewable energy projects is included for the City to explore.

$$^2 EUI_F = \frac{\text{Total Annual Energy Consumption for All Facilities}}{\text{Gross Floor Space of All Facilities}}$$

$$^3 EUI_P = \frac{\text{Total Annual Energy Consumption for All Facilities}}{\text{Total Flow Rate through Water and Sewer Treatment Plants}^3}$$

$$^4 EUI_S = \frac{\text{Total Annual Energy Consumption for All Streetlights}}{\text{Total Number of Streetlights}}$$

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9.1 Energy Efficiency Initiatives

Table 6 displays a list of potential energy efficiency projects sorted by quickest payback the City can pursue to meet its energy reduction targets. For each of the potential actions, order of magnitude cost estimate and energy savings, the simple payback and greenhouse gas emissions reductions are provided. Possible funding opportunities that could reduce capital costs are identified but were not included in the payback calculation (more information on these programs is detailed in Section 9.3). Similarly, the cost of carbon, and its effect on future fuel price increases, has not been factored into simple payback. Both factors could improved payback.

Action	Cost Estimate	Completion Date	Energy Savings	Annual Monetary Savings	Greenhouse Gas Savings	Simple Payback	Stakeholders	Funding Opportunities	Next Steps
All Facilities Replace standard thermostats with programmable thermostats. Recommission existing programmable thermostats.	\$4,000	Q1 2020	114 MWh	\$2,675	20223 kg	1 years	Public Works Administration Recreation Fire Department Library		Solicit and compare quotes from contractors
LED Street Lighting Upgrade all cobra heads street lights to LEDs	\$245,000	Q4 2019	807 MWh	\$104,910	28687 kg	2 years	Public Works Infrastructure & Engineering	IESO's Save On Energy	Currently underway
Clarence Creek Arena Modernizing Refrigeration System Controls	\$30,000	Q4 2021	53 MWh	\$6,826	1867 kg	4 years	Recreation	IESO's Save On Energy Retrofit Program CoEnergy Co-Op's Services	Conduct a condition assessment study of refrigeration system
Clarence Creek Arena Replace rooftop units with high-efficiency models.	\$7,500 ⁵	Q2 2020	15 MWh	\$1,950	533 kg	4 years	Recreation	Enbridge Smart Savings Fixed Incentive Program	Solicit and compare quotes from contractors
Rockland City Hall Replace rooftop units with high-efficiency models.	\$7,500	Q2 2020	15 MWh	\$1,950	533 kg	4 years	Recreation	Enbridge Smart Savings Fixed Incentive Program	Solicit and compare quotes from contractors
All Facilities Replace HID exterior fixtures with LED equivalents	\$30,000	Q1 2020	38 MWh	\$4,966	1358 kg	6 years	Public Works Administration Recreation Fire Department Library	IESO's Save On Energy Retrofit Program	Solicit and compare quotes from contractors
Rockland Water Treatment Plant Energy Optimization Study	\$100,000	Q1 2020	100 MWh	\$13,000	3555 kg	8 years	Public Works Infrastructure & Engineering		Solicit and compare quotes from energy engineering firms

Table 6: Specific energy efficiency initiatives that can be pursued by the City to meet their targets

⁵ Incremental cost of a high-efficiency rooftop unit over a standard rooftop unit.

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The 2014 plan listed many fuel switching initiatives mainly focused on changing the heating system at different facilities from electric heating or hot water to natural gas. Though switching to natural gas may reduce utility costs at present, it does not decrease the overall energy consumption. The focus of this plan is to reduce the City's energy consumption as measured by EUI and for that reason the fuel switching action items from the previous plan have not been included. Furthermore, switching from electric heating to natural gas will increase the City's greenhouse gas emissions. Due the recent introduction of the federal carbon tax this may increase the City's energy costs over time (see section 3.1).

9.2 General Initiatives

In addition to the specific projects identified in the section above there are general initiatives that cover a broad range of facilities and concepts the City should pursue to ensure they will effectively meet their targets.

9.2.1 Energy Audits of Major Accounts

As displayed in Figure 5, four buildings consume more than 50% of the City's total energy, the water treatment plant, the wastewater treatment plant, the Clarence Creek Arena, and the Jean-Marc Lalonde Arena. The EUIs for both plants are higher than the national median. The arenas are both over 40 years old and the plants are due for major overhauls in the coming years. Rockland City Hall is the next largest energy user and its EUI is 40% above the national median. These facilities would benefit from further analysis to accurately identify costs and energy savings. JLR regularly conducts energy audits for municipalities that want to gain a deeper understanding of how energy is being utilized. Just as this Plan has identified the City's biggest energy accounts, an energy audit will identify the biggest energy consumers within a facility, as well as opportunities to save energy. As explained in Section 9.3.1, the Green Municipal Fund will cover 50% of the cost of feasibility studies into retrofits of municipal facilities, which can include an energy audit.

9.2.2 Energy Monitoring

In order to manage the energy consumption of its facilities and plants the City needs to have access to energy data. Installing energy monitoring equipment will allow City staff to be notified in real time when a location or piece of equipment is consuming an abnormally high amount of energy. This can result in small issues being corrected before they turn into expensive problems at the end of the month. As well, automated monthly and annual reports can assist in determining which location or equipment should be the focus of the next energy efficiency project.

Additionally, it is recommended that utility bills be summarized and reviewed on an ongoing basis. As apart of this plan a utility bill tracking tool was developed to allow for simple input of monthly utilities with automated graphs and summaries. This, in effect, is a simplified monitoring process and can identify anomalies or increase in building energy use as compared to a previously defined bench line.

9.2.3 Revolving Green Fund

Many of the initiatives identified in the previous Plan were not complete due to a lack of City resources and budget. However, due to the ongoing LED street lighting retrofit project, the City's electricity bill is expected to be reduced by more than

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\$100,000 annually. In order to quantify and reinvest the savings from energy efficiency projects, many municipalities establish a Revolving Green Fund or “Green Bank”. A revolving green fund quantifies the savings earned from energy efficiency projects and sets aside a portion of the savings into a segregated fund that can be used to fund future projects. This provides a continuous source of funding for future projects and an incentive to monitor and ensure completed projects provide the expected savings.

9.2.4 Energy Manager

Energy managers have the strategic and technical expertise to recommend the energy-saving practices, equipment and technologies that are right for the City’s facilities and plants. They have the skills to implement the concepts outlined in this Plan working with various stakeholders across the municipality. The staff of many small municipalities are overburdened with their day-to-day responsibilities to take on the additional role of energy management. Small municipalities work hard to balance their existing budget which makes it difficult to find additional funding to hire a dedicated energy manager on staff. The City should consider hiring an engineering consultant, such as JLR, to provide “as-needed” Energy Manager services. This format can provide the benefits on an Energy Manager on staff without burdening existing staff or the cost of a new full-time staff member.

9.2.5 Solar Photovoltaic Preliminary Assessment Studies

The cost of solar photovoltaic modules has significantly decreased over the past decade and can provide an economically viable means of producing a portion of a facilities’ electricity consumption on-site. Solar modules have a 25 year manufacturer’s warranty on performance and most systems are projected to have a 35 year life. Due to the Feed-In-Tariff program in Ontario, there are numerous installation companies and contractors that have over a decade of experience installing rooftop solar systems. Typically, PV arrays are deployed on flat roofs using commercial PV racking and held in place with ballasts to avoid roof penetrations. However, the deployment of solar carports or ground mounted solar pergolas is increasing and there exists a potential to utilize the City’s parking lots and green spaces. Presently in Ontario, PV generation is permitted on facilities in a net-metering arrangement where any electricity generated is consumed on-site and excess electricity is exported to the grid for a credit that can be used on future bills. A typical 300 kW rooftop system in this arrangement could pay for itself in 13 years out of an expected 30 year system life. If the City is interested in exploring the renewable energy capacity of their facilities they should consider hiring an engineering consultant to conduct a preliminary assessment of the PV capacity of each building. The most suitable sites have been identified a structural assessment by a qualified engineering firm and a grid impact assessment from the local distribution should be conducted.

9.3 Available Funding Programs

There are several funding opportunities available for energy efficiency measures, which for a municipality, include the Federation of Canadian Municipalities, utility-managed electricity and gas savings programs. Furthermore, the possibility of third party financing for energy retrofits can be considered. Some suggested matches between City assets and the funds are suggested in blue font.

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9.3.1 Green Municipal Fund

The Federation of Canadian Municipalities established the Green Municipal Fund in 2000 to drive local green innovation across the country.



The Green Municipal Fund will provide funding for feasibility studies, pilot projects as well as capital projects:

- **Feasibility Studies** – Grant to cover up to 50% of eligible costs to a maximum of \$175,000 (i.e., \$350,000 feasibility study).
- **Pilot Projects** – Grant to cover up to 50% of eligible costs to a maximum of \$350,000 (i.e., \$700,000 pilot project).
- **Capital Projects** – Low-interest loan of up to \$10,000,000 to cover 80% of eligible costs (i.e., \$12,000,000 capital project) including a grant for up to 15% of loan amount (i.e., \$1,500,000).

Eligible costs include items such as: consulting costs to write funding application incurred up to 90 days prior to application; fees for professional consultants; and in-kind contributions of staff salaries up to 10% of eligible costs.

The Green Municipal Fund currently provides funding for the following initiatives that can assist the City in reducing their Energy Consumption:

- **Energy recovery or district energy** - recovered or renewable thermal energy in new or existing facilities to reduce fossil fuel or grid electricity by at least 40% (e.g., a combined heat and power system using biogas anaerobic digesters at the sewer treatment plant or heat recovery from a modernized refrigeration system at the arenas).
- **Retrofit of municipal facilities** – retrofits that improve energy efficiency by at least 30% in municipal facilities with a maximum of 10% through on-site, renewable energy (e.g., a deep green retrofit at the Jean-Marc Lalonde Arena, including a rooftop solar array, LED lighting upgrade, condensing boilers, and building automation system).
- **New construction of energy efficient municipal facilities** – net zero energy performance in new municipal facilities (e.g., net zero energy feasibility study for a new fire station).
- **Renewable energy production on a brownfield** – initiatives that generate renewable energy on a brownfield site with or without remediation.

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9.3.2 Save On Energy

The Save on Energy suite of programs offers incentives for energy-efficiency. Formerly, this program was delivered by local utilities but as of April 2019 all Save on Energy programs are delivered by the Independent Electricity System Operator (IESO), a provincial agency. Save on Energy has programs for home owners, businesses, industry and municipalities. Below is a sample of programs that would be applicable to the City's initiatives.



9.3.2.1 Retrofit Program

The Save on Energy Retrofit program provides incentives to upgrade equipment to high efficiency models. The two types of applications are:

- **Prescriptive Track** applications are ideal for quick system upgrades. Incentive levels are based on predefined amounts based on a number of units of product. Projects must be pre-approved and be worth a minimum of \$500.
- **Custom Track** applications are designed to provide flexibility for more comprehensive projects, with opportunities for increased energy savings. Incentives are based on energy savings over pre-project baselines and are capped at 50% of project costs. Projects must be pre-approved, provide savings for at least 48 months and have an incentive of at least \$1500. Available incentives include:
 - **Lighting** – the greater of \$400/kW of demand savings or \$0.05/kWh of first-year electricity savings (e.g., exterior lighting retrofit).
 - **Other Measures** – the greater of \$800/kW of demand savings or \$0.10/kWh of first-year electricity savings.

9.3.2.2 Process and Systems Upgrades

The Save on Energy Process and Systems Upgrades program provides incentives for specialized upgrade projects for large energy consumers. This program focuses on large scale projects (minimum of 300 MWh in energy savings required) that require engineering design to optimize overall processes and systems (e.g., water treatment plant/ water distribution system improvements; waste water treatment plant aeration system improvements). Incentives are available for energy efficiency measure and behind the meter generation from waste energy recovery. They are provided in two phases:

- **Engineering Feasibility Study** – once an opportunity has been identified with energy savings and project costs determined, an engineering feasibility study can determine the base case energy usage of the current system and propose energy savings opportunities or technologies that could be implemented. This study

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can help to build a business case for process efficiency improvements and support a project application. Incentives for engineering feasibility studies are:

- 50% of the cost of the study paid upon IESO approval of completed study; and
- The remaining 50% paid upon confirmation of the Project In-Service Date.
- **Project** – the project incentive is paid after the one year measurement and verification of the project is complete. An advance payment of 50% can be paid upon approval of the IESO. The incentive will be the lesser of:
 - 70% of eligible project costs;
 - \$200/MWh for electricity savings;
 - Incentive required for a 1 year payback; or
 - \$10,000,000 per project.

9.3.3 Enbridge's Smart Savings

Enbridge is the natural gas utility serving Eastern Ontario, their Smart Savings programs offer incentives to homeowners, businesses, industry and municipalities to reduce their natural gas consumption by investing in energy efficiency upgrades. Below is a sample of programs that would be applicable to the City's initiatives.



9.3.3.1 Fixed Incentive Program

This program provides incentives to offset the costs of installing energy efficient natural gas equipment in new and existing buildings. A variety of financial rebates are available for investing in energy efficient space heating and water heating measures, as well as ENERGY STAR® qualified equipment:

- | | |
|--|---|
| • Air Doors | • Destratification Fans |
| • Condensing Boilers | • ENERGY STAR® Qualified Equipment |
| • Condensing Furnaces | • High Efficiency Boilers |
| • Condensing Make-up Air Units | • Heat Recovery Ventilator (HRV) |
| • Condensing Storage and Tankless Water Heaters | • Energy Recovery Ventilator (ERV) |
| • Demand Control Kitchen Ventilation (DCKV) | • Infrared Heaters |
| • Demand Control Ventilation (DCV) | • Low-Flow Showerheads |

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9.3.3.2 RunitRight Program

This program helps natural gas consumers find low or no cost operational improvements to reduce energy usage. Past program participants have found as much as 5% in energy savings for little cost. This program is conducted in three steps:

1. **Investigate** – Enbridge will fund \$1,000 towards a facility investigation to assess current energy performance and identify operational improvements to meet the goal of 5% natural gas savings. The results will be summarized in a report that will highlight estimated cost and energy savings for the most cost-effective improvements.
2. **Implementation** – Enbridge will provide up to \$8,000 towards implementation costs which could cover 100% of project costs.
3. **Monitor** – Enbridge will provide their Energy Management Information System (EMIS) free of charge for the first 12 months. Alternatively, you may install a third party EMIS and receive a \$1,000 incentive.

9.3.3.3 Custom Retrofit Program

An Enbridge Gas Energy Solutions Consultant will conduct a free site walkthrough to identify opportunities and calculate the estimated gas savings, as well as available incentives. Financial incentives are available to cover up to 50% of the project cost to a maximum of \$100,000 per project. The first 20% of gas savings receive an incentive of \$0.15/m³ and the remaining gas savings receive an incentive of \$0.30/m³.

9.3.4 CoEnergy Co-Op

CoEnergy is a local investment co-operative created by the members and staff of the Ottawa Renewable Energy



CoEnergy

Co-operative (OREC) in December 2018 to expand the adoption of sustainable energy technologies in Eastern Ontario. CoEnergy enables individuals to participate in the financing and ownership of energy efficiency and renewable energy projects. It is a multi-class co-op with two classes of membership:

- **Consumer Members** who are purchasing the energy services (e.g., City of Clarence-Rockland).
- **Community Members** who support these projects in various ways including financial and benefit from a more resilient and sustainable local community (e.g., residents of Clarence-Rockland).

CoEnergy offers a variety of energy services available to municipal properties in Eastern Ontario including the following that may be of interest to the City:

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9.3.4.1 Net Metered Solar

Net metering allows for the generation and self-consumption of electricity on your property. The energy produced is first consumed on-site and any extra energy is fed into the grid in exchange for a credit that can be applied to a later bill.

CoEnergy will finance, install, operate and maintain the net metered solar system and in exchange will provide energy at a low stable electricity rate for 30 years to the property owner.

9.3.4.2 Comprehensive Energy Saving Services

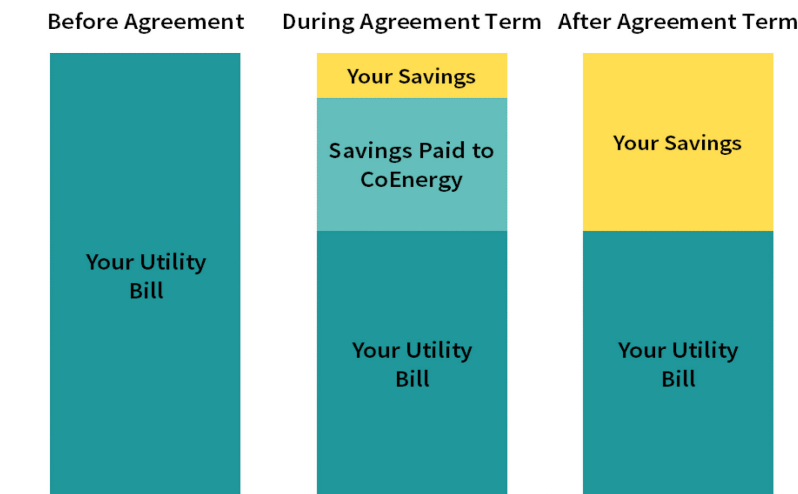


Figure 9: CoEnergy's Comprehensive Energy Savings Distribution (CoEnergy, 2018)

CoEnergy provides financing for green energy retrofits. CoEnergy works in collaboration with a third-party engineering firm such as JLR to conduct an energy audit that will identify energy saving opportunities. Working with the property owner, a portfolio of energy efficiency projects with a positive return on investment is selected. CoEnergy finances energy retrofits using investments from members of the community. Over the term of the agreement, a portion of the savings are directed to CoEnergy to repay its member while the property owner benefits from the energy savings. After the agreement term, the property owner continues to reap the savings from the project until the end of life of the equipment.

9.3.4.3 Federal Low Carbon Economy Fund

There are expected to be one or more programs launched by mid-2019 by the Federal Government's Low Carbon Economy Fund. The first will be in relation to proceeds raised from the carbon tax backstop program; the federal government has said that 10% of the proceeds will be returned to the MUSH++ sector (municipalities, universities, schools, hospitals, not-for profit, and first nations). The details of how this will operate are not yet

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known. Second, there is a strong likelihood of another round of Low Carbon Economy Challenge grants, similar to those that were open in late 2018. These were a national competition providing grant funding for up to 40% of project costs (for municipalities) that achieve a substantial reduction in carbon emissions.

10.0 Expected Impact of Initiatives

This section provides a forecast of the expected impact if the City pursues all of the energy efficiency initiatives outlined in Section 9.1. Additional savings could be realized through the actions described in Sections 9.2 but they have not been included in these forecasts. Figure 10

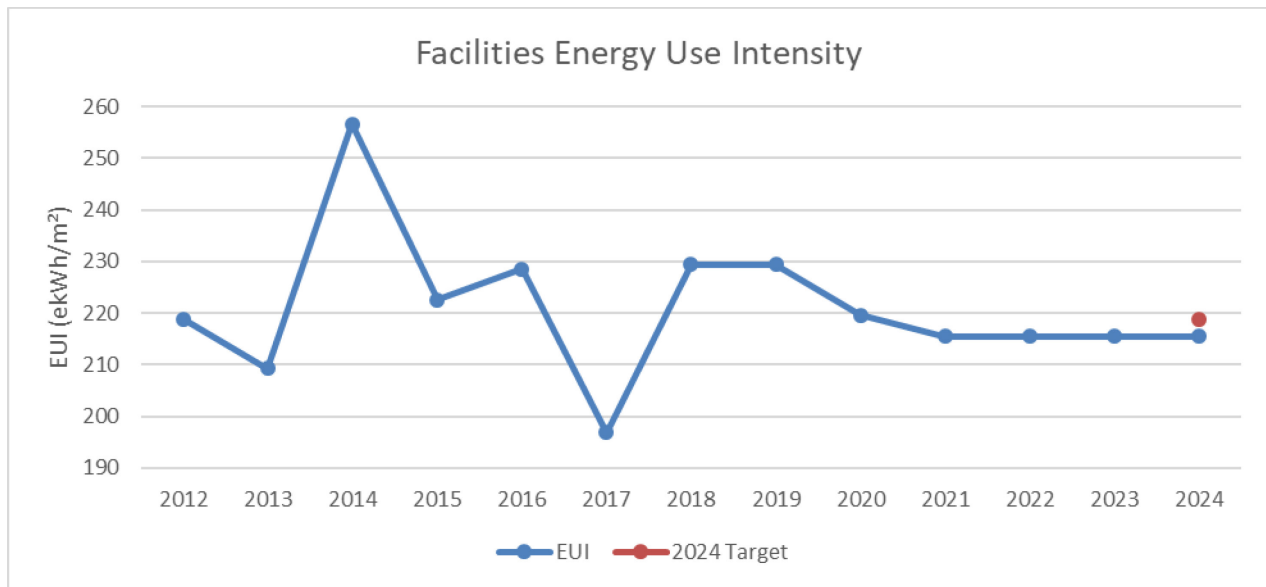


Figure 10: Gross Energy Use Intensity of All Facilities with 2024 Energy Reduction Target

displays the EUI of facilities, measured as total energy consumption per gross floor space. Figure 12 displays the EUI of Plants measured as total energy consumption per flow through the water and sewer treatment plants. The short term energy reduction for 2024 is also displayed as red dots on each graph. If the City pursues all of the energy initiatives for these facilities and plants, they will surpass their energy reduction target.

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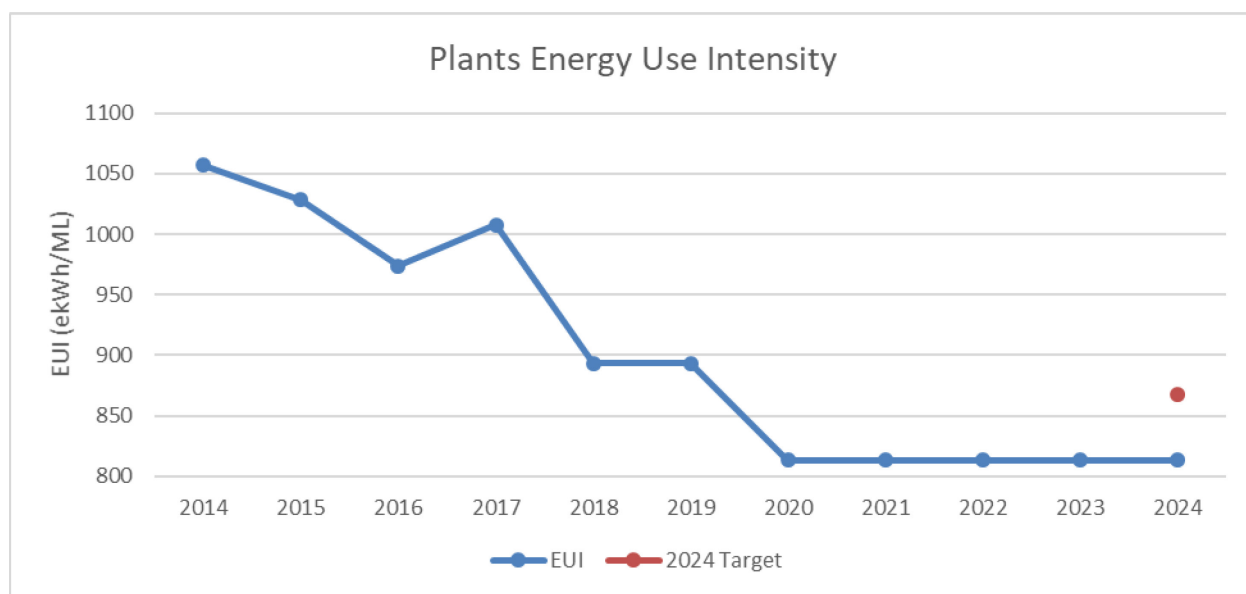


Figure 12: Gross Energy Use Intensity of all Plant with 2024 Energy Reduction Target

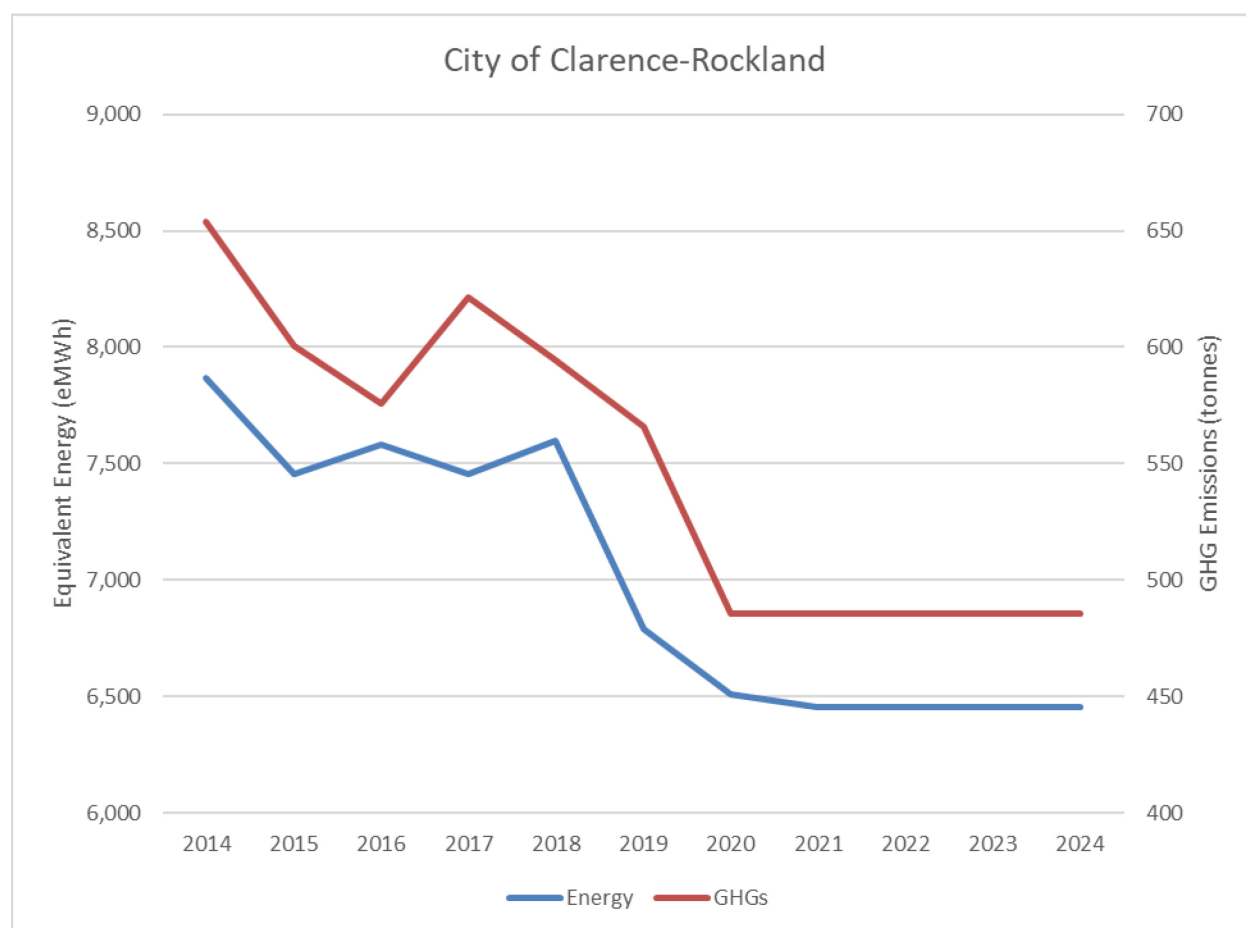


Figure 11: Total Energy Consumption and Greenhouse Gas Emission for the City of Clarence-Rockland Projected to 2024

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11.0 Plan for Review

This Plan will be reviewed on an ongoing basis to reassess objectives and associated actions based on the output of the monitoring process. This annual review will be conducted by the Energy Officer in the form of a short report that will consists of:

- Suggest revisions to the Plan's Objectives to ensure that they reflect the City's current priorities.
- Assess progress against energy use targets upon completion of each calendar year. This should occur in concert with annual energy use reporting to the Ontario Ministry of Energy.
- Assess progress toward completion of actions with a special emphasis on high priority actions.

This Plan is required by the Ontario Ministry of Energy to be formally revised every five years.



This report has been prepared for the use of the City of Clarence-Rockland, for the stated purpose, for the named facilities. Information contained within this report is based on data provided by the City of Clarence-Rockland, J.L. Richards & Associates Limited makes no warranties or guarantees to the accuracy of this information. Its discussions and conclusions are summary in nature and cannot be properly used, interpreted or extended to other purposes without a detailed understanding and discussions with the client as to its mandated purpose, scope and limitations. This report was prepared for the sole benefit and use of City of Clarence-Rockland; any re-use or modification to this report and its appendices shall be at the sole risk of the City.

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Date	28/10/2019
Soumis par	Marie-Eve Bélanger
Objet	Révision de 5 ans du Plan officiel – Étapes à suivre
# du dossier	D-08-15

RAPPORT N° **AMÉ-19-92-R**

1) NATURE / OBJECTIF :

La nature de ce rapport est de vous présenter les étapes que le Département devra suivre afin d'entamer la révision de 5 ans du Plan Officiel de l'aire urbaine de la Cité de Clarence-Rockland.

2) DIRECTIVE/POLITIQUE ANTÉCÉDENTE : n/a

3) RECOMMANDATION DU SERVICE:

ATTENDU QUE le processus de révision de 5 ans du Plan officiel de l'aire urbaine de la Cité de Clarence-Rockland est à son début.

ATTENDU QUE la première étape du processus est de convoquer une réunion spéciale du conseil.

QU'IL SOIT RÉSOLU QUE le conseil convoque une réunion spéciale le 15 janvier 2020 afin de débiter le processus de consultation pour la révision du Plan Officiel de l'aire urbaine de la Cité de Clarence-Rockland.

WHEREAS the 5-year review process, for the Urban Area Official Plan of the City is underway.

WHEREAS the first step in the process is to organize a special council meeting.

BE IT RESOLVED THAT Council convene a special meeting on January 15, 2020 in order to start the consultation process for the 5-year review of the Official Plan of the Urban Area of the City.

4) HISTORIQUE :

La révision de 5 ans du Plan officiel de la Cité a été approuvé sous le budget de 2018. La firme JL Richards a été engagé pour poursuivre cette révision. Le début du processus de révision a été repoussé en 2019, afin que toutes les études maîtresses en termes d'ingénieries et d'aménagement du territoire soient terminées.

5) **DISCUSSION :**

Le Département souhaite maintenant débiter le processus de révision du Plan Officiel. Ce processus sera divisé en deux étapes. La première étape impliquera l'identification des enjeux et la réunion d'information publique.

Le travail requis dans la première étape comprend les éléments suivants:

- Examen du plan officiel actuel;
- Examen du plan officiel des Comtés unis de Prescott et Russell;
- Examen de la Déclaration de principes provinciale;
- Révision de la Loi sur l'aménagement du territoire;
- Réunions avec le personnel de la Cité et des Comtés ;
- Préparation du rapport d'identification des enjeux;
- Réunions d'information avec le public.

Les résultats de la première étape aideront à déterminer l'orientation de la deuxième étape, qui est la mise à jour du Plan officiel.

D'après la Loi sur l'aménagement du territoire, nous devons organiser une réunion spéciale du conseil afin d'obtenir les commentaires du public et du conseil sur les modifications qui devraient être apportées au Plan. Il est recommandé que cette rencontre soit établie en même temps que la rencontre du comité d'aménagement du 15 janvier 2020.

Le travail requis dans la deuxième étape comprend les éléments suivants:

- Examen du rapport d'identification des enjeux avec le personnel ;
- Élaboration de la version consolidée et mise à jour du Plan officiel;
- Élaboration des commentaires reçus lors des réunions publiques;
- Examen et recommandations sur les commentaires reçus du public;
- Corrections finales à la version consolidée et mise à jour du Plan officiel;
- Présentation publique de la version consolidée et mise à jour du Plan officiel.
- Approbation par le Conseil
- Approbation par les Comtés unis

Pour conclure, selon la Loi sur l'aménagement du territoire, une rencontre spéciale du conseil est exigée pour démarrer le processus. La date tentative serait le 15 janvier 2020. Par la suite, une rencontre publique statutaire aurait lieu au mois de mars ou avril, pour une approbation au mois de mai.

- 6) **CONSULTATION :**
Réunion spéciale – 15 janvier 2020
- 7) **RECOMMANDATION OU COMMENTAIRES DU COMITÉ :**
n/a
- 8) **IMPACT FINANCIER (monétaire/matériaux/etc.):**
Le projet a été approuvé lors du budget de 2018.
- 9) **IMPLICATIONS LÉGALES :**
Le Plan Officiel de l'aire urbaine de la Cité doit être révisé tous les 5 ans. Le Plan est daté de 2013.
- 10) **GESTION DU RISQUE (RISK MANAGEMENT) :**
n/a
- 11) **IMPLICATIONS STRATÉGIQUES :**
n/a
- 12) **DOCUMENTS D'APPUI:**
n/a



RAPPORT N° CLERK2019-17

Date	28 octobre 2019
Soumis par	Maryse St-Pierre, greffière adjointe
Objet	Calendrier des réunions 2020
# du dossier	C11-CLE

1) **NATURE / OBJECTIF :**

Le but de ce rapport est de proposer un calendrier pour les réunions régulières/plénières du conseil ainsi que pour les réunions du comité d'aménagement pour l'année 2020.

2) **DIRECTIVE/POLITIQUE ANTÉCÉDENTE :**

Avant la fin de chaque année civile, le greffier doit rédiger et distribuer un calendrier public des réunions ordinaires pour l'année à venir, lequel doit être approuvé par le conseil tel que stipulé à l'article 9.3 du règlement de procédure 2017-154.

3) **RECOMMANDATION DU SERVICE:**

QUE le comité plénier recommande au conseil d'adopter le calendrier de réunion 2020 avec les changements proposés au rapport CLERK2019-17.

THAT the Committee of the Whole recommends that Council adopt the 2020 Meeting Calendar with the changes proposed in Report No. CLERK2019-17.

4) **HISTORIQUE :**

s/o

5) **DISCUSSION :**

Le calendrier des réunions a été préparé en respectant le règlement de procédure en prenant compte de la semaine de relâche du mois de mars, des longues fins de semaine de congé, ainsi que de la plupart des conférences auxquelles les membres du conseil sont sujets à assister (AMO, OGRA, ROMA et FCM).

Cependant, afin de répondre aux exigences requises pour la préparation des réunions, le bureau de la greffe recommande les changements suivants au calendrier 2020 :

- a) QUE la réunion du comité d'aménagement du 8 janvier 2020 soit déplacée au 15 janvier 2020 puisque les bureaux seront fermés durant la période des fêtes et qu'il serait difficile de préparer un ordre du jour dans les délais.

- b) QUE la réunion régulière/plénière du 13 janvier 2020 soit déplacée au 22 janvier 2020 puisque les bureaux seront fermés durant la période des fêtes et qu'il serait difficile de préparer un ordre du jour dans les délais. De plus, la conférence ROMA est prévue du 19 au 21 janvier 2020, ce qui empêche la tenue d'une réunion le 20 janvier.
- c) QUE la réunion régulière/plénière du 27 janvier 2020 soit annulée puisque la première réunion régulière/plénière du mois de février est prévue le 5 février 2020, soit une semaine seulement après cette réunion.
- d) QUE la réunion régulière/plénière du 5 août 2020 soit déplacée au 10 août 2020 afin d'éviter le conflit avec la réunion du comité d'aménagement.
- e) QUE la réunion régulière/plénière du 17 août 2020 soit déplacée au 24 août 2020 vu la conférence de l'AMO (16 au 19 août 2020).

6) **CONSULTATION :**

s/o

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

s/o

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

s/o

9) **IMPLICATIONS LÉGALES :**

s/o

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

s/o

11) **IMPLICATIONS STRATÉGIQUES :**

s/o

12) **DOCUMENTS D'APPUI:**

- Calendrier des réunions 2020 tel que proposé
- Règlement de procédure 2017-154

Légende						
	Conférences (OGRA, ROMA, AMO, FCM)					
	jours de congé / fériés / semaine de relâche					
	Réunion régulière/plénière (selon règlement de procédure)					
	Comité d'aménagement (selon règlement procédures)					
	Dates en remplacement de certaines réunions régulières/plénières/aménag.					

Janvier						
Dimanche	Lundi	Mardi	Mercredi	Jeudi	Vendredi	Samedi
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

Février						
Dimanche	Lundi	Mardi	Mercredi	Jeudi	Vendredi	Samedi
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

Mars						
Dimanche	Lundi	Mardi	Mercredi	Jeudi	Vendredi	Samedi
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Légende						
	Conférences (OGRA, ROMA, AMO, FCM)					
	jours de congé / fériés / semaine de relâche					
	Réunion régulière/plénière (selon règlement de procédure)					
	Comité d'aménagement (selon règlement procédures)					
	Dates en remplacement de certaines réunions régulières/plénières/aménag.					

Avril						
Dimanche	Lundi	Mardi	Mercredi	Jeudi	Vendredi	Samedi
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

Mai						
Dimanche	Lundi	Mardi	Mercredi	Jeudi	Vendredi	Samedi
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

Juin						
Dimanche	Lundi	Mardi	Mercredi	Jeudi	Vendredi	Samedi
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

Légende						
	Conférences (OGRA, ROMA, AMO, FCM)					
	jours de congé / fériés / semaine de relâche					
	Réunion régulière/plénière (selon règlement de procédure)					
	Comité d'aménagement (selon règlement procédures)					
	Dates en remplacement de certaines réunions régulières/plénières/aménag.					

Juillet						
Dimanche	Lundi	Mardi	Mercredi	Jeudi	Vendredi	Samedi
pas de réunions						
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

Août						
Dimanche	Lundi	Mardi	Mercredi	Jeudi	Vendredi	Samedi
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Septembre						
Dimanche	Lundi	Mardi	Mercredi	Jeudi	Vendredi	Samedi
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

Légende						
	Conférences (OGRA, ROMA, AMO, FCM)					
	jours de congé / fériés / semaine de relâche					
	Réunion régulière/plénière (selon règlement de procédure)					
	Comité d'aménagement (selon règlement procédures)					
	Dates en remplacement de certaines réunions régulières/plénières/aménag.					

Octobre						
Dimanche	Lundi	Mardi	Mercredi	Jeudi	Vendredi	Samedi
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Novembre						
Dimanche	Lundi	Mardi	Mercredi	Jeudi	Vendredi	Samedi
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

Décembre						
Dimanche	Lundi	Mardi	Mercredi	Jeudi	Vendredi	Samedi
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		



CORPORATION OF THE CITY OF CLARENCE-ROCKLAND

By-law 2017-154

BEING A BY-LAW TO GOVERN THE PROCEEDINGS OF THE COUNCIL AND THE COMMITTEES OF THE CORPORATION OF THE CITY OF CLARENCE-ROCKLAND AND TO REPEAL BY-LAW NO. 2015-56, AS AMENDED.

WHEREAS pursuant to Section 238, Chapter 25, of the *Municipal Act, 2001, as amended*, every municipality shall pass a procedure by-law for governing the calling, place, proceedings and public notice of meetings;

AND WHEREAS it is necessary and expedient to make and establish rules and regulations for the conduct of its members and to set out certain standing policies to more efficiently transact the business of Council;

AND WHEREAS Council now deems it expedient to enact a new by-law to govern the proceedings of Council and the Committees of the Corporation of the City of Clarence-Rockland;

NOW THEREFORE BE IT RESOLVED THAT THE COUNCIL OF THE CORPORATION OF THE CITY OF CLARENCE-ROCKLAND ENACT AS FOLLOWS:

PART I – INTERPRETATION

1. RULES OF PROCEDURE – (SUSPENSION OF)

- 1.1 The proceedings of the Council and of its Committees, the conduct of the members and the calling of meetings will be governed by the provisions of the *Municipal Act* and the rules and regulations contained in this by-law, and, except as provided herein, the rules of parliamentary procedures as contained in Robert's Rules of Order, shall be followed for governing the proceedings of Council and the Committees thereof and the conduct of its members.
- 1.2 Notwithstanding subsection 1.1 hereof, the rules and regulations contained in this by-law may be suspended by a two-third (2/3) vote of the members present and voting, but by not less than a majority of the whole Council voting in favour thereof.

2. DEFINITIONS

- 2.1 “**Act**” means the Municipal Act as amended from time to time.
- 2.2 “**Ad Hoc Committee**” means a special purpose committee of limited duration, created by Council to inquire into and report on a particular matter or concern and which dissolves automatically upon submitting its final report unless otherwise directed by Council.
- 2.3 “**Agenda**” means a list of items of business which have been approved to come before a meeting for decision.
- 2.4 “**Chief Administrative Officer**” means the Chief Administrative Officer referred to in Section 229 of the Municipal Act, 2001.
- 2.5 “**Clerk**” means the person appointed pursuant to Section 228 of the Municipal Act, 2001, or the Deputy-Clerk in his/her absence.
- 2.6 “**Chair**” or “**Chairperson**” means the Chair or “Chairperson” of a Committee.
- 2.7 “**City**” means the City of Clarence-Rockland.
- 2.8 “**Closed Meeting**” means a meeting of the Council or Committee, which is not open to the public and which is provided for in accordance with the Municipal Act and with the provisions of this by-law.
- 2.9 “**Committee**” means a Committee of Council and includes Standing Committees, Joint Committees, Ad Hoc Committees, Advisory Committees and Special Committees.
- 2.10 “**Committee of the Whole**” means a committee comprised of all the members of Council.
- 2.11 “**Consent Items Motion**” means a motion which allows items which do not require discussion or debate to be grouped together on the agenda and to be dealt with one resolution of Council. Any member of Council, without a second may request that an item so grouped be removed from the Consent Item Motion and dealt with separately.

- 2.12 **“Council”** means the Council of the Corporation of the City of Clarence-Rockland.
- 2.13 **“Council Chamber”** means the Council Chamber of the City of Clarence-Rockland located at 415 Lemay Street, Clarence Creek.
- 2.14 **“Councillor”** means a person elected or appointed as a member of Council but does not include the Mayor.
- 2.15 **“Day”** does not include Saturday, Sunday or a holiday.
- 2.16 **“Department Head”** means the official responsible for a department within the Corporation.
- 2.17 **“Deputy-Mayor”** means a Councillor appointed to act in place of the Mayor as defined in a By-law adopted by the Council of the Corporation of the City of Clarence-Rockland.
- 2.18 **“Holiday”** means a holiday as defined by the Interpretation Act, R.S.O., 1990, Chapter 1.11, as amended.
- 2.19 **“Local Board”** means a Board established by the City of Clarence Rockland and includes the Clarence-Rockland Public Library board.
- 2.20 **“Mayor”** means the Head of Council of the Corporation of the City of Clarence-Rockland or the Deputy-Mayor in his/her absence as defined in the current appointing By-law, if any.
- 2.21 **“Meeting”** means a gathering of the members of the Council, Committee or local board where quorum is achieved and either public business or public policy over which the Council or committee has jurisdiction or control is discussed or deliberated in a way that may materially advance the business or decision-making of Council, committee or local board.
- 2.22 **“Member”** means a member of Council or Committee.
- 2.23 **“Motion (Privileged)”** means any motion considered important enough to be dealt with immediately. The following motions are privileged motions and shall take precedence as follows:
- 2.23.1 To set the time to continue the meeting;
- 2.23.2 To adjourn (if made after the time set to conclude the meeting);
- 2.23.3 To recess;
- 2.23.4 To raise a question of privilege affecting an individual or affecting the assembly.
- 2.24 **“Motion (Incidental or Procedural)”** means any motion concerning the manner or time of consideration of any matter before the Council as opposed to the substance thereof, and include motions relating to the following categories:
- 2.24.1 Rules;
- 2.24.2 Information;
- 2.24.3 Efficiency;
- 2.24.4 Voting.
- 2.25 **“Motion to Receive and File”** means a motion, which is made for the purpose of acknowledging the particular item, report or recommendation under consideration, and of having the item, report or recommendation placed in the records of the Clerk for future reference, with no additional action being taken at that time.
- 2.26 **“Motion (Substantive or Main)”** means an independent motion complete in itself. A substantive or main motion is a motion to bring before the assembly any particular subject; it cannot be made when any other motion is on the floor; it takes precedence of no other motions.
- 2.27 **“Motion (Subsidiary)”** means a motion which affects the disposition of a substantive or main motion, by bringing it to an immediate vote, by delaying or by deferring a decision thereon.
- 2.27.1 To Postpone Temporarily (Lay on the Table): If there is a reason for the assembly to lay the main motion aside temporarily without setting a time for resuming its consideration, but with the provision that it will be taken up again before the end of the meeting. (refer to item 63)

- 2.27.2 To Close debate (put the motion to a vote):** If it is desired to close debate of a motion or pending motion so that it will come to an immediate vote. (refer to item 62)
- 2.27.3 To Limit or Extend Limits of Debate:** If it is desired to continue consideration of a motion but debate is consuming too much time, a member can move to place a limit on the debate, on the other hand, if special circumstances make it advisable to permit more or longer speeches than under the normal rules, a motion to do so can be made; or, it may sometimes be desirable to combine the elements of limitation and extension, as in limiting the length of speeches but allowing more speeches per member.
- 2.27.4 To Postpone to a Certain Time:** If it is desired to consider the main motion later in the same meeting or at another meeting. (refer to item 61)
- 2.27.5 To Commit or to Refer:** It may be that much time would be required to amend the main motion properly, or that additional information is needed, so that it would be better to turn the motion or resolution over to a committee for study or redrafting by staff before the assembly considers it further. (refer to item 60)
- 2.27.6 To Amend:** A main motion might be more suitable or acceptable in an altered form, a proposal to change its wording (either to clarify or, within limits, to modify the meaning before the main motion is voted on. (refer to item 59)
- 2.27.7 To Postpone Indefinitely:** If a member wishes to dispose of a motion that has been brought before the assembly without bringing it to a direct vote, the member can do so by moving to Postpone Indefinitely. (refer to item 58)
- 2.28 "Municipal Office"** means the Municipal Office located at 1560 Laurier Street in Rockland, Ontario.
- 2.29 "Municipality"** means the Corporation of the City of Clarence-Rockland.
- 2.30 "Notice of Motion"** means a written notice, including the names of the mover and seconder, advising Council that the motion described therein will be brought at a subsequent meeting.
- 2.31 "Personal Privilege"** means the raising of a question, which concerns a member of Council, or the Council collectively, when a member believes that their rights, immunities or integrity or the rights, immunities or integrity of the Council as a whole have been impugned.
- 2.32 "Point of Order"** means a statement made by a member of Council during a meeting, drawing to the attention of the Mayor a breach of the Rules of Procedure.
- 2.33 "Presiding Officer"** means the Mayor or the Chairperson of a committee, or a member of Council or a member of a Committee appointed amongst its members to preside at a meeting in the absence of the Mayor or the Committee's Chairperson.
- 2.34 "Quorum"** means a majority of members of Council or Committee.
- 2.35 "Recorded Vote"** means the recording of the name and vote in the minutes of every member voting on any matter or motion.
- 2.36 "Resolution"** means a formal determination made by Council on the basis of a main motion, duly placed before a regularly constituted meeting of the Council for debate and decision, and duly passed.
- 2.37 "Rule or Rules of Procedure"** means the rules and regulations provided in this by-law.
- 2.38 "Standing Committee"** means such Committees of Council as are so designated by the Council by by-law or resolution and includes Committee of the Whole.
- 2.39 "Two-thirds Vote"** means the affirmative vote of at least two-thirds of the members present and eligible to vote and by not less than a majority of the whole Council voting in favour thereof.
- 2.40 "Whole Council"** means all members of Council whether present or absent from a meeting.

PART II – DUTIES OF THE MAYOR

3. MAYOR'S DUTIES

It shall be the duty of the Mayor to carry out the responsibilities set forth in the Municipal Act, section 225 and:

- 3.1 To open the meeting of the Council by taking the chair and calling the members to order;
- 3.2 To preside at all Council meetings;
- 3.3 To announce the business before the Council and the order in which it is to be acted upon;
- 3.4 To receive and submit, in the proper manner, all motions presented by the members of Council;
- 3.5 To put to a vote all motions, which are moved and seconded, or necessarily arise in the course of the proceedings, and to announce the results;
- 3.6 To sit as an ex officio member of all Standing and other Committees of the Council and be entitled to vote at meetings;
- 3.7 To select members of all Standing Committees and to appoint Committee Chairs when deemed necessary.
- 3.8 To decline to put to a vote, motions which infringe upon the Rules of Procedure;
- 3.9 To enforce the Rules of Procedure;
- 3.10 To restrain the members, when engaged in debate, within the Rules of Procedure;
- 3.11 To enforce on all occasions, the observance of order and decorum at a meeting;
- 3.12 To call by name any member persisting in a breach of the Rules of Procedure and order the member to vacate the Council Chamber;
- 3.13 To permit questions to be asked of any officer of the Municipality, through the Chair, in order to provide information to assist any debate when he/she deems it proper;
- 3.14 To provide information to members of Council on any matter touching on the business of the Municipality;
- 3.15 To receive all messages and other communications and announce them to the Council;
- 3.16 To authenticate by signature, when necessary, all by-laws and resolutions of Council;
- 3.17 To rule on any points of order raised by the members of Council;
- 3.18 To inform the members of Council of the proper procedure to be followed;
- 3.19 To represent and support the Council, declaring its will and implicitly obeying its decisions in all matters;
- 3.20 Where it is not possible to maintain order, the Mayor may, without any motion being put, adjourn the meeting to a time to be fixed by the Mayor; and
- 3.21 To order any person or group in attendance at the meeting to cease and desist any behaviour which disrupts the order and decorum of the meeting and to order the person or group to vacate the Council Chamber where such behaviour persists;
- 3.22 To answer, redirect, or refer questions and enquiries from the public accordingly.
- 3.23 To adjourn the meeting when the business is concluded.

4. PARTICIPATION OF THE MAYOR IN DEBATE

- 4.1 The Mayor may state relevant facts and his/her position on any matter before the Council without leaving the chair, but to move a motion or debate a motion, he/she must first leave the chair.
- 4.2 If the Mayor desires to leave the chair to move a motion or to take part in the debate pursuant to subsection 4.1, or otherwise, the Mayor will call upon a member to preside until the issue is resolved.

PART III – DUTIES OF A MEMBER OF COUNCIL

5. COUNCIL MEMBERS' DUTIES

- 5.1 To prepare for meetings, including reviewing the agenda and background information prior to the meeting;
- 5.2 To deliberate on the business submitted to Council;
- 5.3 To vote when a motion is put to a vote, unless prohibited from voting by law;
- 5.4 To abide by Council's decision once a decision is made;
- 5.5 To attend Local Board and Committee Meetings to which the member has been appointed by the Mayor and accepted by the Council member;
- 5.6 To respect the Rules of Procedure.
- 5.7 To act in accordance with the Oath of Allegiance and Oath of Elected Office.

PART IV – FOLLOWING AN ELECTION

6. ORIENTATION SESSION

- 6.1 In the case of an election year, an orientation session shall be held between November 1st and the first day of the term of the newly elected Council to welcome new members of Council.
- 6.2 A copy of the procedural by-law shall be provided to newly elected members of council prior to the inaugural meeting.

7. INAUGURAL MEETING

- 7.1 The inaugural meeting of the Council following a regular election, shall be considered the Council's first meeting and shall be held at 7:00 p.m., on the first day in December that is not a Friday, Saturday or Sunday, in the Council Chambers of the City of Clarence-Rockland or in a location as may be determined by the incoming Mayor.
- 7.2 At the first meeting in December of the new term of office, pursuant to Section 232(1) of the Municipal Act, 2001, a member of Council shall not take his/her seat until the person takes the declaration of office in the English or French version of the form established by the Minister for that purpose.
- 7.3 The Clerk shall be responsible for the content of the agenda of the Inaugural Meeting and the arrangements for the inaugural proceedings.

8. AGENDA - INAUGURAL MEETING

- 8.1 At the inaugural meeting of the Council, in an election year, the Agenda shall be printed as follows:
 - 8.1.1 Opening of the Meeting
 - 8.1.2 Mayor's Declaration of Office and Oath of Allegiance
 - 8.1.3 Councillors' Declaration of Office and Oath of Allegiance
 - 8.1.4 Councillors' Inaugural Address
 - 8.1.5 Mayor's Inaugural Address
 - 8.1.6 Adjournment

PART V – COUNCIL

9. REGULAR MEETINGS

- 9.1 The regular meetings of Council will be held on the first and third Monday of every month, except during the month of July when there will be no regular meetings. In the month of January, the Council meeting shall be held on the second and fourth Monday. All meetings shall be scheduled for 7:15 p.m., however when a closed session is planned, the closed session may be held prior to 7:15 p.m., but not earlier than 6:00 p.m. Notice that the closed session will be held prior to 7:15 p.m. shall be posted on the city's website, the city's bulletin board and on the agenda. Except for opening the meeting, approving the agenda, obtaining declarations of pecuniary interest and the holding of a

closed session, all other matters on the agenda shall not be addressed prior to 7:15 p.m. In the event that such day is a holiday, Council shall meet on the following Wednesday, unless otherwise provided by resolution of the Council. Meetings of Council shall be held in the Council Chambers, unless otherwise decided upon by the majority of Council.

- 9.2 The date, place and time of the meeting may be changed by the Mayor, if extenuating circumstances exist.
- 9.3 Prior to the end of each calendar year, the Clerk shall prepare and distribute a regular public meeting schedule for the incoming year, which shall be approved by Council. The schedule shall incorporate any necessary adjustments, including but not limited to public or civic holidays, March Break and scheduled conferences. When the day for a regular meeting is a holiday, the schedule shall incorporate any necessary adjustments to the meeting dates. The meeting shall be held on the next Wednesday immediately following the holiday.

10. SPECIAL MEETINGS

- 10.1 A special meeting of the Council will be convened:
 - 10.1.1 Upon being summoned by the Mayor; or
 - 10.1.2 Upon receipt of a petition of the majority of the members of Council.
- 10.2 Upon receipt of a petition set out in Section 10.1.2, the Clerk shall summon a special meeting for the purpose(s) and at the time stated in the petition. No member may add or remove his/her name from the petition filed under this section.
- 10.3 The special meeting agenda will be prepared by the Clerk as directed by the Mayor and if the meeting is called by a petition of the majority of the members, the Agenda will be prepared by the Clerk for the purpose stated in the petition.
- 10.4 Notice of all special meetings of the Council setting forth the matters to be considered at such special meeting will be given to all members of Council, not less than two (2) business days in advance of the time fixed for the meeting by electronic mail or by delivery to the residence or to the place of business of the member, and the Clerk shall attempt to give such other notice of the meeting to the member by telephone or as otherwise practical within the circumstances.
- 10.5 Notice of all special meetings of Council shall be posted on the city's website and in the main lobby of the municipal office not less than forty eight hours (48) in advance of the time fixed for the meeting. Notice shall also be given to the local media by electronic mail.
- 10.6 The Council will not consider or decide any matter not set forth in the notice calling the special meeting.

11. EMERGENCY MEETING

- 11.1 Notwithstanding the notice requirement set out in Section 10.4 above, in urgent or extraordinary circumstances, an emergency special meeting of the Council may be called by the Mayor without notice, to consider and deal with such urgent and extraordinary matters.

12. PLACE OF MEETING

- 12.1 All the meetings will be held in the Council Chamber, unless otherwise decided upon by the majority of Council or by the Mayor, if extenuating circumstances exist.
- 12.2 In the event of an Emergency declared by the Head of Council or any other Lead Agency as identified in the "Emergency Management Act" within the confines of a declared emergency, where the Council Chamber is not accessible, Council Meetings may be held at any convenient location, within or outside the municipality, which is accessible to Members of Council and staff.

13. CANCELLATION OF MEETINGS

- 13.1 Council may cancel a regularly scheduled meeting by passing a motion to this effect at a meeting preceding the cancelled meeting. Adequate notice of the change shall be provided by:
 - 13.1.1 Posting a notice on the website and in the main lobby of the municipal office; and
 - 13.1.2 Giving notice to the local media by email.

- 13.2 The Mayor may cancel any meeting of Council if he/she is of the opinion that weather conditions and/or an emergency situation warrants same and in such a situation, the Clerk shall inform all members of Council and the media prior to the scheduled time of the subject meeting and in such a situation, the meeting shall be rescheduled to take place the next following Monday at 7:15 p.m. local time.

14. SEATING AT THE COUNCIL TABLE

- 14.1 Seating at the Council table shall be determined by the Mayor, however the Mayor shall sit in the centre seat at the Council table.

15. MEETINGS OPEN TO PUBLIC

- 15.1 The meetings of the Council shall be open to the public;
- 15.2 The Mayor may expel any person for improper conduct at a meeting (see item 29 – rules of order and decorum).

16. CLOSED MEETINGS

- 16.1 Council, local board or Committee may, with or without notice, by resolution, close a meeting or part of a meeting to members of the public if the subject matter being considered is:
- 16.1.1 The security of the property of the Municipality or local board;
 - 16.1.2 Personal matters about an identifiable individual, including municipal employees;
 - 16.1.3 A proposed or pending acquisition of land by the municipality;
 - 16.1.4 Labour relations or employee negotiations;
 - 16.1.5 Litigation or potential litigation, including matters before administrative tribunals;
 - 16.1.6 Advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
 - 16.1.7 A matter in respect of which the Council, may hold a closed meeting under another Act;
 - 16.1.8 Information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them;
 - 16.1.9 A trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
 - 16.1.10 A trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value;
 - 16.1.11 A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board;
 - 16.1.12 The meeting is held for the purpose of educating or training the members and, at the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the council, local board or committee.
- 16.2 Council shall, by resolution, close a meeting or part of a meeting to the public where the subject matter relates to:
- 16.2.1 The consideration of a request under the “Municipal Freedom of Information and Protection of Privacy Act”;
 - 16.2.2 An ongoing investigation respecting the municipality, a local board or a municipally controlled corporation by the Ombudsman appointed under the *Ombudsman Act*, an Ombudsman referred to in subsection 223.13(1) of the *Municipal Act* (a municipal ombudsman) or the investigator referred to in subsection 239.2(1) of the *Municipal Act* (a municipal closed meeting investigator).

17. PROCEDURE – CLOSED MEETING

- 17.1 Before holding a meeting or part of a meeting that is closed to the public, the Council, local board or committee shall state by resolution the fact of the holding of the closed meeting and the general nature of the matter to be considered, including a closed meeting for educational or training purposes.
- 17.2 Where a meeting or part of a meeting is closed to the public, members of Council may retire from the Council Chambers to an adjacent meeting room and all persons not specifically invited to attend the closed meeting may remain in the Council Chambers. When in closed session, no one shall leave and re-enter the meeting room without the approval of the Mayor or Committee Chairman.
- 17.3 Upon resuming in open meeting, the Mayor shall provide a verbal report to the public on the disposition of items discussed in closed meeting without revealing any confidential security, personal, personnel or legal matters.
- 17.4 A meeting shall not be closed to the public during the taking of a vote. However, a meeting may be closed to the public during a vote if both conditions are satisfied:
 - 17.4.1** Subsection 16.1 or 16.2 permits or requires a meeting to be closed to the public; **and**
 - 17.4.2** The vote is for a procedural matter or for giving directions or instructions to officers, employees or agents of the Municipality or persons retained by or under contract with the Municipality.
- 17.5 Minutes of closed meetings shall be adopted at the next scheduled closed meeting and kept in confidence by the Clerk.

18. COMMENCEMENT OF MEETING

- 18.1 As soon as there is quorum after the hour set for the meeting, the Mayor shall take the chair and call the members present to order.

19. ABSENCE OF THE MAYOR OR REFUSAL OF THE MAYOR TO PRESIDE

- 19.1 Should the Mayor not be in attendance within fifteen (15) minutes after the time fixed for a meeting, and there is a quorum present, the Deputy Mayor shall call the meeting to order.
- 19.2 When the Mayor refuses to act, or the office is vacant, the Deputy Mayor shall act in the place and stead of the head.
- 19.3 Should the Mayor and the Deputy Mayor not be in attendance, refuse to act, or the offices are vacant, the members may appoint another presiding officer from among themselves for the purpose of chairing a particular meeting.
- 19.4 While so acting, the Deputy Mayor or the appointed presiding officer will have all the powers of the mayor and will be entitled to vote as a member.

20. NO QUORUM AT BEGINNING OF THE MEETING

- 20.1 The quorum for a Council meeting is five members of Council.
- 20.2 If no quorum is present to enable a meeting to commence thirty (30) minutes after the time fixed for a meeting of the Council, the Clerk shall record the names of the members present and the members will stand discharged from waiting further.
- 20.3 If a meeting does not take place because of the lack of a quorum under subsection (1) hereof, the Council will meet at the next regularly scheduled meeting of the Council or at such other time and place as the Mayor shall announce.
- 20.4 The Clerk shall attempt to give notice of any meeting so rescheduled by telephone, electronic mail or as is otherwise practical within the time available.

21. UNFINISHED BUSINESS – QUORUM LOST

- 21.1 If during the course of a meeting, a quorum is lost then the meeting will stand adjourned, not ended, to reconvene at the next regularly scheduled meeting of the Council or at such other time and place as the Mayor shall announce.
- 21.2 If, in the Mayor's opinion, it is not essential that the balance of the agenda be dealt with before the next regularly scheduled meeting, then the Mayor shall announce that the

unfinished business of the Council will be taken up at its next regularly scheduled meeting.

- 21.3 The Clerk shall give notice of any meeting so adjourned and to be reconvened by telephone or as is otherwise practical within the time available.

22. CURFEW

- 22.1 Council and Committee meetings shall stand adjourned at 10:30 p.m. but business may be continued upon consent of the majority of all members present.

23. COUNCIL CHAMBERS

- 23.1 No person, except a member of Council or an authorized employee of the Municipality shall be allowed to come on the Council floor, as described in appendix 'C', within the Council Area during the meeting of the Council without permission of the Mayor.
- 23.2 No person except a member of Council or an authorized employee of the Municipality shall, before or during a meeting of the Council, place on the desks of members or otherwise distribute any material whatsoever. All material is to be submitted to the Clerk for distribution to Council upon approval of the Mayor.

24. LEAVING CHAMBERS ON ADJOURNMENT

- 24.1 At the end of a meeting, the members of Council shall not leave their places until the meeting has been adjourned.

PART VI – ORDER OF PROCEEDINGS – AGENDA AND MINUTES

25. COUNCIL MEETING AGENDA

- 25.1 Agendas shall be generally formatted as follows but modifications to the matters to be included or the order of business may be made without requiring an amendment to this by-law:

25.1.1 Call to Order

As soon as there is quorum after the hour set for the meeting, the Mayor shall take the chair and call the members present to order.

25.1.2 Prayer

25.1.3 Adoption of the Agenda

Amendment and/or additions to the proposed agenda may be permitted by majority approval of the members present.

25.1.4 Disclosure of Pecuniary Interest

It is at this point that any member of Council may disclose any possible conflict of interest dealing either with any item on the agenda or with a matter discussed at a previous meeting from which a member was absent.

25.1.5 Closed Meeting (if applicable)

25.1.6 Closed Meeting Report (if applicable)

25.1.7 Announcements / Special Presentations

25.1.8 Question/Comment Period

It is at this point that a person, after seeking permission from the Presiding Officer, shall introduce himself/herself and address his/her question/comment on any matter which is related to any agenda item to the Presiding Officer.

The Presiding Officer may, if he or she so wishes, answer the question, refer same to another member of Council or, he or she may ask that the question be referred to the Chief Administrative Officer in writing and answered in writing.

Any person, who is not a member of Council or an appointed official, shall be allowed to address Council on the subject once only, except in the case of rebuttal. The maximum time allowed in all circumstances for a question/comment shall be three (3) minutes per person per meeting. There shall be a maximum of 30 minutes dedicated to the question/comment period.

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

The Presiding Officer may, at any time, ask any person that is not following the correct procedures to stop immediately and, if the person persists, the Presiding Officer may ask the person to leave the Council Chambers.

25.1.9 Council Members' Items

At this point, consideration is given to all motions introduced by the members of Council through 'Notice of Motion' at a previous meeting. Such a motion shall not be considered or otherwise disposed of by the Council unless the mover of the motion is in attendance at the meeting. Any member may agree to second the motion if the seconder is absent from the meeting when the motion is called for by the chair.

25.1.10 Consent Items

All of the items listed in the consent items section of the agenda shall be the subject of one motion and that motion shall be neither debatable nor amendable; provided however, that any member of Council may ask for any item(s) included in the consent item motion to be separated from that motion whereupon the consent motion without the separated item(s) shall be put, and the separated item(s) shall each be considered immediately thereafter.

Consent items include but are not necessarily limited to the following types of matters:

- 25.1.10.1 Minutes of Council, Committees and Boards
- 25.1.10.2 Staff and/or Committee reports previously presented at the Committee of the Whole Meeting for which Council did not request additional information and which contain clear 'take action, give approval or receive for information' recommendations.
- 25.1.10.3 Resolution to approve accounts/salaries paid and accounts payable
- 25.1.10.4 Proclamations
- 25.1.10.5 Routine matters.

The following note shall be added under Consent Items in the agenda: All items listed under the Consent Items will be enacted by one motion. A unanimous vote is required for consent items. There will be no separate discussion of these items unless a request is made prior to the time Council votes on the motion that a consent item be separated from the motion. The separated item(s) shall be considered immediately thereafter.

25.1.11 Staff / Committees Reports not included under consent items

Every Staff/Committee report shall be introduced with a resolution to receive the report, or adopt the recommendation(s) as presented. The department heads or Committee Chair may be required to provide some clarifications during debate. If a By-law needs to be considered as a result of the recommendation, it shall be considered under By-law items.

25.1.12 By-laws

Every by-law is generally introduced either by means of the Department Head's Report or Committee Report. One motion is in order to give all by-laws first, second and third readings. If a member of Council has a question on a particular by-law, he/she may move that Council exempt a particular by-law from the main motion to allow for further debate. After all by-laws have passed, the Clerk shall be responsible for their correctness should they be amended.

25.1.13 Confirmatory By-law

A confirmation by-law shall be passed at each regular and special meeting of Council to confirm the decisions of Council.

25.1.14 Adjournment

- 25.2 The business of the Council shall be considered in the order set forth on the Agenda; however the Presiding Officer, with the approval of the majority of the members of Council present may vary the order in which the items are presented to better deal with matters before the Council.

26. DELIVERY OF THE AGENDA TO THE MEMBERS AND PUBLIC

- 26.1 Subjects to be included on the agenda, should be submitted by the department heads to the Clerk no later than 12:00 p.m. on the Monday prior to the regular or committee of the whole meeting of Council.
- 26.2 Insofar as is practicable, agenda packages are to be made available for public viewing before the end of the work day on the Friday before each regular or committee of the whole meeting at City Hall and on the city's website (www.clarence-rockland.com).

- 26.3 The Clerk or his/her delegate shall ensure that (insofar as it is practicable) an agenda package, including all supporting documentation, is distributed to each member of Council before the end of the day on the Wednesday preceding the regular or committee of the whole meeting. The agenda packages shall also be made available to Members of Council and Directors electronically.

27. MINUTES

- 27.1 Minutes shall be kept by the Clerk and shall record, in both official languages (English and French), with the English version being considered the official version, the following:

- 27.1.1 The place, date and time of the meeting;
- 27.1.2 The names of the Presiding Officer, Councillors and staff in attendance (motivated absences shall be identified);
- 27.1.3 The late arrivals and early departures of members;
- 27.1.4 The reading, if requested, correction and adoption of the minutes of prior meetings;
- 27.1.5 Declarations of pecuniary interest; and
- 27.1.6 All other proceedings of the meeting without note or comment.

Once adopted, the minutes shall be signed by the Mayor and by the Clerk.

28. DELEGATIONS

- 28.1 All delegations must address Council at a Committee of the Whole meeting and an effort will be made to allow no more than two (2) delegations at any one meeting.
- 28.2 Anyone desiring to address the Council shall complete and submit to the Clerk, a delegation form (attached as Schedule 'A') accompanied with all supporting documentation at least seven (7) days prior to the Committee of the Whole meeting. Requests from delegations who have previously addressed Council on a topic shall not be granted unless they can prove that they have new information to present to Council.

Any and all material to be presented or distributed (including, but not limited to slide or handouts) during the delegation be provided to the Clerk seven (7) days prior to the Committee of the Whole meeting and distributed to members of Council in advance of the Committee of the Whole meeting. Only the material provided to the Clerk will be allowed to be presented.

- 28.3 Delegation requests regarding any aspect of an official plan amendment, zoning by-law amendment or plans of subdivisions or condominiums will not be accepted between the conclusion of a public consultation meeting which was conducted in accordance with the Planning Act and final reading of the by-law.
- 28.4 Delegations shall be limited to a maximum of ten (10) minutes.

29. RULES OF ORDER AND DECORUM

- 29.1 The following rules of order and decorum shall be adhered to at all times during meetings.

29.1.1 The public shall:

- 29.1.1.1 Remain seated at all times, except for the person who has been given permission to speak.
- 29.1.1.2 Refrain from making noise, comments, or engage in a conversation between one another;
- 29.1.1.3 Listen to the person who is speaking and shall not interrupt said person;
- 29.1.1.4 Respect the fact that no person shall address Council without having been recognized by the Presiding Officer.
- 29.1.1.5 Address questions and remarks to the Presiding Officer;

- 29.1.2 No person is allowed to speak unless they have first been recognized by the Presiding Officer.

- 29.1.3 Any person making personal impertinent, slanderous and profane remarks will be ordered to vacate the room by the Presiding Officer.
- 29.1.4 No person shall make remarks or complain to the Presiding Officer by using offensive or abusive language, and if the person refuses to apologize, the person will be ordered to vacate the room immediately.
- 29.1.5 Persons may address themselves in English or French when they have the floor.
- 29.1.6 Persons may not display or have in their possession, picket signs or placards in the Council Chamber or Meeting Rooms.

PART VII – RULES OF CONDUCT AND DEBATE

30. ADDRESS THE MAYOR

- 30.1 Any member desiring to speak, shall so signify their intent in such a manner as the Mayor may direct, and, upon being recognized, will address the Chair.

31. ORDER OF SPEAKING

- 31.1 When two or more members signify their desire to speak, the Mayor will recognize the member, who, in his/her opinion, signified first and next recognize the other member(s).

32. CONDUCT OF MEMBERS

- 32.1 No member shall:
 - 32.1.1 Speak until he/she has addressed himself/herself and has been recognized by the Mayor;
 - 32.1.2 Disturb another member, or the Council itself, by any disorderly behaviour disconcerting to any member speaking;
 - 32.1.3 Use offensive words during the Council or committee meetings against the Council or staff;
 - 32.1.4 Speak on any subject other than the subject in debate;
 - 32.1.5 Where a matter has been discussed *in camera*, and where the matter remains confidential, disclose the content of the matter or the substance of the deliberations of the *in camera* meeting;
 - 32.1.6 Disobey the Rules of Procedure or a decision of the Mayor or of the Council on questions of order or practice or upon the interpretation of the Rules of Procedure.
- 32.2 Where a member has been called to order by the Mayor for failing to observe the provisions of subsection 32.1 and the member persists in any such disobedience after having been called to order by the Mayor, the Mayor may immediately order the member to leave the Council Chambers for improper conduct, and if the member apologizes, the Mayor may permit the member to retake his/her seat.

33. PRIVILEGE

- 33.1 Where a member considers that the member's rights, immunities or integrity or the rights, immunities or integrity of the Council as a whole has been impugned, the member may, as a matter of privilege, rise at any time, with the consent of the Mayor, for the purpose of drawing the attention of the Council to the matter.
- 33.2 Upon being recognized by the Mayor, the member shall state the question of privilege.
- 33.3 The Mayor shall resolve the question of privilege, or require that the question be seconded and permit a debate and a vote to be held on the question.

34. POINTS OF ORDER

- 34.1 The Mayor shall preserve order and decide points of order.
 - 34.1.1 When a member desires to address a point of order, he/she shall ask leave of the Mayor to raise a point of order and, after leave is granted, he/she shall state the point of order to the Mayor;
 - 34.1.2 The Mayor rules on the point of order;

34.1.3 Thereafter, a member shall only address the Mayor for the purpose of appealing the Mayor's decision to the Council;

34.1.4 If no member appeals, the decision of the mayor shall be final;

34.1.5 The Council, if appealed to, shall call a vote without debate on the following question: 'Shall the Mayor's decision be sustained?', and its decision shall be final.

35. MEMBERS SPEAKING

35.1 When a member is speaking, no other member will interrupt the member except to raise a point of order or to raise a question of privilege.

36. MOTION READ

36.1 Any member may require the motion under discussion to be read at any time during the debate but not so as to interrupt a member while speaking.

37. TIME LIMITED

37.1 During Regular Council meetings, no member, without leave of the Mayor, shall speak to the same motion, or in reply, for longer than five minutes. If a speaker yields to another member for a question, the time consumed by the question is charged to the speaker.

38. MOTION PUT – NO FURTHER DEBATE

38.1 After any motion is put by the Mayor, no member shall speak to the motion, nor shall any other motion be made until after the result is declared, and the decision of the Mayor as to whether the motion has been put, is conclusive.

PART VIII – VOTING DURING COUNCIL MEETINGS

39. SECRET BALLOT

39.1 No vote shall be taken during a meeting of the Council by secret ballot or other form of secret vote.

40. ALL MEMBERS VOTE

40.1 Every member present at a meeting of the Council, when a motion is put, shall vote thereon, unless prohibited by statute, in which case it shall be recorded.

40.2 Any member may abstain from voting, but the vote shall be recorded as a negative vote.

40.3 When a vote is taken, and no dissent is declared, such vote is deemed to be unanimously in favour of the motion approved.

41. UNRECORDED VOTE

41.1 The manner of determining the decision of the Council on a motion is at the discretion of the Mayor and may be by voice, show of hands, standing or otherwise.

42. DIVISION OF THE MOTION

42.1 When the matter under consideration contains distinct recommendations or propositions, a member may request that the motion be divided. The proposer must delineate clearly the division proposed. The proposer may also suggest that a single motion be removed from the composite motion to be debated and voted on separately.

42.2 If the individual motions are truly independent, the motion must be divided on the demand of one member. The Presiding officer, will decide if the composite motion is divisible but may, if unsure, seek guidance from the assembly. The Presiding officer's decision is subject to appeal.

42.3 Upon allowing the division, the Presiding officer puts each component parts of the motion and presents them as individual motions to be debated and voted on separately.

43. RECORDED VOTE

43.1 Any member, prior to or immediately subsequent to the taking of the vote, may require that the vote be recorded.

43.2 When a member on any matter or motion requests a recorded vote, the Mayor shall ask each member to announce his/her vote openly to be recorded in the minutes, starting with the member who has requested the recorded vote, with the Chair voting last.

43.3 If a vote is to be recorded as herein provided, the Mayor shall announce the result, and the Clerk shall record them in the minutes.

44. DISPUTING VOTE

44.1 If a member disagrees with the announcement of the Mayor that a motion is carried or lost, the member may, but only immediately after the declaration by the Mayor, object to the Mayor's decision and require a recorded vote to be taken.

45. TIE VOTE

45.1 A resolution on which the voting results are a tie shall be declared lost.

46. VOTING

46.1 When the Mayor calls for the vote on a motion, each member shall occupy their seat until the result of the vote has been declared by the Mayor, and during such time, no member shall walk across the room, speak to any other member, or make any noise or disturbance. A member who is absent from his/her seat does not have the right to vote.

47. TWO-THIRDS VOTE

47.1 A two-thirds vote shall be deemed to have been accomplished with the following voting in the affirmative.

47.1.1 Six of nine members

47.1.2 Six of eight members

47.1.3 Five of seven members

47.1.4 Five of six members

47.1.5 Five of five members

48. DISCLOSURES OF PECUNIARY INTEREST

48.1 At all times and under all circumstances, members shall be guided by and shall have regard to the Municipal Conflict of Interest Act.

48.2 If a member has any pecuniary interest, direct or indirect, in any matter in which the Council is concerned and if he/she is present at a meeting at which the said matter is the subject of consideration, then he/she shall:

48.2.1 Disclose his/her interest and is required to file a written statement of the interest at the meeting or as soon as possible afterwards;

48.2.2 Leave his/her seat and is required to leave the Chambers/Meeting room;

48.2.3 Not take part in the consideration or discussion of the said matter;

48.2.4 Not vote on any motion in regard to the said matter;

48.2.5 Not attempt in any way before, during and/or after the meeting to influence the voting on any such motion.

48.3 When a meeting is not open to the public, in addition to complying with the requirements of Section (1) hereof, the member shall forthwith leave the meeting for the part of the meeting during which the matter is under consideration.

48.4 Where the interest of a member has not been disclosed by reason of his/her absence from the particular meeting, the member shall disclose his/her interest and otherwise comply at the first meeting of council or committee as the case may be, attended after the particular meeting.

48.5 The Clerk shall record the particulars of any disclosure of pecuniary interest made by members of council, as the case may be, and any such record shall appear in the minutes of that particular meeting.

48.6 The Clerk shall establish and maintain a registry of statements and declarations of interests of members, and make it available for public inspection.

- 48.7 The failure of one or more members to comply with Section (1) hereof shall not affect the validity of the meeting in regards to the said matter.

PART IX – COMMITTEE OF THE WHOLE

49. PROCEDURE

- 49.1 While sitting in Committee of the Whole, the rules governing the procedure of the Council and the conduct of the members shall be observed except that the number of times of speaking on any motion shall be limited to two times without permission from the chair, provided that no member speaks more than once until every member who desires to speak has spoken.
- 49.2 Subject to Section 16, the Committee of the Whole may, go into closed session and may exclude all persons from a meeting or part of a meeting. During such period, all persons not specifically invited to remain by the Committee shall retire from the Chamber.

50. COMMITTEE OF THE WHOLE MEETINGS

- 50.1 The Committee of the Whole meetings will be held on the first and third Monday of every month, at 8:00 p.m., except during the month of July when there will be no Committee of the Whole meetings. In the month of January, the Committee of the Whole meeting shall be held on the second and fourth Monday. In the event that such day is a holiday, Council shall meet on the following Wednesday, unless otherwise provided by resolution of the Council. Meetings of the Committee of the Whole shall be held in the Council Chambers, unless otherwise decided by the majority of the Committee of the Whole members.
- 50.2 The date, place and time of the meeting may be changed by the Mayor, if extenuating circumstances exist.
- 50.3 Prior to the end of each calendar year, the Clerk shall prepare and distribute a Committee of the Whole meeting schedule for the incoming year, which shall be approved by Council in the form of a by-law. The schedule shall incorporate any necessary adjustments, including but not limited to public and civic holidays, March Break and scheduled conferences.
- 50.4 Committee of the Whole meetings shall stand adjourned at 10:30 p.m., but business may be continued upon consent of the majority of Council members present.
- 50.5 Committee of the Whole will receive and vote on recommendations to be put before Council for formal approval at a Council meeting, but will not receive resolutions and/or by-laws.

51. AGENDA – COMMITTEE OF THE WHOLE

- 51.1 **Agendas shall be generally formatted as follows but modifications to the matters to be included or the order of business may be made without requiring an amendment to this by-law**

51.1.1. Call to Order

As soon as there is quorum after the hour set for the meeting, the Presiding Officer shall take the chair and call the members present to order.

51.1.2. Adoption of the Agenda

Amendments and/or additions to the proposed agenda may be permitted by majority vote of the members present.

51.1.3. Disclosure of Pecuniary Interest

It is at this point that any member may disclose any possible conflict of interest dealing either with any item on the agenda or with a matter discussed at a previous meeting from which a member was absent.

51.1.4. Delegations and Presentations

Delegations are limited to ten (10) minutes and must complete a Delegation Request Form as per Schedule A1. Refer to Item 28.

51.1.5. Petitions and Correspondence

It is at this point that any petitions and correspondence items that lead to an action or decision of Council will be introduced for discussion. It should be noted, however, that the Clerk or Chief Administrative Officer may, upon receipt, refer any communication or petition to a Committee or Department Head without the prior consideration of Committee of the Whole or Council.

51.1.6. Notice of Motions

A notice of motion will introduce business that the member intends Council to deal with at the next regular Council meeting and shall be introduced in writing and signed by the mover and seconder.

51.1.7. Question/Comment Period

It is at this point that a person, after seeking permission from the Presiding Officer, shall introduce himself/herself and address his/her question/comment on any matter to the Presiding Officer.

The Presiding Officer may, if he or she so wishes, answer the question, refer same to another member of Council or, he or she may ask that the question be referred to the Chief Administrative Officer in writing and answered in writing.

Any person, who is not a member of Council or an appointed official, shall be allowed to address Council on the subject once only, except in the case of rebuttal. The maximum time allowed in all circumstances for a question/comment shall be three (3) minutes per person per meeting. There shall be a maximum of 30 minutes dedicated to the question/comment period.

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

The Presiding Officer may, at any time, ask any person that is not following the correct procedures to stop immediately and, if the person persists, the Presiding Officer may ask the person to leave the Council Chambers.

51.1.8. Report from the United Counties of Prescott and Russell**51.1.9. Report from Departments/Committees****51.1.10. Other Items****51.1.11. Adjournment****PART X – RESOLUTIONS AND MOTIONS****52. READING**

- 52.1. Every motion shall be read by the mover, after which the Mayor asks if there is a seconder for the motion. Once seconded, the Mayor opens the floor for discussion and/or debate.
- 52.2. Immediately prior to voting on a motion, the Mayor or Presiding Officer shall state the motion in the precise form it is to be recorded in the minutes, including any amendments to the motion.

53. REQUEST FOR PERMISSION TO WITHDRAW OR MODIFY A MOTION

- 53.1. Before the motion is stated by the Chair, it belongs to the mover of the motion and he/she can withdraw it or modify it without the permission of the assembly. The mover either repeats the motion in the modified version or states that the motion is withdrawn.
- 53.2. If the person who seconds the motion withdraws his/her second from the modified form, the chair can ask for another seconder to the motion.
- 53.3. Before the chair opens the discussion and/or debate on the motion, another member can ask the chair if the mover of the motion will accept a change in the motion. The mover can either accept or reject the proposed change. (This may be referred to as a 'Friendly Amendment'). If the mover rejects the proposed change, the member suggesting the change can propose a formal amendment after the motion has been open for discussion and/or debate by the Mayor.
- 53.4. If the motion is under discussion and the mover wants to withdraw it, he/she must ask permission of the Council. Permission to withdraw is not debatable. If there is an objection, the presiding officer puts it to a vote.
- 53.5. A withdrawn motion is not recorded in the minutes unless the motion has been properly moved and seconded.

54. NO DEBATE UNTIL READ

- 54.1. No member shall speak on any motion until it is first read and seconded, and the mover is entitled to speak first if the member so elects. If debated, the motion shall be read again before being put.

55. MOTIONS RULED OUT OF ORDER

- 55.1. Wherever the Mayor is of the opinion that a motion or resolution is contrary to the Rules of Procedure, or is not within its jurisdiction, the Mayor shall rule the motion or resolution out of order.

56. MOTIONS

- 56.1. Privileged and Subsidiary motions may be introduced orally without notice and without leave, except as otherwise provided by the Rules of Procedure.
- 56.2. All main motions and resolutions shall be in writing and include the name of the mover and seconder.
- 56.3. A mover may withdraw his/her motion or his/her Notice of Motion at any time prior to being read by the Chair and commencement of debate thereon.
- 56.4. There shall never be more than one main motion before the Council at one time.
- 56.5. When the resolution under consideration contains two or more proposals, the same shall, at the request of any members of Council, be divided. Members can only divide motions that can stand by themselves.
- 56.6. Any Member may require the resolution under discussion to be read a second time for his/her information, at any time during debate, but not so as to interrupt a member speaking.

57. ORDER OF CONSIDERATION

- 57.1. When a motion is under consideration, no motion shall be received except a privileged, subsidiary or incidental/procedural motion which takes precedence over the motion to which they apply at the time they are made.
- 57.2. Privileged and Subsidiary motions shall be considered immediately upon receipt and shall have precedence and are subject to debate as follows:
- 57.2.1. To set the time to continue the meeting (debatable);
- 57.2.2. To adjourn – if moved after time set for concluding the meeting (not debatable);
- 57.2.3. To recess (debatable);
- 57.2.4. To raise a question of privilege – if raised in the form of a motion (debatable);
- 57.2.5. Postpone temporarily - To lay on the table (not debatable);
- 57.2.6. To close debate - move the motion be put (not debatable);
- 57.2.7. To limit or extend debate (debatable);
- 57.2.8. To postpone (defer) to a certain time (debatable);
- 57.2.9. To refer (debatable);
- 57.2.10. To amend (debatable if the motion to which it is applied is debatable);
- 57.2.11. To postpone indefinitely (debatable);

58. POSTPONE INDEFINITELY

- 58.1. The motion to "Postpone Indefinitely" allows Council to avoid making a decision on a main motion by delaying the decision to an undetermined time beyond the current meeting.
- 58.2. If the motion to "Postpone Indefinitely" is carried, the matter may not be brought back at the same meeting. If the motion is defeated, discussion on the main motion continues.
- 58.3. The motion is debatable (only to outline the reasons why the motion should or should not be dealt with immediately) but not amendable and requires a majority vote.

59. AMENDMENT

- 59.1. A motion to amend proposes a formal change to the pending motion and shall be presented in writing at the request of the Presiding Officer.
- 59.2. A motion to amend is debatable if the motion to which it is applied is debatable.
- 59.3. The amendment shall be relevant and not contrary to the principle of the motion under consideration.
- 59.4. Only one motion to amend the main motion shall be allowed at one time and only one motion to amend an amendment shall be allowed at one time; third level amendments are not permitted.
- 59.5. The motion to amend shall be put in the reverse order to the order in which it is moved. For example, the amendment to an amendment (secondary amendment) would be put first, then the amendment to the main motion (as amended, if a secondary amendment was carried), and finally the main motion (as amended, if the amendment was carried).
- 59.6. Notwithstanding subsection (59.4), any amendment(s) to a motion may be placed in the order to be determined by the Mayor as the most logical, practical and expeditious in all of the circumstances.

60. MOTION TO REFER

- 60.1. A motion to refer to a Committee, Board, Official or Commission should include the following elements:
 - 60.1.1. The entity to which the subject or motion is being referred;
 - 60.1.2. The instructions given to carry out its mandate;
 - 60.1.3. When the entity is to finally report.
- 60.2. If the motion to postpone indefinitely is pending when a main motion is referred, the motion to postpone indefinitely is dropped from further consideration. Pending amendments, however, go to the committee with the main motion, and are reported with it.
- 60.3. A motion to refer is debatable and amendable and requires a majority vote.

61. MOTION TO POSTPONE (DEFER) TO A CERTAIN TIME

- 61.1. A matter postponed or deferred to a certain date and time shall have precedence over all other business on such date and time, immediately following the completion of the pending business
- 61.2. The motion to postpone (defer) to a certain time is debatable and amendable and requires a majority vote.
- 61.3. If the purpose is to set aside business for a short period of time, but no later than the end of the meeting, a member should make a motion to "postpone temporarily" (lay on the table). (see item 63).
- 61.4. If the purpose is to avoid making a decision on a main motion to an undetermined time beyond the current meeting, a member should make a motion "to postpone indefinitely". (see item 58).

62. CLOSE DEBATE (PUT THE MOTION TO A VOTE)

- 62.1. A motion to close debate stops all debate on the pending motion or a series of consecutive pending motions, and puts the motion to a vote immediately.
- 62.2. The motion to close debate cannot be moved by a member who has already debated the motion, unless another member has subsequently debated the motion.
- 62.3. A motion to close debate, if carried without qualification, shall have an effect only on the immediately pending motion.
- 62.4. The motion to close debate is not debatable, but is amendable (as to the number of consecutive pending motions debate is being closed on), and requires a two-third (2/3) vote.
- 62.5. "the motion to close debate" is not allowed in committees.

63. POSTPONE TEMPORARILY (MOTION TO LAY ON THE TABLE)

- 63.1. A motion to "Postpone temporarily" is in order to set aside business for a short period of time, but no later than the end of the meeting. It is used when an interruption in the meeting makes it expedient not to continue with the business at that time.
- 63.2. The motion to "Postpone temporarily" is not debatable or amendable and requires a majority vote.
- 63.3. An item of business that has been "Postponed temporarily" may be taken up again through a motion to resume consideration.
- 63.4. If business has been "Postponed temporarily" in a meeting and no motion to resume consideration is made, or is not assumed by the Presiding officer before adjournment, the business falls to the floor and may only be initiated again at the next meeting through a new main motion.
- 63.5. The motion to "Postpone temporarily" is out of order if the evident intent is to kill or avoid dealing with the motion, in this case, it shall be treated as if it was a motion to "Postpone Indefinitely".

64. NOTICE OF MOTION

- 64.1. A Notice of Motion shall be in writing and include the name of the mover and seconder;
- 64.2. All Notices of Motion received by the Clerk prior to or at the Notices of Motion segment of the Agenda may be read out by the mover or the Mayor during that segment. Consideration of a motion, of which notice was given pursuant to this section, shall be in order at the next regular meeting.
- 64.3. Prior to Council's consideration of a motion of which notice has been given previously, a revised motion on the same subject, approved by both the mover and seconder, may be substituted for the original one contained in the Notice of Motion.

65. DISPENSING WITH NOTICE

- 65.1. Any motion may be introduced without notice if the Council, without debate, dispenses with notice on the affirmative vote of at least two-thirds (2/3) of the whole Council.

66. RECONSIDERATION

- 66.1. A motion to reconsider a vote is a main motion. It permits Council to consider reversing a decision it has made at that meeting.
- 66.2. Only a member that voted on the prevailing side can make the motion to reconsider, although anyone can second it.
- 66.3. A motion to reconsider is not amendable and requires a two-third (2/3) vote to be carried.
- 66.4. If there is no business pending, the motion is taken up immediately. If business is pending, the chair tells the Clerk to make a note that the motion to reconsider has been made; it isn't taken up until the Chair or a member calls the motion to reconsider the vote when no other business is pending before the meeting concludes, as it would lose effect at adjournment.
- 66.5. If the motion to reconsider the vote is carried, the motion being reconsidered is placed before the Council as if it had never been voted on; procedurally, it is considered a newly made main motion and all rights of the members are renewed with regard to debate.
- 66.6. No motion shall be reconsidered more than once, nor shall a vote to reconsider be reconsidered.

67. AMEND OR RESCIND A PREVIOUS DECISION

- 67.1. A motion to amend or rescind a previous decision is a main motion. It brings a substantive proposal that has been previously decided back before the meeting for a new decision by the members.
- 67.2. A motion to amend or rescind a previous decision is subject to giving notice in accordance with Section 64.
- 67.3. The motion is debatable and amendable and requires the same vote as the original motion required.
- 67.4. A motion to rescind and to amend a previous decision is not in order in the following circumstances

67.4.1. When it has previously been moved to reconsider the vote on the main motion, and the motion can be reached by calling up the motion to reconsider;

67.4.2. When something has been done, as a result of the vote on the main motion, that is impossible to undo. (the unexecuted part of an order, however, can be rescinded or amended).

68. MOTION TO ADJOURN

68.1. A motion to adjourn is always privileged when made **after** the time set to conclude the meeting. As a privileged motion, the motion to adjourn is not debatable and requires a majority vote.

68.2. A motion to adjourn is a main motion if made **before** the time set to conclude the meeting. As a main motion, the motion to adjourn is debatable, amendable and requires a majority vote. It shall always be in order except as provided as follows;

68.2.1. When another motion is pending;

68.2.2. When a member is speaking or during the verification of a vote;

68.2.3. When resolved in the negative, cannot be made again until after some intermediate proceedings have been completed by the Council;

68.3. A motion to adjourn without qualification, if carried, brings a meeting of the Council to an end.

68.4. A motion to adjourn to a specific time, or to reconvene upon the happening of a specific event, if carried, suspends the meeting of the Council to continue at such time.

PART XI – BY-LAWS

69. READING OF BY-LAWS AND RELATED PROCEEDINGS

69.1. The Clerk shall endorse on all by-laws enacted by the Council, the dates of the several readings, if any.

69.2. Every by-law, which has been enacted by the Council, shall be numbered, dated and deposited in the office of the Clerk for safekeeping.

69.3. Every by-law shall be under the seal of the Corporation and shall be signed by the Mayor and by the Clerk.

PART XII – COMMITTEES

70. PROCEDURE

70.1. Except as otherwise provided for herein, a Committee shall conform to the rules governing protocol and procedure of Council.

71. ESTABLISHMENT/APPOINTMENT OF COMMITTEE MEMBERS

71.1. Standing Committees, Special or Ad Hoc Committees may be established by the Council at any time as is deemed necessary for the consideration of matters within the jurisdiction of Council.

71.2. Council Members required to serve on any Committee of Council shall be appointed by the Mayor subject to the member's acceptance.

71.3. Council Members to be appointed to any Board, Commission or other body to which the Council is required or empowered to appoint persons shall be appointed by the Mayor subject to the member'.

72. MAYOR EX OFFICIO

72.1. The Mayor is an *ex officio* member of every Committee.

72.2. Where a Committee is established by reference to a particular number of members without specifically providing for the membership of the Mayor, such number is automatically increased by one, being the Mayor, as provided for in subsection (1) hereof.

72.3. The Mayor may vote and otherwise participate in the business of the Committee, without any restriction, on the same basis as any other Committee member.

73. STANDING COMMITTEE

- 73.1. The Mayor shall appoint the Chairman of each Standing Committee.
- 73.2. The Chairman of each Standing Committee and the members thereof shall hold office for a term of one year or until their successors are appointed.
- 73.3. A Planning Standing Committee shall be established as per the Terms of Reference attached hereto as Schedule 'B2'.

74. COUNCIL REPRESENTATION TO LIAISE WITH DEPARTMENTS

- 74.1. The Mayor shall appoint a Council member as representative to maintain an ongoing liaison with the following departments:
- Administration;
 - Finance;
 - Infrastructure & Engineering;
 - Community Services;
 - By-law Enforcement Services;
 - Fire Department.

75. TERMS OF REFERENCE

- 75.1. Subject to the provision of any general or special act, the Council, in establishing any Committee, shall set forth the Terms of Reference of the Committee and such other provisions as the Council deems proper.
- 75.2. The Council may consider any matter without referring it to a Standing Committee or may refer it to one or more Committees or refer it to the Committee of the Whole and may withdraw a matter from a Committee whether or not the Committee has entered into consideration.
- 75.3. Each member of Council shall have the opportunity to serve on a Committee.
- 75.4. The Terms of Reference for Committees of Council shall be those adopted by Council from time to time and included as a Schedule to this By-law.

76. QUORUM

- 76.1. A quorum in any Committee is the majority of the voting Members of the Committee as appointed, and the Mayor, if present, is a member to be included in determining the quorum.
- 76.2. A Committee shall not consider any business if a quorum is not present.
- 76.3. If there is no quorum within fifteen minutes after the time fixed for the meeting, the meeting shall stand adjourned until the next regular meeting.

77. MEETINGS – STANDING COMMITTEES

- 77.1. Standing Committees shall meet once a month at such time and place as defined in its Terms of Reference, subject to the direction of the Council. Prior to the end of each calendar year, a schedule of standing committee meetings shall be prepared and posted on the City's website.
- 77.2. The Chair may cancel one or more regular meetings of the Standing Committee if in the Chair's opinion such meetings are not necessary for the proper conduct of the business of the Committee.
- 77.3. In case of an emergency and in the absence of the Committee Chair and of the Mayor, a Standing Committee meeting may be called by the Chief Administrative Officer in such a way as he/she may deem best without regard to any length of notice to the Members.
- 77.4. The Standing Committee Chair shall preside and, in the absence of the Committee Chair, an Acting-Chair, selected amongst the members of the Committee shall preside.
- 77.5. The Chair of the Standing Committee may vote on any motion before the Committee, and, in the event of an equality of votes, the motion being voted upon is deemed lost.
- 77.6. Members of Council who are not members of a Standing Committee may attend meetings of the Committee and take part in any discussion or debate, but shall not be allowed to vote and shall not be seated at the Committee table but in the public area.

- 77.7. The Standing Committee shall consider and report on such matters only as have been referred to them by the Council or such matters as identified within their Terms of Reference and jurisdiction.
- 77.8. Members may speak more than once to the same motion.
- 77.9. The meetings of the Standing Committees shall be open to the public and the provisions of Section 16 and 17 shall apply.
- 77.10. The Standing committee agenda shall be established by the responsible department representative in consultation with the Chairperson of the committee. The Chairperson shall report the recommendations of the Standing Committee to Council at a Committee of the Whole meeting or at a Council meeting.
- 77.11. Any member of a Standing Committee may upon request, be authorized to participate on a committee via teleconference subject to all of the following conditions:
- Obtaining the approval of the Chair
 - Maximum one member per meeting; and
 - Upon 24 hours' notice to the Secretary of the Standing Committee.
- 77.12. Any committee member who participates in a meeting under article 77.11 may take part in any discussion or debate, but shall not be authorized to vote and cannot be considered to determine quorum.

78. GENERAL PROVISIONS FOR COMMITTEES

- 78.1. Anyone wishing to address a Standing Committee shall notify the Clerk or the Secretary of the Committee, at least seven (7) days prior to the date of the meeting, and shall specify the nature of the business to be discussed. No person, without leave of the Committee shall speak for no longer than 10 minutes.
- 78.2. Each Standing Committee shall diligently pursue its duties and shall report to Council on every matter and motion coming before it within its Terms of Reference and jurisdiction.
- 78.3. When a point of order is raised or when a member is called to order in a Committee, the same procedure shall be adopted as in Council, except that the question shall be decided by the Committee Chair, subject to an appeal to the members of the Committee.
- 78.4. When an Ad Hoc Committee has completed its work and submitted its final report, it dissolves automatically, unless otherwise directed by the Council.
- 78.5. The Department Head or an employee of the Department designated by the Department Head, shall act as Secretary to the Committee to which he/she is responsible and he/she is to prepare the agenda in consultation with the Department Head and Committee Chairperson and shall also prepare the meeting minutes.
- 78.6. The Secretary of the Standing Committee shall be responsible to its department head or the Chief Administrative Officer if the secretary is the department head. No individual member of a committee shall give directions directly to staff.

79. MINUTES AND RECOMMENDATIONS OF COMMITTEES

- 79.1. Each Standing Committee shall submit its recommendations in the form of a written report to Council at a Committee of the Whole for further discussion, or at a Council meeting for consideration.
- 79.2. The Chairman or representative of the Committee may be called upon to further explain the recommendation.
- 79.3. Minutes of committees shall be submitted to Council for information purposes, once approved by the Committee.

80. VACANCY ON COMMITTEES AND BOARDS

- 80.1. Should any member of a Committee fail to attend three (3) consecutive regular or special meetings without being excused by the Committee, the Committee may certify such failure and the membership of such person on the Committee may be terminated and the Mayor may appoint another member to fill the vacancy, subject to the member's acceptance.
- 80.2. Should a member of a Committee or Board die, resign or be otherwise disqualified, the Council shall, by resolution, declare his/her seat vacant and, upon the recommendation of the Mayor, appoint another member to fill the vacancy, subject to the member's acceptance.

- 80.3. Should any Committee neglect or refuse to give due attention to any matter before it, the Council may by resolution, discharge such Committee and appoint another Committee in its place.
- 80.4. Should the Chair of any Committee neglect or refuse to call meetings necessary to conduct the business of the Committee, or he/she conducts the business of the committee without the knowledge or consent of its members, or contrary to their wishes or sanction, the Committee may report such neglect, refusal or action to the Mayor, who may remove such Chair from office and appoint another member as Chair, subject to the member's acceptance.

PART XIII – GENERAL PROVISIONS

81. RECORDING EQUIPMENT

- 81.1. At the meetings of Council only, the use of cameras, electric lighting equipment, flash bulbs, recording equipment, television cameras and any other device of a mechanical, electronic or similar nature used for transcribing of recording proceedings by auditory or visual means by members of the public, including accredited and other representatives of any new media whatsoever, may be permitted as long as it does not interfere with the proceedings and shall be subject to the approval and/or direction of the Mayor unless otherwise decided by the Council.

82. NOTICE OF COUNCIL AND COMMITTEE MEETINGS

- 82.1. The Corporation of the City of Clarence-Rockland will provide notice of Council meetings and committee meetings by posting a meeting schedule on the city's website at www.clarence-rockland.com. Notices of special meetings will be posted on the city's website and on the bulletin board in the main lobby of the City Hall and whenever possible, sent to local media via electronic mail.

83. EXECUTION OF DOCUMENTS

- 83.1. Whenever the execution of any document is required to give effect to any resolution or by-law of the Municipality, the Mayor and the Clerk have general authority for and in the name of the Municipality to execute and to affix the seal of the Municipality to such documents.

84. AMENDMENT OR REPEAL

- 84.1. No amendment or repeal of this by-law or any part thereof shall be considered at any meeting of the Council unless notice of the proposed amendment or repeal is given as prescribed in the City's Notice By-law, and the waiving of the notice is prohibited.

85. REPEAL

- 85.1. That the City of Clarence-Rockland By-law No. 2015-56 as amended, is hereby repealed.

86. EFFECT

- 86.1. This by-law will come in full force and effect on the 1st day of January 2018.

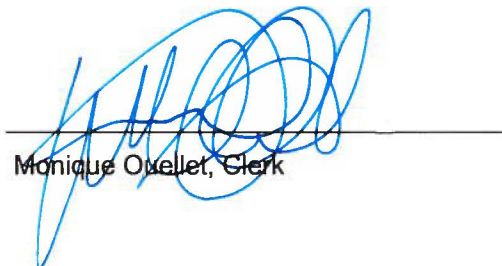
87. SHORT TITLE

- 87.1. This By-law may be referred to as the "Procedure By-Law".

Read a first, second and third time and passed this 18th day of December, 2017.



Guy Desjardins, Mayor



Monique Ouellet, Clerk

SCHEDULE A1 -DELEGATION REQUESTS

Pursuant to Council Procedural's By-law, all delegations must address Council at a Committee of the Whole meeting. Committee of the Whole meetings are held on the first and third Monday of every month at 8:00 p.m. In the event that such day is a holiday, Council shall meet at the same hour on the next following day, which is not a public or civic holiday, unless otherwise provided by resolution of Council. **There is no Committee of the Whole meeting in July and in January the meeting is held on the second and fourth Monday of the month.** Delegations are limited to a maximum of ten minutes.

How to make a delegation request

1. Anyone desiring to address the Council shall complete the attached form and submit it to the Clerk at least seven (7) days prior to the Committee of the Whole meeting. If a request form is received late or if the Agenda is deemed full, the Request Form shall be considered for the next Committee of the Whole meeting.
2. Related or background information shall also be provided with the request form at least seven (7) days prior to the Committee of the Whole meeting and will be included in Council's package for their review before the meeting.

At the meeting

Public delegations are always the first item on the Committee of the Whole agenda. The Mayor will invite delegations to the podium to speak on their issues. Delegation presentations are limited to 10 minutes. Following the presentation, the Mayor and Councillors may ask questions to the delegation. Upon closure of the discussion, Council may direct staff to prepare a resolution for their consideration at a future Council meeting or refer the item to the appropriate department and/or committee for further input or advice.

Important information about public meetings held under the Planning Act

Public meetings held under the Planning Act, give property owners/residents the opportunity to voice opinions or comments regarding an application for the approval of:

1. Zoning By-law Amendments
2. Official Plan Amendments
3. Plans of Subdivision or Condominium.

Such public meetings are generally held and scheduled during an Infrastructure, Planning and Public Utilities Standing Committee meeting with notice given to immediate area residents. Under the *Planning Act*, if you do not express your views at the Public meeting or in writing to the Clerk's Department before or during the public meeting, the Ontario Municipal Board (OMB) may refuse your request for referral (objection) or dismiss all or part of your appeal without holding a hearing. In light of the above, delegation requests regarding any aspect of an official plan amendment, zoning by-law amendment or plans of subdivisions or condominiums will not be accepted between the conclusion of a Public meeting and Final Reading of the By-law.

Schedule A2 -DELEGATION REQUEST FORM

Date of request:		Council Meeting Date Request:	
Applicant name (and title if applicable):			
Organization (if applicable):			
Address:			
Tel. # of contact person:			
Email:			
Subject of presentation:			
Purpose of presentation:	NB:If requesting action of Council, clearly describe what you are asking for below or on a separate sheet. <input type="checkbox"/> information only <input type="checkbox"/> requesting funding <input type="checkbox"/> requesting letter of support <input type="checkbox"/> other (provide details below)		
Name of individual(s) making presentation:	1. 2.		
Will you be providing supporting documentation:	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes (please complete): <input type="checkbox"/> PowerPoint presentations (one electronic copy in PowerPoint format must be submitted with this request) <input type="checkbox"/> publication in agenda (one original or electronic copy must be submitted with this request) <input type="checkbox"/> handouts at meeting (bring at least 11 copies)		
Technical requirements needed:	<input type="checkbox"/> projector <input type="checkbox"/> other (provide details)		
I understand and agree to these procedures for delegations and agree to abide by them.			
Signature _____		Date: _____	

SCHEDULE B1 -COMMITTEE OF THE WHOLE

Membership: The Committee of the Whole shall consist of all members of Council.

Committee Role: The Committee of the Whole allows members of Council to deal with matters in a less formal manner than at a Regular Council meeting. Matters are not formally adopted but recommendations are made to a subsequent meeting of Council at which time the recommendations of the Committee are normally adopted and acted on.

Responsibilities: The Committee of the Whole will act as a sounding board for various issues and proposals submitted by staff, committees and/or the general public.

The Committee will:

- review proposed changes to policies/by-laws of the municipality;
- provide feedback and general direction to staff on issues that will require Council approval;
- receive presentations from staff and/or groups and individuals on matters of interest to the municipality;
- review other matters referred to the Committee.

Meetings: Meetings shall be held at 8:00 p.m. on the first and third Monday of each month except in the month of July where there will be no meeting. In the month of January, the meeting shall be held on the second and fourth Monday of the month.

Support Staff: The Clerk shall be responsible to provide administrative support staff to assist in the preparation of the agendas, minutes and recommendations of the Committee.

SCHEDULE B2 –PLANNING

- Membership:** The Planning Committee shall consist of three members of Council and two member of the community. All appointments to the committee shall be for a term of one year, beginning on December 1st and ending on November 30th. The term may be extended at the discretion of the Mayor.
- Committee Role:** The primary role of the committee is to review official plan and zoning by-law amendment applications. The secondary role is to provide guidance and input on planning policies, subdivision applications, planning standards and special planning studies.
- Responsibilities:** To review and provide recommendations to the Council on land development regulations and policy and specific land development applications, including, but not limited to, the following:
- Official plan;
 - Zoning by-law;
 - Subdivision plans;
 - Planning studies
 - Other matters referred to the Committee by Council, the department head, and/or the Chief Administrative Officer
- Meetings:** Meetings shall be held at 7:00 pm on the first Wednesday of each month except in the month of July where there will be no meeting. In the month of January, the meeting shall be held on the second Wednesday of the month.
- Support Staff:** The Clerk shall be responsible to provide administrative support staff to assist in the preparation of the agendas, minutes and recommendations of the Committee.
- Reporting:** The Planning Committee shall submit its recommendations in the form of a written report to Council at a Council meeting for consideration.

SCHEDULE 'C' – Floor of Council

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RAPPORT N° CLERK2019-18

Date	24 octobre 2019
Soumis par	Maryse St-Pierre, greffière adjointe
Objet	Nomination d'un membre au comité consultatif de l'environnement
# du dossier	C12-COM

1) **NATURE / OBJECTIF :**

Recommander la nomination de Mme Stephanie Marcil à titre de membre du Comité consultatif de l'environnement

2) **DIRECTIVE/POLITIQUE ANTÉCÉDENTE :**

n/a

3) **RECOMMANDATION DU SERVICE:**

ATTENDU QU'il y a présentement quatre (4) postes vacants au sein du Comité consultatif de l'environnement;

QU'IL SOIT RÉSOLU QUE le Conseil accepte de nommer Mme Stephanie Marcil à titre de membre du comité consultatif de l'environnement pour le reste du terme.

WHEREAS there are currently four (4) vacant seats on the Environment Advisory Committee;

BE IT RESOLVED THAT Council accepts to appoint Mrs. Stephanie Marcil as a member of the Environment Advisory Committee for the remainder of the term.

4) **HISTORIQUE :**

n/a

5) **DISCUSSION :**

Le comité consultatif de l'environnement doit être composé d'un maximum de sept (7) membres du public et d'un (1) membre du conseil. Présentement, il est composé de trois (3) membres du public et d'un (1) conseiller, ce qui peut occasionner des défauts de quorum lors de la tenue de réunions. Mme Claire Lemay, responsable du comité consultatif de l'environnement a manifesté son intérêt de faire publier un avis afin d'obtenir d'autres candidatures. En date de la rédaction du présent rapport, un avis a été préparé et est à paraître dans les journaux et sur le site web de la Cité afin de solliciter davantage de membres potentiels.

Mme Stephanie Marcil a démontré un intérêt à siéger sur le Comité consultatif de l'environnement. Mme Marcil a les qualités requises pour siéger sur ce Comité.

6) **CONSULTATION :**

n/a

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

n/a

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

n/a

9) **IMPLICATIONS LÉGALES :**

n/a

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

n/a

11) **IMPLICATIONS STRATÉGIQUES :**

n/a

12) **DOCUMENTS D'APPUI:**

Formulaire de demande de Mme Stephanie Marcil
Curriculum vitae de Mme Stephanie Marcil



REPORT N° FIN2019-037

Date	11/07/2019
Submitted by	Graham Stevens
Subject	Tax reduction under Sections 357-358 of the Municipal Act
File N°	F23 Write-Offs

1) **NATURE/GOAL :**

In accordance with sections 357 & 358 of the Municipal Act, Council is required to approve of refunds, reductions or cancellations of taxes.

2) **DIRECTIVE/PREVIOUS POLICY :**

N/A

3) **DEPARTMENT'S RECOMMENDATION :**

BE IT RESOLVED THAT Council hereby adopts tax reductions in the amount of \$1,548.46 City's share, being applications under sections 357 & 358 of the Municipal Act, against all lands concerned, as described in Schedule "A" to Report No. FIN2019-037.

Qu'il soit résolu que le Conseil par le présent acte adopte les réductions de taxes au montant de \$1,548.46, étant la part de la Cité Clarence-Rockland. Ceci est en vertu des sections 357 & 358 de l'Acte Municipal, contre les propriétés foncières décrites dans la cédule « A » du rapport numéro FIN2019-037.

4) **BACKGROUND :**

Council have been receiving these reports and under the Municipal Act, Council is required to approve of the Tax write-offs under section 357 & 358.

5) **DISCUSSION :**

Staff will report on an as needed basis on tax write-offs.

6) **CONSULTATION:**

N/A

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

N/A

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

The following summarizes the write-off budget:

The City's budget for tax write-offs was approved for 2019 at \$125,000. As of November 7th, 2019, the City has \$127,263.14 in write-off charges. The City's share in this report is of \$1,548.46. This additional write-off will exceed the approved budget. The deficit will be absorbed within the Finance department's operating budget.

9) **LEGAL IMPLICATIONS :**

N/A

10) **RISK MANAGEMENT :**

N/A

11) **STRATEGIC IMPLICATIONS :**

N/A

12) **SUPPORTING DOCUMENTS:**

Schedule « A » Tax Reduction under Sections 357 & 358 of the Municipal Act

[illegible]

City of Clarence-Rockland								
Council/Board Accounts Payable Report by Department								
October 21st, 2019 to November 11th, 2019								
DPT Code	Department Name	Vendor Code	Vendor Name	Invoice Number	Invoice Description	GL Account	GL Account Name	Amount
1	20 ACCOUNTS RECEIVABLE	BEAL001	BEACON LITE LTD.	NOV.06.2019	LACROIX EXCAVATION PAYMENT	1-1-0020-0057	A/R - Suspense	22,970.20
2	65 PAYABLES - PAYROLL	GREWE001	GREAT-WEST LIFE ASSURANCE COMP	30OCT2019 DIV1	PREMIUMS POLICY NO. 136826 DIV 1	1-2-0065-0251	G.W.L.	27,315.43
3	65 PAYABLES - PAYROLL	GREWE001	GREAT-WEST LIFE ASSURANCE COMP	30OCT2019 DIV3	PREMIUMS POLICY NO. 136826 DIV 3	1-2-0065-0251	G.W.L.	63,797.90
4	65 PAYABLES - PAYROLL	MINFI004	MINISTER OF FINANCE/EHT	23OCT2019	PAY 21 & 22 ACCT#87244596TE0001	1-2-0065-0242	Employer Health Tax	17,394.63
5	65 PAYABLES - PAYROLL	REVCA001	RECEIVER GENERAL - CANADA REVE	24OCT2019	PAY 22	1-2-0065-0243	Income Tax	55,839.03
6	65 PAYABLES - PAYROLL	REVCA001	RECEIVER GENERAL - CANADA REVE	24OCT2019	PAY 22	1-2-0065-0245	E.I.	6,897.24
7	65 PAYABLES - PAYROLL	REVCA001	RECEIVER GENERAL - CANADA REVE	24OCT2019	PAY 22	1-2-0065-0244	C.P.P.	19,099.90
8	65 PAYABLES - PAYROLL	REVCA002	RECEIVER GENERAL - CANADA REVE	24OCT2019	PAY 22	1-2-0065-0244	C.P.P.	7,036.56
9	65 PAYABLES - PAYROLL	REVCA002	RECEIVER GENERAL - CANADA REVE	24OCT2019	PAY 22	1-2-0065-0243	Income Tax	10,578.43
10	65 PAYABLES - PAYROLL	WORSAA001	WORKPLACE SAFETY & INSURANCE B	24OCT2019	REPORT PREMIUM OCT 1-31/19 ACCT# 1624385	1-2-0065-0252	W.C.B.	17,590.05
11	70 GUARANTY DEPOSITS PAYABLE-PLANNING	BERMI002	BERNARD MICHEL & ESTELLE	2019-087	REMB. DEPOT DE PERFORMANCE 2019-087	1-2-0070-0262	Performance Deposits	5,000.00
12	70 GUARANTY DEPOSITS PAYABLE-PLANNING	CLORO001	CLOUTIER ROBIN	2019-035	REMB. DEPOT DE PERFORMANCE 2019-035	1-2-0070-0262	Performance Deposits	5,000.00
13	78 DEFERRED REVENUES - GRANTS AND OTHERS	CEPEO001	CONSEIL DES ÉCOLES PUBLIQUES D	9OCT2019	REDEVANCES D'AMENAGEMENT SCOLAIRE (66 UNITES)	1-2-0078-0347	DEVELOPMENT CHARGES SCHOOL BOARDS	47,304.00
14	1000 Capital	CHPIE001	CHARTIER PIERRE	NOV.06.2019	2016 POLARIS INDY VOYAGEUR	2-4-1000-1000	Capital projects	6,500.00
15	1000 Capital	FITDE001	1120860 ONTARIO INC. O/A FITNE	O283983	SUPPLY & INSTALLATION OF TILES (CC ARENA)	2-4-1000-1000	Capital projects	49,921.84
16	1000 Capital	JUIDE001	JUILLET DENIS	0781	TREE CUTTING & EXTRACTION @ LANDFILL BOURGET	2-4-1000-1000	Capital projects	7,932.60
17	3414 Patching - Contracts	ASPRJ001	ASPHALTE JRL PAVING INC.	8066	HOT MIX ASPHALT PATCHES (VARIOUS LOCATIONS)	1-4-3414-4200	Contracts	7,311.89
18	3813 Street lights - Materials	HYDON001	HYDRO ONE NETWORKS INC.	200070197756 22OCT19	HYDRO	1-4-3813-3300	Hydro	17,719.46
19	7253 Parks - Materials	BISSE005	BISSON SERVICES	0882	STUMP GRINDING/REMOVAL (PARKS)	1-4-7253-3335	Landscaping Materials	5,750.00
20	7423 Arena - Clarence - Materials	HYDON001	HYDRO ONE NETWORKS INC.	200090056585 24OCT19	HYDRO	1-4-7423-3300	Hydro	9,088.02
21	65 PAYABLES - PAYROLL	24OCT2019	CUPE - LOCAL 503	24OCT2019	PAY 21 & 22	1-2-0065-0254	Union Dues	6,396.60
22	65 PAYABLES - PAYROLL	24OCT2019	OMERS	24OCT2019	PAY 21 & 22	1-2-0065-0250	O.M.E.R.S.	136,997.38
23	70 GUARANTY DEPOSITS PAYABLE-PLANNING	16OCT2019	COMTES UNIS DE PRESCOTT ET RUS	16OCT2019	DEVELOPPEMENT BOURGON/LAVIGNE (TRANSFERT)	1-2-0070-0276	Letter of undertaking	15,718.86
24	1000 Capital	30SEP2019	ASCO CONSTRUCTION LTD.	30SEP2019	PP #17 BOURGET & ROCKLAND FS/EMS	2-4-1000-1000	Capital projects	151,773.56
25	1000 Capital	30SEP2019	ASCO CONSTRUCTION LTD.	30SEP2019	PP #17 BOURGET & ROCKLAND FS/EMS	2-4-1000-1000	Capital projects	15,577.02
26	1000 Capital	1011	CENTENNIAL CONSTRUCTION ROCKLA	1011	JML ARENA REPAIR (FLOOD)	2-4-1000-1000	Capital projects	6,724.63
27	1000 Capital	205925	CODE 4 FIRE & RESCUE INC.	205925	TELECIBRI SQUAD KIT, STRUT JACK	2-4-1000-1000	Capital projects	11,175.70
28	1000 Capital	205992	CODE 4 FIRE & RESCUE INC.	205992	2X TELECRIB SQUAD KIT, STRUT JACK	2-4-1000-1000	Capital projects	22,351.40
29	1000 Capital	TP 002063	COMTES UNIS PRESCOTT-RUSSELL	TP 002063 PO661	HOT MIX PAVING & RELATED RD. REHAB. PO661	2-4-1000-1000	Capital projects	55,794.16
30	1000 Capital	42688	FOTENN CONSULTANTS INC.	42688	EXPANSION LANDS SECONDARY PLAN AUG31/19	2-4-1000-1000	Capital projects	6,852.41
31	1000 Capital	4024	LANDROCK EXCAVATION INC	4024	PP #2 VERDON SUBDIVISION PO 554	2-4-1000-1000	Capital projects	75,289.28
32	1000 Capital	4024 PO662	LANDROCK EXCAVATION INC	4024 PO662	PP #2 VERDON SUBDIVISION PO662	2-4-1000-1000	Capital projects	36,743.23
33	1000 Capital	9409	ROCKLAND FORD SALES LTD	9409	2019 FORD SUPER DUTY 3/4 PICK UP (PW)	2-4-1000-1000	Capital projects	45,220.00
34	1000 Capital	3249	STP EXCAVATION & CONSTRUCTION	3249	EQUIPMENT RENTAL (A.POTVIN PARK)	2-4-1000-1000	Capital projects	10,879.08
35	1000 Capital	3251	STP EXCAVATION & CONSTRUCTION	3251	PP #6 RODRIGUE STREET	2-4-1000-1000	Capital projects	50,888.86
36	1323 Computers - Materials	4333581	COMPUGEN INC.	4333581	OFFICESTD SNGL, OFFICEPRO RENEWAL OCT1/19-SEP30/20	1-4-1323-3651	Softwares	12,815.61
37	1323 Computers - Materials	SMARTIN160	SMARTCELL COMMUNICATIONS INC.	SMARTIN160278	11X APPLE IPADS	1-4-1323-3152	Computer Replacement	10,103.50
38	3224 Rural Storms - Contracts	DR19-02	McWILLIAMS CONSTRUCTION LIMITE	DR19-02	DITCH RE-PROFILING	1-4-3224-4200	Contracts	30,377.17
39	3433 Shoulder maint. - grading - Materials	TP 002063	COMTES UNIS PRESCOTT-RUSSELL	TP 002063	HOT MIX PAVING & RELATED RD. REHABILITATION	1-4-3433-3425	Materials	9,726.37
40	3543 Gravel resurfacing - Materials	108899	CORNWALL GRAVEL COMPANY LTD.	108899	GRAN A (CULVERTS & RESURFACING)	1-4-3543-3425	Materials	63,277.33
41	3543 Gravel resurfacing - Materials	108974	CORNWALL GRAVEL COMPANY LTD.	108974	GRAN A (RESURFACING ROLLIN RD)	1-4-3543-3425	Materials	133,910.81
42	3543 Gravel resurfacing - Materials	71891576-0	SUNBELT RENTALS OF CANADA INC.	71891576-0001	RIDE-ON ROLLER RENTAL SEPT9-23/19	1-4-3543-3425	Materials	5,256.74
43	7254 Parks - Contracted Services	1638	BOURGET LAWN AND SNOW CARE	1638	COUPE DE GAZON POUR MOIS DE SEPT 2019	1-4-7254-4190	Contracts - Grass Mowing	5,401.40
44	7434 Recreational Complex - Contracts	004586	YMCA-YWCA	004586	ADMIN FEES SEPT/19	1-4-7434-4290	Contract - Rec. Complex - YMCA	10,000.00
Invoices paid Greater or Equal to \$5,000								1,339,298.28
Invoice paid Less or Equal to \$4,999								267,327.24
MasterCards October 2019								13,008.13
Grand Total AP Council Report - November 18th, 2019								1,619,633.65

**Transactions de carte de crédit
Octobre 2019**

#	Détenteur de carte	Date	Marchant	Description	GL	Montant	Sous total par carte
1	BELANGER, MARIE EVE	09/10/2019	CHIWATER COM	COURS JONATHAN POUR 2020	1-4-8113-3640	\$1,214.75	
2	BELANGER, MARIE EVE	07/10/2019	ONTARIO PROFESSIONAL P	NICOLAS- MEMBERSHIP REGISTRATION TO OPPI	1-4-8113-3435	\$263.70	
3	BELANGER, MARIE EVE	03/10/2019	OTTAWA INTERNATIONAL A	PARKING AT AIRPORT FOR OPPI MARIE-EVE	1-4-8113-3450	\$96.00	
4	BELANGER, MARIE EVE	11/10/2019	SQ *SQ *CAFE JOYEU	STAFF APPRECIATION - COFFEE BREAK	1-4-8113-3440	\$14.12	
5	BELANGER, MARIE EVE	08/10/2019	TSC STORES L.P. #1224	TOOLS FOR JONATHAN AND CARL	1-4-8113-3675	\$177.36	\$1,765.93
6	BOUCHARD, ANNE MORRIS	09/10/2019	AMZN MKTP CA*KP5P66OG3	OUVRE-BOITE ET MINUTERIE POUR SAINTE-TRINITE	1-4-6203-3185	\$86.37	
7	BOUCHARD, ANNE MORRIS	09/10/2019	AMZN MKTP CA*Q828J7DD3	HOURLASS SAND TIMER (CARREFOUR JEUNESSE)	1-4-6133-3185	\$41.82	
8	BOUCHARD, ANNE MORRIS	31/10/2019	APPLE.COM/BILL	COMPTE I CLOUD POUR LES GARDERIES	1-4-6113-3435	\$1.46	
9	BOUCHARD, ANNE MORRIS	09/10/2019	KIDS KINGDOM - ORLEANS	SORTIE EDUCATIVE GARDERIE ST-PATRICK	1-4-6143-3233	\$203.40	\$333.05
10	BOUCHER, PIERRE	26/10/2019	COSTUMES CREATION SUZA	COSTUMES PURCHASED FOR THE CHRISTMAS PARADE	1-4-7325-5530	\$205.60	
11	BOUCHER, PIERRE	08/10/2019	XHOCKEYPRODUCTS.CA	PADDING FOR HOCKEY NET	1-4-7423-3655	\$164.36	\$369.96
12	BOUGIE, MARIE FRANCE	17/10/2019	MFOA	RESERVE AND RESERVE FUNDS WEBINARS	1-4-1313-3743	\$720.94	\$720.94
13	COLLIER, HELEN	08/10/2019	FRIENDLY RESTAURANT	SUPPER BEFORE LIBRARY BOARD MEETING	1-4-1223-3440	\$22.01	
14	COLLIER, HELEN	07/10/2019	KNZ PIZZERIA	SUPPER FOR COUNCIL	1-4-1223-3440	\$162.43	
15	COLLIER, HELEN	07/10/2019	PARENT'S YIG 2693	DESSERT FOR COUNCIL	1-4-1223-3440	\$16.78	
16	COLLIER, HELEN	11/10/2019	ROMA	ROMA REGISTRATIONS:HCOLLIER-GDESJARDINS-ALALONDE-CSIMARD-SCARDARELLI-MZANTH	1-4-1223-3160	\$4,169.70	
17	COLLIER, HELEN	01/10/2019	ROSALYNN'S BISTRO CA	ECONOMIC DLVPMNT FUTURE (W/MAYOR AND MARTINE NOLIN SIMARD)	1-4-1223-3440	\$57.50	
18	COLLIER, HELEN	10/10/2019	ROSALYNN'S BISTRO CA	LUNCH W/TANIA TO DISCUSS POSSIBLE CONTRACT WITH MAYOR	1-4-1223-3440	\$86.11	
19	COLLIER, HELEN	22/10/2019	ROSALYNN'S BISTRO CA	DINNER BEFORE DC PUBLIC MEETING W/DAVE DARCH, YVES R, FRED, ANDREW MIRABELLA	1-4-1223-3440	\$107.40	
20	COLLIER, HELEN	10/10/2019	WENDOVER FAMILY RESTAU	BREAKFAST MEETING W/MAYOR-ECONOMIC DVLPMNT OPPORTUNITY	1-4-1223-3440	\$22.98	\$4,644.91
21	COUSINEAU, MICHEL	02/10/2019	AMZN MKTP CA*6Z6HX94Z3	ASURION 2 YR PC PERIPHERAL PROTECTIONS PLAN	1-4-1323-3651	\$7.99	
22	COUSINEAU, MICHEL	04/10/2019	AMZN MKTP CA*IT7372KC3	SCREEN PROTECTOR AND PROCASE FOR IPAD	1-4-1323-3150	\$94.88	
23	COUSINEAU, MICHEL	17/10/2019	AMZN MKTP CA*Z27S145T3	5X ZTOTO SCREEN PROTECTOR FOR IPADS	1-4-1323-3150	\$129.95	
24	COUSINEAU, MICHEL	15/10/2019	TRIMBLE	SKETCHUP PRO ANNUAL SUBSCRIPTION	1-4-1323-3651	\$405.41	\$638.23
25	LENHART, JULIAN	09/10/2019	AMAZON.CA PRIME MEMBER	PRIME MEMBERSHIP FOR 30 DAYS ONLY.	1-4-3113-3175	\$9.03	
26	LENHART, JULIAN	09/10/2019	AMZN MKTP CA*9T1YB5S13	BLUETOOTH FOR NICK BRUNET	1-4-3113-3500	\$29.90	
27	LENHART, JULIAN	10/10/2019	AMZN MKTP CA*BY55X4TC3	CAR CHARGER FOR THE ROAD PATROL CELL PHONE	1-4-3113-3500	\$5.92	
28	LENHART, JULIAN	17/10/2019	O.A.C.E.T.T	ENGINEERING MEMBERSHIP FEES FOR ALAIN BEAULIEU	1-4-3113-3435	\$249.12	
29	LENHART, JULIAN	17/10/2019	O.A.C.E.T.T	ENGINEERING MEMBERSHIP FEES FOR DIDI MOKOLO	1-4-3113-3435	\$332.17	
30	LENHART, JULIAN	02/10/2019	PM CARAVANES INC.	REPAIR TO TYM TRACTOR - 21410	1-4-3143-3760	\$432.15	\$1,058.29
31	OUELLET, MONIQUE	03/10/2019	NIGHT OFF DELIVERY	SHAREPOINT - LUNCH	1-4-1223-3440	\$57.81	\$57.81
32	ROUSSELLE, YVES	07/10/2019	E3 OFFICE FURNITURE	TRANSACTION FRAUDULEUSE (MONTANT RENVERSER)	1-4-1233-3032	-\$1,804.21	
33	ROUSSELLE, YVES	07/10/2019	E3 OFFICE FURNITURE	TRANSACTION FRAUDULEUSE MONTANT RENVERSER	1-4-1233-3032	\$272.22	
34	ROUSSELLE, YVES	10/10/2019	EUROFLORIST, AB	TRANSACTION FRAUDULEUSE (MONTANT RENVERSER)	1-4-1233-3032	-\$75.65	
35	ROUSSELLE, YVES	03/10/2019	E3 OFFICE FURNITURE	CHAISE SALLE CONF INFRA	1-4-3113-3500	\$1,804.21	
36	ROUSSELLE, YVES	04/10/2019	E3 OFFICE FURNITURE	CHAISE SALLE CONF INFRA (CREDIT ERREUR DU FOURNISSEUR)	1-4-3113-3500	-\$272.22	
37	ROUSSELLE, YVES	09/10/2019	EUROFLORIST AB	FRAUDE CARTE ANNULER	1-4-1233-3032	\$75.65	
38	ROUSSELLE, YVES	23/10/2019	MONTANA'S #3638	SPLIT - BELLEVILLE DAY SEMINAR LUNCH KINGSTON YVES R (50%)	1-4-1233-3440	\$25.98	
39	ROUSSELLE, YVES	23/10/2019	MONTANA'S #3638	SPLIT - BELLEVILLE DAY SEMINAR LUNCH KINGSTON RICK C (50%)	1-4-3113-3440	\$25.97	\$51.95
40	ROY, YVES	17/10/2019	CITY OF OTTAWA - LOT 6	PARKING-EMERGENCY MNGMNT PUBLIC SECTOR/WSIB/ELECTIONS	1-4-2213-3160	\$18.00	
41	ROY, YVES	25/10/2019	MUNICIPAL LAW ENFORCEM	MLEO PART 1 - JACOB CHENIER	1-4-2413-3660	\$1,130.00	\$1,148.00
42	WILSON, BRIAN	09/10/2019	7142 LKQ SONSHINE AUTO	CAR 2 - REPLACEMENT TAILGATE	1-4-2153-3760	\$1,141.30	
43	WILSON, BRIAN	07/10/2019	ALGONQUIN COLLEGE/PARKI	PARKING - EM	1-4-2213-3160	\$12.00	
44	WILSON, BRIAN	11/10/2019	CDN TIRE GASBAR #01022	PROPANE REFILL - FOR BBQ	1-4-2213-3440	\$22.59	
45	WILSON, BRIAN	08/10/2019	CDN TIRE STORE #00623	CAR 1 - CLEANING SUPPLIES	1-4-2153-3760	\$67.77	
46	WILSON, BRIAN	18/10/2019	RAMADA INNS	NFPA1521 ISO CORNWALL	1-4-2234-4203	\$317.30	
47	WILSON, BRIAN	18/10/2019	VIA RAIL CANADA INC.	OAFM MID TERM	1-4-2113-3160	\$177.90	
48	WILSON, BRIAN	24/10/2019	WWW.CANADIAN TIRE.CA	CAR 1 - DASH CAM	1-4-2153-3760	\$160.06	
49	WILSON, BRIAN	29/10/2019	WWW.CANADIAN TIRE.CA	CAR 2, CAR 3- DASH CAM	1-4-2153-3760	\$320.14	\$2,219.06
Total						\$13,008.13	\$13,008.13



RAPPORT N° FIN2019-036

Date	08/11/2019
Soumis par	Frédéric Desnoyers
Objet	Ontario Regulation 284/09
# du dossier	N/A

1) **NATURE / OBJECTIF :**

Le but de ce rapport est d'expliquer le Règlement de l'Ontario 284/09, illustrer l'impact sur le budget 2020 si toutes ces charges auraient été incluses, et de faire adopter le rapport annuel 284/09, par le Conseil.

2) **DIRECTIVE/POLITIQUE ANTÉCÉDENTE :**

N/A

3) **RECOMMANDATION DU SERVICE:**

QU'IL SOIT RÉSOLU QUE le rapport préparé selon le Règlement de l'Ontario 284/09 pour le budget 2020, soit adopté tel que présenté à l'annexe « A » du rapport no. FIN2019-036.

BE IT RESOLVED THAT the report prepared as per Ontario Regulation 284/09 for the 2020 budget, be adopted as per Schedule 'A' to Report no. FIN2019-036.

4) **HISTORIQUE :**

Chaque année, en vertu du règlement 284/09, une municipalité devrait faire approuver avant son budget, un rapport annuel pour démontrer les écarts entre le budget et la comptabilité d'exercice. Celui-ci a été présenté pour la première fois avec le budget 2019 et est maintenant préparé annuellement.

5) **DISCUSSION :**

Lors de la préparation d'un budget pour une année, une municipalité à la possibilité, selon le Règlement de l'Ontario 284/09, d'exclure certaines ou toutes les charges suivantes du total estimé :

- Charges d'amortissement ;
- Charges pour les avantages postérieurs à l'emploi ;
- Charges pour fermeture et après-fermeture de dépôt.

Si exclues, le règlement exige que le Conseil adopte un rapport annuel qui inclut :

- Un estimé de l'impact sur l'excédent accumulé résultant de l'exclusion des charges ;

- Une analyse de l'estimé de l'impact de l'exclusion des charges sur les besoins de financement futurs des immobilisations corporelles.

Également, le rapport annuel doit être préparé et adopté par une résolution du Conseil avant l'approbation du budget municipal.

Les charges d'amortissement ne sont pas incluses dans le budget de la Cité mais les charges pour les avantages postérieurs à l'emploi et de fermeture et après-fermeture du dépotoir le sont.

La Cité, comme la plupart des municipalités, continuent de préparer les budgets selon la méthode de comptabilité de caisse qui consiste à balancer les revenus et charges d'opérations et capitales. Le Règlement de l'Ontario exige que la municipalité identifie l'impact du budget 2020 sur l'excédent accumulé après avoir converti le budget 2020 à la comptabilité d'exercice.

Impact des charges exclues sur l'excédent accumulé de 2020 :

L'impact sur l'excédent de l'exercice, tel que démontré à l'annexe A, représente un montant de 1 889 553 \$.

Impact sur le financement futur des immobilisations corporelles :

Inclure le coût d'amortissement dans les états financiers peut donner une idée sur le coût des actifs. Cependant, l'amortissement est calculé sur le coût historique des actifs et ainsi même si on semble avoir un surplus après avoir inclus l'amortissement, il existe tout de même des défis à long terme. En effet, la Cité a plusieurs actifs vieillissants qui coûtera beaucoup plus cher à remplacer que le coût historique.

Pour éviter une augmentation majeure du taux de taxes, la Cité devraient faire des transferts plus importants aux réserves. Le plan de gestion des immobilisations assistera le Conseil à prendre des décisions stratégiques financières à long terme. Tel que déjà mentionné, un manque à gagner dans les investissements pour les immobilisations corporelles est existant.

6) **CONSULTATION :**

N/A

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

N/A

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

Tel que présenté 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:**
Annexe A – Rapport annuel 284/09

Annexe A / Annexe A

Conversion de la comptabilité de caisse à la comptabilité d'exercice
Conversion from Cash to Accrual Accounting

Revenus/Revenues

	Selon budget proposé	
	As per proposed budget	
	Fonctionnement/Operating	41,825,297
	Immobilisations/Capital	7,414,300
Less/moins:	Transferts provenant d'autres fonds	
	Transfers from other funds	
	Fonctionnement/Operating	-235,207
	Immobilisations/Capital	-3,847,232
	Émission de dette à long terme	
	Proceeds of long term debt	-910,000
Revenus totaux/Total Revenues		44,247,158

Charges/Expenses

	Selon budget proposé	
	As per proposed budget	
	Fonctionnement/Operating	41,825,297
	Immobilisations/Capital	7,414,300
Less/moins:	Transfers to other funds	
	Transferts vers d'autres fonds	-3,883,992
	Immobilisations corporelles	
	Tangible Capital Assets **	-7,209,300
	Paiements capital d'emprunts	
	Debt principal payments	-2,788,700
Charges totales/Total Expenses:		35,357,605
Excédent de l'exercice: Avant les exclusions		
Annual Surplus: Before Exclusions		8,889,553

Annexe A / Annexe A

Conversion de la comptabilité de caisse à la comptabilité d'exercice
Conversion from Cash to Accrual Accounting

Exclusions

Moins/Less:	Amortissement d'immobilisations*	
	Amortization of TCA*	-7,000,000

Exclusions totales/Total Exclusions	-7,000,000
--	-------------------

Excédent de l'exercice: Après exclusions**Annual Surplus: After Exclusions**

\$	1,889,553
-----------	------------------

*Estimés / estimates

****Tangible capital assets**

Total 2019 capital budget	\$7,414,300
---------------------------	--------------------

Non-tangible capital assets :

Tous les parcs - Tables de pique-nique et bancs /	25,000
All parks - Picnic tables and bench	

Nouveau Site Web /	75,000
--------------------	--------

New Webiste

Étude sur les redevances pour avantages communautaires /	60,000
--	--------

Community Benefit Charge Study

Projet de cybersécurité /	30,000
---------------------------	--------

Cybersecurity project

Améliorations électriques à la succursale de Rockland /	15,000
---	--------

Electrical upgrades Rockland branch

Total tangible capital assets	\$7,209,300.00
--------------------------------------	-----------------------



REPORT N° ADMIN 2019-017

Date	18/11/2019
Submitted by	Helen Collier, CAO
Subject	Municipal Modernization Program
File N°	n/a

1) **NATURE/GOAL :**

To request permission to apply for the Municipal Modernization Program.

2) **DIRECTIVE/PREVIOUS POLICY :**

n/a

3) **DEPARTMENT'S RECOMMENDATION :**

WHEREAS Council, during budget deliberations, has requested a service delivery review; and

THAT Council hereby mandates the Administration to submit an application for the Municipal Modernization Program in order to obtain funding to undertake expenditure reviews with the goal of finding service delivery efficiencies and lowering costs in the longer term.

ATTENDU QUE le conseil a demandé, durant les délibérations budgétaires, un examen de la prestation des services ; et

QUE le conseil mandate l'Administration à soumettre une demande de financement dans le cadre du programme de modernisation municipale dans le but d'obtenir le financement nécessaire pour entreprendre une révision des dépenses avec l'objectif de trouver des efficacités au niveau de la prestation des services et de réduire les coûts à long terme.

4) **BACKGROUND :**

During the 2020 Budget review, a request was made by Council to have a review of municipal services with the goal of finding efficiencies.

5) **DISCUSSION :**

A review of municipal service delivery of expenditures is a healthy thing to do for any organization. The City of Clarence-Rockland has not completed a complete service review in the past 5 years. An approach of continuous improvement has been used to always look at ways to be more efficient or save money. Now is an excellent time to complete a corporate service delivery review. The time is good because most the

Directors are in place that will be here to guide the departments into the future. The province has a funding stream that will assist municipalities to complete this review, see Attachment 1. The province has a prescribed review process which is recommended to be followed. See attachment 2.

6) **CONSULTATION:**

n/a

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

n/a

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

It is expected that the cost of the review would be \$150,000.

9) **LEGAL IMPLICATIONS :**

n/a

10) **RISK MANAGEMENT:**

n/a

11) **STRATEGIC IMPLICATIONS:**

This initiative meets two of the strategic plan pillars, efficiency and financial responsibility.

12) **SUPPORTING DOCUMENTS:**

Attachment 1: Municipal Modernization Program Guidelines

Attachment 2: A Guide to Service Delivery Review for Municipal Managers



Municipal Modernization Program

Intake 1 Program Guidelines

WHAT YOU NEED TO KNOW

Ontario is helping municipalities become more efficient and modernize service delivery while protecting front line jobs.

The 405 small and rural municipalities that received a *Municipal Modernization Payment* in March 2019 can now apply to the *Municipal Modernization Program* for funding to undertake expenditure reviews with the goal of finding service delivery efficiencies and lowering costs in the longer term.

Eligible municipalities can apply individually, or collectively with other eligible municipalities, to undertake independent third-party reviews similar to the *Managing Transformation: A Modernization Action Plan for Ontario* review of Ontario government expenditures.

ELIGIBILITY CRITERIA

To be eligible under Intake 1, a project must:

1. Be a review of municipal service delivery expenditures by an independent third-party reviewer for the purpose of finding savings and efficiencies. The review project could take a number of forms including:
 - a line-by-line review of the municipality's entire budget; or
 - a review of service delivery and modernization opportunities; or
 - a review of administrative processes to reduce costs.
2. Result in a report by the independent third-party reviewer that provides specific and actionable recommendations for cost savings and improved efficiencies.
3. Begin field work no earlier than November 1, 2019, with a draft report completed by June 15, 2020 and the final report posted publicly by June 30, 2020.

It is anticipated that most review projects will be between \$20,000 and \$200,000. Proposals will be reviewed on a case-by-case basis and funding amounts may depend on the available appropriation. Only third-party service provider fees will be eligible. Municipal administrative costs, such as staff time, are not eligible.

The program will not cover review projects where:

- the goal is to identify opportunities for revenue generation or reductions in front line services; or
- the review does not result in a formal report prepared by a third party; or
- the object of the review extends beyond municipal accountability.

HOW TO APPLY

1. Advise your Municipal Services Office contact of your intention to apply by **November 22, 2019**.
2. Submit your completed Municipal Modernization Program: Expression of Interest form and applicable supporting documentation to Municipal.Programs@ontario.ca by **December 6, 2019**.

HOW IT WORKS

The ministry will advise municipalities of the outcomes of their applications by mid-January. If your application is approved, a proposed transfer payment agreement with the ministry will be sent to confirm the funding amount and set out the terms, including reporting requirements and a payment schedule. Municipalities will receive an initial payment following full execution of a transfer payment agreement and a final payment after submission of a final report.

PROGRAM TIMELINE

November 22, 2019	<ul style="list-style-type: none"> Advise your Municipal Services Office of your municipality's intention to apply.
December 6, 2019	<ul style="list-style-type: none"> Submit your Expression of Interest and any supporting documentation to Municipal.Programs@ontario.ca.
January-February, 2020	<ul style="list-style-type: none"> Learn whether your application is approved. If it is approved, enter into a transfer payment agreement for project funding, and receive an initial payment once the agreement is executed.
June 15, 2020	<ul style="list-style-type: none"> Submit your third-party reviewer's draft report to the ministry.
June 30, 2020	<ul style="list-style-type: none"> Post the third-party reviewer's final report online and submit your final report to the ministry. The final report will include: a hyperlink to the publicly posted third-party reviewer's report; the amount paid to the third-party reviewer and a copy of the invoice; a statement of the total amount of expenditures reviewed and the total amount identified as potential savings; and a 250-word abstract of the project and its findings.

FOR MORE INFORMATION

Municipalities can direct program questions to Municipal.Programs@ontario.ca or contact their regional Municipal Services Office for further information.

Central Region – Toronto

Tel: 416-585-6226 or
1-800-668-0230

Western Region – London

Tel: 519-873-4020 or
1-800-265-4736

Eastern Region – Kingston

Tel: 613-545-2100 or
1-800-267-9438

Northern Region - Sudbury

Tel: 705-564-0120 or
1-800-461-1193

Northern Region – Thunder Bay

Tel: 807-475-1651 or
1-800-465-5027

Building Strong Communities

A Guide to
Service Delivery Review
for Municipal Managers

The Ministry of Municipal Affairs and Housing and its partners on this project offer *A Guide to Service Delivery Review for Municipal Managers* as a helpful resource to municipalities. However, the guide summarizes complex matters and reflects legislation and practices that are subject to change. Important details may have been omitted in the interest of brevity. Municipalities are responsible for compliance with provincial policy decisions or statutes. The guide should not be used to substitute for legal or professional advice, and we recommend that municipalities seek such advice in planning any actual service delivery changes. The user is responsible for how the guide is used or applied.

Although this document has been carefully prepared, neither the Ministry nor its partners accept any legal responsibility for its contents or any consequences, including direct or indirect liability, arising from its use.



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Executive Summary

A Guide to Service Delivery Review for Municipal Managers has been created to help senior managers of municipal departments in Ontario in their ongoing effort to improve (a) service delivery by providing better customer service and operating more efficiently, and (b) expenditure management by setting goals and priorities, managing demand and evaluating performance.

The guide has been developed through a partnership of the Ministry of Municipal Affairs and Housing and:

- the Association of Municipal Managers, Clerks and Treasurers of Ontario;
- the Municipal Finance Officers' Association of Ontario; and
- the Ontario Municipal Administrators' Association.

What Is Service Delivery Review?

By service delivery review we mean an evaluation process in which a specific municipal service is systematically reviewed to determine the most appropriate way to provide it. (Other specialized terms we use in this guide are defined in *Appendix 1: Glossary of Terms*.)

How Can The Guide Be Used?

The guide offers a fresh approach to managing municipal spending. Traditionally, managing spending meant across-the-board cuts to all services, “cherry picking” which services to cut, deferring capital projects, increasing user fees or dipping into reserves. Moreover, a reduction in the budget for a service tended to result in a comparable reduction in that service.

The service delivery review process takes a different tack. It focuses on setting priorities – *making choices* – and, where possible, reducing the cost of delivery while maintaining or improving services and service levels.

Achieving this result requires a more rigorous process that involves asking the following ten questions:

1. Do we really need to continue to be in this business/service?
2. What do citizens expect of the service and what outcomes does council want for the service?
3. How does current performance compare to expected performance?
4. Do the activities logically lead to the expected outcomes?
5. How is demand for the service being managed?
6. What are the full costs and benefits of the service?
7. How can benefits and outputs of the service be increased?
8. How can the number and cost of inputs be decreased?
9. What are the alternative ways of delivering the service?
10. How can a service change best be implemented and communicated?

In answering these questions, you should engage citizens and other stakeholders (such as municipal staff and unions) to ensure that the choices you make are informed by their goals and values. Your choices should also be consistent with and informed by the municipality's official plan and its business or strategic plan.

Why Did We Create This Guide?

Municipalities have been asking for a tool that considers the best practices in service delivery review. To develop this guide, we drew on processes tested by several jurisdictions around the world, as well as on the experiences of Ontario's innovative municipal sector.

The guide supports the province's commitment to fulfilling its shared responsibility with municipalities to deliver better public services in an affordable way.

What Is The Approach Of The Guide?

The guide outlines a six-stage process for reviewing and, where appropriate, changing service delivery. At each stage, we have identified key factors to take into consideration.

The range of service delivery methods include several options in addition to direct delivery by municipalities, including contracting out and the use of public- and private-sector partners. We also discuss "contracting in" services that are currently delivered by external groups.

To determine which parts of this six-stage process are appropriate for reviewing a particular service or program, *you should consider the six stages against the scale, scope and strategic importance of the service or program you are reviewing*. Larger scale services or programs may need a more elaborate review, while smaller undertakings can be reviewed using a smaller number of questions. As well, you can use specific tools, techniques and considerations to make immediate improvements in service delivery.

What Are The Goals Of The Guide?

We welcome your views on how well we've met our goals in developing this guide.

The guide's goals include creating a tool for reviewing and implementing changes in municipal service delivery that is:

- Empowering – it identifies more than 75 tools and techniques for service improvement and expenditure management and references over 100 municipal examples.
- Relevant – it is guided by wide consultation with Canadian municipalities and knowledge of practices elsewhere.
- Well-grounded – it is sound, logical and easy to understand.

- Comprehensive – it puts in one place the key questions and implementation considerations from the beginning to the end of a review and addresses a broad range of issues and options.
- Flexible – it can serve as a follow-up to a wider performance management initiative or be used as a stand-alone initiative for a wide range of services. The tools in the guide can also be separated from the overall review process and used to address specific areas of need in a service or program.

Chapter One

How To Use This Guide

A Guide to Service Delivery Review for Municipal Managers was designed to help municipalities in their ongoing efforts to improve the efficiency and effectiveness of the services they deliver and find better ways of managing expenditures.

Service delivery review refers to an evaluation process in which a specific municipal service is systematically reviewed to determine the most appropriate way to provide it.

We use a number of specialized terms in this guide. You'll find the more common ones defined in the glossary at *Appendix 1*.

This chapter provides an overview of the process, organized into four sections:

1.1 Why Service Delivery Review?

- 1.1 Why service delivery review?**
- 1.2 What is the purpose of this guide?
- 1.3 How is this guide organized?
- 1.4 The Ontario municipal context for Service Delivery Review

Although service delivery review is not a new concept, it has taken on added significance in the current fiscal environment. Ontario municipalities are increasingly asked to respond to multiple (and often competing) demands for a wide range of services and programs while facing budgetary pressure and fiscal constraint.

Local board and municipal staff may initiate a review of local services and programs to:

- improve service;
- meet new or increased demand from customers for services;
- maintain existing service levels in the face of competing priorities or decreasing revenues;
- reduce costs;
- improve revenues.

Service delivery review represents a more methodical approach to a budget crunch than traditional or reactive tactics, such as instituting across-the-board cuts to all services, “cherry

picking” which services to cut, deferring capital projects, increasing user fees or dipping into reserves. These budget-cutting exercises generally lead to a reduction in service levels.

The service delivery review process takes a different tack. Instead, we focus on setting priorities – making choices – and, where possible, reducing the cost of delivery while maintaining or improving services and service levels. This process means asking the following ten questions:

1. Do we really need to continue to be in the business/service?
2. What do citizens expect of the service and what outcomes does council want for the service?
3. How does current performance compare to expected performance?
4. Do the activities logically lead to the expected outcomes?
5. How is demand for the service being managed?
6. What are the full costs and benefits of the service?
7. How can benefits and outputs of the service be increased?
8. How can the number and cost of inputs be decreased?
9. What are the alternative ways of delivering the service?
10. How can a service change best be managed, implemented and communicated?

To answer these questions, you need to engage citizens and other stakeholders (such as municipal staff and unions) to ensure that your choices are informed by their goals and values. Feedback from these groups represents an indispensable resource for the choices you are called on to make.

1.2 What Is The Purpose Of The Guide?

- 1.1 Why service delivery review?*
- 1.2 What is the purpose of this guide?**
- 1.3 How is this guide organized?*
- 1.4 The Ontario municipal context for Service Delivery Review*

The guide supports the province’s commitment to fulfilling its shared responsibility with municipalities to deliver better public services in an affordable way. It is offered as a practical tool to help municipalities maintain or improve service standards while lowering costs, or make service delivery costs sustainable over the long term.

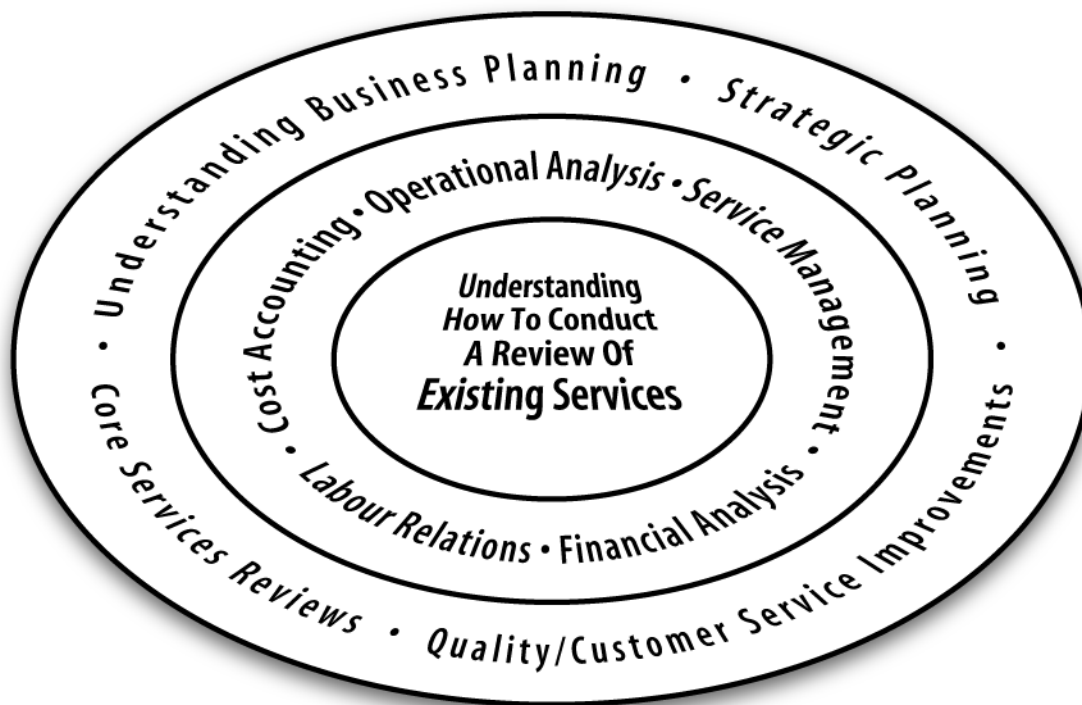
Municipalities have been asking us for a tool that describes best practices in service delivery review that have been tested by jurisdictions around the world, as well as the experiences of Ontario’s innovative municipal sector.

The guide outlines a six-stage process for reviewing and, where appropriate, changing service delivery. At each stage, we have identified key factors to take into consideration. The range of service delivery methods includes several alternatives to direct delivery by municipalities,

including contracting out and the use of public and private sector partners. We also discuss “contracting in” services currently delivered by external groups.

We recognize the importance of candidly sharing the learnings of the municipalities that contributed their experiences to the guide. Therefore, we have made sure that specific municipalities are neither identified by name, nor identifiable by inference, except where a municipality has been named in other published material; for example, in the Ontario Centre for Municipal Best Practices website at www.ocmbp.ca.

The key audience for the guide consists of senior managers of municipal departments (such as the directors of parks & recreation, roads, libraries or human resources) and those to whom they report. The guide provides a detailed, comprehensive tool to improve the efficiency and effectiveness of the services and programs they deliver. A separate, shorter product that provides a high level summary of the process has been prepared for councillors and senior staff. Although the scope of the review process we describe may be accommodated more easily by medium to large municipalities, small municipalities will also find the components, tools and approaches useful.



Meaningful service delivery review incorporates skills, knowledge and experience from many professional disciplines, including service management, labour relations, financial analysis, operational analysis and cost accounting. In the diagram above, these disciplines are in the

first circle outside the core. The outer circle represents the broader context for a review of a specific service. For information on additional training and advice on undertaking a review, using these skill sets and areas of expertise, and on these broader contextual matters, see *Appendix 10: Additional Resources*.

Your review will also be informed by a thorough understanding of the service area under review. Clearly, technical considerations beyond the scope of this guide will inform each municipality when deciding where to place a fire station or how to schedule snow clearing from municipal roadways. (For one-stop shopping of information about recent improvements in the delivery of municipal services in Ontario municipalities, see the Ontario Centre for Municipal Best Practices at www.ocmbp.ca.) As well, outside of the scope of this guide are a host of management considerations that can impact efficiency and effectiveness of service delivery; for example, organizational structure, staff roles and responsibilities, incentive systems, how information and knowledge is shared, how resources are allocated and how decisions about staffing, strategies and operations are made and implemented.¹

1.3 How Is This Guide Organized?

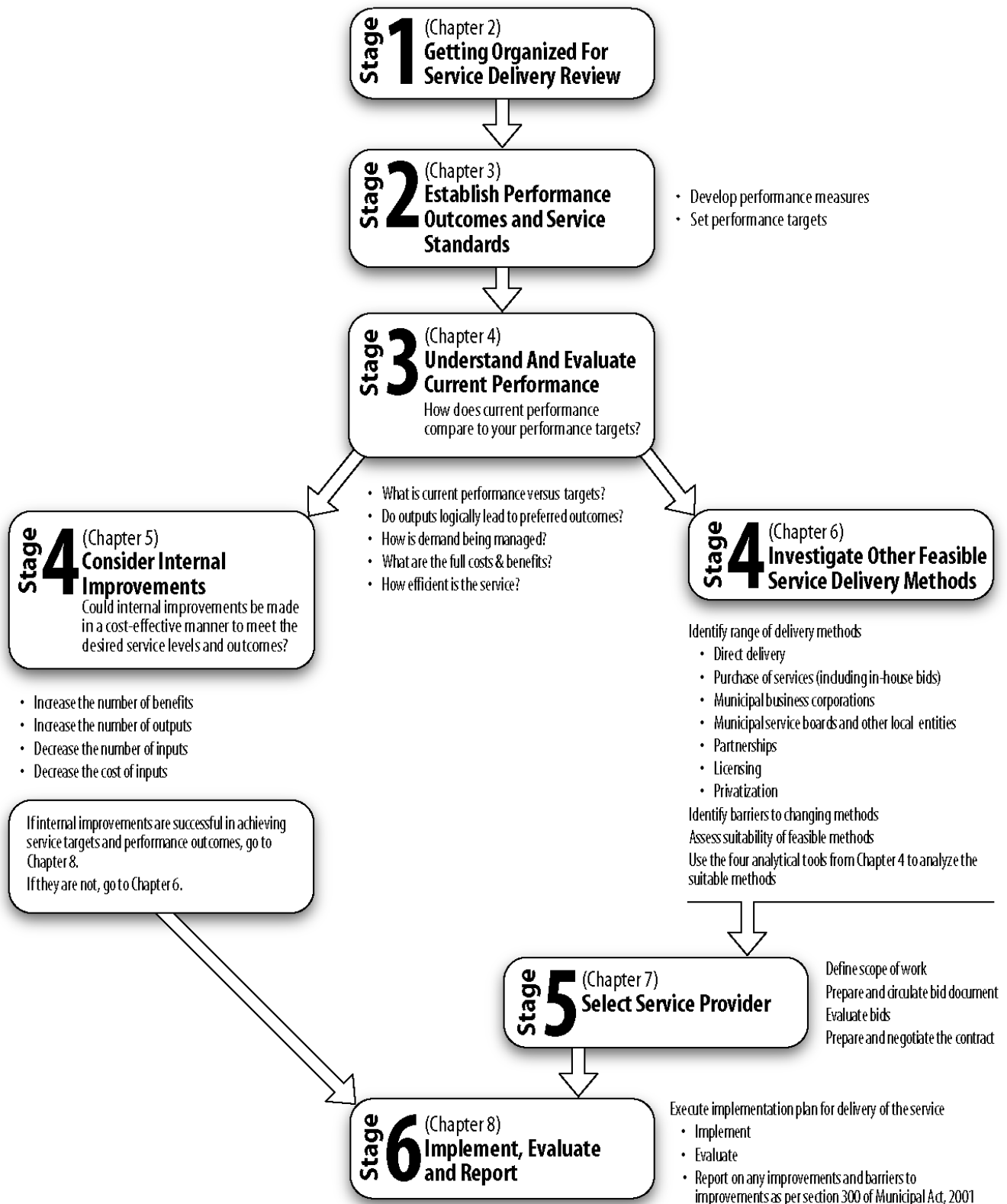
- 1.1 Why service delivery review?*
- 1.2 What is the purpose of this guide?*
- 1.3 How is this guide organized?**
- 1.4 The Ontario municipal context for Service Delivery Review*

This guide is designed to lead council and staff through the key stages of conducting a review. These stages reflect the logical decision-making flow the municipality might go through in undertaking such an exercise. The aim here is to provide a structure that:

- creates a sound, logical and easily understood process for making decisions on how best to deliver services and programs – a process that can either be incorporated into a wider performance management initiative (such as a strategic planning or quality service improvement initiative), or be used as a stand-alone initiative;
- will be useful for municipalities of all types and sizes in all parts of Ontario and for a wide range of services;
- covers a broad range of issues and options that need to be considered in the review process;
- includes what you need to know to move from determining which service to review, to selecting a service provider, to implementing a new service arrangement.

Whether or not council and staff use each step of the process – although we recommend following the steps – we think you'll find the guide quite useful and enabling. It identifies more than 75 tools and techniques for service improvement and expenditure management.

Flow Chart for Service Delivery Review



Here is a brief overview of the structure of the guide (as depicted in the flow chart) and the suggested review process.

Stage 1: Getting Organized For Service Delivery Review (Chapter 2)

This stage is designed to help you prepare for the review by setting the framework of the review process. Each municipality has different needs, challenges, resources and objectives. The guide offers a flexible framework that can be used in a variety of ways. As noted above, it can be used as a part of a wider corporate exercise or as a stand-alone initiative. This stage gets the process started by asking council to:

- develop the ground rules, principles and processes governing the review in a way that supports the municipality's strategic goals;
- identify the staffing and financial capacity to undertake the review;
- determine how to select candidate services and programs for review, using common, strategic and community considerations;
- ensure the review process is informed by citizen demands, expectations and concerns.

Stage 2: Establish Performance Outcomes And Service Standards (Chapter 3)

For services or programs that are appropriate candidates for review, council needs to identify the following:

- its purpose (who is its target group? why is it needed?);
- the outcomes council expects (what effect should it have on citizens?);
- appropriate performance measures (how can the effectiveness of the service or program be gauged?);
- service standards and targets.

The above become the functional goals of the service or program.

Some municipalities insert a step before Stage 2: Establish Performance Outcomes and Service Standards. In this case, the public interest “test” (see *Appendix 4*) is used to examine a specific service.

Stage 3: Understand And Evaluate Current Performance (Chapter 4)

After completing Stage 2, the temptation is to leap to identifying and implementing ways of achieving the goals. However, as the saying goes, you can't get where you're going until you know where you are. Stage 3 is designed to help you understand and evaluate current performance by providing four analytical tools, using the following questions:

- Do the outputs of the service or program logically lead to the outcomes you are seeking?
- How is demand for the service or program managed?
- What are the full costs and benefits of the service or program?
- How efficient is the service or program?

At the end of this stage, you will have enough information to determine the performance gap in your current delivery method relative to the goals established in Stage 2.

Stage 4

Stage 4 includes two chapters because this stage is a “fork in the road” for the review process. Council can narrow the performance gap by taking one of two paths: making internal improvements or investigating other feasible service delivery methods. Experience demonstrates that the best choice for delivery will vary depending on the unique circumstances facing the municipality and the service or program under review.

Consider Internal Improvements (Chapter 5)

Using the analytical tools identified in Stage 3, municipalities can improve service delivery by:

- increasing the number of benefits;
- increasing the number of outputs;
- decreasing the number of inputs;
- decreasing the cost of inputs.

Many municipalities attempt internal improvement before considering alternative delivery methods. Alternative providers may not be able to deliver a particular service at the same service level or for a lower cost than internal providers.

If the internal improvement strategy is successful, your next step will be Stage 6: Implement, Evaluate and Report (Chapter 8). If this course proves unsuccessful, or if council decides not to proceed by way of internal improvements, go to Chapter 6: Investigate Feasible Service Delivery Methods.

Investigate Other Feasible Service Delivery Methods (Chapter 6)

In this approach, you would:

First, identify the range of possible delivery methods. Several are discussed, including:

- direct delivery;
- purchase of services (including in-house bids);
- municipal business corporations;
- municipal service boards and other local entities;
- partnerships;
- licensing;
- privatization.

Second, identify the barriers to adopting alternative delivery methods. This means screening out methods that are unfeasible owing to legal barriers (the municipality is legally obligated to provide the service or program in a certain way) or market barriers (the private provider market is unable to take on service delivery).

Third, identify feasible methods that are consistent with the unique needs and circumstances of the municipality. This process should leave you with a short list of delivery methods for more in-depth assessment.

Finally, analyze the suitable methods using the analytical tools in Stage 3.

Stage 5: Select A Service Provider (Chapter 7)

After selecting an alternative delivery method, go to Stage 5: Select a Service Provider (Chapter 7). This stage involves seeking providers by soliciting bids from private, public or non-profit suppliers.

Stage 5 walks you through the following steps in the procurement process:

- defining the scope of work;
- preparing and circulating the bid document;
- evaluating bids;
- preparing and negotiating the contract.

However, if council has chosen to improve delivery internally (Chapter 5) and is satisfied with the results of the changes, you can bypass both Chapter 6 and this stage and proceed directly to Stage 6: Implement, Evaluate and Report (Chapter 8).

Stage 6: Implement, Evaluate And Report (Chapter 8)

Council will want to ensure that changes are implemented effectively and that the results are evaluated and reported to citizens (both on successful improvements and on barriers to improvement). This chapter provides guidance on those matters.

1.4 The Ontario Municipal Context For Service Delivery Review

- 1.1 Why service delivery review?*
- 1.2 What is the purpose of this guide?*
- 1.3 How is this guide organized?*
- 1.4 The Ontario municipal context for Service Delivery Review**

Ontario municipalities operate within a specific legislative context in delivering public services. It is important to understand this context before undertaking a review, particularly the role of council and performance and accountability mechanisms. Other important legislative context can be found in *Appendix 2*.

1.4.1 Role Of Council

Council has a critical role to play in reviewing services. This role needs to be communicated to council, staff and citizens early in any review process. Section 224 of the Municipal Act, 2001 sets out the role of council. Many of the broad areas of responsibility prescribed in this provision, particularly the responsibility to set policy and deliver services, affect the review process and must be considered in establishing a review framework. Council roles here are:

- (a) to represent the public and to consider the well-being and interests of the municipality;
- (b) to develop and evaluate the policies and programs of the municipality;
- (c) to determine which services the municipality provides;

- (d) to ensure that administrative practices and procedures are in place to implement the decisions of council;
- (e) to maintain the financial integrity of the municipality; and
- (f) to carry out the duties of council under this or any other Act.

Council's role in service delivery reviews boils down to making choices. Throughout the review process, council will be making choices: what services to deliver; what outcomes they want from the service; who should pay for the service; what they are prepared to ask their citizens to pay for the service; whether the service could be delivered less expensively; whether all the things that go into delivering the service are really necessary; and who should deliver the service. Even a decision not to review a service represents a choice.

1.4.2 Performance And Accountability Mechanisms

The Municipal Act, 2001 and the efforts of voluntary associations and the Ontario government offer ways to ensure municipalities meet the expectations of efficient and effective service delivery and accountability standards.

Section 300 of the Municipal Act, 2001 requires municipalities to provide annual public notice of improvements in the effectiveness and efficiency of their service delivery and barriers to other improvements. This provision encourages municipalities to examine the current state of service delivery. Although under the legislation, the Minister of Municipal Affairs and Housing may designate the form of public notices under section 300, as at the time of publication of the guide, this power has not been exercised.

Practical examples of innovative service delivery methods or best practices in services delivery are available from the Ministry of Municipal Affairs and Housing and from volunteer associations, through:

- The Municipal Performance Measurement Program;
- Ontario's Municipal CAO's Benchmarking Initiative;
- The Ontario Centre for Municipal Best Practices;
- public-private partnership workshops;
- innovative service delivery links at www.mah.gov.on.ca

For more details, see *Appendix 3*.

Chapter Two

Getting Organized For Service Delivery Review

Council's first step should be to establish the review process by addressing the activities in the box below.

Keep in mind that service delivery review is a time- and resource-intensive exercise, one that can involve local sensitive issues. Before undertaking a review, department heads need clear direction and support from council about the value of engaging in this process and a commitment to see it through.

Experience demonstrates that a "champion" of the review is critical. Whether the champion is from council or staff, a person who sees the success of the review as essential to their own goals and is skilled in building and maintaining support for the review is key.

2.1 Develop An Approach To Undertaking Reviews

2.1 Develop an approach to undertaking reviews

2.2 Build accountability into the review process

2.3 Develop or acquire the capacity to undertake reviews

2.4 Decide how to select candidates for review

2.5 Create a citizen-centred approach to reviews

Council will want the municipality's approach to undertaking reviews to be guided by:

- the scope and scale of the service or program under consideration;
- the availability of funding and expertise to undertake reviews;
- strategic and community considerations.²

This guide is intended to help the municipality tailor its own approach to reviews, using planning and goal setting, data collection, analysis, action, evaluation and adjustment.

If council intends to review the municipality's services and programs on an ad hoc or one-off basis, then the approach should be specific to the review being undertaken. On the other hand, council may request reviews as part of a broader business or strategic planning exercise (such as a core services review).

Many municipalities have found that if they have clear strategic priorities in place before undertaking reviews, it is easier to make the choices called for by service reviews. Also, having

a strategic plan in place is critical if you are considering reviewing a range of services. (For resources to help you conduct broader reviews, see *Appendix 10*.)

2.1.1 Should The Municipality Continue In This Business? The Public Interest “Test”

Before undertaking a review, some municipalities ask the question: Should the municipality continue to provide this service or program, and if so, what need or purpose does it fulfil? While at one time the municipality may have been compelled to provide a service because of a lack of other providers, the need for continued involvement may now be less clear because of the growth of a healthy supply market.

A useful tool for answering these questions is the public interest “test”. This tool can be used as part of a strategic planning exercise to determine how to focus the municipality’s limited resources, or as the starting point for reviewing a specific service.

The public interest “test” identifies questions that council might consider in determining whether the municipality should continue its formal involvement in service delivery:

- Is the service or program important to meeting citizens’ needs?
- Is the service or program important to meeting the municipality’s legal or policy mandate?
- What is the service’s or program’s net cost and benefit to society at large?
- Is the service or program affordable?

For more details on how to undertake a public interest “test”, see *Appendix 4*.

2.1.2 What Are The Common Elements And Ground Rules For The Review Process?

Whether council intends to review a service or a range of services, it may create a formal policy that answers the following questions:

- Who will conduct the review?
- What is the scope of the review?
- How often will reviews be undertaken?
- What are the time frames for completing the review?
- What range of possible delivery methods will be considered?
- What functions best fit within the boundaries of review?
- Who are the key stakeholders (e.g., union, residents)? When and how will they be consulted in the review process?
- How, when and to whom will key messages, information and results of the review process be communicated?

Also, for each review, council will want to determine the specific outcomes or deliverables for which the review team will be responsible. For example, what specific documents should the team produce at various stages of the review process and when should the review be completed?

2.1.3 What Principles Will Council Follow In Undertaking Reviews?

Council may want to articulate a set of principles to guide the review process. It is likely that these principles, such as services will be delivered where citizens need them most, would be derived from the municipality's operational business plan and council's strategic objectives.

In addition, council should articulate a set of values or ethics governing the municipality's interaction with its employees, their unions and any partners or external service providers to avoid conflicts of interest and ensure that public interest considerations are respected.

2.1.4 What Process Will Council Follow In Undertaking Reviews?

The six-stage process³ outlined in this guide can be seen as a generic business-case approach to help council make rational and defensible decisions on how services and programs might be provided to optimize efficiency and effectiveness.

Council will want to consider the six stages against the scale, scope and strategic importance of the service or program in question. Larger-scale services or programs may require a more elaborate review, while smaller undertakings can be reviewed using fewer questions.

As well, before undertaking a review of any given service or program, council or staff may have an intuitive understanding of specific changes that can easily be made and that, if made, would improve delivery. If so (and if council agrees), make the changes.

While each of the six stages forms part of an integrated process, the tools, techniques and considerations in each can be extracted from the overall process and used immediately to improve delivery. For example, in reviewing the flow chart shown in Section 1.3, you might recognize that a certain service could be delivered more efficiently by better managing demand (such as by increasing user fees for water use during peak periods). You don't have to go through the entire review process to investigate this course of action.

2.1.5 Council's Role

In addition to the council role outlined in Section 1.4.1, the municipality might develop a protocol about when and how council and its municipal service boards and other local entities will be involved in service delivery review decisions. Reviews take time to complete and council might, for example, be inclined to authorize a change in delivery of a particular service before a review of that service is complete. Without a pre-existing and clearly communicated protocol, such mid-stream decision-making sends mixed signals to staff about the municipality's support for the review process.

In the six-stage process, the council will have the primary role in the first two stages, will be asked to make a decision at Stage 4 about whether to focus on internal improvements or look at other delivery methods, should be prepared to select a provider (Stage 5), put the supports in place for a successful change effort and communicate results to citizens (Stage 6).

2.1.6 How Will The Review Support Strategic Goals And Approaches?

Council should ensure that the review process is aligned with the municipality's overall strategic and business plans so that it supports the achievement of key municipal outcomes. The review team will want to return to these goals throughout the process of the review.

2.2 Build Accountability Into The Review Process

2.1 Develop an approach to undertaking reviews

2.2 Build accountability into the review process

2.3 Develop or acquire the capacity to undertake reviews

2.4 Decide how to select candidates for review

2.5 Create a citizen-centred approach to reviews

Council needs an accountability framework that addresses what is to be achieved, who is to be held accountable for achieving the agreed-upon results with what time and money (including staff costs), and to whom they are accountable. The framework often takes the form of a project charter or terms of reference for the review.

2.3 Develop Or Acquire The Capacity To Undertake Reviews

2.1 Develop an approach to undertaking reviews

2.2 Build accountability into the review process

2.3 Develop or acquire the capacity to undertake reviews

2.4 Decide how to select candidates for review

2.5 Create a citizen-centred approach to reviews

2.3.1 Staffing Capacity

A range of skill sets and expertise is required for successful service delivery review. This capacity can be drawn from internal departments, including:

- the department currently managing the service or program;
- finance;
- human resources;
- information technology;
- purchasing;
- legal;
- communications and customer service;
- where it exists, business/corporate/strategic planning and internal audit/management consulting.

Municipal experience demonstrates that reviews are most successful when led by someone who is familiar with the operations of the service or program in question. Experience also

suggests that successful reviews are assisted by someone external to the municipality's administration who can help bring new management approaches proven elsewhere and who can serve, not as the lead, but as the "honest broker."

Equally important is the involvement of staff from departments that affect or are affected by the service or program under review. For example, since the provision of municipal parking services is linked to the work of departments such as bylaw enforcement, finance, planning and transportation, it is important to involve staff from these areas in a review of parking services.

2.3.2 Review Committees

Council should consider creating an external review committee made up of knowledgeable, independent individuals from outside the municipality to promote transparency and accountability in the review process and to balance perceived conflicts of interest or jurisdictional disputes.

Council might also wish to consider establishing an internal review committee (a "peer review" committee). For example, another department that has undertaken a review could assess the work done, thereby giving those undertaking the current review access to a pool of expertise that might not otherwise be so readily available or affordable.

2.3.3 Contracting For Reviews

Sometimes, competing municipal priorities mean that staff do not have the time to undertake a review. Sometimes no one in the municipality has the required expertise. In cases like these, depending on the costs and the municipality's procurement policies, council might retain external consultants to perform some review functions.

The decision to get outside help to fulfil certain functional or advisory responsibilities is itself a service review decision and may represent the first opportunity to apply the service delivery review process.

Even if external consultants are retained, council is still responsible for determining the overall approach to the review. And, of course, it's a council decision as to what services and programs citizens receive, as well as service levels and performance standards for those services and programs. Making these fundamental decisions is at the heart of the stewardship obligation that council owes citizens.

2.3.4 Financial Capacity

Sufficient funding must be allocated to the review. Funding requirements are largely dictated by the scope of the review (the number of activities being reviewed and the level at which the review is carried out) and its depth (that is, whether the full range of evaluation questions will be asked or just some).

Budget limits may constrain what the review can accomplish. Therefore, council should develop the review policy with funding and operational considerations in mind.

2.3.5 Communications Capacity

Service delivery reviews are complex matters that affect staff, citizens and other stakeholders. Council's ability to provide an open and transparent review process, anticipate the issues that will arise and provide accurate information and clear messages is very important.

Council should develop an overall communications plan that gives staff and stakeholder groups timely information on the process and its results. Depending on the diversity of the target audiences, council may tailor its messages to suit specific groups.

Information should be provided in plain, non-technical language, on a regular basis and through a variety of media (print, electronic, radio or television) to ensure that the right message gets to the right people at the right time.

2.3.6 An Incremental Approach

If there are limits on staffing, funding or other capacities, or if it is unclear whether a particular review is warranted, council may decide not to review an entire service or program. Instead, the most prudent course might be to review either part of a service or a service in part of the municipality. Results and learnings from this approach, gained at modest cost, can be used to gauge the value of launching a review of the entire service or program.

2.4 Decide How To Select Candidates For Review

- 2.1 Develop an approach to undertaking reviews*
- 2.2 Build accountability into the review process*
- 2.3 Develop or acquire the capacity to undertake reviews*
- 2.4 Decide how to select candidates for review**
- 2.5 Create a citizen-centred approach to reviews*

Since different participants in the review will have different views on what constitutes a service or program, council's first step should probably be to develop, on a high level, a common understanding of how broadly or narrowly to define services and programs that are subject to review.

While council may want to review all municipal services and programs, resource restrictions mean that possible candidates should be screened to select those that most require review.

How does council make this decision? The best place to start is with a high-level check of common, strategic and community considerations.

2.4.1 Common Considerations

By common considerations we mean those considerations that, unfortunately, can arise in most or all services and programs. These are usually concerns that council and senior staff will be aware of without having to conduct extensive research or analysis simply because the services and programs:

- are consistently over budget;
- are the target of an inordinate number of complaints from citizens;
- show significant potential for cost savings or other improvements;
- are experiencing unsustainable growth in costs related to labour, energy, materials or other inputs;
- are unable to meet demand or rising citizen expectations about greater choice or better service or accessibility (for example, extended service hours);
- are unable to meet or exceed quality or consistency targets;
- require significant changes to meet industry, professional or legislative standards;
- are subject to significant or increasing risks (financial, environmental, economic, public policy)
- could be delivered by another provider that has indicated a capacity and willingness to take over delivery;
- are consistently underperforming relative to those of other similar municipalities;
- have experienced or are about to experience significant budget or personnel changes that threaten effective delivery;
- have difficulty attracting or retaining staff;
- are new to the municipality;
- are experiencing decreasing revenues.

2.4.2 Strategic Considerations

If the municipality has strategic or business plans that guide decisions on where to allocate resources, council can review services and programs that will further these plans. Similarly, if the municipality has a core services approach to decisions on where to allocate resources, this approach may inform council's choice of what to review.

Strategic considerations also mean reviewing current science and practice in the relevant area (for example, improvements in information technology) as well as pertinent demographic issues and trends (such as the rate of growth of the municipality).

2.4.3 Community Considerations

Every municipality provides certain services and programs that citizens feel are critical to the maintenance of a well-managed society (e.g., police, fire protection, roads, water and wastewater management and land use planning). Underperformance in any of these areas erodes public confidence and the municipality's credibility.

While all underperforming services or programs are appropriate candidates for review, at the top of council's list might be those where sub-optimal performance will be least tolerated by the public. Council might want to get citizen feedback on areas the public considers critical. (See Section 2.5 for tools that can help the municipality do this.)

It is also important to distinguish between services or programs that benefit the public at large (such as parks) from those that have identifiable beneficiaries (such as arenas). Council may want to take different approaches to the challenges faced by each type.

For example, you may be able to increase revenue at an arena through user fees – an option that is not as appropriate for parks. (Council will also want to take different approaches to

consulting about each type. Facilities like arenas are often represented by organized groups in the community. A review will involve consulting these groups and balancing their input with the less vocal but equally important input of other stakeholders and the broader public interest in deciding what to do about a particular service or program.)

Finally, any review should be guided by the values that are at the heart of the municipality.

2.5 Create A Citizen-Centred Approach To Reviews

- 2.1 Develop an approach to undertaking reviews*
- 2.2 Build accountability into the review process*
- 2.3 Develop or acquire the capacity to undertake reviews*
- 2.4 Decide how to select candidates for review*
- 2.5 Create a citizen-centred approach to reviews**

Since the municipality exists primarily to satisfy citizen needs, critical areas of the review process will be informed by the views, preferences and expectations of citizens. Council needs to balance those opinions carefully, since the most vocal positions may not accurately reflect the views of council's constituency.

Clear and meaningful citizen input will:

- inform council of services and programs that citizens feel are critical to the public interest (see Section 2.4.2);
- validate or confirm council's intuitive assessment of service and programs that are experiencing sub-optimal performance (see Section 2.4.3);
- help council focus measurement efforts on activities that are relevant to citizens (see Section 3.2);
- help council establish service targets that reflect citizen demands (see Section 3.2);
- provide citizen feedback on satisfaction levels with the current state of delivery of services and programs (see Section 4.1).

2.5.1 How Important Is The Service To Citizens?

When soliciting input from citizens, council will want to find out how important a particular service or program is to them. Council will get the most "bang for the buck" by focusing on services that are important to citizens and that are failing to meet their expectations. Conversely, council may find that expectations are substantially exceeded for a service deemed to be less important. This may trigger a review of whether resources from that service should be reallocated to another service.

Citizen input can also be a rich resource for suggestions on how to improve a service or program. Similarly, the in-depth expertise of staff directly involved in delivery may be an untapped well spring of innovation.

At the same time, citizens want to know how the municipality's services and programs are performing. Section 300 of the Municipal Act, 2001 provides an opportunity to tell citizens

about improvements you've made and about barriers to making further improvements. (For more information on Section 300, see Section 1.4.)

2.5.2 Approaches To Collecting Information From Citizens

Three commonly used methods that the municipality can use to obtain citizen feedback include complaints, client satisfaction surveys and citizen surveys. (See *Appendix 5* for details.)

Surveying is a complex field relying on established methods to produce relevant, accurate and appropriate results. For example, there are clear rules for choosing a sample of people to survey and for determining the appropriate size of the sample.

To gather sufficient information to make effective decisions, consider canvassing citizen views on the following areas:⁴

- citizen expectations of the service;
- recent experience with the service;
- the level of importance of the service;
- the level of satisfaction with the service;
- priorities for improvement of the service.

The following elements of citizen perception can also be used to measure a service:

- responsiveness to citizen demands;
- reliability;
- access and facilities;
- communication;
- cost.

2.5.3 Measuring Satisfaction

The way in which you measure satisfaction with a service depends on the particulars of the service or program under review. For example, there is no point measuring citizen perceptions of the cost of a particular service if the service is provided without charge.

The chart on the following page illustrates aspects of the service or program that council might consider measuring for each of the service attributes.

Attributes	Satisfaction Criteria	
Responsiveness	<ul style="list-style-type: none"> • Timely delivery of service. • Number of contacts needed to receive service. • Waiting time. • Timely reaction to expressed concerns. 	Service staff are: <ul style="list-style-type: none"> • empathetic; • courteous; • helpful; • skilful and competent; • equipped with up-to-date information; • respectful; • flexible; • fair; • sensitive to privacy/confidentiality concerns.
Reliability	<ul style="list-style-type: none"> • Provided needed service when required. • Provided what was promised. • Adhered to policy and standards. • Minimal error rate. 	
Access & Facilities	<ul style="list-style-type: none"> • Convenient location. • Physical access to building. • Comfort of offices and waiting areas. • Adequate parking. • Hours of service. • Appearance, clarity and location of signs. • Ease of obtaining appointments. • Telephone access. • Helpful use of technology. • Variety of access modes. 	
Communication	<ul style="list-style-type: none"> • Questions answered fully and promptly. • Information easily available. • Communications provided in understandable language. • Consistency of information/advice. • Services delivered in official or other languages. • Ease of understanding information. • Ease of understanding procedures. 	
Cost	<ul style="list-style-type: none"> • Ease of billing/payment. • Reasonable cost. 	

Remember that performance data is most meaningful when it can be used to make comparisons (for example, planned services vs. actual service, or service trends over time or comparisons to other municipalities) and when performance is expressed in measurable terms.

Careful planning is required to select the survey approach that best fits the needs of your municipality, including an analysis of the costs, obstacles, accuracy and reliability of the each method under consideration. (Council may want to consider pilot testing a survey before embarking on full implementation to identify and eliminate any shortcomings.)

You may need to obtain legal advice on surveying and the use of the resulting information if personal information will also be collected.

To sustain information collection year by year, you need to find out whether council is prepared to commit resources to information collection in future budgets.

Chapter Three

Establish Performance Outcomes And Service Standards

This chapter is intended to help council set goals for the service or program under review.⁵

An Opportunity For Innovation

If you are wondering, “Why should we concern ourselves with determining our outcomes before studying our current performance?”, the answer is, in a word, innovation.

When you define outcomes before evaluating performance, you have the opportunity to create something new and meaningful, something innovative. In contrast, if you reverse the order of these two activities, what you are doing is merely problem solving. Problem solving has its place, but innovation is what will truly make a difference.

At first glance, setting goals beyond your municipality’s reach may appear impractical given current performance, yet this process is exactly what is needed to foster innovation. Although the tension between the results you want and current performance may be uncomfortable, would reducing your desired outcomes – giving up on what you really want – be the best course? What may be required is an adjustment in the timing of reaching your desired outcomes. Maybe the service standards need to be pushed out two to three years rather than adjusting the service standards themselves.

Finally, the more precise you can be about your desired outcomes, the easier it will be to foster innovation and enlist support. Having clearly described goals that are easy to understand will help you harness the energy of your employees, stakeholders and suppliers in making your goals a reality.⁶

To make your goals specific, ask, “What level of performance do we expect from this service?” Establishing the appropriate level of service is a role for council. Answering the question, of course, requires you to put the expected performance in measurable terms. This chapter will help you develop performance measures and set service standards and targets (that is, the level of performance you expect).

Answering these questions will frame:

- your understanding of the current performance of the service or program (see Chapter 4);
- decisions on improving performance, either by enhancing the current delivery method (see Chapter 5) or by using other delivery methods (see Chapter 6).

3.1 Develop Performance Measures

3.1 Develop performance measures

3.2 Set service standards and targets

Developing performance measures is a three-step process that involves defining the purpose of the service or program, determining outcomes and selecting performance measures for those outcomes.

You may wish to first look to the measures used in the Municipal Performance Measurement Program (MPMP) to get an understanding of the types of measures to consider for your service (see *Appendix 3*). MPMP is a unique program which has gained a great deal of attention from other provinces in Canada and other countries around the world. Municipalities are encouraged to go beyond the prescribed requirements of the MPMP program and develop customized performance measures that reflect their local needs. More guidance about how to do this is provided below.

3.1.1 Define The Purpose

Because performance must contribute to achieving an identified result, before measuring performance for a service or program, you should be clear about the service's or program's purpose. You should be able to state this purpose in a concise way that will be easily understood by someone who is not well acquainted with your municipal operations.

"Purpose statements" are generally crafted at a high level and are not designed to address how or when your purpose is to be accomplished. Instead, they outline what the municipality is trying to achieve over the long term. The purpose statement should answer the following questions:

- **What** is the service or program?
- **Who** is the intended customer or target group?
- **Why** is the service or program needed?

For example, for recreation services, the answers might be: "To provide aquatic and fitness opportunities for youth and elderly residents to promote a healthy community."

Remember, your eventual performance measures should be consistent with and supportive of the purpose statement as well as overall municipal strategic goals.

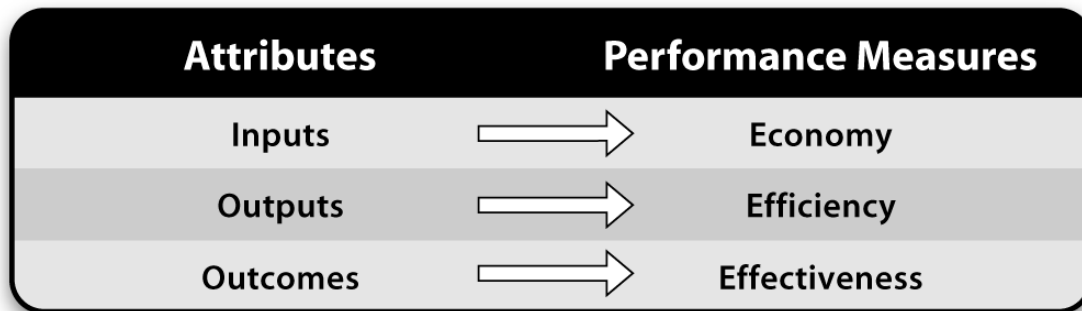
3.1.2 Determine Outcomes

All services and programs have the following features: inputs, outputs and outcomes.

- **Inputs** are the resources that the service or program uses to produce outputs (such as money spent, staff employed or equipment used).
- **Outputs** are the tangible products and services produced by a service or program (such as tonnes of garbage collected or the number of fires extinguished).
- **Outcomes** are the impacts that outputs have on citizens (that is, what the service or program makes possible rather than simply what it does). To understand what constitutes your outcomes ask, “What do we want this service or program to accomplish?”

The temptation is to gauge service and program success by focusing on inputs and outputs instead of outcomes. For example, you might consider a service improvement successful if it decreases the amount of time required to process an application. However, if speed does not directly contribute to a better outcome, such as citizen satisfaction, this output will not be what citizens are most interested in.

In other words, in fulfilling the fundamental principles of municipal governance, “doing the right things” (satisfying citizen needs) is far more important than “doing things right.” The most efficiently administered service will not add value to the lives of citizens if it doesn’t meet their needs. (See Chapter 2 for guidance on identifying citizen needs).



Here is a simplified illustration of the relationship between the attributes of a service or program and the underlying performance measures that can be generated from them:

- **Economy measures** look at the cost of inputs for a service or program compared to a given standard such as market cost.
- **Efficiency measures** look at whether the municipality is getting the maximum output for those inputs (for example, the number of young people reached by an employment program for a given cost).
- **Effectiveness measures** look at whether the outputs produce the desired outcomes (for example, does the service or program result in more young people finding work than would otherwise be the case?).

3.1.3 Select Performance Measures For Outcomes

Having defined the purpose of the service or program under review and identified the desired outcomes, you are ready to develop performance measures. Some measures will be obvious while others will be hard to pin down.

It is essential to develop a range of measures, including “soft measures”, to capture critical outcomes. For example, if the municipality contracts with a private company to plant flowers in a local park, the municipality could show the provider a picture of a park that meets the municipality’s expectations. The private company would be assessed on its success in achieving the results shown in the picture, since simply using performance measures that gauge success in terms of tangible deliverables (the number of flowers planted or the frequency of weeding and watering) may not, by themselves, produce the kind of park that citizens want. Needless to say, understanding the expectations of your citizens is the key to determining if you’re measuring the right things.

Performance data can be obtained from various sources, such as inspection reports, progress reports, or recording devices. While measures can be expressed in raw numbers, percentages and ratios are preferable, because they allow for comparisons.

3.1.4 Characteristics Of Good Performance Measures

In developing your performance measures, consider using the SMART performance measurement model:

- **Specific.** Measures should be specific and clear and should address core elements of delivery rather than peripheral or superficial elements.
- **Measurable.** Although it is easier to monitor quantitative performance (efficiency) than qualitative performance (effectiveness), the latter is often a better way to measure the extent to which your outputs produce the desired outcomes. Finding meaningful and accurate ways to measure qualitative information is often the most challenging aspect of the performance measurement process.
- **Achievable.** Measures should be challenging but attainable, and should contribute to a process of continuous improvement.
- **Realistic.** Measures should be relevant and relate to the service or programs being provided.
- **Timed.** Measure performance at sufficiently regular intervals to permit timely corrective action.

See *Appendix 6* for more information on challenges in developing performance measures, as well as some strategies for addressing those challenges.

3.2 Set Service Standards And Targets

3.1 Develop performance measures

3.2 Set service standards and targets

Once you have determined how to measure performance, you need to choose appropriate performance standards and targets that set expectations for results. Without standards and targets, you will not know the extent to which services and programs are making strides towards achieving desired outcomes.

Service standards are predefined, quantifiable levels of performance that are the basis for judging actual performance. Since they are the starting point for improving performance, they may be set in a three- or five-year time frame. For example, the municipality may have a service standard of clearing snow to the bare pavement on main arterial roads within 24 hours of a snowfall. (Remember that while the municipality often has discretion to set service standards for many service and program areas, legislative provisions determine the standard that the municipality must follow.)

Target levels are generally the current year's goal or a short-term goal for established service standards.

Compared to the high-level purpose statement that outlines the overall goals of the service or program, service standards and targets are a series of time-bound, quantifiable objectives that help council and staff understand how services and programs should be performing. Like performance measures, targets should be clear, quantifiable and expressed in the form of absolute numbers, percentages or ratios.

Service standards and targets should also be strongly informed by citizen preferences and expectations.

Reference points for setting standards and targets might include:

- past performance of the service or program;
- the performance of other municipalities;
- benchmarking against peer groups, service or industry norms and the municipality's own objectives;
- the municipality's policy, legal and strategic mandates;
- resource constraints and costs.

For information on the performance of some Ontario municipalities, consider the Ontario Municipal CAO's Benchmarking Initiative (OMBI), jointly developed by about 20 Ontario municipalities. The aim is to identify best practices in service efficiency and quality in Ontario municipalities.

As well, to support municipalities in the quest for improved service delivery, the Ministry has created the Innovative Service Delivery Links (ISD) web page, which links users to websites

operated by other governments and professional organizations that contain information on innovative approaches, theories and practices in the field of municipal service delivery.

For more information on the OMBI, the ISD page and other associations that promote high performance, see *Appendix 3*.

Chapter Four

Understand And Evaluate Current Performance

Once you have identified the services and programs you wish to review and the standard of performance you expect from them, your next step is to develop a solid understanding of current performance and to compare it to the target levels. This process creates a natural tension⁷ between where you are and where you want to be.

Using the tools in this chapter, you will gather enough information to present to council members so you can learn their views on how to resolve the tension – by making internal improvements (see Chapter 5) or by investigating alternatives (see Chapter 6). An external review committee can provide a more objective assessment of potentially conflicting views that may emerge once the information is made widely available.

Analysing the performance of your current delivery method can be hard work, but it is critical to achieving the performance standards and targets you have established. You will compare actual performance to your new targets. You will expose assumptions about how your services and programs are supposed to work that may cause you to rethink how to achieve your new outcomes. You will find out how (or if) you are managing demand for your services and programs. You will learn what underlies efficiency issues. You will also get a handle on the true costs of providing services and confront the barriers to making service improvements.

Understanding and evaluating current performance, making adjustments to meet your new goals and then allowing the changes you've made enough time to realize success are time-consuming processes that require patience. This is not the place for "quick fix" thinking.

This chapter introduces a number of analytical tools that can help you understand and evaluate the current performance of the service or program. These tools can be applied to later stages of the review process as well. Specifically, in Chapter 5, you can use them to guide internal improvement and in Chapter 6, you can use them to compare alternative delivery methods.

You may be asking yourself, “Why not just use one of these tools?” The answer is that each tool is used to answer a different question. Specifically, the questions they’ll help you answer include:

- How does current performance compare to the targets?
- Do outputs logically lead to the desired outcomes?
- How is demand for the service or program being managed?
- What are the full costs and benefits of the service or program?
- How efficient is the service or program?

You should analyse any program or service in the order shown above. After all, there is little point considering how to improve the efficiency of your outputs until you’re satisfied that (1) the outputs are really leading to the selected outcomes; (2) all efforts have been taken to manage the demand for them and; (3) you know the full costs of the program or service in order to calculate the efficiency ratio.

4.1 How Does Current Performance Compare To The Targets?

4.1 How does current performance compare to the targets?

4.2 Do outputs lead to the desired outcomes?

4.3 How is demand being managed?

4.4 What are the full costs and benefits?

4.5 How efficient is the service or program?

There are many ways to gauge performance, including:

- inspection reports;
- observer ratings;
- demand statistics (for example, waiting lists);
- utilization statistics;
- time-recording devices and systems;
- test scores.

However, the most readily available source of information is your citizens. Performance should be focused on generating outcomes that have value for your citizens. (Chapter 2 examines the importance of citizen input in the review process and discusses a number of ways to obtain this input.)

Increasingly, municipalities are using public opinion surveying to determine satisfaction levels. Many are using the Common Measurement Tool or the “Citizens First” initiative by the Institute for Citizen-Centred Service (see *Appendix 5* for more information).

4.2 Do The Outputs Lead To The Desired Outcomes?

4.1 How does current performance compare to the targets?

4.2 Do outputs lead to the desired outcomes?

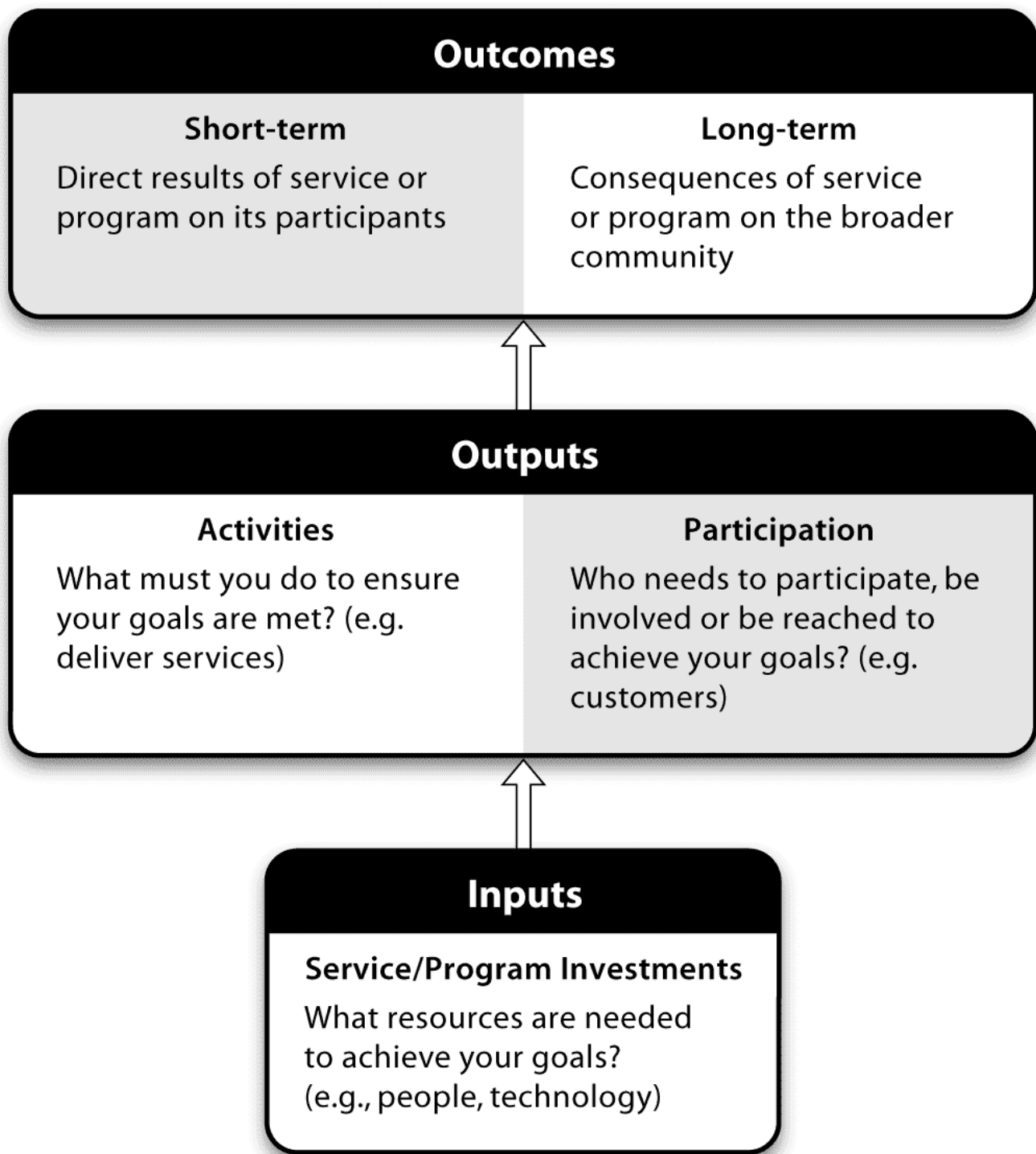
4.3 How is demand being managed?

4.4 What are the full costs and benefits?

4.5 How efficient is the service or program?

To get an accurate picture of the current performance of the service or program, you need to understand the cause-and-effect relationships between the inputs, outputs and desired new outcomes that make up the service or program.⁸ Are the existing outputs the best method for achieving the desired new outcomes?⁹

It is often helpful to depict these relationships pictorially to understand their flows and interconnections. This is sometimes called *the program logic model* – a systematic, visual way to present a service or program (and its underlying assumptions) that shows the relationships among the inputs, outputs and outcomes by linking them with arrows. The model enables you to think through what the service or program is trying to achieve, the steps taken to get there and your assumptions on how things work.¹⁰ Having a clear picture of the relationships makes it easier to re-orient or rationalize processes and activities to improve delivery.¹¹ The direction of the arrows should explain the logic or flow of the components that make up the service or program as follows:



As you map the interconnections, consider information about threats (such as the possibility of an economic downturn or disruptions in labour supply) or opportunities that might increase your ability to achieve the desired outcomes.¹²

4.3 How Is Demand Being Managed?

4.1 How does current performance compare to the targets?

4.2 Do outputs lead to the desired outcomes?

4.3 How is demand being managed?

4.4 What are the full costs and benefits?

4.5 How efficient is the service or program?

Once you're clear which outputs lead to the preferred outcomes (and which do not), consider how to manage demand for the outputs you need. Since demand for municipal services tends to outstrip supply and the costs of operating and maintaining services continues to increase, managing demand is an important aspect of service review.

Successful demand management is based on the premise that the municipality's primary role is not to keep increasing the volume and level of service but to align demand with available resources to ensure that genuine needs are met and that community benefit is maximized. For example, a water demand management plan might include limiting water use in dry periods¹³ or emergencies through public education, enforcement or incentives. A transportation demand management strategy might include promoting ride sharing or "flex hours" or addressing demand through effective land use planning.

You may already be managing demand even though you don't think of your activities as demand management. For example, limiting the hours when a service is available, pricing a service based on usage¹⁴ or requiring recipients to meet certain eligibility qualifications are all forms of demand management. It is important to identify these in your review and assess their effects.

For areas in which it is difficult to accurately determine demand, economists use a number of techniques. One popular method, called "contingent valuation," is essentially an opinion poll. A cross-section of citizens is asked, for example, how much they would be willing to pay for a particular outcome such as a cleaner environment. Another technique is to rely on the "revealed preferences" of citizens, using observation of current transactions and behaviours to estimate how much people value certain outcomes.

4.4 What Are The Full Costs And Benefits?

4.1 How does current performance compare to the targets?

4.2 Do outputs lead to the desired outcomes?

4.3 How is demand being managed?

4.4 What are the full costs and benefits?

4.5 How efficient is the service or program?

Cost-benefit analysis is an analytical tool that will help you:

- ascertain the costs and benefits of your delivery method;
- assign monetary values to those costs and benefits;
- reduce those values to present day dollars (discount the cash flow).

Unlike a cost-benefit analysis performed by a private company, which might include costs and benefits that are relevant only to shareholders, municipal analysis should incorporate impacts on key stakeholders as well as the community at large. Municipal cost-benefit analysis includes an assessment of non-financial, historical and prospective performance information so that the relationship between inputs, outputs and outcomes is clearly understood.¹⁵

Below we examine the key aspects of cost-benefit analysis.

4.4.1 Assess Tangible Costs And Benefits

Tangible costs associated with a delivery method include:

- capital costs (such as costs associated with the acquisition, construction and leasing of capital assets);
- operating costs (such as salaries, wages and benefits, training, materials and supplies, facilities or equipment maintenance);
- indirect costs (such as human resources, information technology or records management).

The municipality should have sufficient financial planning expertise on hand to assess the longer-term impacts of the current delivery method, including all of the above types of costs.

Indirect costs, because they are often less obvious than other types of costs, are often overlooked. Your service delivery review can get stalled at this point because of a lack of good information or disagreement over how these costs should be allocated.

Because of efficiencies of scale achievable in the public sector, indirect costs, such as administrative, payroll and legal costs, as well as depreciation and interest expenses, are distributed among many municipal departments. You need to include these costs in your cost-benefit analysis in order to compare the way the municipality delivers the service and the way a private or non-profit provider might cost the same service. This will later help you determine the competitiveness of direct delivery against other options.

The cost of overseeing delivery should not be underestimated. Planning, monitoring, reporting and issues management required for most municipal services and programs can be significant, regardless of how delivery takes place.

Starting in 2002, the Financial Information Return instructions require all municipalities with populations of 100,000 or greater to use their best efforts to allocate program support costs using the method developed by the Ontario Municipal CAO's Benchmarking Initiative (OMBI). The amount consists of the sum of salaries, wages, employee benefits, materials, contracted services, rents, financial expenses and interfunctional adjustments. Smaller municipalities are to allocate program support to other functions based on expenditures for the service as a percentage of total expenditures.¹⁶

Articulate the *tangible benefits* of your current delivery method in terms of what matters to your citizens. Compare these benefits to the outcomes identified as important in your goal-setting work and to the values that are important to the municipality.

For example, in some municipalities, direct employment of public workers is viewed as an economic benefit to the community. If this is the attitude in your municipality, then you would need to decide on true benefits and costs of this benefit – both the economic costs (such as preventing other providers from coming into the market, driving prices higher or stalling the introduction, in some instances, of labour-saving technology) and the financial costs (that is, the direct costs to the municipality and its citizens.)

4.4.2 Assess Intangible Costs And Benefits

Intangible costs may include:¹⁷

- the effects of not achieving best practice standards;
- reduced accountability in decision-making and actions;
- reduced productivity.

Try to assign monetary values to the intangible costs and benefits associated with the services and programs. Of course, these costs and benefits may not always be easily or precisely measured in financial terms. Compounding the difficulty in measurement is the fact that many citizens may value a service or program such as a municipal library or swimming pool, even though they never use it personally.

Since not all the information required for analysing costs and benefits may be readily available, assumptions may have to be made to arrive at estimates. Your cost-benefit analysis should spell out these assumptions and their basis – for example, estimates might be based on informal discussions with vendors, experience in other jurisdictions, unsolicited proposals or industry bench marks.

Economists use the same tools to measure intangible costs and benefits (such as contingent valuation and revealed preferences) that they use to determine citizen demand for a service or program (see Section 4.3).

Intangible benefits to consider may include:

- improved employee morale;

- enhanced organizational image;
- better decision-making.

Once you have identified the benefits of the service, assess them against the outcomes you established earlier (see Chapter 3). These are the real benefits that need to guide your decision-making.

4.4.3 Assess Risks

Your services and programs are subject to a variety of risks such as:

- conflict of interest;
- risks to continuity of service;
- risks to governance and accountability;
- legal risks;
- technical risks;
- market risks;
- public policy risks;
- financial risks.

Risks to the health and safety of staff and other stakeholders are of primary concern and are governed by law, regardless of who provides the service.

Risks are essentially contingent costs (that is, the threat that certain costs may or may not be incurred, depending on future events). The possibility that these threats may come to pass represents a risk to successful delivery.

An important part of identifying and valuing costs and benefits is to identify and assign monetary values to the risks that threaten the successful implementation of your chosen delivery method. Because risk assessment is complex, we recommend that you seek professional and legal advice on risk assessment.

Risk assessment involves estimating the probability of a particular risk occurring and applying that probability to the likely financial impact of that risk (based on historical information or forecasts). For example, a municipality plans to build a facility over two years and expects the facility to begin operating in the third year. The construction risk (a higher-than-expected construction cost due to problems such as bottlenecks, strikes, wrong materials being delivered) might have a probability of occurrence of five percent with a financial impact of an additional \$200,000 in construction costs in years 1 and 2. The estimated cost of construction risk, therefore, is \$10,000 (5% x \$200,000) in years 1 and 2. Apply the same principle to other identified risks and add them to the total cost of the delivery method.¹⁸

Of course, in working through the cost-benefit analysis, it is important to identify areas of possible risk and take action to prevent such risks from occurring.

Your level of effort in quantifying risks will probably be in proportion to the importance, complexity and scope of the service or program. With smaller services and programs, you may choose not to quantify certain risks, but simply assess them qualitatively to determine your risk tolerance. Conversely, the larger or more significant the service or program, the greater will be your need for a thorough understanding of the financial ramifications of the risks involved.¹⁹

Two of the most relevant (and prevalent) risks are financial risk and public policy risk. For a comparison of financial and public policy risk under the delivery methods identified in the guide, see *Appendix 7*.

4.4.4 Discount Costs, Benefits And Risks

The costs and benefits associated with your delivery method occur at various times. When considering a service's or program's life over several years, cost-benefit analysis discounts future costs and benefits, equating them to smaller amounts in today's dollars, in order to compare them.

Discounting is a procedure developed by economists to evaluate investments that produce future revenue and cost streams. The case for discounting begins with the observation that, say, \$100 received today is worth more than \$100 received next year, even in the absence of inflation. For one thing, you could put your money in the bank today and earn interest on it. Suppose that your bank account earns three percent interest. In that case, if you receive the \$100 today rather than next year, you would earn \$3 in interest, giving you a total of \$103 next year. Likewise, in order to have \$100 next year, you need to deposit only \$97 today. So, at a three percent discount rate, economists would say that \$100 next year has a present value (a value in today's dollars) of \$97.

The following table offers an example of using the net present value calculation to cost a service covering a five-year time frame, using a six percent interest rate.²⁰ You can see how the full range of costs discussed above has been incorporated into the example. As with most services and programs, there is both a capital component and an operating component to consider.

Net Present Value Calculation Example

Cost Item (in thousands of dollars)	Year 1	Year 2	Year 3	Year 4	Year 5
Total Capital Cost	\$50	\$50	\$100	\$20	\$50
Total Operating Costs	\$200	\$220	\$250	\$260	\$300
Total Indirect Costs	\$50	\$50	\$80	\$80	\$100
Total Risk Costs	\$15	\$15	\$17	\$5	\$5
Other Costs	\$10	\$8	\$6	\$10	\$10
Total Costs	\$325	\$343	\$453	\$375	\$465

	$\frac{\$325}{(1.06)^1}$				
\$306.6 ←					
		$\frac{\$343}{(1.06)^2}$			
\$305.3 ←					
			$\frac{\$453}{(1.06)^3}$		
\$380.3 ←					
				$\frac{\$375}{(1.06)^4}$	
\$297.0 ←					
					$\frac{\$465}{(1.06)^5}$
\$347.5 ←					
<hr/>					
\$1,636.70 (total costs)					

You now have the information you need to compare your costs with your benefits. This explanation of cost-benefit analysis will have increased relevance as you proceed through the next stages and compare the costs of different delivery methods.

4.4.5 Determine Impact Of The Cost-Benefit Analysis On The Municipal Budget

Cost-benefit analysis is only one part of the picture in assessing a service or program. The next step is to translate your findings from the cost-benefit analysis into the impact on the municipality's tax rates, reserves and debt position.

Also, keep in mind that even though the benefits of a service or program may exceed its costs, in the long run, it still needs to be affordable and sustainable.

4.5 How Efficient Is The Service Or Program?

4.1 How does current performance compare to the targets?

4.2 Do outputs lead to the desired outcomes?

4.3 How is demand being managed?

4.4 What are the full costs and benefits?

4.5 How efficient is the service or program?

Once you have the right outputs to create the desired new outcomes, and once you have identified how you are managing demand for these outputs and you understand the relative costs and benefits of the way you currently deliver your service or program, you need to consider assessing the efficiency of the outputs. Remember that your outputs, no matter how efficient they may be, also have to be both affordable and sustainable.

Your cost-benefit analysis has helped you determine the relationship between your inputs (costs) and your outcomes (benefits) and thus is sometimes regarded as a *cost-effectiveness review*. Determining the relationship between your inputs and your outputs is a study of efficiency.

(You now have information to *measure* the cost-effectiveness and efficiency of your service or program. Information on how to *improve* cost-effectiveness and efficiency is found in Chapter 5).

In conjunction with the goals you have established (goals which you may have to revisit as you work through the review process), Chapter 5 will help you understand the “gap” between your current delivery method and your goals. The tension created by this gap can be the driving force for bringing innovation into service delivery.

The next step is a “fork in the road.” Council's task will be to determine how to improve performance – either by undertaking internal improvements (Chapter 5) or by using an alternative service delivery method (Chapter 6). The decision on which path to take will be guided by the municipality's unique circumstances, including strategic, community and resource considerations.

Chapter Five

Consider Internal Improvements

Previous chapters have explained how to establish performance outcomes, set service standards and target levels and assess the current performance of the service or program under review.

In this chapter we focus on achieving these outcomes by making improvements to your current delivery method. For the purposes of this chapter, we assume that method is direct delivery (as it is in most cases). However, a number of the principles outlined in this chapter can also be applied across a range of delivery methods.

Certain potential internal improvements will be obvious from the results of the four types of analysis described in the previous chapter. You may want to portray the necessary actions using a diagram. Draw a box at the top of the page showing your desired end state or outcomes (see Chapter 3). Then draw a box at the bottom showing the municipality's current performance relative to this end state. Use the middle of the page to set out the action steps to move from the current state to the end state.²¹

Your action steps might include:

- finding other ways to realize the desired outcomes (dropping or changing outputs that don't lead to the new outcomes or creating new outputs);
- better managing demand for the service or program;
- addressing the findings from your cost-benefit analysis and efficiency review – either by finding more economical ways to produce the necessary outputs or by seeking more outputs and benefits from existing or reduced inputs.

This chapter is largely focused on working with the findings from the cost-benefit analysis and efficiency reviews. We delve a little deeper into these results so you can identify opportunities for improvement. We also explore some of the costs of making improvements.

But first, three questions to consider.

Are All The Outputs Necessary?

Use the findings from your logic model review (discussed in section 4.2) to identify any *outputs* that are not significantly advancing your chosen *outcomes*. Also, identify threats to realizing your outcomes (such as the possibility of an economic downturn). This may mean generating more or different outputs.

Each municipality has limited resources. Support for an unnecessary output in one service may be at the expense of inadequate support for a critical output in another service. Be prepared to research how other municipalities achieve the outcomes you want in your municipality. You may need to re-examine the municipality's role in the delivery process and set a new role, for example, as funder, adviser, facilitator, manager or regulator (see *Appendix 4* for more information).

How Are You Managing Demand For Your Service?

Consider the findings from your review of how demand for the service or program is managed. Which measures are effective and which ones are not? Find out what other municipalities do to manage demand.

Some demand management measures are depicted in the following chart.²²

<p>Education</p> <p>Aims to influence the level of demand by making citizens aware of the financial, social and environmental costs and benefits of their actions.</p>
<p>Pricing</p> <p>Aims to change demand by altering the unit price charged for a service or program.</p>
<p>Technological Innovation</p> <p>Can result in less resource-intensive solutions to meeting demand or provide alternative measures to offset demand.</p>
<p>Management Procedures</p> <p>Involves changing administrative and management practices to alter the way services and programs are supplied, to whom they are supplied and the resources used to meet demand.</p>
<p>Regulatory or Operational Changes</p> <p>Involves legislative prohibitions or restrictions to change demand.</p>

Depending on the nature of the service or program under review, you may want to explore more than one approach. However, competing considerations, such as the municipality's legal

mandate, market forces or budget constraints, may affect your ability to alter demand. For example, a policy position of maximizing access to public facilities may mean that you cannot curb demand by charging high user fees for municipally-run swimming pools.

Citizens' attitudes to demand management initiatives vary depending on factors such as:

- the availability of substitute services and programs;
- the financial cost to citizens of changing their pattern of use of a service or program;
- incentives to change use;
- the likelihood of an improvement in the quality of life for future generations resulting from a shift in demand;
- the extent of citizen reliance on and use of the service or program;
- the ability of citizens to change their consumption patterns.

What Have You Learned From Your Cost-Benefit Analysis And Efficiency Analysis?

Your cost-benefit analysis and efficiency reviews may have identified a number of significant actions you want to consider to improve the performance of your current delivery method.

Keep in mind that municipal staff represent a rich but often overlooked source of critical information for internal improvements. For example, the local garbage collector may be in the best position to suggest improvements to residential waste collection practices. Various tools are available to encourage candid input from staff, such as private voice mails, confidential e-mails and web-based suggestion forms. In implementing such approaches, keep in mind any privacy or freedom of information considerations.

Now, for a closer look at *improving* cost-effectiveness and efficiency, you may want to look at the following five issues.

5.1 Increase The Number Of Benefits

5.1 Increase the number of benefits

5.2 Increase the number of outputs

5.3 Decrease the number of inputs

5.4 Decrease the cost of inputs

5.5 Consider the costs of change

To increase the number of benefits, look closely at the desired outcomes you identified and especially at what your citizens consider important.

For example, if responsiveness is very important and customers judge this based on the number of contacts they need to make to receive a service, then consider a “single counter” approach (direct or virtual) staffed by people who are fully trained in all aspects of the municipality's operations and knowledgeable about who does what within the organization.

The cost-benefit analysis will also have highlighted a range of other benefits – both tangible and intangible (see Chapter 4). Which ones are critical to your service or program?

Use your logic model to understand which outputs lead to the benefits you've identified as critical. The next section helps you increase those outputs.

5.2 Increase The Number Of Outputs

- 5.1 Increase the number of benefits*
- 5.2 Increase the number of outputs**
- 5.3 Decrease the number of inputs*
- 5.4 Decrease the cost of inputs*
- 5.5 Consider the costs of change*

Consider strategies to increase the outputs of your services and programs, including *maximizing* asset use. This means getting the most out of municipal assets and facilities by using them for a variety of purposes (sometimes referred to as “sweating the asset”).

For example, a recreation centre might be used to host business meetings or conventions when not otherwise in use.²³ The ability to get more outputs from municipal assets (and thereby extract additional revenues) is often an incentive to attracting private-sector participation in service delivery.

5.3 Decrease The Number Of Inputs

- 5.1 Increase the number of benefits*
- 5.2 Increase the number of outputs*
- 5.3 Decrease the number of inputs**
- 5.4 Decrease the cost of inputs*
- 5.5 Consider the costs of change*

Ask yourself, “Are each of the inputs logically required to generate the outputs?” Once you understand the interrelationships between the different components of your delivery method (the logic model will help), you'll be in a better position to see whether your outputs depend on the inputs that feed into them.

Here are some strategies for decreasing the number of inputs.

5.3.1 Eliminate Red Tape

Some activities add unnecessary, uncoordinated or unjustifiable requirements, restrictions, or compliance/implementation/administrative costs to the delivery process. The key to finding red tape is to ask why a step in a process is needed, who receives the output of that step and how the results meet citizen needs.

5.3.2 Eliminate Duplication

Duplication may lower efficiency. Multiple staff entering the same data in different formats is an example of duplication that could be eliminated.

5.3.3 Conduct Value Analysis

This is the process of evaluating each activity in the delivery process to determine its contribution to meeting customer requirements. Ask yourself, “Would citizens be willing to pay us to do this?” If the answer is no, the activity may not add value. On the other hand, some activities that may not add direct value for citizens are still necessary or required to administer the service or program. The key is to determine how to undertake these activities as efficiently and effectively as possible.²⁴

5.3.4 Make The Best Use Of Technology

Examples abound of how municipalities engage technological innovation²⁵ to decrease the cost or increase the effectiveness of service inputs, thus reducing the amount of input needed. For instance, the municipality might use less salt to de-ice its roads by using multi-purpose trucks capable of wetting their salt load before dispersal.

5.3.5 Create Economies By Sharing Services

Consider the benefits of combining functions across a range of departments, for example, by consolidating back-office activities (such as legal, financial, IT and human resource functions) that are common to many municipal operations. Consider also the possibility of co-locating certain services with the services of the provincial and federal governments. This can also bring the added benefit of enhanced customer service as discussed in Chapter 2.

Keep in mind that each municipal service and program is complex and a full understanding of the logistics of the service or program under review is required to recognize opportunities for improvement. For example, getting timely information about where to send snow ploughs and sanders in a winter storm can be a challenge. A way to deal with this challenge could be training your transit drivers to report problem road conditions to public works.²⁶

5.4 Decrease The Cost Of Inputs

- 5.1 Increase the number of benefits*
- 5.2 Increase the number of outputs*
- 5.3 Decrease the number of inputs*
- 5.4 Decrease the cost of inputs**
- 5.5 Consider the costs of change*

The term economy refers to the relative cost of inputs compared to a given standard (such as market cost). Many reliable performance management approaches are available to help you improve the economy of the inputs of your services and programs, such as:

5.4.1 Error Proofing

This is the process of reducing the potential for error in the delivery process. Helpful information about this is available from the National Quality Institute at www.nqi.ca

5.4.2 Standardization

Select a single way of doing an activity and have staff comply with that single method. For processes and activities that are fundamentally similar, using a standardized approach may increase efficiency and accountability. However, it would be inappropriate to use standardized approaches for all stages in the delivery process as some activities require tailored applications or present challenges that call for unique solutions.

5.4.3 Simplification

This involves reducing complexity in the delivery process. Similar activities may be spread throughout a process. Simplification looks for advantages to be found in blending and consolidation.

5.4.4 Competitive Sourcing

By using a competitive bidding process involving requests for tenders or requests for quotations to procure inputs to services and programs, you can secure the lowest available price for the inputs you need. (For more information on procurement, see Chapter 7.)

5.4.5 Volume Leveraging

You may be able to secure pricing discounts from suppliers because of the high-volume nature of many municipal purchases. The municipality might also take advantage of buying power gained by forming consortiums with other municipalities.

5.4.6 “Just-In-Time” Supply

The longer inputs sit idle waiting to be used in a service or program, the greater are your:

- **Opportunity costs.** Because a dollar today is more valuable than a dollar tomorrow and because most inputs to municipal services or programs are non-appreciating assets, money used to purchase inputs that are not currently being used is money that could more profitably be invested or used to create a positive return for the municipality. Money is wasted when it is tied up in unproductive inputs.
- **Storage costs.** Tangible inputs for future use must be stored somewhere. With the increasing cost of storage space in many municipalities, storing large volumes of “hard” assets may become an increasingly costly proposition.

To address these costs, consider altering your supply system so that you have on hand only what you need to fill near-term demand. You should, however, ensure that you have reliable forecasting and planning capabilities so you won’t be left short during unexpected spikes in demand for services and programs or at times when supply is scarce.

5.4.7 Supply Chain Management

This is more encompassing than volume leveraging and “just-in-time” supply and consists of the processes and transactions involved in the ordering, movement and payment for goods from suppliers to customers. Four overarching processes can be identified:²⁷

- **planning:** product evaluation and selection, supplier review and selection, demand planning;
- **sourcing:** information processes including contracting, ordering, expediting and reconciliation;
- **logistics:** physical processes, from the supplier to the end-user, including returns;
- **payment:** financial processes, including payment, rebates and performance tracking.

5.4.8 Managing Labour Costs

Consider issues such as:

- absenteeism management;
- employee wellness programs;²⁸
- improving comparative bargaining information;
- improving management bargaining skills;
- WSIB claims management;
- benefits management;
- overtime cost management;²⁹
- maximizing productivity by aligning staff scheduling with workload demand;³⁰
- in-house bids (for details on this, see *Appendix 8*).

Many resources are available to help you manage labour costs. For the municipal sector in particular, the Ontario Municipal Human Resources Association (OMHRA) offers a range of services for its members, including a database of municipal collective agreements, conferences and a training certificate program with the Ontario Municipal Management Institute.

The Ontario Ministry of Labour, through its “Interactive Solutions” program, offers joint training for labour and management representatives to improve the parties’ day-to-day relationship (for example, dealing with grievances) as well as joint training on interest-based bargaining.

5.4.9 Other Strategies

Input costs often can also be reduced through strategies such as:

- protecting and preserving the value of existing physical assets;³¹
- drawing on the labour and expertise of volunteer communities;
- cross-training/multi-tasking staff to maximize productivity;³²
- self-service opportunities.

For more information and examples of the strategies discussed in this chapter, see the Ontario Centre for Municipal Best Practices (OCMBP) and other groups that promote high performance and accountability standards for the municipal sector. Some of these groups are listed in *Appendix 3*.

5.5 Consider The Costs Of Change

- 5.1 Increase the number of benefits
- 5.2 Increase the number of outputs
- 5.3 Decrease the number of inputs
- 5.4 Decrease the cost of inputs
- 5.5 Consider the costs of change**

While most of the efforts suggested in this chapter are focused on reducing costs, additional new costs may arise from any type of change. Some costs may be directly related to new technology or training to equip staff to respond to citizen enquiries. Sometimes you have to spend money to save money (for example, implementing an effective employee absenteeism program may have significant monitoring costs). Still other costs may be of the intangible variety discussed in Chapter 4, such as employee morale.

There may also be new risks inherent in any service improvement that you will need to cost out.

At the same time, discontinuing a service or program may not result in cost savings, when a cost remains constant because it is functionally connected to other ongoing processes. Such costs are sometimes referred to as “non-go-away costs.” Determining how to include these costs in the budget process can be a complicated exercise.

Certain *non-recurring costs* may be incurred when you undertake internal improvement or change delivery methods (see Chapter 6). You should consider these costs in your cost-benefit analysis. Non-recurring costs are costs that occur a single time in a project and could include such items as:

- labour adjustment costs;
- costs associated with terminating leases or other contractual obligations;
- costs from the sale or purchase of assets.

Each of these costs may act as a barrier to improving service delivery.

Labour adjustment costs may be especially high when the municipality makes changes in service delivery, because of the following:

- **Severance entitlements.** Efficiency gains acquired through internal improvements may, at times, result in the elimination of jobs. Unions and employees will be very concerned about the mechanisms for compensating those employees who lose employment. You should consider not only the severance payable to an employee upon termination but also the timing of the payment. Collective agreements may contain provisions for severance entitlements beyond those prescribed by the Employment Standards Act, 2000.
- **Job security provisions.** Collective agreements may contain job security provisions that affect your ability to make changes in the delivery of your services and programs. For example, some collective agreements require employees with a certain level of seniority to

be offered alternative employment within the municipality or retraining if their position is discontinued.

- **Pension entitlements.** Employee pension entitlement rights can be affected if changes in organizational structure result in the elimination of jobs. Termination of employment does not always sever an employer's obligation with respect to employee pension entitlements and may represent a continuing or immediate financial exposure that must be considered when making changes in delivery.

C h a p t e r S i x

Investigate Feasible Service Delivery Methods

Previous chapters have shown how to establish preferred outcomes for the service or program under review; create appropriate measures to gauge success in attaining those outcomes; and assess the current performance of the program or service. You may have arrived at this chapter directly without having undertaken improvements in your current delivery method (as described in Chapter 5) or you may have arrived here after studying or implementing internal improvements and finding that they won't achieve the preferred outcomes.

Experience shows that in certain services and certain circumstances, a “mixed” delivery model (where part of a service is delivered directly and part by alternative methods) may produce the greatest gain for the municipality. This model can bring benefits generally associated with delivery by the private sector, such as lower prices and an innovative environment, without the drawbacks associated with a monopoly supply market, such as higher costs and lower service levels.

Several tools are presented here to help you examine alternative service delivery. Additional tools, as well as studies on alternative service delivery, are found *in Appendix 10* under “Alternative Service Delivery”.

6.1 Understand The Context Of Alternative Service Delivery

6.1 Understand the context of alternative service delivery

6.2 Investigate the range of delivery methods

6.3 Identify barriers to changing delivery methods

6.4 Identify suitable delivery methods

6.5 Assess the risks with the delivery methods

6.6 Determine the costs and benefits of the delivery methods

6.1.1 What Is Alternative Service Delivery?

In this guide, alternative service delivery (ASD) is defined as the process of public sector restructuring that improves the delivery of services to citizens by sharing municipal functions with individuals, community groups, the private sector or other government agencies.³³

By using ASD, the municipality concentrates on the activities that it is best equipped to provide while allowing other sectors to carry out those activities that they do best.

6.1.2 Why Consider ASD?

Some of the possible benefits offered by ASD may include:

- stable or enhanced service levels;
- access to new sources of capital;
- cost reductions;
- potential for process innovations;
- access to expertise not available in the public sector;
- promotion of strategic private-sector industries;
- shared risk.

At the same time, there are a number of possible risks associated with ASD, such as higher capital borrowing costs and other transaction costs. Risks are discussed in greater detail in sections 6.4 and 6.5 of this chapter. Careful research is required to determine whether the benefits outweigh the risks for a given service or program using the particular alternative methods under consideration.

6.1.3 ASD Success Factors

Factors identified as key to successful implementation of ASD include:³⁴

- **Organizational champions.** The kind of significant change that often accompanies ASD can be accomplished only with the ongoing efforts of committed internal leaders (both elected and appointed) who focus on breaking down barriers.
- **Rewards for successful implementation and tolerance for mistakes.** The pursuit of innovative ways to improve delivery may occasionally take you down unfamiliar paths resulting in unintended and disappointing results. However, meaningful innovation can occur only in an environment in which staff are free to try new ways of doing things without

fear that failure will be punished. Promoting an organizational culture that encourages reasonable risk-taking is key to fully exploiting the advantages of ASD.

- **Political will, public consensus and stakeholder support.** Successful implementation of any form of ASD will require the continued commitment of council. An ASD initiative is enhanced when there is a process in place to consider the interests and concerns of all relevant stakeholders.
- **Adequate resources, including expertise.** Depending on the service or program involved, implementing ASD may turn out to be a time- and resource-intensive exercise requiring input from various professionals across a variety of disciplines. It is important that you have access to a sufficient body of expertise for a sufficient period of time to carry the process through from conception to post-implementation.

6.1.4 Accountability, Control And Management

The extent to which municipal control is maintained under ASD methods is not so much determined by the particular form of delivery method used as it is by the operational environment in the municipality. For example, for a particular service that is delivered directly, municipal control may be affected by restrictive collective bargaining provisions or by outdated management control systems. On the other hand, a purchasing arrangement for a similar service may have strong monitoring, reporting and evaluation systems backed by staff trained in service management so that the municipality has much more control.

In typical ASD arrangements such as the external purchase of services, the municipality will still be accountable for some aspects of delivery. Genuine accountability depends on the reporting regime council establishes to give citizens timely and meaningful information on the success of the service or program – hence the critical nature of fulfilling the reporting requirements under section 300 of the Municipal Act, 2001. However, too much emphasis on accounting for results can result in too little emphasis on improving performance. Council will want to find a reasonable and prudent balance of these objectives.

Managing in an ASD environment is largely about managing a business relationship in which the public and private sectors have different strengths and each has differing perspectives of the strengths of the other.

For example, private providers might feel that the public sector does not completely understand:³⁵

- the financial requirements and objectives of business;
- the expenses involved in the procurement processes;
- the importance of efficiency;
- the costs of time delays and unnecessary steps in the delivery process.

For its part, the public sector might feel that private providers do not adequately consider:

- the public policy objectives of government;
- the high levels of accountability in the public sector;
- changing priorities as a result of changing voter expectations and pressure from the media and interest groups;
- the potential implications for council if the service does not meet its objectives.

6.2 Investigate The Range Of Possible Delivery Methods

6.1 Understand the context of alternative service delivery

6.2 Investigate the range of delivery methods

6.3 Identify barriers to changing delivery methods

6.4 Identify suitable delivery methods

6.5 Assess the risks with the delivery methods

6.6 Determine the costs and benefits of the delivery methods

While literally dozens of ASD methods have been developed, identified below are some of the more common methods used in municipal service delivery.

- direct delivery;
- purchase of services;
- municipal business corporations;
- municipal service boards and other local entities;
- partnerships;
- licensing;
- privatization.

6.2.1 Direct Delivery

Under this traditional delivery method, the municipality has full responsibility for producing, funding and providing the service or program, normally using municipal employees. Most municipal services and programs are provided in this way.

6.2.2 Purchase Of Services

The **external purchase of services** (“contracting out”) occurs when the municipality hires another service provider either:

- to deliver municipal services/programs with private sector employees (an “operations and maintenance” contract); or
- to manage them using municipal employees and resources (a “management services” contract).

The external purchase of services is usually initiated through competitive bidding or a negotiated contract. The municipality continues to pay for the service or program and is ultimately accountable for its provision without being directly responsible for its provision. For example, a private-sector company might contract with the municipality through the competitive bidding process either to provide waste collection and recycling services or to supervise the municipal staff who provide this service.

In the **internal purchase of services** (“contracting in,” or “in-housing bidding”) internal staff compete with external parties to provide the service or program. For example, an employee group might submit a winning bid through the competitive bidding process to provide fleet services for the municipality.

Section 271 of the Municipal Act, 2001 requires municipalities to have policies about the circumstances in which “in-house” bids will be encouraged as part of the tendering process. For more details on in-house bids, see *Appendix 8*.

With in-house bidding, as with any other indirect delivery method, it is essential to avoid perceptions of unfair advantage and conflict of interest. The municipality will want to maintain an arm’s-length relationship with the in-house provider throughout the procurement process – from settling the bid specifications through to the bid selection. This is an area of legal and professional and public policy sensitivity and you are advised to seek legal and professional advice on the process.

6.2.3 Municipal Business Corporations

Section 203 of the Municipal Act, 2001 permits municipalities to form municipal business corporations to provide municipal services and new facilities. The corporations may be wholly owned by the municipality or may have varying proportions of private and non-profit ownership (up to 49% external ownership). This, too, is an area of both legal and public policy sensitivity, and legal and professional advice will be needed to set up such corporations.

Municipal business corporations strengthen management by focusing on business efficiencies and flexibility, as well as by injecting investment capital into public services and infrastructure.

Among other requirements, under the business corporations regulation of the Municipal Act, 2001, municipal business corporations are restricted to specific permitted objects which currently include the operation and maintenance of:

- public transportation systems;
- residential waste management services;
- economic development promotion services;
- administrative services;
- certain types of capital facilities under Section 110 of the Municipal Act, 2001.

The regulations also provide for significant public accountability, requiring the incorporating municipality to prepare a business case in support of the corporation. The business case must deal with issues specified in the regulation and be made available to the public as part of a required public notification process prior to the setting up of the corporation. (See *Appendix 2* for more information.)

As an example of this type of entity, the municipality might create a corporation to develop new systems for public transit, based on a business case analysis indicating that this method provides better value to the community than alternative methods.

6.2.4 Municipal Service Boards And Other Local Entities

The municipality may give service delivery responsibilities to a municipal service board or other local entity while the municipality maintains some functions. For example, if the municipality needs a community centre, council may provide for its governance by establishing a municipal service board.³⁶

6.2.5 Partnerships

With public-private or public-public partnerships, the municipality joins with another party to provide municipal services and programs.³⁷

These partnerships are not necessarily characterized by a procurement process but by the establishment of long-term business relationships between the partners. Each partner contributes resources and shares risks and rewards. The partnership may be with an external public agency, a private company or a volunteer organization³⁸, among others.

A **public-public partnership**, generally speaking, is a relationship or intergovernmental agreement in which two or more jurisdictions, at any of the three levels of government, arrange to deliver public services or programs. The partnership can be achieved through shared services - a joint service agreement in which two or more jurisdictions act together to plan, finance and deliver a municipal service or program. For example, to achieve economies of scale or to capitalize on complementary expertise, the municipality and a school board might jointly develop and build a multi-use facility such as a combined school and public library.

A **public-private partnership**, generally speaking, is an agreement or relationship between the municipality and a private-sector provider to accomplish defined objectives. These partnerships (sometimes called “P3s”) are often used to design, finance, build and operate public facilities or services with both parties pooling their resources and sharing profits or losses from the enterprise. Such arrangements usually differ from conventional service contracting in that the private partner usually makes a significant cash-at-risk, or equity investment, while the municipality gains access to outside financing or expertise.

In a P3, the municipality is ultimately accountable to the public for decisions and results while sharing responsibility for achieving planned objectives with its partner. For example, the municipality might partner with a private-sector developer with strong financial capacity and facility maintenance experience to construct and maintain an arena. The municipality gains a ready source of development capital (and a means of maintaining the project) and the private-sector partner gains a stable and long-term revenue stream. For more information on P3s, see *Appendix 10* under “Alternative Service Delivery.”

6.2.6 Licensing

With licensing, the municipality sells its legal interest in a service or program to a person or business. For example, if a municipality has developed leading-edge geographic information system (GIS) technology, it might extend licenses to private firms to use the technology.

6.2.7 Privatization

Although there is no standard definition of privatization, it may involve a sale of assets or the transfer of capital from the public sector to a private-sector company. Privatization may occur in circumstances in which there is no continuing public policy reason for retaining the service or program within the municipality or in which the public interest can be protected through regulation.

One significant difference between privatization and the external purchase of services is that with privatization, accountability for delivery shifts from the municipality to the private sector

provider, whereas with the external purchase of services, the municipality continues to be accountable for the function.

A precondition to considering privatization is the existence of a pool of private firms with the capacity and expertise to deliver the service or program. Another challenge when considering privatization is sharing risk. Generally, private businesses will not take on services for which risks cannot be managed effectively.

As an example of privatization, a municipality might decide to sell certain non-essential businesses, such as marinas or golf courses.

6.3 Identify Barriers To Changing Delivery Methods

6.1 Understand the context of alternative service delivery

6.2 Investigate the range of delivery methods

6.3 Identify barriers to changing delivery methods

6.4 Identify suitable delivery methods

6.5 Assess the risks with the delivery methods

6.6 Determine the costs and benefits of the delivery methods

Though the range of possible delivery methods at council's disposal may seem infinite, the municipality's ability to consider in detail all available methods – in terms of time and other resource limitations – is not. Before council invests time, energy and money into reviewing these options, you need to identify operational constraints that would disqualify certain options.

After eliminating methods that are obviously unfeasible because of institutional, administrative or financial barriers, council should be left with a short list of methods to consider, each having unique attributes, structures and implications for municipal administration.

A “feasibility test” might consider:

- legal feasibility;
- market feasibility;
- funding considerations.

6.3.1 Legal Feasibility

If legislation requires a particular kind of municipal involvement in a service or program, delivery methods that preclude that type of involvement will not be feasible. For example, Ontario's social assistance legislation (Ontario Regulation 136/98) establishes that the function of determining eligibility for assistance under the Ontario Works program can be delivered only by a delivery agent (i.e. certain municipalities or boards) or a District Social Services Administration Board.

Legal advice should be obtained at an early stage for any service delivery method changes. Similarly, get the advice of other professionals (such as valuers, accountants or engineers, as appropriate) early on in the process.

6.3.2 Market Feasibility

The success of ASD methods that involve partial or full transfer of delivery to a private sector provider depends on the existence of a competitive market. However, for a particular service or program, competition may dwindle after the initial bidding process due to market conditions such as entry barriers to private firms, stringent regulations or extensive municipal oversight.

In these circumstances, the municipality might risk inadvertently creating a private monopoly by awarding the delivery contract to a single provider and thus reduce the incentives for long-term cost savings or the maintenance of acceptable service levels. The likelihood and impact of this risk should not be overestimated, however, as it is very difficult to accurately predict how a market will react to an ASD initiative because of the range of variables at play, both local and international.

6.3.3 Funding Considerations

Certain services or programs may be funded in whole or in part by other levels of government. These governments may attach obligations to their funding that could directly or indirectly preclude consideration of certain ASD approaches.

For example, another level of government may require the municipality to repay grants if the assets of that service or program for which the grant was provided are sold to another party. Depending on the amount of funding extended, this term may make ASD methods such as privatization financially unfeasible.

6.4 Identify Suitable Delivery Methods

- 6.1 Understand the context of alternative service delivery*
- 6.2 Investigate the range of delivery methods*
- 6.3 Identify barriers to changing delivery methods*
- 6.4 Identify suitable delivery methods**
- 6.5 Assess the risks with the delivery methods*
- 6.6 Determine the costs and benefits of the delivery methods*

After identifying the barriers to changing delivery methods, a number of possible methods may be eliminated. However, there is no one perfect way to deliver municipal services and programs, and in all likelihood council may still be left with more than one feasible method.

Finding the best method depends on many factors that are unique to each service or program. The following table outlines important criteria that may assist council in making a decision.

Service Delivery Method	May be Suitable When...	May Not Be Suitable When...
Direct Delivery	<ul style="list-style-type: none"> • Council has a statutory duty to provide the service or program or there are compelling practical, policy or user issues • No developed supply markets for the service or program exists • Impartiality and equity in the delivery of services are essential • Stability and continuity of delivery are required 	<ul style="list-style-type: none"> • Well developed supply market for the service or program exists • There is a need to respond to rapidly changing circumstances
Purchase of Services (operation and maintenance OR management services)	<ul style="list-style-type: none"> • New capital investments, assets or expertise are needed and are not available in-house • Service or program could benefit from a new approach or from a profit-making perspective 	<ul style="list-style-type: none"> • Service problems are small-scale • Private-sector interest in the service or program area is lacking • Concerns exist over the ability of non-municipal providers to deliver an adequate level of service
Municipal Business Corporations	<ul style="list-style-type: none"> • Service fits into eligible purpose for a municipal business corporation under regulations under s.203 of the Municipal Act, 2001 • Municipal Business Corporations can be supported by required business case analysis (see Section 203 regulations) • Similar considerations as Public-Private Partnerships in the case of Municipal Business Corporations that have shared equity 	<ul style="list-style-type: none"> • Municipality is not prepared to meet the business case requirement • Project is of small value or needs to be in place quickly • Risks or costs are too high

Service Delivery Method	May be Suitable When...	May Not Be Suitable When...
Municipal Service Boards, Local Boards	<ul style="list-style-type: none"> • Same as direct delivery of service or program but where delivery would benefit from a greater degree of arm's-length relationship to municipal government 	<ul style="list-style-type: none"> • Direct accountability to municipal council is important
Public-Private Partnerships	<ul style="list-style-type: none"> • Projects are of significant capital expenditure and the municipality does not wish to commit the financial resources but the project is affordable to the municipality • Potential for revenue generation exists • Project cannot for practical reasons be delivered in-house • New capital investments (or assets) are needed and are not available in-house • Bringing in expertise, innovation and additional resources is necessary or beneficial • Municipality is prepared to share operational, financial and other risks and does not wish simply to procure the service • Municipality is willing to retain risks that the private sector cannot control, quantify or ensure 	<ul style="list-style-type: none"> • Legal or technical advice is not obtained first • The project is extremely complex, high-risk or needed evaluation expertise is not available • Project is of small value or needs to be put in place quickly • Ability to generate sufficient investment for the service or program in the future exists and there is a possibility of bringing in capital or expertise in another way • Project requires a solution that cannot be largely replicated and applied elsewhere by private-sector partner • Project faces significant risk of obsolescence • Demand for the outputs of the service cannot be practically managed • Risks are difficult to assess and manage

Service Delivery Method	May be Suitable When...	May Not Be Suitable When...
Licensing of Municipal Property	<ul style="list-style-type: none"> • Opportunity for revenue generation out of ongoing municipal function • Significant professional expertise is available • Ability to innovate is important • Replicating success is feasible 	<ul style="list-style-type: none"> • Demand for the service or program is low and it is difficult to reach a discrete or vulnerable group • Private-sector interest in doing the work is lacking
Privatization	<ul style="list-style-type: none"> • Little or no public interest reason for continued municipal involvement in service or program • Cost of provision outweighs benefits • Many other providers whose service is better and/or less expensive than the municipality's exist • Winding down the service or program and moving to an alternative could be achieved relatively rapidly and with minimum disruption • There is a need to respond to rapidly changing circumstances • Expected revenue or proceeds are high 	<ul style="list-style-type: none"> • Demand for the service or program may be low and it is difficult to reach a discrete or vulnerable group • Private sector interest in the service or program area is lacking

6.5 Assess The Risks With The Delivery Methods

- 6.1 Understand the context of alternative service delivery*
- 6.2 Investigate the range of delivery methods*
- 6.3 Identify barriers to changing delivery methods*
- 6.4 Identify suitable delivery methods*
- 6.5 Assess the risks with the delivery methods**
- 6.6 Determine the costs and benefits of the delivery methods*

Chapter 4 included a brief discussion of the risks associated with the current delivery method. As well, the risk of replacing a public monopoly with a private one was discussed earlier in this chapter. The information in each instance applies to the range of service delivery alternatives.

Municipal experience demonstrates that, depending on the service and the circumstances, there are significant risks in completely divesting the municipal capacity to provide the service: the municipality may be left with no direct knowledge of the issues in managing the service (impairing its ability to effectively manage contracts for the service); a helpful incentive on the ASD provider to remain competitive is effectively removed; a critical service may not be available when needed, e.g., snow clearance where a snowstorm occurs outside of the season that snow removal services were contracted for. Risks need to be assessed and care taken in determining the minimum level of capacity that is required.³⁹

While municipal services and programs are subject to a variety of risks, the most relevant and prevalent are legal, financial and public policy risks. The extent of your exposure to each will vary depending on the specific delivery method employed. Professional advice is recommended. For a discussion of some of the financial and public policy risks associated with each of the ASD methods in this guide, see *Appendix 7*.

Chapter 8 contains information on managing risk by obtaining sureties from service providers that join with the municipality in the delivery process. This remedial approach may mitigate municipal exposure when performance expectations have not been met. However, ASD affords other opportunities to manage risk by assigning risk to the party most able to bear it.

You should periodically assess the effectiveness of your risk management measures both to avoid unwanted outcomes and to give you time to implement corrective action when necessary.

6.6 Determine The Costs And Benefits Of The Delivery Methods

- 6.1 Understand the context of alternative service delivery*
- 6.2 Investigate the range of delivery methods*
- 6.3 Identify barriers to changing delivery methods*
- 6.4 Identify suitable delivery methods*
- 6.5 Assess the risks with the delivery methods*
- 6.6 Determine the costs and benefits of the delivery methods**

After creating a short list of the delivery methods that are both feasible and suitable, the next step is to choose the two or three most promising methods and assess them. In the process, you can use the cost-benefit analysis tool described in Chapter 4. As you did when assessing current performance and considering internal improvements, you need to quantify the risks you have identified, incorporate them into the cost-benefit analysis and assess them against the performance outcomes council decided on (see Chapter 3).

Although the cost-benefit analysis provides critical information to help you choose the most appropriate delivery method, unless council decides to stay with the current method and forgo implementing another method, the cost-benefit picture itself will be just a forecast. You cannot create a true picture until you actually get responses from potential providers in the tendering process. Once you have bids or proposals, it may be necessary to perform a more refined form of cost-benefit analysis.

Non-Recurring Costs

Chapter 4 identifies some of the costs that you need to consider in conducting a cost-benefit analysis for the current delivery method: capital costs, operating costs and indirect costs. With any significant service delivery change, you will also face non-recurring costs (see Chapter 5, Section 5.7). You should also be aware of other potential costs, such as job security provisions in collective agreements that may affect contracting out. As well, you'll want to be aware of a significant non-recurring cost in the ASD context – successor rights.

Successor rights are collective bargaining rights retained by a union and the employees it represents following the sale or transfer of a business or activity. A successor employer may be required to assume responsibility for some or all of the predecessor employer's rights, privileges and duties related to employees under a collective agreement. Potential providers may be reluctant to assume these obligations for the remaining duration of the agreement without some way of offsetting the risks or costs of not being able to negotiate new labour relations arrangements.⁴⁰

Given the magnitude of the human resource impacts associated with changing delivery methods, consider developing a comprehensive human resources plan. The plan should:

- identify transition mechanisms for employees who will be offered positions with the new employer;

- contain provisions to ease staff adjustment to changes in delivery (both those employees who leave the municipality and those who remain);
- identify the key stakeholders who should be involved in the transition process.

Some non-recurring costs may be more significant for certain ASD methods than for others. For example, purchasing the management of a municipal service or program but continuing to use municipal employees and resources may involve fewer labour adjustment costs than hiring another service provider to perform municipal services with its own employees.

Other Transition Costs

There are administrative costs to managing the process of changing delivery methods, such as the financial and time costs involved in steering the new method through the internal approval process, as well as the legal and financial analysis costs involved in evaluating bids and awarding a contract. These need to be accounted for in the cost-benefit analysis you use to decide on an alternative service delivery method.

Chapter Seven

Select A Service Provider

If council decides that the best course is to change delivery methods altogether (as opposed to making improvements to the current method), then the next step is to select a specific provider under the alternative service delivery method chosen.

In selecting a provider, you will use steps probably already used in purchasing. Keep in mind there is ultimately no single method of making contract decisions.⁴¹

This chapter discusses the key steps in procuring services (as shown in the box below). This is just a brief overview. Additional information on each of these steps is set out as “helpful hints” in *Appendix 9*.

Please note that tendering is a complex legal matter and municipalities are strongly advised to consult their solicitor throughout this process.

7.1 Define The Scope Of The Work

- 7.1 Define the scope of the work**
- 7.2 Prepare and circulate the solicitation document
- 7.3 Evaluate bids/proposals
- 7.4 Prepare and, where relevant, negotiate the contract

A starting point in selecting a service provider is to translate your previous work in defining what council wants from the service and how it can be improved into a “scope of work” statement.

As council begins defining the scope of the work, think through the details of how you intend to implement the service or program under the new delivery method, since implementation will affect how you define the scope of the work.⁴² Your goal is to ensure that the scope of the work is well articulated, straightforward and designed to ensure a realistic, acceptable level of service.⁴³

7.2 Prepare And Circulate The Solicitation Document

7.1 Define the scope of the work

7.2 Prepare and circulate the solicitation document

7.3 Evaluate bids/proposals

7.4 Prepare and, where relevant, negotiate the contract

There are four key steps here:

- develop reasonable, fair and effective evaluation criteria;
- seek responsive and responsible bids;
- select a solicitation method;
- circulate the solicitation document.

7.2.1 Develop Reasonable, Fair And Effective Evaluation Criteria

Previous chapters described some evaluation criteria to use in selecting a provider. Once council has gone through a process of determining your preferred outcomes and performance levels, these can be translated into your criteria. You have also thought through the costs, benefits and risks (tangible and intangible) of various alternatives. These, too, will be incorporated into your criteria, helping you to define what would constitute a “best value” bid or proposal.

Take great care in identifying and selecting the evaluation criteria for judging responses by prospective providers. Litigation in procurement arises when municipalities are unclear about criteria or change the evaluation criteria part way through the process.

Also, ensure your evaluation criteria are written in a clear and precise way. Consider the appropriate weight to assign each criterion. The results obtained through the bid process should allow for meaningful comparison of a bidder against its competitors and against some overall standard of acceptability.

In developing criteria, consider the bidder’s ability and financial resources to provide the service or program within the time specified. A financially stable provider can avoid future default in delivery (this is particularly important for contracts with an extended term or that require a substantial financial outlay).

Consider bidder experience and reputation. Attributes such as integrity, reputation, judgment, experience, efficiency and previous performance are important. Also consider evaluating not only the corporate experience but also the experience of the bidder’s management and staff. Although a prospective provider may have only a few years’ experience in a service or program area, key employees may have extensive experience.

Identify the results on which prospective providers will be evaluated, such as:

- cost (an indication of competitiveness);

- specification or evaluation criteria (level of compliance);
- tender or contractual issues;
- design;
- after-sales service;
- delivery dates;
- administrative or management systems;
- industrial relations;
- quality management;
- experience/qualifications/referee reports or past performance;
- personnel;
- facilities/equipment.

While the service results the municipality expects must be explained in sufficient detail to promote understanding and compliance by prospective providers, experience shows that the best results are often achieved when providers are given some latitude in determining how to satisfy the criteria.

7.2.2 Seek Responsive And Responsible Bids

In addition to the above, your evaluation criteria should focus on two broad issues:

- A responsive bid – the prospective provider promises to do what you have requested in the solicitation document. You may decide this kind of bid is acceptable in all the circumstances.
- A responsible bid – the prospective provider demonstrates (generally, in the opinion of the person who has asked for work to be done) through various information sources that it can and will perform as promised.

7.2.3 Select A Solicitation Method

Before you prepare the solicitation document, decide on the procurement method that will be most suitable for selecting a provider. Although the terminology, use and legal implications of these terms vary, two common types are:

- a request for proposal (RFP);
- a request for tender (RFT).

The former is a more common approach for contracts for services (as opposed to contracts for goods). Additional tools you may wish to consider to make your overall process more efficient include:

- **A request for pre-qualification.** This process is used to pre-qualify providers for subsequent participation in an invitational RFP. Bidder responses are evaluated against

selection criteria set out in the solicitation document and a short list of pre-qualified bidders is created.

- **A request for expressions of interest.** This is a general market research tool used to determine the interest of prospective providers in a proposed project.
- **A request for information.** This provides prospective providers with a general or preliminary description of a problem or need and asks them to provide information or advice on how to define it more precisely, or requests their assistance in identifying alternative solutions. It is not generally intended to result in the awarding of a contract and is generally not used to pre-qualify or screen prospective providers.

Seek out procurement expertise to determine general terms and conditions, instructions to bidders, exhibits and attachments – a key part of preparing the solicitation document.

7.2.4 Circulate The Solicitation Document

Issues to consider about circulating the solicitation document include:

- **Advertising.** Once the solicitation document has been assembled, circulate it to the vendor community (unless you have made the decision up front to work with one specific provider through sole sourcing). When seeking prospective providers, advertise the solicitation document in accordance with the municipality's purchasing policy. The scope and scale of advertising, as well as the chosen medium, should ensure an appropriate level of coverage and competition.⁴⁴
- **Addenda.** An addendum may be issued for any of a number of reasons: to respond to information obtained at the pre-bid conference, to address questions raised by potential bidders, to remedy unclear language, or to correct significant typographical errors discovered after publication of the solicitation document.
- **Pre-bid conference.** The pre-bid conference typically occurs between publication of the bid advertisement and the bid opening. The conference may be helpful for contracts that require the bidder to see the site where the service or program will be delivered (for example, in contracts for mowing or landscaping).

For some practical considerations to help you design a framework for preparing and circulating the solicitation document, see *Appendix 9, Part B*.

7.3 Evaluate Bids/Proposals

7.1 Define the scope of the work
7.2 Prepare and circulate the solicitation document
7.3 Evaluate bids/proposals
7.4 Prepare and, where relevant, negotiate the contract

Once proposals have been opened, you can begin the process of evaluating bidder responses, selecting finalists and making recommendations for awarding the contract.

The keys to effectively evaluating bids are the criteria and weighting system that you determined earlier, built on your earlier work in determining performance outcomes and target service levels and identifying costs/benefits/risks. For practical considerations to help you evaluate the bids, see *Appendix 10, Part C*.

After conducting a fair and unbiased evaluation and identifying the winning bid, you can award the contract.

7.4 Prepare And, Where Relevant, Negotiate The Contract

- 7.1 Define the scope of the work*
- 7.2 Prepare and circulate the solicitation document*
- 7.3 Evaluate bids/proposals*
- 7.4 Prepare and, where relevant, negotiate the contract***

Once you have selected the winning bid, the next step is to formalize the municipality's expectations and those of the winning bidder in a signed, written contract. Negotiations will likely be involved.

In practice, a proposed contract, which reflects and incorporates the terms of the solicitation documents, is often drawn up *before* the bidding process has started. For any given procurement, a proposed contract and solicitation documents that are consistent in their detail with the provisions of the proposed contract can help avoid extensive and open ended negotiations.

Although any contract or proposed contract should be reviewed at an early stage and approved (including any changes) by the municipal solicitor, legal advice is also especially important before and during contract negotiations. Information provided to bidders or used to evaluate bids, particularly tendering specifications or standards, can decrease or increase the contract costs or financial exposure.

To illustrate, a municipality might be tempted to change a requirement late in the process. It might also in so doing favour a particular bidder. For example, close to the time for the winning bid decision, only one bidder is made aware of a change of a delivery date requirement - to a later delivery date. Such actions could significantly increase or compound the risk of contractual legal liability for the municipality. Legal advice can assist in best determining what items at a given stage of the contract process may be properly negotiated or are best left off the table, or information that may be or should not be included as a contract term.

The date of notification of bidders of a bid decision is a key point to keep in mind. In practice, notification may start the timeline for completing negotiations with the winning bidder to finalize the contract. If a contract cannot be finalized within the established timeframe, consider possible options, which may include breaking off discussions and entering into negotiations with another bidder or cancelling the competition.

Attention to detail is extremely important during the preparation of the contract. Spelling mistakes or punctuation errors may alter the meaning of the text, and errors uncovered after signing can be expensive and difficult (or impossible) to correct. Your contract manager should work closely at all stages with your legal adviser to ensure that the language is correct, the terms and conditions of performance are clearly stated and the document is in the appropriate legal form.

Contracts often address some or all of the following:⁴⁵

- compensation formula;
- terms of the agreement;
- buy-back options;
- termination provisions;
- technical specifications;
- qualifications;
- training;
- ongoing communication;
- dispute resolution;
- capital versus operational or maintenance expenditures;
- assignment;
- security;
- insurance;
- owner's rights to inspect, audit and receive reports.

For practical considerations to help you prepare the contract, see *Appendix 9, Part D*.

Chapter Eight

Implement, Monitor, Evaluate And Report

This chapter explores some issues to consider when implementing a service delivery change. This is a challenging undertaking, involving some risk which, if not handled appropriately, may result in disruptions in service, unacceptably low service levels or increased costs and may reduce the credibility of your procurement and service delivery processes.

This chapter also explains what is involved in monitoring, evaluating and reporting on the service delivery change.

(Although many components of this chapter are relevant for any significant changes in your delivery process, the bulk of this discussion has bearing only when the municipality has decided to maintain some level of formal accountability with respect to ongoing delivery. If the municipality chooses to discontinue its formal role in delivery through privatization, it will generally also discontinue monitoring and evaluating delivery after the transition. However, that does not mean that the municipality cannot lend informal support to the new delivery method, for example, as funder, adviser, facilitator, manager or regulator.)

8.1 Implement

8.1 Implement
8.2 Monitor, evaluate and adjust the new method
8.3 Report on improvements and barriers to improvement

8.1.1 Ensuring Performance

Citizens are increasingly demanding that municipal services and programs be more responsive to their needs. If you contract with outside parties for delivery, you can ensure high performance through contractual provisions.

Managing contracts (“service management”) is critical. The previous chapter discussed early steps in the process, including determining the scope and terms of the procurement and awarding the contract. The final step is managing the contract performance. This consists of:

- assessing the performance relative to quality standards for the contract;
- ensuring substantial performance;
- paying the provider;

- evaluating contract results (evaluating the work, evaluating the provider and determining follow-up work).

As the focus of the guide is not on service management, a significant topic in itself, we've included references where you can find guidance in *Appendix 10*.

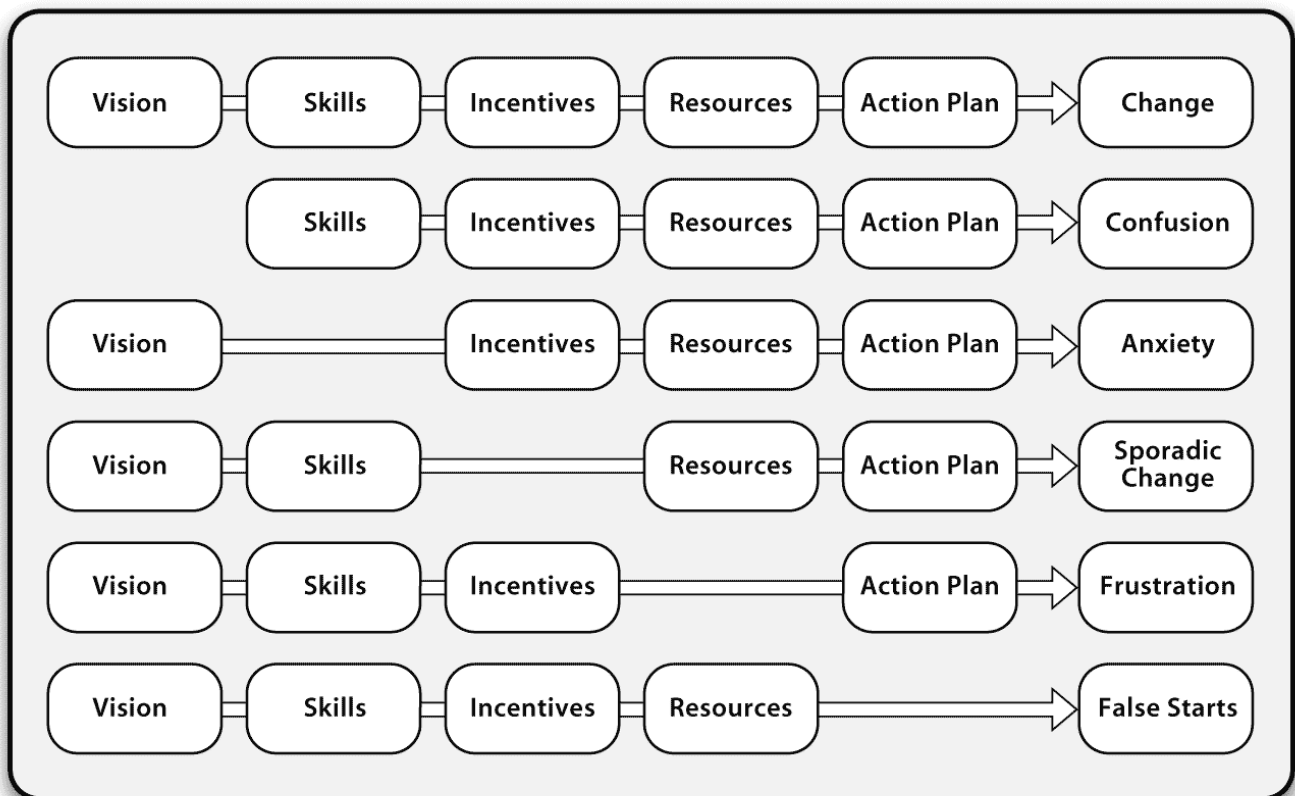
Whether the municipality retains responsibility for delivery or delivery is undertaken by another provider, increasingly an accountability tool generally known as a *service level agreement* is being used to define the deliverables for the program:

- level and quality of service;
- cost;
- timelines;
- remedies for non-performance.

For more information on managing contracts arising from “in-house” bids, see *Appendix 8*.

8.1.2 Managing The Implementation

The following figure shows the key ingredients necessary for a successful implementation effort (and the consequences of leaving out any one of the ingredients!).



Resourcing

A new method of providing a service or program will not succeed unless there is an adequate number of staff equipped with the right skills and expertise to function in the changed environment.

Resourcing the change effort itself is also critical. Specifically, commitment from senior management to seeing the transition process through is important to:

- overcome some of the obstacles that may present themselves when changing delivery methods;
- enhance the credibility of the transition process for staff;
- boost staff confidence and maintain commitment to the process.

Action Plan

Developing an action plan includes:⁴⁷

- developing the work breakdown structure;
- allocating resources to each task;
- estimating the duration of each task;
- identifying dependencies;
- identifying milestone dates;
- allocating costs to the project plan;
- reviewing and modifying the critical path;
- putting project controls in place;
- presenting the final report to council;
- completing final recommendations or conclusions;
- ensuring the transition is complete;
- completing the close-out evaluation of the project;
- completing the performance reviews of the project teams;
- archiving project documentation;
- disbanding the project team;
- celebrating.

Successful action plans, in turn, require effective leadership and strong communications:

Leadership

As a general rule, leaders who successfully manage an implementation follow a four-step intervention process:⁴⁸

- focus on the process (they build staff understanding of the need for change);
- grieve (they allow people to mourn the passing of the old way of doing things);
- regain control (they build and encourage staff optimism for the new way of doing things);
- rebuild (they create the new work systems).

Leadership is also about creating an environment and processes that foster innovation.

An innovative work environment requires management leadership that:

- communicates expectations for innovation;
- provides resources to support innovation;
- establishes an expedited approval process for innovative ideas;
- supports staff who take risks in the pursuit of innovation and service improvement.

A decision-making process that supports innovation provides guidelines on:

- when to proceed with an experiment;
- how to estimate the costs and benefits of an experiment;
- lines of approval for an experiment;
- when to expand a successful experiment to other areas of the organization;
- when to abandon an experiment that is not producing the desired results;
- how to transfer lessons from a successful experiment – or a failed experiment – to future experiments.

Staff should not be punished for failed experiments but should be encouraged to learn from the experience.

Communicating The Change In Service Delivery

A key source of staff resistance to changes in service delivery stems from the lack of awareness of critical information about the change. You need to *communicate to staff*:

- your objectives and reasons for making the change;
- specifically, what will be done;
- who will be affected and involved;
- when and how the change will happen.

Consider using different communication approaches depending on where your municipality is in the change management process. Your approach will vary depending on whether you intend to share information, build understanding, identify the implications, gain commitment or alter behaviour.

Generally, as you move from simply conveying information toward gaining commitment, your communications strategy will become more of a two-way, ongoing dialogue between management and staff.

The transition may be facilitated by instituting feedback mechanisms to encourage dialogue and problem solving with staff. As a general rule, it is easier for staff to gain a sense of ownership with a new way of doing things if they are involved in the decision-making process guiding the change. For example, staff can:

- provide data on the status quo (through surveys or focus groups);
- provide feedback on progress or proposed options;
- serve on working groups on specific issues.

However, appearing to involve staff and then ignoring their input can be counterproductive and may reduce staff ownership of the transition process. To minimize this risk, ask only for information that you can use, manage expectations on how it will be used and acknowledge when it has been used.⁴⁹

To find more information on implementation, see *Appendix 10*.

8.2 Monitor, Evaluate And Adjust The New Method

8.1 Implement

8.2 Monitor, evaluate and adjust the new method

8.3 Report on improvements and barriers to improvement

8.2.1 Monitoring

You've gone to a lot of work to improve the service. Council will want to know that the municipality's goals are being achieved. Underperforming providers (whether internal or external) may mean service interruptions or the provision of lower-than-acceptable levels of service. Where the municipality retains accountability for meeting acceptable delivery standards, this means that "the buck stops" with council for acceptable levels of service.

Think about implementing policies that reduce these risks, including:

- randomly sampling the service or product to ensure compliance with the set performance evaluation standards;
- monitoring performance against performance criteria (whether performance standards or the criteria in the contract);
- intervening early if performance is unsatisfactory;
- ensuring that employees who are required to manage contracts have sufficient experience, training and support;
- in the case of alternative service delivery, maintaining sufficient expertise within the municipality should the need arise to resume direct delivery.

To minimize the risk of repeated poor performance, document evidence of unsatisfactory performance. To reduce the risk that underperforming providers are awarded new contracts in the future, consider, with your legal advisor, possible use of this documentation when screening current and past providers for future contracts.

When resolving disputes between the municipality and the service provider, you need to avoid the perception that decisions made under your resolution mechanism are arbitrary. Keep in mind any dispute resolution requirements (such as dispute resolution terms in contracts). You should therefore create a written policy identifying how disputes over performance will be resolved. For additional information on these and other service management issues, see *Appendix 10*.

8.2.2 Evaluating And Adjusting

Once you have had sufficient experience with the new delivery method to gauge its performance, re-use the four evaluation tools discussed in Chapter 4 to evaluate performance. This will produce rich information to enable you to make the adjustments necessary to continuously improve service delivery.

While your purpose in undertaking the review is to learn how best to deliver services and programs, the review process itself will help you understand, for example, how well the municipality works through challenges or how well staff and council relate to one another. Use the information gained through the process to help the municipality recognize and evaluate its strengths, weaknesses and overall performance with respect to all municipal functions and processes, not just service delivery.

8.3 Report On Improvements And Barriers To Improvement

8.1 Implement

8.2 Monitor, evaluate and adjust the new method

8.3 Report on improvements and barriers to improvement

As public bodies that spend citizens' money, municipalities must clearly communicate information on how that money is used. Section 300 of the Municipal Act, 2001 requires municipalities to provide annual public notice of improvements in the effectiveness and efficiency of their service delivery and barriers to other improvements.

By providing a framework for improving services and programs and by enhancing your understanding of the obstacles to improvement, the review process described in this guide can be useful in developing the municipality's report to its citizens.⁵⁰

Endnotes

- 1 For more information on these organizational management matters see:
 - Kitchen, Harry. (1993) Efficient delivery of local government services. Queen's University: School of Policy Studies, Kingston.
 - Bossidy, Larry and Charan, Ram. (2002) Execution: The Discipline of Getting Things Done. Crown Business, New York.
 - McDavid, James C. and Brian Marson. ed. (1991) The Well-Performing Government Organization, an edited collection of papers given at the Conference on the Well-Performing Government Organization. The Institute of Public Administration of Canada, Victoria.

For helpful American-based sources of information on indicators of effective municipal management, see: The Government Performance Project at <http://www.maxwell.syr.edu/gpp/grade/2002full.asp>. See also Barrett, K. & Greene, R. (2000) Grading the Cities. A Management Report Card. Available on-line at <http://www.governing.com/archive/2000/feb/gpintro.txt>. For a helpful U. K. based source, see: The Local Government Improvement Program at <http://www.idea.gov.uk/lqip/lqip-benchmark.pdf>. See also their light-hearted but helpful June 2003 publication, The Man in the Caravan and Other Stories by Charles Leadbeater.

For a broader discussion of other municipal actions (e.g., choices about governance, approaches to land-use planning and labour relations) affecting efficient and effective municipal service delivery, see:

- Fenn, M. "Emerging Trends in Urban Affairs: A Municipal Manager's View." Urban Affairs: Back on the Policy Agenda. McGill-Queen's University Press.
 - Toronto Board of Trade. (September 2003) Responsible and Representative: Better Governance for Toronto. Final Report of the City Governance Task Force.
 - TD Economics. (April 22, 2002) Special Report: A Choice Between Investing in Canada's Cities or Disinvesting in Canada's Future, p.p. 3, 21. Available at www.td.com/economics.
 - Trebilcock, Michael. (1994) The Prospects for Reinventing Government, C.D. Howe Institute, Toronto.
- 2 For an example of a method of scoring and weighting the considerations, see the City of Ottawa's Criteria to Identify Candidates for Review on p.p. 14-19 of the Transportation, Utilities and Public Works Department's Competitive Service Delivery Review (CSDR) Manual (2003).
 - 3 Some municipalities insert an additional step in front of Stage 2 and apply the public interest "test" in examining a specific service. See, as an example, the City of Kingston (2004). Report to Council: Review of Services. Report No. 04-122.

- 4 Schmidt, Faye and Strickland, Teresa. (December 1998) Client Satisfaction Surveying: Common Measurement Tool. Citizen-Centred Service Network. Canadian Centre for Management Development. p.p. 9-13.
- 5 For a helpful illustration of how this step can be built into a service delivery review process, see the City of Kingston's Report No. 04-122 Report to Council: Review of Services.
- 6 For a further discussion of this approach to innovation, see the discussion of Robert Fritz's work in Peter Senge's article "Creating Desired Futures in a Global Economy" in the Society for Organizational Learning's Reflections (vol. 5, no. 1).
- 7 For a full discussion of "structural tension," see Robert Fritz. (1999) The Path of Least Resistance for Managers: Designing Organizations to Succeed. USA: Berrett Koehler.
- 8 For a helpful resource on this tool - program evaluation - see the Canadian Evaluation Society at www.evaluationcanada.ca. For a discussion of program evaluation practices and issues in municipal land-use planning departments in Ontario, see Seasons, Mark. (2002). Evaluation and Municipal Urban Planning: Practice and Prospects, the Canadian Journal of Program Evaluation. Vol. 17 No. 1, p. 43.
- 9 Town of Oakville's creation of an Interactive CD for Emergency Services Personnel, winner of a 2002 Peter J. Marshall Municipal Innovation Award, is an example of a municipal innovation where this issue drove improved effectiveness.
- 10 For illuminating illustrations of how a focus on these steps can improve the effectiveness of a municipal program, see the City of Kawartha Lakes' "Interpersonal Development: A Life Skills Program for Ontario Works Clients," winner of a 2003 Peter J. Marshall Municipal Innovation Award and the Region of Halton's "Establishment of a Housing Help Centre," winner of a 2002 Peter J. Marshall Innovation Award. The London Transit Commission's Process Review Management (PRM) framework has been employing these and similar steps to redefine and rebuild public transit, as illustrated in their presentation, "Redefining Delivery of Public Transit."
- 11 McDavid, Jim. (1998) Linking Program Evaluation and Performance Measurement: Are There Ways We Can Build and Sustain Performance Measurement Systems? British Columbia: School of Public Administration, University of Victoria.
- 12 Schacter, Mark. (2002) Not a "Tool Kit." Practitioner's Guide to Measuring the Performance of Public Programs. Ottawa: Institute on Governance. p.p. 11-12. See also Mayne, John. Office of the Auditor General of Canada. (2001) Addressing Attribution Through Contribution Analysis: Using Performance Measures Sensibly. The Canadian Journal of Program Evaluation. Vol. 16 No. 1, p. 1.
- 13 See, for example, the City of Windsor's "Summer Levy Program" described by the Ontario Centre for Municipal Best Practices (OCMBP) at www.ocmbp.ca.

- 14 See, for example, the City of Orillia's "Tags-on-bags/Pay-as-you-throw Systems" described by the Ontario Centre for Municipal Best Practices (OCMBP) at www.ocmbp.ca.
- 15 See, for example, the Town of Caledon "Roads-Winter Control-Cost Accounting" described by the Ontario Centre for Municipal Best Practices (OCMBP) at www.ocmbp.ca.
- 16 For more information, see "Allocation of General Government" in the Financial Information Return instructions. The instructions are posted at <http://oraweb.mah.gov.on.ca/fir/Welcome.htm>. Note that this methodology concerns only the allocation of program support associated with general government and not the indirect cost of other functions (such as fire protection or police).
- 17 National Archives of Australia. (2001) DIRKS - A Strategic Approach to Managing Business Information, Appendix 10 - Record Keeping Cost Benefit Analysis. p. 4.
- 18 Ministry of Municipal Affairs and Housing. (2001) Public-Private Partnerships: 14 Steps to Successful P3's. Toronto. p.p. 2-9.
- 19 Industry Canada (2003) The Public Sector Comparator: a Canadian Best Practices Guide. p.12.
- 20 Ministry of Municipal Affairs and Housing. (2001) Public-Private Partnerships: 14 Steps to Successful P3's. Toronto. p.p. 2-9.
- 21 As adapted from Fritz, Robert. (1999) The Path of Least Resistance for Managers: Designing Organizations to Succeed. USA: Berrett Koehler.
- 22 New South Wales Department of Public Works and Services Cataloguing-in-Publication data. (2001) Demand Management Guideline. p. 10.
- 23 For another example of this tool, see the discussion of Mississauga's "On the Road Utilization of Buses" at p. 104 of the Canadian Urban Institute 2003 Study, Best Practices in Municipal Delivery.
- 24 For an example of this tool, see the discussion of Mississauga Library's "Value Improvement through Employee Leadership Initiative" at p. 103 of the Canadian Urban Institute 2003 Study, Best Practices in Municipal Service Delivery.
- 25 See, for example, City of Toronto's "Water and Wastewater-Integrated Business and Information System" described by the Ontario Centre for Municipal Best Practices (OCMBP) at www.ocmbp.ca.
- 26 See, for example, the City of North Bay's "Roads-Winter Control-Winter patrol responsibilities integrated with other activities" described by the Ontario Centre for Municipal Best Practices (OCMBP) at www.ocmbp.ca

- 27 Ministry of Finance, Fiscal and Financial Policy Division. (2003) The Case for Improved Supply Chain Management in Ontario's Broader Public Sector. Toronto.
- 28 For a discussion of an award-winning employee wellness program, see the Municipal Monitor, "Town of Richmond Hill - Employee Wellness Program" (March/April 2004). p.18.
- 29 See, for example, the County of Middlesex's "Roads-Winter Control-Two-Shift Operation" at Ontario Centre for Municipal Best Practices (OCMBP) at www.ocmbp.ca.
- 30 See for example York Region's "Roads-Winter Control-Contract Terms" which facilitate timely call-out decisions by front line patrollers, described by the Ontario Centre for Municipal Best Practices (OCMBP) at www.ocmbp.ca.
- 31 For an example of this tool, see the discussion of the Region of Peel's asset management system at p. 120 of the Canadian Urban Institute 2003 Study, Best Practices in Municipal Service Delivery.
- 32 For an example of the importance of cross training in the re-engineering of municipal services, see the discussion of Calgary's re-engineering of the development approval process at p. 97 of the Canadian Urban Institute 2003 Study, Best Practices in Municipal Service Delivery. See also City of Dryden and Region of Peel's "Water and Wastewater-Cross-training: A Multi-Skilled/Multi-Licensed Work Force" described by the Ontario Centre for Municipal Best Practices (OCMBP) at www.ocmbp.ca.
- 33 City of Winnipeg. (1999) Policy and Framework for Alternative Service Delivery in City of Winnipeg.
- 34 As adapted from a presentation by Dr. A. Scott Carson, given at the 2003 Institute of Public Administration of Canada (IPAC) Conference.
- 35 Carson. (2003) Institute of Public Administrators of Canada (IPAC) Conference.
- 36 A variation on this method of service delivery - known as Special Operating Agencies (S.O.A.s) - is widely used in Winnipeg, see City of Winnipeg. (1999) Policy and Framework for Alternative Service Delivery in City of Winnipeg. See also Wilkins, John K. (2003) Conceptual and Practical Considerations in Alternative Service Delivery. Symposium on Creating Self-Confident Government: Reflections and New Frontiers.
- 37 City of Winnipeg. (January 1999) "Appendix III" Alternative Delivery Options Business Planning Workbook. p. 4. For an overview of the City of Ottawa's public-private partnership approach, see Public-Private Partnerships: Report to Corporate Services and Economic Development Committee and Council, June 7, 2002.
- 38 See, for example, City of London's "Waste management-Waste diversion-Community Partnership-Building" described by the Ontario Centre for Municipal Best Practices (OCMBP) at www.ocmbp.ca

- 39 For a helpful discussion of this issue, see O.E.C.D. (1997) Contracting Out Government Services: Best Practices Guidelines and Case Studies, Public Management Occasional Papers No. 20. For an example of how this risk can be overestimated, see the discussion of the City of Winnipeg's 1999 decision on contracting waste collection services in: City of Winnipeg. (2004) Provision of Solid Waste Collection Services. Report to the Alternative Service Delivery Committee. March 16, 2004, p. 6013. For a number of Canadian and international municipal case studies illustrating the necessity of assessing and appropriately allocating risks based on accurate information and good data, see Brubaker, Elizabeth. (2003) Revisiting Water and Wastewater Utility Privatization. Prepared for the Government of Ontario Panel on the Role of Government.
- 40 For more information on successor rights, see Section 68 of the Labour Relations Act, 1995.
- 41 Most of the discussion in this chapter has been sourced from a leading text in the area of municipal procurement of services - Harney, Donald F. (1992) Service Contracting: A Local Government Guide, International City/County Management Association - and provides a high-level description of the procurement process. The Ministry of Municipal Affairs and Housing has also developed a document that outlines the steps to develop bylaws or resolutions for procuring goods and services. A Guide to Developing Procurement Bylaws - Meeting the Requirements of the Municipal Act, 2001 is posted on the ministry's website at www.mah.gov.on.ca.
- 42 For a discussion of some of these issues, including linked work activities, shared resources, economics of scale, competitiveness and asset ownership, see the City of Ottawa's Competitive Service Delivery Review (CSDR) Manual (2003).
- 43 Harney, Service Contracting: A Local Government Guide, p. 27.
- 44 Certain interprovincial trade agreements have terms referencing scope, method, duration and other aspects of procurement. For more information, contact the Procurement Policy and IT Procurement Branch of the Management Board Secretariat or visit www.ppitpb.gov.on.ca.
- 45 Welsh Local Government Procurement Unit. (2003) Basic Guide to Contract and Procurement Law. P. 5-15. Available on-line at <http://www.wlga.gov.uk/Procurement/prog-guidance-docs/guide-to-proc-and-proc-law.pdf>.
- 46 From the workshop "Developing a Coaching and Mentoring System by Linkage Corporation." Available electronically at www.linkageinc.com. For more general guidance on implementation issues and strategies, see Bossidy, Larry and Charan, Ram. (2002) Execution: The Discipline of Getting Things Done. Crown Business, New York.
- 47 From the Business Improvement Architects' "BIA Project Management Process." Available on-line at www.bia.ca.
- 48 Beaudan, Eric. "Leading in Turbulent Times." (June 2002). Ivey Business Journal.

- 49 Treasury Board of Canada Secretariat. FIS Change Management Framework - Implementation of FIS for the Government of Canada.
- 50 For an example of a report to citizens on the results of service reviews, see: City of Regina. (2004) Report To Council on Innovations and Efficiencies Achieved In 2003, April 26, 2004. Report No. CM04-10.

A p p e n d i c i e s

Appendix 1: Glossary Of Terms

The following definitions reflect the way these terms are used in A Guide to Service Delivery Review for Municipal Managers and may have alternative meanings in other contexts.

Alternative Service Delivery

The process of public-sector restructuring to improve the delivery of services to citizens by sharing municipal functions with individuals, community groups, the private sector and/or other government agencies. By using ASD, the municipality concentrates on activities that it is best equipped to provide while allowing other sectors to carry out those activities that they do best.

Business Plan

A document that summarizes the operational and financial objectives of a business and contains detailed plans and budgets showing how the objectives are to be realized.

Capital Cost

In a general sense, expenditure that is for any lasting assets, such as permanent or semi-permanent facilities or equipment, buildings or machinery. As with related concepts such as operating costs, this term may have differing technical or special meaning in particular contexts such as accounting.

Common Measurement Tool

A citizen survey tool developed by the Canadian Centre for Management Development to ensure consistency in client satisfaction measurement among organizations. The common measurement tool (CMT) has been widely tested over several years and has won Canadian and international awards as an evaluation tool. To ensure that all aspects of client service are considered, the CMT asks questions related to five areas: client expectations, perceptions of the service experience, satisfaction levels, levels of importance, and priorities for service improvements. For more details, see the website for the Institute for Citizen-Centred Service: www.iccs-isac.org.

Cost-Benefit Analysis

A quantitative assessment that relates benefits from a project or program to the costs necessary to bring about those benefits.

Core Services Review

A strategic planning exercise to help a municipality determine what businesses it should be in. A core services review differs from a service delivery review, which helps the municipality improve the effectiveness and efficiency of a particular service or program.

Demand Management

A process whereby the supplier of a service attempts to influence demand for the service or program through, for example, consumer education, pricing, technological innovation, management approaches, regulations or operational procedures.

Direct Costs

Expenditures that can be specifically allocated to the provision of a particular service.

Direct Delivery

A service delivery method where the municipality has primary responsibility for producing, funding and providing a service or program, normally using municipal employees. Most municipal services and programs in Ontario are currently provided in this way.

Discounted Cash Flow

A method of evaluating return on a proposed investment that takes into consideration the time value of money - that is, the fact that a dollar received in the future is worth less than one received today. See also Net Present Value.

Economy

The relative cost of the inputs to a service or program compared to a given standard such as market cost.

Effectiveness

The relationship between the output of a service or program and its outcomes. The more these outputs produce the desired outcomes, the more effective the service is.

Efficiency

The ratio of outputs to inputs, or the amount of output per unit of input. Unit A is more efficient than Unit B either (1) if it uses fewer resources than Unit B but has the same output, or (2) if it uses the same resources as Unit B and has more output than Unit B.

Expenditure Management

A management system for the ongoing review of service and program spending to reduce expenditures and identify opportunities for using resources responsibly, efficiently and effectively.

Fixed Costs

Costs that are incurred to build a capital asset or provide a service that are independent of the level of output of that asset or service.

Indirect Cost

Costs incurred for the benefit of the organization as a whole and not readily traceable to a specific department, consequently beyond the control of a department head.

In-House Bid

A process that allows internal staff to compete with external entities for procurement opportunities. Section 271 of the Municipal Act, 2001 requires municipalities to have policies about the circumstances in which in-house bids will be encouraged as part of the tendering process.

Input

The resources that the service or program uses to produce outputs (for example, dollars spent, staff employed or equipment used).

Internal Improvement

A process whereby the municipality continues to deliver a service or program directly in an improved way by increasing the number of benefits, increasing the number of outputs or decreasing the number of inputs.

Labour Adjustment Cost

One-time additional costs to the municipality incurred when employees are displaced because of changes in the way a service or program is delivered. These costs can include severance entitlements, job security provisions and pension entitlements.

Licensing

The sale of a municipality's legal interest in a service or program to a person or business. For example, if the municipality has developed leading-edge geographic information system (GIS) technology, it could license the technology to private firms.

Life-Cycle Cost

The sum of present values of investment costs, capital costs, installation costs, energy costs, operating costs, maintenance costs and disposal costs over the lifetime of a product or service. The object of life-cycle cost analysis is to choose the most cost-effective approach from a series of alternatives to achieve the lowest long-term cost of ownership.

Municipal Business Corporation

Section 203 of the Municipal Act, 2001 permits municipalities to form municipal business corporations to provide municipal services and new facilities. The corporations can be either

wholly owned by the municipality or have varying proportions of private and non-profit ownership (up to 49% external ownership).

Municipal Performance Measurement Program

The Municipal Performance Measurement Program (MPMP) was introduced by the Ministry of Municipal Affairs and Housing for the 2000 reporting year. This program requires municipalities to collect specific data on core service areas, submit their data to the province and report to their constituents on the results. MPMP's objectives are:

- to provide a tool to assess how well municipal services are delivered to improve performance by measuring the efficiency and effectiveness of local services;
- to strengthen local accountability to taxpayers and promote greater understanding of municipal responsibilities by the taxpayer;
- to provide a systematic resource that allows municipalities to share information on performance and learn from each other.

For more information on MPMP, see the ministry's website: www.mah.gov.on.ca.

Net Present Value

Net present value analysis makes it possible to compare options when cash inflows and outflows are distributed unequally over time. Present value is calculated by multiplying costs by a predetermined factor, referred to as discounting, based on an established discount rate and time period. Net present value is based on the principle that a dollar received in the future is worth less than one received today. See also Discounted Cash Flow.

Non-recurring Cost

A cost that occurs only once in a project, also known as "one-time" costs. Although they appear only once, non-recurring costs can be the major costs for a small project.

Operating Cost

Generally, a cost incurred by the service or program for an item that is used up within a fiscal year; often these are costs for items such as utilities, salaries, office supplies, etc. As with related concepts such as capital costs, this term may have differing technical meaning in particular contexts such as accounting.

Organizational Learning

Learning that occurs in an organization through shared insights, knowledge, mental models and team learning.

Outcome

The impact that the output of a program or service has on citizens (that is, what the service or program makes happen rather than what it does). Identifying outcomes means asking, "What do we want this service or program to accomplish?"

Output

The tangible product produced by a service or program, such as tonnes of garbage collected or number of fires extinguished.

Partnership

With public-private or public-public partnerships, the municipality works in some way with another party to provide municipal services and programs. These partnerships are not necessarily characterized by a procurement process or by a particular kind of legal agreement. Often there would be a long-term business relationship between the parties. Each contributes resources and shares risks and rewards. The partnership may be with an external public agency, a private company, or a volunteer organization, among others.

A **public-public partnership**, generally speaking, is a relationship or intergovernmental agreement in which two or more jurisdictions, at any of the three levels of government, arrange to deliver public services or programs. The partnership can be achieved through shared services - a joint service agreement in which two or more jurisdictions act together to plan, finance and deliver a municipal service or program. For example, to achieve economies of scale or to capitalize on complementary expertise, a municipality and a school board might jointly develop and build a multi-use facility such as a combined school and public library.

A **public-private partnership**, generally speaking, is an agreement or relationship between the municipality and a private-sector provider to accomplish defined objectives. These partnerships (sometimes called “P3s”) are often used to design, finance, build and operate public facilities or services, with both parties pooling their resources and sharing profits or losses from the enterprise. Such arrangements usually differ from conventional service contracting in that the private partner usually makes a significant cash-at-risk or equity investment while the municipality gains access to outside financing or expertise.

Performance Measures

A way of costing and tracking the efficiency, effectiveness and community impact of a particular program or service over a period of time.

- **Economy measures** look at the cost of acquiring the inputs for a service or program compared to a given standard such as market cost.
- **Efficiency measures** look at whether the municipality is getting the maximum output for those inputs (for example, the number of young people reached by an employment program for a given cost).
- **Effectiveness measures** look at whether the outputs produce the desired outcomes (for example, does the service or program result in more young people finding work than would otherwise be the case?).

Privatization

Although there is no standard definition, one view of privatization involves the sale of assets or the transfer of capital to a private-sector company. Privatization may occur in circumstances in which there is no continuing public policy reason for retaining the service or program within the municipality or in which the public interest may be protected through regulation. One significant

difference between privatization and external purchase of services is that with privatization, accountability for delivery shifts to a greater or lesser degree from the municipality to the private-sector provider, whereas with the external purchase of services, the municipality continues to be accountable for the function.

Program Logic Model

A systematic, visual way to present a service or program with its underlying assumptions that helps define the relationship between the inputs, outputs and outcomes by linking them with arrows. The logic model makes it easier to think through what the service or program is trying to achieve, the steps taken to get there and assumptions on how things work.

Purchase of Services

The *external purchase of services* (“contracting out”) occurs when the municipality hires another service provider either:

- to deliver municipal services/programs with private-sector employees (an “operations and maintenance” contract); or
- to manage them using municipal employees and resources (a “management services” contract).

The *internal purchase of services* (“contracting in” or “in-housing bidding”) allows internal staff to compete with external parties for providing the service or program. Section 271 of the Municipal Act, 2001 requires municipalities to have policies about the circumstances in which “in-house” bids will be encouraged as part of the tendering process.

Request for Expressions of Interest

A general market research tool to determine vendor interest in a proposed procurement. It is used before the municipality issues a call for bids or proposals and is not designed to result in the award of a contract.

Request for Information

A method of providing prospective vendors with a general or preliminary description of a problem or need that asks them to provide information or advice about how to better define the problem or need, or requests their assistance in identifying alternative solutions. It is not a mechanism to pre-qualify or screen vendors and is not designed to result in the awarding of a contract.

Request for Pre-Qualification

A procurement process used to pre-qualify vendors for subsequent participation in a Request for Proposal. Responses from proponents are evaluated against selection criteria set out in the solicitation and a short list of pre-qualified proponents is created.

Request for Proposal

A competitive procurement process for obtaining unique proposals designed to achieve broad outcomes related to a complex problem or need for which there is no single solution.

Request for Tender

A competitive procurement process for obtaining competitive bids on precisely defined requirements for which a single solution exists.

Responsible Bid

A bid in which the prospective provider demonstrates (generally in the opinion of the person who has asked for the work to be done) through various information sources that it can and will perform as promised.

Responsive Bid

A bid in which the prospective provider has promised to do exactly what the municipality has requested in the solicitation document.

Risk Management

A systematic approach to setting the best course of action under uncertainty by identifying, assessing, understanding, acting on, monitoring and communicating risk issues.

Service Delivery Review

An evaluation process in which a specific municipal service is systematically reviewed to determine the most appropriate way to provide it.

Appendix 2:

Municipal Act, 2001

Provisions

Before considering a change in the method of service delivery, council and senior staff need to know the general legislative framework for delivering services. Note that Ontario municipalities operate within the context of a host of other legislation that is general to all employers (such as the Employment Standards Act and the Labour Relations Act) as well as legislation that is specific to certain services (for example, the Fire Prevention and Protection Act or the Public Libraries Act).

Three key elements of the Municipal Act, 2001 that affect the context for service delivery review are:

1. New authorizing provisions about service delivery and limits and constraints on the related powers (discussed below);
2. New performance and accountability provisions (discussed in Appendix 3);
3. New provisions about the role of council in service delivery (discussed in Chapter 1).

(See Ministry of Municipal Affairs and Housing, Municipal Act e-Guide.)

Natural Person Powers

Section 8 of the Municipal Act, 2001 confers on municipalities the rights and powers of a natural person for the purposes of exercising their authority under this and other statutes. Natural person powers give councils much the same authority and flexibility as individuals and corporations have to manage their organizational and administrative affairs. Generally, these powers enable a municipality, without the need for specific legislative authority, to:

- hire staff;
- enter into agreements;
- purchase land and equipment;
- delegate administrative responsibilities to committees, staff members or other bodies such as boards of management.

This single provision in the Municipal Act, 2001 replaces the numerous specific and prescriptive provisions about administrative matters found in the previous Municipal Act.

Municipal exercise of these broad administrative and organizational powers is subject to two main constraints:

- The natural person powers do not entitle municipalities to deliver services or operate facilities such as correctional facilities for which they lack authority under the Municipal Act, 2001 or any other legislation.
- These powers do not apply to those parts of the Municipal Act, 2001 dealing with finance (Section 17, in particular, sets out limits regarding the application of natural person powers to financial transactions).

Spheres Of Jurisdiction

Section 11 grants municipalities broad authority to deliver services and operate facilities in ten spheres of jurisdiction. The spheres reflect the main focus of the service delivery powers in the previous Municipal Act but are expressed in a general form so as to give councils more flexibility to deal with local circumstances.

For matters falling within the spheres, councils do not have to provide specific legislative provisions as justification for their actions. In most instances, the sphere is the basis for municipal authority. (An additional benefit of the inclusion of these spheres in the Municipal Act, 2001 is it should avoid the need for legislation in many circumstances when a new local issue emerges.)

Below are the spheres of jurisdiction and examples of some of the areas they cover:

1. Highways - parking and traffic on highways
2. Transportation systems other than highways - local traffic, ferries, airports
3. Waste management - waste collection, recycling, composting, disposal
4. Public utilities - water supply and sewage treatment facilities
5. Culture, parks, recreation and heritage - parks, arenas, museums, art galleries
6. Drainage and flood control, except storm sewers - floodways, purchase of wetlands
7. Structures, including signs and fences - fences surrounding swimming pools
8. Parking, except on highways - parking lots, garages
9. Animals - licensing, spaying clinics, restrictions on exotic animals
10. Economic development services - industrial parks, tourism promotion

However, a municipality's exercise of these powers is limited by other parts of the Municipal Act, 2001 and other statutes.

First, about 80 other statutes (such as the Fire Protection and Prevention Act, the Police Services Act and the Ontario Works Act) administered by other ministries also provide authority for important municipal services.

Second, the Municipal Act, 2001 provides for explicit limits on the exercise of powers under the spheres. For example, under six spheres of jurisdiction listed in section 16, municipalities are not entitled to regulate private-sector operations of the type authorized by that sphere.

Lastly, municipal deliberations about using their authority under the spheres of jurisdiction must take into account Part III of the Municipal Act, 2001 titled "Specific Municipal Powers." Sections 24 through 114 supplement, restrict or impose limits or procedural requirements on the spheres.

Governmental Powers

Subsection 9(3) of the Municipal Act, 2001 specifies that municipal spheres of jurisdiction include general powers not available to natural persons. These powers enable councils to pass bylaws regulating and prohibiting activities. They can require people to do things and they can set up a system of permits, licenses and approvals.

In the previous Municipal Act, municipal regulatory powers were explicitly stated and were associated with specific activities. For example, subsection 208 (6) of the previous Municipal Act gave municipalities the explicit authority to regulate waste recycling. In the Municipal Act, 2001, this power is not explicitly stated but is included in the “waste management” sphere of jurisdiction by virtue of section 9.

Powers To Establish Corporations

Section 203 empowers the Lieutenant Governor in Council (Cabinet) to make regulations governing various forms of corporations that could be established and owned by one or more municipalities, including share corporations, with or without other non-municipal shareholders.

The recently passed Municipal Business Corporations regulation gives both large and small municipalities more authority to set up corporations and involve private-sector partners in the financing and undertaking of public projects through business corporations. Corporations are restricted to specific permitted objects, which include operation and maintenance of:

- a public transportation system;
- a residential waste management system;
- economic development promotion services;
- administrative services;
- certain types of capital facilities under section 110 of the Municipal Act, 2001 (this includes facilities that are: used by the council for the general administration of the municipality; related to the provision of transit and transportation systems; for the collection and management of residential waste and garbage; municipal community centres and facilities used for cultural, recreational and tourist purposes and parking);
- the construction and ownership of recreation, tourism and cultural facilities (except libraries); nursing homes and charitable homes; public transportation systems; residential waste management systems; general parking facilities.

The regulation also grants special powers to York Region related to a system or facility of a corporation established for transit.

Municipal Service Boards

Section 195 allows upper- and lower-tier municipalities to establish municipal service boards to control and manage services under the following spheres of jurisdiction:

- public utilities;
- waste management;

- transportation systems other than highways;
- culture, parks, recreation and heritage;
- parking, except on highways.

This offers enhanced flexibility for administration and governance, including joint service provision by two or more municipalities. A municipal service board is an agent of the municipality and the municipality, not the municipal service board, owns the assets related to a municipal service. A municipal service board does not have the power to borrow money. Such a board requires the consent of the municipality to extend services to another municipality or to undertake capital improvements.

User Fees And Charges

Under Part XII of the new Municipal Act, 2001, municipalities have broad authority to impose fees and charges for any activity or service the municipality provides and for the use of municipal property. The municipality determines the level of the fee and who pays the fee.

The legislation prohibits municipalities from imposing income or poll taxes. It also gives the Minister of Municipal Affairs and Housing the authority, by regulation, to restrict services for which user fees under this part may be imposed or the manner in which fees are imposed.

Fees for the use of a waste management system, a sewage system, water consumption, and police and fire protection permits and inspections, among others, are subject to special rules prescribed in the regulation. For example, in some cases these rules include the requirement that municipalities hold at least one public meeting to provide an opportunity for ratepayers to make representations.

Municipalities may not impose or charge fees for certain matters, such as:

- on the Crown alone;
- for court security or transportation of prisoners;
- for processing applications respecting planning matters under the Planning Act (a fee may be charged under the Planning Act).

As well, a board of management established by a municipality for an improvement area may impose fees only on business property owners in the improvement area for which the board was established, as well as on the tenants leasing these properties.

Limits

Another feature of the Municipal Act, 2001 is that it spells out explicit limits, such as:

- Municipal bylaws cannot conflict with federal or provincial statutes.
- Spheres of jurisdiction may be subject to procedural requirements and other limitations existing in other statutes.
- Under six of the spheres, municipalities are prohibited from regulating non-municipal systems.

- Municipalities in two-tier systems are prohibited from regulating activities of the other tier which are authorized under the spheres.
- Neither the spheres nor the natural person powers authorize municipalities to undertake certain corporate and financial actions such as imposing taxes, fees or charges, incurring debts and making investments - municipal authority for those activities is set out elsewhere in the Municipal Act, 2001.
- Municipalities can exercise their powers only inside their own boundaries, with some exceptions.

Appendix 3:

Municipal Performance And Accountability Mechanisms

A number of initiatives are in place, both under the provisions of the Municipal Act, 2001 (i.e., section 300 of the Municipal Act, 2001) as well as a result of the efforts of municipal associations and the province to ensure municipal responsiveness to high performance and accountability standards. These initiatives are intended to help municipalities improve service delivery. Chapter 1 discussed two initiatives: section 300 of the Municipal Act, 2001 and this guide itself. This appendix examines the following:

- Municipal Performance Measurement Program
- Ontario Municipal CAO's Benchmarking Initiative
- Ontario Centre for Municipal Best Practices
- Public-Private Partnership Workshops
- Innovative Service Delivery Links

Municipal Performance Measurement Program

The Municipal Performance Measurement Program (MPMP), established in 2000 by the Ministry of Municipal Affairs and Housing, requires Ontario municipalities to measure and report to citizens on their service delivery performance. MPMP consists of 40 performance measures in 10 core service areas. The program involves a dynamic process of defining and refining measures that are relevant to municipalities and the public. The program continues to benefit from the improvements and refinements that municipalities and others suggest.

MPMP includes both efficiency and effectiveness measures. The services selected for the program:

- reflect major expenditure areas for municipalities;
- reflect areas of provincial-municipal interest;
- reflect high interest and value to the public;
- have data that are relatively easy to collect;
- fall under municipal responsibility.

MPMP parallels a number of existing municipal practices of developing and reporting performance measures as part of or in conjunction with municipalities' annual budgets or strategic plans. As well, an intermunicipal benchmarking group has been providing valuable contributions in this area for some time.

For more information on the MPMP program, see the website for the Ministry of Municipal Affairs and Housing at www.mah.gov.on.ca.

Ontario Municipal CAO's Benchmarking Initiative

The Ontario Municipal CAO's Benchmarking Initiative (OMBI) is a partnership project to promote excellent service in municipal government. Approximately 20 larger Ontario regional and single tier municipalities participate.

The OMBI's aim, broadly, is to continue the evolution of a standard performance measurement framework for Ontario municipalities by reviewing and analyzing performance data (including, but not limited to, MPMP results, OMBI data, and other benchmarks as appropriate) to identify best practices of service efficiency and quality in Ontario municipalities. OMBI gathers data on more than 200 performance measures.

The OMBI initiative created several Expert Panels to study roads, water and wastewater, emergency medical services, solid waste management, fire and long-term care. The Expert Panels are intended to:

- improve performance for a range of services;
- identify best practices in the participating municipalities and develop a generic implementation strategy for municipalities that choose to implement those best practices;
- continue efficiency enhancements within and across participating municipalities;
- explore opportunities to jointly develop information technology systems to capture performance measurement data;
- develop standardized financial policies and activity-based cost-accounting protocols to be used in benchmarking;
- refine benchmarking methodology, processes and templates so that they can be utilized in future benchmarking work and shared with other municipalities in Ontario;
- improve information for decision making within municipalities.

For more information, visit OMBI's website: www.ombi.ca.

Ontario Centre For Municipal Best Practices

With the creation of the MPMP, municipalities have the start of a common method for producing performance information about their services. The Ontario Centre for Municipal Best Practices (OCMBP) was established to support the growth of this framework, as well as to establish appropriate comparisons of municipal service performance and identify the best practices that lead to superior results.

OCMBP is a collaborative effort between the Ministry of Municipal Affairs and Housing, the Association of Municipalities of Ontario, and other key stakeholders from the municipal sector in Ontario. Its goals are to:

- use data (from MPMP and OMBI sources) to identify, analyse and publish municipal best practices;
- investigate underlying factors that drive municipal service delivery;
- develop reports, case studies and technical analysis of best practices;
- incorporate performance information into municipal decision-making;
- recommend data maintenance standards and provide feedback to the province on MPMP;

- help municipalities apply best practices.

OCMBP relies on data from some (not all) service areas measured by the MPMP, contacting those municipalities that have achieved high performance so that other municipalities can learn from their best practice models. In determining which services to focus on, OCMBP uses data only from those services for which both effectiveness and efficiency measures are used.

To date, OCMBP has published best practice reports for the following services:

- roads - winter control;
- transit;
- water and sewer;
- solid waste diversion.

For more information, visit OCMPB's website: www.ocmbp.ca.

Public-Private Partnership Workshops

From September to December 2001, the Ministry, in conjunction with the Ontario SuperBuild Corporation and with support from key stakeholder groups, sponsored five Public-Private Partnership (P3) workshops.

These workshops, held in Thunder Bay, Sudbury, Hamilton, Toronto, and Guelph, and attended largely by members of the municipal sector (with some private-sector representation), were undertaken as an educational tool for municipalities in response to increasing interest and use of P3s in the municipal sector.

The workshops provided a detailed review of a 14-stage process for municipalities to consider in adopting a P3 service delivery method, from pre-procurement considerations through to the contract award phase.

Participants received a binder containing this information. This binder is available on request from the Ministry's Municipal Programs and Education Branch.

Innovative Service Delivery Links

In an early effort to support municipalities in their quest for improved service delivery, in 2000 the Ministry created the Innovative Service Delivery Links (ISD) page. This web page links users to websites operated by other governments and professional organizations that feature innovative approaches, theories and practices in municipal service delivery. The web page allows municipalities and local boards to obtain information on a range of new approaches to local service delivery.

The ISD page offers links to information sources in three areas:

- local, provincial and federal organizations that compile information on innovative practices or conduct research and publish documents on the subject;

- international organizations that compile information on innovative practices or conduct research and publish documents on the subject;
- awards for innovation in service delivery and public management.

The ISD page is linked to the OMBI and OCMBP websites and many other useful information sources that may assist your service improvement efforts. You can find the ISD page at the Ministry of Municipal Affairs and Housing website: www.mah.gov.on.ca.

Appendix 4:

The Public Interest “Test”

Service delivery review is a resource-intensive exercise, and before undertaking it, some municipalities conduct a “public interest test” to find out if they are “in the right business” in maintaining formal involvement delivering a specific service or a range of services. For example, while at one time the municipality may have been compelled to provide a service because of a lack of other providers, the need for continued involvement may now be less clear because of the growth of a healthy supply market. The City of Kingston has put a good deal of emphasis on the public interest “test”. See: City of Kingston. (2004) Report to Council: Review of Services. Report No. 04-122.

What is the public interest “test”?

While there is no formal or comprehensive definition of the public interest test, it is designed to identify a range of considerations that council might consider in answering the question, “Should the municipality continue to provide this service or program, and if so, what need does it fulfil?” Council may use the answer to this question as part of its policy setting or decision-making process.

Answering this question starts with council’s responsibility to respond to the expressed desires and preferences of citizens. However, it also means that council should act in the best interests of citizens. With this principle in mind, council may want to consider broad questions like the following in deciding whether the service or program still, in council’s opinion, meets the public interest:

1. Is the service or program important to meeting citizens’ needs?

To address this question, identify the stakeholders of the service or program and determine the extent to which they benefit from it. The best way to do this is to get feedback directly from them. Chapter 2 discusses the importance of citizen feedback in the review process and identifies ways to go about obtaining that feedback. The concern is not so much with citizens’ satisfaction with a service or program but rather how *important* the service or program is to them.

In determining whether a particular service or program is important to citizens, focus on understanding their needs as opposed to their wants. As distinguishing between needs and wants can be tricky, the following table provides interesting illustrations of each:

Targeting citizens’ underlying needs may allow you to consider a broader range of approaches than focusing on their wants alone. It may, in some instances, suggest opportunities to address the need through methods other than service delivery (for example, through regulation).

Wants (assets)	Needs (services)	Underlying need
Public swimming pools	Recreation services	Healthy lifestyle
Roads	Transportation	Ability to move goods and services Access to services
Water treatment facilities	Water	Thirst Sanitary bathing
Landfill operations	Processing solid waste Eliminate/remove harmful waste	Environment and public health protected

2. Is the service or program important to meeting the municipality's legal or policy mandate?

This question tries to determine the fit between the service or program and the municipality's strategic vision, policy mandates and legal obligations.

For example, under section 3(1) of the Homes for the Aged and Rest Homes Act, an Ontario municipality may be required to establish and maintain at least one home for the aged. This may prevent a municipality from entirely discontinuing delivery of this type of service.

A strategic planning process or corporate-wide goal-setting process such as a core services review will suggest what is critical to the municipality's policy mandate.

3. What is the service's or program's net cost and benefit to society at large?

The specific questions you may want to consider include:

- Overall, do the benefits of the service or program outweigh the costs?
- Do equity considerations (that is, fairness to residents or businesses) justify the costs if they exceed the benefits?
- If the municipality discontinued all or part of the service or program, would the service or program cease or would somebody else provide it?
- If the service or program ceased, would there be a negative effect on the municipality or an adverse public reaction? Would specific groups be affected directly or indirectly? Would the negative effect on specific groups be justifiable if continuing this activity causes reductions in other services or programs?
- If the service or program ceased, what costs would go away and what costs would remain? e.g. supervision/management.

4. Is the service or program affordable?

Remember that even if net benefits outweigh costs, a service or program could fail the public interest test if it is not affordable.

Additional Considerations

In spite of the guidance provided by the questions above, the nuances involved in weighing various (and often competing) considerations means that determining whether a service or program should continue to be provided can often be a challenging and delicate process. If you decide that a service or program has failed the public interest test, there is likely no compelling public policy rationale for the municipality's continued formal involvement.

In the context of this guide, we have used the public interest test strictly as a filter to help you determine whether the municipality's continued formal involvement in a service or program is warranted, either as direct deliverer or as a participant in an alternative form of delivery.

However, many services and programs may be outside the municipality's mandate and operational plan but still have sufficient public interest to justify municipal involvement through other methods. Here, council may want to consider the municipality as funder, adviser, facilitator, manager, or regulator.

Next Steps

The public interest "test" should help inform your decision about the appropriate role of the municipality. Your next step will not likely be simply to cease municipal involvement in the service or program in question (whether through discontinuance, privatization or other form of divestment). Instead, your strategy should involve ensuring continuity of delivery through facilitating transition to another provider willing to assume delivery.

Appendix 5:

Approaches To Collecting Information From Citizens

Complaints

Monitoring the frequency and content of citizen complaints is perhaps the most basic and widespread way of obtaining citizen input. One advantage of this passive approach to information-gathering is that transaction costs are low since citizens (not the municipality) initiate contact. However, for the following reasons, you will probably not want to rely solely on complaints to uncover citizen needs.

- Complaints do not respond to specific questions that you design, so it is often hard to interpret the information received. (To mitigate this problem, when citizens complain by phone, you might consider asking them a generic set of survey questions.)
- Not having the benefit of standardized questions, it is often difficult to draw comparisons between complainant responses.
- Since complaints are often submitted on a random basis, it may often be difficult to obtain a sufficient sample size of complaints from which to draw statistically reliable conclusions about the relevance of a particular type of complaint (it is hard to gauge how many other citizens hold the same or other views).
- Complaints measure complaints only, not levels of satisfaction.
- Since most people don't go through the time-consuming process of complaining unless they cross a certain threshold of dissatisfaction, it's possible that a significant body of citizens may be somewhat dissatisfied with an aspect of a service or program but not dissatisfied enough to complain. In this circumstance, since no one has complained, you may be falsely led to believe that satisfaction levels are high.

Client Surveys

Client surveys measure the satisfaction of citizens who are the direct recipients or users of a service or program. This type of survey focuses on service or program delivery at an operational level and includes questions about specific details relating to a citizen's actual service delivery experience (for example, how much time it took to get service, whether staff were courteous and helpful, how easy it was to access the facility).

Citizen Surveys

Citizen surveys have a broader scope and are designed to measure the satisfaction of citizens from a general perspective; for example, whether a particular service should be provided directly by the municipality or by an alternative form of delivery. The Common Measurement Tool (CMT) is an example of a citizen survey. The CMT was developed by the Canadian Centre for Management Development, has been widely tested over a number of years and has won Canadian and international awards as an evaluation tool. For more information on CMT, visit the Institute for Citizen-Centred Service website: www.iccs-isac.org.

Survey Tools

A number of measurement tools are available for gathering the views of citizens. These include:

Interviews

- In-depth interviews
- Client focus groups
- Exit interviews

Questionnaires

- Mail surveys
- Telephone surveys
- Exit surveys
- E-mail surveys

Ongoing input mechanisms

- Toll-free numbers
- Suggestion boxes
- Response cards

Appendix 6:

Challenges In Developing Performance Measures

You should be aware of the following challenges when creating your performance measures, so that you can develop strategies to address them.

(Material here is drawn from: Ministry of Municipal Affairs and Housing. (2003) Municipal Performance Measurement Program Handbook. Toronto; Schacter, Mark. Practitioner's Guide to Measuring the Performance of Public Programs, Institute On Governance, 2002, www.iog.ca, p.p. 21-26; Schacter, Mark. The Challenge of Applying Results-based Thinking to Policy, Institute on Governance, 2002, www.iog.ca, p.p. 11-17; Mayne, John. Office of the Auditor General of Canada. (2001) Addressing Attribution Through Contribution Analysis: Using Performance Measures Sensibly. The Canadian Journal of Program Evaluation. Vol. 16 No. 1, p. 1.)

Multiple Outcomes

The nature of municipal governance means that for any service or program it may be equally important to achieve a variety of (often competing) outcomes. You need to be aware of and account for all critical outcomes in developing a performance measurement framework and to be explicit in your assumptions about the outcomes you are measuring.

Hard-To-Measure Outcomes

Because they focus on the impact that a service or program has on citizens, many of the measures you develop will be qualitative. You may have to develop indirect or proxy measures that substitute for the direct measures you would ideally like to use. For example, to gauge its success, a fire department might track the number of fire-related deaths and injuries or the dollar value of property lost to fire. A hospital might rely on mortality rates and the results of random patient surveys. A school district might collect information on students who have found work after a certain period.

Motivating The Wrong Behaviour

Municipalities often develop performance measurement frameworks that short-circuit staff's ability to achieve the preferred outcomes. For example, relying on too limited a range of measures may motivate staff to focus exclusively on meeting those criteria to the detriment of the broader outcome of client satisfaction. The broader goal, for most services and programs,

is supported by successful execution of a variety of activities such as courtesy, low error rate and so forth.

To manage this risk, remember to develop a range of measures that reinforce the achievement of the preferred outcomes and remember to weigh those measures in proportion to their importance in achieving those outcomes.

Attribution

The ability of any given service or program to achieve the outcomes you have established depends on a variety of factors, only some of which are in the municipality's control. For example, a reduced incidence of domestic assault in a municipality may be associated with that municipality's efforts to improve police services. But there may be other causal factors which the police service does not directly control (for example, a legislative decision imposing stricter judicial penalties on domestic abusers may have accounted for the reduction).

Although factors outside the municipality's control must be monitored and managed to gain an accurate picture of the municipality's success in achieving important outcomes, as much as possible, your measures should be a true reflection of the municipality's performance on managing issues within its control.

Time Lag

Attribution problems can be compounded because of the time lag that generally occurs between municipal intervention in a service or program and the impact that intervention has on achieving preferred outcomes. This lag gives an opportunity for extraneous factors to influence the extent to which your outcomes are achieved.

This time lag challenge may in part be addressed by developing performance measures that capture near-term outcomes and some that address longer-term outcomes.

Cost

The benefit of input and output performance measures is that your information-collection cost is usually low because information on inputs and outputs is usually easily measured and easily accessed by the municipality. It is often more challenging to develop measures for outcomes as gathering information on how a service or program impacts citizens can be a resource-intensive exercise (see Chapter 2 and Appendix 5 for a discussion on some ways to collect citizen feedback).

Trade-offs have to be made to identify a group of measures that are cost-effective and yet meaningfully reflect success in achieving established outcomes.

Appendix 7:

Financial And Public Policy Risks In Alternative Service Delivery

The following table uses direct delivery (the traditional form of delivery) as the base case to outline some of the general financial and public policy risks associated with the alternative service delivery methods discussed in this guide.

(Much of the material here is adapted from: Mylvaganam, Chandran (August 2000) Extending the Canadian Treasury Board's "Framework for Alternative Program Delivery Identifying Risk – A First Look," p.5. For additional considerations about risks, see the table at Chapter 6 that outlines when the various ASD methods may not be suitable.)

The complexity of many of these options may increase financial and public policy risks substantially. Therefore, we strongly recommend that you prepare a thorough business case and obtain professional and legal advice before proceeding with implementing any of these alternative service delivery methods.

ASD option	Financial Risk	Public Policy Risk
Direct Delivery	This is the base case for examining the other methods.	This is the base case for examining the other methods.
Purchase of Services	Municipality may have to intervene if the provider is unable or unwilling to deliver, especially if the service or program is critical in nature. Financial risk is therefore increased.	Procurement process should be transparent, fair, avoid conflict of interest (especially important when in-house bids are allowed). Service or program quality must be maintained at a high level.

ASD option	Financial Risk	Public Policy Risk
Purchase of Services (continued)	Municipality may have to maintain some internal capacity.	<p>Employees may be displaced when contract not awarded to in-house bidder or the purchase is an operation and maintenance contract - as opposed to management service contract.</p> <p>Possible disruption of delivery during transition.</p>
Municipal Business Corporations	<p>Generally, financing will rely on the corporations assets and will not be dependent on the municipal tax base. Financial risks are different than those for a municipality because of the use of a corporate structure. Rigorous business case requirements may address risk due to thorough vetting of MBC proposal pre-implementation.</p>	MBC may be perceived to be entering private commercial sphere in spite of mandatory public notice and business case requirements.
Municipal Service Boards and other local entities	If day-to-day operations are too far removed from the checks and balances of direct municipal oversight, financial misadministration could go undetected for an unacceptable period of time.	Generally similar to base case. However, if day-to-day decision making is independent from the municipality (for example, as with arm's-length bodies), decisions may lack sensitivity to local priorities.

ASD option	Financial Risk	Public Policy Risk
Public-Private Partnership (P3)	The private-sector partner could dissolve the partnership (and risk disruption of service or reduced quality of service). This risk of breach of contract is mitigated when the private-sector partner has an equity stake in the project and when contractual provisions require a party to give notice before dissolving the partnership.	Multiple reporting responsibilities may mean that an action that is harmless for one partner may create challenges for the other.
Licensing of Municipal Property	Financial risk may be small.	Licensing processes should be seen as open, unbiased and fair.
Privatize	If municipal involvement and responsibility for the service ceases, financial risk may be small. However, the level of risk also depends on the degree of stakeholder acceptance of the enterprise (the municipality may have to reassume delivery if enterprise fails).	Greater focus on profitability may reduce quality level and alienate users. Labour issues may arise if employees are displaced. Higher fees or costs may alienate users.

Appendix 8:

Special Considerations In The Case Of In-House Bids

There are some special considerations to take into account in the case of in-house bids. Council will want to ensure that clear policies are in place about what municipal support, if any, will be provided to in-house bidders and that the municipality has a contingency plan in case the in-house bid is unsuccessful. Section 271 of the Municipal Act, 2001 also requires municipalities to have policies about the circumstances in which “in-house” bids will be encouraged as part of the tendering process.

Both the City of Ottawa and the Region of Peel have developed helpful manuals on this topic (see *Appendix 10*). These provide more detail on what is involved in this service delivery method. For additional information, see the:

- discussion about “competitive service delivery” in Indianapolis and the Region of Peel documented in the Canadian Urban Institute’s 2003 study: *Best Practices in Municipal Service Delivery*. Toronto.
- Carr-Gordon Limited’s 1997 “New Directions in Municipal Services: Competitive Contracting and Alternative Service Delivery in North American Municipalities” (ICURR Publications) for information on the application of this process in Indianapolis, Charlotte (NC), Phoenix, and the then Borough of East York and the City of Etobicoke.
- discussion of the key issues in the effective design of these processes in: Eggers, W.D. (1998) *Competitive Neutrality: Ensuring a Level Playing Field in Managed Competitions*. Los Angeles, CA: Reason Public Policy Institute.
- awards/reviews about the City of Phoenix and New Zealand - each examples of jurisdictions that have implemented this process on a wide scale. For information on the results in Phoenix, see Bertelsmann Foundation. (1993) *Carl Bertelsmann Prize 1993: Democracy and Efficiency in Local Government* (Vol. 1). Gutersloh: Bertelsmann Foundation Publishers. See also Pricewaterhouse Coopers Endowment for the Business of Government. (2001) *Creating a culture of innovation: 10 lessons from America’s Best Run City*. Available online at <http://www.endowment.pwcglobal.com/pdfs/denhardtreport.pdf>. For information on the results in New Zealand, see Kettl, F. Donald. (2000) *The Global Public Management Revolution: A Report on the Transformation of Governance* Washington, DC: Brookings Institution Press.)

Decisions on which service provider to use need to be made on the principle of objectivity and the protection of citizens’ interests. The following principles may assist:

- promoting open and competitive tendering and publication of the process;
- ensuring transparent decision-making;

- providing all bidders with the same information;
- ensuring that all information is accounted for in the bidding process;
- ensuring that specifications are generic and not biased in favour of a particular bidder;
- maintaining record systems that will pass scrutiny;
- developing rules that address cross-subsidization from other municipal services and programs.

(See: Alternative Service Delivery in the Ontario Public Sector. Ontario Public Service Excellence & Innovation Office. Centre for Leadership. Cabinet Office. 1999. p. 11.)

Municipal Support Of The In-House Bid

Some municipalities have funding programs to support in-house bids. This delivery option is becoming more popular and various collective agreements allow for employee tenders on services being opened up to private-sector competition. However, these provisions may lead to the perception of prejudice against private-sectors bidders and have a chilling effect on bidding by outside providers.

Because neutrality is important, for employee bids, you might consider setting up protocols to address perceptions of unfair advantage by employees.

Consider advising the vendor community both of employee access to the bidding process and of procedures addressing potential unfair competitive advantage or conflict of interest.

In addition, clearly define the requirements of an employee proposal and proactively address questions that might arise. For example, if other potential suppliers must take operating and capital risks, how can employee bidders assume those same risks? If the project requires capital funds, how can the employees get access to such funds?

The In-House Bid Team's Relationship To The Bid

In-house bids raise a number of issues related to possible conflicts of interest and may merit particular attention in designing the process. Some of the potential issues include:

- degree of separation of in-house bidders from the bid process;
- costing;
- bid analysis;
- award of contract;
- post-implementation audits;
- waiver of some conflict of interest disqualification.

Appendix 9:

Helpful Hints For Procurement Of Services

For additional assistance, see A Guide to Developing Procurement By-laws, which lists 50 different risks that can arise in procurement and how to address them.

The municipal solicitor should be consulted in developing any of the policies discussed in this appendix. These examples are not meant to be exhaustive. Many other issues may arise in a particular context. It is a local responsibility to decide what is appropriate in a given situation.

Part A: Defining The Scope Of Work

- To maximize the number of potential providers, create a procurement policy that uses generic specifications in defining work or business needs.
- To protect the objectivity of the procurement function, ensure clear procurement policies are in place specifying the circumstances under which unsolicited proposals will result in a procurement.
- Use a multi-step procedure including a pre-qualification stage to ensure that the scope of work is not so broad (e.g., too complex or lengthy) that contracts become difficult to develop and implement.
- When demand is high, preferred prospective suppliers may confine their bidding to the more profitable or larger municipal contracts and bypass those that are less consequential to their “bottom line.”
- Be aware of the impact of timing (for example, construction season) on your procurement efforts.
- In the bidding process, provide enough time for bidders to prepare a well-researched response. Be conscious of possible logjams in turnaround time, including mailing time (both of the tender documents and of the bidder responses) and set realistic deadlines. After awarding the contract, ensure that your expectations for the timing of delivery are based on realistic timeframes. As prospective providers may not always have excess capacity (in terms of staff or equipment), allow sufficient time between award and contract start dates to plan effectively.

Part B: Preparing And Circulating The Bid Document

- To promote transparency and openness in your procurement process, consider putting in place general procurement policies about how potential suppliers will be informed of policies and procedures, bid opportunities and how to participate in the process. Note that there are special provisions about notices involving procurements in the MASH Annex to

the Agreement on Internal Trade and the Agreement on the Opening of Public Procurement for Ontario and Quebec. For information on these agreement go to: www.ppitpb.gov.on.ca

- To accurately value bids where goods and services are to be received at a later date, ensure that procurement policies specify how net present value will be calculated.
- Develop common criteria for evaluation of bids (price, quality, risk, qualifications and experience, strategy, approach, methodology, scheduling, past performance, facilities and equipment).
- If there is a reasonable likelihood that on completion of a contract, a follow-up contract will be necessary, ensure that the original bid solicitation makes clear that a follow-up contract may be necessary.
- Adopt clear policies about how bids are to be kept secure, how proprietary information is to be handled and how the confidentiality of bids will be maintained, keeping in mind any relevant privacy or Freedom of Information legislation.
- A policy for the required format for bids can address the risk of fairness concerns in the way the bids are evaluated.

Part C: Evaluating Bids

- A policy of documenting the process for evaluating bids may give the municipality clarity about the bid evaluation process.
- To promote evaluation of comparable bids, specify:
 - how bids are to be presented in terms of costs (for example, inclusion of total costs, including taxes);
 - standards that have been certified, evaluated, qualified, registered or verified by independent nationally recognized and industry- sponsored organizations such as the Standards Council of Canada;
 - evaluation methods for dissimilar products (that is, a weighting system).
- To reduce the risk of perception of bias or undue influence, establish a policy of “no informal contact” between municipal/local board staff or elected officials involved in the procurement with potential providers during the evaluation period. (A broader policy on contact at other stages of the procurement process, specifying who, when and how the contact may be made, can address risks at other stages of the process.)
- To ensure that a variety of perspectives influence the selection decision, use a selection committee of individuals from more than one department for mid-level contracts and from more than one department and council in the case of higher-value contracts.
- Establish policies that address how the municipality will respond to bids that exceed budget, or to bids that do not respond to the business needs or do not represent fair market value.
- A policy of keeping final rating results and supporting documentation available for internal inspection can show how a decision was arrived at for senior management, council or an auditor.
- Establish a policy concerning what bid information can or should be made public and when.
- Establish a policy on how to respond to irregular bids and how to debrief unsuccessful bidders and respond to their questions.

Part D: Contract And Risk Management Issues

- Having the municipal solicitor involved early in the bid process and reviewing contracts can reduce the risk of unintended legal consequences or imprecise contract language.
- Require suppliers to provide evidence of satisfactory insurance coverage to indemnify the municipality or local board from any damage claims arising from the contract.
- Require suppliers to provide a Certificate of Clearance to mitigate the risk of providers having arrears of premiums owed to or levied by the Workplace Safety and Insurance Board. As well, proof of compliance with health and safety legislation is important.
- Establish policies for how contracts may be terminated and how disputes may be resolved.

Appendix 10: Additional Resources

Resources Relevant To Most Or All Topics In The Service Delivery Review Guide:

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Guide d'examen de la prestation des services destiné aux gestionnaires municipaux

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REPORT N° FIN2019-035

Date	07/11/2019
Submitted by	Frédéric Desnoyers
Subject	2020 Budget adoption
File N°	N/A

1) **NATURE/GOAL :**

Follow public consultation and detailed review of the draft 2020 budget, this report recommends that Council formally approve the 2020 Budget which includes the revisions made during the Committee of the Whole budget process.

2) **DIRECTIVE/PREVIOUS POLICY :**

The Municipal Act, 2001, as amended requires that every municipality 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 allowed to budget for a deficit.

3) **DEPARTMENT'S RECOMMENDATION :**

BE IT RESOLVED THAT By-law No. 2019-xx, being a by-law to establish the budget estimates for the year 2020, be approved.

QU'IL SOIT RÉSOLU QUE le Règlement no. 2019-xx, visant à établir les estimés budgétaire pour l'année 2020, soit adopté.

4) **BACKGROUND :**

N/A

5) **DISCUSSION :**

On November 5-7th, 2019, the 2020 draft Operating Budget was presented to Council representing a 3.03% tax increase. Following the review and consideration of the 2020 draft budget, Committee of the Whole is recommending to Council a 3% tax increase. Please see Schedule "A" for the detailed adjustments. The draft 2020 Capital Budget was presented at \$7.9 million following Committee of the Whole review the draft Capital is at \$7.4 million. See Schedule "B" for the detailed adjustments.

6) **CONSULTATION:**

The 2020 draft budget was tabled at the Council meeting of October 22nd, 2019. Committee of the Whole met on the following dates to receive comments from the public and review the budget:

- November 5, 2019
- November 6, 2019
- November 7, 2019

Formal notice of the budget review meetings was placed in the Vision Newspaper.

The budget documents were posted on the City's website. A mailbox budget@clarence-rockland.com was established for public input into the budget process.

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

As included in this report

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

As included in this report.

Average Ratepayer In Clarence-Rockland for 2020				
Bill	2019	2020	\$ Diff.	%
Property taxes (City portion) – Average home assessed at \$293,500	\$1,958	\$2,017	\$59	3%
Water/ sewer – 165M ³ per year	\$818	\$840	\$22	2.69%
Waste Service	\$187.50	\$187.50	-	-

9) **LEGAL IMPLICATIONS :**

N/A

10) **RISK MANAGEMENT :**

N/A

11) **STRATEGIC IMPLICATIONS :**

Approval of the annual budget prior to the beginning of the year allows staff to get the tender process started over the winter months.

12) **SUPPORTING DOCUMENTS:**

- Operating Changes (Schedule A to report)
- Capital Changes (Schedule B to report)
- Proposed By-Law 2019-XX
- Proposed By-Law Schedules A&B
 - 2020 Operating & Capital Budget

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Schedule A
City of / Cité de Clarence-Rockland
Budget 2020

Operating budget Changes during Council Deliberations

Department		Adjustments		Tax \$'s	Tax Impact
Draft budget pressures				\$ 609,335	3.03%
Department	Explanation	GL	Amount		
<u>November 5, 2019</u>					
1)	Community Services	Promotion - Expo	1-4-1105-3501	7,000	
2)	Community Services	Community Events - Grants, Family day Bourget Park	1-4-7325-5510	-2,000	
				5,000	
Sub total				\$ 614,335	3.06%
Revised Pressures Nov 5				\$ 614,335	3.06%
<u>November 6, 2019</u>					
1)	Protective Services	Part-time Wages - Firefighting	1-4-2121-1120	- 40,614	
2)	Protective Services	Overtime Wages - Prevention/Education	1-4-2161-1130	- 4,500	
				-45,114	
Revised Pressures Nov 6				\$ 569,221	2.83%
<u>November 7, 2019</u>					
				569,221	2.83%
1)	Corp Rev & Exp	OMPF Grant confirmation	1-3-0140-0538	- 5,200	
2)	IT	Salaries	1-4-1321-1100	50,000	
3)	IT	Consulting - Projects	1-4-1324-4154	- 50,000	
4)	Infrastructure	Snow clearing cost	Multi	234,000	
5)	Infrastructure	Contribution from snow reserve	1-3-3700-0581	- 234,000	
6)	Council	Salaries & benefits	1-4-1121-1100	- 54,300	
7)	Corp Rev & Exp	Debt budget	1-4-1220-2100	- 15,127	
8)	Corp Rev & Exp	Contribution to road reserve	1-4-3127-7150	108,540	
				33,913	
Revised Pressures Nov 7				\$ 603,134	3.00%

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Schedule B
City of / Cité de Clarence-Rockland
Draft Budget 2020

2020 Capital Budget Changes during Council Deliberations

					Financing							
Item #	Capital Project	Draft	Revised	Change	Debt	Equipment reserve	General reserve	Building reserve	D/C	FGT	Comment	
3	Cathy Cain Park - Rink Boards & Surface	50,000	-	-	50,000	-	50,000				Nov 5th, removed	
9	Clarence-Creek Arena - Exterior emergency staircase repair	206,000	106,000	-	100,000			-	100,000		Nov 5th, cost reduced by department	
11	New Community Services Garage - Courtyard development	324,000	424,000	100,000	-	114,000	64,000	150,000			Nov 6th, cost increased by dept	
18	Live-Fire Training Facility	500,000	-	-	500,000	-	500,000				Nov 6th, removed by Council	
20	Thermal Imaging Camera	30,000	16,000	-	14,000	-	14,000				Nov 6th, reduction in budget	
48	New vehicle - Fire Services	65,000	-	-	65,000	-	65,000				Nov 7th, removed by Council	
New	Community Benefit Charge Study	-	60,000	60,000			6,000	54,000			Nov 7th, added	
6	Du Moulin Park	100,000	100,000	-				100,000	-	100,000	Change in funding	
7	Bourget Community - Floor replacement	113,000	113,000	-				-	100,000	100,000	Change in funding	
				-								
28-41	Roads	2,956,000	2,956,000	-							A general envelope budget of \$2,956,000 was approved but all specific projects identified under roads were removed	
				-								
	Net Change	4,344,000	3,775,000	-	569,000	-	679,000	-	6,000	50,000	54,000	-

CORPORATION OF THE CITY OF CLARENCE-ROCKLAND**BY-LAW 2019-104****BEING A BY-LAW TO ADOPT THE BUDGET ESTIMATES FOR THE YEAR 2020**

WHEREAS, section 290 of the *Municipal Act, 2001*, C.25 provides that the local municipality shall in each year prepare and adopt a budget including estimates of all sums required during the year.

NOW THEREFORE BE IT ENACTED by the Council of the Corporation of the City of Clarence-Rockland that:

1. The estimates of expenditure to be incurred by the City of Clarence-Rockland during the year 2020 shall be as set forth in Schedule "A" Operating and Schedule "B" Capital attached to this By-Law and forming part of this By-Law.
2. This By-Law shall come into force on the final passing thereof.

READ AND ADOPTED IN OPEN COUNCIL THIS 18TH DAY OF NOVEMBER, 2019.

GUY DESJARDINS, MAYOR

MONIQUE OUELLET, CLERK

Schedule A

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	24,986,578	1,106,059	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	1,058,181	254,980	31.75%
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	33,036,048	810,886	2.52%
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 \$	41,825,297 \$	1,077,690	
Dépenses / Expenses					
Revenus et dépenses corporatifs / Corporate Revenue and Expense	3,236,122	5,745,293	6,498,846	753,553	13.12%
Conseil / City Council	345,342	391,660	411,592	19,932	5.09%
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	6,002,302	142,378	2.43%
Services communautaires / Community Services	3,426,488	3,384,375	3,487,949	103,574	3.06%
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	6,108,589	433,761	7.64%
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	33,036,048	810,886	2.52%
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 \$	41,825,297 \$	1,077,690	
Net taxation -\$	1,855,029 -\$	0 \$	0 \$	0	

**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	21,600,061	983,134	4.8%
Amendes / Fines	205,657	262,605	213,357	-49,248	-18.8%
Subventions / Grants	1,090,058	1,422,632	1,620,345	197,713	13.9%
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%
Revenus total / Total revenues	\$ 23,066,617	\$ 23,880,519	\$ 24,986,578	\$ 1,106,059	4.6%
Dépenses / Expenses					
Contribution aux réserves / Contribution to reserves	2,878,339	3,460,622	4,178,675	718,053	20.7%
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	1,766,171	70,000	4.1%
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	\$ 6,498,846	\$ 753,553	13.1%
NET CORPORATIF / NET CORPORATE	-\$ 19,830,495	-\$ 18,135,226	-\$ 18,487,732	-\$ 352,506	1.9%

**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 %
Revenus / Revenues					
Conseil / Council	7,065	0	0	0	0.0%
Revenus total / Total revenues	\$ 7,065	\$ -	\$ -	\$ -	0.0%
Dépenses / Expenses					
Conseil / Council	345,342	391,660	411,592	19,932	5.1%
Dépenses totales / Total expenses	\$ 345,342	\$ 391,660	\$ 411,592	\$ 19,932	5.1%
Net	\$ 338,276	\$ 391,660	\$ 411,592	\$ 19,932	5.1%

**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!
Revenus total / Total revenues	\$ 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 Ressources	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	\$ 1,568,460	\$ 1,721,284	\$ 1,669,885	-\$ 51,399	-3.0%

**Cité de / City of Clarence-Rockland
Budget 2020**

Sommaire finances et technologie de l'information / 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%
Revenus total / Total revenues	\$ 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%

Schedule A

**Cité de / City of Clarence-Rockland
Budget 2020**

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%
Revenus total / Total revenues	\$ 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	825,443	66,013	8.7%
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	160,862	-908	-0.6%
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	\$ 2,003,071	\$ 132,873	7.1%
Net Feu/ Fire	\$ 1,677,075	\$ 1,737,838	\$ 1,776,447	\$ 38,609	2.2%

Schedule A

**Cité de / City of Clarence-Rockland
Budget 2020**

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					
Revenu - Reglementation / Revenue - 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	\$ 5,674,275	\$ 46,741	0.8%

**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%
Programme hivernal / Winter control	0	0	234,000	234,000	0.0%
Véhicules / Vehicles	54,100	54,700	55,200	500	0.9%
Revenus total / Total revenues	\$ 807,209	\$ 72,800	\$ 307,300	\$ 234,500	322.1%
Dépenses / Expenses					
Administration	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	925,346	259,000	38.9%
Véhicules / Vehicles	845,519	830,333	856,449	26,116	3.1%
Dépenses totales / Total expenses	\$ 5,237,867	\$ 4,524,704	\$ 4,905,386	\$ 380,682	8.4%
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 ET AMÉNAGEMENT/ INFRASTRUCTURE AND PLANNING	\$ 4,737,597	\$ 4,871,627	\$ 5,050,408	\$ 178,781	3.7%

**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%
Revenus total / Total revenues	\$ 668,433	\$ 652,611	\$ 602,659	-\$ 49,952	-7.7%
Dépenses / Expenses					
Administration	967,724	915,246	1,004,801	89,555	9.8%
Relations communautaires / Community Relation	449,141	586,389	582,968	-3,421	-0.6%
Programmes externes / External Programs	189,776	231,042	236,088	5,046	2.2%
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	\$ 3,487,949	\$ 103,574	3.1%
NET SERVICES COMMUNAUTAIRES / COMMUNITY SERVICES	\$ 2,758,056	\$ 2,731,764	\$ 2,885,290	\$ 153,526	5.6%

**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%
Revenus total / Total revenues	\$ 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%

Schedule A

**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%
Revenus total / Total revenues	\$ 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**

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%
Revenus total / Total revenues	\$ 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

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%
Revenus total / Total revenues	\$ 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

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%
Revenus total /					
Total revenues	\$ 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**

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%
Revenus total / Total revenues	\$ 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%

Titre / Title		Total \$	Croissance Growth	Fonds reserves Reserve funds	Octroies Grant	Other/ Surplus	Dettes / Debt
<u>Services communautaires/ Community Services</u>							
1	Bourget - Bandes de patinoire et surface Bourget - Rink Boards & Surface	90,000	0	0	45,000	45,000	0
2	Parc de Bourget - Remplacement des structures de jeux Bourget Park - Play structures replacement	50,000	0	50,000	0	0	0
3	Tous les parcs - Tables de pique-nique et bancs All parks - Picnic tables and bench	25,000	0	25,000	0	0	0
4	Parc Dutrisac - Sentier pavé Dutrisac Park - Paved pathway	35,000	0	35,000	0	0	0
5	Parc Du Moulin Du Moulin Park	100,000	0	100,000	0	0	0
6	Centre communautaire de Bourget - Remplacement du plancher Bourget community Center - Floor replacement	113,300	0	13,300	100,000	0	0
7	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
8	Aréna de Clarence- Réparation des marches extérieurs Clarence Arena - Exterior stairs repairs	106,000	0	106,000	0	0	0
9	Salle de spectacle - Remplacement d'équipement audiovisuel Performance Hall - Replacment of audio-visual equipment	100,000	0	100,000	0	0	0
10	Garage des Services communautaires - Aménagement de la cours extérieur Community Services Garage - Courtyard development	424,000	0	214,000	0	0	210,000
11	Remplacement remorque basculante Dump trailer - Remplacement	17,000	0	17,000	0	0	0
12	Remplacement remorque 16 pieds Trailer 16' - Replacement	10,000	0	10,000	0	0	0
13	Nouveau Site Web New Website	75,000	0	75,000	0	0	0
Total Services communautaire/ Community Services		1,185,300	0	785,300	145,000	45,000	210,000
<u>Finances / Finances</u>							
14	Étude sur les redevances pour avantages communautaires Community Benefit Charge Study	60,000	54,000	6,000	0	0	0
			0	0	0	0	0
<u>Finances TI / Finances IT</u>							
15	Projet de cybersécurité Cybersecurity project	30,000	0	30,000	0	0	0
Total Finances / Finances		90,000	54,000	36,000	0	0	0
<u>Services de la protection / Protective services</u>							
16	Ajout (2) Collecteurs de trafic et vitesse 2 additional Tracker Traffic collector	10,000	0	10,000	0	0	0
17	Nouvelle fourrière municipale new Municipal Dog Pound	80,000	0	80,000	0	0	0
18	Pinces de désincarcération à batterie Rescue tools battery operated	50,000	0	50,000	0	0	0
19	Remplacement caméra thermique Replacement of Thermal Imaging Camera	16,000	0	16,000	0	0	0
Total Services de la protection / Protective services		156,000	0	156,000	0	0	0
<u>Bibliothèque / Library</u>							
20	Améliorations électriques à la succursale de Rockland Electrical upgrades Rockland branch	15,000	0	15,000	0	0	0
21	Mises à jour de la succursale de Bourget Bourget branch updates	40,000	0	40,000	0	0	0
Total Bibliothèque / Library		55,000	0	55,000	0	0	0
<u>Aménagement du territoire / Planning</u>							
22	Conception partie rue St-Jean- Poupart Design of part of St-Jean - Poupart	450,000	360,000	90,000	0	0	0
23	Subdivision Hunter's Hollow Hunter's Hollow Subdivision	380,000	0	323,022	0	56,978	0
Total aménagement du territoire / Planning		830,000	360,000	413,022	0	56,978	0
<u>Travaux publics / Public Works</u>							
24	Compresseur air pak Air Pak Compressor	20,000	0	20,000	0	0	0
25	Dôme a sel Salt Dome	35,000	0	35,000	0	0	0
26	Feux de circulation au DEL LED Traffic Lights	27,000	0	27,000	0	0	0
Total travaux publics / Public Works		82,000	0	82,000	0	0	0

Titre / Title		Total \$	Croissance Growth	Fonds reserves Reserve funds	Octroies Grant	Other/ Surplus	Dettes / Debt
	Routes / Roads						
	Total Routes / Roads	2,956,000	0	959,910	1,996,090	0	0
	Véhicules / Fleet						
27	Remplacement camion travaux publics (1 tonne) Replacement pickup public work (1 ton)	55,000	0	55,000	0	0	0
28	Remplacement camion travaux publics (3/4 tonne) Replacement pickup public work (3/4 ton)	55,000	0	55,000	0	0	0
29	Tracteur TYM - Remplacement Loisirs TYM tractor - Replacement	85,000	0	85,000	0	0	0
30	Nouveau véhicule - Services d'eau New vehicle - Water Services	50,000	0	50,000	0	0	0
31	Remplacement du véhicule patrouille 2013 Replacement of 2013 enforcement vehicle	62,000	0	62,000	0	0	0
32	Remplacement du véhicule 2009 SUV Replacement of 2009 vehicle SUV	72,000	0	72,000	0	0	0
33	Remplacement Tandem Replacement Tandem	350,000	0	0	0	0	350,000
34	Remplacement Tandem Replacement Tandem	350,000	0	0	0	0	350,000
	Total Véhicules / Fleet	1,079,000	0	379,000	0	0	700,000
	Eau / Water						
35	Rue Wallace - remplacement de l'aqueduc Wallace Street - watermain replacement	981,000	0	981,000	0	0	0
	Total Eau / Water	981,000	0	981,000	0	0	0
Total 2020		7,414,300	414,000	3,847,232	2,141,090	101,978	910,000



RAPPORT N° FIN 2019-038

Date	13/11/2019
Soumis par	Graham Stevens Analyste/Percepteur
Objet	Règlement taxation Intérimaire 2020
# du dossier	F22 Taxes

1) **NATURE / OBJECTIF :**

Pour permettre la perception des taxes avec l'utilisation d'une facturation intérimaire.

2) **DIRECTIVE/POLITIQUE ANTÉCÉDENTE :**

En vertu de la *Loi sur les Municipalités*, une Municipalité locale peut, adopter un règlement prévoyant le prélèvement des sommes à l'égard de l'évaluation des biens situés dans la Municipalité qui sont imposable à ses fins. La facturation intérimaire est égale à 50% des taxes de l'année précédente.

3) **RECOMMANDATION DU SERVICE:**

QU'IL SOIT RÉSOLU que le Règlement 2019-105, étant un règlement pour autoriser le prélèvement de taxe intérimaire pour l'année 2020, soit adopté.

BE IT RESOLVED THAT By-law Law No. 2019-105, being a by-law to provide for interim tax levies for the year 2020, be adopted.

4) **HISTORIQUE :**

Chaque année un règlement est présenté au Conseil Municipale afin d'autoriser le prélèvement de la taxe intérimaire. Ces fonds sont nécessaires afin de permettre d'opérer la Municipalité.

5) **DISCUSSION :**

La facturation intérimaire permet au Trésorier d'envoyer ou faire envoyer par la poste, à l'adresse domiciliaire ou au lieu d'affaires de chaque personne visée par l'impôt payable; Autorisé le Trésorier à accepter des paiements en tout ou en partie au titre de l'impôt payable et à donner des reçus selon les montants reçus; Elle permet aussi d'imposer une pénalité en cas de défaut de paiement ou de paiement tardif de tout impôt par rapport aux dates de versement ou le versement est exigible.

En 2019, le prélèvement des taxes municipales, scolaires, et du comté de Prescott-Russell se chiffraient à 38,676,325\$. Le règlement qui vous est présenté aujourd'hui devrait nous permettre de prélever un montant de plus de 19,338,162\$ payable en deux (2) versements égaux, la dernière journée ouvrable de février et d'avril 2020.

La facturation intérimaire permet de maintenir une meilleure situation de trésorerie.

6) **CONSULTATION :**
S/O

7) **RECOMMANDATION OU COMMENTAIRES DU COMITÉ :**
S/O

8) **IMPACT FINANCIER (monétaire/matériaux/etc.):**
Le règlement permet de recevoir les montants nécessaires de trésorerie pour permettre à la Municipalité d'effectuer ses opérations.

9) **IMPLICATIONS LÉGALES :**
S/O

10) **GESTION DU RISQUE (RISK MANAGEMENT) :**
S/O

11) **IMPLICATIONS STRATÉGIQUES :**
S/O

12) **DOCUMENTS D'APPUI:**
• Règlement pour la taxation intérimaire 2019-XX

THE CORPORATION OF THE CITY OF CLARENCE-ROCKLAND

BY-LAW NUMBER 2019-105

A BY-LAW TO PROVIDE FOR INTERIM TAX LEVIES FOR THE YEAR 2020 FOR THE CITY OF CLARENCE-ROCKLAND.

WHEREAS section 317 of the *Municipal Act*, R.S.O. 2001, C.25, as amended, provides that the council of a local municipality, before the adoption of estimates for the year under section 290, may pass a by-law levying amounts on the assessment of property in the local municipality ratable for local municipality purposes;

AND WHEREAS the Council of this municipality deems it appropriate to provide for such interim levy on the assessment of property in this municipality;

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

In this by-law the following words shall be defined as:

"Collector" shall mean the Tax Collector of the Municipality;

"Minister" shall mean the Minister of Finance;

"MPAC" shall mean the Municipal Property Assessment Corporation;

1. The amounts levied shall be as follows:

For the Residential, Pipeline, Farmland and Managed Forest property classes there shall be imposed and collected an interim levy of 50% of the total taxes for municipal, county and school purposes levied on in the year 2019.

For the Multi-Residential, Commercial and Industrial property classes there shall be imposed and collected an interim levy of 50% of the total taxes for municipal, county and school purposes levied on in the year 2019.

2. For the purposes of calculating the total amount of taxes for the year 2020 under paragraph 1, if any taxes for municipal, county and school purposes were levied on a property for only part of 2019 because assessment was added to the collector's roll during 2019, an amount shall be added equal to the additional taxes that would have been levied on the property if taxes for municipal, county and school purposes had been levied for the entire year.

3. The provisions of the by-law apply in the event that assessment is added for the year 2020 to the collector's roll after the date this by-law is passed and an interim levy shall be imposed and collected.
4. All taxes levied under this by-law shall be payable into the hands of the Collector in accordance with the provisions of this by-law.
5. There shall be imposed on all taxes a penalty for non-payment or late payment of taxes in default of the installment dates set out below. The penalty shall be one and one-quarter percent (1¼%) of the amount in default on the first day of default and on the first day of each calendar month during which the default continues, but not after the end of 2020.
6. The interim tax levy imposed by this by-law shall be paid in two installments due on the following dates:

One-half (½) thereof on the 28th day of February of 2020;

One-half (½) thereof on the 30th day of April of 2020.
7. The Collector may mail or cause to be mailed to the address of the residence or place of business of each person taxed under this by-law, a notice specifying the amount of taxes payable.
8. The notice to be mailed under this by-law shall contain the particulars provided for in this by-law and the information required to be entered in the Collector's roll under section 340 of the *Municipal Act*.
9. The subsequent levy for the year 2020 to be made under the *Municipal Act* shall be reduced by the amount to be raised by the levy imposed by this by-law.
10. The provisions of s.317 of the *Municipal Act*, as amended apply to this by-law with necessary modifications.
11. The Collector shall be authorized to accept part payment from time to time on account of any taxes due, and to give a receipt of such part payment, provided that the acceptance of such part payment shall not affect the collection of any percentage charge imposed and collectable under section 5 of this by-law in respect of non-payment or late payment of any taxes or any installment of taxes.
12. Nothing in this by-law shall prevent the Collector from proceeding at any time with the collection of any tax, or any part thereof, in accordance with the provisions of the statutes and by-laws governing the collection of taxes.

13. In the event of any conflict between the provisions of this by-law and any other by-law, the provisions of this by-law shall prevail.
14. This by-law shall come into force and take effect on the day of the final passing thereof.

DONE AND PASSED IN OPEN COUNCIL THIS 18TH DAY OF NOVEMBER 2019.

Mayor, Guy Desjardins

Clerk, Monique Ouellet

CORPORATION OF THE CITY OF CLARENCE-ROCKLAND**BY-LAW NO. 2019-106****BEING A BY-LAW TO AUTHORIZE THE CORPORATION OF THE CITY OF CLARENCE-ROCKLAND TO PURCHASE A PARCEL OF LAND FOR THE SNOW DUMP.**

WHEREAS Sections 8, 9, and 11 of the Municipal Act, 2001, S.O. 2001, Chapter 25 and amendments thereto provides that every municipal Corporation may pass by-laws for the purpose of governing its affairs as it considers appropriate;

WHEREAS the Council of the Corporation of the City of Clarence-Rockland deems it expedient to exercise the City's first right of refusal and purchase a parcel of land for the snow dump from Stephane Poupart Development Ltd.

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

- 1. THAT** Municipal Council authorizes the Mayor and the Clerk to sign the transfer documentation necessary to execute the purchase of a parcel of land legally described as Parts 2 and 3, Plan 50R9081 City of Clarence-Rockland, from Stephane Poupart Development Ltd.
- 2. THAT** the agreement be in the form hereto annexed and marked as Schedule "A" to this by-law;
- 3. THAT** this by-law shall come into force on the day of its adoption.

READ, PASSED AND ADOPTED BY COUNCIL THIS 18th DAY OF NOVEMBER 2019.

GUY DESJARDINS, MAYOR

MONIQUE OUELLET, CLERK

**CORPORATION OF THE CITY OF CLARENCE-ROCKLAND
BY-LAW 2019-103**

BEING A BY-LAW OF THE CITY OF CLARENCE-ROCKLAND TO CONFIRM PROCEEDINGS OF THE COUNCIL OF THE CITY OF CLARENCE-ROCKLAND AT ITS REGULAR MEETING HELD ON NOVEMBER 18, 2019.

WHEREAS Sub-section 5(1) of the Municipal Act, 2001, as amended, provides that the powers of a municipal corporation are to be exercised by its Council;

AND WHEREAS Sub-section 5(3) of the said Municipal Act provides that the powers of every council are to be exercised by By-law;

AND WHEREAS it is deemed expedient that the proceedings of the Council of the City of Clarence-Rockland at this meeting be confirmed and adopted by By-law;

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

1. **THE** action of the Council of the City of Clarence-Rockland in respect of each recommendation contained in any reports of committees and of local boards and commissions and each motion and resolution passed and other action taken by the Council of the City of Clarence-Rockland at this meeting is hereby adopted and confirmed as if all such proceedings were expressly embodied in this by-law.
2. **THE** Mayor and the appropriate officials of the City of Clarence-Rockland are hereby authorized and directed to do all things necessary to give effect to the action of the Council of the City of Clarence-Rockland referred to in the proceeding section.
3. **THE** Mayor and the Clerk, are authorized and directed to execute all documents necessary in that behalf and to affix thereto the corporate seal of the City of Clarence-Rockland.

READ, PASSED AND ADOPTED IN OPEN COUNCIL THIS 18TH DAY OF NOVEMBER, 2019.

Guy Desjardins, Mayor

Monique Ouellet, Clerk