



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

May 20, 2020, 7:15 pm
Teleconference

Pages

1. Opening of the meeting

PLEASE BE ADVISED THAT COUNCIL MEMBERS WILL BE ATTENDING THIS MEETING ELECTRONICALLY VIA TELECONFERENCE DUE TO THE COVID-19 PANDEMIC SITUATION.

This meeting will be made accessible to the public via Facebook Live ONLY on the City of Clarence-Rockland page:
<https://www.facebook.com/clarencerockland/>

2. Prayer

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8. Other items

9. Adjournment



CORPORATION DE LA CITÉ DE
CLARENCE-ROCKLAND
COMITÉ PLÉNIER

le 20 mai 2020, 19 h 15
Téléconférence

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VEUILLEZ ÊTRE AVISÉS QUE LES MEMBRES DU CONSEIL PARTICIPERONT À CETTE RENCONTRE VIA TÉLÉCONFÉRENCE VU LA SITUATION DE PANDÉMIE COVID-19.	
Cette réunion sera accessible au public par Facebook Live SEULEMENT à partir de la page de la Cité de Clarence-Rockland: https://www.facebook.com/clarencrockland/	
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9. 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).



REPORT N° INF2020-16

Date	11/05/2020
Submitted by	Julian Lenhart
Subject	Cost Recovery Request for Morris Village Stage 5
File N°	

1) **NATURE/GOAL :**

The purpose of this report is to (a) secure Council's approval of the principles for a cost recovery strategy for the construction of infrastructure being installed in Morris Village, Phase 5 and (b) provide an update on the consultation process for future land developments on the west side of Caron Street.

2) **DIRECTIVE/PREVIOUS POLICY :**

At its September 16, 2019, meeting, Council deferred a staff report recommendation related to the financing of infrastructure for Morris Village, Phase 5. Council wished staff to (a) initiate consultation with the landowners on the west side of Caron Street that derive future benefit from infrastructure being emplaced by Space Builders in Morris Village, Phase 5 and (b) investigate, through discussions with Space Builders, the feasibility of other cost recovery options with respect to infrastructure being installed by Space Builders that is being sized to accommodate future land developments.

3) **DEPARTMENT'S RECOMMENDATION :**

WHEREAS Council considered a staff report on September 16, 2019, that addressed capital infrastructure cost recovery strategies with Space Builders for Morris Village, Phase 5; and

WHEREAS Council deferred the recommendations contained in this report pending the initiation of a communication process with benefiting landowners on the west side of Caron Street and, additionally, staff investigating the feasibility of other cost-sharing strategies; and

WHEREAS a communication package detailing servicing expectations and conditions of subdivision approval for future development will be forwarded to several major landowners on the west side of Caron Street for review and comment prior to May 31, 2020; and

WHEREAS on March 17, 2020, staff met with representatives from Space Builders to discuss Council's direction; and

WHEREAS Space Builders has requested staff to investigate the

feasibility of the City advancing \$2 million to Space Builders for a two-year period after which time, the developer would commence repayment of these monies in year 3 over a four-year period;

THAT the Committee of the Whole recommends that Council rejects the proposal to advance \$2 million to Space Builders for a two-year period after which time, the developer would commence repayment of these monies in year 3 over a four-year period for the reasons cited in Report No. INF2020-16; and

THAT the Committee of the Whole recommends that Council supports Option 3-No City Front-End Financing as detailed in the September 16, 2019, staff report INF 2019-006.

ATTENDU QUE le Conseil a examiné un rapport du personnel le 16 septembre 2019, qui traitait des stratégies de recouvrement des coûts d'infrastructure avec Space Builders pour Morris Village, phase 5; et

ATTENDU QUE le Conseil a reporté les recommandations contenues dans ce rapport en attendant le lancement d'un processus de communication avec les propriétaires fonciers bénéficiaires du côté ouest de la rue Caron et, en outre, le personnel étudie la faisabilité d'autres stratégies de partage des coûts; et

ATTENDU QU'une trousse de communication détaillant les attentes d'entretien et les conditions d'approbation de lotissement pour le développement futur sera transmis à plusieurs grands propriétaires fonciers du côté ouest de la rue Caron pour examen et commentaires avant le 31 mai 2020; et

ATTENDU QUE le 17 Mars, 2020, le personnel a rencontré des représentants de Space Builders pour discuter de la direction du Conseil; et

ATTENDU QUE Space Builders a demandé au personnel d'étudier la faisabilité pour la Ville d'avancer 2 millions de dollars à Space Builders pour une période de deux ans, après quoi le développeur commencerait à rembourser ces sommes au cours de la troisième année sur une période de quatre ans;

QUE le Comité plénier recommande que le Conseil rejette la proposition d'avancer 2 millions de dollars à Space Builders pour une période de deux ans, après quoi le développeur commencerait à rembourser ces sommes au cours de la troisième année sur une période de quatre ans, pour les raisons citées dans le rapport INF2020-16; et

QUE le Comité plénier recommande que le Conseil appuie l'option 3 - Pas de financement initial de la ville, tel que détaillé dans le rapport du personnel INF 2019-006, du 16 septembre 2019.

4) **BACKGROUND :**

On September 16, 2019, staff Report No. INF 2019-006 (refer to Attachment 1) was considered by Committee of the Whole. The report addressed the principles of a cost-recovery strategy for the construction of infrastructure in Morris Village, Phase 5. The infrastructure in question provides outlet capacity benefits to lands external to Space Builders, Phase 5 development. The staff report clearly stated in that any landowner that will ultimately receive a benefit from the servicing works being constructed by Space Builders in Morris Village, Phase 5 will be required to pay their share of the benefiting costs when development of their lands proceeds.

Space Builders acknowledges its responsibility to finance local servicing costs, but is of the opinion, that it should not be fully responsible for front-ending the cost of servicing works for future developments - arguing that this place an extremely onerous financial burden on the company. In view of this position, Space Builders is requesting that the municipality give consideration to front -end financing a portion or all of the external lands servicing costs.

Benefiting Landing Areas:

There are approximately 17 separate and distinct external landholdings that are "tributary" to the Morris Village, Phase 5 development.

Since many of the landowners are not likely to proceed with development on their landholdings for many years to come, the dilemma that is created between the City and Space Builders is "who should be responsible for front- end financing the cost of future benefiting lands until development actually takes place.

The September 2019 staff report advanced 5 options for Council's consideration. and recommended that Option 3-No City Front-End Financing is approved by Council for the following reasons:

- the option is consistent with the City's past practises re:
- cost-sharing infrastructure for multiple landowners
- does not have an adverse impact on City's debt financing limits
- does not establish a precedent that would be expected for other developments
- minimal involvement of City in the construction of infrastructure- approving agency only
- timing of construction rests solely with the developers/builders

- private sector infrastructure emplacement may result in reduced costs

After considerable discussion of the staff report, Council elected to defer the report until staff initiates:

- additional discussion with Space Builders staff with respect to any other cost-sharing scenarios for Morris Village, Phase 5

contacting the benefiting landowners/developers located on the west side of Caron Street to advise them of the servicing expectations and conditions of subdivision approval that will be imposed by the City.

5) **DISCUSSION :**

In March 2020, City staff met with representatives of Space Builders to discuss Council's direction from its September 2019 meeting. The following provides a brief overview of the discussions that took place at this meeting:

(a) Supplementary Front-End Cost-Sharing Considerations

The Ask: Space Builder's Representatives suggested a compromise front-end cost sharing proposal. The proposal would have the City front-end \$2 million for a two-year period for infrastructure that benefits external landowners. After the two-year time period, Space Builders would repay the front-ended monies to the City commencing in year 3 and continue over a four-year period.

Staff Response:

Staff has reviewed Space Builders proposal and offer the following comments:

- the front-ended monies would have to be subject to an interest carrying charge in keeping with the prevailing Ottawa construction index
- staff is concerned about the precedent setting nature of this financial proposal and notes that it would adversely impact the City's cash flow management and reduce its debt borrowing capacity; potentially limiting initiation of other capital projects. The City will also be facing a financial risk related to the repayment capacity of Space Builders.
- Since the period of the loan is quite short, there are other alternatives (e.g. letter of credit, etc.) that could be pursued by the developer with its own bank
- if Council wished to pursue this front ending strategy, a policy would have to be developed that clearly states that the policy would only be applicable to developers that are required to front-end external servicing costs in excess of \$5 million. This constraint would

substantially limit the number of developers/builders wishing to take advantage of this practice. As well, the developer would be required to enter into a formal cost repayment agreement with the City and would require Council approval.

- It is suggested, if Council elects to approve this policy, that it be done as a "pilot" program to assess the benefits of promoting development. Staff would present a follow-up report for Council's consideration after a two-year trial period. The follow-up report would assess the benefits to the development community and identify if any other developers/builders had expressed a similar interest in the program.

(b) Contact with Caron Street External Landowners

A substantial number of properties on the west side of Caron Street are tributary to infrastructure being emplaced by Space Builders in the Morris Village, Phase 5 development area.

Staff has been made aware that several of the Caron Street landowners are of the opinion that they have an option to direct their internal infrastructure to either westerly or easterly service outlets. This is definitely not the case. Secondary planning studies have clearly confirmed that developing lands west of Caron Street must be directed to westerly outlets many of which have been constructed as part of the Space Builder development. As well, since Space Builders is sizing and front-ending financing the cost of outlet infrastructure, it is incumbent on the City to make sure the external landowners are aware of the constraints with respect to servicing outlets and repayment requirements that will be stipulated in subdivision conditions of approval.

Staff has developed a communication package which is to be sent out sent to four (4) of the larger landowners on the west side of Caron Street by no later than May 31, 2020. As of the writing of this report, this document is in the process of being translated. The communication package clearly sets out the City's expectations with respect to their internal infrastructure. Unfortunately, it is very difficult, at this time, with the impacts of the covert-19 virus, to easily identify all of the property owners on Caron Street that will be impacted by the servicing constraints and financial repayment requirements. Staff has worked closely with Space Builders representatives to identify benefiting landowners; however, we are still endeavouring to find the contact information for the more sizeable landowners.

Staff will continue to liaise with Space Builders to identify other property owners along the west side of Caron Street. This; however, will take considerable effort given the impacts on the administration relating to the covid -19 virus crisis.

Notwithstanding the desirability of advising as many of the Caron Street landowners as possible of their development requirements, both City staff and Space Builders representatives are of the opinion that the consultation process and any feedback that may be obtained through this initiative will not materially impact the timing and cost participation of the external landowners with respect to Space Builders infrastructure. Space Builders would like a decision from Council with respect to the recently discussed \$2 million option highlighted in 5(a) above.

Staff Recommendations:

Staff recommends that Council :

- adopt Option 3-No Front-End Financing as presented in staff report Number INF 2019-006 (refer to Attachment 1)
not approve the proposal to advance \$2 million for a two-year period since the proposal would place an unnecessary strain on the City's debt financing capabilities and expose the City to an increase financial risk.

6) **CONSULTATION:**

Consultation has taken place with representatives from the City, Space Builders and Brigil with respect to servicing requirements and cost recovery strategies. As detailed in this report, a communication package has been distributed to several of the larger benefiting landowners located on the west side of Caron Street. The communication is structured to advise landowners of their outlet servicing requirements (for future development of their lands) and secondly, that a requirement will be imposed (as a condition of subdivision approval) to pay their fair share of servicing costs constructed by Space Builders. It is anticipated that communication with the Caron Street landowners will be an ongoing process.

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

N/A

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

Subject to Council's approval of Option 3-No Front-End Financing, the City would not be subject to any substantial financial impacts.

It is recognized; however, that if Council endorses the pilot program detailed in 5(a), the City would have to advance \$2 million to Space Builders. Prevailing interest on this "loan" would accrue for years 1 and 2 and throughout the duration of the repayment period. Repayment of the \$2 million and accrued interest would commence in year 3 and continue over four years.

9) **LEGAL IMPLICATIONS :**

The use of cost recovery agreements is an accepted development mechanism and is legally permissible.

10) **RISK MANAGEMENT :**

Option 3-No Front-End Financing represents the least financial risk to the municipality since the developer will be responsible for the construction of cost-sharing infrastructure. Cost recovery agreements would be required from future benefiting landowners, as a condition of subdivision approval. The timing of external land development; however, is unknown at this time.

11) **STRATEGIC IMPLICATIONS :**

Council's adoption of the recommendations detailed in this report are consistent with the strategic directions contained in the Financial Stability and Environmental Responsibility objectives of the approved Strategic Plan.

12) **SUPPORTING DOCUMENTS:**

Attachment 1: September 16, 2019, staff report



REPORT N° INF2019-006

Date	16/09/2019
Submitted by	Click here to enter text.
Subject	Morris Village, Phase 5 Capital Cost Recovery Strategy
File N°	n/a

1) NATURE/GOAL:

The purpose of this report is to secure Council's approval of the principles of a cost recovery strategy for the construction of infrastructure for Morris Village, Phase 5.

2) DIRECTIVE/PREVIOUS POLICY:

n/a

3) DEPARTMENT'S RECOMMENDATION:

Whereas, growth related infrastructure must be constructed to support the Morris Village, Phase 5 development;

And Whereas, this infrastructure also provides service capacity for future Brigil Development adjacent to Poupart Road and External Lands west of Caron Street;

And Whereas, landowners that benefit from the servicing works constructed for Morris Village, Phase 5 will be required to pay their share of the infrastructure costs;

BE IT RESOLVED THAT Council hereby approves Option 3 as described in report No. INF2019-006, entitled "No City Front-End Financing" which consists of:

- ensuring that once development proceeds for Brigil and external lands, the developers will be requested to pay their share of benefitting servicing costs and applicable interest charges as a condition of subdivision approval; and
- Spacebuilders enters into front-end financing agreement with the City as condition of subdivision approval.

Attendu Qu' afin d'appuyer le développement de la phase 5 du Village Morris des infrastructures liées à la croissance doivent être construites ; et

Attendu que ces infrastructures desserviront les développements futurs de Brigil adjacents au chemin Poupart et les terrains externes à l'ouest de la rue Caron ; et

Attendu que les propriétaires qui bénéficieront de ces services construits pour la phase 5 du Village Morris vont devoir payer leur part des coûts des infrastructures ;

Qu'il soit résolu que le conseil municipal approuve l'option 3 « No City Front-End Financing » décrite dans le rapport no. INF2019-006 qui consiste à :

- S'assurer que les développeurs seront obligés de payer leur part des coûts des services ainsi que les intérêts applicables comme condition d'approbation d'une subdivision une fois que le développement débute par Brigil et les terrains externes ;
- Spacebuilders conclut une entente de financement préalable avec la Cité comme condition d'approbation d'une subdivision.

4) BACKGROUND:

Spacebuilders has communicated to City staff their intention to proceed with servicing works for Morris Village, Phase 5. To date, Spacebuilders has spent over \$2.5 million in infrastructure works that benefit future development areas.

Spacebuilders acknowledges its responsibility to finance local servicing costs but, are of the opinion that they should not be fully responsible for front-ending the costs of servicing works for future development areas. For this reason, the developer is requesting that the City agree to a cost recovery strategy to mitigate their financial risks. In summary, Spacebuilders is requesting that the City give favourable consideration to front-ending financing a portion of or all of external lands servicing costs.

In order to address this issue, it is important to understand:

- (a) the extent of lands that benefit from the Spacebuilder infrastructure works; and
- (b) the timing and cost of required infrastructure.

Benefiting Land Areas:

Attachment 1 is a graphic depiction of the various landholdings that are impacted by the Morris Village, Phase 5 servicing works.

Approximately 17 separate and distinct landholdings are identified in this plan. All of these lands will derive a benefit from servicing works in Morris Village, Phase 5 and will ultimately result in approximately 4000 units of residential development.

It is acknowledged that each developer must be responsible for the emplacement of “local servicing works” that benefit their development solely. However, every effort should be made to maximize the installation of infrastructure works that provide benefit to multiple development areas. Construction of stormwater management ponds, feeder water mains, pumping stations, etc. represent infrastructure that have substantial operational and maintenance costs that will be inherited by the City once the infrastructure has been completed and accepted. These types of facilities should be consolidated and optimized as much as possible, to not only reduce costs, but minimize future operations and maintenance costs.

The challenge with this strategy; however, leads to the question as to who should be responsible for front-ending financing the cost of future benefiting lands until development actually takes place?

Morris Village, Phase 5 Servicing Costs:

In order to proceed with Morris Village, Phase 5, Spacebuilders will incur total infrastructure expenditures in excess of \$51 million. This amount includes local servicing cost requirements in addition to future recovery costs from other benefiting landowners in the amount of \$7.8 million.

Table 4.1 provides a “high-level” breakdown of the servicing costs for Morris Village, Phase 5 by benefiting land area. It also summarizes the maximum number of units that will be achieved with full buildout.

Table 4.1

Morris Village, Phase 5 Servicing Cost Shares			
Total Shareable Servicing Costs	Recovery Costs		
	Spacebuilders	Brigil	External Lands
\$20.1 M [4000 units]	\$13.4 M [1000 units]	\$2.1 M [1200 units]	\$5.7 M [1800 units]

Schedule of Servicing Works:

Based on Table 4.1, it is obvious that a considerable amount of money will have to be invested to service not only Morris Village, Phase 5 but also the infrastructure needs for future development plans external to Morris Village.

It is noted; however, that not all of the infrastructure works need be constructed in the same timeframe. Rather, servicing the Phase 5 development can be staged as housing demands dictate.

Attachment 2 illustrates the various stages of the Phase 5 development. Table 4.2 summarizes the timetable associated with the construction of infrastructure in Phases A, E and K which provide benefiting services to external land owners. Servicing of the remaining phases (i.e. Phases B, C, D, F, G, H, I, J, L) identified in Attachment 1 will be serviced and financed solely by Spacebuilders.

Table 4.2

Schedule of Servicing Works				
Phase	Morris Village	Servicing Start	Housing Construction Start	Proposed Recovery Costs
Phase "A"	148	Jan. 2019	Nov. 2019	\$1.1 M
Phase "E"	109	May 2022	Sept. 2021	\$3.0M
Phase "K"	43	Jan. 2026	June 2026	\$1.6M
TOTAL	300			\$5.7M

Development Meetings:

To date, there have been several meetings with Spacebuilders and Brigil to discuss infrastructure requirements and costs; the timing of the works and particularly, a mechanism for cost recovery of infrastructure works. Spacebuilders has expressed an interest in proceeding expeditiously with servicing of Morris Village Phase 5. Similarly, Brigil has indicated that it will be proceeding with development of their lands in the foreseeable future. However, the timing of servicing and development of the "external lands" is unknown.

5) Discussion:

Since Morris Village, Phase 5 will be the first development to proceed, it is necessary to agree on servicing cost estimates and, more particularly, recovery cost shares for lands "external" to the Phase 5 development.

Initially, consideration was given to identifying the Phase 5 cost shareable servicing works in the new Development Charge Background Servicing Study as eligible development charge projects. However, since these projects provide a direct benefit to a specific land area, it was not deemed to be equitable to include these projects into a universal development charge. It is preferable for the City to impose

collect-back agreements for benefiting lands through the subdivision approval process.

As a result of the meetings with the developers, staff has assessed several options to ensure collect-back of costs incurred by Spacebuilders for lands external to Morris Village, Phase 5. Attachment 3 (Table 5.1) identifies the options considered by staff and briefly describes the option, the mechanism for cost recovery and the pros and cons of each.

Staff Recommendation:

The department has carefully reviewed the implications of the five options summarized in Attachment 3 and supports *Option 3-No City Front-End Financing* as the preferred cost recovery mechanism for Morris Village, Phase 5 infrastructure. The reasons for this are as follows:

- The option is consistent with past practices used by the City for cost sharing infrastructure for multiple landowners.
- It does not result in a undesirable impact on the City's debt financing limits.
- It does not create an onerous precedent that would be advanced for future developments in the municipality.
- The City has minimal involvement in the construction of infrastructure. It becomes an improving agency only.
- The timing of construction rests solely with the developers/builders.
- Private sector infrastructure emplacement can result in reduced costs.

6) CONSULTATION:

Consultation has occurred with representatives from the City, Spacebuilders, and Brigil with regards to the servicing needs and associated cost recovery strategies.

It is anticipated that further consultation will continue into the subdivision approval process.

Staff will also convene a meeting prior to year-end with the "external" landowners to ensure that they are aware of (a) servicing requirements and (b) the requirement to pay their fair share of servicing costs constructed by Spacebuilders.

7) RECOMMENDATIONS OR COMMENTS FROM COMMITTEE/ OTHER DEPARTMENTS:

n/a

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

Subject to approval of Option 3, the City would not be subject to any substantial financial impacts. The risk associated with collect- back of infrastructure costs would rest solely with the developer.

9) LEGAL IMPLICATIONS:

Utilization of cost recovery agreements is an accepted development strategy and is legally permissible.

10) RISK MANAGEMENT:

Option 3 represents the least financial risk to the City since the developer will be responsible for the construction of cost sharing infrastructure. Cost recovery agreements would be required from future benefiting landowners as a condition of subdivision approval. The timing of development; however, is unknown at this time.

11) STRATEGIC IMPLICATIONS :

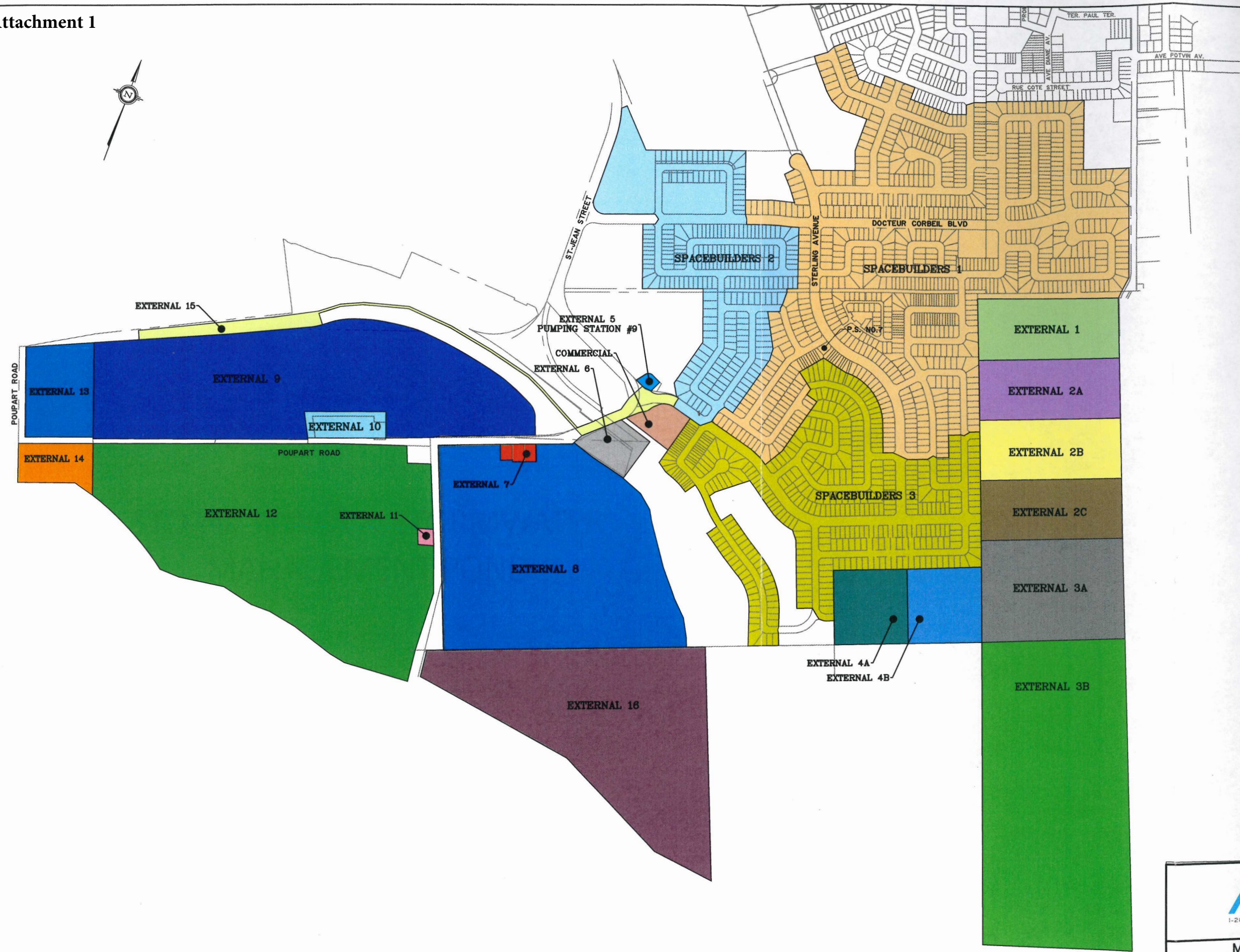
Adoption of the Administration's recommendation detailed in this report is consistent with the strategic directions contained in the Financial Stability and Environmental Responsibility objectives of Council's approved Strategic Plan.

12) SUPPORTING DOCUMENTS:

Attachment 1: Morris Village Benefiting Service Areas

Attachment 2: Morris Village Phasing Map

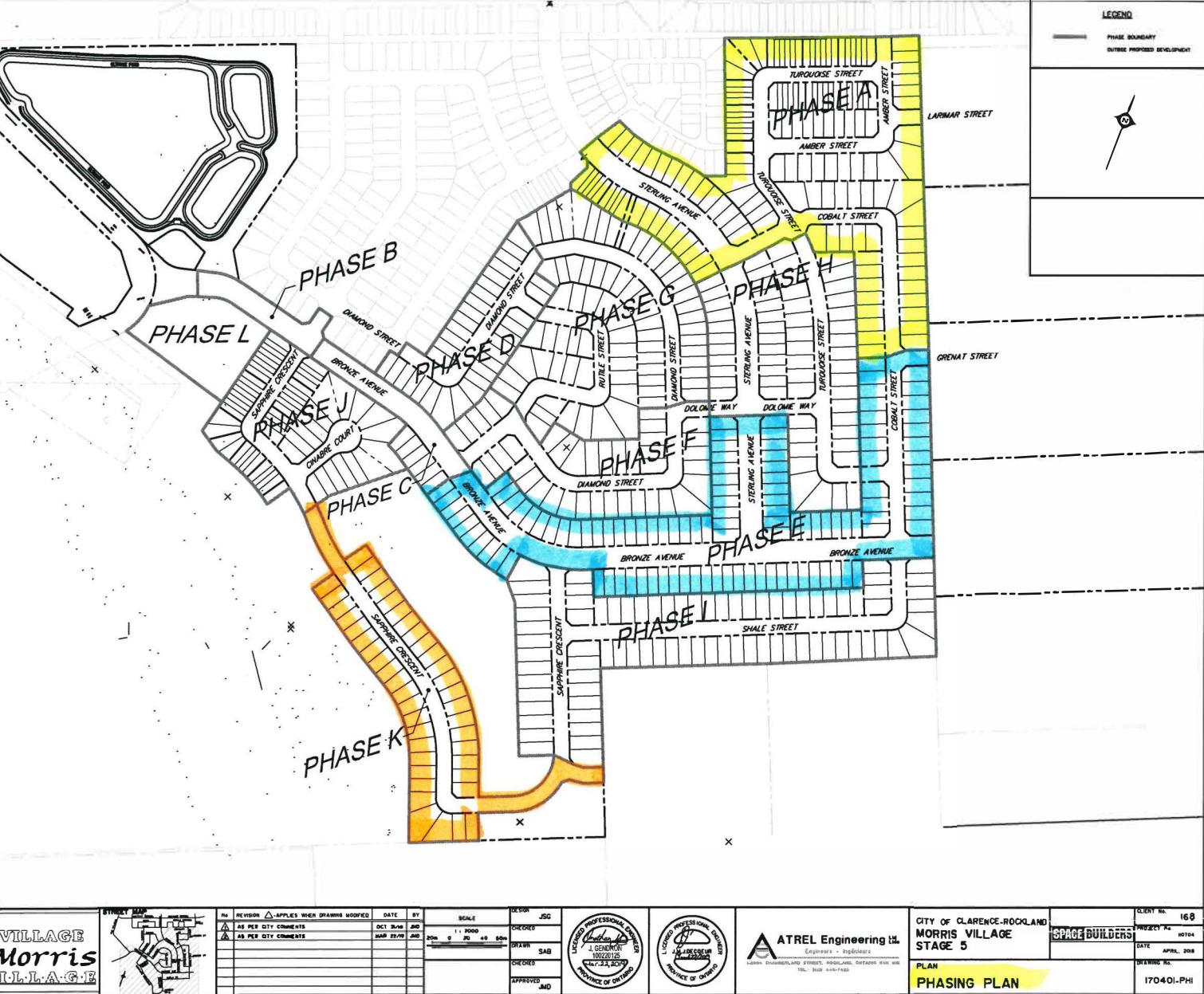
Attachment 3: Summary of Cost Recovery Options



ATREL Engineering Ltd.
Engineers - Ingénieurs
1-2884 CHAMBERLAND STREET, ROCKLAND, ONTARIO K4K 1M6
TEL.: (613) 446-7423

MORRIS VILLAGE COST SHARING

SCALE: 1:10000	COST SHARING BENEFITERS	
	JUNE 2019	FIGURE 1



Option #	Description	Cost Recovery Mechanism	Pros	Cons
1 - Development Charge Projects - City Controlled	Projects included in DC Background Study	The City recovers costs from payment of area specific DC charges at issuance of building permits	Developers do not have to front-end finance of future servicing works (developer perspective)	The City controls implementation of construction works
	The City is responsible for financing, tendering, construction, etc., of capital works	Project costs indexed annually until development occurs		More cumbersome administratively because of area specific charges
				The City would have to debt finance capital costs
				Costs usually higher when the City tenders capital programs
				The City is subject to more regulations/policies than private sector
				Recovery of external servicing costs dependant on timing of development. May be long timeframes.
2 - Development Charge Projects	Projects identified in DC Background Study	Developer (i.e. Spacebuilders) required to enter into DC crediting agreement with the City for their share of servicing costs	Developer has control over implementation of infrastructure	Compounding index charges for capital works may become exorbitant
	First developer to proceed (e.g. Spacebuilders) must front-end finance and emplace servicing works	For external land servicing costs, as condition of subdivision approvals, the City would request developers/builders to pay their share of benefitting servicing costs as soon as development proceeds	Minimal City involvement	
	Benefitting area recovery cost indexed annually in keeping with annual construction costs	Service works will be indexed annually	Developers assume risk for collect back of servicing costs (City perspective)	
			The City does not have any financial responsibility	
			Potential lower construction costs	
			Developer not subject to same rules, regulation and policies as the City	
3 - Cost Recovery Agreements - No City Front-End Financing	Projects not included in DC Background Study.	Once development proceeds for Brigil and external lands, they will be requested to pay their share of benefitting servicing costs and applicable interest charges as a condition of subdivision approval	The City's role for emplacement of infrastructure is minimal	Developers assumes financial collect back risks

Table 5.1 - Summary of Servicing Cost Recovery Options

Option #	Description	Cost Recovery Mechanism	Pros	Cons
	Developer front-end finances and emplaces servicing works	Spacebuilders enters into front-end financing agreement with the City as condition of subdivision approval	Administratively less cumbersome for the City	
		Front-ending agreement indicates that "City will endeavour to the best of its legal ability" to impose collect back agreements for developments	Developers front-end finance all future servicing works	
			Developers control construction timing	
			Procedures consistent with past practices	
4 - Cost Recovery Agreements - City Front-Ends External Land Servicing Costs	Projects not included in DC Background Study	City will front-end 100% of external land servicing costs	The City's involvement in infrastructure placement is minimal	The City assumes financial risk since timing is unknown for external land servicing
	Spacebuilders subdivision agreements will contain a clause "that to the best of its legal ability" the City will require Brigil to pay their share of servicing costs at time of subdivision approval	As external lands development proceeds, landowners will be required (as condition of subdivision approval) to pay their share of servicing costs plus indexation	Less cumbersome process since no DC rules/regulations	Impacts the City debt financial limits (\$5.6 million)
	Spacebuilders will front-end finance Brigil's shared servicing costs	Brigil's shared contribution costs will be directed to Spacebuilders	City demonstrates "partnership" philosophy with development community	Establishes precedent for other developments
				Not consistent with past practices re: front-ending emplacement of infrastructure for other benefitting lands
5 - Cost Recovery Agreements - Shared Financial Risk	Same as Option #4, except both the City and the developer share equally in financial risks re: collect back for external lands	As external land development proceeds, the City imposes collect-back agreements for advanced servicing costs	Same as Option #4	Same as Option #4 except the City's financial risk is reduced to \$2.8 million
	Brigil's servicing costs front-ended by Spacebuilders	50% of collect back monies go to the City and 50% to Spacebuilders		
		Brigil reimburses Spacebuilders the servicing costs plus interest as soon as their development proceeds		



RAPPORT N° FIN2020-014

Date	08/05/2020
Soumis par	Frédéric Desnoyers
Objet	Debt Management Policy & Annual Repayment limit
# du dossier	N/A

1) **NATURE / OBJECTIF :**

Ce rapport a pour objectif de présenter la situation courante de la dette à long terme et de démontrer le respect de la limite de remboursement annuelle sous la Loi de 2001 sur les municipalités O.Reg. 403/02. De plus, une nouvelle politique de gestion de la dette municipale est présentée pour approbation.

2) **DIRECTIVE/POLITIQUE ANTÉCÉDENTE :**

Selon le Règlement O. Reg. 403/02 il y a un plafond imposé sur le remboursement en capital et intérêts des dettes et des obligations financières qui s'agit approximativement de 25% du total des revenus de la municipalité sans tenir compte des subventions et des revenus différés tels que les redevances d'exploitation.

3) **RECOMMANDATION DU SERVICE:**

THAT Report no. FIN2020-014 be received as information; and

THAT the Committee of The Whole recommends to Council the adoption of the proposed municipal debt management policy no. FIN20-01.

QUE le Rapport no. FIN2020-014, soit reçu à titre d'information; et

QUE le comité plénier recommande au conseil d'adopter la politique proposée FIN20-01 sur la gestion de la dette municipale

4) **HISTORIQUE :**

-

5) **DISCUSSION :**

Vous trouverez à l'annexe A le calcul de la limite de remboursement annuelle pour 2019 qui était un total de 9 024 312 \$, avec une capacité additionnelle de remboursement de capital et intérêts de 6 374 194 \$.

À l'annexe A, vous trouverez aussi le calcul de la limite de remboursement annuelle estimé de 2020, à partir du rapport d'information financière de 2019. Le total de la limite des remboursements de dette est de 9 204 798\$. Le montant estimé des paiements de la dette en 2020 est de 3 449 006 \$ (voir annexe B).

Limite de remboursement annuelle de la dette / Debt annual repayment limit		
	2019	2020
Paiements de dette	2 650 118 \$	3 449 006 \$
Limite du ratio de la dette selon O.Reg. 403/02	25%	25%
Ratio de la dette / Debt ratio	7,34 %	9,37 %

En somme, la limite de remboursement de la dette/ Debt annual repayment limit de 2020 sera respectée.

Au courant de l'année 2020, un rapport reviendra au conseil afin d'obtenir l'autorisation d'émettre la dette à long terme sur les stations d'incendie qui sont incluses dans les prévisions d'émissions incluses à l'annexe B.

De plus, la dette du camion pompe/citerne et la dette de l'usine de traitement d'eau étaient incluses au budget 2020, mais n'ont pas été incluses dans les prévisions de 2020 puisque les projets ne seront pas financés avant 2021. Le budget du paiement de la dette prévu sur ces projets sera utilisé pour réduire le financement initial nécessaire tel qu'indiqué à la politique FIN20-01.

Aucune politique de gestion de la dette municipale n'existait par le passé. L'administration jugeait important d'obtenir une direction claire du conseil en ce qui concerne les dettes à court et à long terme comme source de financement pour le capital. Pour ce faire, une politique de la dette municipale est proposée afin d'obtenir une direction claire sur le niveau de confort d'un niveau auto-imposé au-delà des limites permises par la province, sur l'usage de la dette à long terme.

La politique a été développée en analysant des politiques existantes dans d'autres municipalités et avec certaines pratiques qui étaient déjà utilisées dans la municipalité. (Voir annexe D)

Parmi les points importants, les points suivants ont été intégrés.

- Un niveau maximal auto-imposé à 15% des revenus opérationnels à être calculé individuellement pour les taux et les taxes.
- Critères d'utilisation de la dette
- Critères de non-utilisation de la dette
- Durée maximale d'endettement
- Indicateurs à être analysés

Le tableau ci-dessous présente le seuil auto-imposé aussi présenté à l'annexe A

Seuil auto-imposé à 15%		
	2019	2020
Dettes supportées par les taxes	6,75 %	8,31 %
Dettes supportées par les taux	9,28 %	10,61 %

L'annexe C a été préparée afin de rendre compte des indicateurs présentés dans la politique.

La municipalité est en général moins endettée que la moyenne provinciale. Toutefois, ses soldes de réserves sont moins élevés.

6) **CONSULTATION :**

N/A

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

La politique a été partagée avec le comité de gestion des actifs.

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

Les paiements en capital et intérêts sont tous inclus dans le budget 2020.

9) **IMPLICATIONS LÉGALES :**

N/A

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

N/A

11) **IMPLICATIONS STRATÉGIQUES :**

N/A

12) **DOCUMENTS D'APPUI:**

Annexe A – Limite de remboursement annuelle

Annexe B – Suivi de la dette à long terme

Annexe C - Indicateurs

Annexe D – Politique de gestion de la dette municipale FIN20-01

Annexe A/Schedule A

City of / Cité de Clarence-Rockland Annual repayment Limit for 2018 - 2020

	2018	2019	2020
Debt payments			
Tax-supported	\$ 1,660,661	\$ 1,733,380	\$ 1,849,034
DC-Supported	134,197	134,197	383,711
Road reserve fund			112,773
UCPR			190,764
Subtotal - Tax-supported (A)	1,794,858	1,867,577	2,345,518
Rate supported (B)	734,821	782,541	912,724
Total (C)	\$ 2,529,680	\$ 2,650,118	\$ 3,449,006
Debt Outstanding			
Tax-supported	\$ 21,024,699	\$ 19,893,822	\$ 20,325,478
D/C supported	1,849,825	1,771,270	5,131,892
Road reserve fund supported		1,424,837	1,344,234
UCPR			2,631,236
Subtotal - Tax-supported	22,874,524	23,089,930	29,432,840
Rate supported	6,233,241	7,672,322	6,998,743
	\$ 29,107,765	\$ 30,762,252	\$ 36,431,583
Debt issue			
Tax-Supported operating budget (D)*	\$ 27,421,714	\$ 27,663,287	\$ 28,216,553
Rates Operating budget (E)*	\$ 8,004,543	\$ 8,433,961	\$ 8,602,640
Total Operating budget (F)*	\$ 35,426,257	\$ 36,097,248	\$ 36,819,193
Debt ratio (ARL) (C ÷ F)	7.14%	7.34%	9.37%
Self-imposed - Tax-Supported (A ÷ D)	6.55%	6.75%	8.31%
Self-imposed - Rates (B ÷ E)	9.18%	9.28%	10.61%
Total debt payment capacity (B) X 25%)	8,856,564	9,024,312	9,204,798
Existing debt payments	2,529,680	2,650,118	3,449,006
Additional debt Capacity	6,326,884	6,374,194	5,755,792
Additional debt @ 5 years	27,392,098	27,596,923	24,919,567
Additional debt @ 10 years	48,854,524	49,219,835	44,444,701
Additional debt @ 15 years	\$ 65,670,896	\$ 66,161,952	\$ 59,743,153

* Estimated per the 2019 FIR, with a 2% increase

Annexe B/Schedule B

City of / Cité de Clarence-Rockland

Suivi de la dette à long terme 2018-2020 / City's long term debt 2018-2020

	2018					
	Opening balance / Solde d'ouverture		Capital	Interests / Intérêts	Total capital et intérêts	Closing balance / Solde de clôture
A. Tax-supported						
Photocopier Xerox	\$ 1,838		\$ 1,838	\$ 19	\$ 1,857	\$ -
Regional - Water upgrade	\$ 2,329,129		\$ 127,768	\$ 92,001	\$ 219,769	\$ 2,201,360
Recreational Complex	\$ 4,285,504		\$ 137,507	\$ 150,827	\$ 288,334	\$ 4,147,997
Clarence-Rockland Arena	\$ 5,061,641		\$ 165,393	\$ 102,379	\$ 267,772	\$ 4,896,248
Caron Street 2016	\$ 5,054,663		\$ 200,030	\$ 152,153	\$ 352,183	\$ 4,854,633
Various road and other	\$ 3,718,871		\$ 376,585	\$ 83,018	\$ 459,603	\$ 3,342,286
St-Joseph Street	\$ -	\$ 1,001,892	\$ 17,750	\$ 16,882	\$ 34,632	\$ 984,142
Boileau Bridge, Grader	\$ -	\$ 624,980	\$ 26,948	\$ 9,562	\$ 36,510	\$ 598,032
Total (A)	\$ 20,451,647		\$ 1,053,820	\$ 606,841	\$ 1,660,661	\$ 21,024,699
B. D/C supported						
Caron street 2016	\$ 1,926,045		\$ 76,220	\$ 57,977	\$ 134,197	\$ 1,849,825
Total (B)	\$ 1,926,045		\$ 76,220	\$ 57,977	\$ 134,197	\$ 1,849,825
C. Rate supported						
Water upgrade 2004	\$ 4,837,879		\$ 455,456	\$ 163,610	\$ 619,066	\$ 4,382,423
Égoût Laurier 2016	\$ 550,509		\$ 55,746	\$ 12,289	\$ 68,036	\$ 494,762
St-Joseph & Laurier	\$ -	\$ 1,380,514	\$ 24,458	\$ 23,262	\$ 47,720	\$ 1,356,056
Water Looping						
Total (C)	\$ 5,388,388		\$ 535,661	\$ 199,161	\$ 734,821	\$ 6,233,241
D. Road Reserve fund						
Legault, Butler & Lacasse						
Total (D)	\$ -		\$ -	\$ -	\$ -	\$ -
E. UCPR						
EMS Stations	\$ -		\$ -	\$ -	\$ -	\$ -
Total (E)	\$ -		\$ -	\$ -	\$ -	\$ -
Total (A + B + C + D + E)	\$ 27,766,080		\$ 1,665,701	\$ 863,979	\$ 2,529,680	\$ 29,107,765

City of / Cité de Clarence-Rockland
Suivi de la dette à long terme 2018-2020 / City's long term debt 2018-2020

	2019					
	Opening balance / Solde d'ouverture	Émission	Capital	Interests / Intérêts	Total capital et intérêts	Closing balance / Solde de clôture
A. Tax-supported						
Photocopier Xerox	\$ -		\$ -	\$ -	\$ -	\$ -
Regional - Water upgrade	\$ 2,201,360		\$ 132,815	\$ 86,954	\$ 219,769	\$ 2,068,545
Recreational Complex	\$ 4,147,997		\$ 146,321	\$ 145,538	\$ 291,859	\$ 4,001,675
Clarence-Rockland Arena	\$ 4,896,248		\$ 168,783	\$ 98,898	\$ 267,681	\$ 4,727,466
Caron Street 2016	\$ 4,854,633		\$ 206,157	\$ 146,026	\$ 352,183	\$ 4,648,476
Various road and other	\$ 3,342,286		\$ 385,258	\$ 74,345	\$ 459,603	\$ 2,957,028
St-Joseph Street	\$ 984,142		\$ 36,403	\$ 32,861	\$ 69,264	\$ 947,740
Boileau Bridge, Grader	\$ 598,032		\$ 55,139	\$ 17,881	\$ 73,020	\$ 542,893
Total (A)	\$ 21,024,699	\$ -	\$ 1,130,877	\$ 602,503	\$ 1,733,380	\$ 19,893,822
B. D/C supported						
Caron street 2016	\$ 1,849,825		\$ 78,555	\$ 55,642	\$ 134,197	\$ 1,771,270
Total (B)	\$ 1,849,825	\$ -	\$ 78,555	\$ 55,642	\$ 134,197	\$ 1,771,270
C. Rate supported						
Water upgrade 2004	\$ 4,382,423		\$ 470,241	\$ 148,825	\$ 619,066	\$ 3,912,182
Égoût Laurier 2016	\$ 494,762		\$ 57,030	\$ 11,005	\$ 68,036	\$ 437,732
St-Joseph & Laurier	\$ 1,356,056		\$ 50,159	\$ 45,280	\$ 95,439	\$ 1,305,896
Water Looping	\$ -	\$ 2,016,512	\$ -	\$ -	\$ -	\$ 2,016,512
Total (C)	\$ 6,233,241	\$ 2,016,512	\$ 577,431	\$ 205,110	\$ 782,541	\$ 7,672,322
D. Road Reserve fund						
Legault, Butler & Lacasse	\$ -	\$ 1,424,837	\$ -	\$ -	\$ -	\$ 1,424,837
Total (D)	\$ -	\$ 1,424,837	\$ -	\$ -	\$ -	\$ 1,424,837
E. UCPR						
EMS Stations	\$ -		\$ -	\$ -	\$ -	\$ -
Total (E)	\$ -		\$ -	\$ -	\$ -	\$ -
Total (A + B + C + D)	\$ 29,107,765	\$ 3,441,349	\$ 1,786,862	\$ 863,256	\$ 2,650,118	\$ 30,762,252

City of / Cité de Clarence-Rockland
Suivi de la dette à long terme 2018-2020 / City's long term debt 2018-2020

	2020					
	Opening balance / Solde d'ouverture	Émission	Capital	Interests / Intérêts	Total capital et intérêts	Closing balance / Solde de clôture
A. Tax-supported						
Photocopier Xerox	\$ -		\$ -	\$ -	\$ -	\$ -
Regional - Water upgrade	\$ 2,068,545		\$ 138,061	\$ 81,708	\$ 219,769	\$ 1,930,484
Recreational Complex	\$ 4,001,675		\$ 151,190	\$ 140,669	\$ 291,859	\$ 3,850,486
Clarence-Rockland Arena	\$ 4,727,466		\$ 171,982	\$ 95,790	\$ 267,772	\$ 4,555,484
Caron Street 2016	\$ 4,648,476		\$ 212,472	\$ 139,711	\$ 352,183	\$ 4,436,003
Various road and other	\$ 2,957,028		\$ 394,131	\$ 65,472	\$ 459,603	\$ 2,562,897
St-Joseph Street	\$ 947,740		\$ 37,640	\$ 31,624	\$ 69,264	\$ 910,100
Boileau Bridge, Grader	\$ 542,893		\$ 56,839	\$ 16,181	\$ 73,020	\$ 486,054
Fire Stations*	\$ -	\$ 1,652,212	\$ 58,240	\$ 57,322	\$ 115,563	\$ 1,593,972
Total (A)	\$ 19,893,822	\$ 1,652,212	\$ 1,220,556	\$ 628,478	\$ 1,849,034	\$ 20,325,478
B. D/C supported						
Caron street 2016	\$ 1,771,270		\$ 80,961	\$ 53,236	\$ 134,197	\$ 1,690,309
Fire Stations*	\$ -	\$ 3,567,331	\$ 125,748	\$ 123,766	\$ 249,514	\$ 3,441,583
Total (B)	\$ 1,771,270	\$ 3,567,331	\$ 206,709	\$ 177,002	\$ 383,711	\$ 5,131,892
C. Rate supported						
Water upgrade 2004	\$ 3,912,182		\$ 485,515	\$ 133,551	\$ 619,066	\$ 3,426,667
Égoût Laurier 2016	\$ 437,732		\$ 58,344	\$ 9,692	\$ 68,036	\$ 379,389
St-Joseph & Laurier	\$ 1,305,896		\$ 51,864	\$ 43,575	\$ 95,439	\$ 1,254,032
Water Looping	\$ 2,016,512		\$ 77,857	\$ 52,326	\$ 130,183	\$ 1,938,655
Total (C)	\$ 7,672,322	\$ -	\$ 595,723	\$ 186,818	\$ 912,724	\$ 6,998,743
D. Road Reserve fund						
Legault, Butler & Lacasse	\$ 1,424,837		\$ 80,603	\$ 32,170	\$ 112,773	\$ 1,344,234
Total (D)	\$ 1,424,837	\$ -	\$ 80,603	\$ 32,170	\$ 112,773	\$ 1,344,234
E. UCPR						
EMS Stations*	\$ -	\$ 2,727,376	\$ 96,140	\$ 94,624	\$ 190,764	\$ 2,631,236
Total (E)	\$ -	\$ 2,727,376	\$ 96,140	\$ 94,624	\$ 190,764	\$ 2,631,236
Total (A + B + C + D)	\$ 30,762,252	\$ 7,946,919	\$ 2,277,588	\$ 1,171,418	\$ 3,449,006	\$ 36,431,583

* Estimated

Annexe C/Schedule C

City of / Cité de Clarence-Rockland 2018 Indicators

	City of Clarence- Rockland	Provincial average
Debt per capita	\$1,162	\$1,599
Debt Charges per capita	\$101	\$400
Municipal Debt burden as a % of Operating revenues	7.14%	40.30%
Debt to total reserve and reserves funds ratio	195%	69%

CORPORATION of the City of Clarence- Rockland	Policy number: FIN20-01
	Subject: Debt Management Policy
	Department: Finance
Date: April 2020 Prepared by: Frédéric Desnoyers	Resolution number: 2019-XX

A POLICY TO GOVERN THE MANAGEMENT OF THE CITY OF CLARENCE-ROCKLAND 'S DEBT

1. PURPOSE:

The purpose of this Debt Management Policy is to establish financial guidelines and appropriate controls for the issuance and use of new debt in the City of Clarence-Rockland ("City"). A maximum debt limit below the provincially mandated maximum, provides a level of confidence to credit agencies and the banking syndicate that the City can easily meet its future debt repayment requirements.

The following are guiding principles for the management of the City's debt obligations:

- Ensure long-term financial flexibility and sustainability
- Limit financial risk exposure
- Maintain the credit rating
- Minimize long-term cost of financing
- Comply with statutory requirements including monitoring and reporting

2. DEFINITIONS:

Act: Means the Municipal Act, 2001, S.O. 2001, C25 as amended.

Annual Debt Repayment Limit:	The maximum amount of annual debt servicing costs that the City can undertake or guarantee without seeking the approval of the Ontario Municipal Board. The annual amount is provided by the Ministry of Municipal Affairs and Housing and must be adjusted By the Treasurer in the prescribed manner prior to the authorization by Council of a Long-Term Debt or financial obligation. Refer to Ontario Regulation 403/02. The Regulation provides a formula which limits the annual debt service costs to an amount equal to 25% of operating revenue.
Construction Financing	A form of debt financing in which the issues does not pay any principal or interest for a period of up to 5 years during the construction or rehabilitation of the facility from which a revenue stream is expected to be generated.
Debt:	Means any obligation for the payment of money. Long-term debt normally consists of notes or loans from financial institutions but could also includes loans from reserve and reserve funds, sinking funds or an endowment fund. Debentures issued to Infrastructure Ontario ("IO") are also considered as debt. The City issue debt that is repaid from a variety of sources including the water/ser rate, development charges provincial/federal gas tax and property taxation.
Flexibility:	Means the ability of the City to issue new debt in response to emerging financial issues.
Hedging:	A strategy used to offset or mitigate currency and/or interest rate risk.

**Infrastructure Ontario (IO)
or its successor:**

Any entity established by the Province of Ontario to provide Ontario municipalities, universities and hospitals access to alternative financing and procurement service and to longer-term fixed rate loans for the building and renewal of public infrastructure.

Lease Financing Agreements

A lease allowing for the provision of Municipal Capital Facilities if the lease may or will require payment by the City beyond the current term of Council.

Long-term Debt:

Means any debt for which the repayment of any portion of the principal is due beyond one year.

Net Revenues:

Means total City consolidated revenues less grants from other levels of government less sales of land and development charges earned. These revenues do not include donations of tangible capital assets.

Own -Source Revenue:

Means revenue for a fiscal year, excluding:

- a) grants from the Government of Ontario or Canada or from another municipality;
- b) proceeds from the sale or real property
- c) contributions or net transfers from a Reserve Fund or reserve;
- d) government of Ontario revenues received for the purpose of repaying the principal and interest of long-term debt, toward meeting financial obligations of the municipality; and
- e) other municipality or school board receipts for the purposes of repayment of the principal and interest on Long-Term Debt of the municipality borrow for the exclusive purpose of the other municipality or school board.

Tax Supported Debt:

Means debt that is to be recovered from non-water and sewer revenue sources and includes growth-related debt. Repayment of this growth-related debt (principal and interest) shall be recoverable through the City's development charges.

User Rate Supported Debt:

Means debt that is to be recovered from water, sewer and waste user fee revenues and includes growth-related debt. Growth-related debt (principal and interest) shall be recoverable through the City's development charges.

3. Limit Financial Risk Exposure

- The capital financing program will be managed in a manner to limit, where practicable, financial risk exposure. The City will only issue debt that is denominated in Canadian dollars with an interest rate that will be fixed over its term.
- If a situation arises where there is a material financial advantage, or it is prudent to issue debt in a foreign denomination, where allowed by law, the Corporation will develop a hedging strategy to mitigate financial risk.
- Financing leases have different financial and other risks than traditional debt. These risks may include contingent payment obligations, lease termination provisions, equipment loss, equipment replacement options, guarantees and indemnities. These risks will be identified prior to entering into any material financing lease.

4. Purposes for Which Debt May be Used

While debt is not a funding source, it is recognized that debt can be an efficient and effective financing tool when utilized appropriately and an important tool in establishing a long-range financial sustainability plan. Utilizing debt must be done with consideration of affordability while maintaining fiscal flexibility to

respond to future financial challenges and opportunities. It is important to identify how the resulting debt payments will be funded (property taxes, user rates, development charges, etc.).

Criteria to used Debt:

The City may borrow by debenture, mortgage or other acceptable debt instruments to finance infrastructure under the following considerations:

- the City's share of the project exceeds \$500,000;
- With the exception of land, the estimated useful life of the asset is greater than 5 years;
- the project has been approved by Council as part of the annual capital budget (or other finance document/report) and has clearly been identified as being funded by debt;
- debt must be structured in a way that is fair and equitable to those that pay and benefit from the underlying assets, with consideration of inter-generational benefits;
- the project is supported by a comprehensive analysis or business cases that identifies:
 - total project cost;
 - cash flow of the project including debt issuance and funding sources of debt payments;
 - annual operating costs and asset management obligations;
 - community benefits; and
 - Funding cannot be accommodated within the tax or user-rate supported budget and other internal sources (i.e. reserves) and government grants/subsidies, private partnerships have been thoroughly investigated.

Criteria to not use Debt:

- The City will only issue debt to finance capital expenditures and will not use debt to fund operational needs.
- The City should not use debt to fund regular/ongoing capital

- maintenance or rehabilitation expenditures (i.e. road resurfacing, general building repairs, etc.) as these activities should be funded on a “pay as you go basis” through user rates, reserve funds or the tax levy.
- The City will not fund the purchase of vehicles and small equipment, computer hardware and software though long-term debt even though their life expectancy, in some instances, may be greater than five years. This excludes heavy equipment such as graders and emergency equipment such as fire trucks.

Eligible Capital Projects:

The following types of capital works items are eligible for long-term debt financing:

1. New growth-related development charge funded infrastructure. Repayment of this type will be recovered through future development charge revenues received;
2. New Municipal Capital Facilities and Infrastructure not funded through Development Charges:
 - a. Projects of a general function of government will be paid for with general tax revenues; and
 - b. Water and sewer related projects to be financed from user rates.
3. Major rehabilitation or reconstruction of existing assets as a short-term strategy to address significant backlogs or emergency situations (e.g. road or bridge repair);
4. Projects that provide future cost savings or cost avoidance (e.g. LED Street lighting retrofit program);
5. The purchase of land; and
6. Funding of the City’s 10% share of Development Charges growth capital projects (usually funded through the tax levy).

5. Debt Limitations

Statutory Limitations

Capital financing may only be undertaken if and when compliant with relevant sections of the Municipal Act, 2001, specifically Part XIII – Debt and Investment, Ontario Regulation 403/02 (O. Reg 403/02) as it relates to debt and financial obligations as well as the other relevant Ontario regulations relating to investments, interest rates and loans.

The City is not allowed under O.Reg. 403/02 to issue debt which would result in the annual repayment limit being exceeded without OMB approval. The formula outlined in O.Reg 403/02 limits the annual debt service costs to an amount equal to 25% of operating revenue.

Self-Imposed Limitations

Notwithstanding the limits prescribed in the Regulation by the province, prudent financial management calls for more stringent criteria to limit debt. Debt charges for services other than water, sewer and waste should be measured against own source revenue excluding water, sewer and waste. This will ensure that operation and control of tax supported debt is separated. Therefore, the total debt limit for the City's should be limited to the following:

- The maximum annual debt repayment for tax supported expenditures shall not exceed 15 per cent of tax supported own source revenues.
 - At any point, if the City's Council decides to surpass the limitations set out in this policy (beyond 15 per cent), a resolution shall be passed, in an open Council session with a majority vote, which waives the policy restriction to surpass the maximum debt capacity as outlined above.
- The maximum annual debt repayment for user rate supported expenditures shall not exceed 15 per cent of user rate own source revenues.
 - At any point in time, if the City's Council to surpass the limitations set out in this policy, a resolution shall be passed, in an open Council session with a majority vote, which waives the policy restriction to surpass the maximum debt capacity as outlined above.
- The total cumulative debt (both tax and user rate supported) shall not

exceed 15 per cent of own revenues. The Development Charges funded debt limit will be further subject to a limit equal to 25 per cent of the 10-year forecast of average annual Development Charges revenues.

6. Types of Debt

Short-Medium Term Debt (Less than 5 Years):

1. Reserve and reserve funds (may be used as the primary source of short-term financing provided that interest is paid at the prevailing market rate);
2. Bank line of credit;
3. Short-term promissory notes issued to aforementioned institutions; and
4. IO (or its successor organizations) short-term advances pending issuance of long-term debentures.

Long-Term debt (5 Years or Greater):

1. Municipal or serial debentures;
2. Term loan / mortgages with any Canadian bank, IO (or its successor organizations);
3. Capital leases; and
4. Reserve and reserve fund loans.

6. Construction Financing

Construction financing may be used to fund the debt needed for a capital project that will eventually generate a revenue stream which could be used to make principal and interest payments

7. Financing Lease Agreements

Leases may be used to finance equipment, buildings, land or other assets that the City does not have a long-term interest in or may not be able to acquire through other means.

8. Indicators to Monitor

The City should strive to report on metrics similar to those used by credit rating agencies, such as Standard and Poor's, to ensure long-term financial health. Some key indicators include:

- Debt per capita;
- Debt charges per capita;
- Debt charges as a percentage of own source revenue;
- Debt to total reserves and reserve funds.

9. Structural Features of Debt & Administration

- It shall be the responsibility of the Treasurer to oversee and coordinate the timing and process of issuance of the City's borrowing requirements required in support of the plan.
- Council must authorize debt through a by-law. Before doing so, Council is required to obtain the treasurer's certification that the municipality has sufficient capacity within its debt repayment limit to incur additional debt.
- Where possible, the term of a long-term debt issuance shall not exceed 75% of the useful life of the asset acquired. Furthermore, the repayment of principal on tax and user rate supported debt should generally not extend beyond 30 years unless there are compelling factors which make it necessary to extend the term beyond this point. By financing over the shortest term possible, lower interest rates and reduced future costs of financing result. This also allows for a debt-free period for the asset in which other financial policies such as capital reserve allocations can be initiated. See Appendix A for maximum debt lengths by asset type.
- As debt is fully retired on an asset, the amount of revenues used to service the repayment should continue as a transfer to a capital reserve to support the future replacement of the asset. This reduces the need to finance the replacement of the asset through future debt.
- If a budget was approved for the payment of a debt and whereas the debt hasn't been issued caused by delays in the process, the budget

will be used to reduce the initial amount of the debt issuance for the budgeted project.

- The Treasurer will provide an annual report to Council on Debt including the following elements:
 - Annual Repayment limit
 - Balance of active debt
- Policy should be reviewed annually.

Appendix A – Maximum Financing Term of an Asset

Maximum Length of Time	Assets to Finance
10 years	<ul style="list-style-type: none"> • Specialized vehicle/equipment • Parking lot • Public works facility (depot, dome, etc.) • Solid waste equipment • Transit vehicle • Retaining wall, embankment, flood control • Outdoor park facility • Sidewalk, path • Street lighting • Underground wiring • Land Purchase (under \$1,000,000)
20 Years	<ul style="list-style-type: none"> • Police, Fire or EMS Station • Library • Recreational facility • Water main, hydrant, filtration plant, storage facility, pumping station • Sanitary sewer, storm sewer, treatment plant, pumping station • Solide waste landfill site • Office building • Dam, reservoir • Road and bridges • Land purchase (\$1,000,000 or more)
30 years	<ul style="list-style-type: none"> • Water and wastewater main projects, provided the assets have a useful life greater than 30 years and the project will have revenues for a similar period



REPORT N° ADMIN 2020-13

Date	20/05/2020
Submitted by	Helen Collier, CAO
Subject	COVID-19 Update 3
File N°	-

1) **NATURE/GOAL :**

To provide a third update to Members of Council on the state of the municipality during the COVID-19 pandemic.

2) **DIRECTIVE/PREVIOUS POLICY :**

-

3) **DEPARTMENT'S RECOMMENDATION :**

THAT Report No. ADMIN 2020-13 be received as information.

QUE le Rapport No. ADMIN 2020-13 soit reçu à titre d'information.

4) **BACKGROUND :**

-

5) **DISCUSSION :**

Currently, there is a provincial state of emergency in effect as well as a state of emergency in the municipality of Clarence-Rockland. As previously provided, Attachment 1 outlines all of the current and completed items by department. The status is as of date of writing this report.

The municipality is operating well providing all its regular municipal services to ratepayers with the exception of having parks open to the public and daycare. Some services in public works are being delayed due to reduced shift size.

Council requested an update on staffing requirements during the pandemic. I will illustrate by department that all staff are still providing their regular services from home. At this time there is no need to adjust staffing.

Administration

- 1) Overall management;
- 2) Human Resources;
- 3) Council meetings;
- 4) SharePoint roll out.

- 5) Economic Development: established a tool for the Website that illustrates what services are available from local businesses. Approximately 20% of the businesses registered immediately, others are being followed up with.

Finance

- 1) Payroll;
- 2) Regular accounting;
- 3) Bill payments;
- 4) Tax and water billing;
- 5) Procurement procedures
- 6) Year-end statements;
- 7) 2021 budget.

Information Technology

- 1) Business as usual;
- 2) Upgrading servers;
- 3) Supporting COVID-19 requirements.

Community Services

- 1) Communications: business as usual;
- 2) Daycare closed: one or two facilities to open to provide services for front line workers;
- 3) Facilities operations staff prepping parks for opening;
- 4) Client services: business as usual;
- 5) Events staff: planning virtual Canada Day and assisting with economic development business connectivity initiative.

Infrastructure and Planning

- 1) Planning: business as usual;
- 2) Building: service as usual except for issuing building permits;
- 3) Capital Projects: all projects are having quotation / tender documents prepared. All projects now have the green light from the province last week;
- 4) Public works: business as usual;
- 5) Waste: business as usual;
- 6) Water and Sewer: business as usual plus the waste water treatment plant upgrade.

Protective Services

- 1) Enforcement: business as usual plus COVID-19 monitoring/enforcement (parks and businesses); The Enforcement division has been following up with daily tasks such as noise complaints, dog calls, clean-yards and answering questions from the public while also in the community doing daily drives through to observe activities. Overall the community has been respecting the

Provincial orders and the Eastern Health Unit orders for COVID-19. Residents have been respectful of the officers when they have had interaction. No charges have been issued as a result of this good behavior. New full time staff transfer hoping to be in by the end of the week and Part-time staff by the beginning of next week.

- 2) Fire Services: Prevention/Public Education activities suspended unless critical, firefighter training switched to online delivery of theory only, fire station/equipment maintenance switched to small groups done over several days/week, emergency responses continue with a reduced medical call volume; On line Burn permits are now available
- 3) Emergency Management: COVID-19 daily briefings (federal and provincial), PEOC semi-weekly conference calls, weekly conference calls with Emergency Management Ontario and Canadian Armed Forces, weekly conference calls with Eastern Ontario Health Unit, weekly conference calls with Champlain Health Region EOC, and daily completion of ICS forms.

6) **CONSULTATION:**

-

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

-

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

The first update presented on April 20th included a forecasted deficit of \$709,000 until the end of June.

Nothing significant has changed since then. The information technology department has had additional expenses of \$4,000 bringing the forecast to \$713,000.

The landfill reopening also had additional cost of approximately \$2,000 primarily caused by added cleaning and sanitizing procedures. This cost will be funded by the waste rates.

9) **LEGAL IMPLICATIONS :**

-

10) **RISK MANAGEMENT :**

-

11) **STRATEGIC IMPLICATIONS :**

-

12) **SUPPORTING DOCUMENTS:**
Attachment #1 : Items by Department

City of Clarence-Rockland COVID - 19 Update by Department						
		Action / Comments				
DIVISON	Reporting Date	April 15th, 2020	APRIL 29th, 2020	May 13th	may 27th	15-Jun
	Council date		May 4th Council	May 20th Council	June 1st	15-Jun
CAO	ACTIVITY					
1	Daily Directors	Regular discuss staff issues, COVID 19 new developments	Regular discuss staff issues, COVID 19 new developments	Discuss staff issues, COVID 19 new developments		
2	Daily Mayor briefings		Ongoing	Ongoing		
3	Communiques TO STAFF AS NEEDED (5 to date)	To keep connected with all staff / boost Morale 5 to date	7 to date	9 to date		
4	Daily One page communiques TO Public	Ongoing	Ongoing	Ongoing		
5	Daily Dr Paul Updates	Ongoing	Ongoing	Ongoing		
6	Consider state of emergency	Locally So Far: UCPR, Ottawa, Cornwall, Nation, Cassellman provincially 241.	Locally So Far: UCPR, Ottawa, Cornwall, Nation, Cassellman, Clarence-Rockland Provincially 247.	Locally So Far: UCPR, Ottawa, Cornwall, Nation, Cassellman, Clarence-Rockland Provincially 247.		
7	Extend Director Protective Services	To June 30th	To June 30th	To June 30th		
8	Consider deferral of Capital projects			All projects have the green light from the Province to move forward		
9	Review Federal & Provincial announcements and changes	Ongoing	In report for May 4th, 2020	Ongoing		
10	Review of all Legal Advice	Ongoing	Ongoing	Ongoing		
11	Reviewing Training Opportunities	Ongoing	Ongoing	Ongoing		
12	Monitoring staff workloads	Ongoing	Ongoing	Ongoing		
13	Closure of City Hall	Set to April 29th	Set to June 30th	Set to June 30th		
14	Regular Council Report Update		Ongoing	Ongoing		
ECONOMIC DEVELOPMENT						
1	Communicate with all businesses	Email or Phone	Ongoing	Ongoing		

2	Start list of businesses and the services they provide during COVID-19	Posting on Website	Under development	On Website as of May 11th
3	Participate in weekly UCPR meetings	weekly	Ongoing	Ongoing
4	Take U of Waterloo course on post COVID-19	April 30th, 2020	Done	
5	Developing Information Inventories	Ongoing	Ongoing	Ongoing
6	Developing Requirements for the eco/Dev website	Ongoing	Ongoing	Ongoing
7	Keep Chamber of Commerce in the loop	Ongoing	Ongoing	Ongoing
8	Co-ordinate County wide survey w UCPR		Ongoing	Ongoing
CLERKS				
1	Electronic Meetings	By-law amended	Ongoing	Ongoing
2	Electronic Huis Clos	By-law amended	Ongoing	Ongoing
3	Electronic Signatures		5 staff members are now able to coordinate signature projects.	5 staff members are now able to coordinate signature projects.
4	Training Council - new features in eSCRIBE	Completed		
5	Reviewing Communiques	Ongoing	Ongoing	Ongoing
6	Face book live	Set up completed	Ongoing	Ongoing
7	Cancel TVC 22	Services will resume when meetings are back to normal		
8	Consider Video Conferencing	Ongoing	Ongoing	Ongoing
9	Standing Committee Meetings (Committee of Adjustment)	Ongoing	ongoing	ongoing
FINANCE				
1	Tax deferral	To May 31st		
2	Water and sewer deferral	To May 31st		
3	Costing of impacts	Ongoing	Ongoing	Ongoing
4	Tracking of Expenses	Ongoing	Ongoing	Ongoing
5	Day care refunds	Ongoing	Completed	
6	Payroll processed from home	Ongoing	Completed	
7	Mayor to sign documents remotely	Ongoing	Completed	

8	Bill payment and cheques	Ongoing	Ongoing	Bi monthly
9	Modify issuing of business licenses	Ongoing	Ongoing	Ongoing
10	Modifying tenders and RFP process	Ongoing	Ongoing	Ongoing
INFORMATION TECHNOLOGY				
1	Electronic meetings	Completed		
2	Setting up EOC	Completed		
3	Equipping staff to work from home	Ongoing	Ongoing	Ongoing
4	Zoom	Monitoring use	Ongoing	Ongoing
5	Setting up SNITCH Line	To be set up...	Completed	
6	Monitoring Help desk	Ongoing	Ongoing	Ongoing
7	System Solutions	Ongoing	Ongoing	Ongoing
8	SCAMS	Ongoing	Ongoing	Ongoing
9	Researching other Video Options		Ongoing	Ongoing
HUMAN RESOURCES				
1	Splitting up shifts	Completed		
2	Danger Pay at the landfill	Averted		
3	Concerns working from home	Ongoing	Ongoing	Ongoing
4	Laying off part time day care	Completed		
5	Laying off Full time day care	Completed		
6	Layoff part time landfill employees	Completed		
7	Deferring Director Interviews	Completed		
8	Telework agreements	Completed		
9	Employees who travelled on quarantine	Completed		
10	Weekly union (CUPE) management meetings	Ongoing	Ongoing	Ongoing
11	Deferring IAFF negotiations	Completed		
12	Deferring start of CUPE Negotiations	Completed		
13	Staff Vacation 2020	Under review	Under review	Under review
14	Deferring date to pick vacation for 2020	Completed		
15	Bumping Rights	Under review	Under review	Under review
16	Health and Safety of Employees at home	Ongoing	Ongoing	Ongoing

17	Re- assigning laid off employees		Under review	Under review
18	Buy back of pension for laid off employees		Under review	Under review
19	NEW normal in workplace new policies required		Under review	Under review
20	Work re-entry plans			Under review
21	Employee Manual			Under review
COMMUNITY SERVICES				
1	Closing Facilities	Completed		
2	Closing Day cares	Completed		
3	Closing Parks	Completed		
4	STAY HOME entrance signage	Completed		
5	Park signs	Completed		
6	Closing Dog Park	Completed		
7	Centre d'aide / Review Operations	Completed		
9	Cleaning/Disinfecting City Hall and facilities	Ongoing	Ongoing	Ongoing
10	Duct cleaning in main buildings	Ongoing	Ongoing	Ongoing
11	Parks annual playground inspections	Ongoing	Ongoing	Ongoing
12	Facilities inspections	Ongoing		
13	Working on re-opening plans		Ongoing	Ongoing
14	Signage at City Hall		Completed	
15	Securing City Hall doors & Alarm Code change		Completed	
CLIENT SERVICES				
1	Arranging for death certificates	Completed		
2	Set up client services to work from home.	Completed		
3	Free Tree giveaway	Under Review		
4	Install drop box for packages	Completed		
5	Translation	Ongoing	Ongoing	Ongoing
6	re routing Mail	Completed		
7	Review of Call Logs	Ongoing	Ongoing	Ongoing
8	Set up for Commissioner of Oaths		Under Review	Under Review

COMMUNICATIONS				
1	Website set up Re COVID -19	Under Review	Under Review	Under Review
2	Daily communiques	Ongoing	Ongoing	Ongoing
3	Comments for Mayor as needed	Ongoing	Ongoing	Ongoing
4	Monitoring twitter feeds	Ongoing	Ongoing	Ongoing
5	Monitoring City of Ottawa next steps	Ongoing	Ongoing	Ongoing
6	Monitoring Facebook	Ongoing	Ongoing	Ongoing
7	Managing through website	Ongoing	Ongoing	Ongoing
8	FACEBOOK live for council	Ongoing	Ongoing	Ongoing
9	Adding Stay Home message to electronic sign	Ongoing	Ongoing	Ongoing
10	Sharing EOHU information	Ongoing	Ongoing	Ongoing
11	Getting Secure Drop box for packages at City Hall	Completed		
12	Website redesign and hosting RFP	Work to resume	Work to resume	Work to resume
13	Client Service Excellence Strategy	Work to resume	Work to resume	Work to resume
14	Communications Strategy	Work to resume	Work to resume	Work to resume
15	Summer events cancellations	Ongoing	Ongoing	Ongoing
16	Performance Hall AV Equipment RFP	Work to resume	Work to resume	Work to resume
17	Free tree giveaway (Mayor's request)	Ongoing	Ongoing	Ongoing
INFRASTRUCTURE & PLANNING				
1	Taping off benches and Play structures	Completed		
2	Operations Split shifts	Completed		
3	New Physical distancing work procedures for operators	Completed		
4	Closing landfill to Public	Completed		
5	Planning files and new procedures to resume Planning process	Under Review		
6	leaf n Yard waste Pick Up	Under Review		
7	Re-opening of land fill		Completed May 5th	
8	Opening of L&Y transfer station		Completed May 2nd	
9	Dealing with builders concerns	Ongoing		
10	Understanding Provincial Legislation	Ongoing		
11	Waste Water Treatment Plant Project	Work to continue with Physical distancing		

PROTECTIVE SERVICES				
1	Daily Park Patrols	On going	On going	On going
2	Semi-weekly business patrols	On going	On going	On going
3	Twice weekly PEOC conference call updates	On going	On going	On going
4	Weekly EOHU updates for CEMCs / Emergency Services	On going	On going	On going
5	Weekly updated with EMO & Armed Forces	On going	On going	On going
6	Weekly updates on PPE levels sent to EMO/PEOC	On going	On going	On going
7	Weekly updates on Emerg. Services staffing levels to PEOC	On going	On going	On going
8	Weekly updates on EOC staffing levels to EMO/PEOC	On going	On going	On going
9	Weekly updates on enforcement activity to Sol. Gen/PEOC	On going	On going	On going
10	Daily preparation of ICS forms	On going	On going	On going
11	Hoax letter re UCPR mayors	To Police		
12	New operations for enforcement	Completed		
13	N95 fit testing for FF's	Completed		
14	Assist Dr. Paul with finding a test site	Completed		
15	Setting up EOC	Completed		
16	Vol. FF pay	Defer		
17	CRPFFA negotiations	Postponed		
18	Pandemic Plan Review	Completed		
19	Burn Ban	Under review	Fire Ban implemented	Continued
20	Enforcement staffing	Under Review	May 4th report to Council	Staffing
21	Flood watch	Ongoing	Ongoing	Ongoing
22	Negotiate Liquidated damages	To commence	Completed	
23	Complaints	Ongoing	Ongoing	Ongoing
24	Burn permits electronically		Ongoing	Completed
25	Rockland Fire/EMS Station Completion	Postponed		Resumed
Total		131	143	146



REPORT N° INF2020-15

Date	09/05/2020
Submitted by	Philippe Cormier
Subject	Update 01 - Sewage Treatment Plant Upgrade Project
File N°	

1) **NATURE/GOAL :**

The purpose of this report is to provide members of Council with the first update on the status of the Sewage Treatment Plant Upgrade Project.

2) **DIRECTIVE/PREVIOUS POLICY :**

N/A

3) **DEPARTMENT'S RECOMMENDATION :**

THAT Report No. INF2020-15 be received as information.

4) **BACKGROUND :**

At it's December, 2, 2020 Council meeting, Council approved an additional \$9,400,000 in funding authority bringing the project budget limit to \$22,000,000. Additionally, Council approved that City execute an agreement with Louis W Bray Limited in the amount of \$16,923,760 (excluding HST) for the construction of the sewage treatment plant upgrades.

Following the contract award, the contractor was on site the week of March, 16, 2020, to conduct a pre-construction survey, prepare the site, set up the detour route and locate the underground services. On March 20, 2020, City staff, along with its consultant (R.V Anderson) and project manager (OCWA) met with the contractor for the pre-construction meeting. Following the preconstruction meeting, the construction of the project started on March 23, 2020.

5) **DISCUSSION :**

By-Weekly Satus Meetings

City Staff along with its consultant, project manager and contractor conduct by-weekly construction meetings in order to provide timely information on project status, uncover potential risks, provide a forum for timely issue resolution, and encourage relevant information sharing. Following the by-weekly status meetings, meeting minutes, along with an action items list with associated timelines, are produced.

Construction Status

- Industrielle Road is currently closed and is planned to remain closed until the second week of June. A detour route has been setup directing traffic through De la Berge Road.
- The Contractor has started the construction of the forcemain and watermain connections.
- These works are estimated to continue for the next 4 to 6 weeks

COVID-19

In order to ensure the health and safety of City staff, consultants and workers, Louis W Bray has updated the site Health and Safety manual to include the Ministry of Labor's and Provincial COVID-19 safety measures. Some of these measures include:

- Sanitizing common areas daily,
- Staggering breaks and lunches to limit the number of employees gathering together,
- Site access forms to screen new workers on site,
- Monitor worker's health and possible symptoms,
- Where possible, ensure our staff are working 1-2 meters apart during the work day.

Schedule

The project is on schedule at this stage, however, we have identified a significant risk due to COVID-19. Depending on how local and global economies are impacted, we might eventually encounter issues with sourcing certain materials from other countries. In order to mitigate this risk, we are reviewing and approving the purchase of all materials. This means that we are approving the purchase of materials now that are scheduled to be purchased 13 months from now.

Budget

The project is on budget at this stage, however, we have identified a risk due to COVID-19. Depending on whether or not we encounter issues with sourcing the tendered and approved materials. Alternative construction materials might increase the projects construction cost. Louis W Bray is working diligently at sourcing alternative construction materials.

6) **CONSULTATION:**
N/A

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

- 8) **FINANCIAL IMPACT (expenses/material/etc.):**
At this stage, the project is on budget. Table 1.1 summarizes the initial budget allocation, the monies expended to date and remaining budgets.

Table 1.1 Project Budgets Vs Spent to Date

Sewage Treatment Plant Upgrade	
Budget	\$22,000,000
Spent to Date	1,606,418
Remaining Budget	\$20,393,582

Table 1.2 provides a detailed summary of the initial budget, the committed funds, projected expenses at construction completion and projected remaining budgets at construction completion (including contingency).

Table 1.2 Project Budget Vs Projected Expenses at Construction Completion

Sewage Treatment Plant Upgrade	
Budget	\$22,000,000
Committed Funds And Projected Expenses	
LW Bray Construction Contract	\$16,898,026.80
CO1 - Forcemain Material Change (credit)	(\$41,332.49)
CO2 - HydroVac to locate Forcemain and watermain	\$15,599.29
Projected Expenses at Construction Completion from LW Bray Construction	\$16,872,293.60
RVA Engineering Contract	\$948,000
C03 - Drilling (test for bedrock), Geotech/material testing	\$62,000.00
OCWA Project Management	\$153,000
Projected Remaining Budget at Construction Completion (Including Contingency)	\$3,964,706.4

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

- 10) **RISK MANAGEMENT :**

Implementation of this program will demonstrate the municipality's commitment to providing effective stewardship of its infrastructure. The program will assist in mitigating the negative operational issues such as odour generation at the treatment facility.

11) **STRATEGIC IMPLICATIONS :**

The installation of a preliminary screen for the sewage treatment plant will reduce odours and will allow the proper treatment of sewage prior to discharging into the Ottawa River. This will place the City in compliance with MOECC effluent discharge criteria. It will also allow the business owners in the industrial park full enjoyment of their properties and no impacts on their clients. Delaying the repair of the concrete slab could result in increased deterioration leading to an increased safety risks and future repair costs and prevent the City from using this valuable storage area. The upgrades of the Pumping Station #1 and the twinning of the sanitary sewage forcemain will allow for growth to continue. Without these upgrades further large development may be jeopardized.

12) **SUPPORTING DOCUMENTS:**

N/A



REPORT N° PRO2020-007

Date	20/05/2020
Submitted by	Brian Wilson
Subject	Protective Services – Monthly Report (February-April 2020)
File N°	Click here to enter text.

1) **NATURE/GOAL :**

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

2) **DIRECTIVE/PREVIOUS POLICY :**

None.

3) **DEPARTMENT'S RECOMMENDATION :**

THAT Report No. PRO2020-007 in regards to monthly statistics, be received as information.

QUE le rapport No. PRO2020-007 au sujet des statistiques mensuel, soit reçu à titre d'information.

4) **MONTHLY STATISTICS :**

For the months of February to April 2020, the Protective Services Department did perform the following:

Fire Department

Incidents:

Call Type	# of Calls (Feb)	# of Calls (Mar)	# of Calls (Apr)	2020 YTD		2019 YTD
Fire – Residential	4	1		6		3
Fire – Commercial				1		
Fire – Outdoor	1		5	6		5
Fire – Chimney		1	1	3		1
Fire – Vehicle		2	2	4		2
Fire – Outbuilding						
Fire – Other (e.g. steam)						2
Burning Complaint			1	1		1
Fire Alarms (Cooking)		1	3	4		8
Fire Alarms (Malicious)	2	3		7		2
Fire Alarms (Accidental)	2	5	1	10		6
Fire Alarms (Faulty Eq.)	2	2	1	5		4
Fire Alarms (Other)						2
CO Alarm (CO found)			1	1		4

CO Alarm (No CO found)		3	3	10		9
MVC – extrication		1		1		3
MVC – no extrication	2	1	2	9		11
Medical – VSA	2		5	9		12
Medical - Unconscious	1	1	1	8		7
Medical – Other	2	4		8		21
Cancelled On Route						3
Other	8	3	6	23		17
Mutual Aid						
TOTAL	26	28	32	116		104

Fire department response times are detailed in the attached report, and are summarized below:

February – Weekday Incidents			
District	# of P1 Calls	Avg. First Arriving Unit (P1 calls)	# of P2 Calls
1A Bourget Rural			
1B Bourget Urban			1
1C Bourget Rural			
2A Clarence-Creek Rural			
2B Clarence-Creek Urban			
2C Clarence-Creek Rural	2	8:45 mins	
3A Rockland Rural	1	7:25 mins	
3B Rockland Urban	5	4:33 mins	
(P1 = priority one, lights & sirens / P2 = priority two, no lights/sirens)			

February – Evening/Weekend/Holiday Incidents			
District	# of P1 Calls	Avg. First Arriving Unit (P1 calls)	# of P2 Calls
1A Bourget Rural	3	11:35 mins	
1B Bourget Urban	1	22:56 mins	
1C Bourget Rural			
2A Clarence-Creek Rural			
2B Clarence-Creek Urban	1	6:52 mins	
2C Clarence-Creek Rural	1	11:37 mins	
3A Rockland Rural	2	3:51 mins	
3B Rockland Urban	9	5:57 mins	
(P1 = priority one, lights & sirens / P2 = priority two, no lights/sirens)			

March – Weekday Incidents			
District	# of P1 Calls	Avg. First Arriving Unit (P1 calls)	# of P2 Calls
1A Bourget Rural			
1B Bourget Urban			
1C Bourget Rural			
2A Clarence-Creek Rural			
2B Clarence-Creek Urban			
2C Clarence-Creek Rural	1	7:12 mins	
3A Rockland Rural	2	1:56 mins	
3B Rockland Urban	5	3:52 mins	2
(P1 = priority one, lights & sirens / P2 = priority two, no lights/sirens)			

March – Evening/Weekend/Holiday Incidents			
District	# of P1 Calls	Avg. First Arriving Unit (P1 calls)	# of P2 Calls
1A Bourget Rural	2	13:36 mins	
1B Bourget Urban	1	9:15 mins	
1C Bourget Rural			
2A Clarence-Creek Rural	1	6:53 mins	
2B Clarence-Creek Urban			
2C Clarence-Creek Rural			
3A Rockland Rural			1
3B Rockland Urban	6	7:07 mins	6
(P1 = priority one, lights & sirens / P2 = priority two, no lights/sirens)			

April – Weekday Incidents			
District	# of P1 Calls	Avg. First Arriving Unit (P1 calls)	# of P2 Calls
1A Bourget Rural			2
1B Bourget Urban	1	9:47 mins	
1C Bourget Rural			
2A Clarence-Creek Rural			
2B Clarence-Creek Urban			
2C Clarence-Creek Rural	1	11:37 mins	
3A Rockland Rural			
3B Rockland Urban	1	3:36 mins	3
(P1 = priority one, lights & sirens / P2 = priority two, no lights/sirens)			

April – Evening/Weekend/Holiday Incidents			
District	# of P1 Calls	Avg. First Arriving Unit (P1 calls)	# of P2 Calls
1A Bourget Rural	3	12:09 mins	1
1B Bourget Urban	1	9:12 mins	1
1C Bourget Rural			
2A Clarence-Creek Rural	2	10:51 mins	
2B Clarence-Creek Urban	1	8:03 mins	
2C Clarence-Creek Rural	4	8:11 mins	
3A Rockland Rural	3	9:39 mins	
3B Rockland Urban	7	4:42 mins	1
(P1 = priority one, lights & sirens / P2 = priority two, no lights/sirens)			

Prevention / Public Education:

- Approx. 120 hours work on ICO Technologies template for new RMS software
- Approx. 8 hours of training from ICO on implementing the RMS software
- Attended 3 Development Review Team meetings
- Hosted a member from Hawkesbury Fire Department for training on how to conduct inspections
- Approx. 4 hours of training on SharePoint
- Approx. 20 hours work on Burnpermits.com (online fire permit system)

	Feb	Mar	Apr	YTD	2019 YTD
Fire Inspections Completed	10	4	2	32	67
Follow Up Inspections	3	3		9	2
Permanent Fire Permit Insp.					5
TOTAL INSPECTIONS	13	7	2	41	74
Public Education Activities					4
Fire Safety Plan Reviews	1	1		3	
Fire Drills in Vulnerable Occ.	1	1			
School Fire Drills Attended					
TOTAL FIRE DRILLS	1	1		2	

Training:

Training Course	Length of Course	# of FFs	Total Hours	Total Hours YTD	2019 YTD
NFPA 1001 – Portable Extinguishers	2	53	106		
NFPA 1001 – Fire Cause & Origin	2	46	98		
NFPA 1041 – Fire Instructor	3	40	12		
NFPA 1001 – Ch. 2 & 3 (Online)	4	73	292		
NFPA 1001 – Ch. 4, 5 & 6 (Online)	6	30	180		
COVID-19 Pandemic (Online)	1	60	60		
Driver Training	3	2	6		
Red Cross First Responder	4	40	160		
Training Prep.			13		
Training Hours Worked (incl. prep)			1045	1366.5	1771

Municipal Enforcement

	Feb.	Mar.	Apr.	YTD		2019 YTD
Officers hours worked	725	794	989	3300		2443.5
OT hours worked (1.5)	15	0	118	133		137.5
OT hours for On Call (1.0)	0	0	0	3		0
Hours on snow enforcement	15	15	15	15		149
OT hours on snow enforcement	15	7	7	40		61
Hours on Taxi Administration	6	5	5	20		38
Hours on Civic Addressing	2	1	1	5		7
# of parking tickets issued	50	7	8	119		170
# of hours on Business Licensing	10	7	7	23		22
# of parking warnings issued	16	7	7	51		133
# of Part I tickets issued	6	5	0	15		14
# of Part III summons issued	0	0	0	0		0
# of dogs caught at large	6	12	30	40		52
# of complaints handled	215	406	1083	1912		898

February 2020

#	Incident Date	Incident Type	District	Apparatus		Staffing	PRIORITY 1/2	Dispatch Time	Responding Time	Arrival Time	Total Response Time	Overall Response Time
Bourget Rural												
20-035	February 7, 2020	Fire - Residence	1A (Bourget Rural)	Primary	Pumper 1 (Bourget)	3 FF (Vol)	1	10:06:02 PM	10:13:05 PM	10:24:03 PM	0:18:01	0:18:01
				First Arriving	Same	1 FF (Vol)						
20-039	February 11, 2020	Other	1A (Bourget Rural)	Primary	Pumper 1 (Bourget)	3 FF (Vol)	1	8:17:01 PM	8:22:37 PM	8:26:37 PM	0:09:36	0:06:45
				First Arriving	Car 2 (Deputy)	1 FF (Vol)	1		8:19:35 PM	8:23:46 PM	0:06:45	
20-040	February 12, 2020	Fire - Residence	1A (Bourget Rural)	Primary	Pumper 1 (Bourget)	1 FF (Vol)	1	7:19:19 PM	7:25:06 PM	7:29:17 PM	0:09:58	0:09:58
				First Arriving	Same							
Bourget - Village												
20-034	February 6, 2020	Alarms - Malicious	1B (Bourget Village)	Primary	Pumper 1 (Bourget)	1 FF (Vol)	2	3:53:33 PM	cancelled	cancelled	CANCELLED	0:13:55
				First Arriving	Car 2 (Deputy)	1 FF (FT)	2		3:57:58 PM	4:07:28 PM	0:13:55	
20-042	February 13, 2020	Alarms - Accidental	1B (Bourget Village)	Primary	Pumper 1 (Bourget)	4 FF (Vol)	1	7:51:20 AM	7:53:54 AM	8:14:16 AM	0:22:56	0:22:56
				First Arriving	Same							
Bourget -Rural												
Clarence-Creek Rural												
Clarence-Creek Vilage												
20-046	February 21, 2020	Medical - Other	2B (Clarence Village)	Primary	Squad 2 (Clarence)	3 FF (Vol)	1	4:36:45 PM	4:43:43 PM	4:43:37 PM	0:06:52	0:06:52
				First Arriving	Same							
Clarence-Creek Rural												
20-033	February 6, 2020	Fire - Residence	2C (Clarence Rural)	Primary	Pumper 2 (Clarence)	3 FF (Vol)	1	12:12:51 PM	12:19:07 PM	12:22:27 PM	0:09:36	0:03:16
				First Arriving	Car 3 (Prevention)	1 FF (FT)	1		12:16:03 PM	12:16:07 PM	0:03:16	
20-048	February 24, 2020	Other	2C (Clarence Rural)	Primary	Pumper 2 (Clarence)	4 FF (Vol)	1	9:25:06 PM	9:30:21 PM	9:38:32 PM	0:13:26	0:11:37
				First Arriving	Car 1 (Chief)	1 FF (FT)			9:27:02 PM	9:36:43 PM	0:11:37	
20-055	February 28, 2020	Other	2C (Clarence Rural)	Primary	Pumper 2 (Clarence)	4 FF (Vol)	1	1:14:56 PM	1:21:00 PM	1:29:09 PM	0:14:13	0:14:13
				First Arriving	Same							
Rockland Rural												
20-049	February 25, 2020	Medical - Other	3A (Rockland Rural)	Primary	Squad 3 (Rockland)	2 FF (FT)	1	9:25:08 AM	9:26:55 AM	9:32:33 AM	0:07:25	0:07:25
				First Arriving	Same							
20-051	February 27, 2020	Other	3A (Rockland Rural)	Primary	Car 1 (Chief)	1 FF (FT)	1	7:46:30 AM	7:46:32 AM	7:50:21 AM	0:03:51	0:03:51
				First Arriving	Same							
20-052	February 27, 2020	Vehicle Collision - No Action	3A (Rockland Rural)	Primary	Pumper 3 (Rockland)	4 FF (Vol)	1	7:56:56 AM	7:57:14 AM	7:57:14 AM	0:00:18	0:00:18
				First Arriving								
Rockland Urban												
20-031	February 4, 2020	Alarms - Accidental	3B (Rockland Urban)	Primary	Pumper 3 (Rockland)	1 FF (Vol)	1	9:31:48 AM	9:33:24 AM	9:37:36 AM	0:05:48	0:05:48
				First Arriving	Same							
20-032	February 6, 2020	Other	3B (Rockland Urban)	Primary	Pumper 3 (Rockland)	4 FF (Vol)	1	2:42:12 AM	2:50:17 AM	2:53:41 AM	0:11:29	0:11:29
				First Arriving	Same							
20-036	February 8, 2020	Fire - Field	3B (Rockland Urban)	Primary	Pumper 3 (Rockland)	3 FF (Vol)	1	9:24:24 PM	9:29:21 PM	9:32:16 PM	0:07:52	0:07:52
				First Arriving	Same							
20-037	February 8, 2020	Fire - Residence	3B (Rockland Urban)	Primary	Pumper 3 (Rockland)	4 FF (Vol)	1	10:01:26 PM	10:04:19 PM	10:07:04 PM	0:05:38	0:05:38
				First Arriving	Same							
20-038	February 9, 2020	Medical - VSA	3B (Rockland Urban)	Primary	Squad 3 (Rockland)	2 FF (FT)	1	10:46:25 AM	10:48:21 AM	10:53:20 AM	0:06:55	0:06:55
				First Arriving	Same							
20-041	February 13, 2020	Medical - VSA	3B (Rockland Urban)	Primary	Squad 3 (Rockland)	2 FF (FT)	1	8:31:29 AM	8:33:25 AM	8:36:07 AM	0:04:38	0:04:38
				First Arriving	Same							
20-043	February 17, 2020	Other	3B (Rockland Urban)	Primary	Squad 3 (Rockland)		1	4:32:30 PM	cancelled	cancelled	cancelled	cancelled
				First Arriving	Same							
20-044	February 18, 2020	Alarms - Malfunction	3B (Rockland Urban)	Primary	Pumper 3 (Rockland)	2 FF (FT)	1	8:54:50 AM	8:57:44 AM	9:00:29 AM	0:05:39	0:04:19
				First Arriving	Car 1 (Chief)	1 FF (FT)	1		8:56:56 AM	8:59:09 AM	0:04:19	
20-045	February 19, 2020	Alarms - Malicious	3B (Rockland Urban)	Primary	Pumper 3 (Rockland)	4 FF (Vol)	1	5:29:43 PM	5:37:43 PM	5:40:01 PM	0:10:18	0:03:33
				First Arriving	Car 1 (Chief)	1 FF (FT)			5:31:02 PM	5:33:16 PM	0:03:33	
20-047	February 23, 2020	Alarms - Malfunction	3B (Rockland Urban)	Primary	Pumper 3 (Rockland)	4 FF (Vol)	1	6:14:38 AM	6:24:30 AM	6:26:59 AM	0:12:21	0:05:40
				First Arriving	Car 1 (Chief)	1 FF (FT)			6:17:53 AM	6:20:18 AM	0:05:40	
20-050	February 26, 2020	Vehicle Collision - Medical	3B (Rockland Urban)	Primary	Squad 3 (Rockland)	3 FF (Vol)	1	6:22:48 PM	6:25:09 PM	6:26:02 PM	0:03:14	0:03:14
				First Arriving	Same							
20-053	February 27, 2020	Other	3B (Rockland Urban)	Primary	Squad 3 (Rockland)	2 FF (FT)	1	10:40:28	10:40:30 AM	10:41:33 AM	0:01:05	0:01:05
				First Arriving	Same							
20-054	February 29, 2020	Other	3B (Rockland Urban)	Primary	Car 1 (Chief)		1	17:15:13	5:15:13 PM	5:22:33 PM	0:07:20	0:07:20
				First Arriving	Same							
20-056	February 29, 2020	Medical - Unconscious	3B (Rockland Urban)	Primary	Car 1 (Chief)		1	20:12:47	8:12:53 PM	8:15:34 PM	0:02:47	0:02:47
				First Arriving	Same							

March 2020

#	Incident Date	Incident Type	District	Apparatus	Staffing	PRIORITY 1/2	Dispatch Time	Responding Time	Arrival Time	Total Response Time	Overall Response Time
Bourget Rural											
20-062	March 6, 2020	Fire - Vehicle	1A (Bourget Rural)	Primary Pumper 1 (Bourget) First Arriving Same	3 FF (Vol)	1	2:12:50 AM	2:24:02 AM	2:28:33 AM	0:15:43	0:15:43
20-071	March 10, 2020	Fire - Chimney	1A (Bourget Rural)	Primary Pumper 1 (Bourget) First Arriving Same	3 FF (Vol)	1	4:34:37 PM	4:42:29 PM	4:46:06 PM	0:11:29	0:11:29
Bourget - Village											
20-068	March 8, 2020	Alarms - Accidental	1B (Bourget Village)	Primary Pumper 1 (Bourget) First Arriving Same	4 FF (Vol)	1	4:23:29 PM	4:32:05 PM	4:32:44 PM	0:09:15	0:09:15
Bourget - Rural											
Clarence-Creek Rural											
20-082	March 29, 2020	Fire - Vehicle	2A (Clarence Rural)	Primary Pumper 2 (Clarence) First Arriving Car 1 (Chief)	2 FF (Vol) 1 FF (FT)	1 1	11:02:57 PM	11:08:25 PM 11:06:03 PM	11:09:56 PM 11:09:50 PM	0:06:59 0:06:53	0:06:53
Clarence-Creek Vilage											
20-083	March 30, 1930	Alarms - Accidental	2B (Clarence Village)	Primary Car 1 (Chief) First Arriving Same	1 FF (FT)	1	12:42:44 PM	12:43:01 PM	cancelled	cancelled	cancelled
Clarence-Creek Rural											
20-059	March 2, 2020	Other	2C (Clarence Rural)	Primary Pumper 2 (Clarence) First Arriving Car 1 (Chief)	3 FF (Vol) 1 FF (FT)	1 1	3:31:25 PM	3:40:16 PM 3:32:17 PM	cancelled 3:38:37 PM	cancelled 0:07:12	0:07:12
Rockland Rural											
20-057	March 1, 2020	Alarms - Cooking Incident	3A (Rockland Rural)	Primary Pumper 3 (Rockland) First Arriving Same	4 FF (Vol)	2	6:12:32 PM	6:21:03 PM	6:28:42 PM	0:16:10	0:16:10
20-077	March 20, 2020	Vehicle Collision - Extrication	3A (Rockland Rural)	Primary Pumper 3 (Rockland) First Arriving Car 1 (Chief)	3 FF (FT) 1 FF (FT)	1	3:42:57 PM	3:45:21 PM 3:44:17 PM	4:02:56 PM 3:46:06 PM	0:19:59 0:03:09	0:03:09
20-079	March 26, 2020	Alarms - Malfunction	3A (Rockland Rural)	Primary Pumper 3 (Rockland) First Arriving Car 1 (Chief)	2 FF (Vol) 1 FF (FT)	1	9:27:17 AM	9:27:26 AM 9:27:21 AM	9:29:46 AM 9:28:00 AM	0:02:29 0:00:43	0:00:43
Rockland Urban											
20-058	March 2, 2020	Alarms - Malfunction	3B (Rockland Urban)	Primary Pumper 3 (Rockland) First Arriving Car 1 (Chief)	4 FF (Vol) 1 FF (FT)	2	5:20:03 PM	5:29:56 PM 5:21:41 PM	cancelled 5:29:11 PM	cancelled 0:09:08	0:09:08
20-060	March 5, 2020	Alarms - Accidental	3B (Rockland Urban)	Primary Pumper 3 (Rockland) First Arriving Car 1 (Chief)	2 FF (FT) 1 FF (FT)	1	8:08:43 AM	8:10:55 AM 8:10:32 AM	8:13:26 AM 8:12:52 AM	0:04:43 0:04:09	0:04:09
20-061	March 5, 2020	Other	3B (Rockland Urban)	Primary Pumper 3 (Rockland) First Arriving Car 1 (Chief)	2 FF (FT) 1 FF (FT)	2	9:04:54 AM	9:07:28 AM 9:06:55 AM	9:09:53 AM 9:08:50 AM	0:04:59 0:03:56	0:03:56
20-063	March 7, 2020	Fire - Residence	3B (Rockland Urban)	Primary Pumper 3 (Rockland) First Arriving Same	3 FF (FT)	1	9:04:43 PM	9:10:55 PM	9:13:31 PM	0:08:48	0:08:48
20-064	March 7, 2020	Alarms - Malicious	3B (Rockland Urban)	Primary Pumper 3 (Rockland) First Arriving Same	3 FF (Vol)	2	3:49:35 PM	3:56:58 PM	4:03:10 PM	0:13:35	0:13:35
20-065	March 7, 2020	Alarms - Malicious	3B (Rockland Urban)	Primary Pumper 3 (Rockland) First Arriving Same	4 FF (Vol)	2	5:47:09 PM	5:55:09 PM	6:00:08 PM	0:12:59	0:12:59
20-066	March 7, 2020	Medical - Unconscious	3B (Rockland Urban)	Primary Pumper 3 (Rockland) First Arriving Same	4 FF (Vol)	1	11:18:22 AM	11:18:22 AM	11:18:49 AM	0:00:27	0:00:27
20-067	March 8, 2020	Medical - Other	3B (Rockland Urban)	Primary Squad 3 (Rockland) First Arriving Same	4 FF (Vol)	1	5:44:54 PM	5:50:13 PM	5:52:26 PM	0:07:32	0:07:32
20-069	March 9, 2020	Medical - Other	3B (Rockland Urban)	Primary Squad 3 (Rockland) First Arriving Same	1 FF (FT)	1	11:28:56 AM	11:28:57 AM	11:28:57 AM	0:00:01	0:00:01
20-070	March 10, 2020	Vehicle Collision - Medical	3B (Rockland Urban)	Primary Pumper 3 (Rockland) First Arriving Car 3 (Prevention)	2 FF (FT) 1 FF (FT)	1	14:25:49	2:31:04 PM 2:30:18 PM	2:33:59 PM 2:30:18 PM	0:08:10 0:04:29	0:04:29
20-072	March 10, 2020	Medical - Other	3B (Rockland Urban)	Primary Squad 3 (Rockland) First Arriving Car 1 (Chief)	4 FF (Vol) 1 FF (FT)	1	20:29:32	8:34:36 PM 8:31:16 PM	8:35:26 PM 8:34:16 PM	0:05:54 0:04:44	0:04:44
20-073	March 11, 2020	Medical - Lift Assist	3B (Rockland Urban)	Primary Squad 3 (Rockland) First Arriving Same	2 FF (FT)	2	9:16:13	9:17:14 AM	9:18:26 AM	0:02:13	0:02:13

20-074	March 13, 2020	Alarms - Malicious	3B (Rockland Urban)	Primary	Pumper 3 (Rockland)	1 FF (Vol)	1	11:24:11	11:28:54 AM	11:31:07 AM	0:06:56	0:03:21
				First Arriving	Car 2 (Deputy)	1 FF (FT)			11:26:12 AM	11:27:32 AM	0:03:21	
20-075	March 14, 2020	Other	3B (Rockland Urban)	Primary	Pumper 3 (Rockland)	6 FF (Vol)	1		9:23:33 PM	9:25:47 PM	0:05:19	
				First Arriving	Car 1 (Chief)	1 FF (FT)	1	21:20:28	9:22:00 PM	9:25:47 PM	0:05:19	0:05:19
20-076	March 16, 2020	Carbon Monoxide - False	3B (Rockland Urban)	Primary	Pumper 3 (Rockland)	4 FF (Vol)	2		7:32:12 PM	7:34:24 PM	0:10:23	0:10:23
				First Arriving				19:24:01				
20-078	March 22, 2020	Carbon Monoxide - False	3B (Rockland Urban)	Primary	Pumper 3 (Rockland)	4 FF (Vol)	1		12:23:47 PM	12:24:23 PM	0:09:13	0:09:13
				First Arriving	Same			12:15:10				
20-080	March 25, 2020	Alarms - Accidental	3B (Rockland Urban)	Primary	Pumper 3 (Rockland)	4 FF (FT)	1		2:03:32 PM	2:07:15 PM	0:06:37	0:03:27
				First Arriving	Car 1 (Chief)	1 FF (FT)	1	14:00:38	2:03:35 PM	2:04:05 PM	0:03:27	
20-081	March 28, 2020	Alarms - Accidental	3B (Rockland Urban)	Primary	Pumper 3 (Rockland)	3 FF (Vol)	2		4:34:01 PM	4:44:34 PM	0:12:37	0:12:37
				First Arriving	Same			16:31:57				
20-082	March 29, 2020	Carbon Monoxide - False	3B (Rockland Urban)	Primary	Pumper 3 (Rockland)	4 FF (Vol)	2		7:11:15 PM	7:16:22 PM	0:13:08	0:13:08
				First Arriving				19:03:14				

April 2020

#	Incident Date	Incident Type	District	Apparatus	Staffing	PRIORITY 1/2	Dispatch Time	Responding Time	Arrival Time	Total Response Time	Overall Response Time
Bourget Rural											
20-087	April 5, 2020	Medical - VSA	1A (Bourget Rural)	Primary Squad 1 (Bourget) First Arriving Same	2 FF (Vol)	1	10:00:02 AM	10:01:18 AM	10:10:23 AM	0:10:21	0:10:21
20-095	April 12, 2020	Burning Complaint	1A (Bourget Rural)	Primary Pumper 1 (Bourget) First Arriving Same	3 FF (FT)	2	6:05:46 PM	6:13:58 PM	6:18:49 PM	0:13:03	0:13:03
20-098	April 16, 2020	Vehicle Collision - No Action	1A (Bourget Rural)	Primary Pumper 1 (Bourget) First Arriving Same	4 FF (Vol)	1	3:20:31 AM	3:31:00 AM	3:37:19 AM	0:16:48	0:16:48
20-104	April 20, 2020	Carbon Monoxide - Actual	1A (Bourget Rural)	Primary Pumper 1 (Bourget) First Arriving Same	3 FF (Vol)	2	1:11:46 PM	1:19:19 PM	1:22:00 PM	0:10:14	0:10:14
20-107	April 22, 2020	Fire - Chimney	1A (Bourget Rural)	Primary Pumper 1 (Bourget) First Arriving Same	4 FF (Vol)	1	9:56:21 PM	10:02:39 PM	10:05:40 PM	0:09:19	0:09:19
20-114	April 27, 2020	Burning Complaint	1A (Bourget Rural)	Primary Tanker 2 (Clarence) First Arriving Car 1 (Chief)	2 FF (Vol) 1 FF (FT)	2	3:18:03 PM	3:29:49 PM 3:19:07 PM	3:41:26 PM 3:34:14 PM	0:23:23 0:16:11	0:16:11
Bourget - Village											
20-093	April 10, 2020	Carbon Monoxide - False	1B (Bourget Village)	Primary First Arriving Same	4 FF (Vol)	2	8:41:09 PM	8:41:23 PM	8:48:50 PM	0:07:41	0:07:41
20-099	April 17, 2020	Carbon Monoxide - False	1B (Bourget Village)	Primary First Arriving Same	3 FF (Vol)	1	9:35:36 AM	9:37:17 AM	9:45:23 AM	0:09:47	0:09:47
20-111	April 25, 2020	Other	1B (Bourget Village)	Primary First Arriving Same	3 FF (Vol)	1	9:12:37 PM	9:14:43 PM	9:21:49 PM	0:09:12	0:09:12
Bourget - Rural											
Clarence-Creek Rural											
20-108	April 25, 2020	Fire - Field	2A (Clarence Rural)	Primary First Arriving Car 1 (Chief)	4 FF (Vol) 1 FF (FT)	1	2:11:22 PM	2:16:35 PM 2:12:37 PM	2:24:38 PM 2:24:14 PM	0:13:16 0:12:52	0:12:52
20-112	April 26, 2020	Fire - Field	2A (Clarence Rural)	Primary First Arriving Car 1 (Chief)	6 FF (Vol) 1 FF (FT)	1	3:18:03 PM	3:23:34 PM 3:19:51 PM	3:30:03 PM 3:26:53 PM	0:12:00 0:08:50	0:08:50
Clarence-Creek Village											
20-102	April 19, 2020	Medical - VSA	2B (Clarence Village)	Primary First Arriving Car 1 (Chief)	3 FF (Vol) 1 FF (FT)	1	2:15:54 AM	2:22:47 AM 2:18:42 AM	2:23:57 AM 2:23:57 AM	0:08:03 0:08:03	0:08:03
Clarence-Creek Rural											
20-100	April 18, 2020	Medical - VSA	2C (Clarence Rural)	Primary First Arriving Car 1 (Chief)	2 FF (Vol) 1 FF (FT)	1	12:08:13 PM	12:13:59 PM 12:10:43 PM	12:19:01 PM 12:19:00 PM	0:10:48 0:10:47	0:10:47
20-103	April 19, 2020	Medical - VSA	2C (Clarence Rural)	Primary First Arriving Same	3 FF (Vol)	1	11:15:49 AM	11:18:11 AM	11:22:41 AM	0:06:52	0:06:52
20-105	April 21, 2020	Vehicle Collision - Spills/Cleanup	2C (Clarence Rural)	Primary First Arriving Pumper 1 (Bourget) Car 1 (Chief)	3 FF (Vol) 1 FF (FT)	1	9:46:00 AM	09:5116 9:48:12 AM	9:57:42 AM 9:57:37 AM	0:11:42 0:11:37	0:11:37
20-109	April 25, 2020	Fire - Field	2C (Clarence Rural)	Primary First Arriving Pumper 2 (Clarence) Other	1 FF (Vol)	1	3:15:01 PM	3:19:32 PM 3:19:32 PM	3:24:19 PM 3:24:19 PM	0:09:18 0:09:18	0:09:18
20-110	April 25, 2020	Fire - Field	2C (Clarence Rural)	Primary First Arriving Squad 2 (Clarence) Car 1 (Chief)	1 FF (Vol) 1 FF (FT)	1	4:37:31 PM	4:43:45 PM 4:37:31 PM	4:43:45 PM 4:43:16 PM	0:06:14 0:05:45	0:05:45
Rockland Rural											
20-094	April 12, 2020	Fire - Field	3A (Rockland Rural)	Primary First Arriving Car 1 (Chief)	5 FF (Vol) 1 FF (FT)	1	7:41:21 PM	7:47:52 PM 7:42:54 PM	7:50:46 PM 7:46:10 PM	0:09:25 0:04:49	0:04:49
20-115	April 30, 2020	Medical - Unconscious	3A (Rockland Rural)	Primary First Arriving Squad 3 (Rockland) Car 2 (Deputy)	4 FF (Vol) 1 FF (FT)	1	6:58:43 PM	7:04:33 PM 7:04:47 PM	7:08:38 PM 7:08:15 PM	0:09:55 0:09:32	0:09:32
20-116	April 30, 2020	Carbon Monoxide - False	3A (Rockland Rural)	Primary First Arriving Pumper 3 (Rockland) Same	4 FF (Vol)	1	8:17:42 PM	8:23:57 PM	8:32:17 PM	0:14:35	0:14:35
Rockland Urban											

20-085	April 1, 2020	Other	3B (Rockland Urban)	Primary First Arriving	Pumper 3 (Rockland) Same	4 FF (FT)	2	1:00:31 PM	13:02:21	13:05:36	0:05:05	0:05:05
20-086	April 2, 2020	Alarms - Cooking Incident	3B (Rockland Urban)	Primary First Arriving	Pumper 3 (Rockland) Car 2 (Deputy)	1 FF (FT)	1	5:21:06 PM	cancelled 5:22:03 PM	cancelled 5:23:49 PM	cancelled 0:02:43	0:02:43
20-088	April 5, 2020	Other	3B (Rockland Urban)	Primary First Arriving	Car 1 (Chief) Same	1 FF (FT)	2	12:13:57 PM	12:14:02 PM	12:14:02 PM	0:00:05	0:00:05
20-089	April 5, 2020	Other	3B (Rockland Urban)	Primary First Arriving	Pumper 3 (Rockland) Car 1 (Chief)	4 FF (Vol) 1 FF (FT)	1 1	1:25:40 PM	1:31:46 PM 1:27:01 PM	1:41:13 PM 1:27:40 PM	0:15:33 0:02:00	0:02:00
20-090	April 8, 2020	Alarms - Cooking Incident	3B (Rockland Urban)	Primary First Arriving	Pumper 3 (Rockland) Car 1 (Chief)	3 FF (Vol) 1 FF (FT)	1 1	5:13:41 PM	5:19:04 PM 5:14:51 PM	cancelled 5:18:01 PM	cancelled 0:04:20	0:04:20
20-091	April 9, 2020	Other	3B (Rockland Urban)	Primary First Arriving	Pumper 3 (Rockland) Car 1 (Chief)	2 FF (FT) 1 FF (FT)	2 2	2:30:26 PM	2:33:16 PM 2:32:12 PM	2:37:44 PM 2:32:14 PM	0:07:18 0:01:48	0:01:48
20-092	April 9, 2020	Medical - VSA	3B (Rockland Urban)	Primary First Arriving	Squad 3 (Rockland) Car 1 (Chief)	1 FF (FT)	1	5:41:27 AM	5:51:22 AM 5:45:01 AM	cancelled 5:49:50 AM	cancelled 0:08:23	0:08:23
20-096	April 14, 2020	Alarms - Malfunction	3B (Rockland Urban)	Primary First Arriving	Pumper 3 (Rockland) Car 1 (Chief)	4 FF (Vol) 1 FF (FT)	1 1	8:10:00 PM	8:17:15 PM 8:12:15 PM	8:23:17 PM 8:14:41 PM	0:13:17 0:04:41	0:04:41
20-097	April 14, 2020	Alarms - Accidental	3B (Rockland Urban)	Primary First Arriving	Pumper 3 (Rockland) Car 1 (Chief)	3 FF (FT) 1 FF (FT)	1 1	9:09:47 AM	9:12:39 AM 9:11:21 AM	9:15:32 AM 9:13:23 AM	cancelled 0:03:36	0:03:36
20-101	April 18, 2020	Fire - Vehicle	3B (Rockland Urban)	Primary First Arriving	Pumper 3 (Rockland) Car 1 (Chief)	4 FF (Vol) 1 FF (FT)	1	19:00:28	7:05:35 PM 7:01:29 PM	7:07:05 PM 7:04:02 PM	0:06:37 0:03:34	0:03:34
20-106	April 21, 2020	Other	3B (Rockland Urban)	Primary First Arriving	Pumper 3 (Rockland) Same	4 FF (FT)	2	12:52:15	12:55:29 PM	12:56:09 PM	0:03:54	0:03:54
20-113	April 26, 2020	Alarms - Cooking Incident	3B (Rockland Urban)	Primary First Arriving	Pumper 3 (Rockland) Same	4 FF (Vol)	1	18:49:40	6:55:50 PM	6:56:50 PM	0:07:10	0:07:10