



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

March 1, 2021, 8:00 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/>

This meeting is scheduled for 8:00 p.m. however, the time may defer as it will begin immediately following the conclusion of the Regular meeting that is scheduled to start at 6:00 p.m.

2. Adoption of the agenda

3. Disclosure of pecuniary interests

5

4. Petitions / Correspondence

5. Notice of Motion

5.1. Notice of motion presented by Councillor Mario Zanth and seconded by Councillor Samuel Cardarelli regarding a policy for the evaluation and implementation of traffic calming measures

BE IT RESOLVED THAT Administration be mandated to prepare a policy for the evaluation and the implementation of traffic calming measures.

6. Report from the United Counties of Prescott and Russell

7. Committee/Staff Reports

7.1. Water financial plan

7

7.2.	2020 Itemized Statement of Remuneration and expenses	35
7.3.	Amendment to Free Waste Collection & Disposal Programs	39
7.4.	Update - Reopening of the Recreational and Cultural Complex	47
7.5.	Emergency Management Events Update	51
8.	Other items	
9.	Adjournment	



CORPORATION DE LA CITÉ DE
CLARENCE-ROCKLAND
COMITÉ PLÉNIER

le 1 mars 2021, 20 h 00

Téléconférence

Pages

1. Ouverture de la réunion

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/>

Cette réunion est prévue pour 20h; cependant, l'heure du début pourrait changée puisque celle-ci commencera immédiatement après la conclusion de la réunion régulière qui est prévue pour 18h.

2. Adoption de l'ordre du jour

3. Déclarations d'intérêts pécuniaires

5

4. Pétitions / Correspondance

5. Avis de motion

5.1. Avis de motion présenté par le conseiller Mario Zanth et appuyé par le conseiller Samuel Cardarelli concernant une politique pour l'évaluation et l'implantation de mesures de modération de la circulation

QU'IL SOIT RÉSOLU QUE l'administration soit mandatée à préparer une politique pour l'évaluation et l'implantation des mesures de modération de la circulation.

6. Rapport des Comtés unis de Prescott et Russell

7. Rapports des Comités/Services

7.1. Rapport financier des opérations du service d'eau

7

7.2.	État de la rémunération et des indemnités 2020	35
7.3.	Amendement aux programmes de collecte et d'élimination gratuites des déchets	39
7.4.	Mise à jour – Réouverture du complexe récréatif et culturel	47
7.5.	Mise à jour des événements en matière de la gestion des urgences	51
8.	Autres items	
9.	Ajournement	



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).



RAPPORT N° FIN2021-09

Date	17/02/2021
Soumis par	Frédéric Desnoyers
Objet	Rapport financier des opérations du service d'eau
# du dossier	Cliquez ici pour entrer du texte.

1) **NATURE / OBJECTIF :**

Le but du rapport est de faire approuver par le Conseil le plan financier des opérations du service d'eau.

2) **DIRECTIVE/POLITIQUE ANTÉCÉDENTE :**

En vertu de la loi provincial (O. Reg. 453/07) et du « Safe Drinking Water Act, 2002 », la municipalité doit soumettre plusieurs documents à chaque 5 ans afin de renouveler sa licence pour opérer le plan d'eau potable. Le plan financier constitue un des documents à soumettre.

3) **RECOMMANDATION DU SERVICE:**

QUE le comité plénier recommande au Conseil municipal d'approuver le plan financier des opérations du service d'eau tel que présenté à l'annexe A du rapport FIN2021-09

THAT the Committe of the Whole recommends to Municipal Council to approve the Water Financial Plan as presented in Appendix A of report FIN2021-09

4) **HISTORIQUE :**

Le dernier plan financier remonte à 2015.

5) **DISCUSSION :**

À l'annexe A, on retrouve le plan financier des opérations du service d'eau, préparé par la firme Hemson.

Le plan financier permet de démontrer une viabilité financière à long terme des opérations du plan d'eau potable.

Tel que démontré dans le rapport, le service d'eau potable démontre une viabilité financière.

Toutefois, il sera important de continuer d'assurance une croissance des revenus pour correspondre à l'augmentation dans les dépenses. De plus, la municipalité doit continuer de surveiller le développement afin que les projets futurs soient justifiés.

- 6) **CONSULTATION :**
La firme Hemson a été utilisé afin de mettre en place le plan financier.
- 7) **RECOMMANDATION OU COMMENTAIRES DU COMITÉ :**
N/A
- 8) **IMPACT FINANCIER (monétaire/matériaux/etc.):**
Il n’y a aucun impact financier direct relié à l’approbation de ce rapport. Malgré ce plan financier, le budget annuel municipal continuera de définir le budget annuel en opération et immobilisation.
- 9) **IMPLICATIONS LÉGALES :**
N/A
- 10) **GESTION DU RISQUE (RISK MANAGEMENT) :**
N/A
- 11) **IMPLICATIONS STRATÉGIQUES :**
N/A
- 12) **DOCUMENTS D’APPUI:**
Annexe A : Clarence-Rockland Water Financial Plan

FINAL REPORT

PREPARED BY HEMSON FOR THE CITY OF CLARENCE-ROCKLAND

CITY OF CLARENCE-ROCKLAND WATER FINANCIAL PLAN

February 2021

Water Financial Plan Number: 175-301



CONTENTS

1.	INTRODUCTION	1
2.	BACKGROUND	2
3.	KEY INPUTS	5
4.	WATER FINANCIAL PLAN	8
A.	Statement of Operations – Table 1	8
B.	Statement of Financial Position – Table 2	8
C.	Statement of Cash Flow – Table 3	11
D.	Statement of Change in Net Financial Assets/Debt – Table 4	12
5.	NOTES AND ASSUMPTIONS TO FINANCIAL PLAN	15
6.	OVERVIEW OF RESULTS	18
	APPENDIX A	20

1. INTRODUCTION

The City of Clarence-Rockland provides potable water to its customers through its extensive water distribution network. The City's fee structure for water service includes a fixed fee with an additional consumption charge levied for each cubic metre of water consumed. The City recovers its costs through user fees charged to its customers on the basis of a full cost recovery system.

In 2015, the City of Clarence-Rockland had completed a Water Financial Plan consistent with the requirements of the *Safe Drinking Water Act, 2002* (the SDWA) and its associated regulation *Ontario Regulation 453/07* (O. Reg. 453/07). The plan was prepared as part of a five submission process for renewing their municipal drinking water licence under the SDWA. The City's Drinking Water Licence is set to expire in 2021 and is required to be updated, which therefore initiated this study process. It should be noted that this exercise has not been undertaken to calculate/determine the utility rates over the long-term. Annual budgeting exercises to determine the in-year utility rates required to fund expenditures will supersede any revenue forecasts outlined in this document.

The purpose of this document is to present an updated water financial plan for the City of Clarence-Rockland that is consistent with the requirements of the *Safe Drinking Water Act, 2002* (the SDWA) and its associated regulation, *Ontario Regulation 453/07*. The water financial plan prepared is part of the process required for the City to renew its municipal drinking water license under the SDWA. The preparation of a financial plan requires a thorough analysis of operating and capital needs, as well as consideration of available funding sources.

The financial plan includes specific statements such as: statement of operations, statement of financial position, and statement of cash flow. In addition, a statement of net financial assets/debt has been prepared. Although this statement is not required under O. Reg. 453/07, it does provide further information about the financial performance of the City's water system. Section two of the report explains each statement in greater detail.

The financial plan is prepared for a 10-year forecast period from 2021-2031 with 2021 being the base year. For the purpose of this report, 2021 will be used as the reference year for the report. Please note, the first year of the plan is considered to be 2021, representing the year in which the City's municipal drinking water licence is set to expire.

2. BACKGROUND

In 2015, the City of Clarence-Rockland approved a Water Financial Plan prepared as one of the submission requirements necessary in renewing their municipal drinking water licence under the *Safe Drinking Water Act, 2002* (SDWA). The City is now required to update the Financial Plan to again renew its drinking water license.

Financial Plans are defined in section 30(1) of the SDWA as follows: Financial plans that satisfy the requirements prescribed by the Minister, in any other case, 2002, c. 32, s. 30(1).

At this time, the *Sustainable Water and Sewage Systems Act, 2002* has been repealed, however, the standards identified underpin the specific requirements of s. 30 outlined in O. Reg. 453/07.

The SDWA and O. Reg. 453/07 include the following general requirements for a financial plan:

- Mandatory for all municipal water systems and recommended for wastewater systems;
- Includes a planning horizon of at least six years (commencing when the system first serves the public, for new systems);
- Must be completed and approved by the later of July 1, 2010 and the date that is six months after the first licence is issued;
- May be amended and additional information may be included beyond what is prescribed, as necessary; and
- Must be approved by Council resolution indicating that the drinking water system is financially viable.

The City is now required to update the Financial Plan to renew its drinking water licence. The Financial Plan requirement for a licence renewal generally mirrors the requirements to obtain a licence for a new system under the SDWA. In accordance with the regulation, this Financial Plan will apply to the first year to which the drinking water system's existing municipal drinking water licence would expire (in 2021).

In addition to the above noted general requirements, the following specific statements are required in the financial plan:

Statement of Operations

This statement includes details on the projected financial operations itemized by total revenues, total expenses, annual surplus/deficit, and the cumulative surplus/deficit for each year in which the financial plan applies. An annual surplus represents funds available to the City to fund non-operating expenses such as the acquisition of tangible capital assets, principal payments on debt, and transfers to replenish or grow the reserve and reserve funds. The Statement of Operations is discussed in more detail later in this report, and is included as Table 1.

Statement of Financial Position

This statement includes details on the financial position itemized by total financial assets, total liabilities, net debt, non-financial assets, and tangible capital assets. In recording the tangible capital assets the City is able to account for its ability to provide for future benefits. A net financial asset position on this statement indicates whether the water system has the financial resources necessary to fund its future operations. The Statement of Financial Position is discussed in more detail later in this report, and is included as Table 2.

Statement of Cash Flow

This statement provides information on the generation and use of cash resources. The gross cash receipts/payments are itemized by: operating; capital; investing and financial transactions. Itemizing the cash receipts and payments by category allows the reader to understand where the cash is being generated (e.g. water rates), and how the cash is being used (e.g. capital and operating expenses).

Statement of Net Financial Assets/Debt

Although this statement is not required under O. Reg. 453/07, it does provide further information about the financial performance of the City's water systems. The Statement of Net Financial Assets/Debt provides information on whether the revenue generated is sufficient to support the operating and tangible capital asset costs. The statement also reconciles the difference between the annual surplus/deficit and the change in net financial assets/debt for the period.

The remainder of this study sets out the information and analysis upon which the statements were prepared.

Section III includes a discussion on the key inputs and documents used to develop the financial plan consistent with the governing legislation.

Section IV includes the Statement of Operations, Statement of Financial Position, Statement of Cash Flows, and Statement of Change in Net Financial Assets/Debt that form the Financial Plan for Water Services.

Section V includes the Notes and Assumptions to the Financial Plan.

Section VI includes an Overview of the Results.

3. KEY INPUTS

This chapter discusses the key inputs and documents used to develop the financial plan consistent with the governing legislation. The costs, revenues and assumptions used in preparing the financial projections are based on the City's data such as the 2021 operating budget and 10-year capital plan, the 2019 Development Charges Background Study, year-end reserve continuity schedules and other relevant information provided by staff. The five key financial inputs discussed below drive the prescribed statements outlined in Section II and are described in more detail in Section IV of this report.

I. EXPENDITURE AND REVENUE FORECAST

The expenditure and revenue forecast is based upon the information obtained from the City's 2021 operating budget and the 10-year capital plan. This forecast includes a forecast of operating expenditures and revenues to 2031 with the provision for annual contributions to reserves for the purpose of asset repair and replacement. The City recovers most of its costs through user fees charged to its customers that include a fixed fee per unit, with an additional consumption charge for each cubic metre of water consumed. The forecast of expenditures and revenues is included as Appendix A - Table 1.

Some main assumptions used to derive the operating and revenue projections are as follows:

Expenditures will increase annually as follows:

- Salaries & Benefits – 2.0% per annum;
- Admin & Materials – 2.0% per annum;
- Contracted Services (OCWA) – 3%;
- Repairs – 2%;
- Insurance – 5%; and
- Hydro & Utilities – 5% per annum.
- Local Improvement revenues are not inflated as they are equal to the debt payments
- Other non-rate water revenues will increase at 2% per annum.
- Rate revenues are anticipated to increase based on recent trends at a rate of:
 - 4% per annum for the fixed fees; and
 - 3% per annum for the consumption based component.

The City will need to monitor revenues very close over the coming years to ensure rates continue to fund the full cost of providing services. Importantly, annual budgeting exercises

to determine the in-year utility rates required to fund expenditures will supersede any revenue forecasts outlined in this document

II. CAPITAL EXPENDITURES

The City's capital budget forecast was used in preparing the financial plan is outlined in Appendix A - Table 2. The plan identifies the cumulative cost for all in-year capital projects over the planning period and identifies the annual funding sources as outlined by City staff and Council.

III. RESERVE FUND STATEMENTS

Water Reserves

The 2021 Water Reserve Fund opening balance was provided by municipal staff. The Water Reserve Fund is used to fund non-growth related capital projects as well as the repair and replacement of water assets. Additionally, these funds can be used to address revenue shortfalls that can arise from fluctuating annual water consumption (i.e. less water is billed during wet summers).

The projected transfers to and from the Water Reserve Fund are outlined in Appendix A - Table 3.

Development Charge Reserve Fund – Water Services

The Development Charge Reserve Fund is used to fund growth-related capital projects outlined in the City's Development Charges Background Study. The 2021 opening balance was provided by municipal staff. The timing and costs of each project is subject to change based on annual capital budget reviews. Please note that the reserve funds identified in this study reflect the reserve fund balances and projects associated with the City-wide DC.

IV. DEBT REPAYMENT

As of December 2020, the City had outstanding water-related debt of \$6.05 million relating to the water treatment plant, water distribution, regional water upgrade, St. Joseph Street watermain and water looping. A summary of existing debt and resulting debt payment schedules to carry out the program is illustrated in Appendix A as Table 4.

V. TANGIBLE CAPITAL ASSET ANALYSIS (TCA)

The City's internal TCA data was used to develop financial information related to the water systems assets. The statements included are not audited documents and contain estimates and assumptions as described below.

The following assumptions were made in regard to tangible capital assets:

- The amortization of assets is based on straight line depreciation;
- The useful life of each asset, as included in the City's asset register, was included in the calculation of amortization;
- It is assumed that no write-offs occurred in any of the years;
- It is assumed that there were no gains or losses on the disposal of assets (assets were disposed when they had reached the end of their useful life and therefore the historic cost is equal to accumulated depreciation); and
- Contributed assets were unknown and therefore not included in the forecast.

A summary of the tangible capital asset balances for the City's water system is as follows:

City of Clarence-Rockland TCA Analysis (000's)											
(In \$000)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Tangible Capital Assets	\$55,349	\$57,485	\$57,776	\$57,803	\$57,945	\$59,927	\$72,227	\$72,256	\$72,285	\$72,801	\$73,317
Plus: Acquisitions - Repair/Replacement	\$2,121	\$245	\$0	\$115	\$0	\$429	\$0	\$0	\$516	\$516	\$0
Plus: Acquisitions - Growth Related	\$15	\$47	\$27	\$27	\$1,982	\$11,871	\$29	\$29	\$0	\$0	\$0
Less: Disposals	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Closing Tangible Capital Assets	\$57,485	\$57,776	\$57,803	\$57,945	\$59,927	\$72,227	\$72,256	\$72,285	\$72,801	\$73,317	\$73,317
Opening Accumulated Amortization	\$18,254	\$19,352	\$20,437	\$21,504	\$22,504	\$23,504	\$24,451	\$25,545	\$26,636	\$27,720	\$28,790
Plus: Amortization Expense	\$1,098	\$1,084	\$1,067	\$1,000	\$1,000	\$947	\$1,094	\$1,091	\$1,084	\$1,070	\$1,067
Less: Amortization of Disposals	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Closing Accumulated Amortization	\$19,352	\$20,437	\$21,504	\$22,504	\$23,504	\$24,451	\$25,545	\$26,636	\$27,720	\$28,790	\$29,857
Net Book Value	\$38,133	\$37,340	\$36,299	\$35,441	\$36,422	\$47,776	\$46,711	\$45,650	\$45,081	\$44,527	\$43,460

Note: Amounts are unaudited for planning purposes only. Actual results will differ from the above.

Source: 2020 Opening balance based on City's 2019 FIR

4. WATER FINANCIAL PLAN

This section summarizes the complete financial plan for the City of Clarence-Rockland's water system, which represents a forecast or projection of the City's future financial position. The statements included in this study are not audited documents and contain estimates and assumptions as described in Section V of this report.

A. STATEMENT OF OPERATIONS – TABLE 1

The Statement of Operations provides information on the revenues and expenses generated from the water system in each year. An annual surplus will be generated where annual revenues exceed annual expenses for the year. Conversely, where the expenses exceed the revenues, an annual deficit will result. The annual surplus is available to fund non-operating expenses such as the acquisition of tangible capital assets, principal payments on debt, and transfers to replenish or grow the reserve funds.

In 2021, the projected revenue is \$3.53 million with expenditures of \$3.57 million. As expenses exceed revenues, an annual deficit is projected of approximately \$41,000. The beginning period accumulated surplus of \$35.74 million is equal to the opening reserve fund balances, plus tangible capital assets, and less any debt obligations and deferred revenue. A reconciliation of this amount can be found in Table 5. The City's forecasted Statement of Operations indicates an annual surplus in each of the years projected, with the accumulated surplus growing by approximately \$15.58 million. This supports the City's need to grow its reserve funds to pay for the repair and replacement of the City's capital assets.

B. STATEMENT OF FINANCIAL POSITION – TABLE 2

The Statement of Financial Position provides information on the assets and liabilities of the City's water system. Net Financial Assets/(Debt) is the difference between assets and liabilities. A position of net financial assets occurs when assets are greater than liabilities. Conversely, net financial debt occurs when liabilities exceed their assets. A net financial assets position implies that the system has the financial resources required to fund its future operations. A net financial debt position indicates that future revenues will be required to pay for past transactions.

Table 1
City of Clarence-Rockland
Statement of Operations
in \$000's

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Revenues											
<i>Water Sales</i>											
Metered	\$2,963	\$3,066	\$3,172	\$3,282	\$3,395	\$3,513	\$3,635	\$3,761	\$3,892	\$4,027	\$4,167
Non-Rate Revenue	\$554	\$527	\$528	\$337	\$338	\$339	\$341	\$342	\$344	\$345	\$100
Earned DC Revenue ⁽¹⁾	\$15	\$47	\$27	\$27	\$1,982	\$11,871	\$29	\$29	\$0	\$0	\$0
<i>Total Revenue</i>	<i>\$3,533</i>	<i>\$3,640</i>	<i>\$3,727</i>	<i>\$3,646</i>	<i>\$5,715</i>	<i>\$15,724</i>	<i>\$4,005</i>	<i>\$4,133</i>	<i>\$4,235</i>	<i>\$4,372</i>	<i>\$4,267</i>
Expenditures											
Amortization Expense	\$1,098	\$1,084	\$1,067	\$1,000	\$1,000	\$947	\$1,094	\$1,091	\$1,084	\$1,070	\$1,067
Interest on Debt Expense	\$190	\$171	\$151	\$130	\$112	\$102	\$91	\$81	\$70	\$58	\$46
Operating Expense	\$2,284	\$2,343	\$2,403	\$2,464	\$2,528	\$2,593	\$2,659	\$2,728	\$2,798	\$2,871	\$2,945
<i>Total Expenditures</i>	<i>\$3,573</i>	<i>\$3,598</i>	<i>\$3,621</i>	<i>\$3,595</i>	<i>\$3,640</i>	<i>\$3,641</i>	<i>\$3,845</i>	<i>\$3,900</i>	<i>\$3,952</i>	<i>\$3,999</i>	<i>\$4,058</i>
Annual Surplus/(Deficit) ⁽²⁾	(\$41)	\$42	\$106	\$51	\$2,076	\$12,083	\$160	\$233	\$283	\$373	\$209
Annual Surplus/(Deficit)	(\$41)	\$42	\$106	\$51	\$2,076	\$12,083	\$160	\$233	\$283	\$373	\$209
Accumulated Surplus, Beginning of Period	\$35,744	\$35,704	\$35,746	\$35,851	\$35,902	\$37,978	\$50,060	\$50,220	\$50,453	\$50,737	\$51,110
Accumulated Surplus, End of Period	\$35,704	\$35,746	\$35,851	\$35,902	\$37,978	\$50,060	\$50,220	\$50,453	\$50,737	\$51,110	\$51,319

Note 1: Indicates the amount of funds needed to support in-year growth related capital transactions.

Note 2: It should be noted that the years in which a significant projected surplus is illustrated (2025 and 2026), it is a result of including earned DC revenue to pay for identified in-year growth-related capital transactions into the calculations and does not represent available year-over-year cash surpluses on hand. The cash-flow statement (Table 3) and resulting cash and cash equivalents illustrates the cumulative funds available in reserve (rate reserve and DC Water reserve fund).

Table 2
City of Clarence-Rockland
Statement of Financial Position
in \$000's

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Financial Assets											
Cash	\$4,928	\$5,833	\$7,083	\$8,109	\$7,783	(\$2,769)	(\$954)	\$962	\$2,496	\$4,140	\$6,157
Total Assets	\$4,928	\$5,833	\$7,083	\$8,109	\$7,783	(\$2,769)	(\$954)	\$962	\$2,496	\$4,140	\$6,157
Liabilities											
Debt	\$5,402	\$4,774	\$4,127	\$3,459	\$3,172	\$2,875	\$2,567	\$2,249	\$1,920	\$1,579	\$1,226
Deferred Revenue	\$1,956	\$2,653	\$3,403	\$4,189	\$3,056	(\$7,928)	(\$7,030)	(\$6,091)	(\$5,079)	(\$4,022)	(\$2,928)
Total Liabilities	\$7,357	\$7,427	\$7,530	\$7,648	\$6,228	(\$5,053)	(\$4,463)	(\$3,842)	(\$3,159)	(\$2,443)	(\$1,702)
Net Financial Assets/(Debt)	(\$2,429)	(\$1,594)	(\$448)	\$461	\$1,555	\$2,284	\$3,509	\$4,804	\$5,656	\$6,583	\$7,859
Non-Financial Assets											
Tangible Capital Assets	\$38,133	\$37,340	\$36,299	\$35,441	\$36,422	\$47,776	\$46,711	\$45,650	\$45,081	\$44,527	\$43,460
Accumulated Surplus/(Deficit)	\$35,704	\$35,746	\$35,851	\$35,902	\$37,978	\$50,060	\$50,220	\$50,453	\$50,737	\$51,110	\$51,319

In 2021, liabilities total \$7.36 million due to debt and deferred revenues while financial assets are approximately \$4.93 million – this results in a net debt position of \$2.43 million. Overall, the City will move into a net financial asset position starting in 2024.

The Statement of Financial Position also provides information on the City's tangible capital assets. The reporting of tangible capital assets is a requirement under PS3150 of the Public Sector Accounting Board. Prior to 2009, the costs to acquire or construct capital assets were expensed in the year in which they occur. As of 2009, municipalities are required to capitalize their assets and account for their ability to provide future benefits. An increase in the tangible capital asset balance suggests that new assets have been acquired, and a decrease in the balance indicates the disposal, write down or use of assets. The City's tangible capital assets are valued at \$38.13 million in 2021 and are anticipated to grow to \$43.46 million by the end of the period.

C. STATEMENT OF CASH FLOW – TABLE 3

The Statement of Cash Flow provides information on the generation and use of cash resources in the following categories: operating; capital; investments; and financing activities. The statement describes how the cash from operations (\$1.75 million) will be used to support the 2021 capital transactions (\$2.14 million). The difference between the total cash generated and cash used results in an increase or decrease in cash and cash equivalents. The beginning of period cash and cash equivalents is equal to the water reserve funds on hand at the start of the period.

In 2021, the Municipality will see a \$1.03 million decrease in cash equivalents. That said, the City's cumulative cash position improves from \$4.93 million in 2021 to \$6.16 million in 2031 despite some intervening years in which a decrease in cash position is realized in order to carry out the growth-related capital program. The City's water operations and non-growth-related capital reserves maintain a positive position over the planning period (see Appendix A – Table 3).

Although, this financial plan looks at the immediate future in which the costs are being absorbed, the DC revenues would be received over the long-term and extend well beyond the 10-year period to which this plan applies. As a result, the City should continue to exercise caution in planning for these projects to ensure the projects can properly be funded from the water utility system without support from other reserves to interim fund operations. If interim funding support is required, future Water DCs collected can be used to repay other non water-related reserve funds.

D. STATEMENT OF CHANGE IN NET FINANCIAL ASSETS/DEBT – TABLE 4

The Statement of Change in Net Financial Assets/Debt provides information on whether the revenue generated is sufficient to support the operating and tangible capital asset costs. The statement also reconciles the difference between the annual surplus/deficit and the change in net financial assets/debt for the period. The statement outlines that the deficit \$41,000 and amortization (\$1.10 million) do not exceed the forecasted capital expenditures of \$2.14 million, resulting in a decrease in net financial assets for the year. Despite the deficit position in 2021, net financial assets remain positive throughout the years, ending with a positive net financial asset of \$1.28 million.

Table 3
City of Clarence-Rockland
Statement of Cash Flow
In \$000's

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Operating Transactions											
Annual Surplus/(Deficit)	(\$41)	\$42	\$106	\$51	\$2,076	\$12,083	\$160	\$233	\$283	\$373	\$209
Add: Amortization of TCA's	\$1,098	\$1,084	\$1,067	\$1,000	\$1,000	\$947	\$1,094	\$1,091	\$1,084	\$1,070	\$1,067
Less: DC Revenue ⁽¹⁾	(\$15)	(\$47)	(\$27)	(\$27)	(\$1,982)	(\$11,871)	(\$29)	(\$29)	\$0	\$0	\$0
Add: Development Charge Proceeds ⁽²⁾	\$711	\$744	\$777	\$812	\$849	\$887	\$927	\$969	\$1,012	\$1,057	\$1,094
Cash Provided by Operating :	\$1,754	\$1,823	\$1,924	\$1,836	\$1,943	\$2,045	\$2,152	\$2,263	\$2,379	\$2,501	\$2,370
Capital Transactions											
Proceeds on Sale of Tangible Capital Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Less: Cash Used to Acquire Tangible Capital Assets	(\$2,136)	(\$291)	(\$27)	(\$142)	(\$1,982)	(\$12,301)	(\$29)	(\$29)	(\$516)	(\$516)	\$0
Cash Applied to Capital	(\$2,136)	(\$291)	(\$27)	(\$142)	(\$1,982)	(\$12,301)	(\$29)	(\$29)	(\$516)	(\$516)	\$0
Investing Transactions											
Proceeds from Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Less: Cash Used to Acquire Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash Provided by Investing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Financing Transactions											
Proceeds from Debt Issues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Less: Debt Repayment (principal only)	(\$645)	(\$627)	(\$647)	(\$668)	(\$287)	(\$297)	(\$307)	(\$318)	(\$329)	(\$341)	(\$353)
Cash Applied to Financing	(\$645)	(\$627)	(\$647)	(\$668)	(\$287)	(\$297)	(\$307)	(\$318)	(\$329)	(\$341)	(\$353)
Increase/(Decrease) in Cash and Cash Equivalents	(\$1,028)	\$904	\$1,250	\$1,026	(\$326)	(\$10,553)	\$1,816	\$1,916	\$1,534	\$1,644	\$2,017
Cash and Cash Equivalents											
Beginning of Period	\$5,956	\$4,928	\$5,833	\$7,083	\$8,109	\$7,783	(\$2,769)	(\$954)	\$962	\$2,496	\$4,140
Increase/(Decrease)	(\$1,028)	\$904	\$1,250	\$1,026	(\$326)	(\$10,553)	\$1,816	\$1,916	\$1,534	\$1,644	\$2,017
End of Period	\$4,928	\$5,833	\$7,083	\$8,109	\$7,783	(\$2,769)	(\$954)	\$962	\$2,496	\$4,140	\$6,157

Note 1: Indicates the amount of funds needed to support in-year growth related (e.g. development charge) capital transactions.

Note 2: Indicates the amount of funds generated annually from development charges (water component only)

Table 4
City of Clarence-Rockland
Statement of Change in Net Financial Assets/(Debt)
in \$000's

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Annual Surplus/(Deficit)	(\$41)	\$42	\$106	\$51	\$2,076	\$12,083	\$160	\$233	\$283	\$373	\$209
Amortization of Tangible Capital Assets	\$1,098	\$1,084	\$1,067	\$1,000	\$1,000	\$947	\$1,094	\$1,091	\$1,084	\$1,070	\$1,067
Less: Acquisition of Tangible Capital Assets	(\$2,136)	(\$291)	(\$27)	(\$142)	(\$1,982)	(\$12,301)	(\$29)	(\$29)	(\$516)	(\$516)	\$0
<i>Change in Net Financial Assets/(Debt)</i>	(\$1,078)	\$835	\$1,147	\$909	\$1,094	\$729	\$1,225	\$1,295	\$852	\$928	\$1,276
<i>Net Financial Assets/(Debt)</i>											
Beginning of Period	(\$1,351)	(\$2,429)	(\$1,594)	(\$448)	\$461	\$1,555	\$2,284	\$3,509	\$4,804	\$5,656	\$6,583
Increase/(Decrease)	(\$1,078)	\$835	\$1,147	\$909	\$1,094	\$729	\$1,225	\$1,295	\$852	\$928	\$1,276
End of Period	(\$2,429)	(\$1,594)	(\$448)	\$461	\$1,555	\$2,284	\$3,509	\$4,804	\$5,656	\$6,583	\$7,859

5. NOTES AND ASSUMPTIONS TO FINANCIAL PLAN

Section 3(2) of O. Reg. 453/07 states that the information is required only if the information is known to the owner at the time the financial plan is prepared. The assumptions used in preparing the financial plan are noted below.

I. CASH

The beginning of period Cash and Cash equivalents contained in the Statement of Cash Flows is the total of the opening balance of reserve funds. The opening balances were unaudited at the time the Financial Plan was prepared and may change.

II. RECEIVABLES AND PAYABLES

It is assumed that the water receivables and payables are not significant and therefore have not been identified.

III. DEBT

As of December 2020, the City had outstanding water-related debt of \$6.05 million relating to the water treatment plant, water distribution, regional water upgrade, St. Joseph Street watermain and water looping. The annual financing costs associated with these debentures have been incorporated into the analysis and will be funded through the water rates. No additional debt is anticipated to be incurred over the planning period, however, the City's debenture requirements will be assessed at the time of the capital expenditure is incurred and subject to council decision.

IV. DEFERRED REVENUE

Deferred revenue represents the development charge reserve fund balance. For financial reporting purposes, development charges are deemed a liability until they are used to acquire or construct the infrastructure for which they were collected.

V. ACCUMULATED SURPLUS

The accumulated surplus for all years in the forecast period is contained in Table 5.

Table 5
City of Clarence-Rockland
Reconciliation of Accumulated Surplus
in \$000's

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Accumulated Surplus consists of:											
Opening Reserve Balance											
<i>Development Charges</i>	\$1,260	\$1,956	\$2,653	\$3,403	\$4,189	\$3,056	(\$7,928)	(\$7,030)	(\$6,091)	(\$5,079)	(\$4,022)
<i>Water Reserves</i>	\$4,696	\$2,973	\$3,180	\$3,679	\$3,920	\$4,727	\$5,159	\$6,076	\$7,053	\$7,575	\$8,162
Total Reserve Balance	\$5,956	\$4,928	\$5,833	\$7,083	\$8,109	\$7,783	(\$2,769)	(\$954)	\$962	\$2,496	\$4,140
<i>Less: Debt Obligations and Deferred Revenue</i>	(\$7,307)										
<i>Add: Tangible Capital Assets</i>	\$37,095	\$38,133	\$37,340	\$36,299	\$35,441	\$36,422	\$47,776	\$46,711	\$45,650	\$45,081	\$44,527
Total Opening Balance	\$35,744	\$35,704	\$35,746	\$35,851	\$35,902	\$37,978	\$50,060	\$50,220	\$50,453	\$50,737	\$51,110
<i>Add: Contributions to/(from) Reserves (excl DC)</i>											
<i>Water Reserve</i>	(\$1,724)	\$207	\$499	\$241	\$807	\$432	\$918	\$977	\$522	\$587	\$923
Total Change in Reserve	(\$1,724)	\$207	\$499	\$241	\$807	\$432	\$918	\$977	\$522	\$587	\$923
<i>Add: Changes in TCA during the year</i>											
<i>Capital Assets Acquired/(Disposed)</i>	\$2,136	\$291	\$27	\$142	\$1,982	\$12,301	\$29	\$29	\$516	\$516	\$0
<i>Amortization of Capital Assets</i>	(\$1,098)	(\$1,084)	(\$1,067)	(\$1,000)	(\$1,000)	(\$947)	(\$1,094)	(\$1,091)	(\$1,084)	(\$1,070)	(\$1,067)
Total Changes in Tangible Capital Assets	\$1,038	(\$793)	(\$1,041)	(\$858)	\$982	\$11,354	(\$1,065)	(\$1,062)	(\$568)	(\$554)	(\$1,067)
Subtract Changes in Debt Position											
<i>New Debt</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Debt Repayment (principal only)</i>	\$645	\$627	\$647	\$668	\$287	\$297	\$307	\$318	\$329	\$341	\$353
Total Change in Debt	\$645	\$627	\$647	\$668	\$287	\$297	\$307	\$318	\$329	\$341	\$353
Total Ending Balance	\$35,704	\$35,746	\$35,851	\$35,902	\$37,978	\$50,060	\$50,220	\$50,453	\$50,737	\$51,110	\$51,319

VI. LEAD PIPES

Ontario Regulation 453/07 regulation contains a requirement for municipalities to include in the Financial Plan the cost associated with replacing lead pipes that are part of the drinking water system. The City currently does not have to replace any lead pipes and does not expect to replace any in the future. Therefore, no provision for lead pipe replacement is required for this plan.

6. OVERVIEW OF RESULTS

The main purpose of this report is intended to illustrate the financial viability of the water system over a 10-year planning period to 2031. The financial plan contained in this document outlines that the City's drinking water systems are financially viable, although, some important items should be considered.

- In developing this Water Financial Plan, the City recognizes that this is a living document and it is expected to be reviewed again if a more fulsome utility rate analysis is prepared.
- In addition to annual operating, maintenance and debt servicing costs, water infrastructure will require periodic rehabilitation and eventual replacement. When assets require rehabilitation or are due for replacement, the source of funds are essentially limited to reserves or contributions from operating. In maintaining a user-pay approach, it is important for the City to continue to build sufficient reserves for the scheduled replacement of infrastructure through contributions from operating. As the City's water infrastructure ages, maintaining assets in a state of good repair will ensure these assets continue to maintain service levels and the services are operated in accordance with Provincial legislation that guarantees safety, quality and reliability. The contribution requirements are intended to be informed through the City's Asset Management Plan which will continue to be refined over the coming years.
- The City does expect to experience significant growth-related capital pressures over the next few years to expand the capacity of the existing treatment plant in order to facilitate development over the long-term. This means that these projects will require careful monitoring to continue to ensure financial sustainability.
 - The growth-related capital expenditures over the forecast period equate to over \$14.0 million which would need to be funded from development charges. As these projects are being emplaced to service development over the long-term, therefore, a share of costs will be recouped through DCs outside of the planning period. The statements in this plan which would illustrate decrease in cash and cash equivalents and net deficit positions in some intervening years can be attributed to the funding of this growth-related infrastructure. Although, this financial plan looks at the immediate future in which the costs are being absorbed, the DC revenues would be received over the long-term and extend well beyond the 10-year period to which this plan applies. As a result, the City should continue to exercise caution in planning for these projects to ensure the

projects can properly be funded from the water utility system without support from other reserves to interim fund operations.

It is fiscally prudent the City continue to monitor their water operations to compare the accuracy of the financial projections with the actual results, as this will lead to improved planning in the future

APPENDIX A

SUPPORTING TABLES

Appendix A - Table 1
City of Clarence-Rockland
Operating Budget Forecast
in \$000's

	Budget 2021	2022	2023	2024	2025	FORECAST					
						2026	2027	2028	2029	2030	2031
Expenditures											
Operating Costs											
Salaries and Benefits	\$494	\$504	\$514	\$524	\$535	\$545	\$556	\$567	\$579	\$590	\$602
Administration/Materials	\$609	\$621	\$633	\$646	\$659	\$672	\$685	\$699	\$713	\$727	\$742
Contracted Services	\$1,134	\$1,168	\$1,203	\$1,239	\$1,277	\$1,315	\$1,354	\$1,395	\$1,437	\$1,480	\$1,524
Repairs	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2
Hydro/Utilities	\$9	\$9	\$10	\$10	\$11	\$11	\$12	\$13	\$13	\$14	\$15
Insurance	\$37	\$39	\$41	\$43	\$45	\$47	\$49	\$52	\$55	\$57	\$60
	\$2,284	\$2,343	\$2,403	\$2,464	\$2,528	\$2,593	\$2,659	\$2,728	\$2,798	\$2,871	\$2,945
Capital Related Costs											
Non-Growth Capital	\$2,121	\$245	\$0	\$115	\$0	\$429	\$0	\$0	\$516	\$516	\$0
Growth-Related Capital	\$15	\$47	\$27	\$27	\$1,982	\$11,871	\$29	\$29	\$0	\$0	\$0
Existing Debt	\$836	\$798	\$798	\$798	\$399	\$399	\$399	\$399	\$399	\$399	\$399
	\$2,972	\$1,090	\$825	\$940	\$2,381	\$12,700	\$428	\$428	\$915	\$915	\$399
Reserve Contribution											
Contributions to/(from) Water Reserve	\$397	\$452	\$499	\$356	\$807	\$861	\$918	\$977	\$1,038	\$1,103	\$923
	\$397	\$452	\$499	\$356	\$807	\$861	\$918	\$977	\$1,038	\$1,103	\$923
Total Expenditures	\$5,654	\$3,884	\$3,727	\$3,760	\$5,715	\$16,153	\$4,005	\$4,133	\$4,751	\$4,888	\$4,267
Revenues											
Water Billing Revenue ⁽¹⁾	\$2,963	\$3,066	\$3,172	\$3,282	\$3,395	\$3,513	\$3,635	\$3,761	\$3,892	\$4,027	\$4,167
Non-User Rate Revenues	\$554	\$527	\$528	\$337	\$338	\$339	\$341	\$342	\$344	\$345	\$100
Contributions from reserve	\$2,121	\$245	\$0	\$115	\$0	\$429	\$0	\$0	\$516	\$516	\$0
Transfer from DC Reserve	\$15	\$47	\$27	\$27	\$1,982	\$11,871	\$29	\$29	\$0	\$0	\$0
	\$5,654	\$3,884	\$3,727	\$3,760	\$5,715	\$16,153	\$4,005	\$4,133	\$4,751	\$4,888	\$4,267

Note 1: Assumes a 4% increase per annum for fixed/flat rate billing revenue and 3% increase per annum for metered rate billing revenue.

Appendix A - Table 2
City of Clarence-Rockland
Capital Budget Forecast
in \$000's

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Capital Program											
Growth Related	\$15	\$47	\$27	\$27	\$1,982	\$11,871	\$29	\$29	\$0	\$0	\$0
Non-Growth Related	\$2,121	\$245	\$0	\$115	\$0	\$429	\$0	\$0	\$516	\$516	\$520
Total	\$2,136	\$291	\$27	\$142	\$1,982	\$12,301	\$29	\$29	\$516	\$516	\$520
Revised Total	\$2,136	\$291	\$27	\$142	\$1,982	\$12,301	\$29	\$29	\$516	\$516	\$520
Funding Sources											
Operating Contributions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfer from Water Reserve	\$2,121	\$245	\$0	\$115	\$0	\$429	\$0	\$0	\$516	\$516	\$520
Transfer From Development Charges	\$15	\$47	\$27	\$27	\$1,982	\$11,871	\$29	\$29	\$0	\$0	\$0
Debenture Requirements	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding	\$2,136	\$291	\$27	\$142	\$1,982	\$12,301	\$29	\$29	\$516	\$516	\$520

Note 1: Growth related debenture financing may be required if DC funds are unavailable

Appendix A - Table 3
City of Clarence-Rockland
Reserve and Reserve Fund Continuity
in \$000's

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Water Reserves											
Opening Balance	\$4,696	\$2,973	\$3,180	\$3,679	\$3,920	\$4,727	\$5,159	\$6,076	\$7,053	\$7,575	\$8,162
Transfer from Operating	\$397	\$452	\$499	\$356	\$807	\$861	\$918	\$977	\$1,038	\$1,103	\$923
Transfer to Capital	(\$2,121)	(\$245)	\$0	(\$115)	\$0	(\$429)	\$0	\$0	(\$516)	(\$516)	\$0
Transfer to Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ending Balance	\$2,973	\$3,180	\$3,679	\$3,920	\$4,727	\$5,159	\$6,076	\$7,053	\$7,575	\$8,162	\$9,085
Debenture Requirements	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Development Charge Reserve											
Opening Balance	\$1,260	\$1,956	\$2,653	\$3,403	\$4,189	\$3,056	(\$7,928)	(\$7,030)	(\$6,091)	(\$5,079)	(\$4,022)
Revenue ⁽¹⁾	\$711	\$744	\$777	\$812	\$849	\$887	\$927	\$969	\$1,012	\$1,057	\$1,094
Transfer to Capital	(\$15)	(\$47)	(\$27)	(\$27)	(\$1,982)	(\$11,871)	(\$29)	(\$29)	\$0	\$0	\$0
Transfer to Operating Existing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfer to Operating Future	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ending Balance	\$1,956	\$2,653	\$3,403	\$4,189	\$3,056	(\$7,928)	(\$7,030)	(\$6,091)	(\$5,079)	(\$4,022)	(\$2,928)
Debenture Requirements	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Note 1: Anticipated revenues based on those projections outlined in the DC Study. Debt financing may be required to offset significant capital cost in 2026.

Appendix A - Table 4
City of Clarence-Rockland
Debenture Schedule
in \$000's

	2021		2022		2023		2024		2025		2026	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
1-4-9112-2100 Project d'eau (2004) treatment 0339 (\$553,558)	\$132	\$15	\$136	\$11	\$140	\$7	\$145	\$3	\$0	\$0	\$0	\$0
1-4-9122-2100 Project d'eau (2004) distribution 0339 (\$2,912,636)	\$408	\$103	\$381	\$90	\$394	\$77	\$407	\$64	\$168	\$52	\$174	\$46
1-4-9128-2100 2018 Debt Issue (\$345,652)	\$15	\$12	\$15	\$11	\$16	\$11	\$16	\$10	\$17	\$9	\$17	\$9
1-4-9129-2100 2019 Debt Issue (\$1,938,655)	\$78	\$50	\$82	\$48	\$84	\$46	\$86	\$44	\$89	\$42	\$91	\$39
1-4-9130-2100 2019 New Loan (\$298,602)	\$12	\$11	\$12	\$10	\$13	\$10	\$13	\$9	\$14	\$9	\$14	\$8
	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$645	\$190	\$627	\$171	\$647	\$151	\$668	\$130	\$287	\$112	\$297	\$102
	2027		2028		2029		2030		2031		Total	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
1-4-9112-2100 Project d'eau (2004) treatment 0339 (\$553,558)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$554	\$37
1-4-9122-2100 Project d'eau (2004) distribution 0339 (\$2,912,636)	\$181	\$39	\$188	\$32	\$196	\$24	\$203	\$16	\$211	\$8	\$2,913	\$551
1-4-9128-2100 2018 Debt Issue (\$345,652)	\$18	\$8	\$19	\$8	\$19	\$7	\$20	\$6	\$21	\$6	\$193	\$96
1-4-9129-2100 2019 Debt Issue (\$1,938,655)	\$93	\$37	\$96	\$34	\$98	\$32	\$101	\$29	\$104	\$27	\$1,002	\$427
1-4-9130-2100 2019 New Loan (\$298,602)	\$15	\$8	\$15	\$7	\$16	\$7	\$17	\$6	\$17	\$5	\$159	\$90
	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$307	\$91	\$318	\$81	\$329	\$70	\$341	\$58	\$353	\$46	\$4,821	\$1,202



Date	17/02/2021
Soumis par	Frédéric Desnoyers
Objet	État de la rémunération et des indemnités 2020
# du dossier	N/A

RAPPORT N°

FIN2021-10

1) **NATURE / OBJECTIF :**

Ce rapport a pour objectif de présenter les dépenses de chaque membre du conseil ainsi que de chaque personne qui n'est pas membre du conseil municipal et qui a été nommée par la municipalité à titre de membre d'un organisme.

2) **DIRECTIVE/POLITIQUE ANTÉCÉDENTE :**

Selon la section 284 de la Loi sur le Municipalité, au plus tard le 31 mars de chaque année, le trésorier d'une municipalité remet au conseil de celle-ci un état détaillé de la rémunération et des indemnités versées l'année précédente aux personnes suivantes : chaque membre du conseil municipal ainsi que chaque personne qui n'est pas membre du conseil municipal et qui a été nommée par la municipalité à titre de membre d'un organisme, y compris un conseil local, à l'égard des services offerts en cette qualité.

3) **RECOMMANDATION DU SERVICE:**

QU'IL SOIT RÉSOLU que le Conseil municipal de la Corporation de la Cité de Clarence-Rockland adopte l'état détaillé de la rémunération et des indemnités versées en 2020 conformément à l'article 284 de la Loi de 2001 sur les municipalités, tel que présenté au rapport no. FIN2021-10.

BE IT RESOLVED THAT the Municipal Council of the Corporation of the City of Clarence-Rockland hereby adopts the Itemized Statement of Remuneration and expenses paid in 2020 as per section 284 of the Municipal Act, 2001, as presented under Report No. FIN 2021-10.

4) **HISTORIQUE :**

N/A

5) **DISCUSSION :**

Vous trouverez à l'annexe « A », l'état détaillé de la rémunération des indemnités versées en 2020 aux membres du conseil.

- 6) **CONSULTATION :**
N/A
- 7) **RECOMMANDATION OU COMMENTAIRES DU COMITÉ :**
N/A
- 8) **IMPACT FINANCIER (monétaire/matériaux/etc.):**
Les dépenses présentées dans l'annexe « A » sont incluses dans le budget opérationnel de 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 : État de la rémunération et des indemnités 2020

Annexe "A" / Appendix "A"

État détaillé de la rémunération et des indemnités versées en 2020, conformément à l'article 284 de la Loi de 2001 sur les municipalités

Itemized Statement of Remuneration and expenses paid in 2020 as per section 284 of the Municipal Act, 2001

		Indemnités/ Expenses						Total
Membres du Conseil		Salaires*	Transport	Conférences	Relations publiques	Office supplies	Total Indemnités	
Members of Council		Remuneration*	Travel	Conferences	Public Relations	Dépenses de bureau	Total Expenses	
DESJARDINS, GUY	MAIRE / MAYOR	\$ 59,965.30	\$ 46.83	\$ -	\$ 4,805.47	\$ 123.77	\$ 4,976.07	\$ 64,941.37
CARDARELLI, SAMUEL	QUARTIER / WARD 1	\$ 34,048.68	\$ 615.54	\$ 233.89	\$ 3,000.00	\$ 184.97	\$ 4,034.40	\$ 38,083.08
ZANTH, MARIO	QUARTIER / WARD 2	\$ 34,571.70	\$ 542.16	\$ 701.66	\$ 2,490.00	\$ 322.58	\$ 4,056.40	\$ 38,628.10
GRIMARD, CARL	QUARTIER / WARD 3	\$ 33,719.09	\$ -	\$ -	\$ 2,800.00	\$ 284.00	\$ 3,084.00	\$ 36,803.09
BOUCHARD, DON	QUARTIER / WARD 4	\$ 34,297.97	\$ -	\$ -	\$ 2,900.00	\$ 496.81	\$ 3,396.81	\$ 37,694.78
LALONDE, ANDRÉ	QUARTIER / WARD 5	\$ 34,246.61	\$ 201.48	\$ 239.60	\$ 2,950.00	\$ 124.84	\$ 3,036.72	\$ 37,283.33
SIMARD, CHRISTIAN	QUARTIER / WARD 6	\$ 34,040.69	\$ 241.24	\$ 701.66	\$ 2,845.00	\$ 675.30	\$ 4,463.20	\$ 38,503.89
LEVERT, MICHEL	QUARTIER / WARD 7	\$ 38,056.93	\$ -	\$ -	\$ 2,640.00	\$ 150.11	\$ 2,790.11	\$ 40,847.04
CHOINIERE, DIANE	QUARTIER / WARD 8	\$ 37,478.05	\$ 167.64	\$ 155.39	\$ 3,000.00	\$ 122.12	\$ 3,445.15	\$ 40,923.20
		\$ 340,425.02	\$ 1,814.89	\$ 1,553.00	\$ 27,430.47	\$ 2,484.49	\$ 33,282.85	\$ 373,707.87

*Inclus les avantages sociaux tels que : régime de pensions du Canada (RPC), les cotisations de l'employeur à l'impôt-santé (ISE), les prestations d'assurances-vie collective, les assurance de soins de santé et les soins dentaires.

*Includes employment benefits such as Canada Pension Plan (CPP), Employer Health Tax (EHT) contributions, Group Life Insurance benefits, Health and Dental benefits.



REPORT N° INF2021-005

Date	01/03/2021
Submitted by	Denis Longpré
Subject	Amendment to Free Waste Collection & Disposal Programs
File N°	INF2021-005

1) **NATURE/GOAL :**

The purpose of this report is to:

- (a) recommend the cancellation of the April, 2021 Free Access Weekend at the Bourget landfill site; and
- (b) recommend that direction be given to staff to investigate the feasibility of streamlining the two (2) Free Weekend programs and the Fall Clean-Up event.

2) **DIRECTIVE/PREVIOUS POLICY :**

N/A

3) **DEPARTMENT'S RECOMMENDATION :**

WHEREAS the municipality organizes three supplementary annual waste collection programs; and

WHEREAS these three events comprise of two (2) Free Access Weekends at the Bourget landfill site and a Fall Clean-up; and

WHEREAS these programs are costly in terms of manpower and operational costs and have a varying degree of acceptance within the community; and

WHEREAS staff is recommending that these programs be reassessed in order to develop a strategic waste collection & disposal process that would be more efficient and cost effective to meet the needs and expectations of the ratepayers;

THAT the Committee of the Whole recommends that Council direct staff to reassess the current waste collection programs in order to provide a recommendation for Council's consideration at its April 7, 2021 meeting; and

THAT the Committee of the Whole recommends that Council direct staff to cancel the April 23rd & 24th, 2021 Free Access Weekend at the Bourget Landfill Site with the understanding that further

recommendations will be presented to Council for consideration at the April 7th 2021 meeting.

ATTENDU QUE la Cité organise trois événements complémentaires à la collecte de déchets; et

ATTENDU QUE ces événements comprennent deux fins de semaines gratuites au site d'enfouissement et un ménage d'automne; et

ATTENDU QUE ces événements sont onéreux en termes de personnel et en ressources financières et varient dans le degré d'acceptation au sein de la communauté; et

ATTENDU QUE le personnel recommande une réévaluation de ces événements dans le but d'élaborer un processus stratégique pour la collecte et disposition des déchets qui serait plus efficace et économique pour répondre aux besoins des contribuables;

QUE le Comité plénier recommande au conseil de mandater le personnel à réévaluer les événements complémentaires à la collecte de déchets afin de fournir une recommandation pour considération à la réunion du 7 avril, 2021; et

QUE le Comité plénier recommande au conseil de mandater le personnel à annuler la fin de semaine gratuite au site d'enfouissement le 23 & 24 avril, 2021 en reconnaissant que des recommandations qui présenteront des alternatives seront proposées par le personnel à la réunion du 7 avril, 2021.

4) BACKGROUND :

Since amalgamation, the City has conducted 3 target specific waste collection & disposal programs: 2 Free Access Weekends at the landfill site and a Fall Clean-up program. These programs are limited to residential participation only and supplement the regular weekly garbage collection programs run by the City.

The following provides a brief overview of these programs:

1. Spring Free Access Weekend

This event is usually held over two consecutive days-usually Friday and Saturday- towards the end of April. Residents are able to access the Bourget landfill site, without charge, to dispose of waste, white goods, furniture, tables, tires etc.

This weekend program attracts 1000-1200 people over the two days. Since the landfill site was never designed to accommodate large volumes of traffic in a compressed timeframe, the site experiences lineups to process clients which often results in user and staff frustration and numerous complaint calls to staff and elected officials.

Management of this program requires the recruitment of approximately 8-12 additional employees to properly manage traffic and ensure a safe work environment.

It is noted that the Spring 2020 program was canceled due to the Covid-19 pandemic.

2. Fall Free Access Weekend:

This event is similar to the Spring Free Access Weekend and is traditionally held towards the end of October. In 2020, 950 vehicles accessed the Bourget at landfill site. This translated into approximately 1,000 people over the two-day period.

Again, the same congestion and frustration issues were experienced because of the limitations of the site.

Similarly, in order to manage the demands at the site, it was necessary to recruit additional staff from within the organization (Public Works, Building, By-law, Parks, Fire Department, etc.) to manage the waste disposal activities. Recruitment is challenging in terms of trying to secure staff for a weekend activity.

3. Fall Cleanup Event:

This program provides for door-to-door collection of waste and occurs one or two weeks prior to the Fall Free Weekend Event.

Two (2) garbage trucks are rented from Tomlinson (including operator) in addition to 17 public works staff and 12 pieces of city fleet equipment. Typically, it takes approximately 5 days to cover the entire City; however, in 2020, the event extended into the following week by three days due to large volumes and high participation rates. An additional 3 triaxle trucks had to be rented in order to complete this program.

The program is limited to residential properties and is held during the usual day of garbage collection. Residents are advised to place regular garbage (three bag limit) and metal on one side of the driveway and larger items and rubbish on the other side. The maximum permissible volume that is to be collected is equivalent to 4' x 8' x 4'.

Recyclable materials that are accepted free of charge, year-round at the landfill site, are excluded from this curbside collection program.

Attachment A summarizes the 2020 Fall Cleanup Plan and the Free Access Weekend for October.

All three of these events are advertised in advance in the local newspapers, recycling calendar, Recollect application and on the City's website.

5) **DISCUSSION :**

There are a number of significant concerns with respect to the three (3) waste collection & disposal programs referenced above.

Bourget Landfill Site:

The site layout is not conducive to receiving more than 120-150 vehicles per day on the weight scale, resulting in extremely long lineups to dispose of the waste.

During the Free Access Weekends, vehicles must bypass the weight scale in order to handle the traffic volume. As a result, no data is captured on the weight of this disposed waste during these two weekends.

In view of the number of additional staff required to manage such events, the available office space at the Bourget site is too small for a proper lunch room, insufficient space for breaks, inadequate washroom facilities etc.

Due to the significant number of participants arriving at the landfill site at one time, there may be violations with Covid- 19 protocol and, as such, it is incumbent on the City to ensure that it is compliant with the regulations of the day.

User Frustration:

Due to the site layout limitations at the Bourget landfill site and the extensive use by our residents, frustration occurs for both the user and City staff in terms of managing the collection and disposal of the waste. Frustrations and aggressive behavior became so elevated in the 2020 Fall Clean-up program, that the City had to issue a press release to encourage courtesy and understanding with one another.

The October curbside collection event generated approximately 130 complaint calls to the Client Service Center and the issuance of 300 refusal slips for non-conforming waste.

Resources:

As noted in Section 4, Background, it is necessary to recruit 8-12 additional staff to properly manage each weekend event- it is necessary to recruit additional staff from within the organization (Public Works, Building, By-law, Parks, Fire Department, etc.). It is difficult to recruit the staff needed for a weekend activity.

Additionally, the Fall Clean-up program takes public works staff away from required operational programs (e.g. road maintenance, guide rail repairs, grading and patching, winter preparation of fleet, etc.)

The Fall Clean-up program also requires the City to rent two garbage trucks from Tomlinson.

Costs:

The Free Access Weekends result in a staffing cost of approximately \$3,000 per weekend for regular and overtime hours. The Fall Clean-up Program costs on average over \$56,000 for truck rental and public works staff and equipment.

Staff Recommendations:

In view of the substantial issues and inefficiencies associated with the current programs, staff is recommending that direction be given by Council for staff to reassess the Free Access Weekends and Fall Clean-up programs and bring back a report to Council in early April detailing recommendations to affect improvements to these programs.

In view of Covid-19 protocols and issues surrounding the Free Access Weekend programs, it is recommended that the April, 2021 Free Access Weekend be canceled and that staff take the appropriate steps to advise the public accordingly.

6) **CONSULTATION:**

Should Council approve amendments to the current waste collection programs, it will be necessary to initiate appropriate advisories to the public via newspaper advertisement, City website, etc.

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

N/A

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

There are no additional financial impacts at this time. However, Council approval of the April, 2021 staff report may generate additional financial implications.

9) **LEGAL IMPLICATIONS :**

There are not identifiable legal implications at this time.

10) **RISK MANAGEMENT :**

Addressing the issues identified with the Free Access Weekends and Fall Cleanup programs, should result in a more efficient and cost-effective waste collection & disposal system

11) **STRATEGIC IMPLICATIONS :**

Reviewing the waste collection programs identified in this report demonstrate a commitment to environmental stewardship by the municipality as highlighted in the City's Strategic Plan.

12) **SUPPORTING DOCUMENTS:**

Attachment A- 2020 Fall Cleanup and Free Access Weekend promotional flyer

NETTOYAGE D'AUTOMNE 2020 RÉSIDENTIEL SEULEMENT	2020 FALL CLEAN-UP RESIDENTIAL ONLY
<p style="text-align: center;">5, 6, 7, 8, 9 octobre 2020</p> <p>Le nettoyage d'automne des propriétés résidentielles aura lieu lors de la journée habituelle de collecte d'ordure. Prière de placer vos ordures régulières (3 items) et matières recyclables sur un côté de votre entrée et vos gros objets/rebuts de l'autre côté.</p> <p>Placer les articles en bordure de la route avant 6h30am sur le sol.</p> <p>UN VOLUME <u>MAXIMUM</u> DE 4' X 8' X 4' SERA CUEILLI.</p> <p style="text-align: center;"><u>OBJETS NON RAMASSÉS</u></p> <ul style="list-style-type: none"> ▪ Pneus ▪ Carcasses d'animaux ▪ Matériaux de construction, tels : bois, bois avec clous, cloisons sèches, terre, cailloux, pierres, briques, pavées d'asphalte, pavées unies ▪ Produits dangereux, déchets industriels & liquides ▪ Bonbonnes de propane et tubes fluorescents ▪ Carrosseries de véhicule, pièces de véhicule, cabine de camion, bateaux ▪ Débris de cour (herbe, feuilles, branches, troncs, etc.) ▪ Débris recyclables des boîtes bleues et boîtes noires ▪ Électroniques (TV, radio, DVD, etc.) ▪ Plastiques d'ensilage de foin ▪ Réfrigérateurs ou tout appareil contenant du gaz réfrigérant <p>LE MÉTAL DOIT ÊTRE PLACÉ À PART, CAR IL SERA RAMASSÉ SÉPARÉMENT.</p>	<p style="text-align: center;">October 5, 6, 7, 8, 9, 2020</p> <p>The fall clean up for residential properties will be held during the usual day of garbage collection. Please place your regular garbage (3 items) and recyclables on one side of your driveway and your big items/rubbish on the other side.</p> <p>Place items at the edge of the road before 6:30 am on the ground.</p> <p>A <u>MAXIMUM</u> VOLUME OF 4' X 8' X 4' WILL BE COLLECTED.</p> <p style="text-align: center;"><u>ITEMS THAT WILL NOT BE PICKED UP</u></p> <ul style="list-style-type: none"> ▪ Tires ▪ Animal carcasses ▪ Construction materials, such as: wood, wood with nails, dry wall, earth, stones, rocks, bricks, asphalt paving, patio stones ▪ Hazardous materials, manufacturing & liquid waste ▪ Propane tanks and fluorescent tubes ▪ Vehicle bodies, vehicle parts, truck cabs, boats ▪ Organic yard waste (bush, trees, grass, leaves, stumps, etc.) ▪ Blue box and black box recyclable materials ▪ Electronics (TV, radio, DVD etc...) ▪ Bale wrapping plastics ▪ Refrigerators or any appliance containing refrigerant gases <p>METAL MUST BE PLACED APART BECAUSE IT WILL BE COLLECTED SEPARATELY.</p>
<p style="text-align: center;">Fin de semaine gratuite au site d'enfouissement municipal, 2335, chemin Lalonde Bourget Résidentiel seulement, une charge gratuite par adresse</p>	<p style="text-align: center;">Free weekend at the municipal landfill, 2335 Lalonde Road, Bourget Residential only, one free load per address</p>
<p style="text-align: center;">23 octobre 2020 de 8h30 à 17h 24 octobre 2020 de 8h30 à 16h</p> <p><u>-Sauf les appareils ménagers</u> qui contiennent des réfrigérants (des frais s'appliqueront pour ces articles)</p> <p>-Seules les automobiles, camionnettes et remorques utilitaires seront acceptées gratuitement.</p> <p><u>-Il y aura des frais pour les camions lourds, les remorques commerciales et les chariots de ferme.</u></p>	<p style="text-align: center;">October 23, 2020 from 8:30AM to 5:00PM October 24, 2020 from 8:30AM to 4:00PM</p> <p><u>-Except for appliances</u> containing refrigerants (applicable charges will apply)</p> <p>-Only cars, pick-up trucks and utility trailers will be accepted free of charge.</p> <p><u>-Charges will apply for tandem trucks, commercial trailers and farm wagons.</u></p>
<p style="text-align: center;">WEEKEND DON DÉBARRAS</p>	<p style="text-align: center;">GIVE AWAY WEEKEND</p>
<p>Afin de promouvoir la réutilisation des biens, la Cité vous invite à placer en bordure de la route vos objets réutilisables dont vous souhaitez vous débarrasser dès le samedi 3 octobre 2020.</p> <p>Les objets à donner doivent être identifiés de la mention « gratuit ».</p>	<p>In order to promote the reuse of goods, the City invites you to place your reusable goods on curbside as soon as <u>Saturday, October 3 2020.</u></p> <p>Usable items to be discarded shall have be clearly identified with a note indicating «free».</p>



RAPPORT N° LOI2020-03-01

Date	01/03/2021
Soumis par	Jean-Luc Jubinville
Objet	Mise à jour – Réouverture du complexe récréatif et culturel
# du dossier	Cliquez ici pour entrer du texte.

1) **NATURE / OBJECTIF :**

Ce rapport a pour but d'informer le conseil municipal des récentes discussions avec le YMCA-YWCA par rapport à la réouverture des installations du complexe récréatif et culturel.

2) **DIRECTIVE/POLITIQUE ANTÉCÉDENTE :**

Directive du bureau de santé : La Cité de Clarence-Rockland est présentement en zone orange. Selon les restrictions en vigueur le YMCA-YWCA peut ouvrir au public.

Réparation à l'édifice :

Au mois de juin 2020, le conseil a approuvé une somme de 93 500\$ afin d'effectuer une série de travaux de réparation à l'intérieur de l'édifice – Rapport LOI2020-06-01.

3) **RECOMMANDATION DU SERVICE:**

QUE le rapport LOI2020-03-01 soit reçu à titre d'information.

THAT the report no. LOI2020-03-01 be received as information.

4) **HISTORIQUE :**

Le YMCA-YWCA de Rockland a dû cesser ses opérations à l'intérieur du complexe récréatif et culturel le 17 mars 2020 dû à la pandémie. L'édifice n'a pas rouvert ses portes depuis cette date.

En automne dernier, certaines discussions ont eu lieu entre l'administration de la municipalité et les représentants du YMCA-YWCA dans le but de discuter des implications financières concernant la réouverture des installations. Ces discussions ont été interrompues dû à l'ordre de rester à la maison imposée en décembre par le gouvernement de l'Ontario.

5) **DISCUSSION :**

Considérant que la région est maintenant en zone orange permettant ainsi aux installations récréatives intérieurs de rouvrir, l'administration municipales travaille activement avec les gestionnaires du YMCA-YWCA afin d'établir un plan d'action pour une possible réouverture. Toutefois, l'édifice demeurera probablement fermé jusqu'au début de l'été pour les raisons suivantes :

État des travaux de réparation : Plusieurs réparations ont déjà été effectuées. Toutefois, les travaux majeurs du côté de la piscine seront faits dans les prochains mois. Les travaux devraient être terminés par le début de l'été.

Date de réouverture du YMCA-YWCA : Aucune date n'a encore été avancée. Tout dépendra de l'état de la pandémie et des restrictions sanitaires en cours. Toutefois, le YMCA-YWCA est en droit d'ouvrir au public en respectant certaines restrictions lorsque la région est dans la zone verte, jaune ou orange.

Inquiétude du YMCA-YWCA : Voici un résumé des inquiétudes du YMCA-YWCA concernant une réouverture :

- Quel sera le taux de retour des clients?
- Il y aura plusieurs dépenses reliées à la réouverture et les revenus sont incertains
- Si le gouvernement impose de nouvelles mesures plus strictes qui limitent le nombre d'utilisateurs, les revenus seront affectés
- Les mesures de nettoyage sont beaucoup plus strictes ce qui engendre des coûts supplémentaires

Plaintes reçues par rapport à la fermeture du YMCA-YWCA : Le service a reçu seulement 8 commentaires depuis le début de la pandémie de la part de citoyens demandant pourquoi le YMCA-YWCA n'ouvre pas ses portes malgré les assouplissements des mesures sanitaires.

Prochaines étapes : Voici les prochaines étapes à entreprendre :

- 1- Terminer les rénovations à l'intérieur de l'édifice
- 2- Réévaluer les restrictions en vigueur dues à la pandémie
- 3- Présenter un rapport-conseil avec les impacts financiers reliés à la réouverture du YMCA-YWCA

6) **CONSULTATION :** S.O.

7) **RECOMMANDATION OU COMMENTAIRES DU COMITÉ :**
S.O.

8) **IMPACT FINANCIER (monétaire/matériaux/etc.):**
Le présent rapport n'a aucun impact financier direct.

L'administration de la Cité apportera un rapport-conseil une fois les rénovations à l'intérieur de l'édifice terminé afin que le conseil considère les impacts financiers reliés à la réouverture de l'édifice.

9) **IMPLICATIONS LÉGALES :**
S.O.

10) **GESTION DU RISQUE (RISK MANAGEMENT) :**
S.O.

11) **IMPLICATIONS STRATÉGIQUES :**
L'article 2.3.3. du plan directeur des parcs et loisirs parle du complexe récréatif et culturel.

12) **DOCUMENTS D'APPUI:**
S.O.



REPORT N° PRO2021-001

Date	17/02/2021
Submitted by	Pierre Voisine, Director of Protective Services
Subject	COVID-19 vaccine Roll-out
File N°	PRO2021-001

1) **NATURE/GOAL :**

To provide Council with an overview of the vaccination distribution plan for COVID-19 in Clarence-Rockland.

2) **DIRECTIVE/PREVIOUS POLICY :**

None

3) **DEPARTMENT'S RECOMMENDATION :**

THAT the Committee of the Whole recommends that Council authorize the temporary building fit-up of the Jean-Marc Lalonde arena in order to accommodate a COVID-19 vaccination clinic, at the proposed costs outlined in Report No. PRO2021-001.

QUE le Comité plénier recommande que le conseil autorise l'aménagement temporaire de l'aréna Jean-Marc Lalonde dans le but d'accueillir une clinique de vaccination contre le COVID-19, aux coûts proposés dans le Rapport No. PRO2021-001.

4) **BACKGROUND :**

The Province of Ontario is rolling out the COVID-19 Vaccination program in three specific phases through the 34 Public Health Units throughout Ontario. Currently, as of February 24th, there have been 600,000 doses of the vaccine delivered in Ontario. It is the responsibility of the Eastern Ontario Health Unit (EOHU) to implement a vaccination program within the Eastern Ontario catchment area.

5) **DISCUSSION :**

Through an on-line meeting with municipalities, General Rick Hillier, head of Ontario Vaccine Task Force, urged that municipalities reach out to their local health units to help with the deployment of vaccines. On February 9th, the EOHU sent a letter to municipalities requesting a number of information to aid them in the development of vaccination roll-out.

The City's response was to assemble a planning team, in accordance with Emergency Management processes. The planning group focused on the production of the requested information for the EOHU. Additionally, the group assembled this information in a comprehensive

playbook which proposes a holistic approach for vaccination in our area, with input from the Clarence-Rockland Family Health Team. The draft document was submitted to the Eastern Ontario Health Unit (APPENDIX A: Clarence-Rockland COVID-19 Vaccination Playbook) for consideration. The Playbook outlines how Clarence-Rockland would lead the vaccination efforts through a Mobile and Mass vaccination clinics effort, on behalf of the Health Unit. The plan proposes the use of the Jean Marc Lalonde Arena as the main mass vaccination clinic site. The site is preferred due to its location, size, layout and the fact that current use will not have any operational impact. The site could be in use for many months depending on vaccine supply. The use of this building is contingent on significant temporary fit-up.

Fit-up and related estimated costs include:

1. Re-opening of the building (re-establishing domestic water system, boiler and pumps).
2. Minor renovations (separator wall in lobby, accessibility issues in public restrooms, cleaning and paint rink board section removal, accessible ramps).
3. Heating and cooling of the arena floor. The current building has inadequate heating and cooling on the main arena floor, in light of the fact that building was not built for this use. It is important that immunizers and residents are comfortable in the environment. To achieve the City has created a plan to install 2 new *rental* rooftop units on the building. These units will be specified for use at other City buildings. In the event that the mass vaccination clinic lasts for 6 months, then the rental units will belong to the City and will be moved to replace units due for replacement at City buildings.
4. Costs related to the vaccine inventory equipment will be borne by the Counties and the EOHU.

The City is waiting on the EOHU for confirmation of the mass clinic opening dates, pending vaccine supply.

Vaccination efforts have already begun on the Clarence-Rockland territory. Mini vaccination clinics have started occurring and will continue over the course of the following weeks. These clinics are hosted by the City in the Rockland Fire Station's (#3) classroom, in accordance with the phase 1 of the Provincial Vaccination Plan. These clinics are administered by the EOHU.

The City will continue to work with our partners and the EOHU to ensure and facilitate that Clarence-Rockland residents have access to expedient and organized vaccination clinics.

6) **CONSULTATION:**

In consultation with the Clarence-Rockland Family Health Team

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

None

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

Below the table shows the estimated costs to operate the Jean Marc Lalonde Arena for 6 months. The length of time required for the vaccination centre is directly dependant on the supply of the vaccines. The initial funding source for these costs is the \$122,000 that the province sent to Clarence-Rockland in January to cover direct COVID-19 costs. It is anticipated that these costs may be covered from funding through the Eastern Ontario Health Unit / Province at a later date.

Item	Total Cost for 6 months	Comments
Building Fit up	\$21,688	Minor repairs, paint, cleaning, signage
Heating & Cooling Rent to own Rate of \$2,136 / week See comments	\$55,536	The company has provided a quote that allows us to buy the units. These units would then be used to replace the out of date units at City Hall 1560 Laurier
Fridges or Freezers	\$0	Will be supplied by the Eastern Ontario Health unit. Acquisition is pending the type of vaccine the Health unit receives.
Utilities	\$15,000	For 6 months
Unforeseen	\$10,000	
TOTAL EXPENSES	\$102,224	
FUNDING SOURCE	\$122,000	These funds are from Province. They have already been received by Clarence-Rockland.
NET AVAILABLE FUNDS	\$19,776	

- [Click here to enter text.](#)

9) **LEGAL IMPLICATIONS :**

n/a

10) **RISK MANAGEMENT :**

n/a

11) **STRATEGIC IMPLICATIONS :**

n/a

12) **SUPPORTING DOCUMENTS:**

APPENDIX A: Clarence-Rockland COVID-19 Vaccination Playbook.



The City of Clarence-Rockland COVID-19 Vaccination Playbook

In partnership with the Clarence-Rockland Family Health Team (and other emerging partners).



Verslon	Verslon date	Changes or comments
Original	February 19, 2021	

This Playbook is an evergreen document, which will be adapted as new direction and information becomes available.

DRAFT

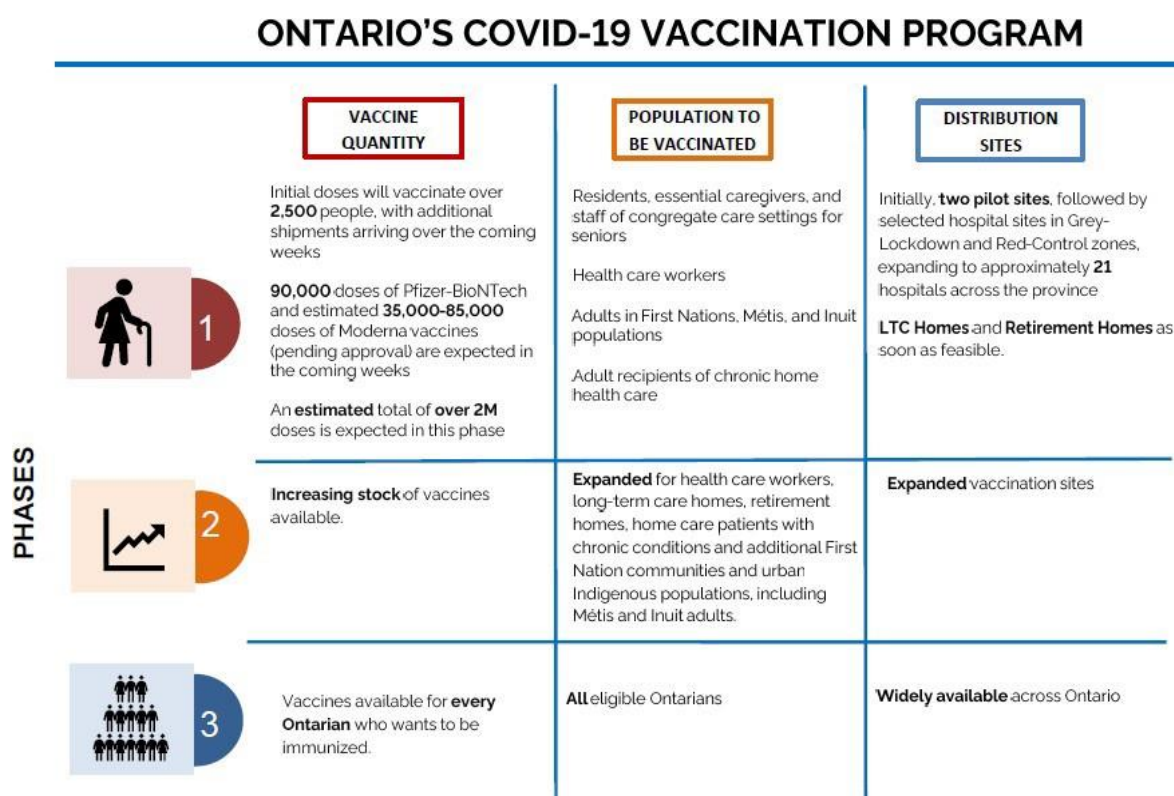
Contents

Background	1
Purpose and objectives	2
Overarching Planning assumptions	4
Leadership and partnership	5
COVID-19 Vaccination Program At-a-Glance	8
Logistics: Vaccine management and distribution	10
Operations for Public Health-led mass vaccination clinics	14
Communications and engagement	16
Data, quality, and documentation	17
Appendix A: Letter from Eastern Ontario Health Unit (EOHU)	18
Appendix B: Proposed Clarence-Rockland COVID-19 Vaccination coverage	20
Appendix C: At-A-Glance vaccination program	21
Appendix D: Clarence-Rockland Facilities for Mass Vaccination purposes	22
Appendix E: List of Clarence-Rockland Congregate Living	23
Appendix F: Mobile vaccination clinic	24
Appendix G: Training	28
Appendix H: Pharmacies	29
Appendix I: Health Human resources/Staffing	30
Appendix J: Clarence-Rockland COVID-19 Vaccination Playbook costing	31
Appendix K: General Process map	35
Appendix L: Vaccination clinic and administrative role descriptions	37
Appendix M: Specific staffing roles and orientation	38
Appendix N: Proposed immunization Centre Layout	41

Background

On December 11, 2020, the Government of Ontario released [Ontario's Vaccine Distribution Implementation Playbook](#), which is based on a three-phase approach outlined below:

Figure 1:



As a local public health agency with responsibilities under the [Ontario Public Health Standards](#) (Ontario Ministry of Health) for immunization and infectious and communicable disease control, the Eastern Ontario Health Unit has the overall responsibility for the COVID-19 vaccination program for Prescott-Russell, Stormont, Dundas & Glengarry and the City of Cornwall. This responsibility is executed in close collaboration with others in health care (e.g. acute care, primary care, congregate settings, community paramedicine, pharmacy) and non- health care sectors (e.g. social services, First Nations, municipal government, enforcement agencies).

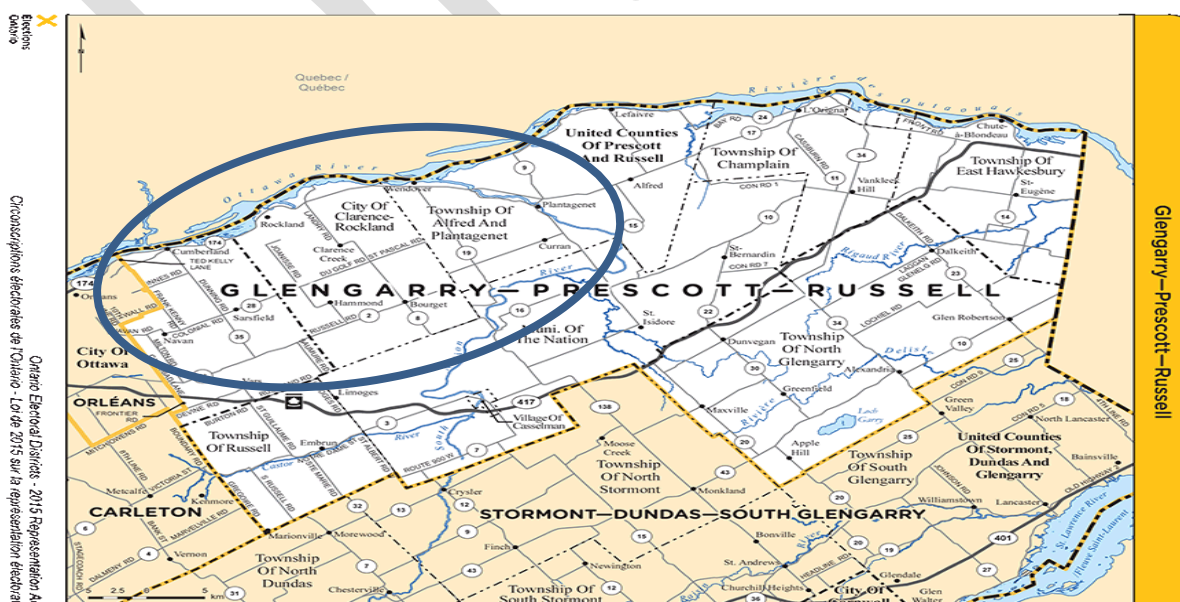
Purpose and objectives

Purpose

The *City of Clarence-Rockland Operational Playbook* (Playbook) has been developed in response to the request of the Eastern Ontario Health Unit (EOHU), with the support of the City of Clarence-Rockland, and its partners (Appendix A). This playbook will outline the partnerships the City will undertake to assist the EOHU's effort to deliver a vaccination program in accordance to Ontario's 3-Phase Vaccination Playbook.

The Playbook and subsequent detailed implementation Playbooks outline a coordinated approach for storage, delivery, distribution, and administration of the COVID-19 vaccine within the western section of Prescott-Russell, herein referenced as the Western Corridor. The Western Corridor (Figure 2) is defined as the section between the City of Ottawa border (at Canaan rd.) to County road #9 and old Highway 17 at the village of Plantagenet south through the eastern portion of County road #2 to include the villages of Curran, Bourget and Cheney, to the western bordered by the Ottawa River.

The population of the Western Corridor includes residents from Clarence-Rockland (24,512) and a portion of Alfred-Plantagenet (9,680). It is also expected that a percentage of residents residing in the Nation populations centers such as Limoges (2,048) and Embrun (Russell municipality) (6,918) as well as the Cumberland portion of the City of Ottawa (15,342) in addition to residents of the western portion of the Nation municipality may choose to travel to Rockland for vaccinations. The total estimated number of vaccination doses for the Western Corridor is approximately 88,384 to 117,000 or 87,775 (at a 75% coverage target) Appendix B.



Objectives

The overall objectives of Clarence-Rockland COVID-19 vaccination program will be to:

1. Achieve a coverage rate of 75% of those eligible for vaccine by the provincially prescribed timelines.
2. Minimize societal disruptions, including infrastructure and economic impacts.
3. Provide delivery of vaccination to all residents of the Western Corridor.
4. Maintain public confidence.

Overarching Planning assumptions

The COVID-19 vaccine environment is very dynamic with many key elements either not yet known or rapidly evolving. Assumptions are therefore required to make Planning possible. The Playbook will be adapted as the following assumptions are confirmed or otherwise amended:

1. COVID-19 vaccines will be supplied by the EOHU;
2. Initially, demand will outstrip supply and the supply stream will be uneven, requiring nimble logistical responses coordination and communications;
3. The EOHU will provide direction on how doses are to be sequenced and will determine when and how much vaccine will be available to residents in our service area;
4. Notwithstanding the above, it is assumed that the provincial [*Ethical Framework for COVID-19 Vaccine Distribution*](#) (Government of Ontario), which include important equity principles, along with the provincial [*COVID-19: Guidance for Prioritizing HealthCare Workers for COVID-19 Vaccination*](#) (Ontario Ministry of Health), will be applied by the EOHU;
5. Funding for the provision of the vaccination program will be provided by the province, the EOHU;
6. The first two vaccines to be available, Pfizer-BioNTech and Moderna, have specific storage and handling requirements. The original constraints on the onward distribution of the Pfizer-BioNTech are removed; however, all products will need to be carefully handled with wastage minimized and security ensured;
7. Two doses of vaccine are required (21 or 28 days apart) and Planning must ensure availability of the second dose for all recipients;
8. The 2021 projected area population of those aged 16 and over for this corridor is 44,192. To achieve a vaccine coverage rate of 75% (43,875 residents), a total of 87,775 vaccine doses will be required;
9. Vaccine hesitancy will be present and will require careful management;
10. All communication related activities will be borne by the EOHU, local communications related to vaccine hesitancy will be developed and released;
11. All product related to the vaccine administration, (e.g. syringes, vials, PPE, alcohol, wipes) will be provided by the EOHU.
12. Transparent decision-making and clear communication to all parties will be critical to ensure public confidence and a successful vaccination program.

¹ The Canadian National Advisory Committee on Immunization (NACI) has provided recommendations nationally on the priority groups for the initial doses of COVID-19 vaccine as outlined in [*Guidance on the prioritization of initial doses of COVID-19 vaccine\(s\)*](#) (Health Canada).

Leadership and partnership

In order to effectively deliver vaccination to the area, the City of Clarence-Rockland will be creating a number of partnerships with various stakeholders within the Western Corridor:

The City will work locally to support the COVID-19 vaccination program in ways that further self-determination.

Outlined below are key stakeholders and their respective overarching roles, subject to further refinement, within the COVID-19 vaccination program Planning and rollout.

Stakeholders and proposed roles

Table 1:

Stakeholder	Roles
Eastern Ontario Health Unit	<ul style="list-style-type: none">> Approve and support the City of Clarence-Rockland's Operation Playbook;> Coordinate local vaccine sequencing, distribution and administration as aligned with provincial direction;> Manage public, vaccine provider, and stakeholder communications;> Report and investigate adverse events following immunization (AEFIS);> Conduct ongoing surveillance;> Provide requested data to the Ministry of Health and Public Health Ontario;> Provide all related product to ensure delivery of vaccines;> Provide scientific guidance on vaccine use;> Provide PPE related to delivery of vaccines;> Provide direction with regards to target vaccination groups;
Clarence-Rockland	<ul style="list-style-type: none">> Participate in Planning as appropriate (i.e. Emergency Control Group structures).> Provide access to and maintain use of municipal facilities for mass vaccination clinic.> Engage appropriate municipal staff in interdisciplinary approaches to providing administrative or other support for vaccination clinics.> Support communication to local constituents regarding vaccine, clinics, and other aspects as appropriate.> Support access to clinics (e.g. public transportation) and vaccination for those with limited means (most marginalized populations).

Stakeholder	Roles
Clarence-Rockland Family Health Team (CRFHT)	<ul style="list-style-type: none"> > Provide staffing support to the clinic and mobile delivery for the capture and retention of immunization information in accordance to Personal Health Information Protection Act; > Provide staffing support to the delivery of the vaccination program; > Provide IT management system to provide vaccination documentation.
Primary care providers	<ul style="list-style-type: none"> > Immunize patients in their practice settings; > Provide immunizers and staffing support to mass clinics and mobile vaccination delivery; > Participate in communication campaigns; > Representatives participate in COVID-19 Vaccine Primary Care Committee; > Participate in other vaccination clinics and opportunities as feasible (e.g. chronic home care, essential workers, congregate settings).
Hospitals	<ul style="list-style-type: none"> > Immunize all hospital staff (broadly defined) and patients (aligned with provincial direction). > Work in partnership with Public Health to roll out on-site clinics accessible to non-hospital individuals (e.g. long-term care staff), as applicable.
Paramedicine teams	<ul style="list-style-type: none"> > Participate in targeted and mass vaccination clinics if required, led or coordinated by Public Health (e.g. long-term care residents).
Community Health Centres and Aboriginal Health Access Centres	<ul style="list-style-type: none"> > Immunize clients, sequenced in alignment with provincial direction and in coordination with Public Health.
Long-term care homes and retirement homes	<ul style="list-style-type: none"> > Immunize residents and staff (broadly defined and including essential care providers) in partnership with other providers as required.
Agencies serving marginalized groups	<ul style="list-style-type: none"> > Participate in communication campaigns. > Support dissemination of vaccine information. > Once authorized and as applicable, immunize clients in either practice settings (e.g., shelters) or mass clinics as organized by Public Health.
Workplaces including the academic sector	<ul style="list-style-type: none"> > Support dissemination of vaccine and clinic information. > Once authorized and as applicable, immunize employees and students at on-site clinics (e.g. local high schools) as coordinated by Public Health. > Provide venues for public vaccination as applicable.
Pharmacies	<ul style="list-style-type: none"> > Once authorized, immunize clients in pharmacy settings.
Police	<ul style="list-style-type: none"> > Contribute to security assessments and Planning. > Consult on security resource requirements.
Community paramedicine	<ul style="list-style-type: none"> > Provide support during vaccination clinics (ie. immunizer and monitor and recovery role).
District Social Services Administration Board (DSSAB)	<ul style="list-style-type: none"> > Support communication with clients regarding vaccine availability. > Support access to clinics and vaccination for those with limited means (most vulnerable populations).

Organizing structures

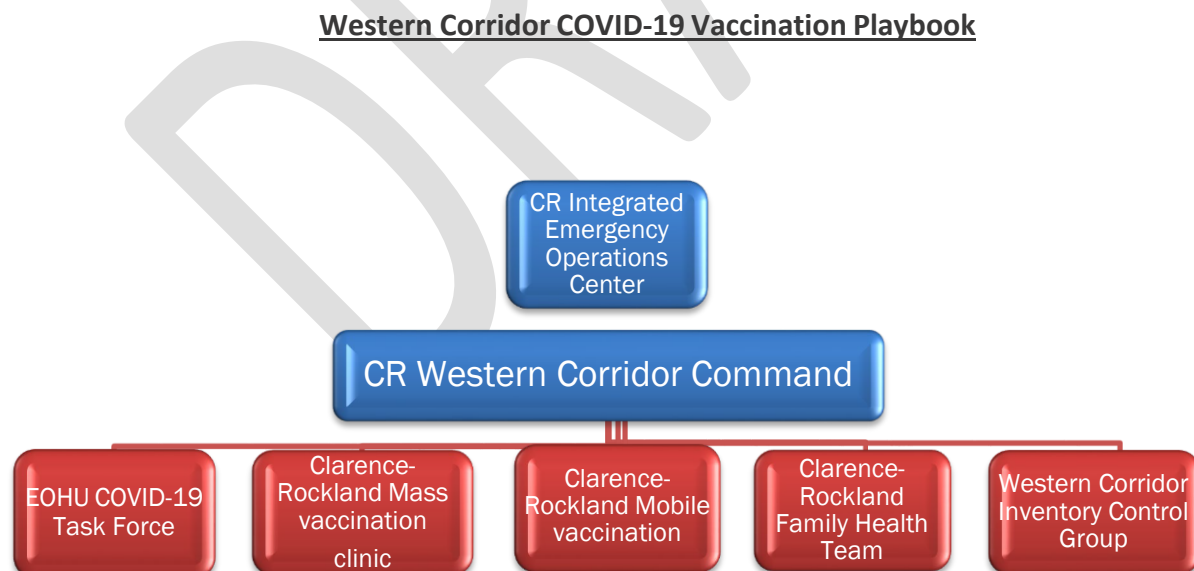
To operationalize the vaccination program, The City of Clarence-Rockland will implement internal and external structures (see Figure 2) and adjust as circumstances necessitate.

The Command Table is led by the City of Clarence-Rockland's Integrated Emergency Operations Center (IEOC) and ensures oversight of the entire COVID-19 vaccination program. The Command Table is responsible for directing, providing oversight, and being accountable to all stakeholders for the vaccination program, in alignment with the purpose and principles as set out in the Playbook.

The EOHU's Vaccine Advisory Task Force advises the Command Table on the planning and coordination of the vaccination program for the population across Western Corridor service area. Membership is from health and non-health sectors.

The Vaccine Sequencing Strategy Collaborative advises the Command Table on the sequencing of vaccine recipients within provincially-established priority groups and based on local context. Membership includes diverse views from affected parties and groups to inform local decision-making. Representation is anticipated to include for example, cultural and linguistic groups including First Nation and Indigenous community members, leadership from key health and social service sectors, and an ethicist.

Figure 2:



Clarence-Rockland COVID-19 Vaccination Program

Per [*Ontario's Vaccine Distribution Implementation Playbook*](#) (Government of Ontario, PDF), Phase 1 through 3 is as follows:

NOTE: The Clarence-Rockland Vaccination Playbook will mainly address vaccinations for phase 2 and 3 of the province's vaccine distribution Playbook.

Phase 1

- > Congregate living for seniors—residents
- > Congregate living for seniors—staff, essential care, and other employees
- > Health care workers
- > Adults (16+) First Nations, Métis, and Inuit—On-Reserve Indigenous residents
- > Adults (16+) First Nations, Métis, and Inuit—Urban Indigenous and off-reserve Indigenous populations
- > Adults (16+) chronic home care recipients

Phase 2

- > Essential workers
- > Adults 75+ years
- > Adults 60 to 74 years
- > At-risk populations
- > Additional congregate care settings (for example shelters, group homes and correctional facilities)
- > Adults 16 to 59 years

Phase 3

- > Remaining eligible Ontarians (16+ years)

² Priority populations is a term used by public health to denote populations at greater risk of experiencing health inequities. The term in this Playbook is used as per Ontario's prioritization of vaccine distribution, and could be modified by the Eastern Ontario Health Unit.

As per the provincial [*Ethical Framework for Covid-19 Vaccine Distribution*](#) (Government of Ontario) the City's processes will be guided by the following principles:

- > minimize harms and maximize benefits
- > equity
- > fairness
- > transparency
- > legitimacy
- > public trust

Three (3) different approaches will be utilized for the vaccination of all residents in the Western Corridor service area: Mass clinic (JML Arena); mobile clinics (vaccination clinics in specific settings where people live or congregate; or for mobility challenged residents, and practice clinics (e.g. primary care, pharmacies).

The Playbook describes the vaccination scenarios designed to achieve 75% vaccine coverage of the population according to priority sequence and projected vaccine availability. It maps out the **locations, approaches, and providers**, against the vaccine recipients in each priority population. This in turn, permits Public Health to Playbook for the required human resources and partnerships to actually administer the vaccines in other areas of the EOHU service area, outside of the Western Corridor.

The vaccination program At-a-Glance is based on the three **phases** described above and situates the **approaches** within these phases. The program is further detailed in Appendix C, which incorporates Planning assumptions described in the Operations section of this Playbook and includes the following detailed tables:

- > Estimated priority populations and COVID-19 vaccine doses required;
- > Eastern Ontario Health Unit's target vaccination coverage rate by estimated priority population and doses required per week to achieve this target;
- > Possible vaccination staffing scenarios by vaccination approach; and
- > Estimated sequencing of vaccination by phase, if vaccines were available in required quantities.

The Planning details were developed based on a number of local assumptions and estimates, as well as, the latest provincial [*COVID-19 Vaccination Update*](#) (Government of Ontario). While the scenarios are therefore subject to change as new guidance and information is available, they provide helpful guidance for the use of Implementation Committees in their planning.

Logistics: Vaccine management and distribution

The City of Clarence-Rockland recognizes the criticality of correct vaccine storage and handling practices to minimize wastage and preserve vaccine efficacy. Public Health has expertise and responsibility under the *Ontario Public Health Standards*, [*Vaccine Storage and Handling Protocol*](#) (Ontario Ministry of Health, PDF).

Established protocols with quality assurance checks for transferring vaccine from the ultra-low freezer or -40°C freezer to the fridge for thawing are to be strictly followed. These include all Ministry of Health required accountabilities for vaccine storage, clinic briefing logs, contingency Playbooks, inventory management, safety, and security.

Vaccine storage and cold chain

The COVID-19 vaccines are temperature-sensitive and must be stored correctly to ensure efficacy and maximize shelf life. The Pfizer-BioNtech vaccine requires ultra-low temperature freezer storage between -60°C and -80°C, whereas the Moderna vaccine requires freezer storage at -20°C. These cold chain requirements, from the manufacturers, will be carefully followed and monitored.

Assuming the EOHU approves this Playbook, the City of Clarence-Rockland will meet the following vaccine storage and temperature monitoring requirements:

- > *Use purpose-built or pharmaceutical-grade equipment to store vaccines.* With concurrence of this Playbook, the City will purchase two -80°C freezers; one will be the primary freezer for applicable vaccines with the needed monitoring approaches and the second will be a back-up freezer to mitigate against main freezer failure.
- > *Set-up temperature monitoring devices.* Monitoring includes temperature range surveillance, out of range alarms, and low battery alarms. The City of Clarence- Rockland will monitor temperatures through a live system. A temperature gauge will be used to monitor minimum and maximum temperature ranges over a 24/7 period.
- > *Ensure uninterrupted power supply.* The City of Clarence-Rockland will ensure an uninterrupted power supply for its freezers, through its installation located at Station #3 within the City of Rockland.
- > *Conduct regular maintenance of storage units and temperature monitoring devices.* The City will undertake regular maintenance schedule for storage units. Maintenance of temperature monitoring devices will be conducted by an external provider.

- > *Identify alternate storage if primary unit(s) cannot be repaired or replaced.* The City will install a back-up freezer, if needed. Partnerships, namely with Walmart Canada will be established for vaccine storage within the Western Corridor and monitoring as an alternative option. Processes for handling and storing vaccines has been established consistent with manufacturer requirements.

Distribution system

The City of Clarence-Rockland will develop a robust vaccine delivery system for COVID-19 vaccination planning, distribution, and delivery.

In conjunction with the EOHU distribution system, by working with key community partners in the planning and development of a vaccine distribution model. The distribution system will be partly dependent on vaccine storage and handling requirements for each of the vaccines, as well as, local resources to support these requirements.

Health human resources

Health human resources need to be considered for the vaccination program as a whole, including for each of the approaches that will be used: mass vaccination clinics, mobile vaccination clinics, and vaccination clinics in practice settings.

The City of Clarence-Rockland, with the Clarence-Rockland Family Health Team and other primary care providers in order to provide all of the staffing skills required to support the vaccination program. With this, we will have a pool of available nursing staff to immunize the targeted populations across our service area. The staffing model is presented at Appendix I.

Additionally, the mobile delivery component will include city staff and/or contracted nursing professionals to deliver its services. Based on our current assumptions of a steady supply of available vaccines, these resources would be sufficient to meet provincially prescribed timelines, albeit with a significant impact on current Public Health resources and programs.

Transportation of clients

Transportation is an issue for many residents and a comprehensive vaccination program must consider thoughtful strategies to meet clients' needs.

A transportation Playbook will be established using contracted services and the Taxi services within the City. Transportation will be leveraged to ensure transportation is not a barrier to vaccine access. Local municipalities and volunteer groups are essential to addressing this issue.

The Mobile vaccination component will be an important tool, providing vaccination to various pre-determined locations within the corridor.

Sites for mass vaccination clinics

One main vaccination clinic will be established during the vaccination program and will be located at the Jean Marc Lalonde arena, located at 1450 Avenue du Parc in Rockland. Other potential locations are listed in the CR Clinic location scorecard in Appendix D.

The mobile service will be deployed as required, to locations requiring the delivery of 125 vaccines or less.

Mobile Vaccination Clinic

Analysis of the Western Corridor's Vulnerable congregate living shows that a significant number of residents within the corridor are considered within the vulnerable definitions and often within congregate living situation which are not considered Long Term Care, Retirement and/or Group homes. The estimated number of congregate living locations have been compiled located at Appendix E. The mobile Vaccination Clinic will be a roving mobile component, which, under an appointment process will move from address to address, and to vaccinate segments of population who meet a specific criterion. The capability will be:

- > completely self sufficient, and carry tents, chairs and back up power;
- > connected via data to the appropriate data management software (e.g. COvex, etc.);
- > could be available to support the EOHU or Paramedics, by augmenting other vaccination efforts throughout the EOHU catchment area.

A more complete definition of the make-up of this capability is located at Appendix F.

Information technology (IT)

Provincial IT supports shall include access to COVax, a vaccination system or other pertinent system which tracks vaccinations provided to clients. In some instances, hospital sites are being provided a *clinic in a box*. The EOHU will extend the Ministry of Health's resources to provide IT support (Accenture team or other Ministry IT support) for the Clarence-Rockland site for the first week of implementation. Following the first week, the clinic will have access to a provincial service desk for IT support if required.

IT considerations:

- > on-site IT structures and protocols in place;
- > local on-site IT support is available to support as required;
- > client booking system established;
- > staff scheduling system is being explored;
- > IT system must be able to support on-line booking to ease operational burdens;
- > The City will develop VPN access to COvax to allow Mobile Vaccination crews the ability to link with the system.

Safety and security

All security measures and situation protocols will be established and effectively managed. Emergency response measures and potential risks will be identified, assessed, and mitigated.

The City, along with its partner the Clarence-Rockland Family Health Team is prepared and equipped to deploy Municipal Law Enforcement Officers to assist with clinic flow and additional clinic security. Safety and security considerations include:

- > security Playbooks for the JML site and clinic operations;
- > emergency protocols identified and mitigation strategies established;
- > dry runs completed at clinic site and planning for unknown incidents;
- > alarms on freezers and generator or back up power;
- > security guard presence (venue dependent);
- > freezer(s) capacity testing: two to seven days of stability data;

Operations for Public mass vaccination clinics

This section outlines operations requirements for the **mass vaccination** clinic led by the City of Clarence-Rockland. Other approaches for vaccination include mobile and practice-based clinics.

Additional requirements for these approaches will be developed in discussions with key partners involved in implementation (e.g. pharmacies, clinical practices, etc.).

Staffing

Staffing needs are identified in Appendix I, and based on the following assumptions:

- > the Mass Vaccination Clinic will operate from 9 a.m. to 9 p.m., six days per week;
- > Staffing assumptions are based on the goal of 14 vaccinations per station, per hour
- > clinic staffing, throughput capacity, and setup will be borne jointly between the City of Clarence-Rockland and the Clarence-Rockland Family Health team;
- > on average, the mass vaccination clinic will have a total of 42 staff in accordance with the staffing Playbook (Appendix I);
- > The City and CRFHT will manage employees jointly in accordance with the applicable individual workplace agreements.

Vaccination appointment scheduling

The City will establish a vaccination hotline, which will be responsible for scheduling appointments. The Corigan system will be used for on-line booking. At the time of booking, clients will be asked to provide their name, date of birth, gender, Ontario Health Card number, identification type, phone number, mailing address, and email address. The email address will be used to send appointment details, educational materials, and consent forms for review prior to attending scheduled appointments. Health equity considerations will be planned for clients without telephone access, a health card, identification, address, or internet access. Cancellation instructions will also be given at the time of booking.

This appointment process will include the ability to schedule the Mobile Clinic access to clusters of residents within the Western Corridor. This information (data) will be provided to the EOHU upon request.

Clinic process

The goal for mass vaccination clinics is 14 vaccinations per station, per hour, or one vaccination per every 4.3 minutes. Clinics will be planned to ensure a seamless process, including flow and distancing.

Community Mass Vaccination Clinics

The scenarios below are estimates based on the following:

- > vaccines will be preloaded by the Inventory group;
- > consent forms are completed prior to arriving at vaccination station;
- > uninterrupted flow of clients;
- > operation with a float staff immunizer.

Table 2: Summary Scenarios by Estimated Vaccinations / hr Over a 12 hr Day

Immunizers Required	10 vaccinations / hr x 12 hrs = 120 vaccinations / day	12 vaccinations / hr x 12 hrs = 144 vaccinations / day	14 vaccinations / hr x 12 hrs = 168 vaccinations / day
For 1000 Vaccinations / Clinic Day	9	7	6
For 750 Vaccinations / Clinic Day	7	5	5
For 500 Vaccinations / Clinic Day	4	4	3
For 250 Vaccinations / Clinic Day	2	2	2

COVID-19 prevention remains critical throughout the vaccination program. Including:

- > clinics by appointment only
- > just-in-time appointments, early arrivals will be requested to wait outside of clinic site
- > client attendance only at appointment, unless extenuating circumstances exist
- > provision of electronic fact sheets and consent form
- > option for clients to print consent form and bring signed hard-copy to appointment
- > COVID-19 screening immediately prior to entering clinic
- > mandatory masking, unless exempt

A general process map is found in Appendix K and as well as two models of a vaccine floor plan in Appendix N.

Roles

Vaccination clinic roles

Each vaccination clinic will include staff listed below and further described in Appendix I. Required rolls include clinical and administrative staff. The number of required staff will be dependent on venue and vaccine availability.

Table 3:

Clinical roles	Administrative and supportive roles
<ul style="list-style-type: none">> clinic lead> greeter (response assistants)> check-in (response assistants)> immunizer (CRFHT staff, community paramedicine, student nurses), Firefighters> monitor (CRFHT staff or community paramedicine)> check-out (response assistants)> runner (response assistants or volunteers)	<ul style="list-style-type: none">> booking and scheduling (office assistant or intake staff)> staff scheduling (administrative assistant)> information technologist> security (contracted)> waste collection (contracted)

Training and orientation

Clinical and Role-specific training and orientation will be provided by The Clarence-Rockland Family Health team, as required to each group of staff assisting with vaccination clinics. Training and orientation, using a just-in-time approach, will include independent review, virtual review, and in-person training. Training and orientation will be ongoing and as needed. Completion of each session will be dependent on module progress, knowledge of the key concepts, and comfort with assigned roles. Additionally, see staffing scope of practice for implementation of COVID-19 vaccine (Appendix I).

Communications and engagement

Context

The city of Clarence-Rockland's COVID-19 vaccination program communications approach will simply align with the EOHU communications Playbook. The City has in-depth experience in traditional and non-traditional media, and relevant to this program, is a trusted source of information on COVID-19 and on vaccination in general.

Quality Control

Throughout the Western Corridor COVID-19 vaccination program, The City will be required to collect data for various purposes. It is expected that data fields and methods of collection will be articulated and coordinated by the EOHU.

For the purposes of this Playbook, it is noted that it will be important to identify the methods to collect, manage, store, and transport data and to establish appropriate systems to support secure data management, based on jurisdictional legislative and policy requirements.

- clinic attendance: Location, date, time
- vaccine wastage
- number of no shows and cancelled, with details
- other statistics: Details on recipients, staffing, costs
- number of people immunized: Dose, by volume, day, facility
- COVax requirements
- number of adverse reactions
- number of staff immunizing per person
- other metrics for monitoring operations: Audits, tracking
- vaccine recipient list, priority populations
- consent forms
- number of people immunized
- number of scheduled appointments by volume, day, facility
- number of clinics, size of clinic
- continuous quality improvement (CQI): Standards of work, processes, utilization, queues, wait times, time per station

Appendix A: Letter from Eastern Ontario Health unit (EOHU)



Le 9 février 2021

Lettre aux municipalités :

Comme je l'ai indiqué dans mes mises à jour régulières, nous sommes arrivés à la phase de planification logistique du déploiement des vaccins contre la COVID-19 dans la région du BSEO. Conforme à l'approche en phases établie par le gouvernement ainsi qu'en raison de l'approvisionnement instable de vaccins, nous nous sommes concentrés sur la vaccination des résidents, du personnel et des soignants essentiels dans les établissements de soins de longue durée et les maisons de retraite de notre région. Ce processus avance bien et lorsque nous commencerons à recevoir plus de vaccins en quantités fiables, nous augmenterons notre programme de vaccination pour éventuellement vacciner tous les adultes de la région du BSEO.

Alors que nous nous préparons à mobiliser les ressources pour offrir le vaccin contre la COVID-19 à des segments élargis de la population, nous désirons recevoir le soutien de nos partenaires municipaux.

Notre stratégie de rejoindre chaque membre de la population locale consiste à offrir les vaccins à l'aide d'approches multiples, à différents endroits tout en respectant les trois phases du plan de vaccination de l'Ontario. Notre approche face aux cliniques et à la distribution consistera principalement en :

- **Cliniques de masse** : Les membres de la communauté ciblés seront invités à se présenter dans un endroit spécifique pour recevoir le vaccin. Cette clinique sera offerte sur rendez-vous seulement pour veiller à ce que les mesures de santé publique soient maintenues sur les lieux.
- **Cliniques mobiles** : Les vaccins seront administrés dans un lieu où des populations spécifiques se rassemblent ou habitent.
- **Cliniques pratiques** : Les vaccins seront administrés lors de cliniques organisées dans le milieu de pratique d'un fournisseur spécifique (cabinet de médecins, pharmacies, etc.)

Certains sites de clinique seront raisonnablement stables au cours des prochains mois, tandis que d'autres seront plutôt transitoires afin de pouvoir rejoindre les populations cibles.

Étant donné ce plan, nous vous demandons de bien vouloir nous aider à identifier :

1. Les installations municipales où il serait possible de loger les cliniques de masse. Ces endroits doivent répondre à des critères spécifiques tels qu'un parquet de taille suffisante pour permettre la distanciation physique; l'accessibilité des lieux de la clinique; la facilité de transport des personnes aux cliniques (ex. adultes âgés, les personnes qui doivent rester à la maison, les résidents des communautés éloignées et isolées, les personnes qui ont des besoins spéciaux), etc.
2. D'autres endroits dans la communauté qui répondent également aux critères indiqués ci-dessus.
3. Des établissements dans votre municipalité où logent ou se rassemblent des populations vulnérables, comme des aînés (à part des établissements de soins de longue durée, des maisons de retraite et des foyers d'accueil), par exemple là où se trouvent des bâtiments à logements multiples occupés principalement par des locataires âgés.

.../2



CORNWALL • ALEXANDRIA • CASSELMAN • HAWKESBURY • ROCKLAND • WINCHESTER

www.EOHU.ca • 1 800 267-7120 • www.BSEO.ca

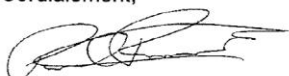
If you require this information in an alternate format, please call 1 800 267-7120 and press 0.
Si les renseignements sont requis dans un autre format, veuillez appeler au 1 800 267-7120 et faire le 0.

4. Lorsque le vaccin contre la COVID-19 sera offerts dans les municipalités voisines ou la vôtre, seriez-vous en mesure de nous aider sur les lieux, à prendre en charge des tâches telles que le transport des clients, l'accueil et l'inscription des clients, etc. La formation et des directives appropriées seront fournies tel que nécessaire.
5. Alors que le printemps approche, nous allons également examiner la possibilité de cliniques au volant. Pourriez-vous identifier des endroits où il serait approprié d'organiser une clinique au volant? Ces sites doivent bénéficier des éléments suivants à proximité immédiate : un grand stationnement, la sécurité et la sûreté du site, la facilité d'accès, etc.

Advenant que vous puissiez nous aider avec ce qui précède, nous vous saurons gré de faire parvenir les coordonnées appropriées d'ici le 12 février à l'attention de Mme Thérèse Bourgeois, à tbourgeois@eohu.ca ou au 613-933-1375, poste 1281.

Je souhaite saisir cette occasion de remercier toutes les municipalités de leur soutien durant cette dernière année difficile. Nous anticipons avec plaisir de travailler ensemble avec vous au déploiement de cette campagne de vaccination très importante qui nous mènera éventuellement à la fin de la pandémie et nous permettra de retourner au cours normal de notre vie, notre communauté et notre économie.

Cordialement,



D^r Paul Roumeliotis, M.D., C.M., M.P.H., F.R.C.P. (C)
Médecin hygiéniste et directeur général

PR/nd

DRAFT

Appendix B: Clarence-Rockland COVID-19 Population.

LOCATION	Residents Aged 65 and up	Indigenous residents (est.)	Total
Clarence-Rockland , CT	3 770 (15.4%)	1 000 (4%)	24 512
Alfred and Plantagenet, TP	1 880 (19.4%)	360 (3.7%)	9 680
The Nation	1 620 (12.6%)	410 (3.2%)	12 808
Limoges	320	60 (2.9%)	2 048
Embrun	990	260 (3.7%)	6 918
Russell, TP	2 070 (12.5%)	75 (<1%)	16 520
Cumberland (City of Ottawa)			15 342
TOTAL	9 340 (14.8%)		63 520

**According to the 2016 Census data <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E>

Appendix C: At-A-Glance vaccination program

Phase	Phase 1						Phase 2						Phase 3		
Priority Populations	?	?	?	?	?	?		400	7,380	3,100	?				
	Congregate living for seniors - residents ¹	Congregate living for seniors - staff ²	Health Care workers ³	On reserve Indigenous populations ⁴	Urban Indigenous populations / off reserves ⁵	Chronic care recipients ⁶		Essential workers ⁷	Adults 75 + 65yrs and over ⁸	Other congregate settings - staff & residents ⁹	At-risk populations ¹⁰	Remaining adults 16-50yrs ¹¹	33,312	remaining eligible populations	
Locations	Facility							Community Practice setting	Community Practice setting/on location	Community Practice setting/on location	Community Practice setting/on location	Community Practice setting/on location		Community Practice setting/on location	
Approaches ¹²	Mobile clinic							Mass clinic Practice clinic	Mass clinic Mobile clinic Pharmacies	Mass clinic Mobile clinic Pharmacies	Mass clinic Mobile clinic Pharmacies	Mass clinic Mobile clinic Pharmacies		Mass clinic Mobile clinic Pharmacies	
Immunizers	Eastern Ontario Health Unit/Paramedics							Clarence-Rockland City and Family Health Team							CR City/FHT
Timeline	Mid-March to May							May to August							September and ongoing
Areas	Rockland, Wendover, Plantagenet, Curran, Bourget, Hammond, Cheney, Limoges, Embrun, Lemieux														
Target	Achieve a coverage rate of 75% of these eligible for vaccine by the provincially prescribed timelines														

Appendix D: Clarence-Rockland Facilities for Mass Vaccination purposes

Location	Site Type	Area	Address	Parking	Accessibility	# Exits/ Access	Adequate Heat/Air Cond.	Internet Access	Power Requirements	Economic impact
CIH arena	Mass	Two rink surfaces	8710 County Rd 17 Rockland, ON K4K 1T2	360 spots	Fully	10+	Yes	Yes	3 phases	significant impact/shutdown
CIH arena	Drive Through	Parking lot	8710 County Rd 17 Rockland, ON K4K 1T2	360 spots	N/A	10+	N/A	Yes	3 phases	No significant impact on operations
Jean Marc Lalonde Arena	Mass	Rockland	1450 Du Parc Ave. Rockland, ON K4K 1C3	140 spots	Accessible ² ¹	8+	Yes ³²	No	3 phases	No impact (closed)
Clarence Creek Arena	Mass	Clarence Creek	418 Lemay Street Clarence Creek, ON K0A 1N0	80 spots	Accessible	8	Yes ¹³	Yes	3 phases	significant impact/shutdown
River Rock Inn	Mass	Rockland	2808 Chamberland St. Rockland, ON K4K 0b2	120 spots	Accessible	7+	Yes	Yes	Adequate	significant impact/shutdown
Club Powers	Mass	Rockland	954 Giroux Street Rockland, ON K4K 1L5	120 spots	Not accessible ⁴⁴		Yes	Yes	Adequate	Moderate impact/shutdown, building not used daily
Centre Communautaire Bourget	Mobile	Bourget	19 Lavigne Street Bourget, ON K0A 1E0	140 spots	Accessible	5+		Yes	3 phases	Moderate impact/shutdown, building not used daily

¹ Heating is in place, air conditioning is only available in the 2nd floor area

² **Some modifications to restrooms will need to be completed to render them accessible.**

³ Temporary heat/air conditioning will need to be done to meet requirements.

⁴ Main level is on a second floor, not practical for mobility limited residents.

Appendix E: List of Clarence-Rockland Congregate Living

CIVIC NUMBER ⁵	STREET NAME	MAX. OCCUPANT LOAD ⁶
2360	ALBERT	136
2376	ALBERT	64
2380	ALBERT	64
2500	ALBERT	80
1875	BEAUCHAMP	26
3122	CARTIER	12
2454	DU LAC	38
700	DU RIVAGE	48
134	EDWARDS	96
136	EDWARDS	120
160	EDWARDS	96
194	EDWARDS	72
216	EDWARDS	72
1026	LAURIER	88
2169	LAURIER	36
2303	LAURIER	30
2526	LAURIER	30
2825	LAURIER	208
2921	LAURIER	120
2923	LAURIER	32
2925	LAURIER	32
2927	LAURIER	32
2929	LAURIER	32
1601-1673	MANON	100
290-298	MASTERS LANE	184
750	ST-JACQUES	48
701	ST-JOSEPH	166
1895	VICTORIA	23

NOTES:

- This preliminary list outlines known privately owned buildings which may house vulnerable or elderly resident.
- These estimates do not include locations and population based outside of Clarence-Rockland, which will be included in the Mobile Clinic service.
- This list does not include Mobility challenged population estimates.

Appendix F: Mobile Clinic

Option 1:

The proposed Mobile Clinic capability is aimed at augmenting the services currently provided by the Prescott-Russell Paramedic Services. These services will be assembled and provided within a specific period of time, as approved by Dr. Paul Roumeliotis.

Background

The Clarence-Rockland Fire Department (CRFD) has trained its firefighters to one of the best-recognized first responder programs in North America delivering pre-hospital care service to the residents of Clarence-Rockland. Currently, the CRFD has an available-pool of 12 [Emergency Medical Responders \(EMR\)](#), who have advanced skills. The balance of our Fire Department members (68 Firefighters) are trained to the [First Responder \(FR\) level](#). The FR level training program comprises of a comprehensive 40-hour program with both theoretical and practical skills testing to ensure competence and understanding of the material, the department also has a continuing education program which addresses skill fade. The EMR program requires an additional 40 hours of training using the FR program as a pre-requisite, totaling 80 hours of training. The course delivers more stringent testing on theoretical and practical skills.

This program, allows qualified member to work on an ambulance outside of the province of Ontario, as recognized by Paramedic Association of Canada (PAC). Programs delivered through the Red Cross requires re-certification every 3 years. The Clarence-Rockland Fire Department holds records for all student-training records.

Requirement for Medical Directives

In order to provide the services of the Mobile Vaccination Clinic, the Clarence-Rockland Fire Department will require the following Medical Directives:

- 1) Intramuscular injections for the Covid-19 Vaccine; and
- 2) Ability to administer anti-allergenic medications if necessary

The Clarence-Rockland Fire Department currently operated under EOHU medical in the Administration of the Naloxone program.

1) Intramuscular injections for the Covid-19 Vaccine

The first medical directive required is for the medication, dosage, rights and procedure for an intramuscular injection. The specific medication is intentionally left out for brand determination, (Moderna/pfizer etc.). We currently have the training related to properly dispose of sharps as well as the 5 rights of medication. In terms of medication administration, EMR's train on epi- pens and blood glucose monitoring. Below is an example of the required medical directions:

Administration (Intramuscular)

Purpose A method of administering a drug into a muscle	Affected Protocols - (INSERT VACCINE TYPE HERE) - Epinephrine (Adrenaline)
Authorised injection sites (based on medication administered) Deltoid muscle Vastus lateralis	Registration Levels Authorized:
	Emergency Medical Responder
Technique <ol style="list-style-type: none"> 1. Wearing appropriate PPE. 2. Confirm the indication, medication, dose, route, and expiration date. 3. If the patient's clinical presentation allows, explain the procedure to the patient and gain consent. 4. Select the appropriate site for injection and clean the area with an alcohol swab. Allow skin to dry 5. Hold the syringe between the thumb and forefinger of dominant hand. Pull cover straight off the needle with non-dominant hand. 6. Insert the needle at a 90-degree angle in one quick motion to ensure insertion in the muscle layer. Avoid inserting the needle all the way to the hub. 7. After the injection, withdraw the needle at the same angle it was inserted. Use an alcohol swab to massage the site. This helps distribute the medication and promote absorption by dilating blood vessels in the area and increasing blood flow. 8. Discard the needle in the sharps container. 9. Document all medication administration on the patient care <ul style="list-style-type: none"> > Name of Patient > Name of the medication > Dose and concentration of the medication > Time of administration > Route/site of administration 	
Indications <ol style="list-style-type: none"> 1. The administration of medications via the IM route. 	
Contraindications <ol style="list-style-type: none"> 1. Evidence of infection or trauma at the injection site. 	
Complications <ol style="list-style-type: none"> 1. Pain. 2. Bleeding. 	

2) Ability to administer anti-allergenic medications if necessary

The second directive is to provide the ability to monitor and assist with potential resulting adverse effects of the Covid-19 Vaccines. Currently the CDC recommends that “Locations administering COVID-19 vaccines should adhere to CDC guidance for use of COVID-19 vaccines, including screening recipients for contraindications and precautions, having the necessary supplies available to manage anaphylaxis, implementing the recommended post vaccination observation periods, and immediately treating suspected cases of anaphylaxis with intramuscular injection of epinephrine”. (Source: <https://www.cdc.gov/mmwr/volumes/70/wr/mm7002e1.htm>). CRFD EMR’s currently have documented training on assisting patients with the use and operation of an EpiPen. We would request to have this ability for the safety of the residents. **Example of**

Drug Monograph – Epinephrine (Adrenaline)

Drug Classification Sympathomimetic		Relevant Protocol(s) Allergy/Anaphylaxis	
Supplied 0.30 mg – EpiPen (Adult) (USP, 1:1000)		Authorized Administration Routes Anterolateral thigh injection site	
		Authorized under Medical Directives	
		Emergency Medical Responder	
Pharmacology 1. Acts on alpha and beta-receptor sites of sympathetic effector cells. 2. Most prominent actions are on the beta-receptors of the heart, vascular and other smooth muscle. 3. Relaxes smooth muscle of the bronchi. 4. Produces rise in blood sugar and glycogenolysis in the liver.			
Metabolism 1. Disappears rapidly from the bloodstream. 2. Rapidly inactivated and degraded by liver enzymes and other tissues. 3. Large portions of injected dose are excreted unchanged in the urine.			
Onset – IM-Immediate for anaphylaxis		Duration – Short duration	
Half Life			
Indications Anaphylaxis.			
Contraindications 1. Hypersensitivity. 2. Shock (non-anaphylactic).			
Precautions 1. May induce angina pectoris due to the increase in atrial pressure. 2. In patients who are taking beta-blocking medications, it may be difficult to treat anaphylaxis or severe bronchospasm. Epinephrine may not have its usual effect on a patient having anaphylaxis and/or severe bronchospasm. It may have little to no effect requiring larger doses which may cause excessive alpha-adrenergic stimulation leading to hypertension, reflex bradycardia, and heart block and possibly worsen bronchospasm.			

Side Effects

1. Anxiety.
2. Headache.
3. Palpitations.
4. Arrhythmia.
5. Excessive rise in blood pressure.

Special Notes

Adult Dose	Emergency Medical Responder
EpiPen – IM in the anterolateral thigh	Normotensive anaphylaxis Dose: EpiPen (0.3 mg) may repeat once after five minutes if necessary

Deployment of Mobile Clinic

The City will provide the Mobile Vaccination Clinic from its rescue apparatus, which includes back up generator power, Wi-Fi hotspot, and the ability to install tents and chairs as well as signage. The vehicle has the ability to setup during any weather.

Option 2:

The City can/will contract the services of a medical units staffed with a driver (EMR qualified) and one Registered Nurse (RN). The City has the ability to contract possibly two of these units to assist in delivery of the Mobile service, not only within the Western Corridor but also possibly in other locations within the EOHU catchment area.

CONCLUSION

The Mobile Vaccination Clinic component is an integral part of the Clarence-Rockland Operation COVID-19 Playbook. The importance of mobility should not be understated. This component will allow the City to limit the exposure of vulnerable residents to the general population. It will also help in the flow of the Mass Vaccination Clinic as well as its ability to meet the objectives contained within the playbook.

Appendix G: Training

Requirements to be added later.

DRAFT

Appendix H: Pharmacies

Bourget

Pharmacy	Address	Capacity
PharmaSave	3 Saint-Pierre Street Bourget, ON K0A 1E0	Up to 10 per day - could augment capacity if required.

Clarence Creek

Pharmacy	Address	Capacity
PharmaChoice	1922 Labonte Street Clarence Creek, ON K0A 1N0	Up to 60-70 - would increase with staffing - current storage for approximately 100 single doses.

Rockland

Pharmacy	Address	Capacity
Shopper's Drugmart	2755 Laurier Street Rockland, ON K4K 1A3	Up to 50-80 people per day - with storage area - no freezer.
PharmaChoice	2768 Laurier Street Rockland, ON K4K 1N4	Up to 100 people per day - with storage area - no freezer.
DRUGstore Pharmacy	2737 Laurier Street Rockland, ON K4K 1A3	Up to 150-200 people per day - with current staffing with storage area, no freezer. -
Jean Coutu Pharmacy	2246 Laurier Street Rockland, ON K4K 1L4	Up to 30 per day - with the possibility of up staffing to increase capacity.
Walmart Pharmacy	3001 Richelieu Street Rockland, ON K4K 1K9	Up to 30-40 people per day - with the addition of extra staffing. Note: Walmart are currently being equipped to store vaccines.

Appendix I: Clarence-Rockland COVID-19 Vaccination Staffing Plan

Note: Staffing values are based on the Government of Canada's Planning Guidance for immunization clinics for COVID-19 vaccines.

Position	Hours per week	Total Expected number of weeks ³	Total hours	Number of Positions Required		Total number of employees	Wage/Rate	Home Unit	Recruit	Comments	Cost ⁷
Mass Vaccination Clinic											
Parking Attendants ¹	42	17	714	1	1	2	\$14.25	City CR	Yes		\$20,349.00
Greeters ²	42	17	714	2	1	3	\$14.25		Yes	Minimum Wage jobs	\$30,523.50
Administrative Assistant ²	42	17	714	2	1	3	N/A	City CR			
Runners	42	17	714	2	2	4	N/A	CRFHT			
Pre and post immunization	42	17	714	1	1	2	N/A	City CR			
Janitor (waste disposal)	42	17	714	1	1	2	\$14.25	City CR		Possible contract	\$20,349.00
Immunizers	42	17	714	6	6	12	N/A	CRFHT			
Clinic leaders	42	17	714	1	1	2	N/A	CRFHT/CityCR		Joint command	
Security/flow monitor	42	17	714	1	1	2	N/A	City CR		Municipal Enforcement Officers	
Telephonist	42	17	714	2	2	4	N/A	City CR		Use of City Call Center, or Contract	
Total	420	170	7140	19	17	36					
Mobile Vaccination Clinic⁴											
Driver/Logistics	40	8	320	1		1	N/A	City CR		Possible Contract	
Immunizer	40	8	320	1		1	N/A	City CR		Possible Contract	
Pre/Immunizer	40	8	320	1		1	N/A	City CR		Possible Contract	
Total	120	24	960	3		3					
Western Corridor Inventory Control											
Vaccine loading	42	17	714	1	1	2	N/A	CRFHT			
Delivery ⁶	42	17	714	1	1	2	N/A	City CR			
Total	84	34	1428	2	2	4					
Total Number of Employees											
	City CR:	21									
	CRFHT:	19									
	Recruit:	5									
Footnotes											
1 Parking Attendants may not be needed throughout the event.											
2 Greeter and Administrative employee requirements may vary between 2-3 depending on the COvax software requirements.											
3 Number of weeks is determined by 117,000 potential total doses delivered, at a vaccination rate of 1000/day, =117 days, or approximately 17											
4 Mobile Vaccination clinic will have a pool of approximately 12 people to draw from to staff 1 crew (3 per day)											
5 Dependent on COvax and whether the on-line appointment system will be adequate.											
6 Position could be eligible for reduced hours.											
7 Costs are basic hourly costs for planning purposes only.											

Appendix J: Clarence-Rockland COVID-19 Vaccination Playbook Costing

Description of activities for the delivery of Clarence-Rocklands (e.g. activity, priority population, approach, etc.):

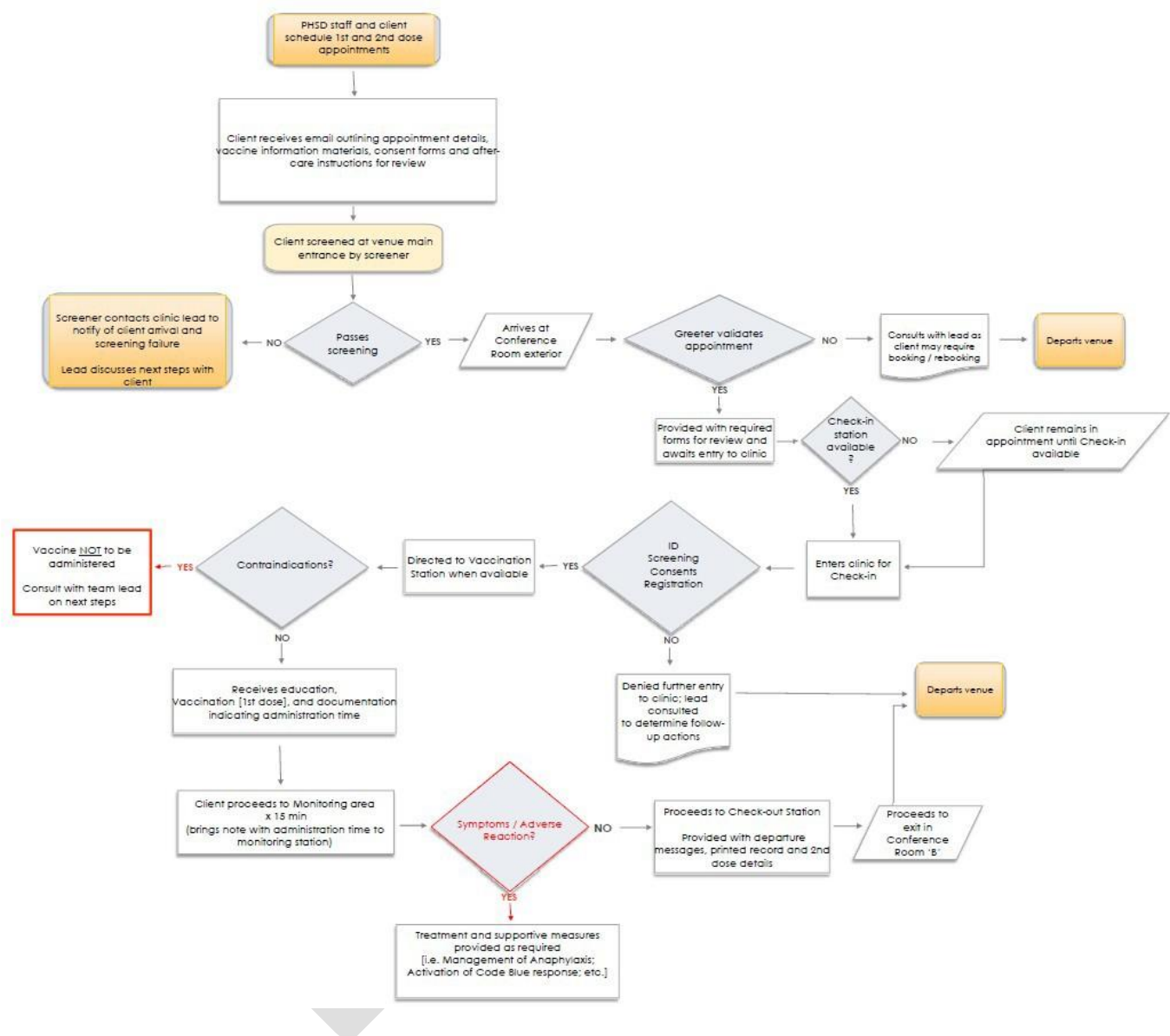
Date: February 2021

Elements/Domains	Goals – Important Considerations	Identified Gaps	Proposed Actions to Fill Gaps	Supports Needed	Anticipated Date for Completion	Cost	Items Complete	Items Outstanding
Staffing - Health Human Resources	<div><div>> Mass Vaccination: Staffing Playbook list of staff who can support vaccination clinic (e.g. registration, runner, recovery, monitoring staff,parking, security, cleaning</div><div>> Mobile Vaccination Clinic:</div><div>> Inventory Control:</div><div>> contingency staff in the event of illness</div></div> <div>*Once number of immunizers and clinic size known, this will allow estimation of rate of vaccinations/hr. etc.</div>	-The staffing costs are preliminary due to some unknowns regarding the COvax system and the appointment taking software.	Further discussions with the EOHU to fully understand the staffing requirements.	Funding for recruited staffing as well as impending contract borne by the province.	March 10 th .	\$71,221.5		Some additional contracting opportunities exist.
Staff Training	<div><div>> list of staff who will be available for training</div><div>> who will be responsible for training staff</div><div>> format of training (e.g. module and hands on training)</div></div>	Training requirements must be identified further in order to determine specific costs.	Training costs related to the Mobile vaccination component.	EOHU medical Directives		<\$10k		
Vaccine Storage and Cold Chain	<div><div>> Vaccine storage and temperature monitoring:<div><div>> temperature monitoring devices</div><div>> uninterrupted power supply</div><div>> regular maintenance of storage units and temperature monitoring devices</div><div>> identification of alternate storage, if primary unit cannot be repaired or replaced</div></div></div><div>> Distribution</div><div>> Transportation to site/clinics</div></div>	Pfizer vaccine requires -80 freezers in order to store adequate number of vaccines.	Procurement of equipment and monitoring services.	Costs borne by Counties.		~\$30k		

Elements/Domains	Goals – Important Considerations	Identified Gaps	Proposed Actions to Fill Gaps	Supports Needed	Anticipated Date for Completion	Cost	Items Complete	Items Outstanding
Modifications to Buildings for Mass Vaccination Clinic	<ul style="list-style-type: none"> > Heat/Air Conditioning > Paint > Modifications to the boards; > Accessibility > Ramps and egress 	<ol style="list-style-type: none"> 1. Lobby will need to be separated with a wall. 2. Lobby will need to be painted and items on the wall removed. Doors leading to the rink area removed. 3. Sections of the board will need to be taken out. Specifically, at the entrance and exit from the lobby, a section to facilitate access from side door (ball diamonds) this entrance will be our emergency Entrance. 4. Bathroom on main floor will need some refresh (paint) and upgrades to ensure they meet accessibility requirements. 5. Air Conditioning and air movement (temporary) will need to be addressed for the second-floor area, which will be dedicated office space. A lunch area will need to be established and desks will need to be installed. 6. Building will need WIFI 7. Ramps to ice surface will need to be rebuilt/redone. 8. We will evaluate the need to establish Avenue du parc as a one-way (direction towards school) 9. Freezers for vaccines storage will need to be located at Station #3 because of backup capacities and fail-safes. 	Temporary work will be conducted to ensure the building is adequate.			TBD		
Transportation of Clients	<ul style="list-style-type: none"> > transportation of clients to vaccination clinics, if appropriate (i.e. equitable access for priority populations) 	Transportation costing is difficult to undertake without any volume indications.	The Mobile Clinic would likely fill this or a part of this need.			TBD		
Vaccination Clinic Supplies	<ul style="list-style-type: none"> > adequate supplies of PPE for staff > masks for clients who are unable to afford them > hand sanitizer for vaccine clinic staff and clients > adequate supplies of vaccination equipment (e.g. syringes, needles, alcohol swabs, cotton etc.) > monitoring of inventory 	Dependant on if the PPE requirements will be provided to us via the EOHU.	We propose that the provincial stockpile be used to provide PPE to the Clarence-Rockland vaccination efforts.			TBD		

Elements/Domains	Goals – Important Considerations	Identified Gaps	Proposed Actions to Fill Gaps	Supports Needed	Anticipated Date for Completion	Status	Items Complete	Items Outstanding
Information Technology (IT), Tracking, Documentation, and Monitoring	<ul style="list-style-type: none"> > client and staff scheduling systems > onsite and remote IT support > training on and access to COVax paper documentation system in the event of IT failure 					TBD		
Safety and Security (Inventory Management)	<ul style="list-style-type: none"> > 24/7 security personnel onsite > number of security personnel needed for clinic operations and to safeguard vaccine > where will security be sourced > contingency security personnel identified in event of illness etc. > generator/back-up power > Playbook for unknown incidents 		The City will schedule Municipal Enforcement Officers to ensure safety and security as well as flow monitoring.	Some Overtime costs will be absorbed.		\$20k		
Communication Materials	<ul style="list-style-type: none"> > internal communications with staff > external communications with the public 		Communications materials will be provided by the EOHU. The City will simply broadcast these items.			\$0		
Vaccine Implementation Materials	<p><u>Preclinic Preparation:</u></p> <ul style="list-style-type: none"> > scheduling instructions > self-screening questions > education & consent <p><u>Clinic Day:</u></p> <ul style="list-style-type: none"> > in clinic signage & communications > departure message and second dose communications <p><u>Post-Clinic Communications:</u></p> <ul style="list-style-type: none"> > automatic emails > (FAQs) reminder & confirmations 	There will be a signage need, for parking and other direction.	A full list of signage requirements will be developed and approved by the Command group.			\$5k		
Finance	<ul style="list-style-type: none"> > adequate financial resources to support implementation of vaccination clinic 							

Appendix K: General process map



Appendix L: Vaccination clinic and administrative role descriptions

Clinical roles

Table 1:

Role	Description
Clinic lead	<ul style="list-style-type: none"> > Lead clinic set-up and take down. > Oversee management of clinic site by continually assessing and making changes, as needed. > Provide support to immunizers, staff and volunteers. > Liaise with IT for internet, hardware and software support. > Ensure access to cell phone service or landlines. > Update division manager re: unresolved issues requiring further problem solving. > Ensure cold chain management and transport of vaccine and supplies to clinic location and back to health unit after clinic. > Address client questions that cannot be resolved by nurse immunizers. > Assist nurses with any incidents/emergencies that may occur and report all incidents/emergencies to the manager as soon as possible. > Ensure completion of required paperwork for any incidents/emergencies. > Ensure clinic is always clean and well maintained, waste is removed in a timely manner and PPE and ABHR is readily available, well supplied, and properly used. > Ensure breaks are taken by all staff at clinics as per policies and procedures and Employment Standards. > Provide direct oversight for student nurses participating in the clinic functions. > Receive deliveries from pharmacy if in the hospital setting. > Manage the cold chain if in the community setting. > Share updates with clinic staff. > Debrief as a team as needed and when possible.
Greeter (response assistants)	<ul style="list-style-type: none"> > Assist with clinic set up and take-down. > Greet clients as they arrive at the clinic. > Validate appointments using daily appointment list. > Inform clients about line management system. > Manage late and early arrivals. > Direct clients to check-in in order of arrival. > Inform clients to have identification and consent form ready. > Communicate with team members regarding arrivals to determine station readiness. > Communicate concerns to clinic lead.
Check-in (response assistants)	<ul style="list-style-type: none"> > Assist with clinic set up and take-down > Verify identification and forms. > Initiate protocols for clients without documentation (health equity). > Register clients. > Use Vaccine Management System to track no-shows and reduce wastage. > Direct clients to vaccination stations as they become available.

Role	Description
	<ul style="list-style-type: none"> > Request assistance from clinic lead as needed.
Immunizer (CRFHT staff, EMS, student nurses)	<ul style="list-style-type: none"> > Assist with clinic set up and take-down. > Provide necessary education to clients and address questions. > Review screening questions with each client, assess client's health status and eligibility for vaccination, including assessment for contraindications, as per directive. > Follow EOHU Medical Directive. > Obtain informed consent from client. > Administers vaccine. > Provide documentation to clients indicating time of administration. > Documents via COVax and/or paper forms. > Know where to find emergency bag to respond to an emergency. > Ensure vaccine cold chain throughout the clinic. > Ensure supplies (e.g. vaccine and syringes) are secure and restocked. > Identify any concerns to the clinic lead. > Properly clean and sanitize work station between each client. > Practise hand hygiene. > Doff if PPE is visibly soiled. > Communicate station status and needs with clinic lead. > Monitors for and assists with medical emergencies. > Supervise student nurses, as needed.
Monitor (CRFHT staff or EMS)	<ul style="list-style-type: none"> > Assist with clinic set up and take-down. > Support the transition of clients from the vaccination to recovery area. > Monitor clients in after-care for signs and symptoms of adverse reactions. > Alert a nurse in the event of an incident. > Assist nurse responding to any incidents. > Maintain a steady flow of clients within monitoring area. > Confirm absence of vaccine reaction symptoms prior to directing clients to check-out.
Check-out (response assistants)	<ul style="list-style-type: none"> > Assist with clinic set up and take-down. > Confirm absence of adverse reactions. > Provides departure messaging and printed proof of vaccination. > Confirm second-dose appointment date and time and cancelation instructions.
Runner (response assistants or volunteers)	<ul style="list-style-type: none"> > Assist with clinic set up and take-down. > Wipe down chairs in monitoring area. > Observe vaccination station laminated cards to determine immunizer status and need. > Assist with crowd control, work with site security. > Inform clinic lead of additional supports required. > Ensure signage is in place.

Administrative and supportive roles

Table 2:

Role	Description
Booking and scheduling (office assistant or intake staff)	<ul style="list-style-type: none"> > Book client appointments over telephone using provided IT system (COVax when available, Corigan until then. Ottawa PowerApp until then). > Manage online bookings once online booking feature is available.
Staff scheduling (administrative assistant)	<ul style="list-style-type: none"> > Schedule individuals within vaccination clinic roles. > Manage scheduling throughout the duration of clinics.
Information technologist	<ul style="list-style-type: none"> > Assist with clinic set up in cooperation with Ministry of Health. > Liaise with Ministry of Health for COVax support, as needed.
Security (contracted)	<ul style="list-style-type: none"> > Report concerns to clinic lead. > Respond to requests for support. > Unlock clinic, as needed. > Secure all parts of clinic during clinic hours. > Secure clinic doors after-hours, as needed.
Waste collection (contracted)	<ul style="list-style-type: none"> > Waste disposal of sharps, biological waste, and Blood and Body Fluid Spills kits.

Appendix M: Specific staffing roles and orientation

Clinic leads, immunizers, and monitoring staff:

- > Overview of the vaccination program (sequencing, infectious agent).
- > Overview of clinic flow and process.
- > Review of Anaphylaxis & Epinephrine Administration Directive & Adverse Event Following Immunization (AEFI).
- > Vaccination station set up, clinic set up, procedures, and cold chain.
- > Routine Practices and Additional Precautions including PPE use during clinics.
- > Directive training for vaccines to be administered.
- > Review of Medication Administration (including injection refresher) & Obtaining Consent.
- > Clinic booking and documentation, IT system training.
- > Human resources (timecard completion, breaks, health and safety, scheduling).
- > Security and emergency procedures will need to be consistent and well-understood by all staff.
- > For clinic leads: training re: communication with management, venue staff, etc.

Check-in and check-out staff and greeter:

- > Overview of the vaccination program (sequencing, infectious agent).
- > Overview of clinic flow and process.
- > Check-in and check-out station set up, clinic set up, procedures.
- > Routine practices and additional precautions including PPE use during clinics.
- > Human resources (timecard completion, breaks, health and safety, scheduling).
- > Security and emergency procedures will need to be consistent and well-understood by all staff.

Offsite admin support:

- > Pre-clinic scheduling and booking of clients using provided IT systems.

Appendix N: Proposed Immunization Centre Layout

