



Finance, Administration and Operations Committee

Tuesday, November 18, 2014, 4:15 pm
City Hall, Council Chambers

Committee Members

Councillor J. Fullarton, Chair
Councillor J. Baker
Councillor T. Blanchard
Councillor L. Bursey
Councillor J. Earle
Mayor D. Henderson,
Ex-Officio

Areas of Responsibility:

Clerk's Office
Environmental Services
Finance Department
Fire Department
Human Resources Dept.
Operations Department
Airport Commission
Arena Advisory Board
Brockville Municipal
Accessibility Advisory
Committee (BMAAC)

CRCA
Cemetery
Health Unit
Joint Services Committee
PLMG
Police Services Board
Safe Communities Coalition
St. Lawrence Lodge
Management Board
Volunteer Awards

All legal matters [excepting
the purchase and sale of
land]

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AGENDA

DISCLOSURE OF INTEREST

DELEGATION(S) AND PRESENTATION(S)

- 4 - 6 1. Revitalization of Rotary Park - Request for Funding
 Mr. Brent Collett, Chairman, Revitalization of Rotary Park Committee

Mr. Collett will provide an overview of the Revitalization of Rotary Park and request Council to consider a contribution for Phase 3 of the project in the amount of \$200,000 over a four year period commencing in 2015.

CORRESPONDENCE

- 7 - 16 1. Save The River
 The Upper St. Lawrence Riverkeeper

THAT the correspondence from the Upper St. Lawrence Riverkeeper dated October 7, 2014 regarding the International Joint Commission's Lake Ontario-St. Lawrence River Plan 2014 be received.

STAFF REPORTS

- | | |
|---------|---|
| 17 - 19 | <p>1. 2014-110-10
Request for No Parking
For Restricted Times on Charlotte Place</p> <p><i>THAT parking be prohibited from November 1 to March 31 from 7:00 am to 2:00 am on the south side of Charlotte Place from Ormond Street to 134 m east of Ormond Street; and</i></p> <p><i>THAT parking be prohibited from November 1 to March 31 from 7:00 am to 2:00 am on the north side of Charlotte Place from 105 m east of Ormond Street to 125 m east of Ormond Street; and</i></p> <p><i>THAT Schedule "2" Subsection 74 of By-law 119-89 is amended accordingly.</i></p> |
| 20 - 52 | <p>2. 2014-113-10
Community Strategic Plan
Progress Update</p> <p><i>THAT the contents of Report 2014-113-10 Community Strategic Plan be received for information purposes.</i></p> |
| 53 - 55 | <p>3. 2014-119-11
Airport Management Contract</p> <p><i>THAT Council accept the proposal from Brock Air Services Limited to extend the current Airport Management Contract for the three year period commencing on January 1, 2015 and completing on December 31, 2017, with the 2015 contract price being \$109,966.55 plus HST, and a 3% annual increase for the following two years.</i></p> |
| 56 - 57 | <p>4. 2014-121-11
2015 Interim Tax Levy
and Establishment of Due Dates</p> <p><i>THAT Council authorize the City to impose its 2015 interim tax levy with a due date of February 27th, 2015; and</i></p> <p><i>THAT Council establish the due date of August 28th, 2015 for the second and final tax levy for 2015; and</i></p> <p><i>THAT the necessary by-law be enacted.</i></p> |

- 58 - 83 5. 2014-122-11
 2014 Interim Variance Report

THAT Council receives the Interim Variance Report as of September 30, 2014, Report No. 2014-122-11, for information purposes.

NEW BUSINESS

Nil.

FAO - CONSENT AGENDA

MOTION TO MOVE INTO CLOSED SESSION

THAT pursuant to Municipal Act, 2001, Section 239, Sub. 2, (X), the Committee resolve itself into Closed Session to consider:

- 1. personal matters about an identifiable individual, including municipal or local board employees;*

REPORT OF THE COMMITTEE FROM CLOSED SESSION

THAT the FAO Committee rise from Closed Session and the Chairman report that all recommendations adopted in the Closed Session be adopted.

ADJOURNMENT

THAT the Finance, Administration and Operations Committee adjourn its meeting until the next regular meeting scheduled for Wednesday, December 3, 2014.

To: The City Finance Administration and Operations committee

re: funding request for Phase 3 of the Revitalization of Rotary Park

Enclosed is an overview of the Revitalization of Rotary Park which was prepared in September 2013.

Since that time, we had a successful fundraising gala (Bring Back the Rink) on November 26, 2013 which successfully completed our budgeting for Phase 2. We immediately commenced our campaign for Phase 3 which has a total budget costing of \$700,000.

Within Phase 3, we are proposing a basketball court, a BMX pump track and a junior BMX pump track, all located south of the creek, as well as a roof over the artificial ice rink/skateboarding area, and of course further landscaping and signage.

The benefits of a roof over the rink surface, which comprises ~75% of the costs, are as follows:

- 1) it will keep the rain/freezing rain/snow off of the rink, therefore resulting in less maintenance costs
- 2) reduced energy costs due to the sun not hitting the rink boards and reflecting onto the ice
- 3) less maintenance costs due to reduced need to shovel and clear the surface
- 4) skateboarders who use the site 7 months of the year could make use of the facilities in the rain
- 5) if the City so chooses to have special events at the site, inclement weather will not be a factor
- 6) Plexiglas skylights will provide some natural lighting
- 7) the rink will be equipped with better lighting than what currently exists

We were successful in getting the 2 Rotary clubs of Brockville to commit to a further \$100,000 over 5 years for Phase 3. Also, The Carolyn Sifton Foundation has provided an additional \$100,000 for Phase 3. We are asking the City of Brockville to consider a further funding of \$200,000 over 4 years. This would be \$50,000/year commencing in the budget year of 2015.

If the City approves this funding, the total funding commitment of the \$2 million Revitalization of Rotary Park would be as follows:

27.5% The Carolyn Sifton Foundation

25% The City of Brockville

10% The 2 Rotary Clubs of Brockville

The remaining 37.5% funding has been and will remain the responsibility of the Rotary Park Revitalization committee which is made up of concerned citizens who have been meeting for over 4 years.

If the City agrees to this commitment, the committee will still have to raise the remaining \$160,000 to complete the \$2 million budget obligation. We as a committee have several plans to raise the remaining funds including applying for several foundation grants. If we continue to have the success which we have had in the past and raise more than the \$160,000, then we would reduce the City of Brockville's commitment by the excess amount. An example of this would be if we were able to raise \$200,000, then in the 4th year the City would only need to pay out \$10,000, if our budget remains as proposed.

We appreciate all the support that the City of Brockville and Council has given us to reach this point and we look forward to continuing to work on your behalf to finalize the third and final phase of this project.

Respectfully submitted by Brent Collett, chairman of the Revitalization of Rotary Park committee
November 12, 2014

THE REVITALIZATION OF ROTARY PARK

Overview:

Rotary Park was created in the early 1950's with the construction of the Rotary Memorial Civic Centre, with the later addition of the Rotary Pool. In 1978, the roof of the Memorial Centre collapsed, leaving an outdoor ice surface and a new Memorial Centre which was relocated in Brockville's north end. There have been several attempts over the years to utilize Rotary Park, but since this had been done with minimal funds, the full potential of this park was never reached.

In the fall of 2010, a group of concerned citizens representing clubs and organizations came together to form the Revitalization of Rotary Park Committee. The committee's vision is to create a versatile, multi-use, year-round downtown park which would be an accessible destination for the entire family, at no cost to the users. This will not only benefit the targeted children, youth and their families, but could serve as a significant element of the revitalization of downtown Brockville.

Work began in the fall of 2011, with the expectation of major components being operational by the beginning of the summer 2012, but unforeseen delays pushed back that date until the end of July. The grand opening in August 2012 finally saw the successful completion of Phase 1 consisting of the splash pad, rubberized surface playground equipment area, skateboarding equipment installed onto the Rotary hockey pad, washrooms and mechanical room, synthetic ice to cover the splash pad, paving and landscaping. Phase 2, consisting of artificial ice for the existing hockey pad, a shelter, park benches, trees and murals for the entrance wall, commenced in 2013. To date, the murals have been installed and artificial ice is expected to be operational in December.

The Revitalization of Rotary Park has received tremendous community support from numerous donors both corporate and private (the Carolyn Sifton Foundation, the City of Brockville, the Rotary Clubs, BMAAC, Tim Hortons, P&G, 1000 Islands Concrete and Chevron Construction to name a few); community fund raisers held by the Brockville Fire Fighters, Brockville Police, the May Court Club; and many in kind donations from local companies. A total of \$840,000 was raised for Phase 1, and \$300,000 has been committed for Phase 2, with an additional \$150,000 required for its completion, bringing Phase 2's price tag to \$450,000. A third phase which would involve revitalizing the parklands south of the creek, perhaps including a BMX track and a basketball court, as well as a roof over the ice pad, will occur when future funds become available.

Respectfully submitted by Brent Collett, chairman of the Revitalization of Rotary Park committee September 20, 2013



Save The River

the Upper St. Lawrence **RIVERKEEPER®**

Protecting the St. Lawrence River through Advocacy, Education and Research

409 Riverside Drive Clayton, New York 13624

www.savetheriver.org • info@savetheriver.org • 315.686.2010

SANN Page 4083
SUBCOMMITTEE
CONSIDERATION
FAO - Nov
AM
10/20.

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VICE-PRESIDENT

Steve Taylor

SECRETARY

Jeff Garnsey

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Fred Morey

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UPPER ST. LAWRENCE

RIVERKEEPER &

EXECUTIVE DIRECTOR

Lee Willbanks

October 7, 2014

City of Brockville

1 King Street West

P.O. Box 5000

Brockville Ontario K6V 7A5

Dear Mayor Henderson:

We are asking the City of Brockville to adopt a resolution expressing support for Plan 2014, a modern water levels plan for Lake Ontario and the St. Lawrence River, and urging its speedy implementation by Canadian and U.S. federal governments.

Last June, the International Joint Commission took unanimous, historic action to protect the St. Lawrence River and Lake Ontario by referring Plan 2014 to the U.S. and Canadian federal governments. This action stands as one of the singular most important policy decisions of our lifetime in efforts to bolster our environment and our tourism economy.

The current regulation plan "Plan 1958D" has caused clear environmental harm to fish populations, wetlands, coastal habitats, and the myriad economically and environmentally important species of plants and animals they harbor, thereby degrading the quality of life for all citizens of the Lake Ontario-St. Lawrence region.

Plan 2014 will increase production of hydropower by the dams in the St. Lawrence River, and maintain the benefits that regulation of the River and Lake has provided to international shipping. By restoring some of the natural fluctuations in water levels, while avoiding extreme high and low levels, Plan 2014 will restore the plant and animal diversity of coastal wetlands *without public investment* and dramatically increase opportunities for hunting, fishing, and wildlife viewing.

The IJC noted in its referral, that "If such an opportunity is lost due to delayed implementation of Plan 2014, then the next opportunity may not arise for decades."

Save The River is the leading grassroots advocacy organization working to protect the ecological integrity of St. Lawrence River. Founded in 1978 it has campaigned to stop aquatic invasive species, fought expansion of the Seaway and winter navigation, and promoted an environmentally friendly water levels plan. Save The River also organizes the water quality restoration and monitoring programs that track River health and identify pollution problems.

Plan 2014 Resolution

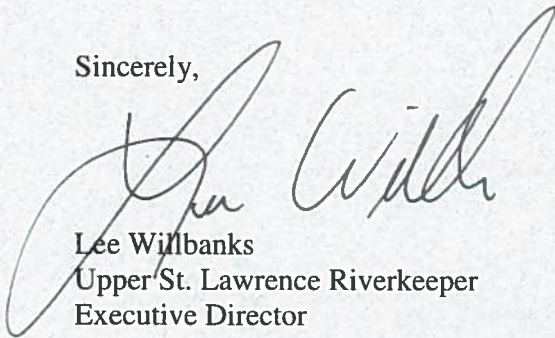
Our communities need this. In the River region our economy is directly tied to our environment. Plan 2014 will improve both. We can no longer claim that we don't understand the effects of our outdated water levels plan – we have the data and knowledge we need to restore the Lake and River.

Now, we just need the wisdom and will to leave a healthy, vital and thriving River to the generations that follow. The IJC has done their part – our federal officials must do theirs and implement Plan 2014 immediately.

Enclosed is suggested language for a resolution, a fact sheet about Plan 2014 and an envelope to return a copy of the enacted resolution to us so we can collect them to forward to Minister Baird at the Office of Foreign Affairs. Feel free to put the resolution in the format typically used by your municipality.

Of course, we are certainly willing to provide additional information and / or speak before a meeting in support of this request. Please do not hesitate to contact us if we can provide additional information or assistance.

Sincerely,

A handwritten signature in black ink, appearing to read 'Lee Willbanks', is written over the typed name and title.

Lee Willbanks
Upper St. Lawrence Riverkeeper
Executive Director

DRAFT

**Resolution in Support of the
International Joint Commission's Lake Ontario-St. Lawrence River Plan 2014**

WHEREAS, the ecological health of Lake Ontario and the St. Lawrence River is paramount to the economy of the region, contributing billions through sectors including but not limited to tourism, commercial and recreational fishing, boating, shipping, and power generation.

WHEREAS, landowners, public infrastructure, businesses, and communities are now threatened by erosion, and by a lack of coordination in management of the shoreline, and have experienced flooding in the past; and

WHEREAS, the levels and flows of Lake Ontario and the St. Lawrence River are regulated through a dam in the River in accordance with a regulation plan that is over 50 years old; and

WHEREAS, the current regulation plan "Plan 1958D" has proven inadequate to address unforeseen conditions, requiring frequent deviations attempting to stabilize the lake, and has caused clear environmental harm to wetlands, coastal habitats, and the myriad economically and environmentally important species of plants and animals they harbor, thereby degrading the quality of life for all citizens of the Lake Ontario-St. Lawrence River region; and

WHEREAS, the International Joint Commission has sponsored a 10-year, \$20 million process to develop a new regulation plan that addresses the concerns of all stakeholders in New York, Ontario, and Quebec; and

WHEREAS, the International Joint Commission now proposes "Plan 2014" as the new regulation plan for the Lake Ontario – St. Lawrence River system; and

WHEREAS, Plan 2014 will increase production of hydropower by the dams in the St. Lawrence River, and maintain the benefits that regulation of the River and Lake has provided to international shipping; and

WHEREAS, by restoring some of the natural fluctuations in water levels, while avoiding extreme high and low levels, Plan 2014 will restore the plant and animal diversity of coastal wetlands *without public investment* and dramatically increase opportunities for hunting, fishing, and wildlife viewing.

NOW THEREFORE, _____ supports Plan 2014 and urges its swift adoption by the Canadian and U.S. federal governments.

SENATE



SÉNAT

The Honourable Robert (Bob) Runciman
Senator—Ontario
(Thousand Islands and Rideau Lakes)

L'honorable Robert (Bob) Runciman
Sénateur — Ontario
(Mille-Îles et lacs Rideau)

September 22, 2014

Dear Mayor and Council:

I am writing to ask that you support Save the River's request to pass a resolution urging the speedy approval and implementation of Plan 2014 to regulate water levels on the St. Lawrence River and Lake Ontario. I have been involved in this issue for many years, trying to persuade the International Joint Commission to replace the current water levels policy, which shortens the recreational boating season in the Thousand Islands and causes significant damage to wetlands.

Plan 2014 is the result of 14 years of study and consultation, costing some \$20 million. In my opinion, it is good for the local economy, by providing a longer boating season most years, and will benefit the environment by assisting in the rejuvenation of wetlands. It is also beneficial to power generation and satisfies the interests of the shipping industry.

I do not believe we can do better than Plan 2014 and I hope you will join me in urging its adoption and implementation.

Sincerely,

A handwritten signature in black ink that reads "Bob Runciman".

Senator Robert W. Runciman

351, East Block/édifice de l'Est
Ottawa ON K1A 0A4

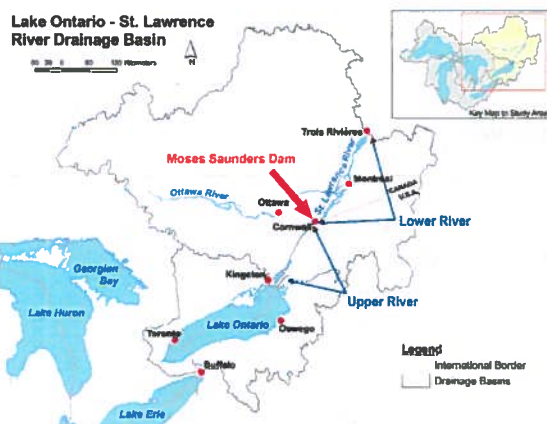
Tel/Tél: 613-943-4020
1-800-267-7362
Fax/Téléc: 613-943-4022
Bob.Runciman@sen.parl.gc.ca



PLAN 2014

A GREAT LAKE AND RIVER

Shaped over thousands of years by the natural ebb and flow of water, the 650-mile coastline of Lake Ontario and the upper St. Lawrence River constitutes the largest coastal environment in Quebec, Ontario and New York State.



But 50 years of regulated water levels - originally designed to benefit hydroelectric power generation and shipping - have significantly altered the lake and river's natural habitats and processes and reduced critical natural services for people.

Today, the International Joint Commission (IJC) and the governments of U.S. and Canada have an historic opportunity to exercise principles of sound water management for Lake Ontario and the St. Lawrence River – improving the resiliency of our shores, ensuring the survival of birds, mammals, and fish, and benefiting the region's residents and businesses.

A BETTER CHOICE FOR THE FUTURE

Developed with the construction of the Moses-Saunders Dam in the 1950s, the current regulation plan for Lake Ontario and the St. Lawrence River has reduced the range of water levels to the point of causing extensive damage to coastal wetlands that perform services like filtering water, providing habitat for fish and protecting communities from floods.

A new approach that achieves a **balance of benefits for all interests** is currently being proposed. This new plan, called **Plan 2014**, was formulated over the course of ten years with the input of hundreds of stakeholder representatives and scientists from government agencies, academia, NGOs and industry in New York, Ontario, and Quebec. A diverse coalition strongly supports Plan 2014 because it will increase the overall health of coastal habitats and provide greater economic opportunities for people.

Plan 2014 will also enhance the resiliency of natural shorelines, helping to protect property owners in a changing climate.

BROAD SUPPORT

Expressions of Citizen Support

- 7,945 CCE petition signatures
- 3,065 CCE letters
- 1,379 The Nature Conservancy Save The River's petition signatures
- 1,082 Audubon New York petition signatures and letters
- 600+ Save The River telegrams
- 452 comments to IJC
- 200 anglers and hunters to Gov. Cuomo

15,083+

expressions of Citizen Support

Environmental, Conservation and Sportsmen

- Coalition led by Audubon New York, Citizens Campaign for the Environment, The Nature Conservancy, Save The River and WWF—Canada
- Conservation groups include National Wildlife Federation, Environmental Advocates of NY, Onondaga Audubon Society, Izaak Walton League
- Sportsmen groups include Ducks Unlimited, Trout Unlimited, Lakeplains Waterfowl Association, Lake Ontario Fisheries Coalition, New York State Conservation Council

42

organizations signed a letter of support

Businesses & Community Leaders

- Business Council of the State of New York
- Alcoa
- Anthony G. Collins, President of Clarkson University
- Cornelius Murphy, Jr. Ph.D. President of SUNY College of Environmental Science and Forestry

35

businesses signed a letter of support

QUICK FACTS ABOUT PLAN 2014

ENVIRONMENTAL BENEFITS

Plan 2014 will replace over 50 years of water level management, which has significantly altered the environment of the Lake and River and dramatically reduced habitat diversity. A healthy environment is the cornerstone of our economy and prosperity. Plan 2014 will enhance the quality-of-life benefits for all citizens of the lake and river watershed. It also will directly benefit migrating and nesting waterfowl, key wetland habitats, and beaches and dunes, which provide millions of dollars every year in outdoor recreation, flood control, and water filtration services.

Here are just a few indicators that signal an environment in trouble:

The Wet Meadow

The wet meadow is a major component of coastal wetlands, and its status tells us a great deal about the condition of the wetland ecosystem as a whole.

Current Regulation: -50%
Plan 2014: 40% Increase from current conditions

Northern Pike

The Northern Pike is the top predator in coastal marshes. Their reduction affects the entire food chain and ecosystem.

Current Regulation: -70%
Plan 2014: 39% Increase from current conditions

Black Terns

Marsh-nesting birds like Black Terns depend on diverse marshes interspersed with open water for nesting. New Yorkers spend \$660 million each year on trips within the state for wildlife viewing.

Current Regulation: -80%
Plan 2014: 16% Increase from current conditions

ECONOMIC AND SHORELINE BENEFITS

The economy of the Great Lakes region depends on the health and beauty of its ecosystems. A 2007 cost-benefit analysis by the Brookings Institution demonstrates that each dollar of restoration brings two dollars of benefits to the economy of the Great Lakes region.

Hydropower

Hydro-electricity production will increase under Plan 2014. This low-cost power supports jobs in New York State.

\$5.3 M

Every year in additional generation

Recreational Opportunities

Healthier Lake and River wetlands will support stronger populations of native fish and wildlife, improving the area's hunting, angling, and wildlife-viewing opportunities. The Nature Conservancy estimates economic benefits, just from improved wildlife recreation, of \$4.0 million - \$9.1 million per year.

\$9.1 M

in increased net economic value

Shorelines

Compared to the cost of protecting properties from erosion under unregulated conditions, Plan 2014 is estimated to save property owners on the lake \$25.2 million dollars a year. This may be \$2.2 million less than current savings, but the figure remains very significant.

\$25.2 M

in savings when compared to no regulation

MEMORANDUM



OPERATIONS DEPARTMENT

Date: 2014-11-13

File No: A00-01

To: Sandra MacDonald
City Clerk

From: Conal Cosgrove
Director of Operations

Subject: Request to Support St. Lawrence River and Lake Ontario Plan 2014

I have reviewed the request from the Upper St. Lawrence Riverkeeper to support the adoption of Plan 2014 by the Canadian and American governments.

Plan 2014 is a plan for regulating the water levels in the St. Lawrence River and Lake Ontario, trying to balance the interests of commercial use of the St. Lawrence Seaway, hydroelectric power generation, shoreline property owners and the sustainability of the natural environment. The current Plan has been in place for over 50 years.

The International Joint Commission (IJC), who is responsible to the Canadian and American governments for regulating water levels in the St. Lawrence River and Lake Ontario, has considered many alternatives for a new plan through a lengthy technical and public consultation process. The IJC is recommending to the two national governments that Plan 2014 be adopted.

There appears to be support for the plan across many sectors affected by the Plan. However, there does seem to be some opposition from some communities on the south shore of Lake Ontario, who are concerned about the potential for greater flood risk. The attached article from the Rochester Democrat and Chronicle provides some additional background and references the support for, and opposition to, Plan 2014.

A handwritten signature in cursive script that reads "Conal".

/cjc

Shoreline residents: Lake plan ignores concerns

Meaghan M. McDermott, Staff writer 7:10 a.m. EDT June 18, 2014



(Photo: SHAWN DOWD/sdowdphoto@STAFFPHOTOgrapher)

More than 14 years and six plans later, the U.S.-Canadian agency that oversees water levels along Lake Ontario and the St. Lawrence River has decided on a regulatory plan to govern their work.

Background: [More about "Plan 2014" \(/story/news/2014/06/13/lake-ontario-level-us-canada/10420203/\)](http://story/news/2014/06/13/lake-ontario-level-us-canada/10420203/)

For more than 50 years, the International Joint Commission has relied on guidelines that artificially kept the lake's levels within a narrow band of highs and lows that environmentalists and commission members say has had devastating effects on coastal wetlands. The lake has been stabilized via dams along the St. Lawrence since the 1950s.

"The current plan has caused substantial harm to the natural environment," said Commission Chairwoman Lana Pollock during a teleconference Tuesday morning. "This new plan is an attempt to restore some of the natural variability of the lake and undo some, but not all, of the harm."

Plan 2014 (<http://roc.democratandchronicle.com/assets/pdf/A2221851617.PDF>) also "helps protect all users from extreme water levels, provides for the largest wetland restoration project in the region, and prepares for a changing Great Lakes future," according to the agency.

Still, as each new iteration of a regulatory scheme for the lake has done, Plan 2014 stirred up significant opposition from the lake's south shore residents and property owners, who say its allowance for higher high water levels and lower low water levels will cause disproportionate and costly damage to their land. Prevailing winds generally concentrate coastal damages to the lake's southern shores. IJC notes that Plan 2014 will likely increase the annual cost for shoreline protections by about 13 percent.

Reaction from local property owners was swift and largely predictable.

Those who had opposed the plan last year said they were even more dead-set against it now, and would work to see it scuttled in Washington.

"The commission does not care about the people most likely to experience the disproportionate damages," said Dr. Daniel Barletta moments after the IJC made the final plan public. Barletta, whose home is perched on the Lake Ontario shoreline in Greece, has been one of the commission's most persistent and vocal critics. "The south shore counties, particularly Monroe, will feel the brunt."

Cheryl Stevens ([/article/20130612](http://article/20130612)), whose living room in Parma sometimes looks directly over lapping waves, said she was beyond disappointed with the decision.

"They just don't get it," she said. "They won't admit they're putting us at greater risk than we already are."

Chris Tertinek, mayor ofodus Point in Wayne County, said his community "has been thrown underneath the bus."

The low-lying village is endangered by high water levels, and Plan 2014's call for more frequent, and sometimes higher high levels is especially vexing, he said.

"They talk about how we should do some work on the shoreline to keep the water from coming in, but you can do whatever you want and it's still going to seep up through the ground and we're going to be flooded anyway," he said.

Not too long thereafter, however, a coalition of environmental and conservation groups issued a strong statement of endorsement. The groups, including the Nature Conservancy, Audubon New York and Ducks Unlimited, said the plan was "a once-in-a-generation opportunity to combine sustainable shoreline management, climate change resilience and ongoing economic benefit."

Jim Howe, executive director of the Nature Conservancy's central and western New York chapter, said Plan 2014 "is a huge step forward for Lake Ontario and the Great Lakes, both the economy and the environment. I applaud the IJC for staying with a plan that offers the most benefits to all stakeholders."

Shoreline residents: Lake plan ignores concerns

Douglas Wilcox, professor of wetland science in the department of environmental science and biology at The College at Brockport, said by allowing for greater fluctuations in water levels, Plan 2014 will allow for low water and restoration of sedge/grass meadow at the upper elevations of the lake's wetlands, where invasive cattails choked out other native species. That, in turn, will help restore vital habitats and feeding and breeding grounds for a plethora of mammals, insects, birds and fish.

And, he said, "periodic low lake levels during summer under Plan 2014 should allow beaches to rebuild and provide habitat for other faunal species, as has occurred in recent years in the upper Great Lakes."

The restored wetlands would be a boon for all coastal birds, said Erin Crotty, executive director Audubon New York.

"This is a forward thinking plan that will reverse decades of ecosystem degradation and decline," she said.

Ducks Unlimited, a conservation group, has been working in recent months to restore wetland habitats for northern pike in Buck Pond in Greece.

"We are very excited about this plan," said Sarah Fleming, a regional biologist with the group. "We hope to see some good changes to the coastal habitat as the plan gets implemented over the next few years."

Pollock said the plan is a compromise that takes into account all stakeholder interests, not only those of the conservationists and homeowners, but also of hydropower producers, anglers and shipping companies.

"We work to control for extreme highs and lows to the extent possible," she said. "But it is important to remember that we do not have complete control. We are in partnership with nature and nature is the senior partner."

The fate of Plan 2014 now rests with officials in Washington and the Canadian capital, Ottawa, who would have to unite in agreement for a new plan to be implemented.

Because the lake-level plan is a creature of a 1909 border treaty between the two countries, the Department of State will be the lead agency in Washington. The State Department press office did not return a call for comment Tuesday.

Local leaders said they will be vocal in opposition.

Bill Reilich, supervisor of the town of Greece, called 2014 a bad plan.

"I don't support it and it is not good for our residents," he said. Greece's shoreline is densely populated with houses sometimes just a few feet away from neighboring ones. "Elongating the period of time where the levels are higher increases the likelihood that there could be a storm, and that would cause extensive damage."

Reilich said he will turn to federal officials next to voice his concerns.

That's also the plan for communities likeodus Point, said Tertinek.

"We need to regroup now and figure out among all of us on the south shore what our next steps will be," said Tertinek. "We need to figure out who we need to convince in order to convince our government not to adopt the plan."

Whether officials in Washington will be more sympathetic to shoreline property owners or environmental advocates remains to be seen.

"We are studying the proposal and the implications for communities along Lake Ontario, if implemented," said Angie Wu, spokeswoman for U.S. Sen. Kirstin Gillibrand, D-NY. "The senator will work on federal funding to help strengthen their shoreline protections."

Rep Chris Collins, R-Clarence, Erie County, said he would work against implementation.

The regulatory scheme "would quicken erosion along already rapidly eroding Lake Ontario shorelines, lower property values for specific homeowners and have a negative impact on the region's economy by affecting recreational and commercial boating," he said. "This plan is not in the best interest of homeowners and other stakeholders along the Lake Ontario shoreline, and I will remain committed to working with my colleagues in state and local government against its implementation."

In Canada, Prime Minister Stephen Harper, leader of the Conservative Party, is generally not viewed as a strong environmentalist. But at the same time, there is likely to be much less agitation from shoreline interests on the Canadian side of the lake, where erosion is less of a problem than here.

There is no timetable for either government to make a decision, and the acting chair of the Canadian IJC commissioners, Gordon Walker, warned

Shoreline residents: Lake plan ignores concerns

Listeners Tuesday that they would be better off not holding their breath.

"Sometimes government takes longer to answer a question than we would like," Walker said in a conference call with journalists. "This is a recommendation. In the end it is up to the governments to come back to us with their response. We would likely see some kind of indication from some level of government in the next few months, though there is an election cycle in the U.S. that might slow down a response at times. But we'll have to wait and see."

For more information on Plan 2014, visit: www.ijc.org (<http://www.ijc.org/>).

MCDERMOT@DemocratandChronicle.com

[Twitter.com/meagmc](http://twitter.com/meagmc) (<http://twitter.com/meagmc>)

Plan highlights

The International Joint Commission's water level regulatory Plan 2014 for Lake Ontario:

- Attempts to restore some of the natural variability of the lake to better protect wildlife and coastal wetlands.
- Allows for higher high water levels and lower low water levels. The projected maximum lake level under the plan is about 2.4 inches higher than the current maximum level under the existing plan.
- When the water levels hit the high and low trigger levels set in the plan, water flows will be adjusted at the dams to help protect all users from extreme water levels.
- Will likely increase the annual cost for shoreline protections by about 13 percent.
- Recreational boating season could be frequently extended and hydropower production would be increased.

Read or Share this story: <http://on.rocne.ws/1ihJJCE>

MORE STORIES



Fairport school's Fall Crawl benefits hospital

[\(/story/news/local/communities/2014/11/13/school-crawl-raises-funds-](http://story/news/local/communities/2014/11/13/school-crawl-raises-funds-)

[hospital/18919081/\)](http://story/news/local/communities/2014/11/13/school-crawl-raises-funds-hospital/18919081/)

[\(/story/news/local/communities/2014/11/13/school-crawl-raises-funds-hospital/18919081/\)](http://story/news/local/communities/2014/11/13/school-crawl-raises-funds-hospital/18919081/)

Nov. 13, 2014, 1:19 p.m.



Eagle Scouts

[\(/story/news/local/communities/2014/11/13/eagle-scouts/18972369/\)](http://story/news/local/communities/2014/11/13/eagle-scouts/18972369/)

[\(/story/news/local/communities/2014/11/13/eagle-scouts/18972369/\)](http://story/news/local/communities/2014/11/13/eagle-scouts/18972369/)

Nov. 13, 2014, 1:13 p.m.

Cheers! Cuomo signs bill to boost craft brews

[\(/story/news/politics/blogs/vote-](http://story/news/politics/blogs/vote-)

November 12, 2104

REPORT TO FINANCE, ADMIN. & OPERATIONS COMMITTEE – November 18, 2014

2014-110-10

**REQUEST FOR NO PARKING FOR
RESTRICTED TIMES ON
CHARLOTTE PLACE**

**C. J. COSGROVE, P. ENG.
DIRECTOR OF OPERATIONS
P. McMUNN C.E.T.
SUPERVISOR OF TRANSPORTATION SERVICES**

RECOMMENDATION

THAT parking be prohibited from November 1 to March 31 from 7:00 am to 2:00 am on the south side of Charlotte Place from Ormond Street to 134 m east of Ormond Street; and

THAT parking be prohibited from November 1 to March 31 from 7:00 am to 2:00 am on the north side of Charlotte Place from 105 m east of Ormond Street to 125 m east of Ormond Street; and

THAT Schedule "2" Subsection 74 of By-law 119-89 is amended accordingly.

PURPOSE/BACKGROUND

Operations Staff were contacted by a resident of Charlotte Place requesting that a Brockville Transit Bus Stop be installed at the east end of Charlotte Place to better service a number of residents at the east end of the street. A bus stop has been installed on the north side of Charlotte Place at the north west corner of the cul-de-sac.

ANALYSIS

Due to the addition of the bus stop, the roadway has been reclassified as a Class 3 roadway for winter maintenance. In order for winter maintenance crews to effectively service the roadway, parking will be required to be restricted during the months/times stated in the recommendation (see attached drawing – Appendix 1).

Operations staff have consulted with the property managers representing the condominiums and apartment buildings on Charlotte Place concerning this report, and through discussions have identified that this is the solution which best suits all parties.

POLICY IMPLICATIONS

An amendment to the City's Parking By-Law 119-89 requires Council's authorization.

FINANCIAL CONSIDERATIONS

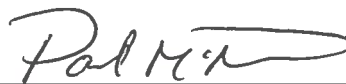
Annually Public Works budgets for the installation of a variety of signs throughout the City including; stop, yield, parking, directional, and more. There are sufficient funds in the Public Works 2014 Operating Budget in account 01-5-745436-2010 to accommodate the estimated cost of \$250 per sign to install the necessary signs.

CONCLUSION

It is recommended that the No Parking For Restricted Times be installed as detailed.



C.J. Cosgrove, P.Eng.
Director of Operations



P. McMunn C.E.T.
Supervisor of Transportation Services



D. Dick CA, CPA
Director of Corporate Services



B. Casselman
City Manager



BROCKVILLE

CITY OF THE 1000 ISLANDS

TRANSPORTATION SERVICES

North:



Legend:



Property Line
Fire Hydrant
Bus Stop Sign

Notes:

1) All drawings, specifications and related documents are the copyright property of the City of Brockville and must be returned upon request.

2) Reproduction of drawings, specifications, and related documents in part or whole is forbidden without the City of Brockville's written permission.

3) Drawings are provided for information only and are not to be scaled.

DRAWING NAME

CHARLOTTE PLACE
PARKING RESTRICTIONS
APPENDIX '1'

Rev.	Date	Comments
1	SEPT 16/14	-
2	NOV 12/14	-

Drawn: JPB Date: SEPT 16, 2014
Scale: NTS Drawing No: 1

ORMOND STREET

GLENGARRY ROAD

NO PARKING FROM 125m EAST OF ORMOND STREET TO 140m EAST OF ORMOND STREET TO ACCOMMODATE BUS STOP (APPLIES TO ALL BUS STOPS PER THE PARKING BY-LAW).

NO PARKING (FOR RESTRICTED TIMES) FROM 105m EAST OF ORMOND STREET TO 125m EAST OF ORMOND STREET.

CHARLOTTE PLACE

134m

NO PARKING (FOR RESTRICTED TIMES) FROM ORMOND STREET TO 134m EAST FROM NOVEMBER TO MARCH FOR WINTER MAINTENANCE.

SOPHIA STREET

DISCLAIMER:
ALL PROPERTY LINES SHOWN HERE ARE FOR REPRESENTATION ONLY AND DO NOT IN ANY WAY CONSTITUTE THE TRUE LEGAL BOUNDARY OF ANY PROPERTY IN THE CITY OF BROCKVILLE.
LIMITS OF LIABILITY:
THE CITY OF BROCKVILLE WILL MAKE EVERY EFFORT TO PROVIDE A QUALITY PRODUCT. HOWEVER, IN NO EVENT WILL THE CITY OF BROCKVILLE, ITS SERVANTS, AGENTS, OFFICERS, EMPLOYEES, CONTRACTORS OR SUBCONTRACTORS BE LIABLE TO ANY PERSON OR CORPORATION FOR DAMAGES, EXPENSES, LOSS OF PROFITS, LOSS OF SAVINGS OR OTHER DAMAGES ARISING OUT OF INACCURACIES CONTAINED IN THE COMPOSITE MAP OR IN ITS DATA BASE CONTENT. NOR WILL THE CITY BE LIABLE FOR ANY INACCURACIES CONTAINED IN THE COMPOSITE MAP OR IN ITS DATA BASES.

OCTOBER 16, 2014

REPORT TO FINANCE/ADMINISTRATION/OPERATIONS – NOVEMBER 18, 2014

**2014-113-10
COMMUNITY STRATEGIC PLAN
PROGRESS UPDATE**

**B. CASSELMAN
CITY MANAGER
L. WHITE
MANAGER STRATEGIC
INITIATIVES**

RECOMMENDATION:

THAT the contents of Report 2014-113-10 Community Strategic Plan be received for information purposes.

PURPOSE

The purpose of this report is to formally report to Council and the Public of the progress achieved to date of the actions contained in the Community Strategic Plan.

BACKGROUND

The Community Strategic Plan (**Attachment 1**) for the City of Brockville was designed with a five (5) year time margin of 2009-14. The Plan is based on the long-term development of four (4) areas: People, Amenities, Economy and Sustainability designed with enduring outcomes and a performance measurement framework to allow the City the ability to report on the Plan's progress.

The Strategic Plan provides a series of recommendations on the strategic initiatives to move the Community forward in building a more diverse population, an innovative economy and sustainable amenities. The Strategic Plan also provides a checkpoint from which Council can examine other opportunities to evaluate how they could contribute to the ongoing well being and development of the City.

Attachment 2 of Report 2014-113-10 provides both Council and the Public with a status report on the progress to date relative to the various performance targets outlined in the Community Strategic Plan.

ANALYSIS

Observations on 2013 data:

Sustainability – Environmental and Financial

- External Organizational/Operational Service Delivery Review completed
- Green House Gas emissions have increased due to higher consumption of both electricity and natural gas required at the new secondary treatment plant. As the plant was only operating for part of the year, the new baseline year will be 2013.
- Transit Ridership has decreased by 7.4%.
- Waste Diversion – Increased by 1% to 45%
- Ten-Year Capital priority workshop held.
- Economic Development forum held.
- O.P.P. costing process undertaken. Provincial moratorium on costing process pending completion of O.P.P. billing reform.
- Two year funding support for Immigration Program services to support the following program initiatives:
 - College/Private school International Student attraction
 - Welcome/settlement documentation for new immigrants
 - Education Awareness program
 - Facilitation of immigrant application process
 - Translation services

Economy – Innovation, Creativity, Entrepreneurial Capacity

- Angel Investment program established to support 2 new businesses and 22 new jobs
- Enterprise Centre results for 2013 includes
 - 84 new business started
 - 15 business expansions
 - 91 jobs created
 - 186 consultations
 - 25 Business Success/Coaching workshops held with 311 Attendees
- The community has embarked on new directions to diversify its engines of economic wealth with a focus on “people attraction” using the area's lifestyles attributes. Community Champions have been mobilized and task teams populated to invite new creative activities to address the various strategic directions identified in the Economic Development and Waterfront Strategy documents.

-
- Two new Community Improvement Plans, Façade Improvement and Residential/Commercial Conversion/Rehabilitation, were introduced to support redevelopment of the Downtown Core.

Amenities – Infrastructure, Health, Arts and Recreation

- Wastewater Secondary Treatment project completed
- Focus on the completion of the construction of the Aquatarium.
- Phase I of the Rotary Park Rehabilitation, led by the Rotary Club, was completed and plans/funding for Phase II have commenced.
- Reynolds Park risk assessment funded.
- Completion of background studies to support industrial park land assembly.
- New Hwy. 401 signage erected.
- Funding for design/tendering of Memorial Centre Lifecycle Renewal project.
- Funding for website and business plan development for the redevelopment of the Brockville Railway Tunnel Project.
- A Festival Coordinator position was created and work has started for a 2015 festival.

People – Family Focus

- Lifestyle Task Team has been formed with representatives from many sectors. Publication was released.
- Tall Ships Landing festival held resulting in 45,000 visitations, \$4.3 million economic impact.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

There are no financial implications.

Report 2014-113-10
Community Strategic Plan Progress Update

CONCLUSIONS

Annually, staff is responsible for the development of Work Plans in support of strategic initiatives identified within the Strategic Plan. The Work Plans identify the necessary services/timelines to carry out the activities identified in the Strategic Plan.

Annual reporting of the progress of strategic initiatives associated with the Community Strategic Plan provides Council and staff an opportunity to assess the relative success to date and to adjust strategy as a means of achieving corporate targets.



L. White
Manager Strategic Initiatives



B. Casselman
City Manager

Report 2014-113-10

Community Strategic Plan Progress Update

- Directions identified in the Economic Development and Waterfront Strategy documents.
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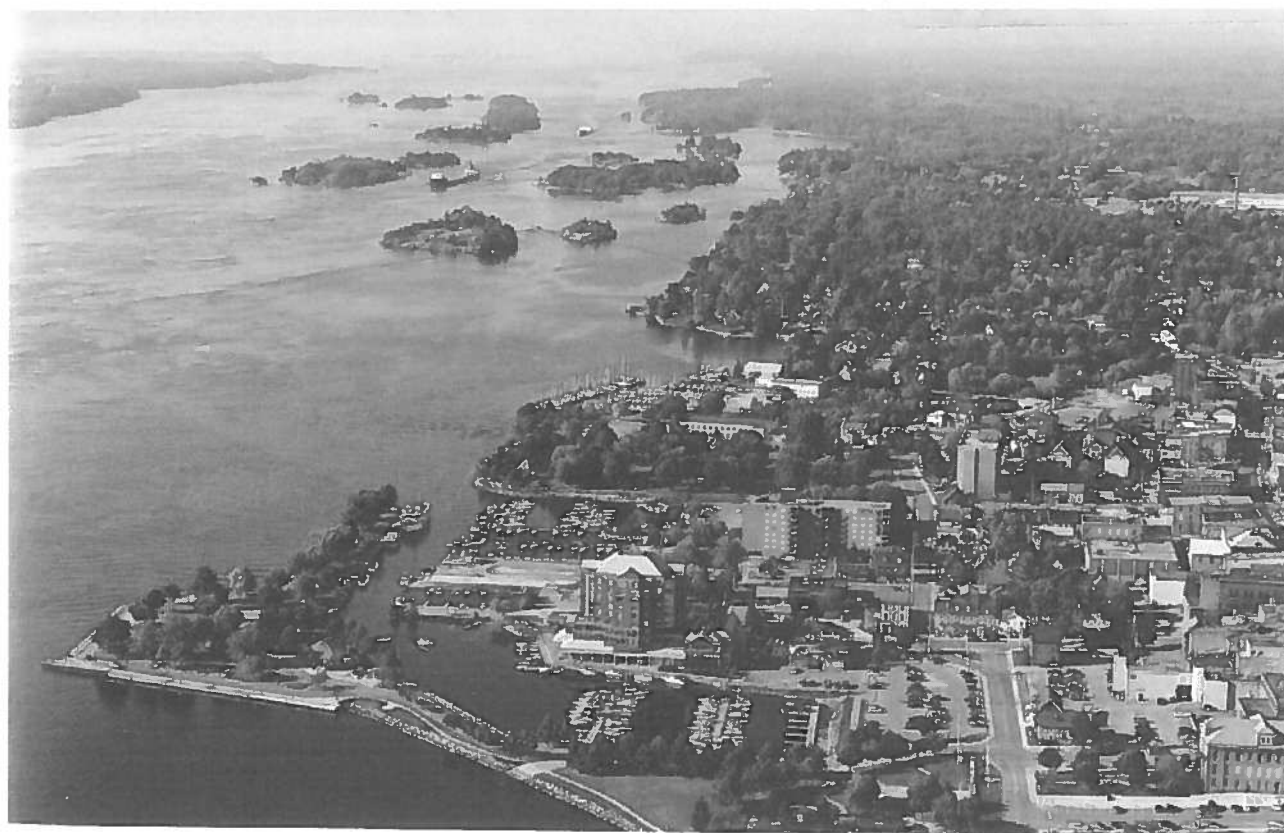
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POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

There are no financial implications.



City of Brockville

Community Strategic Plan Version 4.4

February 2009

Introduction

The City of Brockville can be truly called a beautiful city. With a combination of historic buildings, an attractive downtown, a bustling retail area, a variety of affordable accommodation, and with access to extraordinary recreation, education and community amenities; Brockville provides a unique environment in which to live, work and play.

At the same time, the City faces the challenges of manufacturing downsizing, economic restructuring, and shifting demographics. This situation provides both threats and opportunities for the community. The purpose of this Strategic Plan is to use the unique assets of the City to create new opportunities for growth and development in the future.

This Strategic Plan was initiated by Mayor and Council in the summer of 2008, as part of a desire to bring the City's Vision, Mission and Official Plan up to date. The strategic priorities described herein are designed to meet community needs for the next five years: 2009 to 2014.

Implementation of this strategic plan is based on ongoing input and dialogue with the citizens of Brockville. Their needs are at the heart of everything the City of Brockville undertakes.



Guiding Principles and Vision

The following Guiding Principles were used in developing this Strategic Plan:

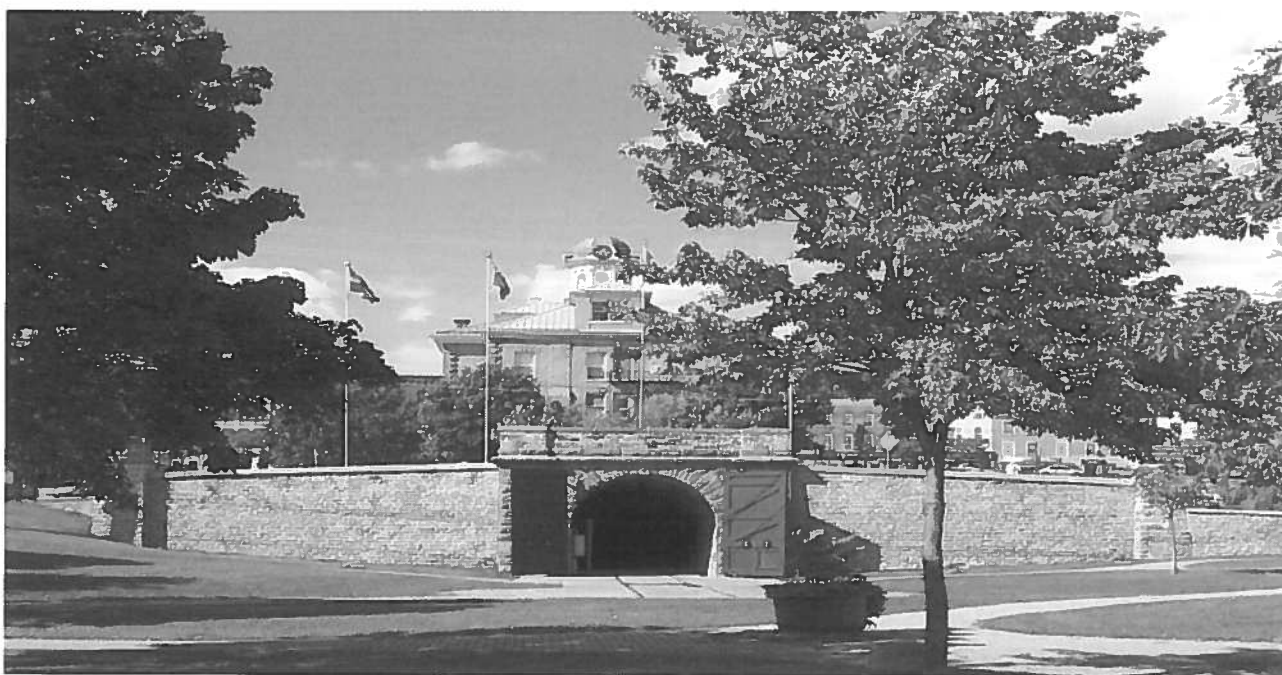
Guiding Principles

- Consultative: the planning process included in depth meetings and interviews with:
 - Community leaders and stakeholders
 - City Manager and staff
 - Mayor and Council
 - An open public meeting
- Inclusive: the process had broad representation from across the community with open dialogue and discussion
- Community focus:
 - this strategic plan is a community based initiative
- Outcome based: this plan is designed to provide Council and residents with:
 - Enduring long term results and outcomes for Brockville
 - Performance measurement frameworks for reporting on progress
 - Continuous community improvement concepts to move the City of Brockville forward
- A strategic framework for Mayor and Council with linkages to
 - Ten year capital plan
 - Official Plan
 - The long term management agenda of the City Manager
- Transparency: the planning process was
 - open to all citizens for discussion and input
 - a blank page approach
 - no forbidden topics
 - open to all ideas and commentary

The strategic role of Mayor and Council is developing and guiding the implementation of the Change Agenda: where the City needs to go in the future. This agenda is expressed in the Vision Statement:

City of Brockville Vision Statement

Mayor and Council are committed to making Brockville a better place to live, work and play and to enjoy an exceptional quality of life. Brockville is committed to families, to an economy that offers opportunities to grow and prosper, to providing amenities that are second to none and conducting our business in a way that is both environmentally and financially sustainable. We encourage the guidance and assistance of our citizens to make this happen.



Mission and Core Values

With the direction of Mayor and Council, the City Manager and City Staff oversee the Sustaining Agenda; to ensure that the required municipal services are in place and delivered efficiently to the community. The Sustaining Agenda is guided by the following Mission and Core Values:

Mission Statement

The City will apply resources, effort and focus on the areas that will move the City towards our vision, keeping in mind our underlying strategic initiatives and the balance needed between competing goals. We will utilize professional management and systems to be leaders in the municipal field. We will promote community and environmental sustainability within a framework of fiscal responsibility and a commitment to customer service.

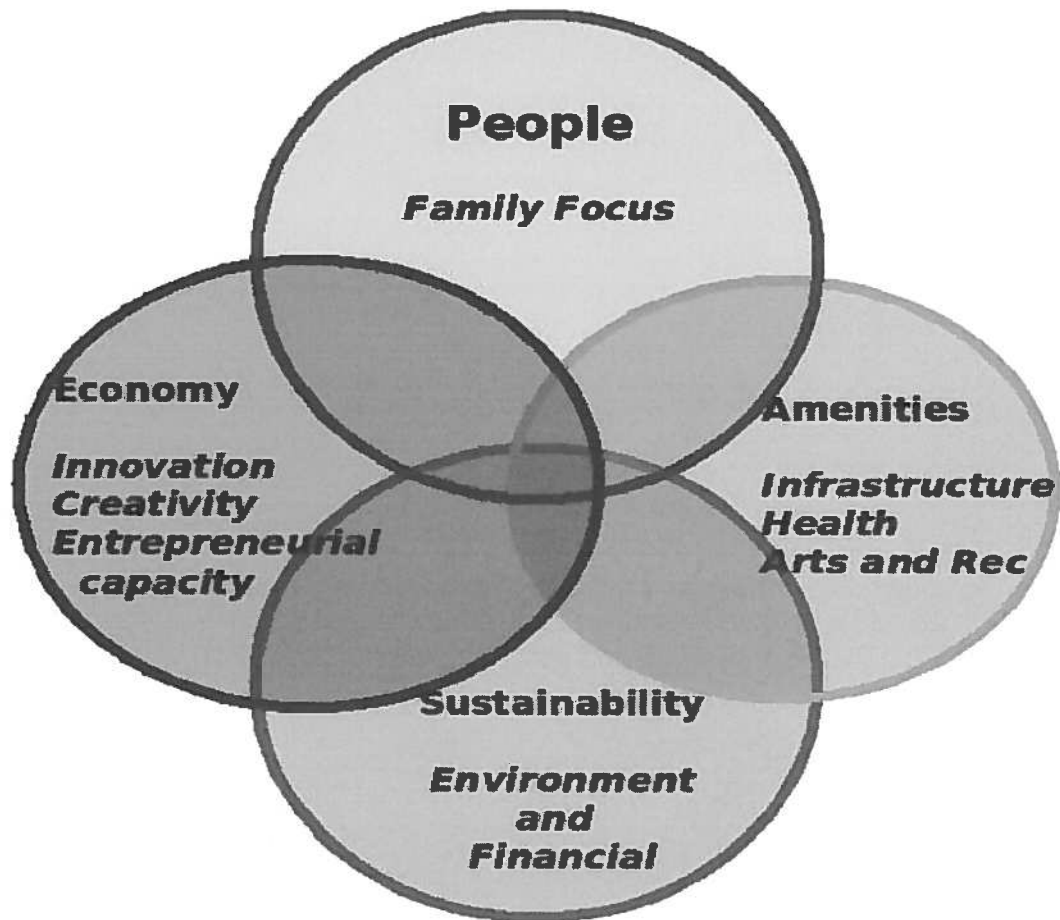
Core Values

This Mission Statement is supported by the following Core Values in reviewing or undertaking actions in the City:

- Citizens – we will work for the common good of the citizens of Brockville
- Community Partnerships – we will work in partnership with community organizations, private companies or other stakeholders in enhancing the community.
- Leadership – informed direction tested by debate and discussion
- Fiscal Sustainability – value for money in all aspects of city operations and fiscal security for current and future citizens based on financial controls, capital plans and processes that ensure accountability
- Integrity – to guide all decisions and actions
- Communications and Transparency - sharing information between council, staff and citizens

Strategic Plan Model

The following diagram represents the key elements of the City of Brockville Strategic Plan



The strategic plan is built on four enduring community **focal points**, with corresponding strategic initiatives, projects and performance measurement metrics:

- People:** people are one of the City of Brockville's key assets. This focal point will concentrate on a strategic priority built on promoting a Family Focus – to attract young families to Brockville to promote long term demographic sustainability and community diversity.
- Economy:** Brockville is making the transition to a knowledge, service and information economy. This focal point will emphasize fostering innovation, creativity and entrepreneurial capacity.
- Amenities:** the City of Brockville is blessed with unique quality of life attributes that are second to none. This focal point includes health care, social services, parks, recreation, waste and water treatment, culture, and libraries. The strategic initiative in this focal point is developing and promoting the downtown as a key destination.
- Sustainability:** a key component of this strategic plan is a recognition that the community exists within an environmental and fiscal sustainability framework. The City recognizes its responsibility to maintain our environment and promote development and projects that protect our physical environment for future generations. At the same time, the City of Brockville recognizes a stewardship responsibility in ensuring that tax monies are invested prudently and with accountability.

Strategic Initiative Outcomes

This plan is an enduring strategic framework designed to contribute to long term outcomes in the **focal points** of People, the Economy, Amenities and Sustainability. The performance measurement goals allow Council the ability to report on progress in contributing to these outcomes. The following chart illustrates the linkages within each of the **focal points**:

Strategic Outcome	Brockville is city of vibrancy, diversity and sustainability whose citizens enjoy an exceptional quality of life.			
Focal Point	People	Economy	Amenities	Sustainability
Ultimate Outcome	Brockville has a balanced and tolerant demographic profile	Brockville has a diverse, creative, innovative and entrepreneurial economy	Brockville is recognized as a quality of life community	Brockville is a sustainable community
Intermediate Outcome [citizen focused back to the community]	Citizens have the capacity to lead productive lives through their talents, abilities and community contributions	Citizens apply their innovative, creative and entrepreneurial skills to take advantage of employment opportunities	Brockville amenities contribute to citizen well being and citizens contribute to the development of amenities	Brockville conducts its business in a sustainable manner and citizens embrace environmental/ fiscal sustainability
Immediate Outcome	Brockville is inviting to families and other residents	Citizens have access to well paying employment opportunities	Citizens have access to health care, education, recreation and cultural facilities and services	Sustainability planning is in place
Goal/Target (Annual)	- 1% growth per year	- 2% growth in net new employment - 2% increase in average family income	- 2% increase in community visitation and expenditures	- 2% decrease in municipal carbon footprint financial - sustainability in all aspects of municipal government
Strategic Initiative	Family Friendly Focus – recruitment of young families	Innovation, Creativity and Entrepreneurial Capacity - attracting young professionals and creatives.	Downtown Revitalization – creating a unique experience built on culture, shopping and attractions	Promote Sustainability Focus in all aspects of City Administration – environmental and financial
Inputs and Activities	Departmental Business Plans, Community Partnerships, Resources (People and Budget)			

Strategic Priorities:

The following tables outline each **focal point** in detail

	<i>People</i>
Overview	<p>The citizens of Brockville are one of the key assets of the community. The community exists for them. The primary purpose of the City is to meet the needs of the citizens, and to ensure an environment exists in which the city can continue to grow and develop.</p> <p>Brockville is attractive to families for its safety, security and the ability to access education, health care and other recreational and cultural amenities easily. For the same reasons, Brockville is attractive to retirees. In looking at the community demographics and the requirement to develop long term focus for the City; Mayor and Council have identified a strategic priority in recruiting young families who will provide the long term stability and growth in the City.</p>
Focus and Outcomes	<p>The strategic priority in this area is to position Brockville as a "Family Friendly" community, building on the Amenities and assets of the community. The objective of this strategic initiative is to appeal to young professionals who wish to find a community in which they can raise their families. This strategy takes a long term view: there will always be a niche of people looking to raise a family in a safe and secure environment, with a high quality of life.</p> <p>Ultimate Outcome: Brockville has a balanced and tolerant demographic profile</p> <p>Intermediate Outcome: Citizens have the capacity to lead productive lives</p> <p>Immediate Outcome: Brockville is inviting to families and other residents</p>
Strategic Priority	<ul style="list-style-type: none"> •an active recruitment campaign to highlight Brockville as a Family Friendly community, with an objective of recruiting and retaining young families ages, 25 to 38 years of age, with a target profile of young professionals, knowledge workers, entrepreneurs, creatives and trades

	<ul style="list-style-type: none"> •a focus on immigration will be implemented
Goals	The goals of this initiative are to achieve a net family unit growth rate of 1% each year over 10 years, with an average of 2.1 people per family unit.
Key Performance Indicator	The key performance indicators will be net increase of families measured over the projected period of this plan. The initial target is 50 family units per year.
Strategic Initiatives and Timelines	<p>2009</p> <ul style="list-style-type: none"> •develop strategic alliances with relevant community partners including: <ul style="list-style-type: none"> - educational institutions - YMCA - Realtors •develop promotional materials positioning Family Friendly focus •expand a Family Ambassadors Program where local families host potential recruits for a tour of the city, meetings with civic, education, recreation, cultural contacts. •integrated into the ongoing promotion and relocation program of the City •launch program <p>2010 - 2014</p> <ul style="list-style-type: none"> •assess feedback and targets •refocus if required •maintain initiative •annually report on progress

	<i>Economy</i>
Overview	<p>Brockville and Eastern Ontario is in a “post-manufacturing” economy. While there remains a strong manufacturing element in the local Brockville economy, increasingly it is the service sector and other economic sectors that will carry the employment and tax burden.</p> <p>Long term economic resilience will be built on a foundation of creativity, innovation, and entrepreneurial capacity. Brockville has a strong reputation and history of promoting this agenda. A focus on creativity, innovation, and entrepreneurial capacity allows the community to respond to shifts in the economic climate.</p>
Focus and Outcomes	<p>The objectives of this focal point are to ensure the current local employment environment is stable, with the ability to then work to attract new opportunities and foster the high value, high tech creative/entrepreneurial employment opportunities as a unique niche. This initiative will focus on fostering the creative economy as a high value economic sector.</p> <p>The target market will be young entrepreneurs, knowledge based individuals and professionals wishing to establish themselves in Brockville. A second focus will be on promoting innovation with existing companies and local organizations, with a specific focus on public recognition of those companies, organizations and individuals who demonstrate the qualities of innovation and creativity in the development of new market opportunities.</p> <p>Ultimate Outcome: Brockville has a diverse, creative, innovative and entrepreneurial economy</p> <p>Intermediate Outcome: Citizens apply their innovative, creative and entrepreneurial skills to take advantage of employment opportunities</p> <p>Immediate Outcome: Citizens have access to well paying employment opportunities</p>
Strategic Priority	<p>Strategic priority is based on promoting and recruiting employment opportunities with an entrepreneurial capacity in the following creative/innovation sectors:</p> <ul style="list-style-type: none"> • telework

	<ul style="list-style-type: none"> • centres of excellence • research and development focus • tourism/ biosphere and eco-tourism 																								
Goals	<p>The goal of this initiative is broken down as follows:</p> <ul style="list-style-type: none"> • stabilize the current economy and stop job loss • foster job growth in the target areas and areas of future growth opportunities • endeavour to attain a 10% growth target in high value/high quality employment by year 5 • 10% increase in average family income by year 5 																								
Key Performance Indicator	<p>The key performance indicators will be:</p> <table> <thead> <tr> <th><u>Indicators</u></th><th><u>Targets</u></th></tr> </thead> <tbody> <tr> <td>- business formation</td><td>- 20 new businesses</td></tr> <tr> <td>- assessment growth</td><td>- 1% growth</td></tr> <tr> <td>- retail sales per capita</td><td>- average increase of 3%</td></tr> <tr> <td>- employment generation</td><td>- 75 positions</td></tr> <tr> <td>- employment retention</td><td>- 50 positions</td></tr> <tr> <td>- investment growth</td><td>- \$25 million</td></tr> <tr> <td>- absorption rate per year</td><td>- 3 acres</td></tr> <tr> <td>- housing starts</td><td>- 40 homes</td></tr> <tr> <td>- commercial vacancy rate</td><td>- 5% reduction</td></tr> <tr> <td>- exporting capacity</td><td>- 3-5% increase</td></tr> <tr> <td>- tourism visitation/expenditure</td><td></td></tr> </tbody> </table>	<u>Indicators</u>	<u>Targets</u>	- business formation	- 20 new businesses	- assessment growth	- 1% growth	- retail sales per capita	- average increase of 3%	- employment generation	- 75 positions	- employment retention	- 50 positions	- investment growth	- \$25 million	- absorption rate per year	- 3 acres	- housing starts	- 40 homes	- commercial vacancy rate	- 5% reduction	- exporting capacity	- 3-5% increase	- tourism visitation/expenditure	
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Strategic Initiatives and Timelines	<p>2009 – 10</p> <ul style="list-style-type: none"> • repositioning Brockville as a centre of excellence in the creative economy, and as a centre of innovation and entrepreneurial capacity • this will be supported through strategic alliances with source of business capital for start-up, growth or commercialization of concepts and ideas • establish a Community Economic Development Committee • partnership the development of the County strategic sustainability plan • evaluate the Community Improvement and Brownfields Remediation Program • encourage a local procurement initiative between area food and beverage processors and area food and service providers in partnership with Arch Biosphere <p>2011 – 14</p> <ul style="list-style-type: none"> • stabilize jobs to net neutral 																								

- recommend the incorporation of innovation awards for companies, community organizations and individuals with annual Chamber gala awards event
- begin employment growth by high promotion of creativity and innovation community culture supported by case studies and examples from the Brockville community
- encourage partnerships with the tourism industry to enhance a collaborative Marketing Strategy with regional partners and penetrate new market opportunities
- encourage restaurants to incorporate local ingredients in their menus
- continue to support a summer and fall farmers market in the downtown area
- Partner with neighbouring communities on a shared approach to reducing infrastructure costs and enhancing economic development (including tourism opportunities)
- raise awareness of education, learning and training opportunities outside the public school curriculum
- identify and partner with higher education institutions to provide post-secondary education opportunities in Brockville

	<i>Amenities</i>
Overview	Over the past decade, Brockville has invested in a solid social, cultural, recreational and physical infrastructure that provides a quality of life that is second to none in the country. Brockville has a unique combination of history, family safety, recreation, cultural institutions, architecture and topography. Brockville will leverage these assets as a key component supporting the Family Focus recruitment and the establishment of the creative/innovation/entrepreneurial capacity.
Focus and Outcomes	<p>The strategic priorities in this focal point are focused on revitalizing the downtown, while ensuring that community partnerships are engaged to maintain and enhance community infrastructure, security, cultural activities, recreational opportunities, education, and healthcare.</p> <p>Ultimate Outcome: Brockville is recognized as a quality of life community</p> <p>Intermediate Outcome: Brockville amenities contribute to citizen well being and citizens contribute to the development of amenities</p> <p>Immediate Outcome: Citizens have access to health care, education, recreation and cultural facilities and services</p>
Strategic Priority	<p>The number one strategic priority in enhancing Amenities is Downtown Revitalization.</p> <ul style="list-style-type: none"> • downtown revitalization/waterfront development <ul style="list-style-type: none"> ◦ to create a unique experience that is attractive to creatives/entrepreneurs, and families. ◦ linked to the Family Focus concepts and the establishment of an economic hub related to the creative/innovation culture ◦ leverage the Arts Centre as a downtown anchor to proactively promote festivals, events and projects that bring in visitors to the City. Create a downtown creative hub that features niche retail, food and social activities. <p>This strategic priority will be supported by:</p> <ul style="list-style-type: none"> • a communications program that positions Brockville

	<p>as a unique city that promotes family safety and security, access to community amenities, and an economy that is innovative and entrepreneurial with long term employment prospects</p> <p>A number of projects are already being undertaken within the community in this area including the Maritime Discovery Centre, Waterfront Public Use Strategy, the Biosphere project, etc. Council will ensure that these projects are designed to enhance the process of downtown revitalization.</p>																				
Goals	<p>2% increase in attendance/utilization of existing amenities</p> <p>Assess and develop enhanced amenities based upon community requirements and feedback.</p> <p>Maintain the favourable benchmark standards within the Community Vitality Index (CVI)</p>																				
Key Performance Indicator	<p>The following have been identified as key indicators in the Amenities:</p> <table> <thead> <tr> <th>Community Vitality Index (CVI)</th><th>Targets</th></tr> </thead> <tbody> <tr> <td>- Personal & Economic Security</td><td>> 67.4</td></tr> <tr> <td>- Lifelong Learning</td><td>> 77.3</td></tr> <tr> <td>- Wellness</td><td>> 67</td></tr> <tr> <td>- Leadership, Teamwork Networking</td><td>> 67</td></tr> <tr> <td>- Environment</td><td>> 74.9</td></tr> <tr> <td>- Art, Heritage, Culture</td><td>> 79.5</td></tr> <tr> <td>- Community Entrepreneurship</td><td>> 65.6</td></tr> <tr> <td>- Physical Space</td><td>> 77.3</td></tr> <tr> <td>- Sense of Community</td><td>> 64.1</td></tr> </tbody> </table> <p>Canadian Council of Learning Index >85.0</p> <p>Downtown/Waterfront Investment Dollars</p> <p>Attendance/Utilization trends of existing amenities</p>	Community Vitality Index (CVI)	Targets	- Personal & Economic Security	> 67.4	- Lifelong Learning	> 77.3	- Wellness	> 67	- Leadership, Teamwork Networking	> 67	- Environment	> 74.9	- Art, Heritage, Culture	> 79.5	- Community Entrepreneurship	> 65.6	- Physical Space	> 77.3	- Sense of Community	> 64.1
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Strategic Initiatives and Timelines	<p>2009-2014</p> <ul style="list-style-type: none"> • establish and implement a Downtown Revitalization & Waterfront Development Plan • establishment of two new festivals with community partners that are attractive to transient visitors within a one hour drive • promote the downtown as a destination within the 																				

community and to key target markets within a one hour drive of Brockville

- launch Artisans Village Program
- completion and implementation of Waterfront Public Use Strategy
- develop and open Maritime Discovery Centre of the 1000 Islands
- complete Master Plan for St. Lawrence Park
- complete environmental assessment of Reynolds Park to determine future use
- complete connectivity of trail system

	<u>Sustainability</u>
Overview	The City recognizes its responsibility to maintain our environment and promote development and projects that protect our physical environment for future generations. At the same time, the City of Brockville recognizes a stewardship responsibility in ensuring that tax monies are invested prudently and with accountability.
Focus and Outcomes	<p><u>Financial:</u></p> <ul style="list-style-type: none"> • property taxes/fees are competitive with comparable municipalities • diversify the revenue base through levying user fees and selling our services to other municipalities • seek out cost sharing or service delivery partnerships to reduce costs or improve services • maintain and improve community infrastructure • grow the tax base by enhancing the existing business sector and creating new opportunities for business • continually review operational processes, searching out redundancies, changing conditions or improved technologies to reduce cycle time and improve service to deliver best value for money • diversify choice of service delivery through use of best practices and regional cooperation • recruit and retain a workforce that is committed to and accountable for quality and value in the services it provides <p><u>Environmental:</u></p> <p>The basic energy needs of residents, visitors, and businesses are met reliably, affordably, efficiently and equitably.</p> <p>The City's policies and decision making processes are guided by the desire to maximize environmental benefits while minimizing and mitigating negative environment impacts. Local renewable energy opportunities are utilized.</p> <p>Every municipal building meets or exceeds minimum standards for energy efficiency.</p> <p>The water, wastewater and storm water systems adequately service residents, visitors, and businesses, and meet basic needs in a reliable, efficient, affordable and equitable manner.</p> <p>Storm water management and flood control measures are designed to replicate natural hydrological systems and maintain the integrity of streams, rivers, and</p>

	<p>wetlands.</p> <p>Water users are responsible citizens who conserve potable water and reserve the highest quality water for the uses demanding such quality.</p> <p>Recycling, reuse and reduction of materials has reduced the need for a landfill and created local employment opportunities.</p> <p>Promote environmental stewardship amongst residents and businesses</p>
Strategic Priority	Promote Sustainability Focus in all aspects of City Administration
Goals	<ul style="list-style-type: none"> - 10% decrease in municipal carbon footprint - continuous improvement in all aspects of municipal government sustainability

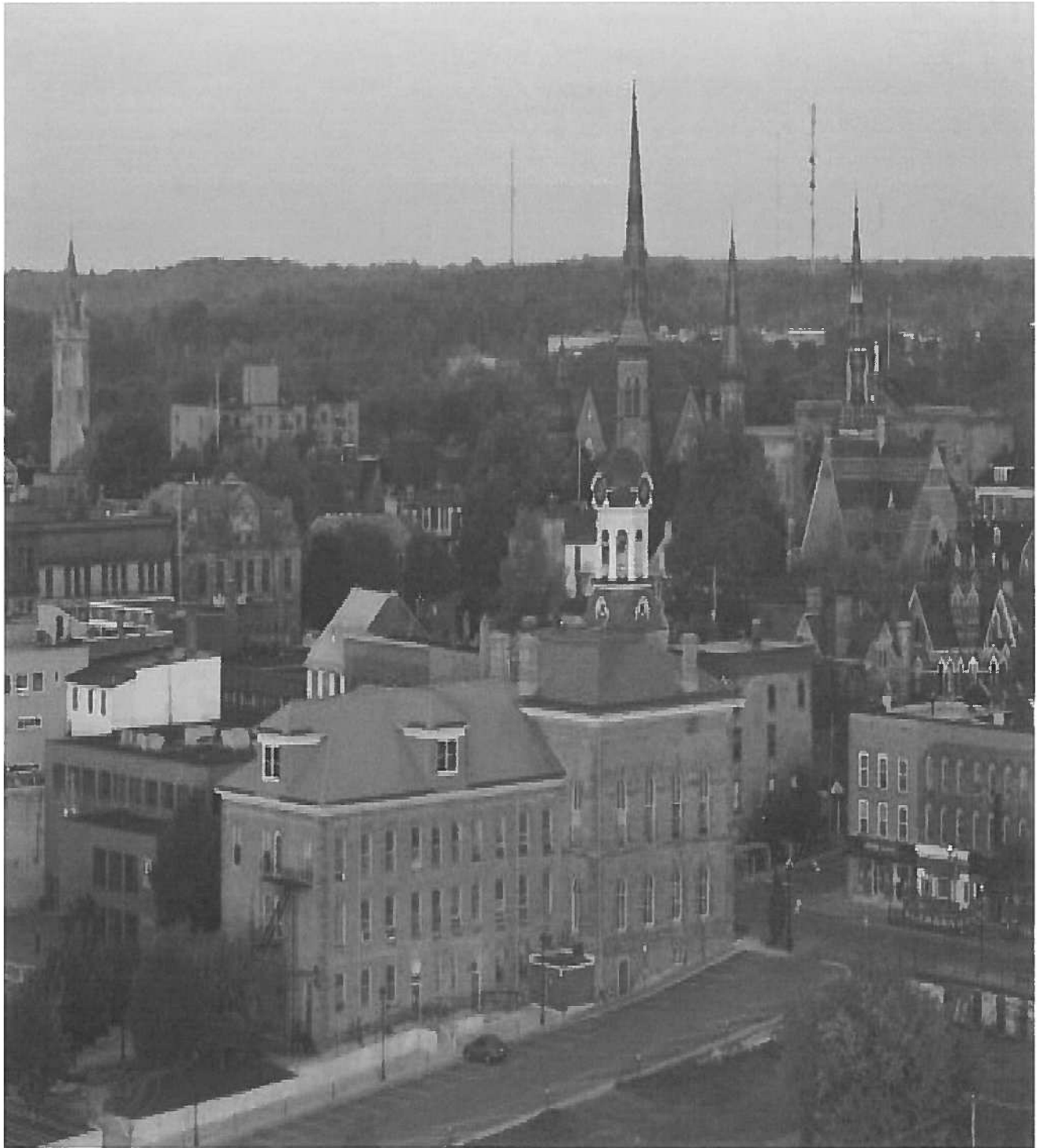
Key Performance Indicators	<u>Environmental Indicators</u>	<u>Benchmarks</u>
	Kilograms of residential waste generated per person per year	0.168
	Average number of litres of potable water consumed per person per day	188
	Energy used by municipal operations	
	- Electricity	30,933,000 kwh
	- Natural Gas	282,500 m ³
	- Fuel (oil, gas, diesel)	416,981 litres
	Greenhouse gas (GHG) emissions by municipal operations	113,818 kg/yr
	Tonnes of waste diverted from landfill per household per year/diversion rate	1668 tonne/42%
	Total and per capita annual transit ridership	91,290/4.18
	<u>Financial Indicators</u>	
	Net Municipal Levy Per Capita	\$1,143
	Reserves as a % of Total Expenditures	30.7%
	Reserves as a % of Taxation (Excl. Water & Sewer)	52.7%
	Debt as a % of Taxation (Excl. Water & Sewer)	11.3%
	Outstanding Debt to Reserve Ratio	2.1
	Debt Per Capital	1,257
	Reserves Per Capita	726
	Taxes Receivable as a % of Tax Levies	4.5%
	Taxes as a % of Income (Excl. Water & Sewer)	4.6%
	Taxes as a % of Income (Incl. Water & Sewer)	5.4%
	Percentage of taxes/fees judged comparable	
	Financial position per capita	(696)
Strategic Initiatives and Timelines	2009	<ul style="list-style-type: none">• complete Strategic Plan for solid waste services• complete Energy Management Action Plan• complete ISO quality management regulatory compliance for Municipal Water System• draft a new Official Plan including a sustainability policy framework• establish a municipal carbon baseline• develop a carbon reduction action plan• increase available hydraulic capacity at WPCP• implement new financial system• develop and implement a plan for Public Sector Accounting Board (PSAB) asset reporting• update capital program based upon identified strategic plan initiatives, building and energy audits• complete information technology master plan
	2010 -2014	<ul style="list-style-type: none">• monitor activities and carbon footprint trends in operations• achieve target

Implementation of Strategic Plan

Approved by Council of the City of Brockville's initial Strategic Plan will provide a future outlook for the organization.

The successful implementation of the Strategic Plan is dependent on four (4) key elements:

1. Council adoption of the Strategic Plan including support and direction to focus on a long term perspective of program and service planning, delivery and evaluation.
2. Annually, the City Manager and Senior Management Team is responsible for developing strategic initiatives in support of strategic initiatives identified within the Strategic Plan. The business plan will identify the necessary resources/timelines to carry out the activities that support the Strategic Plan.
3. Continued involvement from City employees, residents, businesses and key stakeholders to ensure that the City of Brockville remains current in program and service delivery.
4. Continued monitoring and reporting of the progress of the Strategic Plan each year through the annual budget process. The budget process will provide an update on the achievement of the actions contained in the Strategic Plan and outline the initiatives and resources to move forward within the future.



COMMUNITY STRATEGIC PLAN UPDATE REPORT

Sustainability - Environmental Indicators			Actual				
		Target	2010	2011	2012	2013	
Energy used by municipal operations							
* Electricity	kWh	less than 10,963,348	9,579,975	13,705,858	12,582,708	15,161,117	
* Natural Gas	m3	less than 331,833	316,540	364,867	385,706	428,252	
** Fuel - Unleaded			207,335	263,108	264,292	294,049	
** Fuel - Clear diesel	litres	less than 221,864	157,094	125,781	111,644	111,657	
Total Gigajoules of energy		60,277	52,596	68,074	64,275	82,233	
Greenhouse gas (GHG) emissions by municipal operations		kg/yr	less than 3,903,678	3,516,677	4,517,114	4,284,963	5,055,850
Total transit ridership			more than 91,290	103,201	110,948	111,001	102,764
Percent Change			13%	7.5%	0.0%	-7.4%	
Per capita transit ridership			more than 4.18	4.72	5.07	5.08	4.70

* Increase due to Water Pollution Control Centre Secondary Treatment Plant

**Decrease due to new buses and ambulances use unleaded fuel not diesel

Sustainability - Financial Indicators *		Actual				
	Target	2010	2011	2012	2013	
Net Municipal Levy per capita	less than \$1,143	\$1,227	\$1,290	\$ 1,401	\$ 1,415	
Reserves as a % of Total Own Source Revenues	more than 29.2%	17.5%	15.7%	17.2%	18.1%	
Reserves as a % of Taxation (Excl. Water & Sewer)	more than 52.7%	10.5%	8.5%	11.2%	12.0%	
Debt as a % of Taxation (Excl. Water & Sewer)	less than 11.3%	6.1%	5.6%	5.0%	4.9%	
Debt Interest as a % of Own Source Revenues	less than 3.1%	2.9%	2.5%	2.2%	2.4%	
Outstanding Debt to Reserve Ratio	less than 2.1	7.7	8.1	8.5	2.8	
Debt Per Capita	less than \$1,257.00	\$1,070.18	\$852.87	\$ 862.36	\$ 782.36	
Reserves Per Capita	more than \$726.00	\$439.01	\$398.83	\$ 441.44	\$ 451.80	
Taxes Receivable as a % of Tax Levies	less than 4.5%	7.0%	7.5%	7.0%	7.0%	
Property Taxes as a % of household income	less than 4.6%	4.1%	4.1%	3.9%	4.5%	
Total Municipal and Property Tax Burden as Percentage of Income (includes Water & Wastewater costs)	less than 5.4%	5.0%	5.0%	4.7%	5.5%	

Source: Annual BMA Study available by request at the office of the City Manager

COMMUNITY STRATEGIC PLAN UPDATE REPORT

Strategic Initiatives and Timelines for Environmental and Financial Indicators 2009 -2014

	Status
Complete Strategic Plan for Solid Waste Services	Completed 1st quarter 2010.
Complete Energy Management Action Plan	This project has been delayed as the Manager of Strategic Initiatives has been seconded to assist with the Aquatorium.
Complete ISO quality management regulatory compliance for Municipal Water System	Completed 1st quarter 2010.
Draft a new Official Plan including sustainability policy framework	Council adoption June 2011.
Establish a municipal carbon baseline	Baseline has been established in this report. The Green Energy Act established mandatory reporting on the same which is due in June each year.
Develop a carbon reduction action plan	Baseline has been established in this report. The Green Energy Act established mandatory reporting on the same which is due in June each year.
Increase available hydraulic capacity at WPCC	As at December 31, 2012, the City's WPCC had an available capacity of 3,872 m3, an increase from 2,998 m3 at the end of 2011. As a result of the increase in available capacity, the City will not pursue the re-rating of the plant at this time.
Implement a new financial system	Work continues with the fixed asset and asset management module.
Develop and implement a plan for Public Sector Accounting (PSAB) asset reporting	Adopted by Council in 2009. Asset Management Plan for Hard Services adopted by Council in December 2013.
Update capital program based upon identified strategic plan initiatives, building and energy audits	10 year Capital Program updated as part of annual budget process.
Complete Information Technology master plan	Master Plan has been completed and implementation is ongoing.
Monitor activities and carbon footprint trends in operations	Ongoing training with respect to regulatory requirements of Green Energy Act.
Goals for Environmental and Financial Indicators	
10% decrease in municipal carbon footprint	Initiatives to reduce the municipal carbon footprint to date include: energy-efficient lighting retrofits in all City buildings, traffic lights, arenas and streetlights. The Energy Committee is now focusing on improving the energy efficiency of City Hall windows.

COMMUNITY STRATEGIC PLAN UPDATE REPORT

Strategic Initiatives and Timelines for Amenities

2009-2014

Status

Establish and implement a Downtown Revitalization & Waterfront Development Plan	At this time, further meetings of the the Waterfront Development Committee has been postponed until new direction and resources are provided.
Establishment of two new festivals with community partners that are attractive to transient visitors within a one hour drive	Efforts underway to continue with future nautical based festival in June 2015 utilizing reserve fund from Tall Ships Festival. The Festival and Events Coordinator has been hired on a two-year contract commencing spring 2014. Scarecrow Stock was successful in Fall 2014 as a shoulder season event. The Tall Ships Festival held in 2013 with over 45,000 vistors and \$4.3million of economic spinoff.
Promote the downtown as a destination within the community and to key target markets within a one hour drive of Brockville	Brock Trail expansion funding was approved in the 10 Year Capital Plan and a strong Committee has been formed. Rotary Park first phase completed with the splash pad, synthetic ice surface, playground, skate park and washrooms. The final phase of the project which incorporates the roof over the ice surface, basketballs courts, a BMX track and some landscaping. Rarmer's Market has reached full occupancy and have changed product mix which attracts more people. There is also a schedule of entertainment. Marketing plan has been helpful to grow the market. Tunnel Committee have secured funding to secure the required tasks in order to open the tunnel. Improvements and design work will continue under the guidance of the Tunnell Committe. The Committee is working towards a formal opening in 2017 in conjunction with CANada's bicentennial. Aquatarium tourism anchor attraction under construction with target opening by March 2015.
Launch Artisan's Village Program	Artisans have joined the Brockville Farmer's Market with great success.
Completion and implementation of Waterfront Public Use Strategy	No progress to report as Committee is no longer meeting.

COMMUNITY STRATEGIC PLAN UPDATE REPORT

Strategic Initiatives and Timelines for Amenities

2009-2014

	Status
Develop and open the Aquatorium	Construction has commenced on the Aquatorium. Signature exhibits have been determined. Opening scheduled for May 2015.

Complete master plan for St. Lawrence Park

The St. Lawrence Park Master Plan will be based on the policies contained within the new Official Plan. The Master Plan will follow public discussion of the recommendations of the Waterfront sub-committee of the Economic Development Advisory Team.

Complete environmental assessment of Reynolds Park to determine future use

Risk Assessment submitted to the Ministry of the Environment in May 2014. Currently addressing comments received in September 2014.

Complete connectivity of trail system

Tender documents prepared for two priority sections. Tender documents for third priority section on hold pending approval of funding from National Trails program. Construction to proceed as fundraising and grant applications are successful.

Goals for Amenities

2% increase in attendance/utilization of existing amenities

Refer to Economic Development's Economic Indicators report for more details

Commercial Accommodation Occupancy

Tourism (2012 decrease due to cancellation of Riverfest)

2010	2011	2012	2013
55%	50%	52%	50%
2.8%	4.8%	-19.47%	9.7%

Assess and develop enhanced amenities based upon community requirements and feedback

To be completed every year as part of departmental work plans and capital budget process.

COMMUNITY STRATEGIC PLAN UPDATE REPORT

Strategic Initiatives and Timelines for People

2009 - 2014

Develop strategic alliances with relevant community partners including educational institutions, YMCA and Realtors

Status

An enhanced task team has been established with focus on Health, Education, Sports and Recreation, Real Estate and Civic organizations. The Economic Development Advisory Team (EDAC) Lifestyle task force met monthly until their objectives were achieved through the preparation of a publication, a website and a webcam all which promote Brockville.

Create promotional materials positioning Family Friendly focus

The publication was completed in 2013.

Implement a Family Ambassador Program where local families host potential recruits for a tour of the city, meetings with civic, education, recreation, cultural contacts integrated into the ongoing promotion and relocation program of the City.

Revised Relocation publication was released in 2013. New focus on "Zoomers."

Goals for People

The goals of this initiative are to achieve a net family unit growth rate of 1% each year over 10 years, with an average of 2.1 people per family.

2011 Census data states the population of Brockville is 21,870 compared to 21,957 in 2006, a decrease of 87.

Economy

		Target	2010	2011	2012	2013
Business Formation	New Business Starts in the Brockville area.	20	22	72	49	14
Assessment Growth	Source: Ministry of Municipal Affairs and Housing - OPTA reports	1 % growth	0.7%	0.6%	0.7%	1.0%
Employment Generation	Manufacturing Positions	75 positions	97	-18	-57	-185
Industrial Property Sales of City-owned property		3 acres	2 acres	0 acres	0 acres	0 acres
Housing Starts	Notably higher from Tall Ships Landing	40 homes	37 homes	173 homes	41 homes	38 homes
Retail Vacancy Rates		5%	3.9%	info not available	3.4%	3.2%
Office Vacancy Rates		5%	4.0%	info not available	3.8%	3.5%
Industrial Vacancy Rates		4%	3.1%	info not available	4.4%	7.4%
Companies who export		3-5% increase	59%	58%	51%	56%

COMMUNITY STRATEGIC PLAN UPDATE REPORT

Strategic Initiatives and Timelines for Economy

2009 - 2014

Status

Repositioning Brockville as a centre of excellence in the creative economy, and as a centre of innovation and entrepreneurial capacity.	Entered into a formal agreement with LaunchLab who will now cover our area for innovation mentoring with existing and new companies. Funding has been received from Eastern Ontario Development Program - Regional Fund.
Establish a Community Economic Development Committee	Completed in June 2010 by resolution of Council. Meeting to discuss Regional Economic Development as well as off-site University programming.
Partnership with the County on the development of the County strategic sustainability plan.	No activity with County on this task. Offer has been extended to County on sharing of data but no activity to date.
Evaluate the Community Improvement and Brownfields Remediation Program	Report of CIP review and recommendations presented to Council in June 2012 with two new programs introduced in October 2012.
Encourage a local procurement initiative between area food and beverage processors and area food and service providers in partnership with Arch Biosphere	Completed with the Local Biosphere with additional local membership and producers - "Local Flavours".

COMMUNITY STRATEGIC PLAN UPDATE REPORT

Strategic Initiatives and Timelines for Economy continued	Status
Recommend the incorporation of innovation awards for companies, community organizations and individuals with annual Chamber gala awards event.	Chamber Awards Gala has been expanded to incorporate additional categories for 2012.
Begin employment growth by high promotion of creativity and innovation community culture supported by case studies and examples from the Brockville community.	This focus has been the target theme and audience for the Lifestyle task team currently compiling the creative strategy and content for the primary lure piece that will target this identified community group. Additionally, a report by the Martin Institute of the University of Toronto release on May 2, 2012, a report entitled "Insight, A focus on Eastern Region and Brockville". The benchmarking report on the creative class noted very positive base in Brockville relative to Eastern Ontario.
Encourage partnerships with the tourism industry to enhance a collaborative Marketing Strategy with regional partners and penetrate new market opportunities	Brockville has benefited from the Great Waterway Travel area promotions specifically on video features and highway signage programs. Arts and Culture packages have been one key themed area of the marketing programming. Brockville is well represented on both the board and the various marketing committees. A proposal for a Destination Marketing Program was presented to Council in late 2013 by the Tourism Committee but no fund has been established as it is a volunteer initiative.
Encourage residents to incorporate local ingredients in their menus.	Completed with some good success with key food establishments. Local Flavours program coordinated by Frontenac Arch Biosphere who facilitates this initiative.
Continue to support a summer and fall Farmer's Market in the downtown area.	Ongoing with good success with enhancements to Farmers Market. Major shift in interest with full capacity at current location.
Partner with neighbouring communities on a shared approach to reducing infrastructure costs and enhancing economic development (including tourism opportunities)	EDAT Manufacturing Task Team undertaking negotiations and facilitation on regional cooperation continues. Waste Management Master Plan discussions with County. New Fire Dispatch services agreement in place with SD&G.
Raise awareness of education, learning and training opportunities outside the public school curriculum.	EOMC/EOWC partnered to develop a new Economic Development Strategy for Eastern Ontario.
Identify and partner with higher education institutions to provide post-secondary education opportunities in Brockville	The Algoma University Senate has approved Brockville for a block-learning two-year university degree program. Approval still required by Provincial government.

November 4, 2014

REPORT TO FINANCE, ADMIN. & OPERATIONS COMMITTEE – November 18, 2014

**2014-119-11
AIRPORT MANAGEMENT CONTRACT**

**BROCKVILLE AIRPORT COMMISSION
W. HATFIELD, CHAIR**

RECOMMENDED

THAT Council accept the proposal from Brock Air Services Limited to extend the current Airport Management Contract for the three year period commencing on January 1, 2015 and completing on December 31, 2017, with the 2015 contract price being \$109,966.55 plus HST, and a 3% annual increase for the following two years.

PURPOSE

To retain the services of a qualified and licensed contractor for the operation and management of the Brockville – 1000 Islands Regional Tackaberry Airport. This ensures the airport is professionally operated in accordance to Transport Canada and NavCanada rules and regulations.

BACKGROUND

In 2011, the Airport Commission advertised and tendered for a 5 year Airport Management Contract (Contract 2011-23) and received 2 (two) bids as a result of that tendering process. There was 1 (one) bid in the amount of \$202,943 excluding HST from PML Contracting Ltd, and 1 (one) bid in the amount of \$107,865 excluding HST from Brock Air Services. Brock Air Services bid was disqualified as they did not provide a performance bond as part of their bid. Subsequently, Council agreed to reject both bids as one was significantly over budget, and the other failed to meet the requirements of the tender. The Airport Commission and Brock Air Services negotiated a contract for 3 (three) years with an annual CPI adjustment following the rejection of both bids. The negotiated price for 2012 was \$104,868+HST, down from their bid price of \$107,865.

ANALYSIS/OPTIONS

Brock Air Services has provided the service related to the operation and management of the airport for the City for over 31 consecutive years during which time the Airport Commission has been satisfied with their performance. The terms and conditions of the extension are the same as the current contract with only minor modifications that do not impact the overall operation and management of the airport. As Brock Air Services has provided the service to the airport for in excess of 31 years, we are confident that they can fulfill their contractual obligations. In addition to this, the City is further protected as

the contract has a termination clause that stipulates at any time the City has the right to terminate the agreement for non-compliance with any of the terms of this contract.

Services that are currently provided by Brock Air and will continue to be provided include the following:

- Provision of qualified staff at the airport from 7:30 a.m. to 4:30 p.m., seven days a week with the exception of Christmas Day.
- Trained staff as Approach Unicom Radio Operators with Restricted Aeronautical Radio Certificates to operate the airports communication equipment in accordance with Transport Canada and NavCanada regulations.
- Complete inspection of runway lighting and non-directional beacon.
- Required to issue Notices to Airmen regarding airport operating procedures through NavCanada.
- Dispense aviation fuel in accordance with federal guidelines.
- Supply and operate snow removal and grass cutting equipment (a \$70,000 capital investment)
- Collect and remit all user fees and rentals payable to the City.
- Collect and transport waste to an acceptable disposal site.
- Supervise and coordinate agricultural land leases.
- Ensure that approach slope gradients are free of vegetation through the use of a sight inclinometer and remove any vegetation in violation of the gradient.
- Manage wildlife control.

POLICY IMPLICATIONS


In accordance with the City's Purchasing By-law, acceptance of sole source quotations requires Council's approval.

FINANCIAL CONSIDERATIONS

The airport budget is included as a standalone division in the Operations Department. The current draft of the City's 2015 Operating Budget indicates there are sufficient funds proposed for the 2015 Airport budget to cover the contracted services expense of \$111,902, inclusive of net HST.

CONCLUSION

With the excellent service provided by Brock Air Services in the past, the Airport Commission recommends that they be awarded the airport management contract.



C.J. Cosgrove, P.Eng.
Director of Operations



W. Hatfield
Airport Commission Chairman



D. Dick CA, CPA
Director of Corporate Services



B. Casselman
City Manager

November 11, 2014

**REPORT TO THE FINANCE, ADMINISTRATION & OPERATIONS COMMITTEE –
NOVEMBER 18, 2014**

2014-121-11

**2015 INTERIM TAX LEVY
AND ESTABLISHMENT OF DUE DATES**

**D. DICK
DIRECTOR OF CORPORATE SERVICES
L. FERGUSON
MANAGER OF FINANCE
D. SMITH
TAX COLLECTOR**

FILE: F22-18

RECOMMENDED:

THAT Council authorize the City to impose its 2015 interim tax levy with a due date of February 27th, 2015; and

THAT Council establish the due date of August 28th, 2015 for the second and final tax levy for 2015; and

THAT the necessary by-law be enacted.

PURPOSE:

To authorize the interim tax levy for 2015 and establish the due dates for both instalments of the 2015 tax levy in an effort to assist ratepayers in their financial plans.

BACKGROUND:

Municipalities traditionally levy interim taxes in order to have operating funds until the annual budget is approved. A by-law must be passed to allow for the billing of these tax bills.

ANALYSIS / FINANCIAL IMPLICATIONS:

The interim taxes will be levied at 50% of the 2014 annualized taxes.

By establishing the two tax due dates at this time, property tax owners will have additional time to assist in their financial planning in regard to their property taxes.

POLICY IMPLICATIONS:

Section 317 of the Municipal Act establishes the rules for an interim tax levy.

317. (1) A local municipality, before the adoption of the estimates for the year under section 290, may pass a by-law levying amounts on the assessment of property in the local municipality rateable for local municipality purposes. 2001, c. 25, s. 317 (1).


By-law

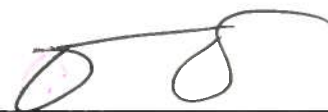
(2) A by-law under subsection (1) shall be passed in the year that the amounts are to be levied or may be passed in November or December of the previous year if it provides that it does not come into force until a specified day in the following year. 2001, c. 25, s. 317 (2); 2006, c. 32, Sched. A, s. 132.

CONCLUSION:

Upon approval of this by-law the interim tax due date will be February 27th, 2015 and the due date for the second and final tax levy for 2015 will be established as August 28th, 2015.



D. Smith, Tax Collector

L. Ferguson, CPA, CGA
Manager of Finance

D. Dick CPA, CA
Director of Corporate Services

B. Casselman, City Manager

November 12, 2014

**REPORT TO FINANCE ADMINISTRATION & OPERATIONS COMMITTEE –
November 18, 2014**

2014-122-11

**2014 INTERIM
VARIANCE REPORT
September 30, 2014**

**D. DICK, DIRECTOR OF CORPORATE SERVICES
L. FERGUSON, MANAGER OF FINANCE
C. WARD, FINANCIAL ANALYST**

RECOMMENDATION

THAT Council receives the Interim Variance Report as of September 30, 2014, Report No. 2014-122-11, for information purposes.

PURPOSE

At the FAO committee meeting of October 21, 2014, the committee requested an update to September 30, 2014, outlining the variances for operations, waste and wastewater and mitigation steps if needed.

Operating Budget

The projected operating deficit proposed at August 31 2014, identified estimated budget variance of \$202,000. Staff have reviewed their respective budgets and based on the updated information, have reduced the overall deficit by \$58,000 to a revised projected deficit of \$144,000.

The two major changes to our projections are as follows:

- Joint Services overall net financial requirement has increased as a result of falling POA revenues. The net impact is a deficit of: (\$94,000)
- WSIB recoveries have increased a further: 160,000
- Minor changes throughout operations: (8,000)

We will continue to monitor operations and will reduce those expenditures of a discriminatory nature.

Water Rate Administration Budget

The overall forecasted deficit has remained at \$45,000.

Wastewater Rate Administration

Variance Report at September 30, 2014

The budgeted forecast surplus of \$135,000 has remained unchanged.

Capital Budget

Staff have identified additional surplus and deficits from further review of capital budgets as follows:

• Savings from building maintenance projects	\$13,000
• Additional identified savings from the Fleet program St.	15,000
• Savings from asphaltting projects	17,000
• Additional costs associated with Bartholomew Street bridge repairs	(19,000)
• Additional costs of traffic sign controllers at Central and Ormond and Central and Stewart	(9,000)
• Savings identified in the WPCP Equipment acquisitions	22,000
• Reduction in costs at the WTP	99,000
	<hr/>
	138,000
• Surplus identified at August 31, 2014	90,000
	<hr/>
• Adjusted projected capital surplus	228,000

CONCLUSION

This variance report is being provided to council and the community to provide an update to reflect year-to-date and projected financial results.



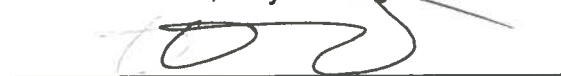
C.Ward, Financial Analyst-General



L. Ferguson, Manager of Finance



B. Casselman, City Manager



D Dick, CPA, CA, Director of Corporate Services



**City of Brockville
Treasurer's Report
GENERAL VARIANCE ANALYSIS
for period ending September 30, 2014**

	2014 YTD	PROJECTED FOR DECEMBER 31	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE / (UNFAVOURABLE)
CITY MANAGEMENT & SERVICES				
ANIMAL CONTROL	52,841	79,814	75,814	(4,000)
AQUATARIUM	132,487	210,000	210,000	-
ARTS CENTRE	110,540	177,498	154,498	(23,000)
CITY COUNCIL/MAYOR	164,221	217,656	220,406	2,750
CITY MANAGER	340,817	459,963	458,055	(1,908)
CLERK	226,053	267,595	259,095	(8,500)
CORPORATE FINANCE	1,769,725	1,418,266	2,003,934	585,668
CULTURAL SERVICES	5,000	23,003	23,003	-
ECONOMIC DEVELOPMENT	236,849	300,971	286,421	(14,550)
FINANCE	460,585	625,688	617,688	(8,000)
FIRE DEPARTMENT	3,188,658	4,534,098	4,423,098	(111,000)
HUMAN RESOURCES	236,833	318,441	290,913	(27,528)
INFORMATION SERVICES	219,256	323,128	323,128	-
PARKING	(156,464)	(49,670)	(49,670)	-
PARKING RENTAL	527	527	-	(527)
PLANNING	423,262	835,193	839,193	4,000
TOURISM	203,264	187,566	187,566	-
CITY MANAGEMENT & SERVICES Total	7,614,453	9,929,737	10,323,142	393,405
OPERATIONS				
FACILITIES	254,684	297,009	242,056	(54,953)
FLEET	293,208	358,107	358,701	594
OPERATIONS/PARKS ADMINISTRATION	178,111	227,159	223,909	(3,250)
PARKS	613,747	986,435	960,440	(25,995)
PEDESTRIAN VEHICLE INFRASTRUCTURE	305,490	583,049	540,032	(43,017)
PUBLIC WORKS	2,291,059	2,925,353	2,509,813	(415,540)
TRANSIT	553,755	576,003	554,308	(21,695)
OPERATIONS Total	4,490,055	5,953,115	5,389,259	(563,856)
ENVIRONMENTAL SERVICES				
ENGINEERING	71,360	121,316	133,316	12,000
SOLID WASTE	695,151	1,052,116	1,052,116	-
ENVIRONMENTAL SERVICES Total	766,511	1,173,432	1,185,432	12,000
OUTSIDE BOARDS				
CATARAQUI REG. CONSERV. AUTHORITY	172,812	172,814	172,814	-
DOWNTOWN BUSINESS IMPROVEMENT ASS.	(125,021)	-	-	-
LONG TERM CARE	442,348	884,958	884,958	-
PUBLIC HEALTH GRANTS	302,965	390,858	390,858	-
OUTSIDE BOARDS Total	793,105	1,448,630	1,448,630	-
JOINT SERVICES				
JOINT SERVICES	2,559,501	3,506,869	3,412,671	(94,198)
JOINT SERVICES Total	2,559,501	3,506,869	3,412,671	(94,198)
DEBT CHARGES				
DEBT CHARGES	1,618,970	2,234,780	2,334,780	100,000
DEBT CHARGES Total	1,618,970	2,234,780	2,334,780	100,000
CITY BOARDS & COMMITTEES				
AIRPORT	71,067	74,058	82,463	8,405
CEMETERY	66,177	88,240	88,240	-
COMMITTEE OF ADJUSTMENT	(1,115)	(40)	(40)	-
HERITAGE BROCKVILLE	2,464	8,818	8,818	-
LIBRARY	580,678	633,750	633,750	-
MUSEUM	164,435	209,354	209,354	-
POLICE	5,469,716	7,414,452	7,414,452	-
CITY BOARDS & COMMITTEES Total	6,353,421	8,428,632	8,437,037	8,405
Grand Total	24,196,015	32,675,195	32,530,951	(144,244)

City of Brockville
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	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE / (UNFAVOURABLE)	COMMENTS
CITY MANAGEMENT & SERVICES					
ANIMAL CONTROL					
Revenue					
Fees & Service Charges	(25,612)	(29,500)	(33,500)	(4,000)	
Revenue Total	(25,612)	(29,500)	(33,500)	(4,000)	
Expense					
Wages & Benefits	54,441	75,417	75,417	-	
Materials & Supplies	2,049	6,678	6,678	-	
Contracted Services	16,909	22,062	22,062	-	
Other Expenses	5,053	5,157	5,157	-	
Expense Total	78,452	109,314	109,314	-	
ANIMAL CONTROL Total	52,841	79,814	75,814	(4,000)	
AQUATARIUM					
Revenue					
Fees & Service Charges	(50,000)	-	-	-	
Revenue Total	(50,000)	-	-	-	
Expense					
Materials & Supplies	7,364	-	-	-	
Contracted Services	175,123	60,000	60,000	-	
Other Expenses	-	150,000	150,000	-	
Expense Total	182,487	210,000	210,000	-	
AQUATARIUM Total	132,487	210,000	210,000	-	
ARTS CENTRE					
Revenue					
Fees & Service Charges	(369,818)	(471,574)	(531,574)	(60,000)	Cancellation of two dance competitions; City sponsored shows - Lower ticket sales due to economic conditions; Summer Theatre Sales lower than anticipated - poor tourism season, depressed local economy;
Other Revenue	(12,349)	(24,000)	(24,000)	-	
Revenue Total	(382,167)	(495,574)	(555,574)	(60,000)	
Expense					
Wages & Benefits	260,438	369,716	369,716	-	
Materials & Supplies	104,655	139,328	136,328	(3,000)	City sponsored shows - Contracted 5 shows vs 4 shows requiring more advertising;
Contracted Services	119,497	147,793	187,793	40,000	City sponsored shows - Lower cost shows selected due to market conditions; Summer Theatre -
Other Expenses	8,117	16,235	16,235	-	Entertainer fees & related expenses lower than budgeted.
Expense Total	492,707	673,072	710,072	37,000	
ARTS CENTRE Total	110,540	177,498	154,498	(23,000)	

City of Brockville
Treasurer's Report
GENERAL VARIANCE ANALYSIS
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	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE / (UNFAVOURABLE)	COMMENTS
CITY COUNCIL/MAYOR					
Revenue					
Fees & Service Charges	(77)	(1,100)	(1,100)	-	
Other Revenue	(3,407)	(6,438)	(6,438)	-	
Revenue Total	(3,484)	(7,538)	(7,538)	-	
Expense					
Wages & Benefits	151,018	199,423	199,423	-	
Materials & Supplies	16,670	24,771	27,521	2,750	Business Travel higher than anticipated; Mayor's public relation costs lower than budget; Surplus expected in Council Training and Professional Development.
Contracted Services	16	1,000	1,000	-	
Expense Total	167,704	225,194	227,944	2,750	
CITY COUNCIL/MAYOR Total	164,221	217,656	220,406	2,750	
CITY MANAGER					
Revenue					
Grants	-	-	-	-	
Other Revenue	-	-	-	-	
Revenue Total	-	-	-	-	
Expense					
Wages & Benefits	216,098	296,563	291,355	(5,208)	Salaries and benefits costs will be higher than budgeted due to a job reclassification.
Materials & Supplies	24,698	31,404	29,704	(1,700)	Training & Professional Development higher than anticipated.
Contracted Services	57,994	89,669	94,669	5,000	Costs lower than anticipated.
Other Expenses	42,027	42,327	42,327	-	
Expense Total	340,817	459,963	458,055	(1,908)	
CITY MANAGER Total	340,817	459,963	458,055	(1,908)	
CLERK					
Revenue					
Fees & Service Charges	(48,797)	(70,533)	(79,033)	(8,500)	General licenses higher than anticipated; Break Open lottery licenses less than budgeted; Raffle licenses less than anticipated; More wedding Ceremonies than anticipated.
Other Revenue	(1,795)	(85,927)	(85,927)	-	
Revenue Total	(50,593)	(156,460)	(164,960)	(8,500)	
Expense					
Wages & Benefits	205,491	284,793	284,793	-	
Materials & Supplies	48,026	55,166	55,166	-	
Contracted Services	8,195	69,165	69,165	-	
Other Expenses	14,934	14,931	14,931	-	
Expense Total	276,646	424,055	424,055	-	
CLERK Total	226,053	267,595	259,095	(8,500)	

City of Brockville
Treasurer's Report
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	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE / (UNFAVOURABLE)	COMMENTS
CORPORATE FINANCE					
Revenue					
Fees & Service Charges	(38,111)	(50,983)	(15,983)	35,000	Unbudgeted lease revenue;
Grants	(200,150)	(400,000)	(400,000)	-	
Other Revenue	(653,267)	(1,767,436)	(1,503,843)	263,593	Hydro One refund; WSIB Recovery; LAS Natural Gas Rebate; Deficit in post capping revenue due to property reassessment; payments in lieu of taxes budgeted at higher tax rate; Lower bank balances and investment interest; Ice on solar panels in January and February and lack of sunshine this spring contributed to lower revenues;
Revenue Total	(891,528)	(2,218,419)	(1,919,826)	298,593	
Expense					
Wages & Benefits	11,443	15,257	392,332	377,075	Contingency.
Contracted Services	8,257	24,819	24,819	-	
Materials and Supplies	707,322	1,550,213	1,460,213	(90,000)	Vacancy Rebates higher than anticipated;
Other Expenses	1,934,231	2,046,396	2,046,396	-	
Expense Total	2,661,253	3,636,685	3,923,760	287,075	
CORPORATE FINANCE Total	1,769,725	1,418,266	2,003,934	585,668	
CULTURAL SERVICES					
Expense					
Other Expenses	5,000	23,003	23,003		
Expense Total	5,000	23,003	23,003		
CULTURAL SERVICES Total	5,000	23,003	23,003		
ECONOMIC DEVELOPMENT					
Revenue					Business Travel higher than anticipated
Fees & Service Charges	(876)	(1,300)	(1,300)	-	
Grants	(144,024)	(152,500)	(152,500)	-	
Other Revenue	(36,245)	(20,000)	(20,000)	-	
Revenue Total	(181,145)	(173,800)	(173,800)	-	
Expense					
Wages & Benefits	244,116	303,317	291,817	(11,500)	Reclassification of position.
Materials & Supplies	70,372	96,063	93,013	(3,050)	Surplus anticipated in business travel; Less printing expenses; Reduced regional advertising; Fireworks expenses more than budgeted; Additional National magazine ad placements;
Contracted Services	94,608	66,109	66,109	-	
Other Expenses	8,897	9,282	9,282	-	
Expense Total	417,994	474,771	460,221	(14,550)	
ECONOMIC DEVELOPMENT Total	236,849	300,971	286,421	(14,550)	

City of Brockville
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	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE / (UNFAVOURABLE)	COMMENTS
FINANCE					
Revenue					
Fees & Service Charges	(31,931)	(30,600)	(38,600)	(8,000)	Less Finance fees collected than anticipated.
Other Revenue	-	-	-	-	
Revenue Total	(31,931)	(30,600)	(38,600)	(8,000)	
Expense					
Wages & Benefits	412,685	562,959	562,959	-	
Materials & Supplies	50,420	62,789	62,789	-	
Contracted Services	7,790	8,290	8,290	-	
Other Expenses	21,622	22,250	22,250	-	
Expense Total	492,517	656,288	656,288	-	
FINANCE Total	460,585	625,688	617,688	(8,000)	
FIRE DEPARTMENT					
Revenue					
Fees & Service Charges	(103,022)	(134,022)	(140,022)	(6,000)	Confined Space training revenue decreased; Training room and Tower Rentals lower than anticipated; Requests for inspections and fire safety plans decreased.
Fire Dispatch	(294,213)	(382,376)	(382,376)	-	
Other Revenue	(67,092)	(12,000)	(12,000)	-	
Revenue Total	(464,327)	(528,398)	(534,398)	(6,000)	
Expense					
Wages & Benefits	3,377,147	4,666,836	4,544,836	(122,000)	Arbitration award for 2011 & 2012 higher than anticipated.
Materials & Supplies	112,271	162,855	174,855	12,000	Less janitorial supplies required; Water billings higher than anticipated; Administration professional development trip cancelled; Spending on HR materials reduced; Fleet materials requirements decreased.
Contracted Services	94,707	116,842	116,842	-	
Other Expenses	68,860	115,963	120,963	5,000	Fleet maintenance requirements decreased.
Expense Total	3,652,985	5,062,496	4,957,496	(105,000)	
FIRE DEPARTMENT Total	3,188,658	4,534,098	4,423,098	(111,000)	

City of Brockville
Treasurer's Report
GENERAL VARIANCE ANALYSIS
for period ending September 30th, 2014

	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE / (UNFAVOURABLE)	COMMENTS
HUMAN RESOURCES					
Revenue					
Grants	-	(7,854)	(10,000)	(2,146)	Student subsidy lower than anticipated.
Other Revenue	-	(3,000)	(3,000)	-	
Revenue Total	-	(10,854)	(13,000)	(2,146)	
Expense					
Wages & Benefits	144,507	194,954	194,954	-	
Materials & Supplies	18,115	41,060	32,936	(8,124)	Bereavement donation expense higher than anticipated; AMCTO course for City employees.
Contracted Services	65,171	84,009	66,751	(17,258)	Purchase of Health & Safety books.
Other Expenses	9,040	9,272	9,272	-	More recognitions and retirees this year than anticipated. Professional Services/arbitration higher than anticipated.
Expense Total	236,833	329,295	303,913	(25,382)	
HUMAN RESOURCES Total	236,833	318,441	290,913	(27,528)	
INFORMATION SERVICES					
Revenue					
Fees & Service Charges	(31,585)	(42,113)	(42,113)	-	
Other Revenue	-	-	-	-	
Revenue Total	(31,585)	(42,113)	(42,113)	-	
Expense					
Wages & Benefits	119,101	189,560	189,560	-	
Materials & Supplies	119,281	156,692	156,692	-	
Contracted Services	5,587	8,117	8,117	-	
Other Expenses	6,872	10,872	10,872	-	
Expense Total	250,841	365,241	365,241	-	
INFORMATION SERVICES Total	219,256	323,128	323,128	-	
PARKING					
Revenue					
Fees & Service Charges	(283,163)	(360,755)	(343,755)	17,000	Revenue from Parking Lot permits and fees higher than anticipated; Street meter revenue lower than budgeted.
Other Revenue	(32,333)	(57,831)	(57,831)	-	
Revenue Total	(315,496)	(418,586)	(401,586)	17,000	
Expense					
Wages & Benefits	53,300	64,376	43,376	(21,000)	Spring parking lot maintenance higher than anticipated;
Materials & Supplies	16,970	96,523	96,523	-	
Contracted Services	63,810	99,515	99,515	-	
Other Expenses	24,951	108,502	112,502	4,000	Contribution from Parking Reserve Fund.
Expense Total	159,031	368,916	351,916	(17,000)	
PARKING Total	(156,464)	(49,670)	(49,670)	-	

City of Brockville
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	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE / (UNFAVOURABLE)	COMMENTS
PARKING RENTAL					
Revenue					
Fees & Service Charges	(1,060)	527	-	(527)	
Other Revenue	-	-	-	-	
Revenue Total	(1,060)	527	-	(527)	
Expense					
Wages & Benefits	-	-	-	-	
Materials & Supplies	1,304	-	-	-	
Contracted Services	283	-	-	-	
Other Expenses	-	-	-	-	
Expense Total	1,586	-	-	-	
PARKING RENTAL Total	527	527	-	(527)	
PLANNING					
Revenue					
Fees & Service Charges	(170,562)	(226,809)	(225,809)	1,000	
Other Revenue	(3,341)	-	-	-	
Revenue Total	(173,903)	(226,809)	(225,809)	1,000	
Expense					
Wages & Benefits	526,670	761,493	761,493	-	
Materials & Supplies	32,727	263,998	266,998	3,000	
Contracted Services	5,461	3,758	3,758	-	
Other Expenses	32,306	32,753	32,753	-	
Expense Total	597,164	1,062,002	1,065,002	3,000	
PLANNING Total	423,262	835,193	839,193	4,000	
TOURISM					
Revenue					
Other Revenue	-	-	-	-	
Revenue Total	-	-	-	-	
Expense					
Materials & Supplies	3,245	1,874	1,874	-	
Contracted Services	200,019	185,692	185,692	-	
Expense Total	203,264	187,566	187,566	-	
TOURISM Total	203,264	187,566	187,566	-	
CITY MANAGEMENT & SERVICES Total	7,614,453	9,929,737	10,323,142	393,405	

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GENERAL VARIANCE ANALYSIS
for period ending September 30th, 2014

	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE / (UNFAVOURABLE)	COMMENTS
OPERATIONS					
FACILITIES					
Revenue					
Fees & Service Charges	(360,821)	(699,509)	(737,309)	(37,800)	Loss of expected revenues for Adult & minor sports and hockey ice time (-\$48,000); Memorial Centre Fees higher than anticipated (\$10,000); Memorial Hall rentals expected to exceed budget (\$6,000);
Grants	-	-	-	-	
Other Revenue	(316,054)	(316,567)	(316,567)	-	
Revenue Total	(676,875)	(1,016,076)	(1,053,876)	(37,800)	
Expense					
Wages & Benefits	425,119	609,155	602,155	(7,000)	Surplus in wages and benefits at Youth Arena (\$3,000); Offset by no allocation to cover sick days, lieu time, and staff vacation during operating season at Memorial Centre (-\$10,000);
Materials & Supplies	287,645	454,018	450,351	(3,667)	Deficit to complete ORFA legal awareness program (-667); Unforeseen equipment repairs and additional supplies required (-\$3,000);
Contracted Services	188,483	225,454	218,968	(6,486)	New annual janitorial services for Gord Watts and Victoria Hall resulted in net savings (\$13,258); Fire and safety regulations necessitated improvements in lighting, reel/hose installation, panic button alerts (-\$9,400); Activity exceeded budget projection. Surplus anticipated for Youth Arena building requirements (\$4,000); Excessive snow load clearing from January to March (-\$13,700);
Other Expenses	30,312	24,458	24,458	-	
Expense Total	931,559	1,313,085	1,295,932	(17,153)	
FACILITIES Total	254,684	297,009	242,056	(54,953)	
FLEET					
Revenue					
Fees & Service Charges	(894,912)	(1,094,539)	(1,094,539)	-	Projected year end surplus under Service Maintenance revenues from outside agents due to higher fuel purchases and prices; Revenue from internal departments higher due to severe winter causing additional vehicle repairs;
Other Revenue	(2,138)	(184,533)	(3,200)	181,333	
Revenue Total	(897,051)	(1,279,072)	(1,097,739)	181,333	
Expense					
Wages & Benefits	374,109	561,717	519,401	(42,316)	Surplus under non-standard hours due to less after hour calls; Printing/Postage/Stationery costs higher than anticipated. Deficit due to maintenance and operation of second life vehicles; training requirements for staff cost more than anticipated; increase in non-standard hours due to severe winter causing more after hours calls. Deficit due to maintenance and operation of second life vehicles;
Materials & Supplies	705,067	996,364	857,941	(138,423)	Cell phone charges higher than anticipated; New employee requiring safety shoes and uniform; Fleet Management course cost higher than anticipated; reduced purchase of books and supplies to offset deficit. Repairs to aging fuel pumps higher than anticipated; offset by increase in sale of parts; Fuel costs higher than budgeted. Deficit being reported under parts and accessories due to severe winter conditions and additional vehicle repairs required;
Contracted Services	74,759	52,270	52,270	-	
Other Expenses	36,325	26,828	26,828	-	
Expense Total	1,190,259	1,637,179	1,456,440	(180,739)	
FLEET Total	293,208	358,107	358,701	594	

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	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE / (UNFAVOURABLE)	COMMENTS
OPERATIONS/PARKS ADMINISTRATION					
Revenue					
Other Revenue	(264)	-	-	-	
Revenue Total	(264)	-	-	-	
Expense					
Wages & Benefits	143,760	191,357	191,357	-	
Materials & Supplies	15,583	17,206	15,956	(1,250)	Professional development costs higher than anticipated.
Contracted Services	794	794	794	-	
Other Expenses	18,238	17,802	15,802	(2,000)	Deficit in office equipment for new supervisor - Transportation Services.
Expense Total	178,375	227,159	223,909	(3,250)	
OPERATIONS/PARKS ADMINISTRATION Total	178,111	227,159	223,909	(3,250)	
PARKS					
Revenue					
Fees & Service Charges	(330,865)	(356,552)	(351,478)	5,074	One less dive charter company operating this season; Cool summer reduced camping revenue at St Lawrence Park; Grants for additional trees from Shell and Communities in Bloom; Additional docking and camping fees collected. Budget based on previous 4 year average.
Other Revenue	(8,558)	(6,815)	(6,815)	-	
Revenue Total	(339,423)	(363,367)	(358,293)	5,074	
Expense					
Wages & Benefits	621,099	759,211	739,770	(19,441)	Less training for full-time operators as staff off on short/long term illness; Due to wet/slate spring, no grass cutting was required during April. Additional labour costs incurred with initial set up and maintenance of artificial ice surface. Temporary labour had to be utilized due to staff on short/long term illnesses; Numerous major snowfalls required additional plowing of parking lots. Less electricity required to operate artificial ice compressor at Rotary Pad; Unbudgeted overtime costs (higher donations indicated; used this line to balance to russ' projection) Less internal labour utilized to carry out required work; Less grounds maintenance labour for spring startup than budgeted;
Materials & Supplies	135,911	222,214	220,367	(1,847)	Small surplus due to lifeguards leaving early. Unbudgeted expenditure for fencing for Hydro Plane race event.
Contracted Services	140,493	300,995	298,214	(2,781)	Contract for supply of annuals exceeded budgeted amount;
Other Expenses	55,666	67,382	60,382	(7,000)	Additional maintenance/repairs to parks allocated equipment (1 transmission replacement).
Expense Total	953,170	1,349,802	1,318,733	(31,069)	
PARKS Total	613,747	986,435	960,440	(25,995)	

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	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE / (UNFAVOURABLE)	COMMENTS
PEDESTRIAN VEHICLE INFRASTRUCTURE					
Revenue					
Fees & Service Charges	(478)	-	-	-	
Other Revenue	(5,894)	-	-	-	
Revenue Total	(6,372)	-	-	-	
Expense					
Wages & Benefits	196,958	295,541	284,181	(11,360)	Deficit due to training and vacation payout. Street lighting maintenance projecting surplus.
Materials & Supplies	45,378	192,829	166,329	(26,500)	Human resource management slightly higher than budget. Purchase of school barricade/crossing signs for Kensington/Laurier intersection. Electricity Costs higher than budgeted -\$25,000.
Contracted Services	67,347	91,850	85,693	(6,157)	Higher than anticipated frequency of traffic signal repairs and damage; cost share of William Street watermain project due to underground electrical. Street lighting improvement under budget (\$4,193).
Other Expenses	2,180	2,829	3,829	1,000	Lower anticipated maintenance costs and fuel consumption.
Expense Total	311,862	583,049	540,032	(43,017)	
PEDESTRIAN VEHICLE INFRASTRUCTURE Total	305,490	583,049	540,032	(43,017)	

City of Brockville
Treasurer's Report
GENERAL VARIANCE ANALYSIS
for period ending September 30th, 2014

	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE / (UNFAVOURABLE)	COMMENTS
PUBLIC WORKS					
Revenue					
Fees & Service Charges	(82,604)	(107,246)	(73,771)	33,475	Concrete sidewalk replacement for Hydro One resulted in additional revenue. Additional permits being issued as a result of all locates being processed through Ontario One Call. Equipment charges to other departments higher than budgeted;
Other Revenue	(137)	-	-	-	
Revenue Total	(82,741)	(107,246)	(73,771)	33,475	
Expense					
Wages & Benefits	1,130,495	1,501,962	1,431,906	(70,056)	Winter boulevard repair more extensive due to severe winter. Less costs associated with carrying out required work for special events. Unable to carry out spring litter pickup due to extended winter weather. Extended winter and wet spring resulted in additional pothole repair operations. No dust control required.Staff off on short term sickness. Temporary employee had to be hired. Temporary driver required for staff upon return to work. Less labour required for weed steaming operations; Cost to install regulatory signage less than budgeted. Overtime costs to address winter storms greater than budgeted. Numerous snowfalls greater than 2.5 inches resulted in additional plowing operations; Freezing rain even at the end of 2013 resulted in ice-covered sidewalks which necessitated additional abraasive application till mid-January; Less contracted services expended for trainer. Extended short term disability utilized by employees. Less work requested by other departments; Less replacement of safety clothing required by operators. Additional training required for slab jack equipment; operators progressing through equipment operator classifications; Less labour required to complete program. Unbudgeted storm main extension and CB installation of California Ave.
Materials & Supplies	317,302	440,433	365,010	(75,423)	Extended winter and wet spring resulted in additional pothole repair operations. No dust control required Purchase of regulatory signage less than budgeted. Abrasive application exceeds budget due to severe winter.
Contracted Services	547,062	608,388	359,691	(248,697)	Concrete sidewalk replacement for Hydro One resulted in additional expenditures. Less hours for contracted grader rental required for shouldering operations; Cost to supply and apply centre and lane lines increased; Numerous snowfalls greater than 2.5 inches resulted in additional contract equipment being utilized. Snow removal over budget due to severe winter weather conditions.
Other Expenses	378,942	481,816	426,977	(54,839)	Extensive maintenance/repairs required for winter maintenance equipment due to severe winter conditions; Set back of rear axle for new plow truck incurred additional costs.
Expense Total	2,373,800	3,032,599	2,583,584	(449,015)	
PUBLIC WORKS Total	2,291,059	2,925,353	2,509,813	(415,540)	
TRANSIT					
Revenue					
Fees & Service Charges	(193,269)	(243,679)	(248,679)	(5,000)	Based on annual projection and bulk purchases by social agencies;
Grants	-	(179,340)	(179,340)	-	
Other Revenue	(88)	(43,564)	(43,564)	-	
Revenue Total	(193,357)	(466,583)	(471,583)	(5,000)	
Expense					
Wages & Benefits	359,346	462,865	455,870	(6,995)	Wages & benefits slightly higher than anticipated. Clearing of bus shelters and stop cost higher than anticipated due to severe winter events;
Materials & Supplies	26,249	35,750	36,550	800	Driver training required for new part-time transit driver; attended APWA conference; Promotional costs lower than expected.
Contracted Services	203,954	316,033	316,033	-	
Other Expenses	157,563	227,938	217,438	(10,500)	Clearing of bus shelters and stop cost higher than anticipated due to severe winter events;
Expense Total	747,112	1,042,586	1,025,891	(16,695)	
TRANSIT Total	553,755	576,003	554,308	(21,695)	
OPERATIONS Total	4,490,055	5,953,115	5,389,259	(563,856)	

City of Brockville
Treasurer's Report
GENERAL VARIANCE ANALYSIS
for period ending September 30th, 2014

	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE / (UNFAVOURABLE)	COMMENTS
ENVIRONMENTAL SERVICES					
ENGINEERING					
Revenue					
Fees & Service Charges	(1,565)	(7,500)	(7,500)	-	
Grants	-	-	-	-	
Other Revenue	-	-	-	-	
Revenue Total	(1,565)	(7,500)	(7,500)	-	
Expense					
Wages & Benefits	49,814	90,274	102,274	12,000	Reallocation of staff hours to capital projects.
Materials & Supplies	16,281	28,882	28,882	-	
Contracted Services	621	2,262	2,262	-	
Other Expenses	6,209	7,398	7,398	-	
Expense Total	72,925	128,816	140,816	12,000	
ENGINEERING Total	71,360	121,316	133,316	12,000	
SOLID WASTE					
Revenue					
Fees & Service Charges	(77,034)	(123,840)	(123,840)	-	
Grants	(23,374)	(121,900)	(121,900)	-	
Revenue Total	(100,408)	(245,740)	(245,740)	-	
Expense					
Wages & Benefits	95,450	126,042	126,042	-	
Materials & Supplies	13,479	46,287	46,287	-	
Contracted Services	676,906	1,113,271	1,113,271	-	
Other Expenses	9,724	12,256	12,256	-	
Expense Total	795,559	1,297,856	1,297,856	-	
SOLID WASTE Total	695,151	1,052,116	1,052,116	-	
ENVIRONMENTAL SERVICES Total	766,511	1,173,432	1,185,432	12,000	

City of Brockville
Treasurer's Report
GENERAL VARIANCE ANALYSIS
for period ending September 30th, 2014

	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE / (UNFAVOURABLE)	COMMENTS
OUTSIDE BOARDS					
CATARAQUI REG. CONSERV. AUTHORITY					
Expense					
Cataraqui Region Conservation Authority	172,812	172,814	172,814		
Expense Total	172,812	172,814	172,814		
CATARAQUI REG. CONSERV. AUTHORITY Total	172,812	172,814	172,814		
DOWNTOWN BUSINESS IMPROVEMENT ASS.					
Revenue					
Fees & Service Charges	-	-	-		
Grants	-	-	-		
Other Revenue	(288,753)	(288,479)	(288,479)		
Revenue Total	(288,753)	(288,479)	(288,479)		
Expense					
Wages & Benefits	66,195	87,234	87,234		
Materials & Supplies	72,219	105,200	105,200		
Contracted Services	22,253	93,045	93,045		
Other Expenses	3,066	3,000	3,000		
Expense Total	163,733	288,479	288,479		
DOWNTOWN BUSINESS IMPROVEMENT ASS. Total	(125,021)	-	-		
LONG TERM CARE					
Expense					
Long Term Care	442,348	884,958	884,958		
Expense Total	442,348	884,958	884,958		
LONG TERM CARE Total	442,348	884,958	884,958		
PUBLIC HEALTH GRANTS					
Expense					
Public Health Grants	302,965	390,858	390,858		
Expense Total	302,965	390,858	390,858		
PUBLIC HEALTH GRANTS Total	302,965	390,858	390,858		
OUTSIDE BOARDS Total	793,105	1,448,630	1,448,630		

City of Brockville
Treasurer's Report
GENERAL VARIANCE ANALYSIS
for period ending September 30th, 2014

	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE / (UNFAVOURABLE)	COMMENTS
JOINT SERVICES					
JOINT SERVICES					
Revenue					
Provincial Offences	(144,774)	(138,339)	(193,036)	(54,697)	Actual revenue less than budget
Revenue Total	(144,774)	(138,339)	(193,036)	(54,697)	
Expense					
Ambulance	819,081	1,100,901	1,092,106	(8,795)	Consulting fees and amortization of vehicles
Childcare	168,219	227,741	224,295	(3,446)	Increase in administration costs
General Assistance	963,387	1,300,405	1,284,518	(15,887)	Increase in Ontario Works Client costs
Housing	753,588	1,016,161	1,004,788	(11,373)	Increase in utility and maintenance costs
Expense Total	2,704,275	3,645,208	3,605,707	(39,501)	
JOINT SERVICES Total	2,559,501	3,506,869	3,412,671	(94,198)	
DEBT CHARGES					
DEBT CHARGES					
Revenue					
Debt Charges	(1,385,753)	(1,627,717)	(1,527,717)	100,000	Estimated debt lower than anticipated
Revenue Total	(1,385,753)	(1,627,717)	(1,527,717)	100,000	
Expense					
Debt Charges	3,004,723	3,862,497	3,862,497	-	
Expense Total	3,004,723	3,862,497	3,862,497	-	
DEBT CHARGES Total	1,618,970	2,234,780	2,334,780	100,000	
CITY BOARDS & COMMITTEES					
AIRPORT					
Revenue					
Fees & Service Charges	(117,363)	(162,127)	(142,127)	20,000	Higher than projected fuel sales.
Other Revenue	(560)	(6,404)	(6,404)	-	
Revenue Total	(117,923)	(168,531)	(148,531)	20,000	
Expense					
Wages & Benefits	5,505	5,141	5,067	(74)	Wages and benefits slightly higher than anticipated.
Materials & Supplies	95,731	116,948	106,948	(10,000)	Higher than projected fuel purchase to meet increased sales.
Contracted Services	86,366	118,600	117,079	(1,521)	Line and tank testing required, estimated \$2,600 not previously budgeted (insurance requirement).
Other Expenses	1,388	1,900	1,900	-	Costs higher than anticipated.
Expense Total	188,990	242,589	230,994	(11,595)	
AIRPORT Total	71,067	74,058	82,463	8,405	

City of Brockville
Treasurer's Report
GENERAL VARIANCE ANALYSIS
for period ending September 30th, 2014

	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE / (UNFAVOURABLE)	COMMENTS
CEMETERY					
Revenue					
Fees & Service Charges	(101,075)	(126,200)	(126,200)	-	
Other Revenue	(30,917)	(59,500)	(59,500)	-	
Revenue Total	(131,992)	(185,700)	(185,700)	-	
Expense					
Wages & Benefits	157,996	209,473	209,473	-	
Materials & Supplies	19,174	36,697	36,697	-	
Contracted Services	8,887	9,222	9,222	-	
Other Expenses	12,112	18,548	18,548	-	
Expense Total	198,169	273,940	273,940	-	
CEMETERY Total	66,177	88,240	88,240	-	
COMMITTEE OF ADJUSTMENT					
Revenue					
Fees & Service Charges	(6,009)	(9,400)	(9,400)	-	
Revenue Total	(6,009)	(9,400)	(9,400)	-	
Expense					
Wages & Benefits	3,469	5,260	5,260	-	
Materials & Supplies	1,424	4,100	4,100	-	
Expense Total	4,893	9,360	9,360	-	
COMMITTEE OF ADJUSTMENT Total	(1,115)	(40)	(40)	-	
HERITAGE BROCKVILLE					
Revenue					
Fees & Service Charges	(2,450)	-	-	-	
Grants	-	-	-	-	
Other Revenue	-	(930)	(930)	-	
Revenue Total	(2,450)	(930)	(930)	-	
Expense					
Contracted Services	-	-	-	-	
Materials and Supplies	777	1,030	1,030	-	
Other Expenses	-	-	-	-	
Wages and Benefits	4,138	8,718	8,718	-	
Expense Total	4,914	9,748	9,748	-	
HERITAGE BROCKVILLE Total	2,464	8,818	8,818	-	

City of Brockville
Treasurer's Report
GENERAL VARIANCE ANALYSIS
for period ending September 30th, 2014

	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE / (UNFAVOURABLE)	COMMENTS
LIBRARY					
Revenue					
Library	(7,325)	-	-	-	
Revenue Total	(7,325)	-	-	-	
Expense					
Library	588,003	633,750	633,750	-	
Expense Total	588,003	633,750	633,750	-	
LIBRARY Total	580,678	633,750	633,750	-	
MUSEUM					
Revenue					
Fees & Service Charges	(48,948)	(40,800)	(40,800)	-	
Grants	(3,153)	(31,176)	(31,176)	-	
Other Revenue	-	(2,000)	(2,000)	-	
Revenue Total	(52,101)	(73,976)	(73,976)	-	
Expense					
Materials & Supplies	27,106	47,929	47,929	-	
Contracted Services	20,493	33,268	33,268	-	
Other Expenses	225	500	500	-	
Wages and Benefits	168,712	201,633	201,633	-	
Expense Total	216,536	283,330	283,330	-	
MUSEUM Total	164,435	209,354	209,354	-	
POLICE					
Revenue					
Fees & Service Charges	(616,513)	(880,000)	(880,000)	-	
Grants	(237,407)	(276,911)	(276,911)	-	
Other Revenue	(23,467)	(22,200)	(22,200)	-	
Revenue Total	(877,387)	(1,179,111)	(1,179,111)	-	
Expense					
Wages & Benefits	5,738,728	7,782,246	7,782,246	-	
Materials & Supplies	358,367	514,626	514,626	-	
Contracted Services	152,788	157,556	157,556	-	
Other Expenses	97,220	139,135	139,135	-	
Expense Total	6,347,103	8,593,563	8,593,563	-	
POLICE Total	5,469,716	7,414,452	7,414,452	-	
CITY BOARDS & COMMITTEES Total	6,353,421	8,428,632	8,437,037	8,405	
Grand Total	24,196,015	32,675,195	32,530,951	(144,244)	



City of Brockville
Treasurer's Report
WATER VARIANCE ANALYSIS
for period ending September 30th, 2014

	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE / (UNFAVOURABLE)	COMMENTS
FINANCE - WATER					
Revenue					
Fees & Service Charges	(14,848)	(25,247)	(25,247)		
Other Revenue	(2,440,141)	(4,176,505)	(4,215,208)	(38,703)	Water consumption lower than anticipated
Revenue Total	(2,454,990)	(4,201,752)	(4,240,455)	(38,703)	
Expense					
Wages & Benefits	246,939	334,523	334,523		
Materials & Supplies	57,445	165,381	165,381		
Contracted Services	11,907	11,486	11,486		
Other Expenses	1,148,135	1,129,052	1,129,052		
Expense Total	1,464,426	1,640,442	1,640,442		
FINANCE - WATER Total	(990,563)	(2,561,310)	(2,600,013)	(38,703)	
ADMINISTRATION					
Expense					
Wages & Benefits	93,218	123,669	123,669		
Materials & Supplies	3,349	5,670	5,670		
Contracted Services	-	-	-		
Other Expenses	13,536	8,478	8,478		
Expense Total	110,103	137,817	137,817		
ADMINISTRATION Total	110,103	137,817	137,817		
ELIZABETHTOWN					
Revenue					
Other Revenue	(50,774)	(78,396)	(78,396)		
Revenue Total	(50,774)	(78,396)	(78,396)		
Expense					
Wages & Benefits	4,508	-	-		
Materials & Supplies	2,549	9,877	9,877		
Contracted Services	3,181	5,000	5,000		
Other Expenses	-	54,875	54,875		
Expense Total	10,239	69,752	69,752		
ELIZABETHTOWN Total	(40,535)	(8,844)	(8,844)		
ENGINEERING					
Expense					
Wages & Benefits	127,414	161,005	164,005	3,000	Reallocation of staff hours to capital projects
Materials & Supplies	5,896	11,655	11,655		
Contracted Services	-	402	402		
Other Expenses	2,362	898	298	(600)	Engineering vehicle maintenance cost higher to maintain second life unit #1263
Expense Total	135,671	173,960	176,360	2,400	
ENGINEERING Total	135,671	173,960	176,360	2,400	
FLEET					
Revenue					
Fees & Service Charges	-	(500)	(500)		
Other Revenue	-	(400)	(400)		
Revenue Total	-	(900)	(900)		
Expense					
Wages & Benefits	27,233	39,599	39,399	(200)	Water inventory surplus under non-standard hours due to less after hour calls Water inventory - new employee requiring full complement of safety equipment and uniform Water inventory - fleet management training course required for new staff higher than anticipated
Materials & Supplies	2,278	4,512	4,303	(209)	
Contracted Services	-	450	450		
Other Expenses	1,655	1,407	607	(800)	
Expense Total	31,166	45,968	44,759	(1,209)	Fleet maintenance charges to maintain & operate second life water vehicles
FLEET Total	31,166	45,068	43,859	(1,209)	



City of Brockville
Treasurer's Report
WATER VARIANCE ANALYSIS
for period ending September 30th, 2014

	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE / (UNFAVOURABLE)	COMMENTS
WATER DISTRIBUTION MAINTENANCE					
Revenue					
Fees & Service Charges	(1,542)	(16,561)	(16,561)		
Other Revenue	(1,780)	-	-		
Revenue Total	(3,322)	(16,561)	(16,561)		
Expense					
Wages & Benefits	254,690	458,052	458,052		
Materials & Supplies	89,523	171,079	171,079		
Contracted Services	93,238	102,047	57,047	(45,000)	Deficit projected due to watermain failures on Perth Street and Central Avenue West increase in the number of Water Distribution service repairs
Other Expenses	33,320	31,004	31,004		
Expense Total	470,771	762,182	717,182	(45,000)	
WATER DISTRIBUTION MAINTENANCE Total	467,449	745,621	700,621	(45,000)	
WATER TREATMENT					
Revenue					
Other Revenue	-	-	-		
Revenue Total	-	-	-		
Expense					
Wages & Benefits	469,780	646,245	646,245		
Materials & Supplies	318,148	510,753	506,253	(4,500)	Additional training required for WS Chief Operator, Municipal Management and WS Operator Mechanic, backflow prevention certification
Contracted Services	40,535	68,200	68,200		
Other Expenses	21,715	(6,434)	(6,434)		
Expense Total	850,177	1,218,764	1,214,264	(4,500)	
WATER TREATMENT Total	850,177	1,218,764	1,214,264	(4,500)	
DEBT CHARGES					
Expense					
Debt Charges	232,262	293,736	335,736	42,000	
Expense Total	232,262	293,736	335,736	42,000	
DEBT CHARGES Total	232,262	293,736	335,736	42,000	
Grand Total	795,729	45,012	-	(45,012)	



City of Brockville
Treasurer's Report
WASTEWATER VARIANCE ANALYSIS
for period ending September 30th, 2014

	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE/(UNFAVOURABLE)	COMMENTS
FINANCE - WASTEWATER					
Revenue					
Other Revenue	(3,161,323)	(5,027,054)	(5,110,510)	(83,456)	
Revenue Total	(3,161,323)	(5,027,054)	(5,110,510)	(83,456)	
Expense					
Wages & Benefits	222,559	303,367	303,367		
Materials & Supplies	132,055	117,781	117,781		
Contracted Services	7,764	9,493	9,493		
Other Expenses	393,268	828,237	828,237		
Expense Total	755,646	1,258,878	1,258,878		
FINANCE - WASTEWATER Total	(2,405,677)	(3,768,176)	(3,851,632)	(83,456)	
ADMINISTRATION					
Revenue					
Other Revenue	-	-	-		
Revenue Total	-	-	-		
Expense					
Wages & Benefits	118,141	156,071	156,071		
Materials & Supplies	402	1,947	1,947		
Contracted Services	-	-	-		
Other Expenses	8,628	8,628	8,628		
Expense Total	127,171	166,646	166,646		
ADMINISTRATION Total	127,171	166,646	166,646		
ENGINEERING					
Revenue					
Other Revenue	-	-	-		
Revenue Total	-	-	-		
Expense					
Wages & Benefits	114,197	140,475	145,475	5,000	Reallocation of staff hours to capital projects
Materials & Supplies	5,793	9,119	9,119		
Contracted Services	-	357	357		
Other Expenses	-	150	150		
Expense Total	119,990	150,101	155,101	5,000	
ENGINEERING Total	119,990	150,101	155,101	5,000	
WASTEWATER COLLECTION					
Revenue					
Fees & Service Charges	(14,244)	(13,650)	(13,650)		
Revenue Total	(14,244)	(13,650)	(13,650)		
Expense					
Wages & Benefits	94,261	244,364	244,364		
Materials & Supplies	15,988	47,825	47,825		
Contracted Services	42,575	30,825	37,325	6,500	Mainline cleaning work under budget
Other Expenses	11,537	14,300	14,300		
Expense Total	164,361	337,314	343,814	6,500	
WASTEWATER COLLECTION Total	150,117	323,664	330,164	6,500	
WATER POLLUTION CONTROL					
Revenue					
Other Revenue	(70,452)	(48,189)	(48,189)		
Revenue Total	(70,452)	(48,189)	(48,189)		
Expense					
Wages & Benefits	824,381	1,075,739	1,075,739		
Materials & Supplies	700,768	1,074,549	1,167,289	92,740	Savings anticipated in taxes payable for Water Pollution Control Plant due to new MPAC valuation, offset by higher than anticipated electricity charges.
Contracted Services	198,517	275,445	275,445		
Other Expenses	16,816	19,494	19,494		
Expense Total	1,740,482	2,445,227	2,537,967	92,740	
WATER POLLUTION CONTROL Total	1,670,030	2,397,038	2,489,778	92,740	
DEBT CHARGES					
Expense					
Debt Charges	128,185	594,943	709,943	115,000	Estimated Debt Charges lower than anticipated
Expense Total	128,185	594,943	709,943	115,000	
DEBT CHARGES Total	128,185	594,943	709,943	115,000	
Grand Total	(210,184)	(135,784)	-	135,784	

**Corporation of the City of Brockville
Capital Variance Report
as at September 30, 2014**

Project	Budget Carry-Forward (from previous years- UNAUDITED)	2014 Budget	Total funds available (carry-forward + budget)	Project Balance at September 30, 2014	Projected Variance	Notes / Comments
BMAAC	73,701	17,000	90,701	74,928	0	Projects are on-going.
50 years of Our Flag	892	0	892	1,279	0	Activities relate to the 50 Years of Our Flag Committee.
Brockville History Book	(67,893)	0	(67,893)	(67,893)	(67,893)	Deficit to be offset by future book sales.
Aquarium	0	0	0	(781,688)	0	Project is on-going.
Retrofit/Replacement of Windows - Victoria Building	151,557	0	151,557	140,050	0	Project is on-going.
Building Maintenance	62,874	187,550	250,424	199,221	13,256	On-going.
Fleet	17,723	1,288,024	1,305,747	884,674	93,963	On-going. Surplus of \$9,058 reported from 2013 deferred items, while a surplus \$84,905 being report from 2014 items. All surplus monies will be distributed according to funding sources at year end. Budget carry forward includes un-issued debentures. Debentures of approx. \$419,000 to be issued in 2015.
GIS Engineering	(28,596)	0	(28,596)	(28,596)	(28,596)	Work is in progress. COMRIF-AMP funds of \$10,800 have been received. No funding source identified for current deficit of \$28,596.
Corporate Systems Upgrade	193,393	281,000	474,393	389,419	0	Projects are on-going. Budget carry forward includes un-issued debentures. Debentures of approx. \$251,500 to be issued in 2015.
Computer Replacement Program	46,300	92,000	138,300	73,338	0	Project is on-going.
Minor Capital (pre-2013)	37,775	0	37,775	36,328	0	Projects are on-going.
2014 Minor Capital	0	57,300	57,300	14,135	0	Projects are on-going.
Replace Portable & Mobile radios	81,292	0	81,292	81,292	0	Project is on-going.
Breathing Apparatus	3,430	0	3,430	3,430	0	Project is on-going.

**Corporation of the City of Brockville
Capital Variance Report
as at September 30, 2014**

Project	Budget Carry-Forward (from previous years-UNAUDITED)	2014 Budget	Total funds available (carry-forward + budget)	Project Balance at September 30, 2014	Projected Variance	Notes / Comments
Alpha Numeric Pagers	0	15,300	15,300	1,562	0	Project is on-going.
Police Proximity cards	9,000	0	9,000	(629)	(629)	Project is complete. Funding source for deficit will be identified during the year end process.
LiveScan Fingerprinting	0	56,000	56,000	8,122	0	Project is on-going.
Asphalt/Concrete Program	0	675,000	675,000	19,147	16,581	2014 ACPM Contracts completed.
Bridge Inspection Services	13,492	0	13,492	13,492	0	Defer to 2015 - Biannual Inspection and last inspection performed in 2013.
Hardy Park Shoreline Restoration	0	190,000	190,000	188,642	0	No variance to report at this time.
Bartholomew Street Bridge Repairs	0	80,000	80,000	76,097	(18,732)	Total = \$98,732 original tender over budget , additional funds to come from gas tax.
Fencing - CN Railways	3,225	0	3,225	2,411	0	On-going. Continuously used to make repairs from vandalism.
CP Railway Crossing	17,526	0	17,526	17,526	0	Project is being undertaken in conjunction with CP Rail.
Kingston Bridge Repairs	23,296	0	23,296	23,296	0	Funds to be transferred to North Augusta Rd. culvert repairs. Budget carry forward includes un-issued debentures. Debentures of approx. \$30,000 to be issued in 2015.
North Augusta Rd culvert repairs	0	0	0	0	0	Budget carry forward of NIL includes un-issued debentures. Debentures of approx. \$170,000 to be issued in 2015. Project is complete.
Traffic Signal Controllers	0	50,000	50,000	50,000	(8,600)	Traffic Controllers to be replaced at Central at Ormond and Central at Stewart. Additional work added- change flashing green bulbs to green arrows at 2 intersections to comply with regulations and to be funded from Federal Gas Tax.
Airport Fuel & Tank replacement	0	80,000	80,000	80,000	0	Work to be completed in 2015, \$80,000 allocated in 2014, \$80,000 to be allocated in 2015. \$160,000 to complete project.
Parkedale Avenue Realignment	107,084	0	107,084	107,084	0	Funds to be held for future traffic signals at North Augusta and Waverly.

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Project	Budget Carry-Forward (from previous years-UNAUDITED)	2014 Budget	Total funds available (carry-forward + budget)	Project Balance at September 30, 2014	Projected Variance	Notes / Comments
Bying Avenue Reconstruction	0	0	0	0	0	Project completed. - Close. Budget carry forward of NIL includes un-issued debentures. Debentures of approx. \$35,000 to be issued in 2015.
Tunnel Avenue Reconstruction	0	0	0	(1,557)	0	Project completed. - Close. Budget carry forward of NIL includes un-issued debentures. Debentures of approx. \$65,000 to be issued in 2015.
Bethune Street Reconstruction	0	1,095,000	1,095,000	320,154	0	Project completed, follow-up camera inspections to be completed in 2015.
McCready Street	2,881	0	2,881	2,881	0	Project completed. Budget carry forward of NIL includes un-issued debentures. Debentures of approx. \$165,000 to be issued in 2015.
Parking Meters	22,678	0	22,678	22,678	0	Project postponed due to delay in release of meter technology.
Pre-Engineering Services	5,871	10,000	15,871	15,743	0	On-going.
Dechlorination Station Equipment	50,283	0	50,283	50,283	0	On-going.
North Trunk Sanitary Sewer	110,000	0	110,000	110,000	0	On-going.
Ormond Street Watermain (2012 phase)	25,049	0	25,049	25,049	0	Project completed. Budget carry forward of NIL includes un-issued debentures. Debentures of approx. \$155,000 to be issued in 2015.
Brock Street - Perth Street to Elm Street	(30,725)	0	(30,725)	(30,725)	0	Project completed.
Brock Street - Perth Street to Dales Avenue	0	260,000	260,000	(27,878)	0	Project completed.
Sewer Inflow/Infiltration Analysis	128,174	0	128,174	128,174	0	On-going.
Water Service Upgrades	14,280	0	14,280	14,280	0	On-going.
Stewart Blvd Storm Sewer	78,447	0	78,447	78,447	0	On-going.
William Street - Pearl Street to James Street	0	145,000	145,000	138,357	0	Project completed.

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Project	Budget Carry-Forward (from previous years-UNAUDITED)	2014 Budget	Total funds available (carry-forward + budget)	Project Balance at September 30, 2014	Projected Variance	Notes / Comments
Water Street - Bethune Street to Park Street	0	60,000	60,000	59,014	0	Project completed.
Water/Wastewater Meter replacement	3,959	325,000	328,959	367,060	0	Project is on-going. Council report # 2014-074-07 approved an additional allocation of \$162,500 from the Water Fund and \$162,500 from the Wastewater Fund.
Water Pollution Control Plant Equipment	244,924	170,000	414,924	401,824	21,905	Project are on-going.
Water Pollution Control Plant Secondary Treatment Upgrade	(8,716,921)	0	(8,716,921)	(8,837,661)	0	Project balance does not include long-term debt or subsidy funds not yet received.
Main Pumping Station and Force Main (Scope change re: WPCC upgrade)	(202,609)	0	(202,609)	(205,459)	0	On-going.
Water Systems Master Plan	45,887	0	45,887	37,136	0	On-going.
Water Treatment Plant Work	172,268	458,500	630,768	223,345	99,120	On-going.
Expansion of the Zone 3 pressure area	40,452	0	40,452	40,452	0	On-going.
Waste management study ED-19	25,360	10,000	35,360	25,360	0	On-going.
Landfill Site Closure	(3,362)	70,000	66,638	66,584	0	Project completed.
401 Signage	(5,477)	0	(5,477)	(5,477)	(5,477)	Project complete. Funding source for deficit will be identified during the 2014 year end process.
Project Encore - Including Theatre Manager Software and Fire Curtain	4,803	0	4,803	3	0	Funds to be allocated to the replacement of large exterior colour logo banners (2014 Minor Capital project).
Fulford Fountain	218	0	218	218	0	Project will be closed at year end and surplus will be transferred to mitigate a deficit in another account.
Brock Trail Linkage	10,831	90,000	100,831	77,504	0	On-going.
Brockville Memorial Centre Boards Renewal	72,467	825,000	897,467	236,041	125,000	On-going. Lower than expected bid prices. Project is funded by a combination of debentures and cash.
Parkland Equipment Management Program	58,313	83,600	141,913	94,301	(2,553)	On-going.

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Project	Budget Carry-Forward (from previous years- UNAUDITED)	2014 Budget	Total funds available (carry-forward + budget)	Project Balance at September 30, 2014	Projected Variance	Notes / Comments
Rotary Park Splash-Pad	90,912	0	90,912	216,249	0	Project is on-going.
St. Lawrence Park Design	16,951	0	16,951	16,951	0	No variance to report at this time.
Tunnel Bay Docking	(3,255)	0	(3,255)	(3,255)	(10,000)	Unforeseen Transport Canada requirements. Funding source of deficit to be identified during the 2014 year end process.
Railway Tunnel Tourism	101,053	75,000	176,053	154,227	0	Project is on-going.
Waterfront Public Use Study	5,459	0	5,459	5,459	0	No variance to report at this time.
Reynolds Park	47,889	0	47,889	1,484	0	No variance to report at this time.
Property Acquisitions and disposals	168,386	0	168,386	167,419	0	No variance to report at this time.
Industrial Park Land Assembly	25,012	100,000	125,012	125,012	0	No variance to report at this time.
Development Charge Background Study	14,538	0	14,538	1,367	0	Watson & Associates have been awarded the contract for the study. Total estimated cost is \$34,262 to be funded from the Growth Management Reserve Fund as approved at Council July 23, 2013.
Comprehensive Zoning By-law	85,167	0	85,167	37,105	0	New by-law was approved in June 2014.
Bridlewood Subdivision	99,365	0	99,365	99,365	0	Funds received from developers.
Storm water Management - Brockwoods	3,536	0	3,536	3,536	0	Funds received from developers.
Sidewalk contributions	45,615	0	45,615	45,615	0	Funds received from developers.
Cemetery Drainage & Paving	0	100,000	100,000	100,000	0	No variance to report at this time. Work to be completed in 2015.
	(6,395,249.67)	6,946,274	551,024	(3,996,670)	227,347	