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Committee Members

Councillor J. Fullarton,  
Chair  
Councillor L. Bursey  
Councillor L. Journal  
Councillor D. LeSueur  
Councillor M. McFall  
Mayor D. Henderson,  
Ex-Officio

Areas of Responsibility:

Clerk's Office	CRCA
Environmental Services	Cemetery
Finance Department	Health Unit
Fire Department	Joint Services Committee
Human Resources Dept.	PLMG
Operations Department	Police Services Board
Airport Commission	Safe Communities Coalition
Arena Advisory Board	St. Lawrence Lodge Management Board
Brockville Municipal Accessibility Advisory Committee (BMAAC)	Volunteer Awards
	All legal matters [excepting the purchase and sale of land]

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**AGENDA**

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**DISCLOSURE OF INTEREST**

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Railway Tunnel Phase 1 - Engineering Study

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Peter Raabe, Director of Environmental Services

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**FAO - CONSENT AGENDA**

**SEPTEMBER 1, 2011**

**REPORT TO FINANCE/ADMINISTRATION/OPERATIONS – SEPTEMBER 20, 2011**

**2011-087-09  
COMMUNITY STRATEGIC PLAN  
2009 – 2014**

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

**RECOMMENDATION:**

THAT the contents of Report 2011-087-09 Community Strategic Plan be received for information purposes.

**PURPOSES**

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 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.

Schedule 1 of Report 2011-087-09 provides both Council and the Public with a (2009-10) status report on the progress to date relative to the various performance targets outlined in the Community Strategic Plan.

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**Observations:**

1. **Sustainability:**

a) **Environmental**

- 1, Green House Gas Emissions – Reduction of 10%
2. Transit Ridership – 3 Bus Initiative, 30 minute service resulting in 13% increase in ridership
3. Waste Diversion – Static (42%) Waste Management Master Plan completed – Source Separated Organics Program (SSO) being considered

b) **Financial Indications**

Financial position per capita has worsened as a result of draw down of corporate reserves and issuance of long-term debt in support of significant infrastructure projects (WPCC – Secondary Treatment)

2. **Economy**

- Global recession has had an adverse impact on the achievement of performance indicators in this area (Employment Generation, Housing Starts, Tourism Visitation)

- The Economic Development strategy developed and adopted by Council in 2009 is setting the stage for future economic prosperity.

3. **Amenities**

Focus on completion of Water Front Public Use Strategy and pre-construction documentation for the Maritime Discovery Centre.

4. **People**

There has been significant focus/success to date with respect to various immigration initiatives to enhance both our family focus and to nurture international economic development opportunities.

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## FINANCIAL

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.

Schedule 1: City of Brockville Strategic Plan Key Performance Indicators (2009-14)

Schedule 2: City of Brockville Community Strategic Plan

Schedule 3: 2010 Economic Indicators

## CONCLUSION

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.



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L. White  
Manager Strategic Initiatives



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B. Casselman  
City Manager

Key Performance Indicators

Sustainability - Environmental Indicators		Actual	
	Target	2009	2010
Kilograms of residential waste generated per person per year	less than 354	369	376
Kilograms of residential waste diverted from landfill per person per year	more than 147	166	158
<i>Kilograms of residential waste diverted from landfill per household per year</i> Diversion Rate	more than 268 more than 41.5%	303 45.0%	273 42.0%
Average number of litres of potable water consumed per person per day	less than 188	188	187
Energy used by municipal operations			
Electricity	less than 10,963,348 *	8,941,236	9,579,975
Natural Gas	less than 331,833	348,424	316,540
Fuel - Clear diesel	less than 221,864 **	212,651	157,094
Total Gigajoules of energy	66,227	59,997	59,791
Greenhouse gas (GHG) emissions by municipal operations	less than 3,903,678	3,538,350	3,516,677
Total transit ridership	more than 91,290	95,780	103,201
Per capita transit ridership	more than 4.18	5.01	5.70

\* Restated from original report as figure was incorrect

\*\* Restated from original report to reflect only City operations and not outside services.

## Key Performance Indicators

Sustainability - Financial Indicators *	Actual		
	Target	2009	2010
Net Municipal Levy per capita	less than \$1,143	\$1,172	\$1,227
Reserves as a % of Total Expenditures	more than 30.7%	23.9%	
Reserves as a % of Total Own Source Revenues	more than 29.2%	26.4%	
Reserves as a % of Taxation (Excl. Water & Sewer)	more than 52.7%	38.8%	
Debt as a % of Taxation (Excl. Water & Sewer)	less than 11.3%	11.8%	
Debt Interest as a % of Own Source Revenues	less than 3.1%	3.5%	
Outstanding Debt to Reserve Ratio	less than 2.1	2.4	
Debt Per Capita	less than \$1,257.00	\$1,121.00	
Reserves Per Capita	more than \$726.00	\$467.00	
Taxes Receivable as a % of Tax Levies	less than 4.5%	4.8%	
Taxes as a % of Income (Excl. Water & Sewer)	less than 4.6%	4.1%	
Taxes of % of Income (Incl. Water & Sewer)	less than 5.4%	4.9%	
Financial position per capita	less than (696)	(862)	

\*Definitions of Financial Indicators shown in Appendix A

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

Note: 2010 column will be determined once yearly Financial Information Return is completed

## Key Performance Indicators

### Strategic Initiatives and Timelines for Environmental and Financial Indicators

2009 - 2014

Strategic Initiatives and Timelines for Environmental and Financial Indicators		Status
Complete Strategic Plan for Solid Waste Services		Completed 1st quarter 2010.
Complete Energy Management Action Plan		To be completed 4th quarter 2011.
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		To be addressed through Energy Management Action Plan.
Develop a carbon reduction action plan		To be addressed through Energy Management Action Plan.
Increase available hydraulic capacity at WPCP		Pending re-rating of WPCPP upon completion of secondary treatment upgrade.
Implement a new financial system		Implementation of the new financial system commenced in 2009. To be completed in spring 2012.
Develop and implement a plan for Public Sector Accounting (PSAB) asset reporting		Adopted by Council in 2009.
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		Draft Master Plan completed and reviewed by Senior Management.
Monitor activities and carbon footprint trends in operations		Ongoing training with respect to regulatory requirements of Green Energy Act.
<b>Goals</b>		
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.
Continuous improvement in all aspects of municipal government sustainability		Various projects relating to energy efficiency have been undertaken resulting in significant reductions to carbon footprint.



## Key Performance Indicators

*The Community Vitality Index was completed in 2007 through a grant provided by the Ontario Ministry of Agriculture, Food & Rural Affairs*

*This report will be completed again in 2012.*

### Amenities - Community Vitality Index (CVI)

	Actual	
	Base Year	2010
Personal & Economic Security	Target	2009
Lifelong Learning	greater than 67.4	not available
Wellness	greater than 77.3	not available
Leadership, Teamwork Networking	greater than 67	not available
Environment	greater than 67	not available
Art, Heritage, Culture	greater than 74.9	not available
Community Entrepreneurship	greater than 79.5	not available
Physical Space	greater than 65.6	not available
Sense of Community	greater than 77.3	not available
Canadian Council of Learning Index	greater than 64.1	not available
Downtown/Waterfront Investment Dollars	greater than 85	not available

### Strategic Initiatives and Timelines for Amenities

2009-2014	Status
Establish and implement a Downtown Revitalization & Waterfront Development Plan	New committee established as part of EDAT and Terms of Reference and Governance Proposal to Council completed. Presentation scheduled for October 2011.
Establishment of two new festivals with community partners that are attractive to transient visitors within a one hour drive	The Brockville Chamber of Commerce has created a Wine and Cheese Festival. Plans are proceeding for a Fall Ship rendezvous festival as part of the celebrations to commemorate the War of 1812.
Promote the downtown as a destination within the community and to key target markets within a one hour drive of Brockville	Broad initiative with inputs and implementation from several external community groups. Brock Trail connections, Tunnel revitalization, MDC operation, Rotary Park and Refreshed Farmers Market are all elements of deliverables on this initiative. A 5 year target to 2015.
Launch Artisan's Village Program	A two-year pilot program ended in 2010 due to insufficient participation from the vendors.

## Key Performance Indicators

Strategic Initiatives and Timelines for Amenities 2009-2014 continued		Status
Completion and implementation of Waterfront Public Use Strategy		As identified with EDAT committee and external waterfront/downtown special interest groups.
Develop and open Maritime Discovery Centre of the 1000 Islands		Construction has commenced on the Maritime Discovery Centre. Signature exhibits have been determined. Opening scheduled for June 2013.
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 be finalized, including public consultation, following final approval of the Official Plan. To be initiated in late 2011 and completed in 2012.
Complete environmental assessment of Reynolds Park to determine future use		Groundwater testing currently being completed. Report expected in December 2011.
Complete connectivity of trail system		Public committee established to complete the plan for connectivity of the Brock Trail. Bicentennial grants will be used to assist in financing this project. Completion planned for 2013-2015.
Goals 2% increase in attendance/utilization of existing amenities Refer to <i>Economic Development's Economic Indicators report for more details</i>		
<b>Commercial Accommodation Occupancy</b>		
<b>Tourism</b>		
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.
Maintain the favourable benchmark standards within the Community Vitality Index (CVI)		CVI to be completed every 3 years. Standards will be maintained throughout departmental work plans each year.

## Key Performance Indicators

People	Status
<p><b>Goals</b></p> <p>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.</p>	<p>2011 Census data will be available in March 2012. Annual comparatives on demographic profile can be secured from Financial Post - Canada Markets report. Secondary sources are being investigated through the regional real estate board, boards of education and the hospital to provide further data on newcomers.</p>
<p>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.</p>	<p>Tracking of this data still requires refinement for accuracy. We are securing from Board of Education new enrollment data and from hospital new patient data which will assist with identifying growth data. Difficult on community basis as most of such data on united county basis. Refer to Economic Indicators 2011 attachment for statistical performance.</p>
<p><b>Strategic Initiatives and Timelines for People</b></p> <p><b>2009 - 2014</b></p>	<p><b>Status</b></p>
<p>Develop strategic alliances with relevant community partners including educational institutions, YMCA and Realtors</p>	<p>The EDAT Quality of Life Committee will spearhead this initiative as part of the Terms of Reference with assistance from Economic Development Office. Marginal activity on this item at present.</p>
<p>Create promotional materials positioning Family Friendly focus</p>	<p>Under development as part of Quality of life Task Group. This committee work behind on target and require further guidance and additional membership. Launch rescheduled in 2012 budget.</p>
<p>Implement a Family Ambassador Program where local families host potential recruits for a tour of the city, meetings with civic, education, recreation, cultural contacts</p>	<p>A 2012 targeted initiative. Again, part of the directive of the Quality of Life Team who are still at terms of reference stage.</p>
<p>Integrated into the ongoing promotion and relocation program of the City</p>	<p>Completed. Revised Relocation guide produced and distributed with electronic version incorporated on website. Social Media complements the exposure on this item weekly.</p>

## Key Performance Indicators

Strategic Initiatives and Timelines for People 2009 - 2014		Status
Immigration		
To undertake a united county wide education and awareness public relations campaign		Broad public and private sector support with positive media testimonials
To complete a foundation of welcoming and settlement for new Canadian residents		Completed welcoming package and related materials for orientation
To create a broad support system of community minded stakeholders		Over 18 stakeholders and immigration ambassador enlisted on committee
To secure external funding to lever and implement programming and related support		Successful in securing \$390,000 under 4 separate federal and provincial programs and leveraging additional \$80,000 in in-kind assistance.
To commence an Immigrate Investor strategy and engage county wide representation on delivery		Marketing materials printed and distributed. Launch of a immigration portal website.
To prepare the necessary marketing materials, website portal and support programming on the marketing and promotion of this initiative		An additional application of \$20,000 for new marketing outreach in under review for enhancements to existing program.

## Key Performance Indicators

<b>Economy</b>		<b>Actual</b>	
		<b>Target</b>	<b>2009</b>
Business Formation	New Business Starts	20	39
Assessment Growth		1 % growth	.75 % growth
Retail Sales per Capita		Average increase of 3%	9%
Employment Generation	Manufacturing Positions	75 positions	-824
Employment Retention	Positions	50 positions	440
Investment Growth	Manufacturing/equipment	\$25 million	\$39 million
Absorption Rate Per Year		3 acres	0 acres
Housing Starts		40 homes	19 homes
Commercial Vacancy Rate		5% reduction	3.8% increase
Exporting Capacity		3-5% increase	0% increase
Tourism Visitation		2% increase	-7% decrease

## Strategic Initiatives and Timelines

2009 - 2014

## Status

Repositioning Brockville as a centre of excellence in the creative economy, and as a centre of innovation and entrepreneurial capacity	Centre of Excellence is part of the EDAT University Sub Group actions. Report to EDP in Fall 2011. Good progress. Centre of Entrepreneurial capacity part of work plan of our current centre and contract with Province. Year end report prepared in December on results.
This will be supported through strategic alliances with source of business capital for start up growth or commercialization of concepts and ideas	Ongoing linkages with local stakeholders groups all of which are included in the Economic Development Department work plan.
Establish a Community Economic Development Committee	Completed in June 2010 by resolution of Council
Partnership the development of the County strategic sustainability plan	Waste management master plan, Secondary Waste Treatment, Communication Agreement with County and another agreement with SDG are examples.
Evaluate the Community Improvement and Brownfields Remediation Program	Completed in June 2010 with further refinements targeted for recommendation in Fall of 2011

## Key Performance Indicators

Strategic Initiatives and Timelines continued	Status
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.
Stabilize jobs to net neutral	Increase in manufacturing employment of 237 positions in 2010 versus 2009, being first increase in this sector in 3 years. Refer to Economic Indicator attachment for multi year trends.
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	plan. A community magazine contracted to external media firm will manage this initiative.
Encourage partnerships with the tourism industry to enhance a collaborative Marketing Strategy with regional partners and penetrate new market opportunities	New Region #9 has new administration and branding. \$1.5 million of new marketing for region with \$40,000 transfer of bed tax to Brockville area for specific market promotions.
Encourage residents to incorporate local ingredients in their menus	Completed with some good success with key food establishments.
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)	UCLG/City Communications Agreement, Waste Management Master Plan RFP, Water Pollution Control Plant Secondary Treatment Upgrade
Raise awareness of education, learning and training opportunities outside the public school curriculum	The terms of reference of local labour board have included this requirement in their survey model for implementation in March 2012.
Identify and partner with higher education institutions to provide post-secondary education opportunities in Brockville	Queens University under negotiations. Separate business plan will be required to establish support and funding from Colleges and University.
<b>Goals</b> Stabilize the current economy and stop job loss	December 2011 Manufacturing Report confirms the first increase in employment in three years. See attached Economic Indicator Report 2011 and multi-year past trends. Additionally, Manpower Report for 2nd quarter 2011 noted Brockville as a leading municipality in terms of forecasted employment growth. 3rd quarter Manpower Report released September 2011 notes stability.

## Key Performance Indicators

Goals continued	
Foster job growth in the target areas and areas of future growth opportunities	Food, Logistics and Residential/Commercial service focus on employment growth. Year end data will provide the quantifiable measurement for 2011. Data for 2009 and 2010 on attached Economic Indicator Report.
Endeavour to attain a 10% growth target in high value/high quality employment by Year 5	1000 Islands Labour Board preparing a regional synopsis on this item for release in Spring 2012. March Canada Census release will provide accurate base line data. Statistical data not available on community basis at this time.
10% increase in average family income by Year 5	Increase in household income of \$3,141 from 2008 to 2011 or 4.8% based on immediate K6V postal code area. Brockville data specific, to be released in March 2012.



**City of Brockville**

**Community Strategic Plan  
Version 4.4**

**February 2009**



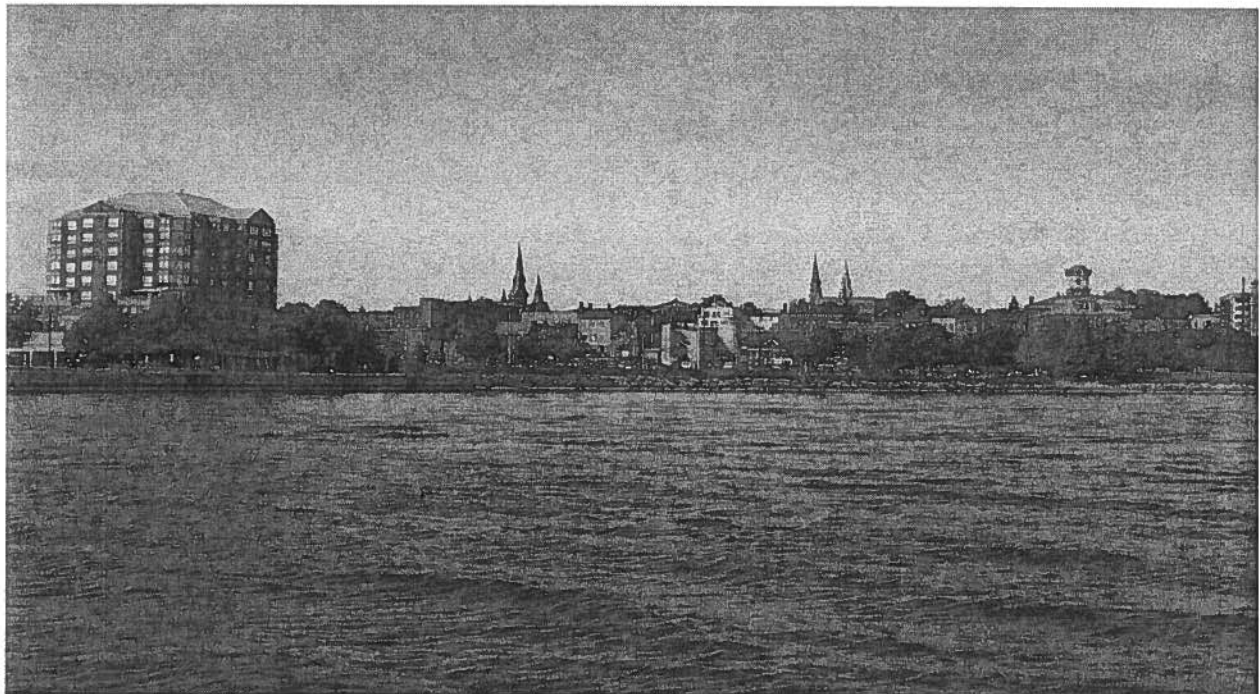
## Introduction

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:

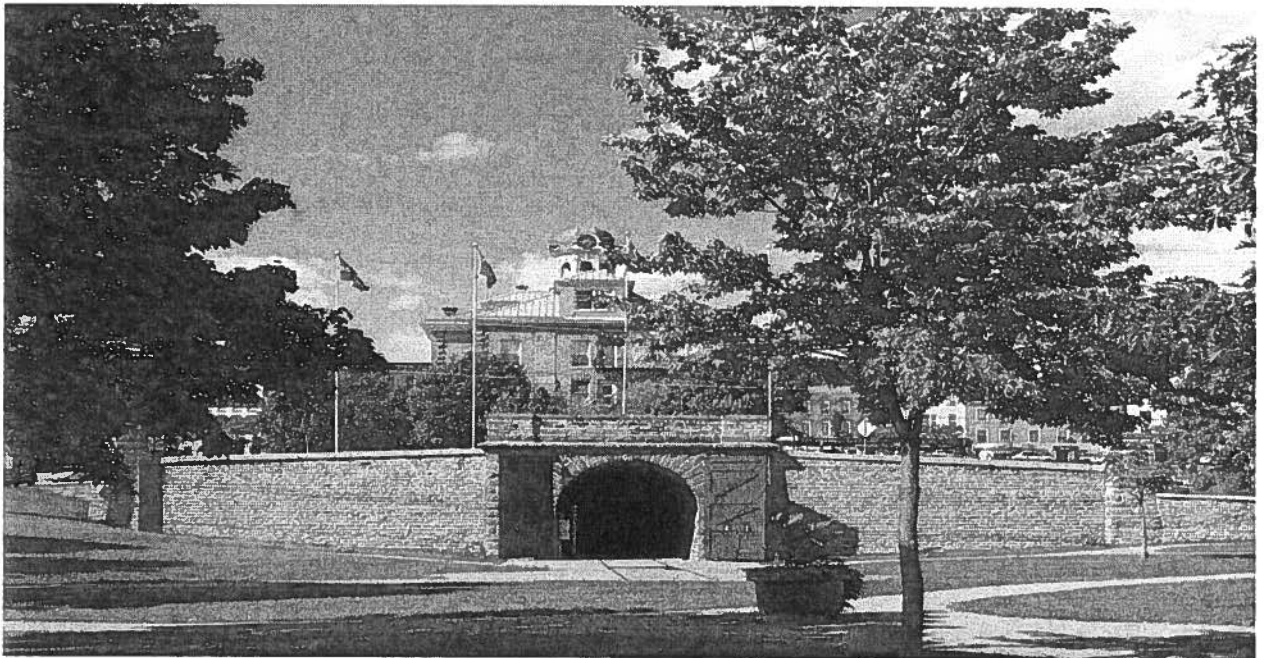
### **Guiding Principles**

- 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.

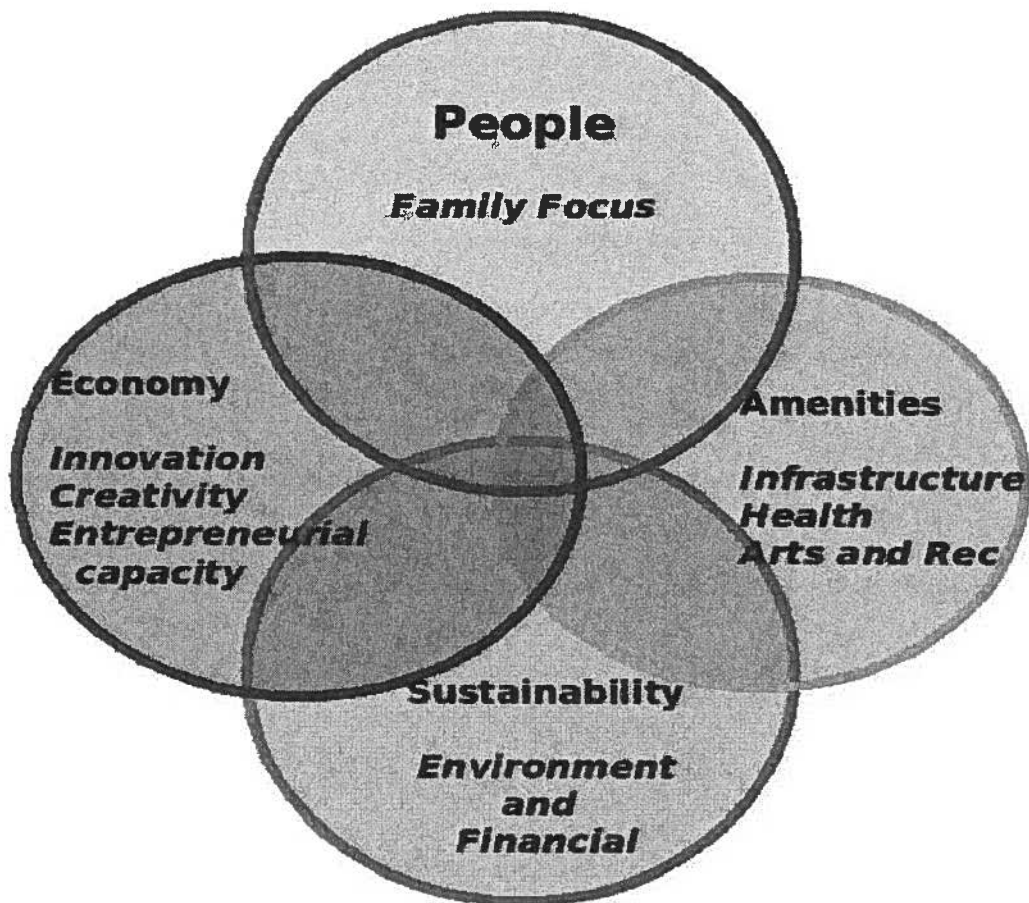
### **Core Values**

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**:

<b>Strategic Outcome</b>	<b>Brockville is city of vibrancy, diversity and sustainability whose citizens enjoy an exceptional quality of life.</b>			
<b>Focal Point</b>	<b>People</b>	<b>Economy</b>	<b>Amenities</b>	<b>Sustainability</b>
<b>Ultimate Outcome</b>	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
<b>Intermediate Outcome</b> <b>[citizen focused back to the community]</b>	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
<b>Immediate Outcome</b>	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
<b>Goal/Target (Annual)</b>	- 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
<b>Strategic Initiative</b>	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
<b>Inputs and Activities</b>	Departmental Business Plans, Community Partnerships, Resources (People and Budget)			

## Strategic Priorities:

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

	<b><i>People</i></b>
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"> <li>•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</li> </ul>



	<ul style="list-style-type: none"> <li>•a focus on immigration will be implemented</li> </ul>
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"> <li>•develop strategic alliances with relevant community partners including:             <ul style="list-style-type: none"> <li>- educational institutions</li> <li>- YMCA</li> <li>- Realtors</li> </ul> </li> <li>•develop promotional materials positioning Family Friendly focus</li> <li>•expand a Family Ambassadors Program where local families host potential recruits for a tour of the city, meetings with civic, education, recreation, cultural contacts.</li> <li>•integrated into the ongoing promotion and relocation program of the City</li> <li>•launch program</li> </ul> <p>2010 - 2014</p> <ul style="list-style-type: none"> <li>•assess feedback and targets</li> <li>•refocus if required</li> <li>•maintain initiative</li> <li>•annually report on progress</li> </ul>

	<b><i>Economy</i></b>
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"> <li>• telework</li> </ul>

	<ul style="list-style-type: none"> <li>• centres of excellence</li> <li>• research and development focus</li> <li>• tourism/ biosphere and eco-tourism</li> </ul>																								
Goals	<p>The goal of this initiative is broken down as follows:</p> <ul style="list-style-type: none"> <li>• stabilize the current economy and stop job loss</li> <li>• foster job growth in the target areas and areas of future growth opportunities</li> <li>• endeavour to attain a 10% growth target in high value/high quality employment by year 5</li> <li>• 10% increase in average family income by year 5</li> </ul>																								
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"> <li>• repositioning Brockville as a centre of excellence in the creative economy, and as a centre of innovation and entrepreneurial capacity</li> <li>• this will be supported through strategic alliances with source of business capital for start-up, growth or commercialization of concepts and ideas</li> <li>• establish a Community Economic Development Committee</li> <li>• partnership the development of the County strategic sustainability plan</li> <li>• evaluate the Community Improvement and Brownfields Remediation Program</li> <li>• encourage a local procurement initiative between area food and beverage processors and area food and service providers in partnership with Arch Biosphere</li> </ul> <p>2011 – 14</p> <ul style="list-style-type: none"> <li>• stabilize jobs to net neutral</li> </ul>																								

- 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

	<b><i>Amenities</i></b>
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"> <li>• downtown revitalization/waterfront development <ul style="list-style-type: none"> <li>• to create a unique experience that is attractive to creatives/entrepreneurs, and families.</li> <li>• linked to the Family Focus concepts and the establishment of an economic hub related to the creative/innovation culture</li> <li>• 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.</li> </ul> </li> </ul> <p>This strategic priority will be supported by:</p> <ul style="list-style-type: none"> <li>• a communications program that positions Brockville</li> </ul>

	<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> <tr> <th>Community Vitality Index (CVI)</th><th>Targets</th></tr> <tr> <td>- Personal &amp; Economic Security</td><td>&gt; 67.4</td></tr> <tr> <td>- Lifelong Learning</td><td>&gt; 77.3</td></tr> <tr> <td>- Wellness</td><td>&gt; 67</td></tr> <tr> <td>- Leadership, Teamwork Networking</td><td>&gt; 67</td></tr> <tr> <td>- Environment</td><td>&gt; 74.9</td></tr> <tr> <td>- Art, Heritage, Culture</td><td>&gt; 79.5</td></tr> <tr> <td>- Community Entrepreneurship</td><td>&gt; 65.6</td></tr> <tr> <td>- Physical Space</td><td>&gt; 77.3</td></tr> <tr> <td>- Sense of Community</td><td>&gt; 64.1</td></tr> </table> <p>Canadian Council of Learning Index &gt;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"> <li>• establish and implement a Downtown Revitalization &amp; Waterfront Development Plan</li> <li>• establishment of two new festivals with community partners that are attractive to transient visitors within a one hour drive</li> <li>• promote the downtown as a destination within the</li> </ul>																				

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

	<b><i>Sustainability</i></b>
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><b><u>Financial:</u></b></p> <ul style="list-style-type: none"> <li>• property taxes/fees are competitive with comparable municipalities</li> <li>• diversify the revenue base through levying user fees and selling our services to other municipalities</li> <li>• seek out cost sharing or service delivery partnerships to reduce costs or improve services</li> <li>• maintain and improve community infrastructure</li> <li>• grow the tax base by enhancing the existing business sector and creating new opportunities for business</li> <li>• 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</li> <li>• diversify choice of service delivery through use of best practices and regional cooperation</li> <li>• recruit and retain a workforce that is committed to and accountable for quality and value in the services it provides</li> </ul> <p><b><u>Environmental:</u></b></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"> <li>- 10% decrease in municipal carbon footprint</li> <li>- continuous improvement in all aspects of municipal government sustainability</li> </ul>

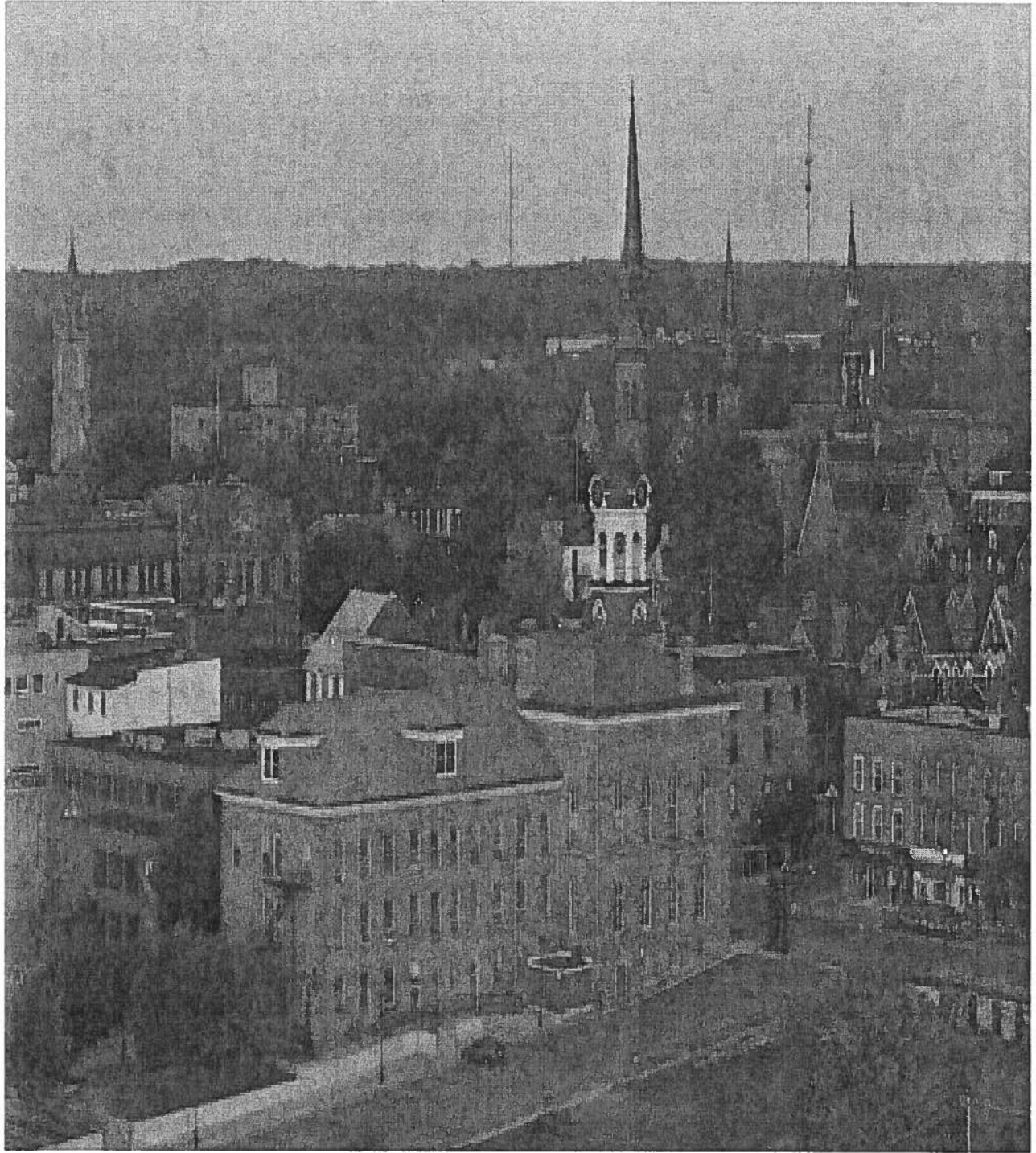
Key Performance Indicators	<b><u>Environmental Indicators</u></b>	<b><u>Benchmarks</u></b>
	Kilograms of residential waste generated per person per year	0.168
	Average number of litres of potable water consumed per person per day	188
	Energy used by municipal operations	
	- Electricity	30,933,000 kwh
	- Natural Gas	282,500 m <sup>3</sup>
	- 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
	<b><u>Financial Indicators</u></b>	
	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)
<b>Strategic Initiatives and Timelines</b>	<p><b>2009</b></p> <ul style="list-style-type: none"> <li>• complete Strategic Plan for solid waste services</li> <li>• complete Energy Management Action Plan</li> <li>• complete ISO quality management regulatory compliance for Municipal Water System</li> <li>• draft a new Official Plan including a sustainability policy framework</li> <li>• establish a municipal carbon baseline</li> <li>• develop a carbon reduction action plan</li> <li>• increase available hydraulic capacity at WPCP</li> <li>• implement new financial system</li> <li>• develop and implement a plan for Public Sector Accounting Board (PSAB) asset reporting</li> <li>• update capital program based upon identified strategic plan initiatives, building and energy audits</li> <li>• complete information technology master plan</li> </ul> <p><b>2010 -2014</b></p> <ul style="list-style-type: none"> <li>• monitor activities and carbon footprint trends in operations</li> <li>• achieve target</li> </ul>	

## **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.





*Hometown Charm...  
World Class Business!*

**Economic Development and Tourism Office**  
**City of Brockville**  
**1 King St. W., P.O. Box 5000**  
**Brockville, ON**  
**K6V 7A5**  
**Ph: 613-342-8772 x430**  
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**Email: [info@brockville.com](mailto:info@brockville.com)**  
**[www.brockville.com](http://www.brockville.com)**



## VACANCY RATES

	2005	2006	2007	2008	2009	2010
Retail Space	5.6%	2.8%	2.0%	3.9%	3.8%	3.9%
Office Space	6.1%	5.6%	5.6%	3.1%	4.1%	4.0%
Industrial Space	7.4%	5.2%	3.1%	3.0%	3.6%	3.1%

Source: Economic Development Office

TOTAL RETAIL SPACE	2,417,000 SQ. FT.
TOTAL OFFICE SPACE	849,738 SQ. FT.
TOTAL INDUSTRIAL SPACE	7,195,737 SQ. FT.

## HOUSING SECTOR

	2005	2006	2007	2008	2009	2010
New Residential Investment Value	\$10.6 M	\$19.0M	\$7.3M	\$4.2M	\$4.2M	\$10.0M
Housing Starts (Single Detached/Attached)	48	28	37	18	15	29
Housing Starts (Multiple Units) - (number of units)	0	20	0	0	4	8
Total Residential Building Permits	152	142	112	92	122	157
Total Building/Repairs Construction Value	\$10.6M	\$21.1M	\$8.2M	\$5.5M	\$5.5M	\$11.8M

Source: Planning Dept., Building Div., Economic Development Office

## BROCKVILLE AREA HOUSING TRANSACTIONS

	2005	2006	2007	2008	2009	2010
Listings	491	433	431	489	413	417
Sales	363	339	305	333	273	289
Average Sale Price	\$158,272	\$172,795	\$182,809	\$186,768	\$191,802	\$192,890

Source: MLS® statistics provided the Rideau-St. Lawrence Real Estate Board for the period January 1, 2010 - December 31, 2010

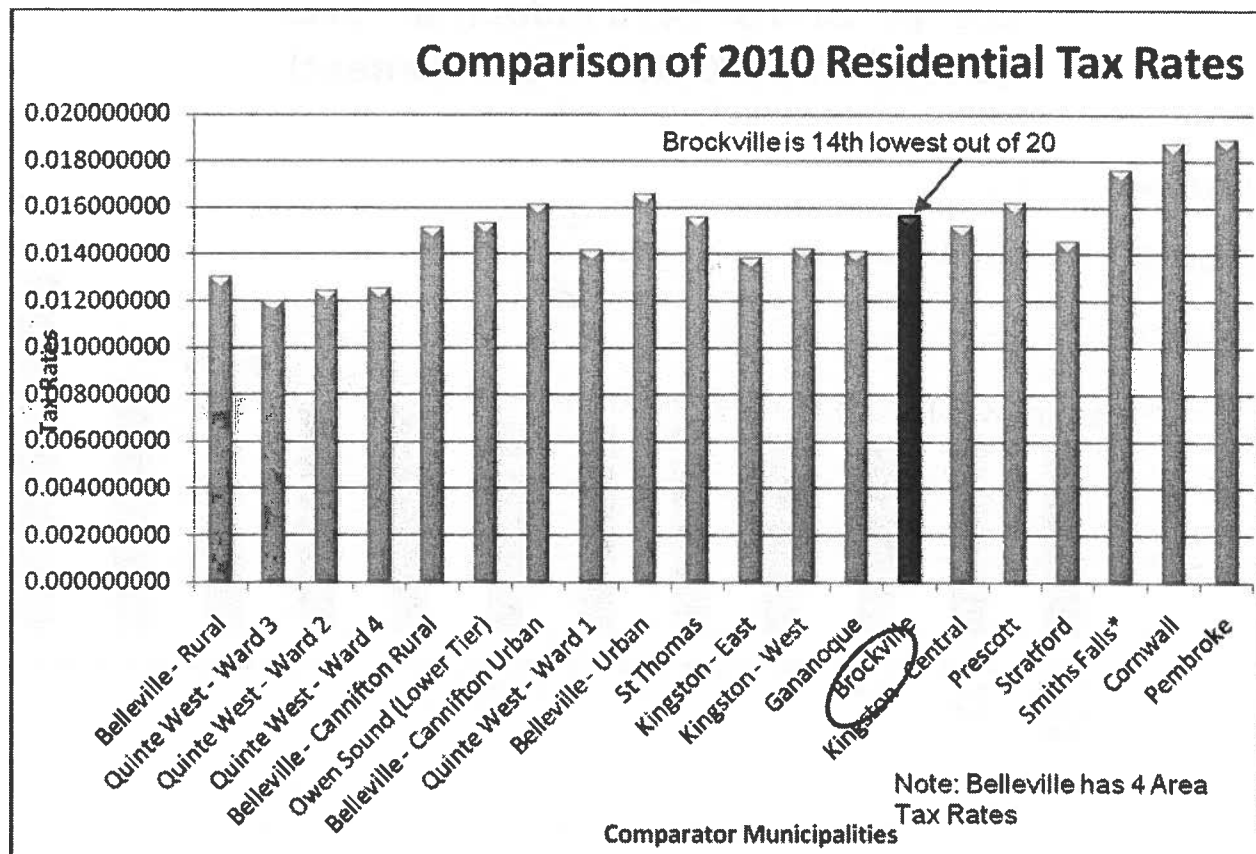
**Retail Sales per Capita in 2010 is \$15,722**

## ASSESSMENT FIGURES

City of Brockville - 2011 Taxation Year – Valuation Date: January 1<sup>st</sup> 2010

	2005	2006	2007	2008	2009	2010
Residential Assessment	\$961.7 M	\$1,058.1 M	\$1,071.7 M	\$1,147.0 M	\$1,146.1 M	\$1,223.5 M
Multi-Residential Assessment	\$82.0 M	\$87.7 M	\$87.6 M	\$91.3 M	\$91.3 M	\$95.0 M
Commercial Occupied	\$188.7 M	\$226.3 M	\$234.0 M	\$274.0 M	\$266.4 M	\$206.2 M
Commercial Vacant	\$11.0 M	\$11.0 M	\$9.7 M	\$9.3 M	\$9.3 M	\$9.0 M
Industrial Occupied	\$55.5 M	\$53.0 M	\$54.9 M	\$59.2 M	\$59.2 M	\$60.9 M
Industrial Vacant	\$1.8 M	\$1.8 M	\$1.9 M	\$2.0 M	\$2.0 M	\$2.4 M

Source: Revenue Office



## CITY of BROCKVILLE HOSPITALITY SECTOR

	2005	2006	2007	2008	2009	2010
Commercial Accommodation Occupancy	56.79%	48.32%	53.38%	52.76%	45.51%	51.93%
Total Boaters:						
Visitations	1,270	1,163	1205	1081	1167	1058
Nights	1,710	1,835	1792	1586	1628	1502
Total Island:						
Visitation	502	360	149*	150*	65*	241
Nights	562	457	190*	205*	108*	331
Total Campers:						
Visitations	760	620	619	372	427	341
Nights	1398	1303	1315	1035	853	737

Source: Brockville Chamber of Commerce, Economic Development Office, Parks & Rec Dept.

\* Staff changes decreased fee collections, not the demand for island visits.

(Island seasonal pass holder use is not included in Island statistics)

## BRIDGE TRAFFIC REPORT

Bridge:	2005	2006	2007	2008	2009	2010
Johnstown/Ogdensburg	505,650	510,798	509,513	554,606	555,802	572,324
1000 Islands/Ivy Lea	2,068,514	2,053,828	2,121,666	2,620,225	1,989,274	2,077,872

Source: Direct call

## TOURISM GENERAL

	2005	2006	2007	2008	2009	2010
Tourism "Walk-In" Inquiries	30,155	29,270	42,095	*26,379	*26,610	24,414
Information packages mailed	484	476	400	444	365	381
Website Hits	45,212	109,759	138,012	145,000	140,479	236,087

Source: Brockville and District Chamber of Commerce Tourism Office \*Walk-ins for 2009 were down significantly due to having only the Tourism office open (not Blockhouse Island stand) on weekends from Labour Day through Thanksgiving. \*\* As of new website launch in May (to December 2009)



**SEPTEMBER 06 2011**

**REPORT TO FINANCE AND OPERATIONS COMMITTEE – September 20 2011**

**2011-091-09**

**SALE OF SURPLUS CITY LAND**

**AIRPORT COMMISSION**

**RECOMMENDED**

That pursuant to By-law Number 103-2005 being a Bylaw to Establish Procedures for the Sale of Municipal Land that Council declare the City owned property located at 66 Perth St. located in the Village of Lyn, Elizabethtown-Kitley Township as property surplus to the City needs; and

That the City owned property located at 66 Perth St. located in the Village of Lyn, Elizabethtown-Kitley Township be sold; and

That the profits from the sale of the City owned property located at 66 Perth St. located in the Village of Lyn, Elizabethtown-Kitley Township be allocated to a Brockville -1000 Islands Regional Tackaberry Airport capital budget reserve account to offset the cost of a capital project that will be presented during the 2012 Capital Budget process.

**PURPOSE**

To generate revenue to offset future airport capital projects.

**BACKGROUND**

On October 1, 1982 the City of Brockville purchased property located at 66 Perth St. in the Village of Lyn for \$8,000. Attached to this report as Schedule A is a general site location map of the property. At the time of purchase, a survey was completed. It was originally purchased for the installation of a navigational tower for the airport. The tower was never installed and the airport has no future plans or need for this property.

**ANALYSIS/OPTIONS**

The current MPAC value of the property is \$26,025. The preferred method of the sale of the property would be through a real estate agent. If sold, the purchaser would have to comply with all Elizabethtown-Kitley Township zoning requirements for the intended use of the property.

## POLICY IMPLICATIONS

The sale of City owned property must comply with By-law Number 103-2005 being a Bylaw to Establish Procedures for the Sale of Municipal Land.


## FINANCIAL CONSIDERATIONS

The current MPAC value of the property is \$26,025, however, if sold the revenue generated from the sale of this property will be dependent on what the market will bear less incurred expenses.

The Airport Commission is requesting that all revenues realized from the sale of this property be allocated to a Brockville -1000 Islands Regional Tackaberry Airport capital budget reserve account to offset the cost of a capital project that will be presented during the 2012 Capital Budget process.

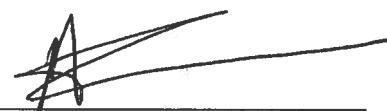
## CONCLUSION

The city should declare this property as surplus to city needs and sell it.

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

  
B. Williams  
Airport Commission Chairman

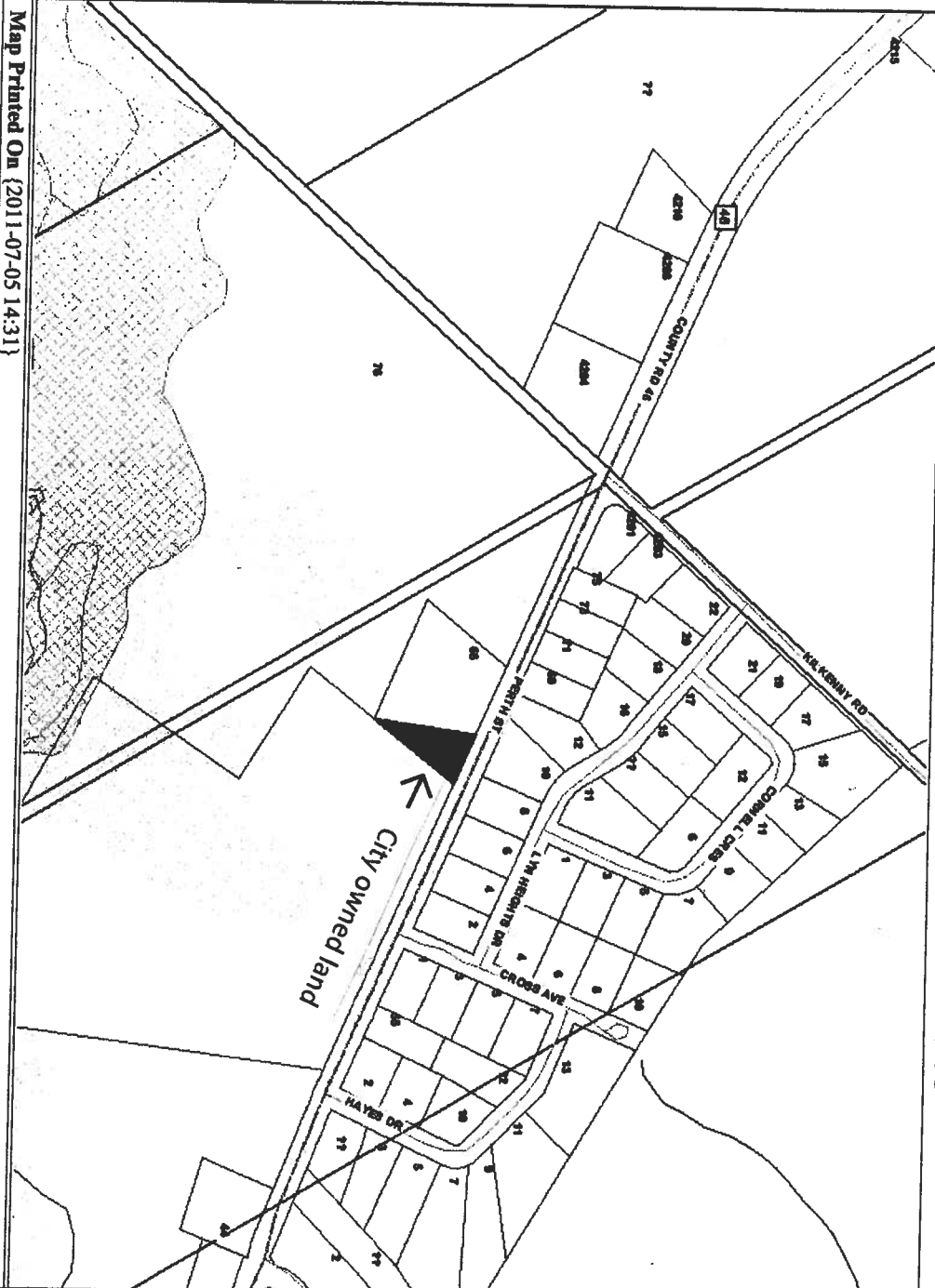
\_\_\_\_\_  
D. Cyr  
Director of Finance

  
B. Casselman  
City Manager



# TOWNSHIP OF ELIZABETHTOWN-KITLEY

City of Brockville parcel, roll 0801  
000 0250910



Map Printed On {2011-07-05 14:31}

**Disclaimer** This map is illustrative only. Do not rely on it as being a precise indicator of routes, locations of features, nor as a guide to navigation. Designed and produced by: United Counties of Leeds & Grenville. Source of information: UTM, Grid Zone 18, NAD 1983, with data supplied under licence by members of the Ontario Geospatial Data Exchange (OGDE), and Teranet inc. Queens Printer of Ontario.

## Legend

- |  |                            |  |                              |
|--|----------------------------|--|------------------------------|
|  | Cemetery                   |  | Private Transfer             |
|  | Civic Address              |  | Unimproved                   |
|  | Public Station             |  | Water Bodies                 |
|  | Community Center/Assembly  |  | Drainage                     |
|  | Daycare Center             |  | Railway                      |
|  | EMS Station                |  | Land Parcel                  |
|  | Municipal Facility         |  | Historic Properties          |
|  | Municipal Office           |  | Local Heritage               |
|  | Municipal Garage           |  | Ontario Heritage Designation |
|  | County Garage              |  | National Park                |
|  | Library                    |  | Provincial Park              |
|  | Environmental Service      |  | Pits and Quarries            |
|  | Medical Center             |  | Wetlands                     |
|  | Ontario Early Years School |  | Significant Woodlands        |
|  | Transportation Numbers     |  | Municipal Boundary           |
|  | Transportation 1-800       |  |                              |
|  | Transportation Network     |  |                              |
|  | Provincial Hwy 4 Ln        |  |                              |
|  | Provincial Hwy 2 Ln        |  |                              |
|  | 1000 Islands Pkwy          |  |                              |
|  | County Rd                  |  |                              |
|  | Arterial St                |  |                              |
|  | Local St                   |  |                              |
|  | Thousand Islands Ferry     |  |                              |
|  | Municipal Rd               |  |                              |
|  | Private Rd                 |  |                              |
|  | Water Bodies               |  |                              |
|  | Drainage                   |  |                              |
|  | Lot and Concession         |  |                              |
|  | Waste Deposit              |  |                              |
|  | Channel                    |  |                              |
|  | Open                       |  |                              |
|  | Open/Transfer              |  |                              |
|  | Closed/Transfer (rows)     |  |                              |

September 12, 2011

**REPORT TO FINANCE, ADMINISTRATION & OPERATIONS COMMITTEE –  
SEPTEMBER 20, 2011**

**2011-092-09  
STATISTICAL COMPARISONS OF  
2011 TAX RATES  
FILE: F22-48**

**D. CYR  
DIRECTOR OF FINANCE  
L. MURRAY  
ADMINISTRATIVE COORDINATOR**

**RECOMMENDATION**

THAT the statistical comparison of 2011 Tax Rates be received [Attachment 1 to Report # 2011-092-09] for information purposes.

**PURPOSE**

To allow Council to review the City of Brockville's tax rates with the eleven designated comparator municipalities, and assist with the 2012 Budget Process.

**BACKGROUND / ANALYSIS**

These statistics are completed annually for Council and illustrate the combined municipal and education tax rates.

When comparing tax rates with other municipalities it is important to take into consideration what services are being provided as well as the level of service. For example is public transit available? What is the level of garbage pick-up, if any? Are the fire fighters volunteer or full time employees? Is it a separated municipality?

The eleven comparator municipalities, established by Council in 2004, have been chosen based primarily upon having comparable circumstances, services and responsibilities as the City of Brockville.

Some municipalities, including three of the designated comparators – Belleville, Kingston and Quinte West – establish "area" tax rates based upon the specific services provided in that section of their municipality. These area tax rates are shown on Attachment #1 to Report 2011-092-09 but only the area that is deemed the best comparable to the City of Brockville is illustrated on Attachments 2, 3 and 4 to Report # 2011-092-09.

Municipalities have some control over the tax rates in setting the municipal levy and tax ratios however, it is the Province which determines the education tax rates for each municipality in Ontario. The municipalities in this analysis do not all have the same education tax rates.

As shown in Attachment 1 to Report # 2011-092-09, Brockville's tax rates fall in the upper half of the eleven comparator municipalities for residential and industrial property classes and midway for the commercial tax class. This demonstrates Brockville's tax

rates are still competitive in relation to the tax rates in the study; however, the City's rates are starting to move towards the higher end of the comparators.

	Comparator Rating for	
	2010	2011
Residential	7 <sup>th</sup>	8 <sup>th</sup>
Commercial	8 <sup>th</sup>	6 <sup>th</sup>
Industrial	6 <sup>th</sup>	7 <sup>th</sup>

## POLICY IMPLICATIONS

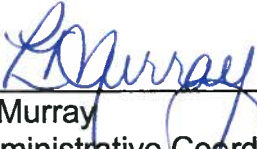
There are no policy implications.


## FINANCIAL IMPLICATIONS


There are no financial implications.

## CONCLUSION

Competitive tax rates are an important component of the City's strategic plan as it relates to fiscal sustainability. The information provided within this report can be very useful during the budget process and when implementing taxation policies. It clearly shows where Brockville's taxation strategies stand within the demographics of the area.

  
\_\_\_\_\_  
L. Murray  
Administrative Coordinator

  
\_\_\_\_\_  
D. Cyr  
Director of Finance

  
\_\_\_\_\_  
B. Casselman  
City Manager

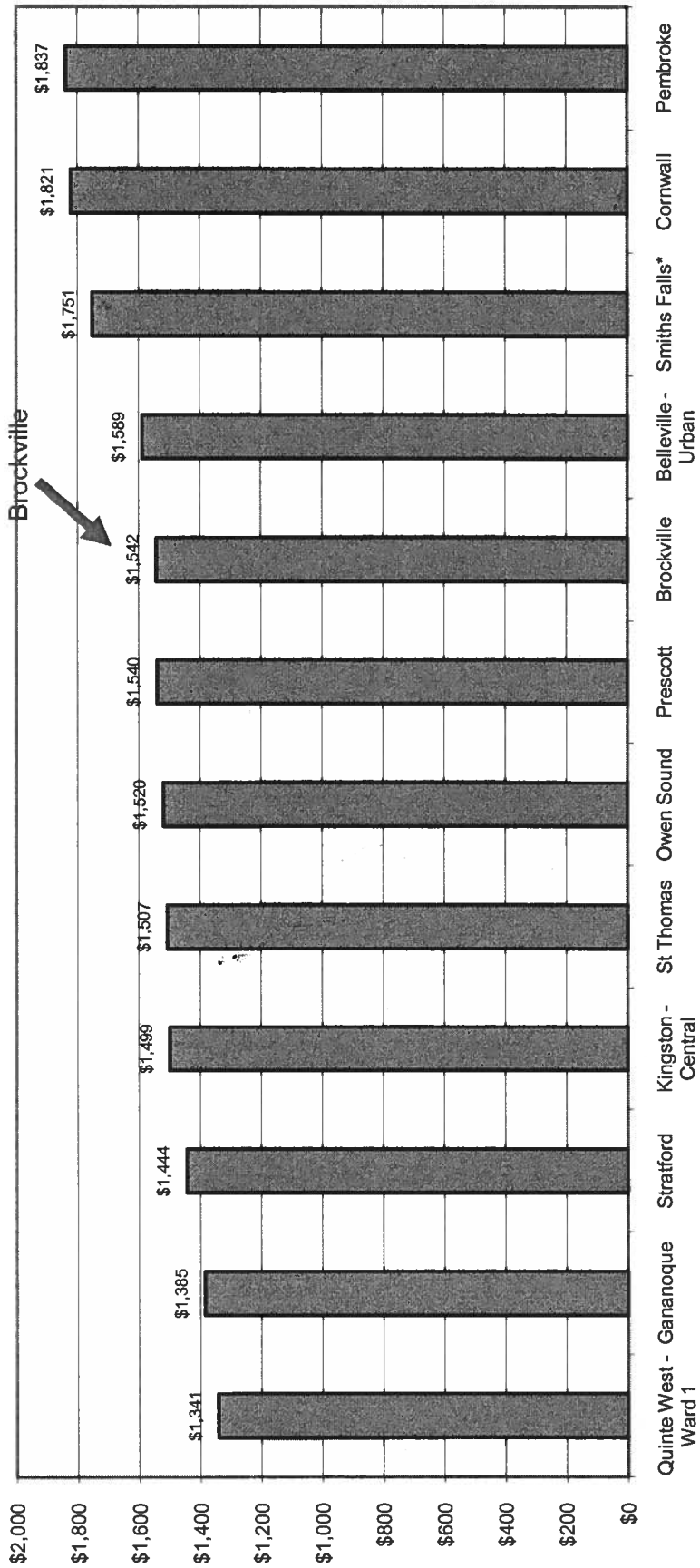
COMPARISON OF 2011 TAX RATES FOR ONTARIO MUNICIPALITIES

Municipality	Residential	Multi-Residential	New Multi-Residential	Farmlands	Managed Forests	Commercial Occupied	Commercial Vacant	Commercial New Construct	Commercial - New Construct Vacant	Industrial Occupied	Industrial Vacant	Industrial New Construct	Industrial - New Construct Vacant	Pipelines
Quinte West - Ward 3	0.011672500	0.022252100		0.002918100	0.002918100	0.030094400	0.021066100	0.027604200	0.019322900	0.042200700	0.027430400	0.036100700		0.021950900
Quinte West - Ward 2	0.012033500	0.023021200		0.003008400	0.003008400	0.030649900	0.021454900	0.028159700	0.019711700	0.043083800	0.028004500	0.036983800		0.022284600
Quinte West - Ward 4	0.012199200	0.023374000		0.003049800	0.003049800	0.030904800	0.021633300	0.028414600	0.019887100	0.043489000	0.028267900	0.037389000		0.022437600
Belleville - Rural	0.012478170	0.027833740	0.012478170	0.003119540	0.003119540	0.036813950	0.025769760	0.032813950	0.022969760	0.041838270	0.027194880	0.037703600	0.024507340	0.026793440
Quinte West - Ward 1	0.013414900	0.025963500		0.003353700	0.003353700	0.032775100	0.022942600	0.030284900	0.021199400	0.046462600	0.030200700	0.040362600		0.023560900
Kingston - East	0.013593970	0.029956940	0.013442860	0.003360720	0.003360720	0.038106710	0.026674690	0.035343070	0.024740140	0.048579420	0.031576630	0.042579420	0.027676630	0.028677860
Gananoque	0.013854700	0.024256500		0.003463700	0.003463700	0.039396500	0.027577600	0.035396500	0.024777600	0.049662500	0.032280700	0.0436662500	0.028380700	0.031527900
Kingston - West	0.013961570	0.030869840	0.013810460	0.003452620	0.003452620	0.038834570	0.027184190	0.036070930	0.025249640	0.049546230	0.032205050	0.043546230	0.028305050	0.029108990
Stratford	0.014437150	0.028430680		0.003609290	0.003609290	0.041262510	0.028883760	0.037262510	0.026083760	0.055438260	0.036034870	0.049438260	0.032134870	0.032631740
Belleville - Cannifton Rural	0.014446030	0.032773390	0.014446030	0.003611510	0.003611510	0.040590520	0.028413360	0.036590520	0.025613360	0.048561130	0.030264740	0.042426460	0.027577200	0.029221180
Kingston - Central	0.014989680	0.033422990	0.014838570	0.003709640	0.003709640	0.040870210	0.028609140	0.038106570	0.026674590	0.052250130	0.033962590	0.046250130	0.030062590	0.030314750
St Thomas	0.015067500	0.034187220		0.003766870	0.003766870	0.041978630	0.029385040	0.038145140	0.026701600	0.047724640	0.031021020	0.041724640	0.037668700	0.025614370
Owen Sound (Lower Tier)	0.015197780	0.036333740	0.020883830	0.003799450	0.003799450	0.043508140	0.030455700	0.040763470	0.028534430	0.049798690	0.032369150	0.048686880	0.059309370	0.0559309370
Prescott	0.015397170	0.026610960		0.003849290	0.003849290	0.045472870	0.031831010	0.041823880	0.027275035	0.054686880	0.035546470	0.048686880	0.033079710	0.033079710
Brockville	0.015417424	0.025510141	0.015417424	0.003854356	0.003854356	0.042964336	0.030075035	0.038964336	0.027275035	0.053740556	0.034931362	0.038140116	0.038140116	0.038140116
Belleville - Cannifton Urban	0.015441670	0.035272630	0.015441670	0.003860420	0.003860420	0.042501290	0.029750890	0.038501290	0.026950890	0.048950690	0.031817950	0.044816020	0.029130410	0.030450350
Belleville - Urban	0.015882500	0.036393620	0.015888250	0.003972060	0.003972060	0.043358330	0.030350820	0.039358330	0.027550820	0.050022480	0.032514620	0.045887810	0.029827080	0.031001420
Smiths Falls*	0.017514490	0.033491370		0.004378620	0.004378620	0.047193620	0.033035530	0.039358330	0.027550820	0.059033260	0.038371620	0.037446060	0.029827080	0.037446060
Cornwall	0.018206430	0.039653890		0.004551600	0.004551600	0.048536480	0.033975540	0.045199010	0.031639310	0.081107610	0.039719950	0.081594560	0.053036460	0.040802090
Pembroke	0.018388580	0.033838930		0.004592150	0.004592150	0.049199010	0.034439310	0.045199010	0.031639310	0.087594560	0.056936460	0.081594560	0.053036460	0.036623500

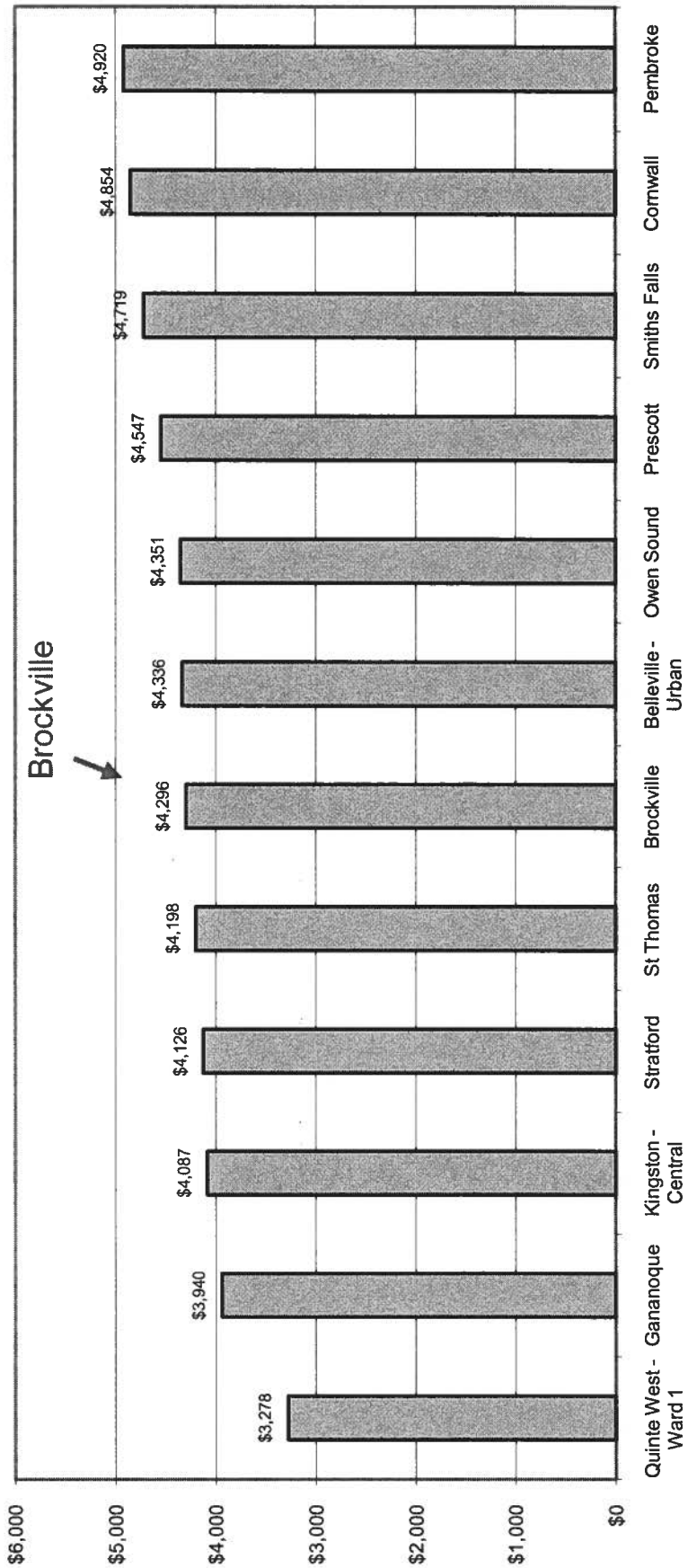
Note: Data sorted by Residential rate and includes Education Rates.

\* different industrial rates based upon value of assessment under \$1,500,000

**Comparison of 2011 Residential Taxes**  
(Based on \$100,000 of assessment)

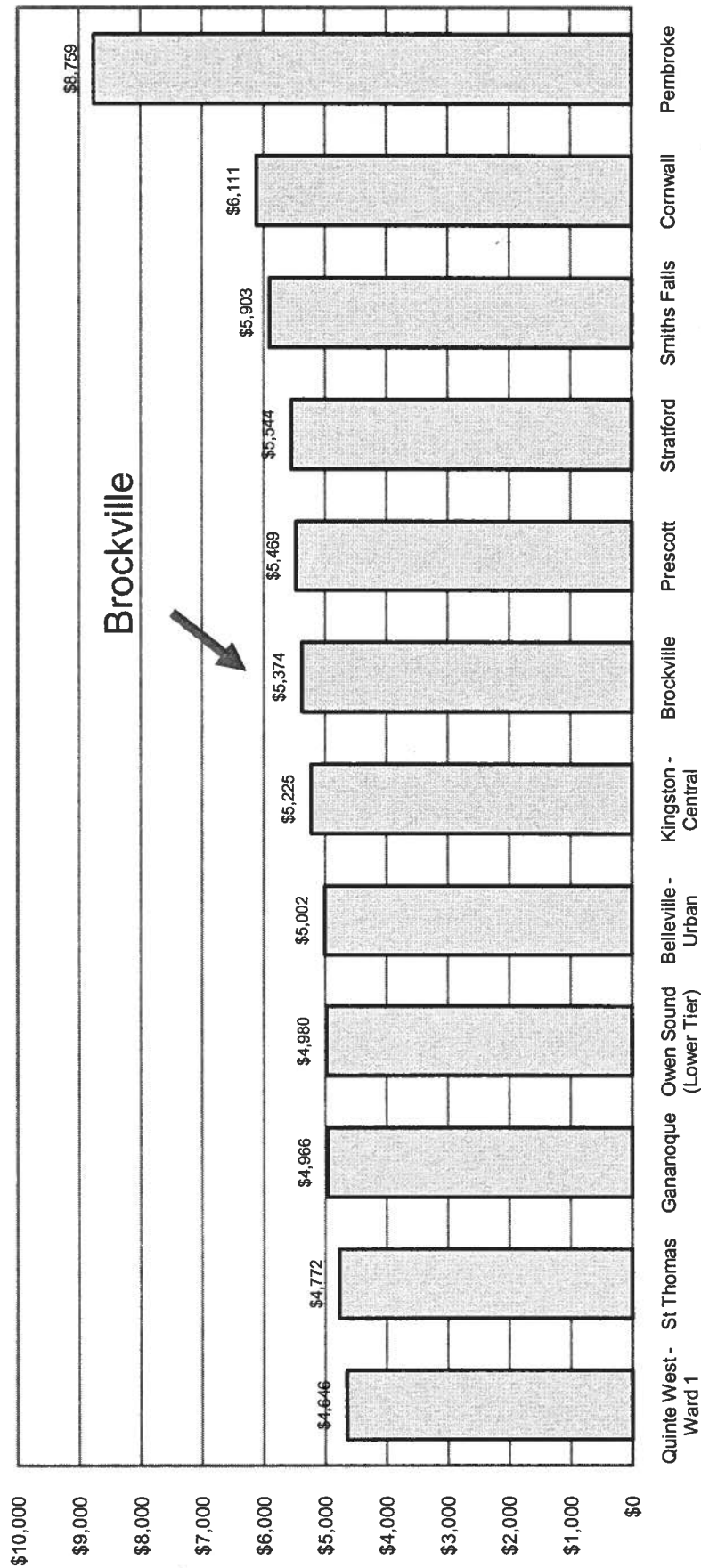


**Comparison of 2011 Commercial Taxes**  
(based on \$100,000 of assessment)





### Comparison of 2011 Industrial Tax Rates (based on \$100,000 of assessment)



September 14, 2011

**REPORT TO FINANCE, ADMINISTRATION & OPERATIONS COMMITTEE –  
SEPTEMBER 20, 2011**

**2011-094-09  
VARIANCE REPORT AT AUG 31, 2011  
FILE: F05-43**

**D. CYR, DIRECTOR OF FINANCE  
D. GORDON, FINANCIAL  
ANALYST - GENERAL  
L. WHITE, MANAGER OF  
STRATEGIC INITIATIVES**

**RECOMMENDATION**

THAT Council receives the Variance Report as of August 31<sup>st</sup>, 2011 for information purposes.

**PURPOSE**

To report to Council the City of Brockville's financial position as of August 31<sup>st</sup>, 2011.

**BACKGROUND**

The City's Corporate Financial Controls which Council adopted on April 26<sup>th</sup>, 2005 requires that a variance analysis of forecasted year-end surpluses/deficits be conducted as of June 30<sup>th</sup>, September 30<sup>th</sup> and November 30<sup>th</sup>. An interim year end variance is to be prepared by January 31<sup>st</sup>. The analysis is to be conducted at a sufficient level of detail so that variances of line item activities may be identified in conjunction with the parameters set by the Budgetary Control By-Law.

Staff continues to prepare the variances for the 2011 fiscal year for Council's review a month earlier than customary due to the previously projected deficit as well as to receive updated information prior to commencing the 2012 budget process later this fall.

**ANALYSIS / FINANCIAL IMPLICATIONS**

This report represents the Analyses of Operating Budgets – General, Water and Wastewater which is provided for information purposes. Attachment #1 is a detailed variance analysis for each department.

As per Council direction, staff reviewed the financial status of their departments to plan and implement the appropriate actions necessary to mitigate any shortfalls as were projected in the May 2011 variance report. The result has been a decrease in the estimated operating deficit by approximately \$197,450.

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### Operating Budget

The current projection for the City is a deficit of \$9,882. The main contributors to the change in the variance are as follows:

- ◆ Departments have deferred and/or cancelled attendance at training and professional development conferences
- ◆ Bingo license revenues are showing a \$57,300 deficit due to the closing of the Bingo Hall as of the end of June.
- ◆ Reduction in the initial deficit associated with charity and vacancy rebates from \$51,000 to \$11,000
- ◆ Net surplus anticipated under Criminal Record Check program of \$71,500
- ◆ Savings realized from no material or contract services utilized for weed control – \$13,700
- ◆ Good summer weather has resulted in higher than anticipated revenues from camping and mooring on the City's islands; seasonal docking at Tunnel Bay / Price Park in the amount of \$9,300
- ◆ Contract position in Building postponed to alleviate deficit – resulting in surplus of \$41,500

### Waste Water Rate Administration Budget

The anticipated variance for the wastewater rate administration is a deficit of \$221,250 mainly attributed to a revenue deficit which is currently being investigated by staff.

### Water Rate Administration Budget

Anticipated variance for the water rate administration is a deficit of \$33,748 mainly attributed to costs associated with hydrant maintenance.

### Capital Budget

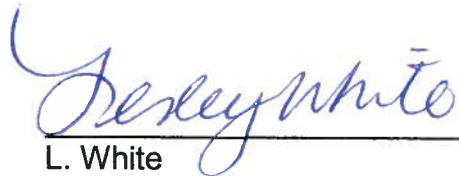
This report illustrates all outstanding capital projects. Please note that not all of the debentures associated with these projects have been issued but are included as part of the carry-forward balances from previous years.

## CONCLUSION

Staff has been working diligently in attempts to mitigate their shortfall variances early in the fiscal year in order to avoid a deficit at yearend. It is also important for Council to be updated on the City's financial position in order to assist in their decision making processes – especially with the upcoming 2012 budget process.



D. Gordon  
Financial Analyst – General



L. White  
Manager of Strategic Initiatives



D. Cyr, Director of Finance



B. Casselman, City Manager

**City of Brockville  
Treasurer's Report  
Projected Year End Surplus (Deficit)  
Operating Budget - Tax Rate  
For the period ending August 31, 2011**

	<b>EXPENDITURES</b>	<b>REVENUES</b>	<b>PROJECTED NET YEAR END SURPLUS (DEFICIT)</b>
<b>CITY MANAGEMENT &amp; SERVICES</b>			
Administration	0	0	0
Animal Control	0	4,778	4,778
Arts Centre	10,000	(10,000)	0
Clerk	10,200	(70,969)	(60,769)
Computer Services	(436)	0	(436)
Corporate Finance	(31,000)	14,600	(16,400)
Economic Development	8,100	0	8,100
Environmental Services	18,400	(21,000)	(2,600)
Facilities	(32,000)	17,300	(14,700)
Finance - Administration	6,112	500	6,612
Fire	(5,180)	25,000	19,820
Fleet	(44,684)	55,854	11,170
Human Resources	10,300	0	10,300
Mayor and Council	(800)	0	(800)
Operations Administration	2,250	0	2,250
Parking	0	0	0
Parks	5,584	8,788	14,372
Planning	43,699	(5,671)	38,028
Public Works	(16,925)	(14,095)	(31,020)
Tourism	0	0	0
Transportation Services	(48,490)	12,500	(35,990)
	<b>(64,870)</b>	<b>17,585</b>	<b>(47,285)</b>
<b>CITY BOARDS &amp; COMMISSIONS</b>			
Airport	(535)	1,938	1,403
Cemetery	(4,300)	4,300	0
Committee of Adjustment	0	0	0
Heritage Brockville	0	0	0
Library	0	0	0
Museum	(3,500)	0	(3,500)
Police	(90,800)	130,300	39,500
	<b>(99,135)</b>	<b>136,538</b>	<b>37,403</b>
<b>Outside Boards</b>			
Conservation Authority	0	0	0
Downtown Board (DBIA)	0	0	0
Health Unit	0	0	0
St. Lawrence Lodge	0	0	0
	<b>0</b>	<b>0</b>	<b>0</b>
<b>Joint Service Charges</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Charges</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PROJECTED YEAR END SURPLUS/(DEFICIT)</b>	<b>(164,005)</b>	<b>154,123</b>	<b>(9,882)</b>

**VARIANCE ANALYSIS  
FOR THE MONTH ENDING AUGUST 31, 2011**

**Projected for December 31st**

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>ADMINISTRATION (City Manager)</b>					
No variances to report at this time.					
<b>TOTAL VARIANCE FOR ADMINISTRATION</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ANIMAL CONTROL</b>					
Dog Licences - Successful door to door sales			4,778		4,778
<b>TOTAL VARIANCE FOR ANIMAL CONTROL</b>	<b>0</b>	<b>0</b>	<b>4,778</b>	<b>0</b>	<b>4,778</b>
<b>BROCKVILLE ARTS CENTRE</b>					
<b>Fees and Service Charges</b>					
More revenue than anticipated for Hall-Room Rental			10,000		10,000
<b>Summer Theatre</b>					
Ticket sale revenue less than expected				(20,000)	(20,000)
Reduction in show expenses	10,000				10,000
<b>TOTAL BROCKVILLE ARTS CENTRE VARIANCE</b>	<b>10,000</b>	<b>0</b>	<b>10,000</b>	<b>(20,000)</b>	<b>0</b>
<b>CLERK</b>					
<b>Licences</b>					
Bingo licence revenue - closure of Bingo Hall				(57,308)	(57,308)
General licences - new license (refreshment cart) and patio licences			1,339		1,339
Vital Statistics - marriage licences (budgeted 230 y/e estim. 180)				(6,000)	(6,000)
Nevada licences - unpredictable				(10,000)	(10,000)
Raffle licences - unpredictable				(1,000)	(1,000)
Wedding Ceremonies			2,000		2,000
<b>Wages and Benefits</b>					
Adjust one position to part-time	6,500				6,500
<b>Office Expense</b>					
Less spending to offset deficit	2,500				2,500
<b>BMAAC expenses</b>					
Less spending to offset deficit	1,200				1,200
<b>TOTAL VARIANCE CLERK'S DEPARTMENT</b>	<b>10,200</b>	<b>0</b>	<b>3,339</b>	<b>(74,308)</b>	<b>(60,769)</b>
<b>COMPUTER SERVICES</b>					
<b>Wages and Benefits</b>					
Overtime/benefits due to vacancy in Network Analyst position		(2,622)			(2,622)
<b>Office Expense</b>					
Software - Radio failure. Holding off on purchase of management tools offset impact of licensing costs and overtime.	2,186				2,186
<b>TOTAL VARIANCE COMPUTER SERVICES DEPARTMENT</b>	<b>2,186</b>	<b>(2,622)</b>	<b>0</b>	<b>0</b>	<b>(436)</b>

**VARIANCE ANALYSIS  
FOR THE MONTH ENDING AUGUST 31, 2011**

**Projected for December 31st**

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>CORPORATE FINANCE</b>					
<b>Money Management</b> Took advantage of investment opportunities to maximize interest revenue			14,000		14,000
<b>Recoveries and Adjustments</b> Tax sale cost recovery generating more revenue than anticipated			600		600
<b>Supplementary Tax</b> Charity Rebate applications higher than anticipated		(11,000)			(11,000)
<b>Other Revenue</b> Interest and Penalty revenue higher than anticipated	30,000				30,000
<b>Capital Administration</b> Deficit anticipated due to Solar Project delay		(50,000)			(50,000)
<b>TOTAL CORPORATE FINANCE VARIANCE</b>	<b>30,000</b>	<b>(61,000)</b>	<b>14,600</b>	<b>0</b>	<b>(16,400)</b>
<b>ECONOMIC DEVELOPMENT</b>					
<b>Human Resources</b> Reduced travel, cancelled OEEDC conference Registration	1,000				1,000
<b>Office Expense</b> Print and publication expenses more efficient, reduced telephone expense	1,600				1,600
<b>Regional Promotions</b> Reduced advertising and contracted services to alleviate City deficit	2,000				2,000
<b>Fireworks/Canada Day</b> Barge costs for Fireworks higher than anticipated		(1,000)			(1,000)
<b>Investment Attraction</b> Reduce attraction activities due to City Deficit	1,500				1,500
<b>Special Projects</b> Post-poned initiatives due to deficit	3,000				3,000
<b>TOTAL ECONOMIC DEVELOPMENT VARIANCE</b>	<b>9,100</b>	<b>(1,000)</b>	<b>0</b>	<b>0</b>	<b>8,100</b>

**VARIANCE ANALYSIS  
FOR THE MONTH ENDING AUGUST 31, 2011**

**Projected for December 31st**

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>ENVIRONMENTAL SERVICES DEPARTMENT</b>					
<b>ADMINISTRATION</b>					
No variance to report at this time					0
<b>ENGINEERING</b>					
<b>Administration</b>					
1) Staff off on long-term disability, resulting in a projected surplus	2,000				2,000
<b>Design Engineering</b>					
1) No overtime staff, resulting in a projected surplus	1,600				1,600
2) Reduction in staff training and subscription renewals	800				800
3) Drafting - reduction in sale of tender documents				(1,000)	(1,000)
4) Drafting - reduction in drafting supplies	2,000				2,000
<b>Field Engineering</b>					
1) Reduction in staff training	1,000				1,000
<b>SOLID WASTE</b>					
<b>Garbage-Landfill</b>					
1) Staff off on long-term disability, resulting in projected surplus	1,000				1,000
2) Resignation of staff; not being replaced, resulting in projected surplus	5,000				5,000
<b>Waste Collection/Disposal</b>					
1) Reduction in sale of Bag tags and large item bag tags, resulting in a deficit.				(20,000)	(20,000)
2) Reduction in advertising, resulting in projected surplus	2,500				2,500
<b>Waste Diversion</b>					
Within budget at this time.					0
<b>Waste Management Recycling</b>					
1) Staff off on long-term disability, resulting in projected surplus	2,500				2,500
<b>TOTAL ENVIRONMENTAL SERVICES VARIANCE</b>	<b>18,400</b>	<b>0</b>	<b>0</b>	<b>(21,000)</b>	<b>(2,600)</b>
<b>FACILITIES DIVISION</b>					
<b>Administration</b>					
Within budget at this time					0
<b>GWMC Building Maintenance</b>					
1) Electricity cost higher than budgeted amount.		(13,000)			(13,000)
2) Repairs to building lower than anticipated.	4,500				4,500
<b>Victoria Building Maintenance</b>					
1) Wages and Benefits lower than anticipated.	6,000				6,000
2) Electricity cost higher than budgeted amount.		(7,500)			(7,500)
3) Repairs to building lower than anticipated.	4,000				4,000
<b>Youth Arena</b>					
1) Fees and Services higher than budgeted amount.			10,000		10,000
2) (a) Surplus reflects minimum staff at facilities during the day time shifts. (b) Day time rentals moved to Memorial Centre were possible.	50,000				50,000
3) Canteens surplus.			1,500		1,500
4) Janitorial surplus.	500				500



**VARIANCE ANALYSIS  
FOR THE MONTH ENDING AUGUST 31, 2011**

Projected for December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>FACILITIES (Continued)</b>					
<b>Memorial Centre</b>					
1) Revenues target reflect a short fall due to prime hours not rented.				(10,000)	(10,000)
2) (a) Deficit due to staff necessary to cover off sick time and vacation time. (b) Projected surplus at Youth Arena at \$30,000 will help off set the deficit being reported under the Memorial Centre.		(78,000)			(78,000)
3) Office expenses - has been keep to a minimum including general advertising of Facilities Events.	5,000				5,000
4) Canteens surplus.			3,500		3,500
5) Snow Removal - Deficit due to excessive snowfall.		(3,500)			(3,500)
6) Community Hall - Additional booking have generated greater revenue.			12,300		12,300
<b>TOTAL FACILITIES DIVISION VARIANCE</b>	<b>70,000</b>	<b>(102,000)</b>	<b>27,300</b>	<b>(10,000)</b>	<b>(14,700)</b>
<b>FINANCE</b>					
<b>Fees and Service Charges</b>					
Revenues higher than anticipated			500		500
<b>Human Resources</b>					
Training and Development reduced to alleviate deficit	2,000				2,000
<b>Wages and Benefits</b>					
Part-time employee hours lower than budget	4,112				4,112
<b>TOTAL VARIANCE FOR FINANCE</b>	<b>6,112</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>6,612</b>
<b>FIRE</b>					
<b>Administration</b>					
Telephone maintenance agreement more than anticipated		(360)			(360)
Natural Gas charges higher due to colder/prolonged winter		(4,000)			(4,000)
Due to recovery of expense from WSIB			25,000		25,000
<b>Fire Prevention</b>					
NFPA Fire Codes subscription cost higher than budgeted		(470)			(470)
<b>Communications</b>					
Uniform Cleaning Allowance higher than expected due to additional personnel		(350)			(350)
<b>TOTAL VARIANCE FOR FIRE</b>	<b>0</b>	<b>(5,180)</b>	<b>25,000</b>	<b>0</b>	<b>19,820</b>

**VARIANCE ANALYSIS  
FOR THE MONTH ENDING AUGUST 31, 2011**

Projected for December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>FLEET &amp; LOGISTICS DIVISION</b>					
<b>Fleet Administration</b>					
1) Projected surplus under Non-Standard Hours due to less after hour calls.	300				300
2) Additional cost for Safe Driver Awards recognition due to number of qualifying employees.		(291)			(291)
3) Reduced the purchase of training materials and supplies.	200				200
4) Office Expenses - (a) Modem and computer line expenses higher than anticipated. (b) Reduced expenditures and purchases in office Equipment Maintenance.	125	(763)			(638)
<b>Inventory Control &amp; Mgmt</b>					
1) Less after hour calls.	300				300
2) Did not attend training courses.	319				319
3) Inventory Control - (a) Additional sales of parts (b) Less obsolete parts sold. (c) Unscheduled upgrade/training required for Coencorp Fuel Management System. (d) Reduced purchases and expenditures under maintenance, stock room repairs, contract services and small equipment.	300	(3,800)	2,700	(2,400)	(3,200)
<b>Fleet Maintenance</b>					
1) (a) Service Maintenance Revenues from out side agents are higher due to increased costing of fuel purchases. (b) Higher service maintenance revenues for internal departments/divisions.			55,554		55,554
2) Indirect Vehicle Accounts - (a) Increased cost of maintaining and operating of second life vehicles. (b) Less after hour calls.	500	(16,464)			(15,964)
3) Direct Vehicle Accounts - Fuel prices higher than budgeted.		(25,410)			(25,410)
<b>TOTAL FLEET SECTION VARIANCE</b>	<b>2,044</b>	<b>(46,728)</b>	<b>58,254</b>	<b>(2,400)</b>	<b>11,170</b>
<b>HUMAN RESOURCES</b>					
<b>Human Resource Management</b>					
A reduction in training for 2011 will result in a surplus	10,300				10,300
<b>TOTAL VARIANCE FOR HUMAN RESOURCES</b>	<b>10,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,300</b>
<b>MAYOR/COUNCIL</b>					
<b>Mayor</b>					
Telecommunications equipment costs higher than budget.		(800)			(800)
Training and professional development and business travel costs higher than budget.		(1,500)			(1,500)
<b>Council</b>					
Training expenses less than budget.	1,500				1,500
<b>TOTAL VARIANCE FOR MAYOR AND COUNCIL</b>	<b>1,500</b>	<b>(2,300)</b>	<b>0</b>	<b>0</b>	<b>(800)</b>
<b>OPERATIONS ADMINISTRATION</b>					
<b>Operations Administration</b>					
Printing, postage and stationary higher than expected.		(2,000)			(2,000)
<b>PARKS SECTION</b>					
<b>Administration</b>					
1) Training/subscription expenditures reduced	1,250				1,250
2) Professional services expenditures reduced	3,000				3,000
<b>TOTAL ADMINISTRATION DIVISION VARIANCE</b>	<b>4,250</b>	<b>(2,000)</b>	<b>0</b>	<b>0</b>	<b>2,250</b>

**VARIANCE ANALYSIS  
FOR THE MONTH ENDING AUGUST 31, 2011**

Projected for December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>PARKS</b>					
<b>Administration</b>					
1) Human Resource Mgt - (a) Less replacement safety clothing required for staff. (b) Non mandatory training deferred.	1,199				1,199
<b>Garage Maintenance</b>					
1) Human Resource Mgt - (a) Less replacement safety clothing required for union personnel. (b) Annual clothing issued cost less than budgeted amount.	1,450				1,450
2) Garage Maintenance expenses higher than anticipated.		(12,142)			(12,142)
3) Grass Cutting - Unbudgeted cutting of Gainford & Legion ball fields.		(4,875)			(4,875)
4) Equipment Training - Non mandatory training deferred.	2,791				2,791
<b>Green House</b>					
1) Plants - Cost of tulip bulbs and bedding plants less than budgeted amount.	2,122				2,122
<b>Priority Parks</b>					
1) Grounds Maintenance - (a) No material or contract services utilized for weed control. (b) Less fountain work required.	11,000				11,000
<b>Community Parks - Operating</b>					
1) Grounds Maintenance - No material or contract services utilized for weed control.	2,706				2,706
<b>Athletic Fields - Operating</b>					
1) One week of rentals were cancelled at start of season due to wet field conditions.			500		500
2) Ground Maintenance (a) Brushing at fence lines at soccer fields/ball fields cost more than budgeted amount. (b) Cleanup at swales between M2 & M3 incurred additional costs, therefore resulting in a projected year end deficit.		(3,337)			(3,337)
<b>Community Rinks</b>					
1) Outdoor Ice Maintenance - Mild weather in late December/early January resulted in late January rinks start up and resulted in less labour expended.	5,329				5,329
2) Snow Plowing - Parking lots plowing initiated as per other parking lots in winter maintenance policy, therefore, less plowing for small snowfalls required.	5,510				5,510
<b>St. Lawrence Park</b>					
1) Less material (ice/janitorial supplies) and contract services for building repairs required.	1,397				1,397
<b>Trees</b>					
1) Tree Maintenance - Cleanup/removal of downed/damaged trees due to April, May and June resulted in unbudgeted charges.		(12,000)			(12,000)

**VARIANCE ANALYSIS  
FOR THE MONTH ENDING AUGUST 31, 2011**

Projected for December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>PARKS (Continued)</b>					
<b>Islands</b>					
1) Hot/dry summer resulted in additional camping and mooring on islands.			4,000		4,000
2) Grounds Maintenance - No additional labour required to assist regular crew with brushing/crib repairs.	6,614				6,614
<b>Aquatics</b>					
Within budget at this time.					0
<b>Tunnel/Bay/Price Park</b>					
1) Less ice and laundry use sales than anticipated.				(1,035)	(1,035)
2) Seasonal docking brought in more revenue than anticipated.			5,323		5,323
<b>Riverfest/ Seasonal Lighting</b>					
1) Riverfest - Less labour expended as Riverfest one day shorter than previous years (no activities on Thursday).	723				723
2) Seasonal Lighting - Additional labour required (particularly overtime) to carry out required duties.		(2,903)			(2,903)
<b>TOTAL PARKS SECTION VARIANCE</b>	<b>40,841</b>	<b>(35,257)</b>	<b>9,823</b>	<b>(1,035)</b>	<b>14,372</b>
<b>PARKING</b>					
No variance to report at this time					
<b>RENTAL PROPERTIES</b>					
No variance to report at this time					
<b>TOTAL PARKING/RENTAL PROPERTIES VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PLANNING</b>					
<b>Fees and Service Charges</b>				(10,000)	(10,000)
<b>Wages and Benefits</b>					
Recovery of expense			4,329		4,329
Part time wages		(2,836)			(2,836)
<b>BUILDING</b>					
<b>Wages and Benefits</b>					
Full time wages - Contract position postponed to alleviate deficit	32,821				32,821
Benefits	8,714				8,714
Training and professional development	5,000				5,000
					0
<b>TOTAL PLANNING &amp; BUILDING SECTIONS VARIANCE</b>	<b>46,535</b>	<b>(2,836)</b>	<b>4,329</b>	<b>(10,000)</b>	<b>38,028</b>

**VARIANCE ANALYSIS  
FOR THE MONTH ENDING AUGUST 31, 2011**

**Projected for December 31st**

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>PUBLIC WORKS</b>					
<b>Roadside Maintenance</b>					
1) (a) Work & Customer Services - Less work, ie. Curb cutting, required by outside agencies/individuals. (b) Less Work requested by outside agencies/individuals.	3,679			(5,265)	(1,586)
2) Boulevards - (a) Unbudgeted repair on Scafe Avenue (b) Additional expenses incurred repairing areas damage during winter maintenance operations.		(4,622)			(4,622)
3) DBIA Area -(a) Replacement of damage granite tree protector resulted in additional expenditures. (b) Additional finger signs requested to be installed by DBIA.		(1,787)			(1,787)
4) Litter Pickup - With elimination of temporary for Sept. - Nov., full time operator has to be assigned. Offset by reduced labour costs in other areas.		(6,941)			(6,941)
5) Guard Rails/Fencing - Fencing at GWMC compound deferred. (b) No further materials purchased.	11,500				11,500
6) Railway Crossing Improvement - (a) Perth Street Crossing rehab may not be undertaken in 2011, therefore resulting in a projected year end surplus. (b) Pedestrian gate crossing maintenance fee less than initially advised by CN.	7,812				7,812
7) Riverfest Activities - Less labour expended as Riverfest 1 day shorter than previous years. (no activities on Thursday).	1,144				1,144
<b>Roadway Maintenance</b>					
1) Hot Patch - Unable to complete total program due to manpower allotment reduction and commitment to other projects.	9,860				9,860
2) Cold Patch - A wet spring resulted in major frost-related pothole reoccurrences in roadways.		(21,172)			(21,172)
3) Road Grading - No crossfall improvements carried out this year, resulting in a projected year end surplus.	7,303				7,303
4) Dust Control - No dust control anticipated to be carried out, resulting in a projected year end surplus.	609				609
5) Road Cut Permits/Inspections - Unbudgeted purchase of excavation permit and buried plant forms.		(865)			(865)
6) Street Cleaning - Students decided to terminate employment one week early.	1,353				1,353
<b>Traffic Maintenance</b>					
1) Zone Painting - (a) Wet weather incurred additional labour costs. (b) Additional hand machine painting for micro seal and asphalt overlay areas.		(12,758)			(12,758)
2) Signs Street Name - Less street name sign replacement required.	1,367				1,367
<b>Winter Control - Roads</b>					
1) Snow Removal -If average snowfall for November/December occurs a deficit will result.		(35,907)			(35,907)

**VARIANCE ANALYSIS  
FOR THE MONTH ENDING AUGUST 31, 2011**

**Projected for December 31st**

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>PUBLIC WORKS (Continued)</b>					
2) Abrasive Application - (a) More minor plowing utilized as numerous snowfalls less than 2.5" minimum to undertake major plowing operation. (b) Budget based on 178 cm yearly snowfall.		(6,904)			(6,904)
<b>Winter Controls – Sidewalks</b>					
1) Snow Plowing - (a) More sidewalk plowing due to frequent snowfalls. (b) Budget based on 178 cm yearly snowfall.		(4,200)			(4,200)
3) Abrasive Application - (a) Less sidewalk sanding due to snowfall covering sidewalks. (b) Budget based on 178 cm yearly snowfall.	2,106				2,106
<b>Administration</b>					
1) Human Resources - (a) Less replacement safety clothing required. (b) Non mandatory training deferred.	2,809				2,809
<b>Public Works Garage Operating</b>					
1) Additional work requested by other departments with cost to be absorbed by Public Works.		(3,804)			(3,804)
2) Human Resources - (a) Less replacement safety clothing required. (b) Annual Shirt and pant allotment cost less than budgeted amount.	1,911				1,911
3) Equipment Training - Insufficient contract funding for contract trainer. Surplus labour resulted.	2,340				2,340
4) Yard Maintenance - Due to labour allotment reduction, unable to complete total program.	3,000				3,000
5) Work & Customer Services - (a) Charges not being inputted when other Department employees utilized equipment. (b) Due to vacation/sick days/other work commitments so work requested by other Department had to be contracted out which reduced equipment revenue.				(8,830)	(8,830)
6) Vehicle Maintenance - Less equipment repair required to be carried out than anticipated between May and August.	5,250				5,250
<b>Storm Water Maintenance</b>					
1) Catch Basin Cleaning - Less labour than anticipated to carry out cleaning program.	1,859				1,859
2) Ditches and Culverts - (a) Cost for Fairway ditching projects less than budgeted. (b) Hillcrest ditching project deferred.	22,627				22,627
3) Creek Maintenance - Numerous severe windstorms caused additional fallen tree removal from creek system.		(4,494)			(4,494)
<b>TOTAL PUBLIC WORKS SECTION VARIANCE</b>	<b>86,529</b>	<b>(103,454)</b>	<b>0</b>	<b>(14,095)</b>	<b>(31,020)</b>
<b>TOURISM</b>					
No variances to report at this time.					
<b>TOTAL VARIANCE FOR TOURISM</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**VARIANCE ANALYSIS  
FOR THE MONTH ENDING AUGUST 31, 2011**

Projected for December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>TRANSPORTATION DIVISION</b>					
<b>TRANSIT SECTION</b>					
<b>Transit Administration</b>					
1) Projected year end ridership up 3,000 rides over last year			15,000		15,000
2) Human Resource - did not attend meeting	1,500				1,500
3) Office expenses - reduced printing cost	1,000				1,000
<b>Transit Operating</b>					
1) Promotional cost reduced	1,000				1,000
2) Bus Stop Signs - Projected surplus at year end provided no vandalism	3,500				3,500
3) Winter Control Bus Stop - Projected deficit being reported based on estimated winter control in November and December		(3,500)			(3,500)
<b>Transit - Para</b>					
1) Projected year end ridership 1,500 below budget estimate due to first complete year with new contract and 2 buses				(2,500)	(2,500)
2) Human Resource - did not attend meeting	1,000				1,000
<b>PEDESTRIAN &amp; VEHICLE INFRASTRUCTURE</b>					
<b>PVI- Supervisory Administration</b>					
1) Software renewal less than budget amount	400				400
<b>PVI- Field Services</b>					
1) Field Services - (a) Wages & Benefits - Student (offset in Env. Services - Engineering) (b) less allocated to Capital than was budgeted. c) Overlap of replacement wages to cover maternity leave.		(30,099)			(30,099)
2) Human Resource - attend two workshops		(217)			(217)
<b>Traffic Control</b>					
1) Traffic Signals - a) Damages due to windstorms. B) Vehicle hit and damaged signals - driver/car not known, unable to recover costs.		(22,099)			(22,099)
2) Traffic & Transportation Survey - based on anticipated year end hours	1,022				1,022
3) Traffic Counting program - a) Completed for the year, expenses lower than anticipated. B) More student hours used than full time staff hours	1,253				1,253
<b>Crossing Guards</b>					
Within budget at this time.					0
<b>Street Lighting</b>					
1) Street Light Maintenance - Damage and replacement of structurally unsound poles due to windstorms		(12,000)			(12,000)
2) Street Lighting Improvements - Not to be spent to overall City deficit.	3,931				3,931
<b>Roadways</b>					
1) Bridges and Culvert Inspection - full time hours allocated elsewhere	1,115				1,115
2) Roads Reconstruction - full time hours allocated elsewhere	3,704				3,704
<b>TOTAL TRANSPORTATION VARIANCE</b>	<b>19,425</b>	<b>(67,915)</b>	<b>15,000</b>	<b>(2,500)</b>	<b>(35,990)</b>
<b>AIRPORT</b>					
1) New rentals in City hanger			1,938		1,938
2) Office expenses lower than anticipated	465				465
3) Navigational Aids - windstorm damage		(1,000)			(1,000)
<b>TOTAL AIRPORT VARIANCE</b>	<b>465</b>	<b>(1,000)</b>	<b>1,938</b>	<b>0</b>	<b>1,403</b>

**VARIANCE ANALYSIS  
FOR THE MONTH ENDING AUGUST 31, 2011**

**Projected for December 31st**

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>CEMETERY</b>					
<b>Revenue</b>					
Grave sales lower than anticipated				(2,000)	(2,000)
Foundation sales lower than anticipated				(1,200)	(1,200)
Miscellaneous Revenue surplus due to unanticipated donation			7,500		7,500
<b>Office Expense</b>					
Stationery, Advertising, and Contracted Services less than anticipated	5,000				5,000
<b>Building Burden</b>					
Repairs to Cemetery House required		(9,300)			(9,300)
<b>TOTAL CEMETERY VARIANCE</b>	<b>5,000</b>	<b>(9,300)</b>	<b>7,500</b>	<b>(3,200)</b>	<b>0</b>
<b>COMMITTEE OF ADJUSTMENT</b>					
No Variance to report at this time					
<b>TOTAL COMMITTEE OF ADJUSTMENT VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>HERITAGE BROCKVILLE</b>					
No Variance to report at this time					
<b>TOTAL HERITAGE BROCKVILLE VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>LIBRARY</b>					
No Variance to report at this time					
<b>TOTAL LIBRARY VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>MUSEUM</b>					
<b>Building Burden</b>					
Water expenses higher than anticipated		(500)			(500)
<b>Curatorial</b>					
Purchases required for the care of unanticipated donated collections including		(3,000)			(3,000)
<b>TOTAL MUSEUM VARIANCE</b>	<b>0</b>	<b>(3,500)</b>	<b>0</b>	<b>0</b>	<b>(3,500)</b>
<b>POLICE</b>					
<b>Administration</b>					
In-car laptops not included in Capital Budget - funded through operating expenses		(9,000)			(9,000)
Computer equipment purchased as per E-Crimes Grant		(12,000)			(12,000)
<b>Criminal Checks &amp; Records</b>					
Surplus due to increase in criminal record checks			100,000		100,000
Part-time position required to keep up with CRC demand		(28,500)			(28,500)
<b>Court Services</b>					
Personnel - part-time employee required due to personnel issue		(23,000)			(23,000)
<b>Enforcement</b>					
E-Crimes Grant			30,300		30,300
Additional Training - E-Crimes		(18,300)			(18,300)
<b>TOTAL POLICE VARIANCE</b>	<b>0</b>	<b>(90,800)</b>	<b>130,300</b>	<b>0</b>	<b>39,500</b>
<b>ANTICIPATED Y/E VARIANCE FOR THE CITY OF BROCKVILLE</b>	<b>372,887</b>	<b>(536,892)</b>	<b>312,661</b>	<b>(158,538)</b>	<b>(9,882)</b>



**VARIANCE REPORT AS AT AUGUST 31, 2011**

**WATER RATE ADMINISTRATION**

Projected to December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>FINANCE - WATER REVENUE</b>					
Human Resources					
Training and Professional Development - no training scheduled for balance of 2011	750				750
<b>TOTAL TREASURY DIVISION VARIANCE</b>	<b>750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>750</b>
<b>ENVIRONMENTAL SERVICES DEPARTMENT - WATER DISTRIBUTION</b>					
<b>ADMINISTRATION DIVISION</b>					
Within budget at this time.					0
<b>TOTAL ADMINISTRATION DIVISION VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FLEET INVENTORY CONTROL &amp; MGMT DIVISION</b>					
1) Projected year end surplus being reported under Non-Standard Hours.	300				300
2) Human Resources - (a) Projected year end surplus being reported under training and professional development due to work load, therefore reducing the number of training courses taken by Inventory/Payroll Clerk. (b) Reduced the purchase of uniforms and safety shoes, therefore resulting in a projected surplus at year end.	600				600
3) Inventory Control - (a) Deficit under Inventory Control (Recovery of Expenses and General Sales) due to less obsolete parts sold at auction/outside agents. (b) Reduced the repairs, maintenance and contracted services to the Water Stock room, therefore projected year end surplus being reported. (c) Reduced the purchase of materials and supplies, resulting in a projected year end surplus.	1,302			(1,200)	102
4) Fleet maintenance charges to maintain and operate second life water vehicles.		(1,000)			(1,000)
<b>TOTAL FLEET INVENTORY CONTROL &amp; MGMT DIVISION VARIANCE</b>	<b>2,202</b>	<b>(1,000)</b>	<b>0</b>	<b>(1,200)</b>	<b>2</b>
<b>ENGINEERING DIVISION</b>					
1) Reduction in materials and supplies and printing, postage and stationery, resulting in a projected year end surplus.	1,500				1,500
<b>TOTAL ENGINEERING DIVISION VARIANCE</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500</b>
<b>WATER SYSTEMS DIVISION</b>					
<b>WATER DISTRIBUTION</b>					
<b>Administration</b>					
1) Projected deficit due to reallocation of treatment staff for distribution work.		(25,000)			(25,000)
<b>Main Repair/Replacement</b>					
Within budget at this time.					0
<b>Service Repair/Replacement</b>					
Within budget at this time.					0
<b>Cleaning/Disinfect</b>					
Within budget at this time.					0
<b>Inspection/Leak Detect</b>					
Within budget at this time.					0
<b>Water Sampling</b>					
With budget at this time.					0
<b>Hydrants/Water</b>					
1) Projected deficit due to increased overtime to remain compliant with annual fire hydrant inspection regulations.		(10,000)			(10,000)
<b>Works/Customer Service</b>					
1) Projected deficit due to increase in material cost.		(1,000)			(1,000)
<b>Surface Repair</b>					
Within budget at this time.					0
<b>TOTAL WATER DISTRIBUTION MAINTENANCE VARIANCE</b>	<b>0</b>	<b>(36,000)</b>	<b>0</b>	<b>0</b>	<b>(36,000)</b>
<b>WATER TREATMENT PLANT</b>					
<b>Administration</b>					
1) Possible surplus in chemicals due to lower plant production.	5,000				5,000
2) Projected deficit due to increase in fuel cost and maintenance and repairs on older fleet equipment.		(5,000)			(5,000)
<b>TOTAL WATER TREATMENT PLANT VARIANCE</b>	<b>5,000</b>	<b>(5,000)</b>	<b>0</b>		<b>0</b>
<b>TOTAL WATER SYSTEMS DIVISION VARIANCE</b>	<b>5,000</b>	<b>(41,000)</b>	<b>0</b>	<b>0</b>	<b>(36,000)</b>
<b>TOTAL VARIANCE FOR WATER RATE ADMINISTRATION</b>	<b>14,452</b>	<b>(83,000)</b>	<b>0</b>	<b>(1,200)</b>	<b>(33,748)</b>

**VARIANCE REPORT AS AT AUGUST 31, 2011**

**WASTEWATER RATE ADMINISTRATION**

Projected to December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact
	Surplus	(Deficit)	Surplus	(Deficit)	on Budget Surplus (Deficit)
<b>FINANCE - WASTEWATER REVENUE</b>					
<b>Wastewater Revenue</b> Being investigated by staff; supplementary invoices may be issued.				(300,000)	(300,000)
<b>Human Resources</b> Training and Professional Development not scheduled for balance of 2011	750				750
<b>TOTAL TREASURY VARIANCE</b>	<b>750</b>	<b>-</b>	<b>-</b>	<b>(300,000)</b>	<b>(299,250)</b>
<b>ENVIRONMENTAL SERVICES DEPARTMENT – WASTEWATER DISTRIBUTION</b>					
<b>ADMINISTRATION DIVISION</b> Within budget at this time.					0
<b>TOTAL ADMINISTRATION VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ENGINEERING</b> Within budget at this time.					0
<b>TOTAL ENGINEERING VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Wastewater Collection System</b>					
<b>Wastewater Collection</b>					
<b>Administration</b> Within budget at this time.					0
<b>Garage-Operating</b> Within budget at this time.					0
<b>Equipment Training</b>  1) Reduction in training expenses, resulted in a projected year end surplus.	5,000				5,000
<b>Work &amp; Customer Services</b> Within budget at this time.					0
<b>Surface Repair</b> Within budget at this time.					0
<b>Wastewater Mainline Cleaning</b> 1) Reduction in Mainline cleaning contracted and staff time, resulting in year end surplus.	8,000				8,000
<b>Wastewater Connection Maintenance</b> 1) Reduction in number of service repairs, resulting in year end surplus.	30,000				30,000
<b>Debt Charges</b> Within budget at this time.					0
<b>TOTAL WASTEWATER COLLECTION VARIANCE</b>	<b>43,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>43,000</b>
<b>WATER POLLUTION CONTROL CENTRE</b>					
<b>Sewage Plant</b>					
1) (a) Reduced number of students hired (b) Overtime to be credited from upgrade project.	2,000				2,000
2) Reduction of material and supplies.	10,000				10,000
<b>Abatement</b> Within budget at this time.					0
<b>Main Pumping Station</b> 1) Reduced number of students hired.	1,000				1,000
2) Reduction of Materials and supplies and contracted services.	12,000				12,000
<b>Pump Stations</b> 1) Reduced number of students hired.	5,000				5,000
<b>Leachate Station</b> 1) Reduction of Materials and supplies and contracted services.	5,000				5,000
<b>TOTAL WATER POLLUTION CONTROL CENTRE VARIANCE</b>	<b>35,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35,000</b>
<b>TOTAL VARIANCE FOR WASTEWATER RATE ADMINISTRATION</b>	<b>78,750</b>	<b>0</b>	<b>0</b>	<b>(300,000)</b>	<b>(221,250)</b>

Corporation of the City of Brockville  
Capital Variance Report  
For the period ending August 31, 2011

Project	Carry-Forward (from previous years- UNAUDITED)	2011 Budget	Unspent Funds Surplus/ (Deficit)	Projected Variance	Notes / Comments
BMAAC	19,786	45,000	62,439	-	Projects are on-going.
MDC		600,000	600,000	-	
Broad Street		275,000	271,599	-	
BMHC Business Plan		7,500	-	-	Project is complete. No variance anticipated.
Brockville Cemetery Property Survey		5,000	-	-	Project is complete. No variance anticipated.
Building Maintenance	208,294	150,750	198,649	2,685	Projects are on-going and it is anticipated that they will be completed within budget. The roof at the harbour building has been completed with a surplus of \$2,685. Approved 2010 budget included the issuance of \$150,000 debenture for the BAC Fire Escape which is reflected in the amount carried forward from previous years.
Protective and Security Measures	11,378	-	11,378	-	Funds to be used in 2011 for security related projects.
Brockville History Book	(74,409)	0	(72,833)	-	Deficit to be offset by future book sales. Prices have been lowered to encourage sales.
Energy Retrofits / Powerblitz/Lighting Retrofit	-		(6,751)	-	Project to be funded from Federal Gas Tax funds.
Fleet	524,053	792,820	981,813	117,059	Surplus to be distributed back to original source - Water/Wastewater/Fleet Reserve Fund
GIS Engineering	(22,097)	-	(32,273)	-	Work is in progress. COMRIF funding has been obtained for this project and has yet to be received.
GWMC Solar Project		-	469,000	-	Project was awarded to Four-O-One Electric for \$469,000.
Corporate Systems Upgrade	91,959	230,000	96,051	-	Work is continuing on the Fire Console, 911 upgrade, ERP, Planning Dept. project, Disaster Recovery System and the Document Management System. Dictaphone project is approximately \$5,000 over budget and it is anticipated that this deficit will be offset by surplus's in other projects within the Corporate Systems Upgrade umbrella.
Computer Replacement Program	79,153	127,925	60,923	-	Project is on-going and it is anticipated that it will be completed within budget.
2006 Minor Capital	3,864	-	3,864	(139)	The Telecom redundancy project on-going.
2007 Minor Capital	2,990	-	3,043	-	Projects are on-going and anticipated to come in on budget.
2008 Minor Capital	(6,298)	-	(8,832)	-	The Court House Ave Fulford Fountain and Traffic control and cabinet projects are still on-going.
2009 Minor Capital	(7,857)	-	(7,857)	-	Deficit due mainly to electrical reconnection of streetlights project that was approx. \$11,000 over budget in 2010. As well, partner municipalities to be billed for share of X-Pert loader software.



**Corporation of the City of Brockville  
Capital Variance Report  
For the period ending August 31, 2011**

Project	Carry-Forward (from previous years- UNAUDITED)	2011 Budget	Unspent Funds Surplus/ (Deficit)	Projected Variance	Notes / Comments
2010 Minor Capital	7,356	-	7,356	-	Projects are on-going and anticipated to come in on budget.
2011 Minor Capital	-	91,000	91,000	-	Projects are on-going and anticipated to come in on budget.
Brockville Memorial Centre Solar Project		-	183,754	-	Memorial Centre Solar originally budgeted for \$1,100,000 from FGT (\$800,000 in 2009 and \$300,000 in 2010). This project was awarded to Upper Canada for \$1,429,000. This project was approved for a FCM loan. The City will repay the loan from FGT. No variance anticipated.
Replace Portable & Mobile radios	-	53,900	53,900	-	It is anticipated that the project will be completed within budget.
Opticom Equipment - vehicular and traffic light		33,500	33,500	-	It is anticipated that the project will be completed within budget.
Scott Air Pack		40,000	40,000	-	It is anticipated that the project will be completed within budget.
Asphalt/Concrete Program	(120)	450,000	406,315	-	It is anticipated that the project will be completed within budget.
Bridge Inspection Services	20,613	-	19,830		Surplus from 2009 will be the funding source for the required 2011 bridge inspections.
Brockville Transportation Planning Study	76,100		76,100	76,100	Project on-going. The study to be completed in conjunction with Official Plan update. Possible funding source of Official Plan.
Traffic and Transportation Master Plan	-	75,000	75,000	-	It is anticipated that the project will be completed within budget.
Ernie Fox Quay	40,000	-	37,010	-	No variance is anticipated at this time. Project to be funded from Federal Gas Tax.
Fencing - CN Railways	3,225	-	3,225	-	Used continuously to make repairs to fences from vandalism.
Front Ave Railway Crossing	(1,378)	-	(1,378)	-	Project to be funded by debentures when complete.
King St. West Reconstruction	123,963	-	123,963	123,963	Project complete. Funds can be used to help offset deficits in George St. and Jessie St. projects.
Centre Street Reconstruction	-	283,971	283,971	-	It is anticipated that the project will be completed within budget.
North Trunk Sanitary Sewer		110,000	110,000	-	It is anticipated that the project will be completed within budget.
Central Ave. West Manhole/Sewer Rehabilitation		150,000	150,000	-	It is anticipated that the project will be completed within budget.
North Augusta Rd culvert repairs		170,000	170,000	-	It is anticipated that the project will be completed within budget.
Grenville Court Reconstruction		400,000	380,215	-	It is anticipated that the project will be completed within budget.



**Corporation of the City of Brockville  
Capital Variance Report  
For the period ending August 31, 2011**

Project	Carry-Forward (from previous years- UNAUDITED)	2011 Budget	Unspent Funds Surplus/ (Deficit)	Projected Variance	Notes / Comments
Parkview Blvd. Reconstruction		350,000	335,815	-	It is anticipated that the project will be completed within budget.
Central Ave. West Manhole/Sewer Rehabilitation	150,000	-	150,000	-	It is anticipated that the project will be completed within budget.
Kingston Bridge Repairs	27,000		27,000	-	Work is anticipated to be completed within budget. Debentures of \$40,000 were approved to be issued in the 2010 Capital Budget.
Louis Street Reconstruction	6,148		6,148	6,148	Project is complete. Project can be closed and the surplus can be used towards other projects.
Pre-Engineering Services	20,125		15,054	-	On-going. \$5,000 has been budgeted to be used for the Cemetery lot survey.
Parkedale Avenue Realignment	162,084		162,084	-	Project is complete. Funds have been held to offset the future cost of traffic signals, if mandated, to install.
Roads & Bridges Funding	5,743		5,743	5,743	Interest earned on subsidy funds. Funds can be used to help offset the deficit of road related capital projects.
Energy Efficient Street Light Conversion		428,591	44,168	-	It is anticipated that this project will be on budget at this time. Project to be funded from Federal Gas Tax Funds.
Parking Meters	22,678		22,678	-	Project delayed due to delay in release of meter technology. Plan to complete in 2011.
Parking Lot Improvements	-	74,183	74,183	-	It is anticipated that this project will be on budget at this time.
Dechlorination Station Equipment	50,283		50,283	-	On-going. Engineering staff researching for a suitable solution.
Ferguson Drive - Pressure Reducing Valve Installation	(12,240)		(12,240)	(12,240)	Project complete.
Service Upgrades	41,891		24,852	-	Project is on-going.
Water Treatment Plant Work	303,815	390,000	464,514	-	Projects are on-going.
Water Systems Master Plan		50,000	50,000	-	Projects are on-going.
Expansion of the Zone 3 pressure area	40,452		40,452	-	Work is on-going.
Water Service Hydrant Leads	(8,022)		(10,572)		Work is complete. Deficit will be funded from Services Upgrade account.
Waste management study	18,819	10,000	15,929	-	Sufficient funds to cover carrying costs for several years. 2011 budget funded from previous years surplus.



**Corporation of the City of Brockville  
Capital Variance Report  
For the period ending August 31, 2011**

Project	Carry-Forward (from previous years- UNAUDITED)	2011 Budget	Unspent Funds Surplus/ (Deficit)	Projected Variance	Notes / Comments
Landfill Site Closure	(3,304)		(15,601)	-	Funds of \$46,498 were approved in late 2009 to fund a Waste Management Sustainability Study. Study has cost \$47,825. In addition, the 2010 Operating Budget included a contribution of \$147,000 from this project.
George Street Sewer Separation	(14,742)		(14,970)	(14,970)	Carry-forward amount includes debentures in the amount of \$58,288 that have not yet been issued.
Jessie Street Sewer Separation	(104,627)		(104,627)	(104,627)	Carry-forward amount includes debentures in the amount of \$151,711 that have not yet been issued.
Ormond Street Watermain	34,080		34,080	-	Project is on-going. Project to be funded from the issuance of debentures in the amount of \$260,000.
Landfill Leachate Treatment System	298,982		298,982	-	Project is on-going. Carry forward amount includes \$280,000 in debentures that have not yet been issued.
Sewer Inflow/Infiltration Analysis	129,853		128,972	-	Work is in progress.
Stewart Blvd	78,447		78,447	-	Work is in progress.
Water Pollution Control Plant Equipment	666,502	312,500	873,276	-	Projects are on-going.
Water Pollution Control Plant Secondary Treatment Upgrade	13,929,466	13,055,000	19,608,637	-	Project is on-going. Project has been approved for 50% Federal funding and 16.67% Provincial funding.
Elizabethtown water distribution	12,761		12,761	-	
Building Canada Intake #2	1,823		1,823	-	Funding for this project is 1/3 federal, 1/3 provincial, 1/3 municipal. No variance anticipated.
Bridlewood - Community Park	31,667		31,667	(10,000)	Project complete. Additional sand fill was required to level the site for the play structure.
Leash-Free Dog Park	874		1,896	-	
Electricity at Court House Green	(1,579)		(1,579)	(1,579)	Project is complete. Deficit caused by tree removal.
Project Encore - Including Theatre Manager Software & Fire Curtain	(18,849)		7,874	-	Grand Opening was October 3, 2009.
Fire Curtain at BAC			16,676	16,676	Costs were less than budget resulting in a surplus.
HVAC System at Brockville Arts Centre	214		214	214	Project is complete.
Pedestrian Pathway Linkage	10,831		10,831	-	Funds have been held for possible future phases.

**Corporation of the City of Brockville  
Capital Variance Report  
For the period ending August 31, 2011**

Project	Carry-Forward (from previous years- UNAUDITED)	2011 Budget	Unspent Funds Surplus/ (Deficit)	Projected Variance	Notes / Comments
Islands Environmental Assessment	11,282		11,282	-	Project is complete. Surplus can be used to fund other deficits.
Parkland Equipment Management Program	112,387	89,405	48,449	(8,700)	Projects are on-going. There is an anticipated deficit of approximately \$8,700
RinC - Memorial Centre	(23,937)		18,138	-	Project complete.
RinC - Youth Arena	(28,242)		(57,125)	(10,000)	Project complete. Two-thirds funding was maximized which resulted in a deficit.
Skatepark	(53,193)		(53,193)	-	Deficit slated to be covered from future capital budgets.
Rotary Park Splash-Pad	-	180,000	180,000	-	Contribution to community project. No variance anticipated.
Power Pedestals - Centeen Park	-	45,000	45,000	-	No variance anticipated.
St. Lawrence Park Design	16,951		16,951	-	Project is on-going.
Fulford Fountain	3,500		3,500	-	Work is anticipated to be completed within budget.
Tunnel Tourism	193,631		193,631	-	Railway Tunnel committee has been re-established.
Pedestrian Bridge Repairs	27,581		27,581	-	Work is anticipated to be completed within budget. Debentures in the amount of \$40,000 was approved in the 2010 Capital Budget.
Waterfront Public Use Study	5,459		5,459	5,459	Project is on-going in conjunction with the Official Plan and can be used towards any deficit incurred in that project.
Water Street Park Development (Reynolds Park)	21,446		21,446	-	Work is in progress.
Development Charge Background Study	20,000		20,000	-	Project on hold until Council decision on pursuing study is made.
Official Plan Update	-		(58)	-	Possible funding sources of the deficit are the Transportation Study project or the Federal Gas Tax Fund.
Comprehensive Zoning By-law		79,746	79,746	-	Possible funding sources of the deficit are the Transportation Study project or the Federal Gas Tax Fund.
Bridlewood Subdivision	99,365		99,365	-	Funds received from developers.
Stormwater Management - Brockwoods	3,536		3,536	-	Funds received from developers.
Sidewalk contributions	49,859		49,859	-	Funds received from developers.

**Corporation of the City of Brockville  
Capital Variance Report  
For the period ending August 31, 2011**

Project	Carry-Forward (from previous years- UNAUDITED)	2011 Budget	Unspent Funds Surplus/ (Deficit)	Projected Variance	Notes / Comments
St. Lawrence Lodge Redevelopment Project	179,520		179,520	-	Brockville's share of this project is 60.26%.



**SEPTEMBER 13, 2011**

**REPORT TO FINANCE, ADMINISTRATION & OPERATIONS COMMITTEE  
– SEPTEMBER 20, 2011**

**2011-095-09**

**2011 CITY DEBENTURE ISSUE  
AND CONSTRUCTION FINANCING FOR  
WPCC UPGRADE AND MDC PROJECTS  
FILE: F08-19**

**D. CYR  
DIRECTOR OF FINANCE  
L. WHITE  
MANAGER OF STRATEGIC INITIATIVES**

**RECOMMENDED**

THAT Council authorize staff to investigate the various loan programs available for all of the 2011 Capital Projects that are approved to be debentured; and

THAT Council authorize staff to obtain short term (construction) financing available for the Water Pollution Control Centre (WPCC) upgrade to secondary treatment project up to a maximum of 100%, or \$8 million, of proposed required debentures; and

THAT Council authorize staff to obtain short term (construction) financing available for the Maritime Discovery Centre (MDC) project up to a maximum of \$1 million; and

THAT staff be authorized to submit applications to the various loan programs for the 2011 Capital Projects and WPCC upgrade project that meet the criteria set out in the lending guidelines; and

THAT Council authorize the Mayor and Director of Finance to enter into agreements with either the Ontario Infrastructure Projects Corporation (OIPC) or Federation of Canadian Municipalities (FCM) to provide such financing for the 2011 Capital Budget projects that are approved for loans under the lending program guidelines as well as short term (construction) financing for the WPCC upgrade and MDC projects; and

THAT in the event that some projects do not qualify, staff be directed to bring back a report to Council detailing alternate means of financing those projects.

**PURPOSE**

To obtain approval for financing debentures through either the Ontario Infrastructure Projects Corporation (OIPC) or Federation of Canadian Municipalities (FCM) for the 2011 Capital Projects.

To obtain approval for construction financing for the WPCC upgrade project and the MDC project.

## BACKGROUND

The 2011 Capital Budget was approved containing debenture requirements for the following projects:

<u>PROJECT</u>	<u>Total</u>
Water Pollution Control Plant	\$ 4,351,668
Centre Street Reconstruction (Water only)	84,866
Central Ave. Manhole/Sewer Rehabilitation (Wastewater only)	150,000
North Augusta Road Culvert Repairs	170,000
Grenville Court Reconstruction	
Tax Rate Portion	180,000
Water Portion	120,000
Wastewater Portion	100,000
Parkview Boulevard Reconstruction	
Tax Rate Portion	155,000
Water Portion	105,000
Wastewater Portion	90,000
Fleet	
Tax Rate Portion	236,249
Water Portion	31,500
Wastewater Portion	<u>47,250</u>
Total debentures:	<u>\$5,821,533</u>

There are numerous infrastructure loan programs that have been created in recent years in an effort to revitalize the Canadian economy. The Federation of Canadian Municipalities is offering low interest loans through the Green Municipal Fund (GMF) for projects dealing with brownfield development, water, waste, energy and transportation. For approved municipalities, FCM is offering 10 year loan terms (20 years in exceptional circumstances) at an interest rate that is equal to the Government of Canada bond rate for the equivalent term minus 1.5 percent.

The Ontario Infrastructure Projects Corporation is accepting applications on a continual basis as well. As of September 13th, 2011, the rate on a ten year amortized debenture is 2.76% and short term (construction) financing is available at a rate of 1.55%. The City

of Brockville has been successful in receiving low interest loans and construction financing through OIPC for the past several years.

## **ANALYSIS**

Financing of the 2011 Capital Projects through the above noted infrastructure lending programs offers the City of Brockville many benefits, some of which are similar to those of issuing debentures over the counter. For example, there are no commission fees to be paid and the interest rate is very competitive – generally lower than those rates which would be offered on City debentures or through a fiscal agent.

This type of financing has the added benefit of significantly reducing the amount of staff time involved in the preparation, sale and ongoing administration duties associated with a debenture issue as well as any legal issues which may arise.

Alternatives to financing debentures through the loan programs are:

- (a) Issue debentures over the counter.
- (b) Issue conventionally as an institutional issue by the City's Fiscal Agent.

### WPCC Upgrade Project

As interest rates have remained relatively stable in recent months, and are anticipated to continue to do so, it would be prudent to take advantage of low interest rates which are currently available.

FCM has recently confirmed that the City will be able to debenture \$4M for the WPCP project through their program as well as receive a grant of \$400,000 based upon 10% of the amount borrowed. The caveat to this opportunity is that the funding is "back-ended". Thus, construction financing is necessary to assist with cash flow issues.

Upfront financing would assist with the cash flow issues surrounding this project as funding from both the federal and provincial governments is "back-ended" and also includes a holdback of 5% until the completion of the project.

### MDC Project

Similar to the WPCC Upgrade Project, the funding from the federal and provincial governments through the Building Canada Fund is "back-ended". Construction financing is required for this project to minimize the impact on the City's cash flow.

## 2011 CITY DEBENTURE ISSUE AND CONSTRUCTION FINANCING FOR WPCC UPGRADE AND MDC PROJECTS

In discussions with Tony Barnes, MDC Chair, it is anticipated that based upon the projected MDC cash flows, construction financing up to \$1M should be sufficient for this project.

### POLICY

In keeping with the City's strategic plan, the investigation and application for funds through the various loan programs will help maintain and improve the City's infrastructure while also ensuring the funds are borrowed at a competitive rate. This directly relates to the economic sustainability of the City as a whole.

### FINANCIAL CONSIDERATIONS

The financial considerations regarding the financing of the 2011 capital projects are reflected in the chart below:

DEBENTURES PROPOSED FOR 2011 CAPITAL BUDGET					
Project	Funded by				Total
	Tax Rate	Reserve Funds	Water Rate	Wastewater Rate	
Centre Street Reconstruction			84,866		84,866
Central Avenue Manhole/Wastewater Rehabilitation				150,000	150,000
North Augusta Road Culvert Repairs	170,000				170,000
Grenville Court Reconstruction ( North Augusta Road to Cochrane Street)	180,000		120,000	100,000	400,000
Parkview Boulevard Reconstruction ( North Augusta Road to Cochrane Street)	155,000		105,000	90,000	350,000
Fleet Program		236,249	31,500	47,250	314,999
WPCC Secondary Treatment Upgrade				4,351,668	4,351,668
<b>TOTAL 2011 PROJECTS TO BE DEBENTURED</b>	<b>\$ 505,000</b>	<b>\$ 236,249</b>	<b>\$ 341,366</b>	<b>\$ 4,738,918</b>	<b>\$5,821,533</b>

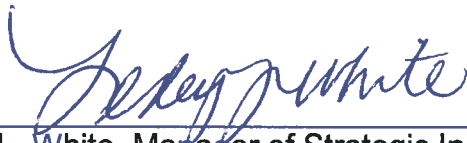
### CONCLUSION

It is recommended that Council authorize staff to apply to the various infrastructure loan programs for the 2011 Capital Budget projects and obtain construction financing for the

**2011 CITY DEBENTURE ISSUE AND CONSTRUCTION FINANCING  
FOR WPCC UPGRADE AND MDC PROJECTS**

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WPCP and MDC projects that satisfy the criteria established in the program lending guidelines .

  
\_\_\_\_\_  
L. White, Manager of Strategic Initiatives

  
\_\_\_\_\_  
D. Cyr, Director of Finance

  
\_\_\_\_\_  
B. Casselman, City Manager

**Tuesday, September 20, 2011**

**REPORT TO FINANCE ADMINISTRATION & OPERATIONS COMMITTEE – Tuesday  
September 20, 2011**

**2011-096-09  
ONTARIO WATERFRONT  
TRAIL ROUTE**

**Brockville Cycling  
Advisory Committee**

**RECOMMENDATION**

THAT the Finance, Administration and Operations Committee recommend to Council to authorize an amendment to the Ontario Waterfront Trail through Brockville as follows:

From west to east: King St W at St. Lawrence Park – Rivers Ave – Hartley St – Grant St – Jessie St – St. Paul St – Water St – (optional loop around Blockhouse Island) – Orchard St – King Street E and then east on County Rd 2.

**PURPOSE**

The purpose of this report is to recommend changes to the Ontario Waterfront Trail route through Brockville for the 2012 cycling season

**ANALYSIS/OPTIONS**

Analysis is documented on the attached report from the Brockville Cycling Advisory Committee – August 31, 2011.

**FINANCIAL CONSIDERATIONS**

There are two financial implications:

1. Cost of additional signage. A closer analysis of sight lines at each turn on the Trail route may show that, in some cases, mid-block “on Trail” signs would be sufficient and be less numerous and expensive than “Trail turn” signs.
2. Cost of removal and installation of signage and any pavement markings.  
As the final number and location of signs is yet to be determined, the cost of installing and relocating signs is not certain. However, costs can be mitigated by installing the signs on existing posts wherever possible. It is anticipated that the cost of purchasing and installing the necessary signs can be accommodated within the Public Works division’s normal annual budget for road signage.

## ***Recommendation for the Ontario Waterfront Trail Route***

***Brockville Cycling Advisory Committee – August 31, 2011***

### **Summary**

This report from the Brockville cycling advisory committee recommends changes to the Ontario Waterfront Trail route through Brockville. The route recommended passes through a quiet residential neighbourhood and along Water St, making for a more-easily navigated trip while retaining line-of-sight access to waterfront attractions and Brockville Downtown. The new route avoids confusing turns as well as waterfront segments of the Brock Trail where pedestrian usage is high and the pathway is narrow with tight corners and sightlines.

### **Current Route – Description and Challenges**

The current Waterfront Trail route is shown below, clipped from maps on the Trail website.



From west to east, the direction travelled by the majority of cycle tourists, the Trail enters Brockville along County Rd 2 and King St W. Crossing the Buell Creek bridge on King St W, cyclists are directed to turn left onto Gilmour, through the parking lot of the gymnastics club, over the Buell Creek footbridge, then doubles back under King St W along the Brock Trail to St. Paul St.

The challenges with this route segment are:

1. The left turn from King St onto Gilmour and through the parking lot is confusing, just at a time when cyclists are transitioning from more relaxed rural mode to urban mode with its increased traffic risks.
2. The route through the parking lot is ill-defined and the footbridge over the Creek is narrow, bushes limit sightlines over the bridge, and the transition onto and off the bridge is curb-like. Once the Rotary Park redevelopment starts, this route will be obscured with construction. When the Rotary Park redevelopment is finished, the route and footbridge will become a pedestrian area and heavily used by children – not a setting through which to encourage cycling.

3. Traveling east to west, crossing the footbridge at Rotary Park and proceeding through the parking lot, cyclists are directed onto Gilmour St against the one-way signs. Optionally, cyclists could find and use the brick sidewalk from the parking lot to the corner of King St W and Gilmour St. Offering cyclists the choice between illegally using the sidewalk or illegally cycling the wrong way on Gilmour is far from ideal.

The next segment of the route directs cyclists to follow the Brock Trail behind the Old Mill Restaurant, on through Hardy Park, around the Tall Ships Landing site, along the marina walk around Boardwalk, around the edge walk of Blockhouse Island, across Armagh S. Price Park, and onto Ferry St and then Water St (at the Rowing Club). This section of the Brock Trail may have been intended as a multi-use or shared trail, like the wider, paved sections of the Trail west and north from St. Paul St. However, designating the Brock Trail east of St. Paul St as the Waterfront Trail has numerous challenges:

4. The Brock Trail from St. Paul to Hardy Park is closed due to construction and is likely to be closed for some time with multiple construction projects underway or planned.
5. The Brock Trail through Hardy Park to Tunnel Bay is designed for pedestrians. The path is narrow in many spots and has several tight corners with sightlines obscured by bushes.
6. These waterfront sections of the Brock Trail are busy with pedestrians, especially in peak summer months when cycling traffic is also at a peak. There are often many children and families using the Trail, and many dog walkers. This is not a trail on which responsible cyclists would ride, instead opting to dismount and walk. This will remain an option for those cyclists wishing to enjoy the stroll.
7. The edge walk around Blockhouse Island is congested with pedestrians also in summer months, including families with children. It is also heavily used by tour boat customers waiting, boarding or disembarking. Parts of the walk have no barriers between the sidewalk and the drop to the water. The risk of conflict is high and here too responsible cyclists would dismount and walk, which always remains an option.
8. In the peak of summer, the Block House Island Parkway is sometimes jammed with motorists wanting to drive around the loop or seek parking. It's not reasonable to sign the route such that cyclists are expected to tackle this challenge.
9. The Brock Trail sidewalk from the old boat ramp across the waterfront of Armagh S. Price Park to Ferry St at the Rowing Club has the same challenges as point 6 above.

Continuing west to east along Water St, the current route turns left at Ford St, climbs the short hill to King St E, turns right and follows King St E / County Rd 2 out of Brockville. The challenge with this route segment is:

10. The hill up Ford St is short and quite steep for cycle tourists travelling fully loaded with gear. Using one of the other streets presents an easier climb when loaded with 30 kg to 40 kg of gear. The nature of the slope aggravates this challenge – the slope is not steady but rather starts out at a high gradient and then lessens part way up; adjacent streets provide a smoother grade and easier ascent.
11. For cyclists traveling in the east-to-west direction and descending the Ford St hill, especially those with heavily-loaded panniers, the “fall away” nature of the increasing grade, with a stop



sign and 90° turn at the bottom, presents a challenge even for skilled cyclists. Again, adjacent streets provide a smoother grade and a less-risky descent.

### Alternative Routes Considered

The committee considered several alternative options to address the challenges outlined above. One set of options included a route starting on King St W, north on Cedar and then east on one of several different cross streets, through downtown, and out along King St E. Coming in on King St straight through downtown was another. Coming in north of King St W, crossing King St to Water St at Broad St was another. Various challenges were identified, including: multiplicity of stop signs or traffic signals, distance from and lack of sightlines to the waterfront area, confusing route and traffic through/around Courthouse Square, or needing to navigate peak-time congestion on King St through downtown.

### Recommended Route

The recommended route is simple, avoids areas of potential conflict where there is high pedestrian traffic, yet still provides clear sight of and access to Brockville Downtown and waterfront attractions. The route also features an easier east-end hill than Ford St.



As shown on the map above, the route features the following segments, again travelling west to east:

1. From King St W entering Brockville along County Rd 2, the route passes St. Lawrence Park, featuring swimming, rest/picnic stop, concession and camping.
2. Turn right onto Rivers Ave and continue east on Hartley St, Grant St, Jessie St and St. Paul St to Water St. This segment runs through a quiet wooded residential area with glimpses of River view. There is little vehicle traffic and often few parked cars. Grant St was chosen over Anne St to go between Hartley St and Jessie St due to lower frequency of parked cars on the street, and two fewer stop signs in the east-to-west direction. This route avoids the heavier traffic on King St W, the confusing navigation of loopback from King St at Buell Creek onto the Brock Trail, and the future pedestrian-busy area of the renovated Rotary Park.
3. Follow Water St all the way to Orchard St. This route provides sightlines to the south to Hardy Park, Maritime Discovery Centre (future), Blockhouse Island, Railway Tunnel and Armagh S. Price Park and finally, Centeen Park. Access to each of these, and return to the route, is all within direct line-of-sight navigation. To the north along the route, each street provides a sightline to what is clearly the main downtown area with its shops, restaurants and services, and to the farmers' market. This route avoids navigating the pedestrian-heavy walkways of the Brock Trail, while still allowing cyclists to dismount and enjoy these park areas. Blockhouse Island and its tourist signage will attract cyclists as well.

4. Turn left onto Orchard St, up the hill, turn right onto King St East, and continue along County Rd 2 out of Brockville. The hill on Orchard St is a constant grade and easier for cyclists to manage, in both directions, than Ford St. Coming into town, the Orchard St turn onto Water St opens up vistas of the waterfront and River, with immediate access to Centeen Park and its washrooms.

### Signage

The first type of signage needed is for wayfinding. There are two types of Ontario Waterfront Trail signs in common use, as shown below.



The large sign on the left is usually coupled with a directional arrow, and is used to indicate "Trail turns". The smaller circular sign on the right is used simply to indicate one is indeed "on the Trail route".

Proceeding west to east, this list indicates where signs would ideally be placed. Unless otherwise indicated, signs are needed showing the route in both directions (i.e. approaching that point either eastbound or westbound).

1. Corner of King St W and Rivers Ave: "Trail turns" signs.
2. Corner of Rivers Ave and Hartley St: "on Trail" signs (turn is implicit).
3. Hartley St near Sherwood: "on Trail" signs.
4. Corner of Hartley St and Grant St: "Trail turns" signs. \*\*
5. Corner of Grant St and Jessie St: "Trail turns" signs. \*\*
6. Corner of Jessie St and St. Paul St: "Trail turns" signs. \*\*
7. Corner of St. Paul St and Water St: "Trail turns" signs.
8. Along Water St at Hardy Park: "on Trail" signs.
9. Corner of Water St and Broad St: "Trail turns" signs (intersection could be confusing). \*\*
10. Corner of Water St, Market St W and Blockhouse Island Parkway: visible "Trail turns" signs, even without arrows, placed on Water St either side of Market St W. This is a key intersection from which cyclists will leave the Trail to venture to Blockhouse Island or King St. When they return, they need a clear indication for which direction the Trail continues.
11. Corner of Water St and Orchard St: "Trail turns" signs.
12. Corner of Orchard St and King St E: "Trail turns" signs.

### 13. King St E just west of N Augusta Rd: "on Trail" signs.

**\*\* above denotes intersections where "on Trail" signs placed visibility "just around the corner" may be sufficient in place of more obtrusive and expensive "Trail turns" signs.**

Current signage on the Trail route is sparse, consisting of the following:

1. "Trail turns" signs without arrows, on King St W (one on either side) near the Brockville Country Club.
2. Four "Trail turns" signs (some without arrows) at King St W, Gilmour St and the Rotary Park footbridge over Buell's Creek where the route leaves King St W and loops back under the King St bridge on the Brock Trail.
3. One "on Trail" sign on the Brock Trail near the King St W bridge.
4. One "on Trail" sign on the Brock Trail at St. Paul St.

The last four "Trail turns" and two "on Trail" signs can be removed and re-used.

The second type of signage recommended is that which informs motorists and cyclists of road conditions, or encourages behaviour that reduces risk for all road users. Along the proposed route, the only place where this is warranted occurs on Water St between Home St and Broad St, where Water St narrows considerably.

Many cyclists are neither experienced nor confident enough to assert their presence on narrow roads, while at the same time many motorists do not understand their obligation to treat bicycles as vehicles and to share the road accordingly. This narrow stretch of Water St would benefit from "Share the Road" signs at each end, and perhaps also from installation of painted sharrows ("sharing arrows") on the road. It is noted that this narrow road segment is frequented by motorists from out-of-town during the summer, motorists who are not likely aware of the tight sight lines to and from the side streets.

A Share the Road sign, seen at the right, is a reminder to motorists and cyclists that they both have rights and obligations, and to respect each other's presence by sharing the road responsibly.



A sharrow, shown in the photo on the left, is an indicator to cyclists of where to position themselves on the road to minimize risk, and an indication to motorists that cyclists are recommended and expected to take the lane.

This treatment would look similar to that shown in the edited photo at right, showing the intersection of Water St and Home St, looking east.



There is one additional consideration for the waterfront sections of the Brock Trail, which will no longer be used by cyclists following the Waterfront Trail between St. Paul St and Ferry St. To lessen the opportunity for conflict given the heavy pedestrian use it may be wise to post signs prohibiting cycling, similar to the one Toronto uses (at right).



### Implementation

Following acceptance of the recommendation for the new route, implementation would require:

1. Informing the Ontario Waterfront Trail organization of the new route. They would need detailed information to update their documentation, and it would be an opportunity to review and update the information about Brockville's route, facilities and services in their website and guidebook.
2. Identify and remove existing Trail signage where no longer appropriate.
3. Confirm requirements for new signs and obtain them.
4. Install signs and any pavement markings.

### Policy Implications

The only potential policy implication may be the decision to post the waterfront sections of the Brock Trail as, "Cyclists – dismount and walk".

### Financial Implications

There are two financial implications:

1. Cost of additional signage. To be determined. A closer analysis of sight lines at each turn on the Trail route may show that, in some cases, mid-block "on Trail" signs would be sufficient and be less numerous and expensive than "Trail turn" signs.
2. Cost of removal and installation of signage and any pavement markings. To be determined.

This report is submitted by the Brockville Cycling Advisory Committee to the Finance, Administration and Operations Committee with a recommendation for adoption, with implementation to be completed for the 2012 cycling season.

Respectfully submitted,

Alan Medcalf  
Chair, Brockville Cycling Advisory Committee

Attached: excerpt from minutes of advisory committee meeting of June 16, 2011

**Addendum:** Excerpt from adopted minutes of advisory committee meeting of June 16, 2011

**Waterfront Trail Routing**

A discussion took place regarding the official route of the waterfront trail. The community can change the route and notify the Ontario Waterfront Trail Organization and then maps and documentation are changed accordingly. Surface condition, proximity to washrooms, rest stops, street bottle neck, beach location and amenities were all discussed and reviewed in order to determine the following recommendation:

**MOTION**

Moved by: Ms. R. Meier

Seconded by: Councillor LeSueur

THAT the Brockville Cycling Advisory Committee document and present a recommendation to the Finance, Administration and Operations Committee and then to Council that the following new route for the Ontario Waterfront Trail through Brockville be amended as follows:

From west to east: King St W at St. Lawrence Park – Rivers Ave – Hartley St – Grant St – Jessie St – St. Paul St – Water St – (optional loop around Blockhouse Island) – Orchard St – King Street E and then east on County Rd 2.

CARRIED

Signage of the route and location of signs will be addressed and included in the recommendation that will be made to the Standing Committee of Council.


**Action Item** - Chair Medcalf will review the route, take pictures of existing signage, and provide an estimate of the number of signs that would be required to provide adequate signage of the route. Mr. Conal Cosgrove noted that the cost of signage is less expensive if placed on an existing sign post. Sign requirements and photos will be reviewed at the next meeting.

**Action Item:** Any committee member who would like to accompany Chair Medcalf in scoping out the route and signage requirements and preparing documentation are invited to contact him at the earliest opportunity.

Respectfully submitted,

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Alan Medcalf Chair,  
Brockville Cycling Advisory Committee



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C. Cosgrove  
Director of Operations

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D. Cyr  
Director of Finance



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B. Casselman  
City Manager



**September 15, 2011**

**REPORT TO FINANCE, ADMINISTRATION AND OPERATIONS COMMITTEE  
September 20, 2011**

**2011-097-09**

**LOTTERY LICENSING FEES  
BINGO (NON-POOLING HALL)**

**SANDRA M. SEALE  
CITY CLERK**

**RECOMMENDED**

THAT a new fee be established for "bingo license (non-pooling hall)" in the amount of 2% of the prize board, effective September 23, 2011.

**PURPOSE**

A revised bingo license fee is being proposed to respond to changes in bingo events in Brockville.

**BACKGROUND**

The Alcohol and Gaming Commission of Ontario introduced a New Bingo Revenue Model for "Pooled" Bingo Halls in 2007 that changed the permitted fee for bingo events from 3% of the prize board, to a flat fee that could be set to a maximum of \$165 for charitable gaming events conducted and managed in Class A, B and C Bingo Halls (Pooled Bingo Halls).

In response to this regulatory change, the City of Brockville during the 2008 budget process established a new flat fee of \$109 per bingo event for pooled bingo halls which was equivalent to the average of the fee charged to licensees for bingo events. This fee has increased since 2008 to the current fee of \$115 per bingo event.

As a result of the closure Brockville's pooled bingo hall in June 2011 the City has been contacted by local charities that would like to conduct bingo sessions in a non-pooling bingo hall. It is therefore necessary to establish a fee for "non-pooling bingo halls".

**ANALYSIS/OPTIONS**

Municipalities are the licensing authority for some charitable gaming events which include bingo (prize boards under \$5,500), break-open tickets and other social gaming including raffles. The maximum fees for charitable gaming events are set out in Section 17 of Order in Council 1413/08.

In accordance with the Order in Council, the maximum fee that may be charged for "bingo (regular) (non-pooling bingo halls)" is 3% of prizes.

It is being recommended that a new fee be established for “bingo (non-pooling halls) in the amount of 2% of the prize board.

Under the AGCO Charitable Gaming Policies, a “hall operator” does not require registration if no more than one bingo event is conducted in the hall during any seven-day period. Using this guideline, the Royal Canadian Legion Branch 96 will be conducting a weekly bingo that will be managed by either the Legion or the Lions Club (alternating weeks). They are proposing a full slate of bingo with a maximum prize board of \$1,990 per event.

### **POLICY IMPLICATIONS**

The establishment of this fee will continue annually through the budget process.

### **FINANCIAL CONSIDERATIONS**

The closure of the pooling bingo hall in June 2011 will result in a deficit to the Clerk’s budget of \$57,308 for 2011. The establishment of this fee is expected to raise revenue in the amount of \$520 from September to December 2011 which would offset the projected deficit.



Sandra M. Seale  
City Clerk



D. Cyr  
Director of Finance



B. Casselman  
City Manager



## MEMO

File No. F05-26/12

**To:** Mayor David J. Henderson  
Members of Council

**From:** Donna Cyr, Director of Finance

**cc:** SMT  
Lynda Ferguson, Supervisor of Accounting Services  
Diane Gordon, Budget Officer  
Chrissy Ward, Treasury Services Officer – Capital and Reserve Funds

**Date:** September 15, 2011

**Re:** **2012 Budget Timetable**

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The following is the revised 2012 Budget Timetable built upon Council's direction from the 2012 Budget Workshop which took place on September 7<sup>th</sup>, 2011:

Tuesday, October 4 <sup>th</sup> 5:30 – 9:30 pm	Capital Budget Introduction
Tuesday, October 18 <sup>th</sup> 5:30 – 9:30 pm	Capital Budget Review
Tuesday, October 25 <sup>th</sup> 8:00 – 9:30 pm	Capital Budget Adoption
Tuesday, November 15 <sup>th</sup> 5:30 – 9:30 pm	Operating Budget Introduction
Tuesday, November 22 <sup>nd</sup> 8:00 – 9:30 pm	Operating Budget Review
Tuesday, November 29 <sup>th</sup> 5:30 – 9:30 pm	Operating Budget Review Review of User Fees
Tuesday, January 3 <sup>rd</sup> 5:30 – 9:30 pm	Boards and Committees
Tuesday, January 10 <sup>th</sup> 8:00 – 9:30 pm	Review of Water and Wastewater
Tuesday, January 17 <sup>th</sup> 5:30 – 9:30 pm	Review of Incremental Items Unfinished Budget Deliberations
Tuesday, January 24 <sup>th</sup> 7:00 pm	Council Adoption of 2012 Budget

*Donna Cyr*