

City of Brockville
Finance, Administration and
Operations Committee

Tuesday, November 20, 2012, 4:15 pm.
City Hall, Council Chambers

Committee Members

Councillor D. Beatty, Chair
Councillor J. Earle
Councillor J. Fullarton
Councillor D. LeSueur
Councillor M. McFall
Mayor D. Henderson,
Ex-Officio

Areas of Responsibility:

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

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

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

AGENDA

Page

DISCLOSURE OF INTEREST

DELEGATION(S) AND PRESENTATION(S)

4 - 21 1. **Arts Task Force**

Mr. Howard Alexander, Chair, Arts Task Force will make a presentation to the Committee regarding Creative Economy.

2. **Brockville Chamber of Commerce**

Mr. David Keenleyside, Brockville Chamber of Commerce, will speak to the Committee in support of investigating costing for OPP services.

CORRESPONDENCE

22 1. **Brockville Off-Leash Dog Park**
Request for forgiveness of debt
(Mr. Paul Bullock)

STAFF REPORTS

23 - 25 1. **2012-180-11**
2012 Tax Reductions and Cancellations

THAT Council authorizes the cancellation, reduction or refund of taxes pursuant to provisions of The Municipal Act, 2011 in the amount of \$9,977.48 and charge the municipal portion of \$5,543.72 to Tax Write Off Account 01-5-032006-2041.

26 - 27 2. **2012-183-11**
Accounts Receivable Write-Offs

THAT the following overdue Accounts Receivable accounts be written off to the bad debts expense in each originating department; Non-Resident User Fees \$2,065.62 and Pro Image Landscaping \$3,530.24.

28 - 29 3. **2012-176-11**
Water Meter Replacement Program Update

THAT Council accepts Report 2012-176-11 Water Meter Replacement program Update for information purposes only.

30 - 33 4. **2012-175-11**
Payment Processing Point of Sale Terminals

THAT Council receive report 2012-175-11 Payment Processing - Point of Sale Terminals for information purposes; and

THAT the City of Brockville remains with Moneris Solutions for payment processing.

34 - 36 5. **2012-174-11**
2012 Corporate Insurance

THAT Council accept the October 3, 2012 proposal from Jardine Lloyd Thompson Canada Inc. (Halpenny Insurance) for the City's insurance policy for the period of December 30, 2012 to July 1, 2014 as received in the amount of \$478,639 (excluding applicable P.S.T.).

37 - 66 6. **2012-184-11**
2012 Work Plan Third Quarter Report

THAT report 2012-184-11 Work Plan Quarterly Report, be received for information purposes.

67 - 125 7. **2012-182-11**
2012-2017 Accessibility Plan

THAT Council receive the City of Brockville 2012-2017 Accessibility Plan dated November 2012, as endorsed by the Brockville Municipal Accessibility Advisory Committee (Attachment "A" to this report); and

THAT the City Clerk be directed to undertake the necessary steps to meet the compliance deadlines under the Accessibility for Ontarians with Disabilities Act, Integrated Accessibility Standard Regulation; and

THAT a copy of the 2012-2017 Accessibility Plan be sent to the Ministry of Citizenship and Immigration, Accessibility Directorate of Ontario; and

THAT copies of the 2012-2017 Accessibility Plan be made available to the public via the City of Brockville's website, the Brockville Public Library and City Hall; and

THAT staff be directed to hold a public meeting to consult on the Transportation Regulations.

NEW BUSINESS

126 - 1. **Ontario Provincial Police Costing**
173 (Mayor Henderson)

THAT Brockville City council direct City Manager Bob Casselman to proceed with obtaining an Ontario Provincial Police costing for the provision of police services to the City of Brockville.

FAO - CONSENT AGENDA

REPORT OF THE ARTS TASK FORCE

His Worship, Mayor Henderson - ex-officio

Chair - Howard Alexander - Musician and Teacher

Co-Chair - Al Torrance - President Brockville Musicians' Association

Secretary - Deborah Dunleavy - Professional Performing Artist

Peter Dunn - Brockville Arts Centre

Bonnie Burke - Brockville Museum

Leigh Bursey - Member of City Council/Community Arts Advocate

Ed Van Den Enden - Donaldson Canada

Heather Savage - Entrepreneur and Artist

**“It ain’t show art,
it’s show biz!”**

- Lily Tomlin

“It would be a shame to lose out on the future because of a simple lack of imagination.”

Alysia Garmulewicz (Canadian Rhodes Scholar, Said School of Business, University of Oxford, Outdated priorities shackle Canada's economic future, Toronto Star, May 26, 2012

The Creative Economy

“The Creative Economy”

first published in 2001 and revised in 2007.

John Hawkins *(as quoted on his website)*

- ▣ The creative economy brings together ideas about the creative industries, the cultural industries, creative cities, clusters and the creative class.
- ▣ The creative economy is based on a new way of thinking and doing. The primary inputs are our individual talent or skill.

“Brockville is well positioned to emerge as a regional leader in the Creative Economy.”

Insights, 2012 .Martin Prosperity Institute, Rotman School of Business, University of Toronto.

Brockville’s Potential for the Creative Economy

- ▣ Brockville has the highest “Creativity Index” in rural Eastern Ontario and 3rd highest of the 50 rural communities surveyed in the province.
- ▣ “It is important to focus on...arts and culture, recreation, and financial support and management occupations; all of which are below the provincial average and should be enhanced”.

*Benchmarking the Creative Economy in Rural Ontario,
published by the Martin Prosperity Institute.*

Arts Task Force Objectives

- ▣ To develop a framework to help Council achieve the objectives for the Creative Economy contained in the Strategic Plan
- ▣ To propose a Cultural Policy and Plan for the City of Brockville
- ▣ To promote a climate for the economic development of the arts and culture through employment in the Creative Economy
- ▣ To foster coordinated Arts and Cultural Activities through the establishment of an Arts Council
- ▣ To create through an Arts Council a mechanism for accessing and distributing grant money for individual artists and arts organizations currently not available to the City or its Cultural Institutions

Economic Impact

Direct impact is defined as:

- ▣ The initial contribution to GDP or employment of expenditures in the arts and culture sector.
- ▣ The measurement of direct expenditures includes wages, salaries, and supplementary labour income; corporation profits before taxes; interest and miscellaneous investment income; and capital consumption allowances.

Indirect impact is defined as:

- ▣ The value of goods and services from suppliers to the arts and culture sector.
- ▣ An example would be the expenditures of a printing company attributed to the printing of catalogues for an art gallery, as well as the relevant portion of the expenditures of the company that sold paper to the printer.

Focus on Culture, Statistics Canada, 2006

Cultural Industry Fast Facts

- ▣ Tourists who attended cultural activities spent a total of \$8.0 billion in 2007, while sports tourists spent \$2.1 billion, about four times less than cultural tourists.
- ▣ The spending of cultural tourists “represents 15% of total tourist spending included in this study (\$53.5 billion)”.

The Economic Impacts of Cultural and Sport Tourism in Canada 2007
 Arts Research Monitor - December 2011 (Volume: 10 Issue No: 6)
 Publisher: Canadian Heritage

Cultural Industry Fast Facts

- ▣ The direct impact of the arts and cultural sector in Canada – as measured by its contribution to gross domestic product (GDP) – was \$64.1 billion in 2010,

 with portions of Educational Services, Retail Trade, and Accommodations and Food Services for an approximate total of \$84 billion
- ▣ Total direct employment reaches an estimated 650,000 jobs. This is roughly the same as agriculture, forestry, fishing, mining, oil & gas, and utilities combined.

(Industry Canada Statistics, 2010)

Cultural Industry Fast Facts

For comparison:

- ▣ Agriculture - \$26.4 billion
- ▣ Mining, Quarrying, Oil and Gas Extraction - \$53.9 billion,
- ▣ Retail Trade - \$76.3 billion
- ▣ Finance and Insurance - \$84.2 billion
- ▣ Manufacturing - \$162 billion
- ▣ Real Estate, Rental and Leasing - \$169.5 billion

(Industry Canada Statistics, 2010)

Canadian Attitudes to the Cultural Industries

- ▣ 65% of Canadians believe that the community as a whole benefits more or as much as individual attendees from the presentation of the performing arts.
- ▣ Canadians believe that cultural facilities:
 - Improve the quality of life (87%)
 - Foster a sense of community pride (87%)
 - Contribute to economic development (88%)
- ▣ "...performing arts are both symbolically and functionally important to communities."

Cultural Industry Fast Facts

- ▣ 75% of Canadians attended a performance of a *professional* performing arts company within the past year.
- ▣ 86% report having attended an arts event at sometime in the past.
- ▣ *“Professional performing arts do not merely cater to some privileged elite but reach across socio-economic differences much more broadly.”*

The Cultural Industries

Writing and Publishing	Film industry
Broadcasting	Recording and Music Publishing
Performing Arts	Visual Arts and Crafts
Architecture	Photography
Design	Advertising
Fine Arts Education	Heritage (including museums)
Libraries	

Cultural Industry Fast Facts for Brockville

- ▣ There is now more retail floor space for the Arts than for sports.
- ▣ There is direct employment through TV and radio, newspapers, magazines, printers, promotion companies, layout and design artists, photography studios, and more.
- ▣ There are three high schools which have qualified Arts teachers, and St. Lawrence College with faculty in Fine Arts and Performing Arts.

Community Arts in Brockville

Brockville has an extremely active and strong non-professional arts community as evidenced by the Operatic Society, the Theatre Guild, the Performing Arts Hall of Fame, Arts Walking Tours, New Years Eve Concerts, charitable Telethons, as well as Associations for Visual Arts, Photography, Crafts, Dance, Music, and more.

Professional Arts in Brockville

Numerous professional artists live and work in Brockville including but not limited to the following:

painters, carvers, sculptors, photographers, potters, private arts teachers, dancers, theatre technicians, sound engineers, stage designers, layout designers, actors, videographers, singers, musicians, storytellers, writers, silversmiths, jewelry makers, fashion designers, librarians, curators

How Cultural Industry works in Brockville – Festival of Storytelling

Revenues: Ontario Arts Council- \$6,000, Corporate donations - \$2,086, Ticket revenue - \$5,495, UCDSB school performance - \$1,500

Total Budget - \$15,081

Professional performers fees were \$4,400.

\$10,641 stayed in Brockville. Major expenses included advertising, Arts Centre rental, Museum rental, accommodations, hosting.

Festival of Storytelling Benefits

Tourism – 6 couples and 1 individual stayed in Brockville for three nights. These tourists spent approximately \$6,000 for accommodations and meals.

Several people attended from neighboring communities, but did not stay overnight.

After concert parties amounted to approximately \$1,800 in revenues for different restaurants. At least 1 restaurant called in extra staff.

Festival of Storytelling Benefits

- ▣ During the Festival, patrons spent money for babysitters, restaurants, fuel, hair, clothing, and more.
- ▣ For the “Ghosts, Ghouls, and Goblins” night, several audience members purchased costumes, wigs and makeup.
- ▣ Tourists and out of town artists shopped in Brockville at bookstores, clothing stores, etc.
- ▣ National and international advertising for Brockville.

Festival of Storytelling Benefits

- ▣ Direct Economic contribution to the GDP:
\$10,641 from Budget, \$7,800 from tourists =
\$18,441
- ▣ Indirect Impact – using the 2.7 multiplier factor used by the British Columbia government, the Festival of Storytelling generated an additional \$10,000 in spending
- ▣ Total Contribution to GDP was \$28,700.

How Cultural Industry Works in Brockville – The Aquatarium

The Economic Planning Group (2007 report) used TRIEM to determine the potential economic impact of the MDC on the Brockville and area economy. Based on attendance in a mature year of 35,000 people, the projected direct and indirect economic impact was approximately \$1,050,000 returning taxes of approximately \$891,000 to all levels of government.

How Cultural Industry Works in Brockville – The Brockville Arts Centre

- ▣ Using the exact same figures for the Arts Centre, the Arts Centre, which last year had attendance of 35,000, has a direct and indirect economic impact of approximately \$1,050,000 returning taxes of approximately \$891,000 to all levels of government.
- ▣ The City funds the Arts Centre for approximately \$138,000. That is a return of 700 per cent on the investment in terms of stimulating the GDP and creating employment.

The Arts Mean Business

- ▣ **The Arts Mean Jobs**
- ▣ **The Arts Mean Economic Activity**
- ▣ **The Arts Mean increased GDP**
- ▣ **The Arts Mean an expanded tax base**
- ▣ **The Arts Mean more tax revenues for the City**
- ▣ **The Arts Mean investment**

Benefits of a Brockville Arts Council

- ▣ The Brockville Arts Council's role is to identify, unite, support, promote and facilitate artists and artistic activity.
- ▣ The Brockville Arts Council is a non-profit organization dedicated to promoting the arts mainly by funding local artists and art groups and organizations, awarding prizes, and organizing events.

Benefits of a Brockville Arts Council

- ▣ The Brockville Arts Council supports existing arts organizations, individual artists, galleries and community organizations in the promotion of Brockville artists and events.
- ▣ The Brockville Arts Council provides professional learning opportunities for artists.
- ▣ The Brockville Arts Council promotes Brockville as a year-round arts and culture destination by establishing a broader public awareness of our arts community and encouraging widespread appreciation of, support for, and involvement in the arts.

Benefits of a Brockville Arts Council

- ▣ The Brockville Arts Council is able to approach all levels of government, business and industry and service clubs to gain funding, support and recognition for artistic activity in Brockville.

Benefits of The Brockville Arts Council

TO THE CITY:

- ▣ Help develop the economic potential of the Arts and Creative Economy.
- ▣ Help establish the City as a creative, vibrant, diverse, and competitive place to live.
- ▣ Provide advice and assistance to the City in applicable matters of City participation in artistic affairs including program and facility needs, planning and administration, training and organization, funding and grants, affiliation policies and promotion for the arts.

Benefits of The Brockville Arts Council

TO THE COMMUNITY:

- ▣ Contribute to the quality of life for citizens through experiencing the arts.
- ▣ Provide opportunities for citizens to participate in the arts, at the level of interest or skills appropriate to their needs and choice.
- ▣ Increase citizens' pride, commitment, and investment in their community.
- ▣ Represent the needs and ideas of the many existing Arts groups and organizations.

Benefits of The Brockville Arts Council

- ▣ Create a communication hub for an Arts Community.
- ▣ Enhance and promote, rather than duplicate or compete with the activities of associate member groups already established.
- ▣ Develop partnerships between government, businesses, individuals, and the arts community to enhance creation, provision of, and access to the arts and arts activities.
- ▣ Increase the capacity within the arts community to advocate and bring attention to key issues of interest to this community.

Benefits of The Brockville Arts Council

TO THE ARTIST:

- ▣ Support the work of Arts professionals through advocacy and access to funding.
- ▣ Support the development and promotion of the work of artists through special community projects and initiatives (ie. workshops, special events, promotion and display opportunities).
- ▣ Facilitate the sharing of experience and expertise among artists (networking).
- ▣ Encourage growth, experimentation, and excellence through awards and recognition.

What next?

The following proposals are designed to support Council in its endeavors to stimulate economic activity in Brockville, and fulfill the objectives in The Strategic Plan.

Recommendations:

1. That Council recognize that the Creative Economy is already an important economic driver in the City economy.

Recommendations

2. That Council develop a Cultural Plan to promote the Creative Economy which will be embedded into all planning for the City, focused on economic development and tourism.
3. That Council support the creation of an arms length, not-for-profit Arts Council which will have the capacity to access and distribute grant money currently unavailable to the City and its cultural institutions.

Recommendations

4. That Council continue to financially support the Cultural Institutions – the Public Library, the Museum, and the Arts Centre not only for their immense contributions to the quality of life, but also for their unique place as economic drivers in the City.
5. That Council help foster an environment suitable to sustain and develop a healthy arts culture within our city and to support local performers, artists and artisans whenever possible.

Thought for the Day

When Winston Churchill was Prime Minister and he was told that they were going to have to make major cuts in arts and culture because of the mounting costs of World War II, he responded with a simple reply: "Then what are we fighting for?"



Brockville Off-Leash Dog Park Association

NOVEMBER 13, 2012

Ms. S. Seale, Clerk,
City of Brockville
1 King St. West,
Brockville, ON
K6V 7A5

Dear Ms. Seale;

I would like to go before the Finance Administration and Operations Committee next Tuesday, November 20, to make a brief presentation on behalf of the Brockville Off-Leash Dog Park. I plan to request that \$3,000 of the \$4,000 loan made to the park in 2009 be forgiven.

Thank you for your help with this matter.

Sincerely yours,

Paul Bullock
Park Treasurer

President: Frank Orleck
Vice President: Wayne Mielke
Treasurer: Paul Bullock

November 5, 2012

**REPORT TO FINANCE, ADMINISTRATION & OPERATIONS COMMITTEE –
November 20, 2012**

2012-180-11

2012 TAX REDUCTIONS AND CANCELLATIONS

FILE:F23-01

**L. FERGUSON
DIRECTOR OF FINANCE (ACTING)
D. SMITH
TAX COLLECTOR**

RECOMMENDED

THAT Council authorizes the cancellation, reduction or refund of taxes pursuant to provisions of The Municipal Act, 2001 in the amount of \$9,977.48 and charge the municipal portion of \$5,543.72 to Tax Write Off Account 01-5-032006-2041.

PURPOSE

To adjust taxes and penalties as approved under Section 357, 358 and 359 of The Municipal Act.

BACKGROUND

The municipality levies and collects taxes for the municipality, school boards and the downtown board of management (DBIA). Taxes are calculated based on the assessed value of the property, as determined by MPAC. The assessed values are delivered annually to the municipality in the assessment rolls. These rolls are available to be reviewed by the public in the Revenue Office.

A property owner may initiate an assessment appeal through the City by submitting an application to the Revenue office by no later than February 28th of the year following the current levy. The application must detail the reason for the appeal. The criteria for appeal are set out in Section 357 of the Municipal Act. Reasons for the appeals may include: building demolished, razed or damaged by fire, property became exempt or property classification change due to a change in usage.

The applications are reviewed by the Tax Collector and then forwarded to MPAC for approval and assessment evaluation. Once returned to the Revenue Office the taxes are recalculated based on the revised assessment.

A "Notice of Hearing" must be sent to the applicant by the municipality 14 days before the date of the hearing. The notices of hearing are to be mailed November 6, 2012 to comply with a hearing (Council) date of November 27, 2012. Taxpayers may attend the Council meeting to explain their appeal. If they are in agreement with the recommendation it is not necessary for them to attend. Should the applicant wish to

appear, they must contact the City Clerk in writing no later than November 12, 2012. There are seldom appearances by the applicant.

Once the decision is made by Council, a "Notice of Decision" must be mailed to the applicant within 14 days of the decision. This notice shall state the decision and the fact that the decision may be appealed within 35 days to the Assessment Review Board.

ANALYSIS/OPTIONS

All cancellations, reductions and refunds are charged back to the appropriate tax body; municipal, school board or DBIA. [See Attachment 1 to Report 2012-180-11] as follows:

Municipal	\$ 5,543.72
School Boards	4,433.76
DBIA / Parking	-0-
Capping	-0-
	<u>\$ 9,977.48</u>

POLICY IMPLICATIONS

It is the City of Brockville's policy that these types of tax write offs are brought before Council at an annual public hearing for approval.

FINANCIAL CONSIDERATIONS

Budgeted Municipal Write Offs	\$194,445.00
Actual Write Offs to date, including this report	<u>183,551.00</u>
Surplus	<u>\$ 10,894.00</u>

This adjustment is still within the budget for the year.

CONCLUSION

These tax reduction and cancellations are appropriate under the Municipal Act sections 357, 358, 359 and reflect the current status of the properties.



D. Smith
Tax Collector



L. Ferguson
Director of Finance (Acting)



B. Casselman
City Manager

TAX WRITE OFF'S AS AUTHORIZED BY THE MUNICIPAL ACT (Section 357)

Application #	Tax Roll #	Person Assessed	Property Location	Details for Reductions/Cancellation	Effective Date	Tax Adjustment	
						Municipal	School
2011-07	010 030 17230	Brockville City	Broome Rd	became exempt	Jan 1 to Dec 31 2010	-\$ 1,140.95	-\$ 891.96
2011-08	010 030 17230	Brockville City	Broome Rd	became exempt	Jan 1 to Dec 31 2011	-\$ 1,176.76	-\$ 793.24
2011-11	010 025 05900	Pullan	7 Central Ave E	class change	July 1 to Dec 31 2011	-\$ 803.77	-\$ 961.85
2012-01	010 010 07200	Wilson	152 King St E	pool removed	Jan 1 to Dec 31 2011	-\$ 50.04	-\$ 8.82
2012-02	020 053 09900	Brisebois	18 Duke St	garage demolished	Feb 18 to Dec 31 2012	-\$ 146.81	-\$ 24.96
2012-03	010 025 05900	Pullan	7 Central Ave E	class change	Jan 1 to Dec 31 2012	-\$ 1,589.87	-\$ 1,637.01
2012-11	030 060 65600	2071512 Ontario Inc	Plan 388 Lot 108	class change	Jan 1 to Dec 31 2010	-\$ 211.40	-\$ 38.56
2012-12	030 060 65700	2071512 Ontario Inc	Plan 388 Lot 109	class change	Jan 1 to Dec 31 2010	-\$ 212.06	-\$ 38.68
2012-13	030 060 65800	2071512 Ontario Inc	plan 388 Lot 110	class change	Jan 1 to Dec 31 2010	-\$ 212.06	-\$ 38.68
						-\$ 5,543.72	-\$ 4,433.76
							-\$ 9,977.48

November 9, 2012

REPORT TO FINANCE & ADMINISTRATION COMMITTEE – NOVEMBER 20, 2012

2012-183-11

ACCOUNTS RECEIVABLE WRITE-OFFS

FILE: F02-00

**L. FERGUSON
DIRECTOR OF FINANCE (ACTING)
D. SCOTT
REVENUE CLERK**

RECOMMENDATION

THAT the following overdue Accounts Receivable accounts be written off to the bad debts expense in each originating department; Non-Resident User Fees \$2,065.62 and Pro Image Landscaping \$3,530.24.

PURPOSE

To have Council's approval to write-off uncollectible accounts.

BACKGROUND/ANALYSIS

The Accounts Receivable process includes many follow up attempts, such as direct phone calls, letters and statements. The collection process starts at 30 days from invoicing, if the invoice remains unpaid, a statement is mailed monthly. After 90 days phone calls will be made daily until a response is obtained. If no response by phone is made, then follow up letters are sent. Payment arrangements are offered if necessary. The outstanding invoice may then be sent for collection if all attempts fail to secure payment. If the accounts are sent for collection, about 30% of the collected value goes to the collection service provider.

The following is some of the history of the accounts:

Non-Resident User Fees 2010-2011 and 2011-2012 seasons. This amount is made up of 13 invoices from individual families and total \$2065.62 including interest. Original invoices were sent in December 2010 and December 2011. Statements were sent out each month and then on May 3, 2012 all non-paid non-resident user fee invoices were sent to collection. These invoices are the ones that still remain unpaid as of October 2012.

Pro Image Landscaping Invoice # 95 August 31, 2010 \$3,530.24. This invoice was for repairs on an underground light feed damaged during a driveway excavation at 17 Woodlawn Place. The invoice initially had not been delivered due to an incorrect mailing address. Many attempts had been made to find the mailing address. Finally in

January, 2012 a proper mailing and email address were found. The invoice was resent by mail and by email. An email response was given by Andrew Hare (of Pro Image Landscaping) stating that Mr. Pardy (the homeowner) assured him that before the project started that he had completed all the locates. He then declared that Pro Image Landscaping would not be responsible for the invoice as it was the homeowner's error when he advised that the construction was clear of any services. Further follow up was done by staff who noted that both City of Brockville and Industrial Electric employees who were onsite all stated that Mr. Hare admitted to finding the wire and cutting it off at either end of the area of the excavation. This was to no avail and Pro Image Landscaping was notified on July 24, 2012 that the invoice would be sent to collection.

FINANCIAL

The balance of the outstanding accounts receivable, other than taxation, as of October 31 was \$760,578.39. The total write off requested of \$5,595.86 represents 0.7% of total receivables.

POLICY IMPLICATIONS

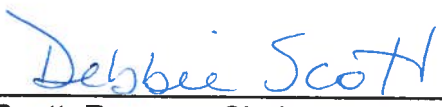
According to the Accounts Receivable Approval and Processing Policy # 2256 The City Manager has the ability to approve an accounts receivable write off of under \$1,000. The Mayor has the ability to approve an accounts receivable write-off between \$1,000 and \$2,000, and any accounts over \$2,000 must have Council's approval.

CONCLUSION

Numerous attempts of collection are exhausted before recommendation of write-off occurs. This process is relevant for every account that is overdue and was performed on the above accounts. It is time in the process to write these off.



L. Ferguson, Director of Finance (Acting)



D. Scott, Revenue Clerk



B. Casselman, City Manager

November 5, 2012

**REPORT FOR FINANCE, ADMINISTRATION & OPERATIONS COMMITTEE –
NOVEMBER 20, 2012**

**2012-176-11
WATER METER REPLACEMENT
PROGRAM UPDATE**

**L. FERGUSON, ACTING
DIRECTOR OF FINANCE
L. WHITE, MANAGER
OF STRATEGIC INITIATIVES**

RECOMMENDED

THAT Council accepts Report 2012-176-11 Water Meter Replacement Program Update for information purposes only.

PURPOSE

To provide Council an update with respect to the Water Meter Replacement Program that was funded through the 2012 Capital Budget.

BACKGROUND

In the 2012 Capital Budget, Council approved funding for \$170,000 for the purchase of new water meters with radio transmitters following the purchase of new software and meter reading units approved by Council through Report 2009-151-09.

The new software transfers meter reading information from the meter reading devices to the City's financial system to prepare water bills.

The handheld devices are able to read radio frequency meters by either walking or driving by the meter. The next step is to start installing the radio frequency devices on the water meters by either replacing the meter or retrofitting the meter depending on the age of the meter.

At present, the City of Brockville staff of two (2) Meter Readers read close to 8,500 water meters to provide the consumption for the water/wastewater billings. Currently staff loads route information into handheld devices and then canvas the City on foot, manually entering meter readings into devices. Staff is required to take the meter read directly from each meter often located inside the premises. In some instances, staff is able to take the reading from a remote device that has been installed on the exterior of the building but connected to the meter inside by a wire. The readings are uploaded into the software, verified by staff and then the bill is created. Bills include the water portion based on consumption and a sewer charge of 1.65 of the water charges.

When this project is completed, and all water meters have been replaced or retrofit, Staff will be able to walk or drive by each meter and the handheld device will receive the reading. This would save valuable time and allow staff to focus on more customer service related to the City's water division.

ANALYSIS

The process of changing water meters will begin in January. An individual with experience changing water meters has been hired on a part-time basis. A public education campaign will begin to inform the public about the meter change.

The meter replacement will be completed by area prioritized by staff.

POLICY IMPLICATONS

At this time there are no policy implications.

FINANCIAL IMPLICATIONS

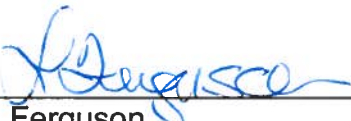
The cost of the meter replacement, including wages, will be funded through the \$170,000 initially provided for the project. Once the project commences, staff will review the progress monthly and will return to Council to request additional funds as required.

CONCLUSIONS


Through a recommendation derived from the Internal Service Delivery Review, Council approved decreasing the Meter Reading Staff by one staff member from three to two. Although staff has worked diligently to read the meters in order to get the bills out, the other job duties including all of the service that pertains to the water meters sometimes falls behind. As all of the meters get converted to direct read meters over the next few years, staff will have more time to respond quicker to service related issues.



L. White
Manager of Strategic Initiatives



L. Ferguson
Acting Director of Finance



B. Casselman
City Manager

NOVEMBER 14, 2012

REPORT FOR FINANCE & ADMINISTRATION COMMITTEE – NOVEMBER 20, 2012

**2012-175-11
PAYMENT PROCESSING
POINT OF SALE TERMINALS**

**L. FERGUSON
ACTING DIRECTOR OF FINANCE
L. WHITE
MANAGER OF STRATEGIC INITIATIVES**

RECOMMENDED

THAT Council receive report 2012-175-11 Payment Processing - Point of Sale Terminals for information purposes;

THAT the City of Brockville remains with Moneris Solutions for payment processing.

PURPOSE

To provide information to Council requested during the Finance Department's Internal Service Delivery Review.

BACKGROUND

During the Internal Service Delivery Review, all departments reviewed how services are provided and whether those services are provided cost effectively.

The Finance Department was to investigate if Moneris Solutions, the current provider for payment services throughout the City, is competitive with pricing and services versus its competitors. The City currently has 11 point of sale terminals throughout the City buildings that allow customers to pay for City services by debit card and credit card.

The City's has 11 different contracts with Moneris Solutions for the terminals and related services all have different start/end dates as the terminals were added at different times. The contracts are automatically renewed every 3 years. The City chose to have each terminal under a different contract or "merchant number" for ease of allocating the costs associated with each machine. If the City were to switch to another provider, a penalty fee of \$300 per account would apply if the City were to cancel the contract prior to the end of the three-year period.

The City also has a contract with Chase Paymentech to provide payment services at the Brockville Arts Centre through the box office software, Theatre Manager. Chase Paymentech is the only payment provider supported by Theatre Manager software. Chase Paymentech terminals process the credit transactions while all debit transactions are processed using the Moneris terminals.

The following table reflects the location of the Moneris terminals and the corresponding departmental budgets:

Location		Units	2012 Budget
City Hall		2	
	Tax Rate		1,339
	Water Rate		5,047
	Wastewater Rate		5,047
Arts Centre		2	15,755
Police		1	300
St. Lawrence Park/Memorial Centre (shared)		1	1,945
Animal Control - wireless		1	515
Islands -wireless		1	515
Harbour		1	1,236
Entrepreneurship Centre		1	773
Airport		1	1,545
Parking Meters		1	1,030
	Total	12	\$ 35,047

The costs associated with each terminal are charges for payment processing that occur based on the type of transaction, whether it is debit and / or credit card.

Staff contacted six different vendors for their rates. Moneris Solutions was also contacted to discuss their rates at which time they offered lower rates instantly. The City is currently benefitting from those lower rates.

ANALYSIS

Staff discussed the use of the Moneris Solutions terminals with departmental staff that process payments and found that there were no complaints with respect to the terminals or service provided.

The six providers that were contacted supplied their rates based on average estimated revenues. It took some time to analyse the rates as some suppliers use different terminology and / or have different rate structures. It should be noted that the four primary payment processors in Canada are linked to major financial institutions:

Moneris – RBC and Bank of Montreal
Global – CIBC
TD – TD Canada Trust
Chase Paymentech – Scotiabank

There are several “independent” payment processors in the marketplace.

The following spreadsheet compares the estimated yearly cost of each supplier. The estimated figures do not include the cost of Paymentech terminals located at the Brockville Arts Centre.

Company	Estimated Yearly Cost
PayTech	\$ 19,611
Moneris (New rates)	\$ 21,660
Chase Paymentech	\$ 21,825
Collective POS	\$ 21,881
TD	\$ 22,639
Global	\$ 22,757
Moneris (Previous)	\$ 26,321

The lowest rates were from PayTech. PayTech requires that the terminals are on a 5-year “lease-to-own” as opposed to rental agreements which are offered by all other companies. At this time, staff does not recommend leasing the equipment as technology is constantly being updated and anticipate problems with outdated equipment.

The chart reflects the substantial savings of approximately \$4,661 per year from Moneris (Previous) and Moneris (New rates) offered as a result of this review. Moneris reduced the per transaction fee for credit card and debit purchases as well as the monthly service fees and rental fees for the terminals.

POLICY IMPLICATONS

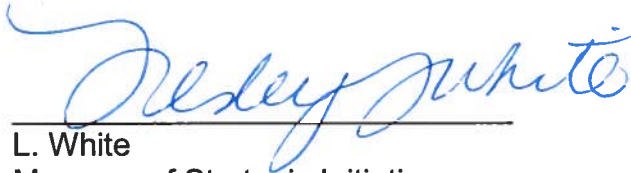
At this time there are no policy implications.

FINANCIAL IMPLICATIONS

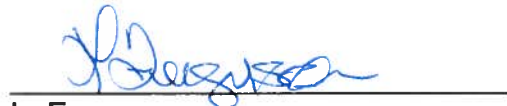
The savings offered by Moneris as a result of this review have already taken effect. Staff will adjust the 2013 operating budgets accordingly.

CONCLUSIONS


It is necessary to review all City operations periodically to ensure that we are operating as efficiently as possible.



L. White
Manager of Strategic Initiatives



L. Ferguson
Acting Director of Finance



B. Casselman
City Manager

NOVEMBER 14, 2012

REPORT FOR FINANCE & ADMINISTRATION COMMITTEE – NOVEMBER 20, 2012

**2012-174-11
2013 CORPORATE INSURANCE**

**L. FERGUSON
ACTING DIRECTOR OF FINANCE
L. WHITE
MANAGER OF STRATEGIC INITIATIVES**

RECOMMENDED

THAT Council accept the October 3, 2012 proposal from Jardine Lloyd Thompson Canada Inc. (Halpenny Insurance) for the City's insurance policy for the period of December 30, 2012 to July 1, 2014 as received in the amount of \$478,639 (excluding applicable P.S.T);

PURPOSE

To request Council approval for the acceptance of the City's insurance policy for an eighteen month period.

BACKGROUND

In April 2007, Council and staff agreed that a request for proposal (RFP) for insurance coverage should be issued for the 2008-2009 year to determine if pricing might be less expensive with another insurer.

BFL Canada was the successful proponent as they fulfilled all requirements at a savings of over \$200,000 from the previous year. Staff has since negotiated three 18-month renewals.

The Finance Department's Service Delivery Review, as adopted by Council, indicates that an Insurance RFP should be conducted approximately every five years. Accordingly, a RFP was released in September 2012.

The City engaged the services of Insurance Consultant, Stephen J. White of Somerset Insurance Consulting to review the proposals.

ANALYSIS

Three proposals were received:

BFL	\$374,331 plus taxes
JLT	\$321,156 plus taxes
Frank Cowan	\$354,692 plus taxes

For comparison purposes, at the time of the last renewal with BFL, the City paid \$372,200 for one year.

The Consultant notes in his conclusions:

- Each of the proponents has worked hard to present their proposals that are extensive and professionally produced.
- All three proponents are well recognized and credible providers of municipal insurance programs in Canada and all have significant portfolios of municipal clients and all are providing insurance covers with 'A' rated licensed Canadian insurers.
- Your incumbent broker BFL has quoted a premium total of \$374,331 plus taxes for a total of \$ 399,009 is not the most competitive. In the writer's opinion this is based upon the lowest credit granted for the \$ 50,000 liability deductible applying to each claim. In spite of the excellent performance of BFL in providing service over the past four years their quotation is not recommended going forward.
- Cowan's property premium MAY be subject to an additional amount for Flood and earthquake cover on all properties to meet the RFP specification.
- The liability limit in total for Cowan's cover is \$25 million compared to \$50 million for the other two proposers. Cowan can provide a further \$25 million to match if requested but at an expected additional cost of some \$10,000 to \$15,000.
- Cowan's total premium cost and taxes is shown at some \$386,000 to which should be added the further amount to provide a total of \$50 million for liability plus a further amount for earthquake and flood if the exclusion shown is a clerical error which the writer believes is the case. Nevertheless, Cowan's quotation is not the most competitive either.
- JLT's quoted premium total of \$321,156 plus taxes for a total of \$ 339,450 is clearly the most competitive. The terms as quoted meet or exceed the RFP specifications and the subjectivities as detailed earlier in this report include items that are considered positive in the risk management process. Other items should be resolved with speedy work prior to the final renewal date and their proposal is the recommended option for the City going forward.

Staff has reviewed the proposals and discussed Mr. White's findings and agree that JLT has met all of the requirements of the RFP while delivering the lowest quote and therefore should be awarded the contract.

POLICY IMPLICATONS

At this time there are no policy implications.

FINANCIAL IMPLICATIONS

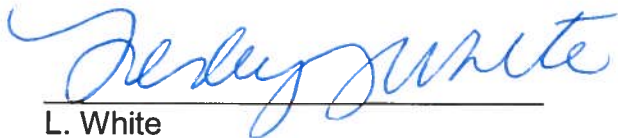
The acceptance of the proposal from JTL will result in substantial savings in the corporate insurance costs of over \$50,000.

The savings have been incorporated into the 2013 budget, as presented to Council on October 25th, 2012.

CONCLUSIONS

Previous Insurance providers, Frank Cowan and BFL have both provided the City with excellent service over the years.

Staff anticipates a seamless transition to the new provider, JTL.



L. White
Manager of Strategic Initiatives



L. Ferguson
Acting Director of Finance



B. Casselman
City Manager

NOVEMBER 14, 2012,

REPORT TO FINANCE/ADMINISTRATION/OPERATIONS – NOVEMBER 20, 2012

**2012-184-11
2012 WORK PLAN
THIRD QUARTER REPORT**

**BOB CASSELMAN
CITY MANAGER**

RECOMMENDATION

THAT report 2012-184-11 Work Plan Quarterly Report, be received for information purposes.

PURPOSE

This report covers the third quarter of 2012. The purpose of the report is to keep Council and the public current with performance and operational challenges associated with the 2012 Work Plans.

BACKGROUND

This report will be submitted quarterly, details of which are outlined in Schedule 1.

Analysis/Options

There are a number of significant work plan initiatives that are currently underway including:

1. **Integrated Community Sustainability Plan (ICSP)**

Public workshop completed in 2nd Quarter to obtain input prior to finalizing the ICSP. ICSP adopted by Council in 3rd Quarter.

2. **2013 Budget Preparation**

- Budget Workshop held July 31, 2012
- Capital Budget presentation September 25, 2012
- Staff preparation of Operating Budgets

3. **Waste Management Master Plan**

Significant staff preparation for the transfer to new service provider scheduled for November 5, 2012.

4. Water Pollution Control Centre (WPCC)

The \$46 Million WPCC Secondary Treatment capital project remains within budget. The schedule for commissioning the works has been modified from end of first quarter to the end of third quarter. The City has requested an expansion to the scope of work to include upgrades to the main pumping station and the twinning of the trunk line from the main pumping station along King Street to the treatment facility. The scope of work decision was approved at the end of the 3rd Quarter.

Financing of \$4.4 Million has been secured through the Federation of Canadian Municipalities (FCM). Application for additional long term funding of \$4.6 Million was not approved by FCM due to funding program over subscription. Alternative financing is being sourced by staff.

The WPCC Secondary Treatment process was started in 07/12 with several deficiencies outstanding.

6. Organizational and Operational Service Delivery Review

The Western Management Consulting group has been retained to complete the project. Background data and stakeholder consultation has been completed. Council briefing on initial findings completed in second quarter. Final report completed and approved by Council for implementation 3rd Quarter.

7. Community Improvement Plan

Comprehensive review of Brownfield and Downtown Community Improvement Plan completed with recommendation to extend the program to December 31, 2015 including various program modifications.

FINANCIAL IMPLICATIONS

None at this time.

CONCLUSION

Quarterly reports with respect to status of Work Plans provides for both Performance Measurement and Staff Accountability.



B. Casselman, City Manager

2012 DEPARTMENT GOALS/OBJECTIVES					
ADMINISTRATION	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
Corporate Objectives					
1. Oversee implementation of Strategic Plan initiatives to meet Corporate goals reporting annually on progress to date. Initiatives include: <ul style="list-style-type: none"> Develop Carbon Baseline & Reduction Plan Building & Energy Audits 	2011 annual reporting awaiting completion of year-end FIR	Draft annual report being reviewed by City Manager.	Annual report presented to Council/Public September 25, 2012.		
2. Corporate Reorganizational Study – development/implement Phase 2 initiatives.	To be incorporated into External Service Review				
3. Oversight on Fiscal Management & Legislative Compliance of the Corporation Direct and oversee the preparation of: <ul style="list-style-type: none"> Annual operating budget Annual capital budgets Long term financial forecasts Quarterly status reporting to Council of corporate work plans & activity. 	2012 Budget completed Quarterly Work Plan Report – 1 st Quarter	Preparation of 2013 Budget Workshop has commenced. Quarterly Work Plan Report – 2 nd Quarter	2013 Budget Workshop completed July 24, 2012. Capital Budget presentation September 25, 2012. Quarterly Work Plan Report – 3 rd Quarter		
4. Service Delivery Reviews (Internal) Direct & oversee ongoing recommendations: <ul style="list-style-type: none"> Police/Fire Dispatch Energy Management Action Plan including installation of solar project at GWMC Development of water meter replacement strategy Assist Council/Staff in completion of external Service Delivery Review 	Energy Management Action Plan Report Completed Police/Fire Dispatch being reviewed by the Western Management Group External Review Consultants retained, project kick-off meeting completed, data collection, stakeholder consultation commenced	External Review Consultants briefing to Council of initial findings. Project completion anticipated early 3 rd Qtr.	External Review Completed. - adopted by Council - implementation strategy developed and adopted by Council		

2012 DEPARTMENT GOALS/OBJECTIVES

ADMINISTRATION	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
			- external review implementation and public release		
5. Jointly administer inter-municipal Physician Recruitment Program.	Ongoing	Ongoing	Ongoing		
6. Facilitate Maritime Discovery Centre project where possible to move forward.	Site Plan discussions ongoing. Tunnel Bay docking meeting with Transport Canada to facilitate necessary approvals	Site Plan Completed Transport Canada approval of Tunnel Bay docking are ongoing. Draft Marina Partnership Agreement completed. Negotiations commenced.	Broad Street Design/Housing completed. Transport Canada approval of Tunnel Bay docking are ongoing. Draft Marina Partnership Agreement completed. Negotiations commenced		
7. Facilitate Brockville Landing Inc. project where possible and move forward.	Project on hold pending ownership resolution		Wayfare project launch Sales Office being constructed.		
8. Complete review of Non-Resident User Fees to ensure access to recreation facilities while recovering costs in a fair manner.	Draft report completed. Inter municipal consultation next step	No Action	No Action		Conflicting staff priorities
9. Assist Council in negotiating the Elizabethtown-Kitley boundary restructuring plan.	MMAH – Regional Director/Minister meeting. Liaison Committee meeting. Various staff meetings with UCLG/Elizabethtown-Kitley.	Inter-municipal meeting to be scheduled pending legal advice.	Inter-municipal meetings ongoing at staff level		
10. Negotiate terms/conditions for acquisition of Brockville Small Craft Harbour.	3 Yr. lease extension	No Action	No Action		
11. Negotiate terms/conditions for the relocation of tenant of 45 Water Street.	No action	No Action	Stakeholder meetings ongoing		Beer Store contact employment status ended beginning of 2 nd Quarter.

2012 DEPARTMENT GOALS/OBJECTIVES

Clerk's Department	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Comments/Barriers
1. People					
a. AODA Integrated Accessibility Standard – planning & implementation	Briefing report to FAO/Council in February; policies to be developed in Q2 & Q3	Policies under development	Awaiting further details from Accessibility Directorate of Ontario (October 2012)		
b. Improve public's access to documents via website	Working with boards & committees to have agendas and minutes available on website	Heritage Brockville agendas and minutes on website	BCAC, BRTC, YAC agenda and minutes; Museum has added to their website		
2. Economy					
a. Review & Update Corporate By-laws (Traffic; Care and Use of Streets & Sewers)					
b. Complete (Department) trial of iCompass Action Tracking module and introduce/train other departments on module	Inter-departmental trial underway; fine tuning and roll-out to other departments in Q3	Delayed pending staff hire	Delayed pending staff hire (next quarter)		
c. Corporate Policies – Communication and Alcohol	Draft Alcohol policy circulated for comment to departments; AGCO to clarify process	Delayed pending receipt of new O.Reg's from AGCO in effect July 1/12	Circulate to AGCO for comment; need to address staff concerns for compliance and enforcement		
3. Amenities					
a. Effect of new AODA regulations will begin to take effect over the longer term	Briefing report to FAO/Council in February; policies to be developed in Q2 & Q3	Policies under development	Awaiting further details from Accessibility Directorate of Ontario (October 2012)		

2012 DEPARTMENT GOALS/OBJECTIVES

Clerk's Department	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Comments/Barriers
b. Implementation of Parking Master Plan initiatives (<i>after completion of Plan</i>)	Waiting on approval from Council (Transportation Master Plan)	Withdrawn from workplan			
c. Complete implementation of parking program initiatives from the departmental Service Delivery Review (new fines; on-line ticket payments; new meters in Court House area)	Waiting on new fine approvals from the Ministry of the Attorney General		New fines implemented July 9 th . New type of meter to be released to market; mtg with manufacturer 4 th qtr		
4. Sustainability					
a. Assist Governance Committee with procedural by-law review/automation of council procedures/activities	Review use of iPads to eliminate paper agendas	iPads rolled-out; email on iPads being considered for Q3 or Q4			
b. Development of Routine Disclosure Guidelines & delivery training to Corporation staff (MFIPPA)		Delayed pending staff hire	Delayed pending staff hire; delayed to 2013		
c. Prepare plan for centralize records management program (including electronic records)		Delayed pending staff hire	Delayed pending staff hire; delayed to 2013		
d. Implement TOMRMS (filing classification system)		Delayed pending staff hire	Delayed pending staff hire; delayed to 2013		
e. 2012 Budget monitoring	On-going	On-going	On-going		
f. 2013 Budget preparation		To commence in Q3	Budget drafted and presented to City Manager. To Council 4 th qtr		

2012 DEPARTMENT GOALS/OBJECTIVES					
ECONOMIC DEVELOPMENT DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
1. People - Execute immigration program initiatives in collaboration with the United Way & the Multicultural Association & to ensure welcoming & settlement objectives are realized as the necessary foundation required for more aggressive immigrant attraction, investment & retention	Completed all the anticipated outcomes from the CIC grant application associated with Welcoming and Settlement with specifics on file. Presentation on KPI presented to Council at April Council Meeting	Project completed and Council presentation was made in April> Another grant secured this month on Immigration Portal\$70K> One staff person for 12 months	Proceeding with execution of strategy approved in June> Focus on Immigration attraction. New person hired to replace Matt Raby Currently mobilizing immigrant ambassadors. Will need to secure more grant funding for April 2013 and on.		Mellisa Francis is new staff person on immigration file with offices at United Way. Ambassador forum scheduled for November 15th
- Facilitate with local champions & new task committees to implement new attraction program that will realize the economic opportunities & achieve targets as identified in the economic strategy	Four task groups have been populated with key champions for start-up. Two of the four have terms of reference. Other two anticipated by June Council meeting	June council presentation completed on update. Two of the four teams are advanced in their activities. (University and Manufacturing)	Three of four teams fully engaged with good outputs to communicated to Council in December. Manufacturing teams awaiting External Review report and dialogue prior to further actions.		First Council Meeting of December is target for council briefing. Formal letter from Algoma University confirming Brockville as second satellite university secured. Now process in compliance stage with government and site identification for the operation.
- Implement the Enterprise Centre programming with both youth & small business clients in a manner that will provide an increased level of encouragement for new business start-ups & establish longer term response to a new business culture for entrepreneurship in Brockville & surrounding region	Operational and Workplan submitted to Ministry for funding. Awaiting approval.	Secured another year of Provincial funding and operational plan approved. 17 summer company entrepreneurs secured	Successful business week forums and workshops. Received positive acclaim from Ministry on program delivery. Numbers identified in year end report.		Considered one of the model centres for Eastern Ontario. Reviewing a new operational model on small business consulting Business success program providing strong business mentorship
2. Economy - To expand participation in the OEEDC sector lead investment attraction through the cooperative linkage with the Leeds & Grenville Economic Development Department	City assuming lead of two sector team for marketing with County assuming lead of three teams. Will cross promote and represent each other to maximize efficiency and costing.	Ongoing> No missions till 3 rd quarter	No attendance on missions due to shifting in priorities for last two quarters and budget constraints.		Potential reduction on marketing due to City budget variance and required actions to adjust for expenditures on Russian mission.

2012 DEPARTMENT GOALS/OBJECTIVES					
ECONOMIC DEVELOPMENT DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
- Ensure establishment of an Economic Advisory Team (EDAT) as recommended in the new strategy					
- Participate & provide follow-up support function on the regional China/1000 Island Region project, on the focus of immigration, tourism, international education linkages & economic development. Building on connections & relationships from previous mission	Two files are active from China mission. Immigrant attraction through Provincial Nomination Program is a key driver.	One active file/Lily King> Visitation to Brockville in June with investors to visit in July/August. Success with sponsorship on Nomination Program with MOE assuming role	Successful Inbound Russian mission hosted in October> Formal agreement signed by Mayor		
3. Amenities - Ensure completion of the \$300k training certification program with St. Lawrence College	Most of funds now have been secured. 12 students enrolled with completion in August. Presentation to Council on KPI completed in January	Program completed with 90% employment hire with private sector	Projected completed and final report and audit submitted		11 or 12 trainees secured full time positions. These numbers presented to Council in David Ashton presentation earlier.
- Provide liaison when required on both grant funding sourcing & public relations/communications on a needed basis	Ongoing as part of Corporate Call Program. Two Heritage Grant application likely by year end for 1812/Waterfront	Working with local committees on future application> Brock Trail and Tall Ships	No action due to change in capital budget priority and ineligibility for heritage grant for most of project		Commemoration Grant under review with announcement likely in December
- ensure input on linkages to the trail & cycling concept promoted by area tourism industry. Other tourism product development initiatives may be pursued based on Council directives	Activity is facilitated through tourism advisory team	August cycling meet from Quebec/2000 cyclists. Mayor takes active role in PR on this sport with tour entering community. Good city profile and media	No action this quarter		
- Provide guidance to the Athletic Field Building Committee on the investigation for a new youth recreational field complex in partnership with both local school boards	First meeting April 27 on project for new site being the Legion property on Park Street. Seven committee members, Mayor and one Councillor	College site under assessment for field. No summer meetings to date	Project terminated due to no partnership participation		Part of the quality of life enhancements for community
Service Delivery Review					

2012 DEPARTMENT GOALS/OBJECTIVES					
ECONOMIC DEVELOPMENT DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
- Coordinate with community partners & champions, the implementation of a formal broader based retail/commercial/service on BR&E/aftercare programming with the necessary mechanism to ensure action on recommendations.	Template under development with target for 20 calls/interviews for year.	No calls completed. First of the 20 calls to commence in August	Completed target number of corporate calls.		
- Provide examination of the Community Improvement Plan & encourage extension towards ensuring suitable tools to continue leverage of investment in downtown core & waterfront areas & realize the target of rejuvenation	No action at this point. To prepare for June presentation in partnership with planning department	Prepared report with Planning and recommended 6 month extension to refine program recommendation. December review is target	Report for Council consideration for Nov 13 meeting.		
- Build upon the linkages with the County on mutual beneficial programming & special projects in marketing & promotions & infrastructure where deemed appropriate	No action till likely second quarter on this initiative. First meeting scheduled in May.	Only one meeting completed with joint County manufacturers event scheduled for September with Capital Corridor group.	No action required. Regional cooperation needs definition and commitment prior to any further execution		

2012 DEPARTMENT GOALS/OBJECTIVES					
HUMAN RESOURCES DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
1. People <ul style="list-style-type: none"> Negotiate 3 Collective Agreements (Fire, CUPE Inside CUPE Outside) Complete re-organization as per adopted plan Develop Transition Plan for H.R. Department Recruit Senior Manager (Fire) Continue Professional Development of I.T. Staff Present Draft Communications Policy Develop H & S Policies & Corporate Management Policies Address additional development needs for Succession Planning 	Fire to Conciliation CUPE to start in May Working with CUPE In discussions with Board Members No Action Training on GIS Working on Internet Policy to FAO Reviewing documentation	Fire to Arbitration CUPE schedule for August, 2012 Complete Position desc. & advertisement complete. Complete No Action Internet review Complete (video surveillance) Analyzing retirement data	Arbitration in 2013 Complete 2012-2015 _____ Hired/promoted Chief & Deputy Chief _____ No Action Implemented Surveillance Ongoing		
2. Economy <ul style="list-style-type: none"> Clothing Allowance Standardization Market Group Benefits with LAS Negotiate Cost Containment language for benefits Review and recovery WSIB NEER Surcharges 	No feasible – CUPE nego Complete Ongoing as part of negotiations Working on Consultant Report	Closed CUPE & Fire negotiation proposals. Consultant not done	_____ CUPE 90% - 10% complete Recovered \$100,000		
3. Amenities <ul style="list-style-type: none"> Implement first phase of Corporate GIS Strategy Identification and timing of additional resources necessary for continued implementation Input into technology concepts to reduce operating costs, i.e. pay direct, etc. 	In progress In progress As requested	In progress In progress Implemented Council iPads with Clerk	On Hold due to Reorg. On Hold due to Reorg. On Hold due to Reorg.		

2012 DEPARTMENT GOALS/OBJECTIVES					
HUMAN RESOURCES DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
4. 2013 Budget Preparation <ul style="list-style-type: none">2012 Budget Monitoring	Budget on track	Budget on track	2013 Budget presented		

2012 DEPARTMENT GOALS/OBJECTIVES					
FINANCE DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
1. ECONOMY					
<ul style="list-style-type: none"> Continued promotion & review of the Community Improvement Plan including Brownfield Tax Incentives for environmental remediation & the effectiveness for new development 	<ul style="list-style-type: none"> ongoing process with Planning department working with Planning department and Manager of Strategic Initiatives on evaluation of success of CIP programs 	<ul style="list-style-type: none"> ongoing process with Planning department working with Planning department and Manager of Strategic Initiatives on evaluation of success of CIP programs 	<ul style="list-style-type: none"> ongoing process with Planning department working with Planning department and Manager of Strategic Initiatives on evaluation of success of CIP programs 		
<ul style="list-style-type: none"> Continued involvement in local MUSH Sector Purchasing Group 	<ul style="list-style-type: none"> electronic communication between members on an as required basis 	<ul style="list-style-type: none"> electronic communication between members on an as required basis 	<ul style="list-style-type: none"> electronic communication between members on an as required basis 		
2. SUSTAINABILITY					
<ul style="list-style-type: none"> Development, implementation, monitoring of annual city budget 	<ul style="list-style-type: none"> 2012 budget approved in principle by Council; formal approval in 2nd quarter once receive final levy requests from SLL and JSC established variance schedule for both internal review and presentations to Council 	<ul style="list-style-type: none"> 2012 budget approved after receipt of final levy requests for SLL and JSC initial 2012 variance report presented to Council 	<ul style="list-style-type: none"> Variance report completed for August 2012 with a projected surplus of \$79,860 		
<ul style="list-style-type: none"> Completion of annual year-end statements such as FIR & MPMP, or any other Annual Reports pursuant to legislated requirements 	<ul style="list-style-type: none"> Staff is working on 2011 year end requirements 	<ul style="list-style-type: none"> Staff continues to work on 2011 year end statements Several annual reports already presented to Council – ie. 2011 Council Remuneration; Debt Capacity Limit 	<ul style="list-style-type: none"> FIR & MPMP completed and submitted by required deadline 2011 Financial Statements completed 		

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7/10/2012

2012 DEPARTMENT GOALS/OBJECTIVES

FINANCE DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
<ul style="list-style-type: none"> Establish a water finance plan in compliance with the City's Municipal Drinking Water License legislated requirements 	<ul style="list-style-type: none"> approved by Council in February 2012 				
<ul style="list-style-type: none"> The continuation & monitoring of the Ten Year Capital Plan which includes the information technology master plan 	<ul style="list-style-type: none"> on-going process 	<ul style="list-style-type: none"> on-going process 	<ul style="list-style-type: none"> on-going process 		<ul style="list-style-type: none"> more details on this plan will be presented to Council during 2013 budget process
<ul style="list-style-type: none"> Commence implementation of water / wastewater meter replacement project 	<ul style="list-style-type: none"> in-house planning has commenced actual implementation not anticipated until 4th quarter 	<ul style="list-style-type: none"> in-house planning continues; staggered installation issues in regard to meter reading capabilities; discussions in place with Vadim in regard to this issue 	<ul style="list-style-type: none"> Planning continues to start installing new meters in the new year. Vadim issues with reading should be resolved with November update. 		
<ul style="list-style-type: none"> Continued development & implementation of Corporate Strategy of new practices involved with PSAB requirements (tangible capital assets) 	<ul style="list-style-type: none"> will work with Project Managers on 2012 Capital projects once budget is approved formally staff will work on updating of TCAs within financial system upon completion of 2011 year end 	<ul style="list-style-type: none"> working with Project Managers on 2012 Capital projects staff will work on updating of TCAs within financial system upon completion of 2011 year end; may be deferred depending upon other job priorities; information for financial purposes is still able to be maintained through EXCEL 	<ul style="list-style-type: none"> working with Project Managers on 2012 Capital projects Updating of TCAs within the financial system delayed due to competing priorities; information for financial purposes is still able to be maintained through Excel. 		

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2012 DEPARTMENT GOALS/OBJECTIVES					
FINANCE DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
<ul style="list-style-type: none"> Complete implementation of new Financial System – specifically the Utilities Module & adjustments to Payroll Module – and monitor its effectiveness 	<ul style="list-style-type: none"> Utility Module live in March; working with VADIM to resolve implementation issues continue to have regular meetings with VADIM 	<ul style="list-style-type: none"> Utility module – continue to resolve implementation issues and refining process and procedures 	<ul style="list-style-type: none"> Utility module is fully implemented; there is ongoing refining of processes 		
<ul style="list-style-type: none"> Review Water / Wastewater Rate Structure 	<ul style="list-style-type: none"> have reviewed some background information from previous Water Rate Committee 	<ul style="list-style-type: none"> has been deferred due to other priorities 	<ul style="list-style-type: none"> has been deferred due to other priorities 		

2012 DEPARTMENT GOALS/OBJECTIVES

PLANNING DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
		received for proposed major renovations to 213-221 King St. W.			
<i>Planning & Building Review / Approvals (Ongoing & as needed)</i>					
- TSL/MDC	Inspections continue as construction progresses. Communication to neighbours respecting traffic/parking impacts from servicing and construction activity ongoing.	Inspections continue as construction progresses. Ongoing communication to neighbours on traffic and parking issues as needed.	Inspections continue as construction progresses. By-weekly meetings held with developer to discuss off-site impacts including Broad St. design considerations.		
- Brockville Landings	Application for full building permit remains incomplete. New project manager being sought by owner.	New project management team introduced. New Site Plan application received and under review. Report to Council on transfer of 0.3 m reserve to facilitate location of proposed on-site sales trailer. Design details being finalized.	Site Plan Approval granted for sales office installation. Building permit issued for construction of sales office.		
- Steacy Gardens Subdivision	Permits for 4 blocks of 4 townhouses issued in Q1. Construction underway on 3 blocks.	Construction inspection continuing. Occupancy delays due to improper installation of water main flushing equipment have been remedied.	Inspections ongoing as construction progresses.		
- Aspen Subdivision	No action by developer to complete conditions of draft plan approval in Q1.	No activity in Q2	No activity in Q3		
- 137 George Street/Trinity Church/Upper Canada Condominiums	No planning (Site Plan Control) or building applications filed by developer in Q1	No activity in Q2	No activity in Q3		
- Junic Lands	Environmental impact study being finalized by developer's agent in preparation for filing OP and Zoning Amendments	Applications for Official Plan and Zoning Amendments and approval of Plan of Subdivision being	Continuing pre-consultation on applications for Official Plan and Zoning Amendments and Plan of		

2012 DEPARTMENT GOALS/OBJECTIVES					
PLANNING DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
1. People					
- Continue review of Noise By-law, giving consideration to input to be received from DBIA & other interested parties	Dialogue with Police on proposed amendments and enforcement implications to take place in May.	Dialogue with Police on proposed amendments delayed to Q3	Consultation with Police completed. Final Draft of proposed amendments to be brought forward in Q4		
- Fill vacancy in Inspection Officer position	Interviews conducted.	Position filled by Philip Wood June 12/12	Completed		
- Continue training of CBO & Inspection Officers to ensure full compliance with Ontario Building Code Act	No training opportunities available in Q1.	Registration for training sessions in Q3 underway	Focus on training required for new Inspection Officer		
- Renewal of Pound contract	Initial discussions held with Pound operator respecting renewal of contract.	Internal discussions on terms of contract renewal in progress	Meeting held with Pound Keeper. Report on renewal of contract to be brought forward in Nov		
2. Economy					
<i>Community Improvement Plans (Downtown & Brownfields)</i>					
- Complete assessment of existing Downtown & Brownfields CIP's, including stakeholder input	Planning working with Manager of Strategic Programs to complete assessment.	Report provided to FAO in May	Completed		
- Provide recommendations to Council respecting extension and/or modifications to programs	Report and recommendations to be presented in May	Approval in principle to revisions and extension to 2015 of existing CIP programs and elimination of Building Permit Fee Grant Program. New Façade Improvement and Residential/Office Conversion Programs proposed with program details to be developed.	Program details for Façade Improvement and RCCR Grant Programs presented to Council. Public meeting for public review of proposed CIP amendments scheduled for Oct. 2/12		
- Continue administration of existing applications for current program assistance	Ongoing.	Ongoing administration of 27 existing files. New TIERR Grant application	Ongoing administration of 28 existing files.		

2012 DEPARTMENT GOALS/OBJECTIVES

PLANNING DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
	and Subdivision approval applications expected in Q2	finalized.	Subdivision		
- CPHC	Consultation with new project management team and architect hired to move Phase 1 forward. Significant revisions to design expected to increase functionality and reduce costs. Resubmission of Site Plan, building permit applications to be filed late spring for construction start early summer	New Site Plan application filed for approval of Ph. 1 only. Review completed and comments provided to project management team requiring second submission. Recommendations provided to Council on removal of holding zone symbols. Building permit application received.	Site Plan approval granted. Building permit issued.		
- BGH	2012 renovations (orthopaedic clinic; mental health unit) discussed. Ortho clinic renovations under permit; mental health unit renovations anticipated for late summer. Preliminary planning for future expansion and consolidation underway by Stantec consultants.	Inspections of orthopaedic clinic completed on an as-needed basis. Continuing discussions held with architect respecting mental health unit renovations. Permit application anticipated in Q3.	Inspections completed respecting renovations for orthopaedic clinic. Discussions held with architect respecting renovations to 1 st , 2 nd and 3 rd floors for mental health unit. Permit application received; review commenced. Approvals granted for new on-site parking areas.		
- Ange Gabriel	Site Plan Control submission for expansion under review.	Site Plan submission approved. Building permit issued and inspections ongoing	Inspections ongoing as construction progresses		
-Other/New:	<u>Site Plan Submissions:</u> -Giant Tiger Retail Expansion (approved; permit pending) -Brockville Crossroads/Investors Group (approved; permit issued)	- <u>Giant Tiger</u> retail expansion: Permit issued and inspections ongoing - <u>Brockville Crossroads</u> : Inspections ongoing for Ph. 1 construction - <u>Banquet Hall, Kent Blvd.</u> Resubmission for site	<u>Giant Tiger</u> : Inspections completed respecting retail expansion <u>Brockville Crossroads</u> : Inspections ongoing. Occupancy expected by end of Nov. <u>Banquet Hall, Kent Blvd.</u>		

2012 DEPARTMENT GOALS/OBJECTIVES

PLANNING DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
	<p>-Banquet Hall, Kent Blvd. -605 King W. townhomes (approved; permit pending filing of RSC)</p>	<p>plan approval of larger building facilitated by transfer of temporary turnaround lands. Building permit application received. <u>605 King W. Townhouses</u> -Council authorization for conditional permit agreement to facilitate commencement of construction; foundation permit issued. <u>Smart Centres:</u> -planning approval and permits issued for modifications to existing Future Shop building -inspections ongoing for new LCBO</p>	<p>Site Plan Approval granted following transfer of lands from City. Building permit issued and inspections underway as needed. <u>605 King W Townhouses:</u> Construction of foundations completed under Conditional Permit Agreement. Further construction on hold pending confirmation of RSC <u>Smart Centres:</u> Inspections ongoing for renovations to Future Shop and new LCBO <u>APEX:</u> 3 permits issued for renovations for Stanley/B & D occupancy (offices and warehousing) and relocation of DRP <u>Canarm:</u> Permit issued and inspections underway for small addition <u>27 King St E:</u> 4 unit hotel given Site Plan Approval. Building permit application pending</p>		
<p>Employment Lands - Assist in identification of potential future employment lands in Brockville or in association with Elizabethtown-Kitley</p>	<p>Sites under preliminary investigation. Information sharing underway with E'town-Kitley staff.</p>	<p>Further site investigation and information sharing on potential future employment lands in E'town-Kitley completed</p>	<p>Limited investigation in Q3</p>		
<p>Establish the Ad Hoc Committee on Portable Signs & its Terms of Reference, & commence a review of existing regulations & objectives in order to report to Council on potential amendments to the</p>	<p>Committee formed. Three meetings were held to identify issues and potential resolutions. Recommendations</p>	<p>Recommendations presented to EDP Committee by Ad Hoc Committee. Staff review of recommendations</p>	<p>Implementation of new portable sign regulations commenced following information sharing with stakeholders</p>		

2012 DEPARTMENT GOALS/OBJECTIVES

PLANNING DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
Sign By-law	prepared for presentation to EDP in May	completed. Amendments consistent with Ad Hoc Committee supported by EDP Committee and Council. Amending by-law adopted.			
Approval & implementation of 2012 budget, & preparation of 2013 budget	Budget completed. Public meeting held on proposed User Fees. Updated and new fees for 2012 implemented.	Summer student hired for dog tag canvassing per incremental 2012 budget item. Preliminary considerations given to 2013 Budget requirements.	Summer student's activities wrapped up. Preparation of 2013 Budget underway.		
Continue subdivision file closure & assumption	Several older subdivision files being readied for assumption.	Review of all files nearing completion. Awaiting confirmation from City Solicitor of path forward for registration of by-laws.	No activity in Q3		
3. Amenities					
Improve response times to Property Standards complaints, & investigate further opportunities to integrate Animal Control with By-law Enforcement functions	Animal Control Officer to undertake training in Q2 respecting Property Standards By-law enforcement.	Training of Animal Control Officer completed in Q2. Response to PS complaints to be distributed amongst all officers to improve response time.	Continuing efforts to improve response times respecting PS complaints through busy season.		
4. Sustainability					
<i>Official Plan</i>					
- Respond to Draft Decision from MMAH on the adopted Official Plan & provide any follow up needed to obtain approval	Notice of decision issued by MMAH Jan 19/12. Following appeal period, new Official Plan was approved as of Feb. 9/12	Official Plan now in full force and effect.	Completed		
- Defend the approved Official Plan at the OMB, if appealed	No appeals launched.	No appeals	No appeals		
- Obtain direction from Council with respect to prioritization of actions to be undertaken	Yet to be commenced	Report being prepared for consideration of Council			

2012 DEPARTMENT GOALS/OBJECTIVES

PLANNING DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
within the life of the Official Plan as identified therein					
- Update planning applications & procedures related thereto for consistency with new Official Plan	Commenced	Initial draft of updated applications completed			
<i>Integrated Community Sustainability Plan</i>					
- Coordinate next steps respecting the draft ICSP as identified by Council	Direction obtained from EDP to obtain stakeholder input on Nov 2011. Comments received were provided to MMM Group for incorporation into revised draft.	Proposed consultation program from MMM Group received by EDP and endorsed.	Consideration given to public input received at workshop and open house..		
- Assist consultants with any modifications & public consultation	Further public consultation to be conducted in Q2	Draft Sustainability Plan dated May 2012 released for Council and public review. Open house and workshop held June 18 to obtain further insights.	Recommended Programs refined in final draft of Sustainability Plan		
- Provide document to Council for adoption	Awaiting further public consultation before finalization of document	Final draft expected early in Q3.	Document readied for Council adoption in Oct.		
- Assist City Manager & Manager of Strategic Initiatives to identify sustainability actions & programs to be implemented in the immediate to short term & commence implementation	To be commenced upon adoption of Sustainability Plan by Council	To be commenced upon adoption of Sustainability Plan	Ongoing or to be commenced		
<i>New Comprehensive Zoning By-law</i>					
- Develop Terms of Reference for updating the City's comprehensive Zoning By-law	Preliminary consideration to contents of T of R underway	Issues identification underway, including review of reasons for historic rezoning and minor variance requests	No action in Q3		
- Seek approval on consultant selection	No action in Q1	No action in Q2	No action in Q3		
- Commence project	No action in Q1	No action in Q2	No action in Q3		

2012 DEPARTMENT GOALS/OBJECTIVES					
OPERATIONS DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
1. People a. In partnership with community groups, enhance existing & plan for new facilities to draw families & seniors, ie. Rotary Park, athletic field, Brock Trail, Railway Tunnel, kayaking, water taxi (link to amenities) b. Facilitate departmental support for festivals & events which benefit residents & draw visitors, ie. Ribfest, 1812 Bicentennial Celebrations, OFSSA Track & Field championships. Great Waterfront Trail Adventure (link to Economy) c. Complete review of Non-resident User Fee (with Manager of Strategic Initiatives)	a. Ongoing. Rotary Park construction to continue in the spring. Brock Trail and Railway Tunnel projects in the planning stage. Kayaking dock approved. b. Ongoing c. Ongoing	a. Ongoing. Rotary Park play structure complete; splash pad to be completed by end of July. Brock Trail and Railway Tunnel projects in the planning stage. Kayaking dock installed. b. Ongoing. c. Ongoing	a. Ongoing. Phase 1 of Rotary Park (play structure, splash pad, skate park) officially opened in August. Brock Trail and Railway Tunnel projects in the planning stage. Kayaking dock complete. b. Complete for 2012 events. c. Ongoing		
2. Economy a. Facilitate/monitor brownfield remediation projects (TSL, Brockville Landings, Junic, etc.) & linkages with City amenities associated with or adjacent to these developments	a. Ongoing.	a. Ongoing	a. Ongoing		
3. Amenities a. Complete harbour sub-leases b. Participate in negotiation of harbour divestiture c. Relocation of Boardwalk docking to east wall d. Facilitate TSL/MDC related projects – docking, Broad Street e. 2012 Capital Projects – roads, bridges, fleet, parkland, facilities	a. Complete b. Ongoing c. Transport Canada approvals pending. d. Design for Brock Trail and Broad St. initiated. Transport Canada approval pending for docking. e. Projects initiated for spring/summer construction.	a. Complete b. Ongoing c. Transport Canada approvals pending. d. Design for Brock Trail and Broad St. initiated. Transport Canada approval pending for docking. e. Tenders awarded for spring/summer construction.	a. Complete b. Ongoing c. Approvals pending. d. Design for Brock Trail and Broad St. complete. Approval pending for TSL/Aquarium docking. e. Some facilities projects ongoing. Bridge construction scheduled for spring 2013. All other projects complete.		

2012 DEPARTMENT GOALS/OBJECTIVES					
OPERATIONS DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
4. Sustainability a. Transportation Master Plan Update b. Participate in Sustainability Plan review c. WPCC Secondary Treatment – commissioning, scope of project d. GWMC rooftop solar panel project – assist Manager of Strategic Initiatives	a. Deferred by Council. b. Ongoing c. Commissioning delayed from March to June. Federal decision on project scope pending. d. Construction initiated	a. Deferred by Council. b. Ongoing c. Commissioning delayed from March to July. Federal decision on project scope pending. d. Construction ongoing	a. Deferred by Council. b. Ongoing c. Commissioning of secondary treatment process completed in August. Federal decision on project scope pending. d. Construction ongoing		
Departmental Objectives					
1. Assist City Manager in completion of: <ul style="list-style-type: none"> Performance Reviews for Supervisory Staff Implementation/monitoring of 2012 budget Preparations for 2013 budget Implement next steps of Corporate Reorganization as necessary 	- Ongoing - Ongoing - 3 rd quarter - Ongoing	- Ongoing - Ongoing - 3 rd quarter - Ongoing	- Ongoing - Ongoing - Complete - Ongoing		
2. GWMC Emergency Evacuation Plan	Complete	Complete	Complete		
3. Canteen Contract	Complete	Complete	Complete		
4. Transit Requirements – Integrated Accessibility Regulation	Ongoing	Ongoing	Ongoing		

2012 DEPARTMENT GOALS/OBJECTIVES					
ENVIRONMENTAL SERVICES DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
<u>Corporate Objectives</u>					
1. WPCC Secondary Treatment - Construction Project Management - Environmental Assessment of Main Pumping Station - Construction of Engineering wing Of new Operations Centre - Commissioning of secondary Treatment & ongoing monitoring of plants performance	On-going. Commissioning delayed from March to June. Federal decision on project scope pending.	On-going. Commissioning delayed from March to August.	On-going. The secondary treatment process was started on July 23 with great initial results. Contractor continues to work on deficiencies and incomplete work.		
2. Wastewater System Capacity Analysis - Ongoing completion of corrective Actions as per Report 2007-144-08	<u>Immediate Term</u> Staff looked at and continues to look at various options to reduce the amount of water being directed to the City's sanitary sewer system via water flushing stations. <u>Short Term</u> A study on the landfill leachate system determined that it would be cost prohibitive to build an on-site treatment system. Engineering staff will be conducting wet weather camera inspections to identify sewers with high inflow/infiltration (I & I). This work is scheduled to be completed in the 2 nd quarter.	<u>Immediate Term</u> Staff looked at and continues to look at various options to reduce the amount of water being directed to the City's sanitary sewer system via water flushing stations. <u>Short Term</u> A study on the landfill leachate system determined that it would be cost prohibitive to build an on-site treatment system. Engineering staff completed wet weather camera inspections to identify sewers with high inflow/infiltration (I & I). This work was completed in the 2 nd quarter. Staff will now review the results and	<u>Immediate Term</u> Staff looked at and continues to look at various options to reduce the amount of water being directed to the City's sanitary sewer system via water flushing stations. <u>Short Term</u> A study on the landfill leachate system determined that it would be cost prohibitive to build an on-site treatment system. Engineering staff completed wet weather camera inspections to identify sewers with high inflow/infiltration (I & I). This work was completed in the 2 nd quarter. Staff will now review the results and		

2012 DEPARTMENT GOALS/OBJECTIVES					
ENVIRONMENTAL SERVICES DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
	<p>Discussions with larger industrial users have taken place with a number of them implementing water reduction programs. The down side has been a reduction in water consumption and revenue.</p> <p>Long Term Upon completion of the WPCC upgrades staff will review the possibility of increasing the plant's capacity.</p> <p>Staff continues to monitor approved developments that have been allocated capacity but have been inactive for a significant amount of time. It may be necessary to reallocate this capacity to a pending development.</p>	<p>prepare a plan to resolve the problems as well as establish a cost estimate to complete the required work.</p> <p>Discussions with larger industrial users have taken place with a number of them implementing water reduction programs. The down side has been a reduction in water consumption and revenue.</p> <p>Long Term Upon completion of the WPCC upgrades staff will review the possibility of increasing the plant's capacity.</p> <p>Staff continues to monitor approved developments that have been allocated capacity but have been inactive for a significant amount of time. It may be necessary to reallocate this capacity to a pending development.</p>	<p>prepare a plan to resolve the problems as well as establish a cost estimate to complete the required work.</p> <p>Discussions with larger industrial users have taken place with a number of them implementing water reduction programs. The down side has been a reduction in water consumption and revenue.</p> <p>Long Term Upon completion of the WPCC upgrades staff will review the possibility of increasing the plant's capacity.</p> <p>Staff continues to monitor approved developments that have been allocated capacity but have been inactive for a significant amount of time. It may be necessary to reallocate this capacity to a pending development.</p>		
3. Implementation/Improvement of City's Operational Plan (DWQMS)	Ongoing. The City's Operational Plan is a living document and continues to evolve. Staff recently completed the required 3 year risk assessment element of plan and revised the document	Ongoing. The City's Operational Plan is a living document and continues to evolve. Staff recently completed the required 3 year risk assessment element of plan and revised the document	On-going. The City's Operational Plan is a living document and continues to evolve.		

2012 DEPARTMENT GOALS/OBJECTIVES					
ENVIRONMENTAL SERVICES DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
	<p>accordingly. Early in 2012 the Ministry of Environment severed its relationship with the CGSB, the contracted accreditation body. It is expected that the MOE will announce a replacement for the CGSB within the next couple of months.</p>	<p>accordingly. The annual Management Review meeting was held in late June.</p> <p>Early in 2012 the Ministry of Environment severed its relationship with the CGSB, the contracted accreditation body. The MOE recently announced that two accreditation bodies have been identified as replacements for the CGSB. The City has selected one of the firms and has been in contact with them to discuss the next steps in the process.</p>			
<p>4. Water Systems Master Plan</p> <p>- Water Distribution System Hydraulic Modeling Review</p>	<p>Ongoing. Work with a consultant has identified a number of items required to be completed prior to work being undertaken on a master plan. Staff continues to work with the consultant to complete this preliminary work. It is expected that this work will be completed by the end of the 3rd quarter and that an RFP can be issued in the 4th quarter.</p>	<p>Ongoing. Work with a consultant has identified a number of items required to be completed prior to work being undertaken on a master plan. Staff continues to work with the consultant to complete this preliminary work. It is expected that this work will be completed by the end of the 3rd quarter and that an RFP can be issued in the 4th quarter.</p>	<p>Ongoing. Work with a consultant has identified a number of items required to be completed prior to work being undertaken on a master plan. Staff continues to work with the consultant to complete this preliminary work. It is expected that this work will be completed by the end of the year and that an RFP can be issued early in 2013.</p>		
<p>5. Implementation of Long Term Solid Waste Management Study</p>	<p>City staff has continued to participate in meetings and discussions with the</p>	<p>The proposals submitted to the Counties were not financially viable options</p>	<p>City staff has been working with the new contractor, GFL, in preparation of the</p>		

2012 DEPARTMENT GOALS/OBJECTIVES

ENVIRONMENTAL SERVICES DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
<ul style="list-style-type: none"> - Secure long term contract with a Solid Waste Contractor - Work with new contractor in preparation of July 1st start-up date 	<p>Counties regarding a county wide solid waste strategy. All is contingent on the City's participation. Discussions with various proponents are on-going with a decision expected to be made in the 2nd quarter.</p>	<p>for the City to participate on a regional solid waste strategy. As a result the City is moving forward independently. In June City Council approved staff to enter into a 10 year contract with GFL for solid waste and recycling services. It is anticipated that the new contract will take effect September 1, 2012.</p>	<p>November 5, 2012 start date. Staff is in the process of creating newspaper ads, radio announcements, and an interim garbage and recycling calendar/guide for distribution to the public.</p>		
<p>6. Completion of 2012 Environmental Services Department's Capital Projects</p>	<p>The tender for the reconstruction of James Street was opened in April. Work on the project is scheduled to start in early June.</p> <p>Wastewater projects are on hold until a decision is made by the Federal government as to whether or not the scope of work on the WPCC plant project can be expanded to include work at the main pumping station.</p> <p>With the exception of a few critical water projects (MCC upgrades, utility trailer), all other water projects have also been put on hold until a decision has been made by the Federal government.</p>	<p>James Street reconstruction is well underway and expected to be completed by the end of August.</p> <p>Wastewater projects are on hold until a decision is made by the Federal government as to whether or not the scope of work on the WPCC plant project can be expanded to include work at the main pumping station.</p> <p>Water Systems projects are now being worked on. All are expected to be completed by the end of the year.</p>	<p>James Street reconstruction was completed by the end of August.</p> <p>The tender for the reconstruction of the Ormond Street watermain from Front to Sophia was awarded to Miller Excavating and started in August with a completion date of mid-November.</p> <p>Wastewater projects are on hold until a decision is made by the Federal government as to whether or not the scope of work on the WPCC plant project can be expanded to include work at the main pumping station.</p> <p>Water Systems projects are now being worked on.</p>		

2012 DEPARTMENT GOALS/OBJECTIVES

ENVIRONMENTAL SERVICES DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
			All are expected to be completed by the end of the year.		
7. Ongoing Updating of City's Asset Inventory	On-going. Staff in the City's Water and Wastewater Divisions continues to inventory assets in their respective divisions. This inventory information is to be incorporated into the maintenance module of the City's new financial software system. This is being complemented by the work being done by engineering staff. By using a handheld GPS unit, staff are graphically locating infrastructure in the field in preparation of GIS.	On-going. Staff in the City's Water and Wastewater Divisions continues to inventory assets in their respective divisions. This inventory information is to be incorporated into the maintenance module of the City's new financial software system. This is being complemented by the work being done by engineering staff. By using a handheld GPS unit, staff are graphically locating infrastructure in the field in preparation of GIS.	On-going. Staff in the City's Water and Wastewater Divisions continues to inventory assets in their respective divisions. This inventory information is to be incorporated into the maintenance module of the City's new financial software system. This is being complemented by the work being done by engineering staff. By using a handheld GPS unit, staff are graphically locating infrastructure in the field in preparation of GIS.		
8. Complete Risk Assessment of Reynolds Park	On-going.	On-going.	Additional capital funding necessary to complete Risk Assessment.		
9. Continued Monitoring of Brownfields Remediation Projects (TSL, Junic, Brockville Landings, etc)	On-going. Environmental Services staff continues to assist other departments in remediation projects.	On-going. Environmental Services staff continues to assist other departments in remediation projects.	On-going. Environmental Services staff continues to assist other departments in remediation projects.		
10. City liaison with CRCA to assist in the development & implementation of Source Water Protection Plan	Ongoing. The local Source Water Protection Committee posted its draft source water protection policies for public comment. Comments received by the public will	Ongoing. The local Source Water Protection Committee posted the final source water protection policies for public comment. Comments received by the public will	Ongoing. The local Source Water Protection Committee posted the final source water protection policies for public comment. Comments received by the public will		

2012 DEPARTMENT GOALS/OBJECTIVES					
ENVIRONMENTAL SERVICES DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
	be reviewed by the committee and possibly incorporated into the final report. The final report is to be submitted to the minister's office by the end of August 2012.	be reviewed by the committee and attached to the Plan for review by the Minister's office. The final report is to be submitted to the Minister's office by the end of August 2012. Staff is working with the CRCA regarding the implementation of the plan once it has been approved.	be reviewed by the committee and attached to the Plan for review by the Minister's office. The final report was submitted to the Minister's office at the end of August 2012. Staff continues to work with the CRCA regarding the implementation of the plan once it has been approved.		
Department Objectives					
1. Assist City Manager in completion/implementation of: - Implement Services Delivery Review recommendations - Performance Reviews on Supervisory Staff - Implementation/Monitoring 2012 Budget - Preparation of 2013 Budget - Implement next steps of Corporate Reorganization	On-going. On-going. On-going. Supervisory staff responsible for completing capital projects continually monitors project budgets. To be started in 2 nd quarter. On-going.	On-going. On-going. On-going. Supervisory staff responsible for completing capital projects continually monitors project budgets. Work on the 2013 budget has begun. On-going.	On-going. On-going. On-going. Supervisory staff responsible for completing capital projects continually monitors project budgets. On-going. Meetings for the 2013 budget began in July. On-going.		

2012 DEPARTMENT GOALS/OBJECTIVES					
FIRE DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
1. People					
- Continue Home Inspection Program	Continuation of Home Inspection Program as of April 17, 2012.	On-going	Program stopped end of Oct. resume in new year		
- Continue involvement with the resurgence of the Safe Community Program	On-going	On-going	On going		
- Continue to assist those with impairments & seniors to ensure that they have working smoke alarms in accordance with the Ontario Fire Code	On-going	On-going	Fire Prev div working with various community groups. On-going		
- Public Safety Awareness Campaigns – posters on buses, at bus stops & the new digital sign board at the Fire Station on Laurier Blvd.	Digital sign board functional & program on-going to work with community partners.	Few request from community partners – more promotion of availability req'd.	Digital sign being utilized more. Participating in many events with fire safety/prevention info.		
2. Economy					
- Continue to promote remote access to our computer aided dispatch program Crisys to fire departments across Leeds & Grenville & S.D. & G	S D & G interest in Crisys for reporting purposes.	Cost prohibitive for many L&G users. SD&G still showing interest.	All L & G user dropped out of use program.		
- Provide dispatch services to South Dundas, South Stormont & South Glengary	Go live date of April 12 – system functioning as expected. Positive feedback from S D & G Chiefs.	Operational, minor concerns – info. input Some radio equip upgrades on their end of system	Few problems, operational issues addressed as req'd		
- Monitor the 2012 Budget & report variance concerns as required & as they occur	Continue to monitor 2012 budget.	Continue	Continue		
- Work with City Manager & Finance Department staff to develop 2013 budget	Will prepare for 2013 budget deliberations.	On-going	On-going		
3. Amenities					
- Support tourism by attending festivals & events that require Fire Department presence	On-going as required. The Department will continue to work with community groups as requested.	Duty crews active most weekends attending events. Extra shift at boat races Canada Day weekend	Continued attendance at events when requested.		

2012 DEPARTMENT GOALS/OBJECTIVES					
FIRE DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
- Maintain City's compliance with the Emergency Management & Civil Protection Act	A joint emergency exercise with City of Brockville and UCLG will be conducted on June 1 in order to remain compliant with EMCPA.	Majority of CCG represented at exercise. Compliancy achieved.	Worked with EMO staff, Compliance paperwork filed with province. Attended sector meeting in Oct.		
- Present new Fire Department Establishing & Regulating By-law to Council for adoption	Establishing and Regulating By-law will be presented to Council for adoption after the completion of the external delivery review.	Draft E&R By-law is waiting for SDR completion.	Same status		
- Maintain City's compliance with the Fire Protection & Prevention Act – Section 2(1)(a)	Compliance with FPPA will be completed prior to the end of the 3 rd quarter.	On-going	On-going		
- Complete telephone upgrade for Station #1 (Perth Street0 to provide voice mail capabilities for Fire Prevention staff through the City Hall telephone switch	Completed	System operational, some problems encountered & addressed.	Operational issues addressed & rectified.		

08 November 2012

**REPORT TO FINANCE, ADMINISTRATION AND OPERATIONS COMMITTEE –
November 20, 2012**

2012-182-11

2012-2017 ACCESSIBILITY PLAN

**S.M. SEALE
CITY CLERK
R. BILLING
CHAIR, BMAAC**

RECOMMENDATION

THAT Council receive the City of Brockville 2012-2017 Accessibility Plan dated November 2012, as endorsed by the Brockville Municipal Accessibility Advisory Committee (Attachment "A" to this report); and

THAT the City Clerk be directed to undertake the necessary steps to meet the compliance deadlines under the Accessibility for Ontarians with Disabilities Act, Integrated Accessibility Standard Regulation; and

THAT a copy of the 2012-2017 Accessibility Plan be sent to the Ministry of Citizenship and Immigration, Accessibility Directorate of Ontario; and

THAT copies of the 2012-2017 Accessibility Plan be made available to the public via the City of Brockville's website, the Brockville Public Library and City Hall and

THAT staff be directed to hold a public meeting to consult on the Transportation Regulations.

ORIGIN

Under the Ontarians with Disabilities Act, 2001 (ODA), the Council of every municipality shall prepare a multi-year accessibility plan. The plan shall be prepared from advice and consultation with persons with disabilities, or in consultation with our prescribed accessibility advisory committee.

Further to the ODA, which is still in effect, the Province of Ontario pass the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA) (and regulations) which set-out new standards for Customer Service, Information and Communications, Employment and Transportation.

The committee shall advise Council about the preparation, implementation and effectiveness of the accessibility plan. This report is an undertaking of the Brockville Municipal Accessibility Advisory Committee as per the direction set out by Council.

ANALYSIS

The achievements of the Brockville Municipal Accessibility Advisory Committee (BMAAC) and the undertakings of the City of Brockville have been summarized in the attached Plan.

The Plan also includes the requirements and sets out the compliance deadlines for the Integrated Accessibility Standards Regulation (Appendix 1 to the Plan). Further reports will be brought to the appropriate Standing Committee for approval of policies required under the AODA.

FINANCIAL CONSIDERATIONS

This report does not have any direct financial implications. Any financial considerations related to the AODA requirements for the removal of barriers will be brought forward with each report.



S.M. Seale
City Clerk

B. Casselman
City Manager



The Corporation of the City of Brockville

2012 – 2017 Accessibility Plan

November 2012

Our Goal: Accessibility A Reality



Note: This document is available in alternate formats upon request

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INTRODUCTION

The purpose of the *Accessibility for Ontarians with Disabilities Act, 2005 (AODA)*, as passed by the Provincial Government, is to achieve accessibility with respect to goods, services, facilities, employment, buildings, structures and premises by January 1, 2025. The AODA consists of the following accessibility standards: Customer Service, Information and Communication, Employment, Built Environment, and Transportation. All standards apply to the Corporation of the City of Brockville (the City). The Built Standard has been drafted and was made available for public comment this fall. It is anticipated that it will be passed in 2013.

A summary of the regulated standards is included in Appendix 1 of this report.

The AODA was developed to assist organizations in both the public and private sector in identifying barriers to accessibility.

Even though the AODA received Royal Assent on June 13, 2005 and is now the law, the planning requirements of the *Ontarians with Disabilities Act, 2001 (ODA)* remain in force until the Act is repealed.

Under the ODA, all municipalities have a legal obligation to prepare multi-year accessibility plans. The ODA specifies that municipalities must consult with people with disabilities in preparing their accessibility plans. Municipalities of 10,000 or more residents are required to establish local accessibility advisory committees, and a majority of their members must be people with disabilities. These municipalities must consult with the committees as they prepare their plans.

This document represents the 5-year accessibility plan as prepared by City staff in consultation with the City's Accessibility Advisory Committee (BMAAC). The Accessibility Plan describes the measures the City has taken in the past, and the measures that the City will take in the future to identify, remove and prevent barriers to people with disabilities who use the facilities and services of the City.

The Corporation of the City of Brockville is committed to the identification and removal of barriers, as well as the prevention of new barriers, for persons with disabilities in the year ahead. With continued association with the BMAAC and staff, the City can improve equal access to the City's goods and services for people with disabilities.

The accessibility plan examines all aspects of the City of Brockville's operations, including City by-laws, practices, facilities, programs and services. The 2012-2017 Accessibility Plan identifies steps the accessibility advisory committee suggests be taken, over time, to remove identified barriers and to prevent new ones. The plan also reviews accessibility accomplishments the City has benefited from.

Accessibility planning encourages municipalities to think strategically about removing and preventing barriers. Accessibility planning is a great way to tap new markets, attract and retain effective employees, improve service delivery, enhance customer service and increase efficiency.

Accessibility planning will help ensure that City services, policies, procedures and practices meet the needs of everyone with a disability, including City residents, visitors, tourists and staff.

COUNCIL COMMITMENT

The City of Brockville is committed to treating all people in a way that allows them to maintain their dignity and independence. We believe in integration and equal opportunity. We are committed to meeting the needs of people with disabilities in a timely manner, and will do so by preventing and removing barriers to accessibility and meeting accessibility requirements under the Accessibility for Ontarians with Disabilities Act.

The Council of the Corporation of the City of Brockville is committed to:

- ensuring the participation of people with disabilities in the identification and review of barriers;
- maintaining an Accessibility Advisory Committee to identify barriers and obstacles to accessibility; and
- considering recommendations from the Committee with respect to the accessibility of municipal buildings, facilities, operations and services; and
- meeting the standards of *the Accessibility for Ontarians with Disabilities Act, 2005 (AODA)* thereby removing barriers creating a municipality where every person who lives or visits can participate fully.

City Council has demonstrated its commitment to accessibility since the mid 1990's when they joined with Education for Quality Accessibility (EQA) to review the physical accessibility of City owned facilities. EQA offers advice and education for groups so that physical barriers may be removed to enable people with physical disabilities to function as normally as possible. The EQA rates and awards quality accessibility based on a five star rating.

City Council and Staff continue to show their commitment to creating a barrier free community for residents, businesses, and tourists by developing and implementing policies, procedures and practices to provide service to persons with disabilities

MUNICIPAL PROFILE

Municipality

The Corporation of the City of Brockville
Victoria Hall
1 King Street West
P.O. Box 5000
Brockville, Ontario
K6V 7A5

Brockville is a loyalist community first settled in 1785. The City's original name was Buell's Bay, named after the founder William Buell. In 1812, in honour of a war hero, Sir Isaac Brock, the settlement changed its name to Brockville. Brockville was Ontario's first incorporated community and has the distinction of possessing an authentic coat of arms. Brockville is one of the very few North American Cities with its own flag.

In the first half of the 19th Century, Brockville grew rapidly mainly due to its location on the St. Lawrence River and the Grand Trunk Railway line. The River and Rail allowed the area to export rather easily for business purposes. Today, Brockville is able to offer many amenities of a large City while keeping a relaxed demeanor.

The City of Brockville is located in the United Counties of Leeds and Grenville. The City of Brockville has a population of approximately 22,957 residents (from the 2006 census information). Brockville, City of the 1000 Islands, is located on the shores of the St. Lawrence River. The City was established on the north bank of the St. Lawrence and initially expanded east and west from the river north to the CNR. The CNR mainline and spur lines pass through the city and provide excellent service for the area. Brockville is located on VIA's main corridor for Montreal, Ottawa and Toronto.

Brockville was chosen as a designated safe community worldwide by the World Health Organization. The City's educational facilities are known for their high standards in a variety of subjects. Public and separate schools are spaced throughout the community. There are a number of educational support programs available for upgrading and training as well as a college of applied arts and technology.

Brockville is able to offer excellent health care services due to its location, within a one hour drive of some of the best research clinics and institutions in Canada. The City provides acute care, active and long-term facilities as well as a psychiatric treatment hospital. The City of Brockville and the United Counties of Leeds & Grenville operate under the 911 emergency services for fire, police and ambulance.

The City of Brockville provides many services to its residents as well as the surrounding communities. The City maintains approximately 350 acres of parkland, greenbelts, islands and roadside. The City of Brockville manages sixteen islands, a campground,

athletic fields, including soccer fields and ball parks, as well as the City's Harbour at Tunnel Bay.

The City offers a number of services for its residents. These services include Animal Control, Economic Development, City Transit, Fire Services and Police Services. In addition to these services, the City is responsible for a number of City facilities. These facilities are located throughout the City and include City Hall – Victoria Building, Gord Watts Municipal Centre, Marina and Park Facilities, Memorial Centre, Youth Arena, Brockville Arts Centre, Fire Stations 1 and 2, Police Station and the Water and Wastewater Treatment Facility.

Many people who have visited the City are attracted to its beauty, size and location as well as the quality of life the City offers its residents. There are numerous services for those who have special needs as well as programs for the elderly.

"Brockville is a community that cherishes its heritage and will compete for its future"



ACCESSIBILITY ADVISORY COMMITTEE

The Ontarians with Disabilities Act, 2005 (ODA) and the Accessibility for Ontarians with Disabilities Act (AODA) requires that all Municipalities with a population over 10,000 establish an accessibility advisory committee. The Brockville Municipal Accessibility Advisory Committee (BMAAC) was established in 2002.

The role of the Brockville Municipal Accessibility Advisory Committee is as follows:

1. Identify, remove and prevent barriers to people with disabilities.
2. Review earlier efforts to remove and prevent barriers to people with disabilities.
3. Identify the facilities, policies, programs practices, and services that the Committee will review in the coming year to identify barriers to people with disabilities.
4. Recommend to City Council the measures that should be undertaken in the coming year to identify, remove and prevent barriers to people with disabilities.
5. Recommend to City Council the ways that this accessibility plan should be made available to the public.

The Committee is comprised of the following members:

- Mr. Ryan Billing, Chair
- Councillor David LeSueur
- Mr. Ted Burbridge
- Ms. Shannon Cody
- Ms. Mary Ann Greenwood
- Mr. Doug Hone
- Ms. Janet Jones

The Accessibility Advisory Committee is administered through the Clerk's Department and reports to the Finance, Administration and Operations Committee of Council.

ACCESSIBILITY PLANNING

The City's Commitment to Accessibility Planning

People with disabilities represent a significant and growing part of our population. According to Statistics Canada, 1.85 million people in Ontario have disabilities which represent 15.5% of Ontario's population. Disability tends to increase with age. In two decades it is estimated that 20% of the population will have disabilities. Enhancing the ability of people with disabilities to live independently and contribute to the community will have positive effects on the future prosperity in Ontario.

Improving accessibility is a shared responsibility. The ODA and the AODA require that the provincial and municipal governments and key public sector organizations review their policies, programs and services through the development of multi-year accessibility plans.

Municipal governments play a crucial role in the planning and development of our communities: in their streets, parks, public transit, libraries, social housing, ambulance services, public buildings and elections. Responsibilities, which include enforcing the barrier-free access requirements of the Ontario Building Code and implementing key accessibility considerations under the ODA and AODA, are crucial to realizing a vision of local communities that improve accessibility and mobility for their residents.

The ODA and AODA builds on relationships and practices which currently exist among councilors, planners, builders and community groups to make municipalities more accessible to people with disabilities.

The new legislative requirements provides standards that all organizations in the private and public sector, including the City of Brockville, must follow to ensure that existing barriers for people with disabilities are removed over time and that no new barriers are created.

Objectives of the Accessibility Plan

The objectives of the Accessibility Plan are to:

1. Review previous efforts to identify, remove and prevent barrier to people with disabilities.
2. Describe the process that the City will use to identify, remove and prevent barriers to people with disabilities in the future.
3. List the facilities, policies, procedures, practices, and services that the City will review in the coming year to identify barriers to people with disabilities.
4. Identify the measures that the City will take in the coming year to identify, remove, and prevent barriers to people with disabilities (listed in priority).

5. Identify the means in which the City will make the accessibility plan available to the public.

Barriers

A “barrier” is anything that prevents a person with a disability from fully participating in all aspects of society because of his or her disability, including a physical barrier, and architectural barrier, an informational or communications barrier, an attitudinal barrier, a technological barrier, a policy or a practice. A summary of the standards which reference these barriers is included in Appendix 1 of this report.

An example of each type of barrier is shown below:

Barrier Type	Example
Physical	A door knob that cannot be operated by a person with limited upper-body mobility and strength.
Architectural	A hallway or door that is too narrow for a wheelchair or scooter.
Informational	Typefaces (fonts) that are too small to be read by a person with low vision.
Communicational	A website that is not accessible to people who are blind. A person who talks loudly when addressing a person who is deaf.
Attitudinal	A receptionist who ignores a customer in a wheelchair.
Technological	A paper tray on a laser printer that requires two strong hands to open.
Policy/Practice	A practice of announcing important messages over an intercom that people with hearing impairments cannot hear clearly.

Barrier Identification Methodology

During the past several years BMAAC has conducted building condition audits on City owned facilities. The audits reviewed the facilities and provided recommendations, cost estimates for enhanced accessibility to these facilities. These recommendations form the basis for our Accessibility Plan as they pertain to physical and architectural barriers and are outlined in Appendix 3.

In addition to physical and architectural barriers, recommendations to remove other barriers identified in the Communication and Information Standard and the Employment standards are also included in Appendix 3.

The Committee continues to consult with people with disabilities and other stakeholder groups for advice and recommendations. They strive to identify the barriers, the priority of the removal of the barrier and recommend to Council the projects that BMAAC agrees are of the utmost importance to complete.

Consultation Activities

Input on this plan has been received from municipal staff and the members of the Accessibility Advisory Committee (AAC)

Review and Monitoring Process

Following the approval of the Accessibility Plan, staff will monitor the progress on the actions required in the plan, and will be reviewed as a reoccurring agenda item for the AAC.

The plan will be updated at least once every five years in consultation with the AAC and presented to Council for approval.

Communication of the Plan

Copies of this plan will be made available upon request from the Clerk's Office and on the City's website at www.city.brockville.on.ca. The Plan will be made available in alternate formats upon request.

CONVENTIONAL AND PARA TRANSIT

Brockville's conventional transit system was implemented in 1982. City Council was aware of the need to provide transportation for individuals with disabilities and in response, through consultation with an advisory committee comprised of representatives from various organizations in the community who require specialized transit services, established the City's Para Transit System in 1989.

The special transit services provided by the municipality are intended for persons who are unable to use the conventional transit system and who meet medically identifiable criteria. In 2004, the criteria to use the Para Transit System was expanded to also include persons with cognitive disabilities who could not use the Conventional Transit System. As of 2006 the City implemented a new fare system equalizing fares on both the conventional and para transit systems. This system includes a single fare for a person traveling with a medical escort. Since their establishment in 1982 and 1989, both the Conventional and Para Transit systems have provided services to the community.

It is estimated that 20% of our population will have disabilities within the next two decades. As a result, reliance upon public transportation will grow as more and more people drive less or stop driving, and demand other forms of transportation due to their disabilities.

The conventional transit system is a 1 hour 3 bus system comprised of a fleet of 4 buses that are all accessible. In July 2005, 2 conventional transit buses were replaced and the new buses were accessible with lifts and wheelchair positions. A third conventional transit bus was replaced in 2007 and this new bus is a low floor accessible vehicle with wheelchair positions and the fourth accessible bus with a lift was put into service in 2009.

Currently, residents of Brockville that are eligible to use the Para Transit System are registered and the operator uses a roster to identify passengers at the time of booking their trip. Advanced booking and a roster does not exist for the conventional transit system. Some disabilities are invisible and not readily apparent. Passengers identify themselves to the bus driver as a person with a disability requiring the use of the accessible lift.

Brockville's conventional and para transit systems will grow to be even bigger and more indispensable components to the health of our community. Our community will directly benefit by the ability of all people to use the services of Brockville's transit systems to travel to work and school, to attend medical appointments, to run errands, to attend cultural and recreational events and to socialize.

Brockville's transit systems are committed to:

- the continual improvement of access to public transportation premises, facilities and services for passengers and employees with disabilities.

Our Goal: Accessibility A Reality

- the inclusion of people with disabilities in the development and review of its annual accessibility plans.
- the provisions of quality service to all passengers and employees.
- the maximization of investment in accessible conventional transit to encourage a shift from specialized to conventional public transit.

The Transit Accessibility Plan is attached to this Plan as Appendix 5.

APPENDIX 1

ACCESSIBILITY STANDARDS

Customer Service Standard

The Accessible Customer Service Standard regulations were approved by the Lieutenant-Governor and came into force on January 1, 2008. The Accessibility Standards for Customer Service, Ontario Regulation 429/07 requires that the City establish policies, procedures and practices on the provision of goods and services to people with disabilities. Additionally, all staff (including volunteers and other third parties who work on behalf of the City) must have mandatory customer service training regarding the provision of the City's goods and/or services to persons with disabilities. Every person who participates in the development of the City's policies, practices and procedures governing the provision of goods or services to members of the public or other third parties must receive customer service training as well.

The following is a summary of the fourteen (14) requirements of the Accessible Customer Service Standard for the City:

The following requirements of the customer service standard apply to all providers that are covered by the standard. If you are a provider, you must:

1. Establish policies, practices and procedures on providing goods or services to people with disabilities.
2. Set a policy on allowing people to use their own personal assistive devices to access goods and services and about any other measures the City offers (assistive devices, services, or methods) to enable them to access your goods and use your services.
3. Use reasonable efforts to ensure that policies, practices and procedures are consistent with the core principles of independence, dignity, integration and equality of opportunity.
4. Communicate with a person with a disability in a manner that takes into account his or her disability.
5. Train staff, volunteers, contractors and any other people who interact with the public or other third parties on your behalf on a number of topics as outlined in the customer service standard.
6. Train staff, volunteers, contractors and any other people who are involved in developing your policies, practices and procedures on the provision of goods or services on a number of topics as outlined in the customer service standard.
7. Allow people with disabilities to be accompanied by their guide dog or service animal in those areas of the premises you own or operate that are open to the public, unless the animal is excluded by another law. If a service animal is excluded by law, use other measures to provide services to the person with a disability.

8. Permit people with disabilities who use a support person to bring that person with them while accessing goods or services in premises open to the public or third parties.
9. Where admission fees are charged, provide notice ahead of time on what admission, if any, would be charged for a support person of a person with a disability.
10. Provide notice when facilities or services that people with disabilities rely on, to access or use goods or services, are temporarily disrupted (i.e. elevator/lift out of service).
11. Establish a process for people to provide feedback on how you provide goods or services to people with disabilities and how you will respond to any feedback and take action on any complaints. Make the information about your feedback process readily available to the public.

Public Sector organizations must also:

1. Document in writing all policies, practices and procedures for providing accessible customer service and meet other document requirements set out in the standard.
2. Notify customers that documents required under the customer service standard are available upon request.
3. When giving documents required under the customer service standard to a person with a disability, provide the information in a format that takes into account the person's disability.

Deadline for compliance: January 1, 2010.

Integrated Accessibility Standards

This regulation establishes the accessibility standards for: Information and Communications; Employment and Transportation.

This regulation applies to every designated public sector organization, which includes the City of Brockville and to every other person or organization that provides goods, services or facilities to the public and that has at least one employee in Ontario.

As a large designated public sector organization having more than 50 employees, the City shall comply with the dates specific to this classification.

1. GENERAL:

Accessibility Policies:

Every obligated organization shall develop, implement and maintain policies governing how the organization achieves accessibility through meeting its requirements under the standards of the regulation. There is a requirement to include a statement of organizational commitment to meeting the accessibility needs of persons with disabilities in a timely manner and further that these policies will be made available publicly and in an accessible format upon request.

Deadline for compliance: January 1, 2013.

Accessibility Plans:

Every obligated organization shall:

- Establish, implement, maintain and document a multi-year accessibility plan which outlines the organization's strategy to prevent and remove barriers and meet its requirements under the regulation.
- Post the plan on the organization's website and make it available in an accessible format upon request.
- Review and update the plan at least every five years in consultation with their AAC and persons with disabilities.
- Prepare an annual status report on the progress of measures taken to implement the plan and post this status report on their website and make it available in an accessible format upon request.

Deadline for compliance: January 1, 2013.

Procuring/Acquiring Goods, Services or Facilities:

Every obligated organization shall incorporate accessibility criteria and features when procuring/acquiring goods, services or facilities, except where it is not

practical to do so and if determined not practical, shall provide an explanation upon request.

Deadline for compliance: January 1, 2013.

Self-Service Kiosks:

Obligated organizations shall incorporate accessibility features when designed, procuring or acquiring self-service kiosks (an interactive electronic terminal intended for public use that allows users to access 1 or more services/products).

Deadline for compliance: January 1, 2013.

Training:

Every obligated organization shall provide training on the requirements of accessibility standards referred to in this regulation to all employees, volunteers, individuals who participate in developing organizational policies or who provide goods and services on behalf of the organization. Training will be appropriate to the duties of the individual and will be delivered as soon as practical and whenever changes to policies are made.

Further the organization will maintain printed records of training provided including dates and names of trainees.

Deadline for compliance: January 1, 2014.

2. **STANDARDS:**

Information and Communication Standard:

The Information and Communication Standard includes communications between two or more individuals where information (data, facts or knowledge) is sent or received in text, audio, digital or image formats.

Feedback:

Every obligated organization that receives or sends feedback shall ensure that processes are accessible to persons with disabilities by providing/arranging for the provision of accessible formats/supports upon request.

Deadline for compliance: January 1, 2014.

Accessible Formats/Supports:

Every obligated organization, upon request, shall provide/arrange for the provision of accessible formats/supports in a timely manner and at no additional cost beyond regular costs. The person making the request will be consulted with to determine the suitability of format/support however; the final decision rests with the organization. The public shall be notified of the availability of accessible formats/supports.

Deadline for compliance: January 1, 2015.

Emergency Plans/Public Safety Information:

If an obligated organization prepares emergency procedures, plans or public safety information and that information is made available to the public then that information must be available in an accessible format as soon as possible upon request.

Deadline for compliance: January 1, 2012.

Websites and Web Content:

The Municipality shall make its internet website and content conform to the World Wide Web Consortium Web Content Accessibility Guidelines (WCAG) 2.0 initially at Level A and then Level AA as follows:

- **January 1, 2014 – new websites and content – Level A**
- **January 1, 2021 – all websites and content – Level AA**

Other requirements pertaining to education materials, educators and libraries are included but do not apply to the Municipality and have not been included in this Plan.

Employment Standard:

The Employment Standard applies to those organizations that have paid employees – it does not apply to volunteers or non-paid individuals.

This standard requires that employers do the following:

Recruitment:

- During the recruitment process, the City shall notify its employees and the public about the availability of accommodation for applicants with disabilities;

Selection Process:

- Notify job applicants, who are selected to participate in the selection process for a job that accommodations are available upon request pertaining to the materials/processes to be used. And if the applicant requests an accommodation, then the employer shall consult with the applicant and provide for a suitable accommodation with the ultimate decision resting with the employer;

Offers of Employment:

- Notify the successful applicant of its policies for accommodating employees with disabilities.

Informing Employees:

- Notify its employees of its policies used to support employees with disabilities including job accommodations.
- Notify new employees as soon as possible as to their policies/practices with respect to accessibility and provide information to all employees when changes are made to their existing accessibility policies.

Communication Supports for Employees:

- When an employee with disability requests it, the City will consult with the employee then provide the information needed to perform their job plus any other information that is available to other employees in accessible formats/communication support that is suitable, with the ultimate decision resting with the City.

Accommodation Plans for Employees:

- Shall develop and have in place a written process for the development of documented individuals' accommodation plans for employees with disabilities;

The development process shall include:

- The manner that the individual requesting the accommodation can participate in the development of the plan;
- The means by which the employee is assessed;
- The manner in which the employer can request an evaluation by an outside expert (at the owner's expense) to determine if and/or how accommodation can be achieved;
- The manner in which the employee can request participation by the bargaining agent or another representative;
- The steps taken to protect privacy;
- The frequency that plans will be reviewed and updated;
- If an individual accommodation plan is denied, the manner that the employee will be notified of the denial;
- The means of providing the individual accommodation plan in a format that takes into account the disability;

Our Goal: Accessibility A Reality

- Plans shall document the accessible formats/communications supports, including individualized workplace emergency response information and any other accommodations provided.

Return to Work:

- Not overriding any other return to work process created under any other statute, the City shall develop a return to work process that includes a documentation process for those who have been absent due to a disability and require a disability related accommodation to return to work;
- The process shall outline the steps the employer will take to facilitate the return to work and will use individual documented accommodation plans.

Performance Management:

- When using performance management, the City shall take into account the accessibility needs of employees with disabilities and individual accommodation plans.

Career Development/Advancement:

- An employer that provides career development and advancement to its employees shall take into account the accessibility needs of its employees with disabilities and individual accommodation plans.

Redeployment:

- An employer that uses redeployment shall take into account the accessibility needs of its employees with disabilities and individual accommodation plans.

Deadline for compliance: January 1, 2014.

Workplace Emergency Response Information:

- Shall provide individualized workplace emergency response information to employees who have a disability, if the disability is such that it is necessary and the City is aware;
- With the employee's consent, the City shall provide the emergency response information to the individual designated to assist the employee;
- Shall provide this information as soon as practical after the City becomes aware of the need for accommodation;
- Shall review individual workplace emergency response information when the employees changes location within the organization; when the employee's accommodation needs are reviewed and when the City updates its general emergency response policies.

Deadline for compliance: January 1, 2012.

Transportation Standard:

The Transportation Standard is a sector-specific standard. This standard will apply only to organizations that are in the business of providing or licensing passenger transportation services in the public and private sector, e.g. fixed route and public transit services, taxi services and school transportation.

Specific information related to the Transportation Standard and the City's conventional and para-transit services is contained in the 2012-2017 Transit Accessibility Plan (Appendix 5).

In addition to the provisions under the Transportation Standard for the Transit Accessibility Plan municipalities must also:

Conventional Transportation service:

- Consult with the accessibility advisory committee, the public and persons with disabilities in the development of accessible design criteria to be considered in the construction, renovation and replacement of bus stops and shelters.
- Identify planning for accessible bus stops and shelters to meet the goal of accessible bus stops and shelters.

Deadline for compliance: January 1, 2013.

Taxicabs:

- Consult with the accessibility advisory committee on proportion of on-demand accessible taxis.
- Identify process steps to be taken to meet the need of accessible taxis.

Deadline for compliance: January 1, 2013.

- Ensure fares are equal (or less) for people with disabilities than for persons without disabilities for the same trip.
- Prohibit the charging of a fee for the storage of mobility aids or mobility assistive devices.

Deadline for compliance: July 1, 2011.

- Ensure that taxicab owners and operators place vehicle registration and identification information on the rear bumper of the taxi.
- Ensure that taxicab owners and operators make available vehicle registration and identification information in an accessible format.

Deadline for compliance: January 1, 2012.

Built Environment Standard:

The Built Environment Standard will address all elements of the built environment in both indoor and outdoor spaces including access, egress, circulation, parking, signage, and security. This standard is in development. It is expected that it will apply to all new construction or major renovations.

This Standard has not yet been passed.

APPENDIX 2 ACHIEVEMENTS

CUSTOMER SERVICE STANDARD

- Accessible Customer Service Policy and Procedures established and adopted by Council (2009)
- Accessible Customer Service training delivered to all members of council, staff, volunteers and third party contractors (2009 to present)

INFORMATION AND COMMUNICATION

- Implementation of new Railway Tunnel website which is World Wide Web Consortium Web Content Accessibility Guidelines (WCAG) 2.0 Level A compliant.

TRANSPORTATION

- On a trial basis, increased hours of operation were enacted for both the conventional and para transit systems on Thursday and Friday evenings until 8:00 p.m. Due to lack of ridership in the 2006 trial, both the conventional and the para transit systems resumed their normal hours of operation of 6:45 AM to 6:15 PM Monday to Friday and 8:45 AM to 6:15 PM Saturday. (2006)
- Discussions with all local taxi cab companies respecting the feasibility of accessible taxis. All three companies now have taxi vans. (2007)
- Taxicab owners and operators have equal fares for persons with disabilities and persons without disabilities for the same trips (2011)
- Taxicab owners and operators do not charge for the storage or mobility aids or mobility assistive devices. (2011)
- Taxicab owners and operators have registration and identification information stickers on taxis. (2012)
- Taxicab owners and operators have available vehicle registration and identification information in accessible formats upon request. (2012)

BUILT ENVIRONMENT (Facilities)

- Ongoing review of Site Plans to identify accessibility issues and provide comments and suggestions. (2007 – present)
- Hardy Park:
 - accessible washrooms (2006)
 - asphalt walkways for access to play structure (2010)

- ramp installed at gazebo (2010)
- St. Lawrence Park:
 - installation of power doors on the washrooms (2006)
 - accessible walkway to washroom and canteen (2006)
 - retrofitting of washroom fixtures. (2006)
- Brockville Memorial Centre, including:
 - additional 6 Disabled Persons Parking Spaces (2007)
 - clearer identification of Disabled Persons Parking Spaces (2007)
 - accessible signage on the interior of the building (2007)
 - installation of accessible doors (2007)
 - retrofitting of washroom fixtures (2007)
 - replacement of concrete pads at rear to permit accessible ingress/egress (2010)
- Blockhouse Island:
 - Door openers installed and concrete pad for James Ault Building (2010)
- Isaac Brock Court Yard:
 - Barrier free walkway (2007)
- Curb cuts have taken place at the following intersections:
 - South West corner, North Augusta Rd. @ James St. (2007)
 - North East corner, North Augusta Rd. @ Grenville Crt. (2007)
 - North West corner, North Augusta Rd. @ Byng Ave. (2007)
 - South East, North East and North West corners, North Augusta Rd. @ King St. (2007)
 - South West corner, North Augusta Rd. @ King St. (2008)
 - South East corner, Pearl St. @ Bennett St. (2008)
 - South East corner, Pearl St. @ Buell St. (2008)
- Development of a Patio Policy Brochure with respect to recommendations to assist restaurant owners in creating accessible patios. (2007)
- Ongoing Review of accessible parking spaces in the City as well as providing input for additional parking locations, including:
 - 1 additional accessible parking space on Charles Street (2007)
 - 2 additional accessible parking spaces on King Street (2007)
 - 2 additional accessible parking spaces on Strowger Blvd. (2008)
- City Hall:
 - Installation of a Sound Reinforcement System in the Council Chamber (2008)
- Installation of the first Accessible Playground in Hardy Park (2009)
- Brockville Arts Centre, including:
 - Installation of accessible doors (2005)
 - Installation of barrier free washroom (2005)
 - Installation of accessible seating in the theatre (2008)
 - Installation of lift for access to the stage (2009)

OTHER

-
- Funding established for accessibility projects with annual commitment (2003).
 - Implementation of \$300 fine for illegally parking in a disabled parking space. (2012)

APPENDIX 3 PRIORITIES FOR 2012 - 2017

<i>Description</i>	<i>Priority*</i>	<i>Notes</i>
General		
· Develop accessibility policies documenting how the City will meet the legislated compliance deadlines of the Integrated Accessibility Standards Regulation	A	
· Deliver training programs to appropriate personnel on new policies	A & B	
· Prepare performance report/update to accessibility plan	A	Annually
· Develop accessibility criteria for use when purchasing goods or services	A	
· Review self-service kiosks for accessible features	A	
· Development of scent free environment policy (BMAAC)	A	
· Policy for use of non-scented cleaning products for city facilities (BMAAC)	A	
Customer Service		
· Continue to provide accessible customer service training to new staff, volunteers and third party contractors as required	A	Annually
Information and Communication		
· Develop feedback process and ensure that processes are accessible by the provision of accessible formats/supports upon request	A	
· Develop policy for provision of documents in accessible formats/support and notify the public of the availability	B	
· Ensure that emergency information that is available to the public is available in accessible formats or with communications support upon request	A	
· Website compliance	B & C	New website compliant 2014; all websites compliant by 2021

Description	Priority*	Notes
Employment		
· Policy for notification of public and employees regarding availability of accommodation during recruitment	A	
· Policies and procedures for accommodation of employees	A	
· Workplace emergency response information – individual workplace response information	A	
· Documentation of individual accommodation plans	A	
Build Environment (Facilities)		
· Make all municipal washroom facilities accessible (BMAAC)		
○ Rotary Field House	A	2007 cost estimate \$8,000
· Signage at James Ault building (BMAAC)	A	\$1,000
· Various projects at James Auld building and Blockhouse Island (BMAAC)	B & C	
○ Curb cuts to picnic area and playground area		
· Accessible picnic tables at all city parks (BMAAC)	B & C	
· Create list of all facilities requiring assistive listening devices (BMAAC)	A	
· Accessible drinking fountains in parks (BMAAC)	B	Estimate: \$2,000 per
· Visual alarm systems (BMAAC)	A	Estimate: \$4-5,000
○ Brockville Public Library		Memorial Centre
○ Brockville Arts Centre		
○ Brockville Memorial Centre		
· Audio and timed pedestrian intersection signals (BMAAC)	B & C	BMAAC will create a prioritized list for consideration with the capital budget
· Brockville Museum (BMAAC)		
○ Re-design of east side entrance		
○ Install of railing on front entrance		
○ Accessible pathway around building		
· Accessible playground in north end (BMAAC)	B	

Description	Priority*	Notes
Transportation		
<i>Note: for Priorities related to conventional and para-transit service, please refer to the Transit Accessibility Plan</i>		
· Consult with BMAAC on design criteria for bus stops and shelters	A	
· Consult with BMAAC on proportion of on-demand accessible taxicabs and identify the steps to be taken to meet the need	A	
· Installation of accessible bus stop at Via train station (BMAAC)	A	
· Review islands for access by individuals with disabilities (installation of lifts for boats, docking, pathways) (BMAAC)	B	

*Note: (Priority A – within 12 months; Priority B – 1 to 2 years; Priority C – 3 to 5 years)

APPENDIX 4 ACCESSIBILITY HIGHLIGHTED

Brockville Arts Centre
Accessible Doors (2005)



Brockville Memorial Centre
Additional disabled parking spaces installed (2007)



Our Goal: Accessibility A Reality

Brockville Memorial Centre
Retrofitting of washrooms and accessible signage (2007)



Hardy Park
Accessible Playground Structure (2008-2009)



Our Goal: Accessibility A Reality

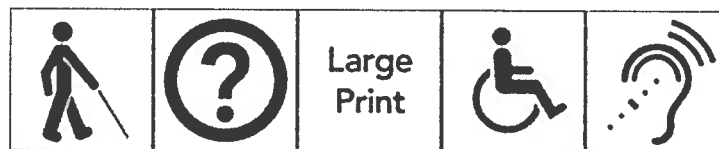


The Corporation of the City of Brockville

2012 – 2017 Transit Accessibility Plan

November 2012

Our Goal: Accessibility A Reality



Note: This document is available in alternate formats upon request

*Although this is a standalone document it is considered an integral part of the
City's Accessibility Plan.*

INTRODUCTION

Brockville Transit expects that demand for transit services will continue to grow in future years as it is estimated that due to our aging population as many as 20% of residents may have disabilities within the next two decades. As a result, reliance upon public transportation will grow as people drive less or require other forms of transportation for their personal mobility. The demand on transit will be driven by the requirement to comply with existing and emerging legislation and customer expectations. Specific transit strategies to meet these demands will be prioritized and implemented based on legislated time frames and the available of municipal funds.

In particular, the standards being developed under the Accessibility for Ontarians with Disabilities Act (AODA) will require that system accessibility be achieved within defined timelines. The Integrated Accessibility Regulation 191/11 combines key areas of Information and Communications, Employment and Transportation. The Transportation portion specifically impacts the transit industry and will guide all future accessible improvements for Brockville's Conventional and Para Transit Systems.

BACKGROUND

The Conventional Transit system began operation in 1982 and the Para Transit system began in 1989. Over the years both systems have been modified to account for ridership changes, municipal development and the introduction and/or discontinuance of federal and provincial funding. Statistics are compiled for each system on an annual basis and below is the 2011 profile for each system.

Conventional Transit - 2011 Service Profile

- type of service – 3 bus fixed routes
- service area - within city limits & service to St. Lawrence Lodge and Sherwood Park Manor
- hours of service - Monday to Friday 6:45 AM to 6:15 PM and Saturday 8:45 AM to 6:15 PM no service on Sundays or statutory holidays
- annual passenger trips - 110,948
- annual passenger boarding (includes transfers) - 134,798
- total number of buses – 4
- accessibility – 100% with lifts on 3 buses and a ramp on 1 bus
- fare structure - cash \$2.00, tickets 10 for \$15.00, 40 ride pass and monthly pass \$55.00
- net cost to the municipal tax base \$1.71 per ride

Para Transit – 2011 Profile

- type of service - 2 bus scheduled trips
- service area - within city limits & service to St. Lawrence Lodge and Sherwood Park Manor
- hours of service - Monday to Friday 6:45 AM to 6:15 PM and Saturdays 8:45 AM to 6:15 PM, no service on Sundays and statutory holidays
- annual passenger trips – 14,077
- total number of buses – 3
- accessibility - 100% with lifts on 3 buses
- fare structure - cash \$2.00, tickets 10 for \$15.00, 40 ride pass and monthly pass \$55.00
- net cost to the municipal tax base \$19.19 per ride
- note Attachment A for specific passenger data

ACCESSIBILITY PLANNING

People with disabilities represent a significant and growing part of our population. According to Statistics Canada, 1.85 million people in Ontario have disabilities which represent 15.5% of Ontario's population. Disability tends to increase with age. In two decades it is estimated that 20% of the population will have disabilities. Enhancing the ability of people with disabilities to live independently and contribute to the community will have positive effects on the future prosperity in Ontario.

Improving accessibility is a shared responsibility. The ODA and the AODA require that the provincial and municipal governments and key public sector organizations review their policies, programs and services through the development of multi-year accessibility plans.

Municipal governments play a crucial role in the planning and development of our communities: in their streets, parks, public transit, libraries, social housing, ambulance services, public buildings and elections. Responsibilities, which include enforcing the barrier-free access requirements of the Ontario Building Code and implementing key accessibility considerations under the ODA and AODA, are crucial to realizing a vision of local communities that improve accessibility and mobility for their residents.

The ODA and AODA builds on relationships and practices which currently exist among councilors, planners, builders and community groups to make municipalities more accessible to people with disabilities.

The new legislative requirements provide standards that all organizations in the private and public sector, including the City of Brockville, must follow to ensure that existing barriers for people with disabilities are removed over time and that no new barriers are created.

Objectives of the Accessibility Plan

The objectives of the Accessibility Plan are to:

1. Review previous efforts to identify, remove and prevent barriers to people with disabilities.
2. Describe the process that the City will use to identify, remove and prevent barriers to people with disabilities in the future.
3. List the facilities, policies, procedures, practices, and services that the City will review in the coming year to identify barriers to people with disabilities.
4. Identify the measures that the City will take in the coming year to identify, remove, and prevent barriers to people with disabilities (listed in priority).
5. Identify the means in which the City will make the accessibility plan available to the public.

Consultation Activities

Input on this plan has been received from municipal staff and the members of the Accessibility Advisory Committee (AAC)

Transit accessibility plans are required by legislation and the plan must be reviewed and updated once every five years. Transportation service providers are required annually to hold at least one public meeting involving persons with disabilities to ensure that they have an opportunity to participate in a review of the accessibility plan and that they are given the opportunity to provide feedback on the accessibility plan.

Each update involves a review of barriers addressed in previous years, identification of remaining barriers, development of a prioritized plan to address these barriers and consultation with primary transit stakeholders including persons with disabilities.

Review and Monitoring Process

Following the approval of the Accessibility Plan, staff will monitor the progress on the actions required in the plan, and a public meeting will be held annually.

The plan will be updated at least once every five years in consultation with the AAC and presented to Council for approval.

Communication of the Plan

Copies of this plan will be made available upon request from the Clerk's Office and on the City's website at www.city.brockville.on.ca. The Plan will be made available in alternate formats upon request.

TRANSPORTATION STANDARDS

Schedule B summarizes each section of the Transportation Standard of the Integrated Accessibility Regulation 191/11 along with the legislative dates of compliance. It also includes the dates of compliance by the City of Brockville. For the purposes of this plan, references to Para Transit is synonymous with references to Specialized Transit in the standard.

Schedule C is a list of sections of the Transportation Standard that have been implemented by the City and are included in the Conventional and Para Transit Driver Operating Manuals.

Schedules D and E, are the updated Para Transit Application Form and the Para Transit Information Brochure that were adopted by the City in July of 2012. Although numerous sections of the standards were already practiced in principal, these documents formally address them in written format.

As of the time of the writing of the plan, all sections of the Transportation Standard that have been addressed by the City have been identified in the documents above. Sections that still need to be addressed by the City are identified below.

Sections 51(b) and 52(b) pertaining to electronic preboarding and onboard announcements with a compliance deadline on of January 2017 will be addressed by the City at a future date.

Section 41(1) pertaining to creating a policy for dealing with customer feedback for both the Conventional and Para Transit Systems will be addressed as follows:

- the city will receive feedback in written format through letter correspondence or e-mail
- feedback dealing with a complaints or a request for information will result in City staff investigating the issue and responding in written format within seven business days
- additional time may be required if the written response is required in an accessible format, however a verbal response will be provided within the seven business days.
- At year end the feedback and responses will be reviewed and a synopsis will be created for discussion at the annual transit public meeting.
- copies of all customer feedback and the responses will be kept in City files for the mandatory 7 year file retention period.

Section 41(2) pertains to holding one annual public meeting to review the 5 year Transit Accessibility Report.

Section 42(1a) & (1b) pertain to identify a process for estimating the demand for Para Transit services and developing steps to reduce wait times for the service. It has been determined that methods for reviewing service will include tracking the number of official complaints received by the City regarding the lack of available service, tracking the annual number of on accommodated trip requests, tracking the annual number of same day service. This information will be compared year-over-year beginning with the 2011 statistics to determine trends that indicate changes are required to the system. The information will also be compared to the provincial averages of similar size municipalities.

During 2010 there were 46 Para Transit systems operating in Ontario municipalities with populations of less than 50,000 (of which Brockville is one) and a total of 1,528 request for rides which could not be accommodated on the dates requested by these systems. Although the 2011 statistics for other systems are not yet available, during 2011 in Brockville there were 87 requests for rides that could not be accommodated while at the same time there were 242 rides that were same-day service (ride provided on the same day they booked). During 2011 the City received 4 complaints about the Para Transit System of which 1 dealt with the length of time the passenger had to wait to be picked up for an unscheduled return trip which was within the permitted 30 minute window. The other 3 complaints pertained to un-accommodated trip requests. Based on the 2011 statistics, staff conclude that the system does not require any modifications at this time.

Schedule A
2011 Para Transit Statistics

Registered Passengers Rides		Total Passengers Rides	Medical Escorts Rides	Total Rides Passengers & Escorts
wheel chair	ambulatory			
5,946	6,661	12,607	1,470	14,077

Same-day service	Unscheduled return trips	Reservations	Permanent bookings	Escorts	Total
242	1,765	3,244	7,356	1,470	14,077
1.72%	12.54%	23.04%	52.26%	10.44%	100.00%

Unaccommodated rides on the date requested	Cancelations of booked trips	No Shows - where bus was dispatched but the passenger did not meet the bus
87	1679	133

Our Goal: Accessibility A Reality

Schedule B

Part IV - Transportation Standards: Conventional and Specialized Providers - General Requirements

Section	Sub	Short Description	Legislative Compliance Date						Date Implemented by Brockville
			July 2011	Jan 2012	Jan 2013	Jan 2014	Jan 2015	Jan 2017	
34	Availability of Information								
	1	Make information regarding accessibility equipment and features upon request available to the public		X					2011
	2	Provide this information in accessible format upon request		X					2011
35	Non-functioning accessibility equipment								
	1	Take reasonable steps to accommodate passengers with disabilities and effect repairs as soon as possible	X						2011
36	Accessibility training								
	1	Conduct employee and volunteer accessibility training regarding:							
	2a	The safe use of accessibility equipment and features				X			2011
	2b	Acceptable modifications to procedures in situations where a temporary barriers exist or accessibility equipment on the vehicle fails				X			2011
	2c	Emergency preparedness and response procedures that provide for the safety of persons with disabilities				X			2011
	3	Keep a record of training provided				X			2011

Section	Sub	Short Description	Legislative Compliance Date						Date Implemented by Brockville
			July 2011	Jan 2012	Jan 2013	Jan 2014	Jan 2015	Jan 2017	
37	Emergency preparedness and response policies								
	1a	Establish, implement, maintain and document emergency preparedness and response policies		X					2011
	1b	Make those documents available upon request to the public		X					2011
	2	Make the documents available upon request in accessible formats		X					2011
38	Fares - support persons								
		No fare to be charged for attendant		X					2006
		Passengers responsibility to demonstrate need		X					2006
39	Transition existing contracts								
		Existing vehicles purchased prior to July 1, 2011 to be honored							2011
40	Transition existing vehicles								
	1	No vehicle retrofit required							N/A
	2	Retrofit required if vehicle is refurbished							N/A
	3	Vehicle exempt if structural integrity would be affected							N/A
41	Accessibility plans - conventional transportation services								
	1	Identify the process for managing, evaluating and taking action on customer feedback			X				2012
	2	Hold at least one annual public meeting to review accessibility plan			X				January 2013
	3	Applies to conventional and specialized transit			X				2012

Section	Sub	Short Description	Legislative Compliance Date						Date Implemented by Brockville
			July 2011	Jan 2012	Jan 2013	Jan 2014	Jan 2015	Jan 2017	
42	Accessibility plans - specialized transportation services								
	1a	Accessibility plans shall identify the process for estimating the demand for specialized transportation services			X				2012
	1b	Plan shall develop steps to reduce wait times for specialized transportation services			X				2012
43	Accessibility plans conventional and specialized transportation services								
	1	Plans shall describe their procedure for dealing with accessibility equipment failures			X				2011
44	General responsibilities								
	1a	Deploy lifting devices, ramps or portable bridge plates upon request		X					2011
	1b	Ensure that adequate time is provided to persons with disabilities to safely board, be secured and egress		X					2011
	1c	Assist with safe and careful storage of mobility aids		X					2011
	1d	Allow a person with a disability to travel with the medical aid		X					2011
	2	Make information upon request available in accessible formats		X					2011
45	Alternative accessible method of transportation								
	1	Provide accessible alternative if no specialized service			N/A				N/A

Section	Sub	Short Description	Legislative Compliance Date						Date Implemented by Brockville
			July 2011	Jan 2012	Jan 2013	Jan 2014	Jan 2015	Jan 2017	
46	Fares								
	1	Cannot charge higher fare on conventional services	X						2006
	2	Make alternative fares available if no specialized service			N/A				N/A
47	Transit stops								
	1	Ensure passengers can board and exit at safe locations if the stop is not accessible		X					2011
	2	Consider accessibility needs and location		X					2011
	3	Drivers report transit stop issues promptly		X					2011
48	Storage of mobility aids								
	1	Ensure mobility aids are stored in passenger compartment	N/A						N/A
	2	Storage in baggage compartment of same vehicle if subsection 1 is not possible	N/A						N/A
	3	Safe and secure return to passenger	N/A						N/A
	4	No fee for transporting aid	N/A						N/A
49	Courtesy seating								
	1	Provide clearly marked courtesy seating		X					2012
	2	As close as possible to the front door		X					2012
	3	Signed with vacate policy		X					2012
	4	Develop communication plan		X					2012

Section	Sub	Short Description	Legislative Compliance Date						Date Implemented by Brockville
			July 2011	Jan 2012	Jan 2013	Jan 2014	Jan 2015	Jan 2017	
50	Service disruptions								
	1	Where advanced information available							2011
	1a	Make alternative arrangements for travel			X				2011
	1b	Ensure proper communication			X				2011
51	Pre-boarding announcements								
	1	Provide verbal pre-boarding announcements on request	X						2010
	2	Provide electronic pre-boarding announcements						X	
52	Onboard announcements								
	1	Ensure audible verbal onboard announcements	X						2010
	2a	Provide audible electronic announcements						X	
	2b	Provide visual electronic announcements						X	

Schedule C

AODA Integrated Regulation 191-11

Transit Compliance Requirements Listed in the Conventional and Para Transit Driver Operating Manuals

The Numerical Numbers correspond with the section in the Transportation Standards of the Integrated Regulation 191-11.

The Description corresponds with the wording in the Conventional and Para Transit Drivers Operating Manuals.

35 & 43 What must I do prior to leaving the Transit Bay for the AM Shift? Conventional & Para Systems

You are required to complete the "circle report" inspection (as trained). This includes: checking exterior of the bus for operating headlights, turn signals, clearance lights, and stop lights, condition of wipers, mirrors, tires and wheels as well as checking for body damage. You must also listen for any air leaks. You must also check the interior of the bus for working dome lights, stop bell and cord, dash lights, horn, defrosters and heaters, destination signs, seat operation, operation of all doors, wipers, washers, signal foot switches, ensure the fare box is working properly. Also check for condition of passenger seats, floor and handrails. Ensure full interior lighting is on in the bus. You are to ensure that all equipment is in proper working order including the wheelchair ramp. You are responsible for obtaining and carrying all supplies and documentation including license, ownership and a copy of the Accident/ Incident report on your bus.

If the accessibility equipment on a bus is not functioning, the bus must be taken out of service and the spare bus put into service. Inform Maintenance.

35 & 43 What do I do if my bus is not operating properly or breaks down? Conventional & Para Systems

In the event of a mechanical problem or breakdown, notify Maintenance staff for instructions.

44 (1b) Service Stops Conventional & Para Systems

Passengers getting onto the bus must be clear of the front doors; some passengers may require assistance getting on or off the bus, including

assistance to the curb. These include the elderly, passengers with disabilities and passengers with small children.

47 Passenger Pick up/Drop-Off and Seating on the Bus Conventional System

Passengers should only be picked up and dropped off at designated bus stops. However, if a bus stop for some reason is not accessible the driver is to pick up/drop off the passenger at the nearest safe available location and the safe location is along the same transit route. Drivers must take into account persons with disabilities and ensure that they are able to board or debark safely. In determining where a safe location may be situated for persons with disabilities the driver shall give consideration to the preferences of the person with a disability.

The driver is to then notify the Senior Driver/Supervisor where a transit stop is temporarily inaccessible or where a temporary barrier exists.

49 & 44 (1d) Priority Seating Conventional System

Each bus has seats designated as PRIORITY SEATING for persons with disabilities and seats designated as COURTESY SEATING for the frail & elderly, pregnant mothers and parents with small children. Passengers on the bus should seat themselves accordingly. In addition to this, medical escorts accompanying persons with disabilities should be seated immediately beside the person they are escorting.

43 & 44 (1a) & 44 (1c) Lift/Ramp Conventional System

The lift/ramp is to be used for passengers with a visible disability that cannot enter/exit the bus by using the stairs. This includes passengers that use a wheelchair, scooter or are walking. Passengers requesting the use of the lift/ramp are to be accommodated without question as they may have an invisible disability. Ensure that adequate time is provided to persons with disabilities to safely board, be secured and debark the vehicles and that assistance be provided, upon request, for these activities. Assist with safe and careful storage of mobility aids or mobility assistive devices used by persons with disabilities.

Wheelchairs and scooters MUST BE secured by the restraint system to the vehicle floor. The seatbelt of passengers wheelchairs do not provide adequate protections and passengers MUST have the lap and shoulder belt portions of the restraint system connected. Passengers must not sit

on scooters during transport and must transfer themselves to and from the vehicle seat.

In the event that when the bus pulls in to a stop to pick up a disabled passenger and the accessibility equipment will not operate, the driver must not leave the passengers stranded at that location. The driver should notify Operations Dispatch, or if after hours the Fire Department, requesting that they notify the Para Transit Contractor and request that the Para Transit contractor arranges to pick up the disabled person at this location and deliver them to their intended destination.

43 & 44 (1a) & 44 (1c) Lift/Ramp Para System

Service for every passenger is provided from accessible exterior building entrance to accessible exterior holding entrance. The lift/ramp is to be used for passengers with a disability that cannot enter/exit the bus by using the stairs. This includes passengers that use a wheelchair, scooter or are walking. Ensure that adequate time is provided to persons with disabilities to safely board, be secured and debark transportation vehicles and that assistance be provided, upon request, for these activities. Assist with safe and careful storage of mobility aids or mobility assistive devices used by persons with disabilities.

Wheelchairs and scooters **MUST BE** secured by the restraint system to the vehicle floor. The seatbelt of passengers wheelchairs do not provide adequate protections and passengers **MUST** have the lap and shoulder belt portion of the restraint system connected.

In the event that when the bus pulls in to a stop to pick up a disabled passenger and the accessibility equipment will not operate, the driver must not leave the passengers stranded at that location. The driver should notify Dispatch to arrange an alternate bus/vehicle to pick up the disabled person at this location and deliver them to their intended destination.

51(1) & 52(1) Verbal Pre-Boarding and Stop Announcement Conventional System

Drivers must on request of a passenger, verbally announce the bus the route, direction, destination or next major stop prior to the passenger entering the bus.

Drivers must make verbal announcements in a clear manner at a volume which is discernible to the passengers all destination points or available route stops on the bus while the vehicle is on route or while the vehicle is being operated.

**44 (1c) Assisting Passengers with Walkers
Conventional Systems**

If requested, drivers are to assist passengers requiring assistance to load/unload and/or secure their walker on the bus. If drivers have a concern over their personal health and safety by carrying the walker up and down the stairs, then the wheelchair lift should be utilized.

**36 & 37 Emergency
Conventional & Para Systems**

In case of an emergency and you need to immediately remove a wheelchair passenger from the bus and do not have time to undo the restraint system, a lap/shoulder cutting blade is on the sun visor in front of the driver's seat. Do not remove from this position.

**36 & 37 What do I do if there is a fire on the bus?
Conventional & Para Systems**

1. Evacuate all passengers from the bus by calmly informing them to leave the bus. Direct passengers to a safe distance – insist they remain clear of the bus.
2. At the same time use the lift to remove any disabled passengers. Once clear of the bus do not return to the bus to put up the lift.
3. If possible notify Public Works Dispatch and/or the Fire Department Dispatch of the fire.
4. Each bus is equipped with a fire extinguisher. If it is safe to do so, use the fire extinguisher to put out the fire but **under no circumstance should you put yourself in jeopardy. Remember SAFETY is a priority.**
5. During your post-trip inspection of the bus, fill out the defect card advising the garage staff that a charged fire extinguisher is required before the bus is used again.
6. You must also complete an **Incident Report** at the end of your shift and provide it to the Senior Driver.

**36 & 37 What do I do if a passenger gets injured or is ill while riding on my
bus?
Conventional & Para Transit Systems**

Any accident/illness, regardless of extent must be reported. The following is the procedure for handling sick/injured passengers:

1. The driver should immediately stop the bus and go to assist the passenger. Find out how serious the situation is.

- a) If the injury is serious **DO NOT** attempt to move the person or provide first aid;
 - b) Radio Public Works Dispatch and/or the Fire Department Dispatch and request a **911** call
 - c) If possible obtain the passenger's personal information – name and address along with names and addresses of any witnesses;
 - d) Notify Public Works Dispatch and/or the Fire Department Dispatch as soon as Emergency Personnel arrive on the scene to evacuate the passenger. Obtain names, address and phone numbers of any witness. At this time ask for instructions regarding the continuation of the run;
 - e) Submit the appropriate incident /accident report or **PRIOR TO THE DRIVER LEAVING FOR THE DAY and handed in to or left for the Senior Driver**
2. Even if a passenger claims their illness or injury is not serious you must make every possible effort to get their name and address along with any witness' name and address. The Driver must complete the appropriate incident/accident form.

GENERAL: Slips or falls when boarding, on board or exiting the bus are considered serious. Notify the Senior Driver/Supervisor; check the condition of the steps. Note the condition of the passenger, the footwear they are wearing at the time of the incident, if they were carrying parcels, were they holding the handrail, etc.

Complete the **Incident Report** form **PRIOR TO THE DRIVER LEAVING FOR THE DAY and handed in to or left for the Senior Driver**

36 & 37 What do I do if I receive a bomb threat? Conventional & Para Transit Systems

While a large number of bomb threats are unfounded, any threat will be treated seriously and considered real until proven otherwise. **DO NOT USE THE BUS RADIO AT ANY TIME TO CONTACT DISPATCH.** The activation of the radio could trigger the bomb. Should a device or suspected device be discovered, **DO NOT TOUCH OR MOVE** the object. You should follow these procedures:

1. Pull the bus to the curb leaving the door and windows open. Engage parking brake and turn on hazard lights.

2. Calmly advise passengers to gather their belongings and to leave the bus. Direct passengers to what you feel is a safe distance away from the bus – insist they remain clear of the bus.
3. At the same time use the lift to remove any disabled passengers. Once clear of the bus do not return to the bus to put up the lift.
4. Once the bus is secure, contact Public Works Dispatch and/or the Fire Department Dispatch and advise them of the situation.
5. **STAY CALM** – do not alarm the passengers.
6. Dispatch will inform the proper officials and send staff to assist.
7. **Under no circumstance should you put yourself in jeopardy. Remember SAFETY is a priority.**

38 Driver Fare Collection Responsibilities Conventional System

Upon boarding, passengers are required to deposit the exact fare (cash, ticket or pass). Drivers are not allowed to handle the fare. The only exception to this is if the driver is assisting a person with a disability place their fare in the fare box because the person with the disability cannot place the fare in the box themselves. Drivers are not required to make change for those passengers who do not have the exact fare. Para Transit tickets and passes are not eligible to be used on the Conventional Transit system. It is the driver's responsibility to visually inspect all fares for eligibility. Medical escorts ride for free.

Passengers using Monthly passes may be required to show proper identification at the driver's request if the Driver thinks that someone other than the pass holder is using the pass.

Up to 2 dependent children under the age of six ride for free if accompanying a paying passenger.

38 Driver Fare Collection Responsibilities Para Transit

Upon boarding, passengers are required to provide the driver the exact fare (cash, ticket or pass). In order to assist passengers Drivers are allowed to handle the fare and place it into the collection container. Drivers are not required to make change for those passengers who do not have the exact fare. Conventional Transit tickets and passes are not eligible to be used on the Para Transit system. It is the driver's responsibility to visually inspect all fares for eligibility. Medical escorts ride for free.

Passengers using Monthly passes may be required to show proper identification at the driver's request if the Driver thinks that someone other than the pass holder is using the pass.

Social Companions are eligible to travel with persons with disabilities if space is available and will not result in the denial of service to other persons with disabilities. Social Companions are required to pay the appropriate fare.

Dependent children are eligible to travel with persons with disabilities who is the parent or guardian of the dependant if appropriate child restraint systems and equipment are, if required, available. Up to 2 dependent children under the age of six ride for free if accompanying a paying passenger with a disability.

Schedule D

**PARA TRANSIT
APPLICATION FORM
(September 14, 2012 Version)**

Please complete and return to:

City of Brockville
1 King Street West
P.O. Box 5000
Brockville, Ontario
K6V 7A5
Valerie Harvey, Supervisor of Transportation Services
Fax # 613-342-5035
vharvey@brockville.com

A. Eligibility Guideline

Para Transit services are intended for persons with disabilities that prevent them from using the Conventional Transit System.

B. Personal Information (section B to be filled out by the applicant)

Applicant's Name: _____

Address: _____

Apt. #/Suite/Unit: _____ City: _____

Postal Code: _____

Telephone # Home: _____ Business: _____

Applicant's emergency contact information:

Name: _____ Telephone #: _____

Applicant's Signature: _____ Date: _____

C. Medical Information (section C to be filed out by the attending physician, physiotherapist, chiropractor or occupational therapist)

The City requests that the person completing this form considers the applicant's mobility and cognitive skills when responding to each question. The number of passengers utilizing Para Transit has increased substantially and in order to maintain the quality of service that our community currently receives, it is imperative that only those in need of this service be authorized to use it.

C 1. Is the applicant physically able to climb and/or descend stairs?

Yes ♦

No ♦

C 2. Is the applicant physically able to walk a distance of 175 metres?

Yes ☐

No ♦

C 3. Does the applicant have the cognitive ability to use Conventional Transit alone?

Yes ☐

No ♦

C 4. Does the applicant have the cognitive ability to use Para Transit alone?

Yes ☐

No ♦

C 5. Does the applicant require a medical escort to accompany him/her on the Para Transit vehicle? A medical escort is a person required to assist the applicant for mobility or cognitive reasons as the applicant cannot ride on the vehicle alone or function without assistance. Social companions are eligible to travel with approved passengers if space is available and will not result in the denial of service to other persons with disabilities. Social companions are required to pay the appropriate fare.

Yes ☐

No ♦

C 6. Describe the applicant's disability, its severity and its impact on the applicant's mobility:

C 7. Does the applicant use mobility aids? Yes♦ No♦

If yes please identify: Wheelchair ☐ Scooter ♦ Walker ♦

Cane(s) ♦ Crutches ♦ Leg Braces ♦ Service Dog ♦ Other ♦

C 8. For what time period will the applicant require Para Transit services?

Permanent ♦

Temporary ♦ If temporary, please indicate the length of time:

Start Date: _____ End Date: _____

Conditional ♦ This is when environmental or physical barriers limit the applicant's ability to consistently use the Conventional Transit system.

I hereby certify that the applicant meets the Para Transit eligibility criteria by answering "no" to question # 1 or # 2 or # 3.

(Please print clearly and complete every section)

Name: _____

Address: _____

* Personal information contained in this form is collected pursuant to the "Municipal Transit Manual for Specialized Services" issued by the Ministry of Transportation. It will only be used for the purpose of processing this application and will be stored accordingly. All personal information is protected under the Municipal Freedom of Information and Protection Act 1989.



BROCKVILLE PARA TRANSIT

September 14, 2012 version

Our service is available to residents residing in the City that have mobility or cognitive disabilities that prevent them from using the Conventional Transit System. Service is provided within the municipal boundary and to St. Lawrence Lodge and Sherwood Park Manor. Only registered passengers may use the system.

Application Process

Only registered passengers are eligible to use the Para Transit System. For an application form call the City of Brockville at 613-342-8772, extension 8225 Monday-Friday 7:30 a.m. to 4 p.m. or go to the city web site at www.brockville.city.on.ca

Applicants who are approved to use the system will be classified as permanent, temporary (specific time frame) or conditional (environmental or physical barriers prevent the use of the Conventional Transit system).

At any time passengers with temporary or conditional classifications may submit updated application forms for review to be approved as a permanent classification.

Applications that are complete will be processed within 14 days of receipt and if not processed within that time frame the applicant will be provided temporary service for up to 30 days. If a resident requires access to the system for emergency or compassionate reasons they should contact City staff directly who will determine their eligibility to immediately use the system based on their situation. If any application is not approved, the applicant can request a review of the decision by an independent review panel comprised of the Director of Operations and the Chair of the Brockville Municipal Accessibility Advisory Committee.

How to Use the Service

1. To book rides contact the dispatcher during the hours of operation at 613-345-PARA (7272).

Monday to Friday: 6:45 a.m. to 6:15 p.m.
Saturday: 8:45 a.m. to 6:15 p.m.

2. Bookings are not limited and are based on a first-come, first-serve basis based on available vehicles and times. Passengers are encouraged to book their trips as soon as possible.
3. Based on availability, trips must be booked a minimum of 24 hours in advance. Same day service will be provided based on availability.
4. To cancel rides phone the dispatcher at 613-345-PARA (7272).

Cost of Service per One Way Trip

Cash Fare:	\$ 2.25
Book of 10 tickets:	\$17.00
40-ride Pass:	\$62.00
Monthly Pass:	\$62.00
Rosedale Residents:	\$14.00 cash only
Medical Escort	no charge

Tickets/passes are sold on the Para Transit bus. Drivers will not make change. Please have exact fare.

A medical escort is a person required to assist the passenger for medical reasons. The requirement for the medical escort is identified at the time that the passenger is approved to use the Para Transit System. A medical escort is not a social companion.

Social Companions are eligible to travel with passengers if space is available and will not result in the denial of service to other persons with disabilities. Social Companions are required to pay the appropriate fare.

Hours of Service

Monday to Friday: 6:45 a.m. to 6:15 p.m.
Saturday: 8:45 a.m. to 6:15 p.m.

NO service on Sundays or statutory holidays.

Accessible transportation services can also be arranged privately with Synfast Corporation at 613-345-7272. The subsidized City fare does not apply.

Policy

1. Service is provided from accessible exterior building entrance to accessible exterior building entrance. Passengers requiring assistance beyond the doorway must make their own appropriate arrangements.
2. Passengers requiring a medical escort must have the escort accompany them on the vehicle. Service without an escort will be denied.
3. Dependents are permitted to travel with a registered passenger who is a parent or a guardian of the dependent if the appropriate child restraint securement systems and equipment that are required are supplied by the passenger and can be accommodated in the Para Transit vehicle.
4. Children under 7 years of age require an escort to accompany them at all times on the bus.
5. Based on scheduled trips, passengers could be picked up anytime up to 30 minutes past their scheduled pick up time. If a delay of more than 30 minutes is known in advance the passenger will be notified, however this does not apply to delays in service that occur during the trip or for unscheduled return trips.
6. Passengers are to be ready and at the door when the bus arrives.

7. Passengers could be traveling on the bus up to 30 minutes per one way trip.
8. The seatbelt on passenger wheelchairs do not provide adequate protection and passengers must have the shoulder and lap belt portion of the wheelchair restraint system connected.
9. Passengers using scooters must transfer off of the scooter onto the bus seat.
10. It is the responsibility of the passenger to carry his or her own parcels and/or to cooperate if the driver is assisting them.
11. Fees still apply for failure to cancel or not show up for a booked trip. Repeat offenders could be suspended from service.
12. Service is available to persons with disabilities that are visiting the City, provided they can provide verification that they are registered passengers with the Para Transit system in the community that they live in.
13. Due to safety issues Broda and Geri chairs are not permitted on the bus.
14. Due to safety issues if the brakes on wheelchairs/walkers or other safety features are not working properly they will not be permitted on the bus until repairs have been completed.
15. The Para transit platform lift measures 33" X 54" so wheelchairs/scooters that do not fit within these dimensions will not be permitted on the bus.
16. Due to the Para transit platform lift specifications if the combined weight of the passenger and wheelchair/scooter exceed 600 pounds they will not be permitted on the bus.

For more information contact:

The City of Brockville at 613-342-8772 extension 8225

or

The Para Transit Contractor at 613-345-PARA (7272)



Ontario Provincial Police Costing

Motion - That Brockville City council direct City Manager Bob Casselman to proceed with obtaining an Ontario Provincial Police costing for the provision of police services to the City of Brockville.

BACKGROUND

In Ontario there are 444 Municipalities. There are 54 Municipal Police Services. The OPP provide services to 150 Municipalities on Contract and to 172 municipalities on a non contract basis. (Some municipal services are regional - supplying multiple municipalities)

All Ontario communities must receive a minimum level of police services that meets the adequate and effective standards defined by the province. Over and above these minimum standards each municipality can establish additional service levels according to local needs.

Brockville has a municipal police service with a compliment of 42 officers plus approx 20 civilian employees. The Service is governed by a 5 member police services board with final budget approval by City Council. As an essential service police officers are not allowed to strike and labour contracts are governed by a negotiation / binding arbitration process.

Why an OPP Costing.

The City of Brockville has made the argument for more than ten years that labour settlements and the settlement process are driving policing costs higher at a faster rate than other services in the city and at rates much higher than inflation and that the difference is not sustainable in the long run.

Over a 10 year stretch, from 2002 to 2011, overall policing costs rose approx 4% annually, including a year of zero percent wage increases built into a 4 year settlement with a balloon increase on the final year that is outside the 10 year review frame.

Reports such as the BMA Consulting annual report and internal data show that Brockville's Policing Costs per Capita are high compared to the averages of all services and compared to similar communities.

The Mayor, the City Manager and various councilors through the past 6 years , working through the Eastern Ontario Mayors Committee, AMO, the Good Roads Conference, The large Municipalities working groups, have lobbied the provincial government for legislation changes to arbitration processes and policing issues in general to reduce cost increases but first signs of progress were pulled off the table during the current legislature for various reasons. At best adjustments will be made to legislation over time.

The Brockville Police Services participated in an internal review process in 2008 – 2009 in which a number of cost saving recommendations were made. Long term savings were limited and at best mitigated the rate of growth in costs.

The external Service review process undertaken in 2012 resulted in limited potential cost savings given the scale of the organization, the legislative requirements governing the service and the effect of wage increases on the cost structure. The review did identify an OPP costing as a possible option to pursue

Provincial legislation does allow a municipal council to ask the OPP to review a communities policing needs and provide an estimate to provide policing service.

There is no direct cost to the community to provide a review / estimate.

The service level currently provided will be estimated

The OPP Model will identify what their model would suggest as the communities service needs and estimate the cost to meet the needs based on their model. Their model takes into account, density, commercial activity, entertainment facilities, major highways, community policing needs. Etc

Different costing can be prepared for a stand alone service versus an integrated service with the cost / benefits of each

Additional service options as developed in the process through feedback and discussion

Generally all officers are transferred over to the OPP

Informal discussions on expanding the service to a regional police service to gain economy of scale have received luke-warm to negative responses and do not appear to have potential for moving forward

To date an internal review, an external review, many legislative reviews and lobby efforts plus efforts by police Service Board members and senior police staff have been applied to cost control while providing necessary service.

Brockville's costs continue to rise to the point where police services consume a greater portion of the City's budget annually, forcing tax increases that are difficult for the average ratepayer to absorb while forcing reductions in other budget areas.

In this Context, an OPP costing provides an effective review of the City's policing model, its costs, its staffing. Without costing the City money the city will have an alternative to discuss, possibly saving money while providing the same level of service.

Why now

Brockville Police Services has undergone an internal review, an external review, the cost cutting reviews of 4 separate Chiefs of Police in the past 6 years plus the scrutiny annually of the members of the Police Services Board. These tasks and reviews are all now completed with various levels of success.

Police Costs continue to rise faster than inflation, faster than all other departments

Police costs in the City are measurably higher than comparable communities

Brockville Police Services costs are reduced by the net proceeds of a Criminal Records Check Process that subsidizes the Brockville Police budget annually. For over 6 years the Brockville Chamber of Commerce review committee has been warning the City that depending on the net revenues of the program has been dangerous financially. As part of the recent Port Hope OPP discussion it was identified publicly that a factor in the discussion had to be the potential loss of the Criminal Record Check revenues. If that happens in Brockville the Police Services Budget will experience a 12 – 17% increase – and is already identified as one of the higher cost services.

The process for an OPP Costing process can be up to 18 months depending on the feedback loops and discussion

If there is any benefit to an OPP option worth debating then getting the option in front of council earlier rather than later is of benefit to the city.

What if the OPP Low ball a quote to get the city to buy in and then raise the bill?

The OPP costing model is based on Cost Recovery. It was updated recently to avoid delayed rate hikes that build up.

To review this question based on evidence a recent review was put together of municipalities with OPP service (22 municipalities) and Municipal services (12) of similar size and characteristics or location as Brockville.

The OPP communities averaged a 5.67% annual increase in cost while the Municipal services averaged a 6.46% average annual increase in cost. The OPP communities also averaged \$215/person versus \$356/person for the municipal forces.

OPP serviced areas have on average experienced cost increases similar to Municipally serviced areas based on this sampling

This suggests that it is very important to separate urban myths from fact based evidence in this discussion.

Process

If City council approves a motion asking for an OPP review and costing – a City Steering committee will be set up with staff advisors and working with assigned OPP representatives - the committee will work through multiple consultation steps with stakeholders to develop the details of the costing using current policing activities, community characteristics', community feedback, council feedback .

Ultimately the final options are priced out and delivered to City council for determination. City council would entertain more public discussion and then decide what the path forward is by debating the options

Police

(Sorted by Net Costs per \$100,000 Assessment, Including Amortization)

Municipality	# Full Time Positions	2010 Part-Time Positions	MPMP Operating Costs Services Per Person	MPMP Total Costs Services Per Person	Net Costs Per \$100,000 CVA Excluding Amortization	Net Costs Per \$100,000 CVA Including Amortization
Sequin	Contract		\$ 151	\$ 151	\$ 23	\$ 23
The Blue Mountains	Contract		\$ 318	\$ 320	\$ 71	\$ 72
Middlesex Centre	Contract		\$ 118	\$ 118	\$ 73	\$ 73
Meaford	Contract		\$ 182	\$ 182	\$ 111	\$ 111
Central Egin	Contract		\$ 187	\$ 187	\$ 143	\$ 143
Tillsonburg	Contract + 1	1	\$ 208	\$ 211	\$ 189	\$ 189
Penetanguishene	Contract		\$ 188	\$ 188	\$ 182	\$ 182
St. Mary's	Contract		\$ 203	\$ 203	\$ 208	\$ 208
Kenora	Contract		\$ 539	\$ 541	\$ 474	\$ 475
Fort Frances	Contract		\$ 315	\$ 315	\$ 512	\$ 512
20,000 Average			\$ 213	\$ 214	\$ 197	\$ 197
Tecumseh	Contract		\$ 169	\$ 170	\$ 150	\$ 151
Kingsville	Contract		\$ 155	\$ 158	\$ 151	\$ 152
Prince Edward County	Contract		\$ 220	\$ 220	\$ 198	\$ 198
Innisfil			\$ 259	\$ 269	\$ 180	\$ 187
Leamington	51	1	\$ 193	\$ 200	\$ 211	\$ 219
Quinte West	Contract		\$ 194	\$ 201	\$ 254	\$ 258
Orangeville	58	15	\$ 268	\$ 273	\$ 254	\$ 261
Stratford	79		\$ 281	\$ 291	\$ 300	\$ 309
St. Thomas	88	3	\$ 280	\$ 280	\$ 389	\$ 382
Brookville	60	2	\$ 406	\$ 414	\$ 387	\$ 396
Timmins	117	22	\$ 298	\$ 309	\$ 457	\$ 480
Cornwall	129	11	\$ 342	\$ 350	\$ 595	\$ 610
20,000 - 49,999 Average			\$ 254	\$ 259	\$ 289	\$ 297
Kawartha Lakes	59	3	\$ 172	\$ 174	\$ 129	\$ 131
Peterborough	163	9	\$ 253	\$ 260	\$ 261	\$ 266
Simla	149	22	\$ 271	\$ 278	\$ 309	\$ 317
Brantford	206	77	\$ 272	\$ 279	\$ 312	\$ 321
North Bay	135	30	\$ 271	\$ 278	\$ 329	\$ 338
Sault Ste. Marie	178	12	\$ 319	\$ 323	\$ 512	\$ 520
50,000 - 99,999 Average			\$ 280	\$ 285	\$ 309	\$ 315
Ottawa	1,935		\$ 261	\$ 268	\$ 210	\$ 213
Guelph			\$ 258	\$ 265	\$ 221	\$ 227
Toronto	7,672	205	\$ 380	\$ 383	\$ 248	\$ 257
Kingston	198	53	\$ 255	\$ 261	\$ 248	\$ 261
Barrie			\$ 283	\$ 294	\$ 258	\$ 266
London	811	7	\$ 253	\$ 260	\$ 268	\$ 273
Hamilton	1,027	37	\$ 250	\$ 255	\$ 271	\$ 278
Chatham-Kent	219	9	\$ 244	\$ 252	\$ 278	\$ 285
Greater Sudbury	349	18	\$ 282	\$ 291	\$ 348	\$ 358
Windsor	619	12	\$ 409	\$ 424	\$ 490	\$ 501
Thunder Bay	341	19	\$ 305	\$ 310	\$ 513	\$ 522
100,000 Average			\$ 287	\$ 298	\$ 305	\$ 314
Muskegon District	Contract		\$ 145	\$ 145	\$ 47	\$ 47
Halton Region	884		\$ 216	\$ 225	\$ 123	\$ 128
York Region	1,874		\$ 215	\$ 225	\$ 128	\$ 133
Peel Region	2,596	37	\$ 241	\$ 248	\$ 167	\$ 172
Durham Region	1,227	64	\$ 234	\$ 241	\$ 298	\$ 243
Niagara Region	1,023		\$ 290	\$ 303	\$ 283	\$ 294
Waterloo Region	1,022		\$ 209	\$ 218	\$ 311	\$ 324
Regional Average			\$ 221	\$ 229	\$ 165	\$ 192



A PROCESS GUIDEBOOK FOR THE REVIEW OF POLICING OPTIONS

2012

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Preface

The Ontario Association of Chief of Police (OACP) endorses the *A Process Guidebook for the Review of Policing Options* as a reference tool for the purpose of reviewing of reviewing policing options. Policing partners are encouraged to familiarize themselves with the guidebook when considering policing options for their community.

The guidebook was initially developed in response to amendments to the *Police Services Act (PSA)* and municipal amalgamations, which led to an increased desire for communities in the province to initiate a review of their policing options. The purpose of the guidebook is to assist policing partners when considering those policing options.

The guidebook is offered as a reference tool for use by policing partners to assist in the process whenever municipal policing options are reviewed. It is intended to provide a framework for policing partners to follow that provides a clear process from inception through to the final decision-making process.

Introduction

The *Police Services Act* governs policing in Ontario. Key provisions deal with the following areas:

- Policing responsibilities
- Core functions
- Service delivery
- Civilian governance
- Financing
- Police oversight

A member of the Police Quality Assurance Unit of the Ministry of Community Safety and Correctional Services (MCSCS) Public Safety Division (PSD) is available on request to meet jointly with a Municipal Council (Council) and the local Police Services Board (Board) to explain the procedure for examining policing options as identified in the PSA. Inquires should be directed to:

The Manager, Police Quality Assurance Unit
Public Safety Division
Ministry of Community Safety and Correctional Services
25 Grosvenor Street, 12th Floor
Toronto, Ontario M7A 1Y6

Telephone: (416) 314-3088
Fax: (416) 314-3026

Responsibility for Police Services Oversight

The Ministry of Community Safety and Correctional Services is responsible for overseeing law enforcement and public safety throughout Ontario. Under subsection 3(2) of the *Act*, the Ministry MCSCS is required to:

- a. monitor police services to ensure that adequate and effective police services are provided at the municipal and provincial levels
- b. monitor boards and police services to ensure they comply with prescribed standards of service
- c. repealed
- d. develop and promote programs to enhance professional police practices, standards and training
- e. conduct a system of inspection and review of police services across Ontario;
- f. assist in the coordination of police services
- g. consult with and advise boards, community policing advisory committees, municipal chiefs of police, employers of special constables and associations on matters relating to police and police services
- h. develop, maintain and manage programs and statistical records and conduct research studies in respect of police services and related matters
- i. provide to boards, community policing advisory committees and municipal chiefs of police information and advice respecting the management and operations of police services, techniques in handling special problems and other information calculated to assist
- j. issue directives and guidelines respecting policy matters
- k. develop and promote programs for community-oriented police services
- l. operate the Ontario Police College.

Role of Police Service Advisors

Part 3 of the *Police Services Act* empowers the Minister of Community Safety and Correctional Services, formerly noted in the *Act* as the “Solicitor General”, with oversight of policing in Ontario. Part of this responsibility includes monitoring police services and police services boards, and providing them with information and advice.

The Ministry of Community Safety and Correctional Services is responsible for overseeing law enforcement and public safety throughout Ontario as set out in Section 3 of the *Act*:

3. (1) This Act shall be administered by the Solicitor General

Under Section 3(2) of the *Police Services Act*, the Solicitor General is required to:

- monitor police services to ensure that adequate and effective police services are provided at the municipal and provincial levels;
- monitor boards and police services to ensure they comply with prescribed standards of service;
- develop and promote programs to enhance professional police practices, standards and training;
- conduct a system of inspection and review of police services across Ontario;
- assist in the coordination of police services;
- consult with and advise boards, community policing advisory committees, municipal chiefs of police, employers of special constables and associations on matters relating to police and police services;
- develop, maintain and manage programs and statistical records and conduct research studies in respect of police services and related matters;
- provide to boards, community policing advisory committees and municipal chiefs of police, information and advice respecting the management and operations of police services, techniques in handling special problems and other information calculated to assist;
- issue directives and guidelines respecting policy matters;
- develop and promote programs for community-oriented police services;
- operate the Ontario Police College.

These responsibilities have been delegated to the Public Safety Division of the Ministry and, in particular, to Police Service Advisors who perform this duty on a regular basis.

The initial responsibility of the advisor during any consideration of policing options is to outline for the Board and Council their options and responsibilities under the *Act*, and the potential implications of each. During a review of Policing Options, the advisor is available upon request to provide information and advice to participants in the process. Their advice is based on the legislation contained in the PSA, its regulations and Ministry Guidelines, as well as best practices that arise from other similar restructuring experiences.

Police Services Act RSO 1990 - Legislative Options for Municipal Policing

Under Section 4. (1) of the *Act*, every municipality is required to provide adequate and effective police services in accordance with its needs.

As municipalities have the significant responsibility to provide Police Services they may choose to examine their legislated options as set out in the *Act* in order to deliver those services in an adequate and effective manner.

Some relevant sections of the PSA are set out below:

Police services in municipalities

4. (1) Every municipality to which this subsection applies shall provide adequate and effective police services in accordance with its needs. 1997, c. 8, s. 3.

Core police services

(2) Adequate and effective police services must include, at a minimum, all of the following police services:

1. Crime prevention.
2. Law enforcement.
3. Assistance to victims of crime.
4. Public order maintenance.
5. Emergency response. 1997, c. 8, s. 3.

Infrastructure for police services

(3) In providing adequate and effective police services, a municipality shall be responsible for providing all the infrastructure and administration necessary for providing such services, including vehicles, boats, equipment, communication devices, buildings and supplies. 1997, c. 8, s. 3.

Application

(4) Subsection (1) applies to,

- (a) single-tier municipalities;
- (b) lower-tier municipalities in the County of Oxford and in counties; and
- (c) regional municipalities, other than the County of Oxford. 2002, c. 17, Sched. F, Table.

(5) Repealed: 2002, c. 17, Sched. F, Table.

Exception

(6) Despite subsection (4), the councils of the County of Oxford and of all the lower-tier municipalities within the County of Oxford may agree to have subsection (1) apply to the County of Oxford and not to the lower-tier municipalities but, having made such agreement, the councils cannot thereafter revoke it. 2002, c. 17, Sched. F, Table.

Methods of providing municipal police services

5. (1) A municipality's responsibility to provide police services shall be discharged in one of the following ways:

1. The council may establish a police force, the members of which shall be appointed by the board under clause 31 (1) (a).
2. The council may enter into an agreement under section 33 with one or more other councils to constitute a joint board and the joint board may appoint the members of a police force under clause 31 (1) (a).
3. The council may enter into an agreement under section 6 with one or more other councils to amalgamate their police forces.
4. The council may enter into an agreement under section 6.1 with the council of another municipality to have its police services provided by the board of the other municipality, on the conditions set out in the agreement, if the municipality that is to receive the police services is contiguous to the municipality that is to provide the police services or is contiguous to any other municipality that receives police services from the same municipality.
5. The council may enter into an agreement under section 10, alone or jointly with one or more other councils, to have police services provided by the Ontario Provincial Police.
6. With the Commission's approval, the council may adopt a different method of providing police services. 1997, c. 8, s. 4.

Same – different methods in one municipality

(2) Subject to subsection (3), a municipality's responsibility to provide police services may be discharged in one way set out in subsection (1) in one discrete area of the municipality and in another way or ways set out in subsection (1) in other discrete areas of the municipality if,

- (a) the municipality consists of two or more widely dispersed communities or contains, within its boundaries, one or more communities that are remote from the rest of the municipality; or
- (b) police services have historically been provided to one or more discrete areas of the municipality in a way that is different from the way police services are provided in the rest of the municipality. 2001, c. 11, s. 1.

One board or joint board

(3) All the police services provided in one municipality, except police services provided in a way described in paragraph 3 or 4 of subsection (1) or police services provided in the municipality by the Ontario Provincial Police under section 5.1, must be provided under one board or joint board. 2002, c. 18, Sched. N, s. 59.

If municipality fails to provide police services

5.1 (1) If a municipality does not provide police services by one of the ways set out in section 5, the Ontario Provincial Police shall provide police services to the municipality.

Municipality to pay for O.P.P. services

(2) A municipality that is provided police services by the Ontario Provincial Police under subsection (1) shall pay the Minister of Finance for the services, in the amount and the manner provided by the regulations.

Same

(3) The amount owed by a municipality for the police services provided by the Ontario Provincial Police, if not collected by other means, may be deducted from any grant payable to the municipality out of provincial funds or may be recovered by a court action, with costs, as a debt due to Her Majesty.

Community policing advisory committee

(4) One or more municipalities served by the same Ontario Provincial Police detachment that provides police services under this section may establish a community policing advisory committee.

Composition

(5) If a community policing advisory committee is established, it shall be composed of one delegate for each municipality that is served by the same Ontario Provincial Police detachment and that chooses to send a delegate.

Functions

(6) A community policing advisory committee shall advise the detachment commander of the Ontario Provincial Police detachment assigned to the municipality or municipalities, or his or her designate, with respect to objectives and priorities for police services in the municipality or municipalities.

Term of office

(7) The term of office for a delegate to a community policing advisory committee shall be as set out by the council in his or her appointment, but shall not exceed the term of office of the council that appointed the delegate.

Same, and reappointment

(8) A delegate to a community policing advisory committee may continue to sit after the expiry of the term of office of the council that appointed him or her until the appointment of his or her successor, and is eligible for reappointment.

Protection from liability

(9) No action or other proceeding for damages shall be instituted against a community policing advisory committee or a delegate to a community policing advisory committee for any act done in good faith in the execution or intended execution of a duty or for any alleged neglect or default in the execution in good faith of a duty. 1997, c. 8, s. 5.

Amalgamation of Police Services

6. (1) Despite any other Act, the councils of two or more municipalities that have police forces may enter into an agreement to amalgamate them. R.S.O. 1990, c. P.15, s. 6 (1); 1997, c. 8, s. 6 (1).

Contents of amalgamation agreement

(2) The agreement shall deal with,

- (a) the establishment and, subject to section 33, the composition of a joint board for the amalgamated police force;
- (b) the amalgamation of the police forces and the appointment or transfer of their members;
- (c) the joint board's use of the assets and its responsibility for the liabilities associated with the police forces;
- (d) the budgeting of the cost for the operation of the amalgamated police force;
- (e) any other matter that is necessary or advisable to effect the amalgamation. R.S.O. 1990, c. P.15, s. 6 (2); 1997, c. 8, s. 6 (2, 3).

Commission's approval

(3) The agreement does not take effect until the Commission has approved the organization of the amalgamated police force. R.S.O. 1990, c. P.15, s. 6 (3).

Exception, board appointments

(4) Appointments to a joint board for an amalgamated police force may be made before the agreement takes effect. R.S.O. 1990, c. P.15, s. 6 (4); 1997, c. 8, s. 6 (4).

Municipal agreements for providing police services

6.1 (1) The councils of two municipalities may enter into an agreement for the provision of police services for one municipality by the board of the other municipality, on the conditions set out in the agreement, if the municipality that is to receive the police services is contiguous to the municipality that is to provide the police services or is contiguous to any other municipality that receives police services from the same municipality.

Advisors to board

(2) The council of a municipality that receives police services pursuant to an agreement made under subsection (1) may select a person to advise the other municipality's board with respect to objectives and priorities for police services in the municipality that receives the police services.

Term of office

(3) The term of office for a person selected to advise another municipality's board shall be as set by the council when the person is selected, but shall not exceed the term of office of the council that selected him or her.

Same and reappointment

(4) A person selected to advise another municipality's board may continue to sit after the expiry of the term of office of the council that selected him or her until the selection of his or her successor, and is eligible for reappointment.

Protection from liability

(5) No action or other proceeding for damages shall be instituted against a person selected to advise another municipality's board for any act done in good faith in the execution or intended execution of a duty or for any alleged neglect or default in the execution in good faith of a duty. 1997, c. 8, s. 7.

Municipal Agreements for Sharing Police Services

7. (1) Two or more boards may agree that one board will provide some police services to the other or others, on the conditions set out in the agreement.

Limitation

(2) Two or more boards may not agree under subsection (1) that the police force of one board will provide the other board or boards with all the police services that a municipality is required to provide under section 4.

Municipal agreements with O.P.P.

(3) The board of a municipality may agree with the Commissioner or with the local detachment commander of the Ontario Provincial Police that the Ontario Provincial Police will provide some police services to the municipality, on the conditions set out in the agreement, and subsections 10 (7) and (8) apply to the agreement. 1997, c. 8, s. 8.

Municipal agreements for provision of police services by O.P.P.

10. (1) The Solicitor General may enter into an agreement with the council of a municipality or jointly with the councils of two or more municipalities for the provision of police services for the municipality or municipalities by the Ontario Provincial Police.

Board required

(2) In order for a municipality to enter into an agreement under this section, the municipality must have a board.

Same

(3) In order for two or more municipalities to enter into an agreement under this section, the municipalities must have a joint board.

Transition

(4) If an agreement under this section was entered into, before section 10 of the *Police Services Amendment Act, 1997* comes into force, by a municipality that did not have a board at the time, the agreement remains valid and enforceable despite subsection (2), but the agreement may not be renewed unless the municipality has a board.

Collective bargaining

(5) No agreement shall be entered into under this section if, in the Solicitor General's opinion, a council seeks the agreement for the purpose of defeating the collective bargaining provisions of this Act.

Duties of O.P.P.

(6) When the agreement comes into effect, the Ontario Provincial Police detachment assigned to the municipality or municipalities shall provide police services for the municipality or municipalities, and shall perform any other duties, including by-law enforcement, that are specified in the agreement.

Payment into Consolidated Revenue Fund

(7) The amounts received from municipalities under agreements entered into under this section shall be paid into the Consolidated Revenue Fund.

Collection of amounts owed

(8) The amount owed by a municipality under the agreement, if not collected by other means, may be deducted from any grant payable to the municipality out of provincial funds or may be recovered by a court action, with costs, as a debt due to Her Majesty.

Role of board

(9) If one or more municipalities enters into an agreement under this section, the board or joint board shall advise the Ontario Provincial Police detachment commander assigned to the municipality or municipalities, or his or her designate, with respect to police services in the municipality or municipalities and shall,

- (a) participate in the selection of the detachment commander of the detachment assigned to the municipality or municipalities;
- (b) generally determine objectives and priorities for police services, after consultation with the detachment commander or his or her designate;
- (c) establish, after consultation with the detachment commander or his or her designate, any local policies with respect to police services (but the board or joint board shall not establish provincial policies of the Ontario Provincial Police with respect to police services);
- (d) monitor the performance of the detachment commander;
- (e) receive regular reports from the detachment commander or his or her designate on disclosures and decisions made under section 49 (secondary activities);
- (f) review the detachment commander's administration of the complaints system under Part V and receive regular reports from the detachment commander or his or her designate on his or her administration of the complaints system.

Non-application of certain sections

(10) If one or more municipalities enters into an agreement under this section, section 31 (responsibilities of board), section 38 (municipal police force) and section 39 (estimates) do not apply to the municipality or municipalities. 1997, c. 8, s. 10.

Ontario Civilian Police Commission

Protocol for Amalgamations and Disbandment Hearings

The following information is published on the website of the Ontario Civilian Police Commission (<http://www.ocpc.ca>) and has been reprinted in this document for consideration. As this information is subject to change, referral to the website of the Commission is recommended.

Protocol for Section 6 Amalgamation Hearings

General Principles:

In considering a request to amalgamate police services under Section 6 of the *Police Services Act*, the Commission addresses the following primary issues:

- Does the proposed amalgamation provide adequate and effective police services that meet the needs of the communities?
- Does the proposed agreement provide for the establishment and composition of a joint police services board?
- Does the proposed agreement provide for the amalgamation of the police services and the appointment or transfer of their members?
- Does the proposed agreement provide for the joint board's use of the assets and its responsibility for the liabilities associated with the police services?
- Does the proposed amalgamation provide for the budgeting of the cost for the operation of the amalgamated police service?

It should be noted that the Commission does not decide between alternative proposals or assess which method of providing policing services will be most economical or otherwise preferred. Those decisions rest solely with the local communities through their municipal councils. The Commission will, however, ask questions to assure itself that the local authorities have approached their decision to request an amalgamation in a manner that has allowed for public input.

Process for Obtaining Approval

Forward to the Commission copies of the resolutions passed by the municipal councils. Attach three (3) copies of the relevant materials including:

- A copy of the draft agreement
- A description of the organization of the amalgamated police service and how it will provide policing in the future
- An outline of the process followed by the local authorities to obtain public input on the proposal
- Other materials that may be relevant or useful to the Commission in determining the issue outlined above

The Commission will convene a public meeting in the community. Two or three members of the Commission will preside. The meeting will be advertised in the local

news media. At this meeting, the Commission invites the following parties to make presentations or respond to questions.

- **Representatives for each Municipality and Police Services Board** to describe the proposed amalgamation, its anticipated impact on the community, the public consultation process employed to help develop the initiative; and their acceptance of the proposal
- **Chiefs of Police** to describe how policing will be applied under the new organization and respond to any questions from the commission on the effectiveness and adequacy of the proposed amalgamation
- **Police Associations** to confirm that satisfactory arrangements for the appointment and transfer of their members have been made
- **Zone Police Services Advisor**, Policing Services Division, Ministry of Public Safety and Security to discuss adequacy and effectiveness of the proposed amalgamation.
- **Members of the public** to address issues related to the adequacy of the proposal.

In addition to the parties listed above, the Commission informs other groups of its plans to hold the public meeting, such as the Police Association of Ontario, the Ontario Senior Officers Police Association, the Ontario Association of Police Services Boards, the Ontario Association of Chiefs of Police, and the Ministry of Public Safety and Security and welcomes any relevant submission from those organizations at the meeting.

Upon receiving the above information, the Commission will issue a written decision. Decisions are typically issued within a month of receiving all the pertinent information.

Protocol for Section 40 Abolition Requests

General Principles:

This protocol is a guide for those considering a request to abolish a police service under section 40 of the *Police Services Act*.

In considering such a request, the Commission addresses two primary issues:

- Does the proposed new arrangement appear to provide adequate and effective police services that meet the needs of the community? If in the view of the Commission it does not do so, the abolition will not be approved.
- In the proposed abolition, will the current members of the police service be dealt with on a fair and reasonable basis? If the members have not either reached a settlement or agreed to submit the matter to arbitration, the Commission has the authority to order arbitration.

It should be noted that under section 40, the Commission does not decide between alternative proposals or assess which method of providing services will be most economical, or otherwise preferred. That decision rests solely with the local community through the appropriate municipal council.

he Commission will, however, ask questions to assure itself that the municipal council has approached their decision to request an abolition in a manner that has allowed for public input into that decision.

Process to seek approval:

Forward to the Commission a copy of the resolution passed by the Municipal Council indicating their desire to abolish the municipal police service and enter into a new arrangement for policing services. Attach three (3) copies of the relevant materials, including:

- The agreement to provide alternative police services and, in the case of an arrangement to receive policing by the Ontario Provincial Police, the costing proposal that has been accepted. This agreement must set out the final proposal for the new policing arrangement and address all relevant issues.
- The details of the process followed by the municipality to obtain public input on the proposal.
- Other materials that may be relevant or useful to the Commission in determining the issues outlined above.

After a full review of all the documentation, the Commission will convene a public meeting in the community. Two or three members of the Commission will preside. The date and location will be advertised in the local news media.

The Commission invites the following to make presentations and/or respond to questions including:

- **Representative for the municipal council** to describe the final proposal, its anticipated impact on the community, the public consultation process employed to help develop the initiative, and their acceptance of the agreement.
- **Representative of the Ontario Provincial Police**, if OPP Municipal Policing is proposed, to describe the new policing arrangement.
- **Representative of the municipal police services board** to describe what arrangements, if any, are in place to deal with members of the police service whose employment may be terminated.
- **Representative of the local police association** to confirm that employment or severance arrangements are in place for all their members.
- **Chief of Police** to respond to any questions from the Commission on the adequacy of the proposed policing arrangement and to advise the status of his or her proposed termination or employment.
- **Ministry of Community Safety and Correctional Services, Policing Services Division, Zone Advisor** to discuss the adequacy of the proposed policing arrangement.
- **Members of the public** to address issues related to the adequacy of the proposed policing arrangement.

In addition to the parties listed above, the Commission informs other interested parties of its plan to hold a public meeting, such as the Police Association of Ontario, the Ontario Senior Officers Police Association, the Ontario Association of Police Services Boards, the Ontario Association of Chiefs of Police, and the Ministry of Community

Safety and Correctional Services and welcomes any relevant submissions from those organizations at the meeting.

After receiving and carefully considering all of the information regarding the proposed policing arrangement the Commission will issue a written decision.

For further information, contact the Commission at (416) 314-3004.

Business Conduct a Framework for Positive Communications

Municipalities have the significant responsibility to provide adequate and effective police services for their community. This requirement is very important when examining their policing options as permitted under the *Police Service Act*.

Advisory Committee Formation and Authority

Upon the official request from a municipality or a designated body (transition board) for a police service delivery proposal, a joint advisory committee should be formed to establish a mutually acceptable framework. Participants on this committee should minimally consist of the local Chief(s) of Police and/or the local OPP Detachment Commander, designated Municipal Officials, representation from the involved Police Associations, and representatives of the Police Services Board(s).

The committee's terms of reference should include objectives designed to ensure consistent and fair rules of engagement are adopted by all stakeholders to establish a credible and professional process.

Business Conduct – Best Practises

- The Advisory Committee should develop terms of reference that receive approval by municipal council and once approved, are available to the public.
- The municipality may wish to use a facilitator who is acceptable to all parties to assist with the process. The role of the facilitator should be clearly set out and may include the co-ordination of meetings, meeting notes, and the flow of information between all parties.
- The release of information concerning the police service delivery proposal is the responsibility of the local municipal council. The Advisory Committee should provide regular reports to Council.
- Positive, open, ethical, and professional behaviour should be supported and encouraged by all partners.
- A contact list of all partner groups should be developed and shared amongst the partners.
- A schedule for all meetings planned as part of the review process should be shared with all partners.
- Meetings held as part of the process should be open to the partner groups.
- There should be a full and complete sharing of information pertinent to the proposal process.
- A Chief of Police or Detachment Commander should not meet with municipal officials in another police service's jurisdiction without first notifying the Chief of Police or Detachment Commander of that jurisdiction.
- Each Chief of Police or Detachment Commander should encourage municipalities involved in, or inquiring about, a police service delivery proposal process to invite the affected Chief(s) of Police or Detachment Commander to attend all such meetings.
- A police service should provide information in relation to their own service and not discuss or review the services provided by another police service. If requested by a municipality to comment on another police service, the request should be directed to the appropriate police service for a response

- Each police service should raise issues and concerns with each other during the proposal process.

Information Sessions

- The Municipal Police Chiefs and/or local Detachment Commander should meet (jointly) early in the proposal process with the rank and file of involved police services to inform their members of the cooperative approach that will be undertaken in the process.
- It is essential that police associations and employee groups are fully informed at the beginning of the process in order to address employee concerns regarding their future employment status and the resulting impact if any, on their member's remuneration, pensions and benefits. An open forum will allow employee groups and association members to share information about their current collective agreements and discuss and issues or concerns in an open and professional manner.

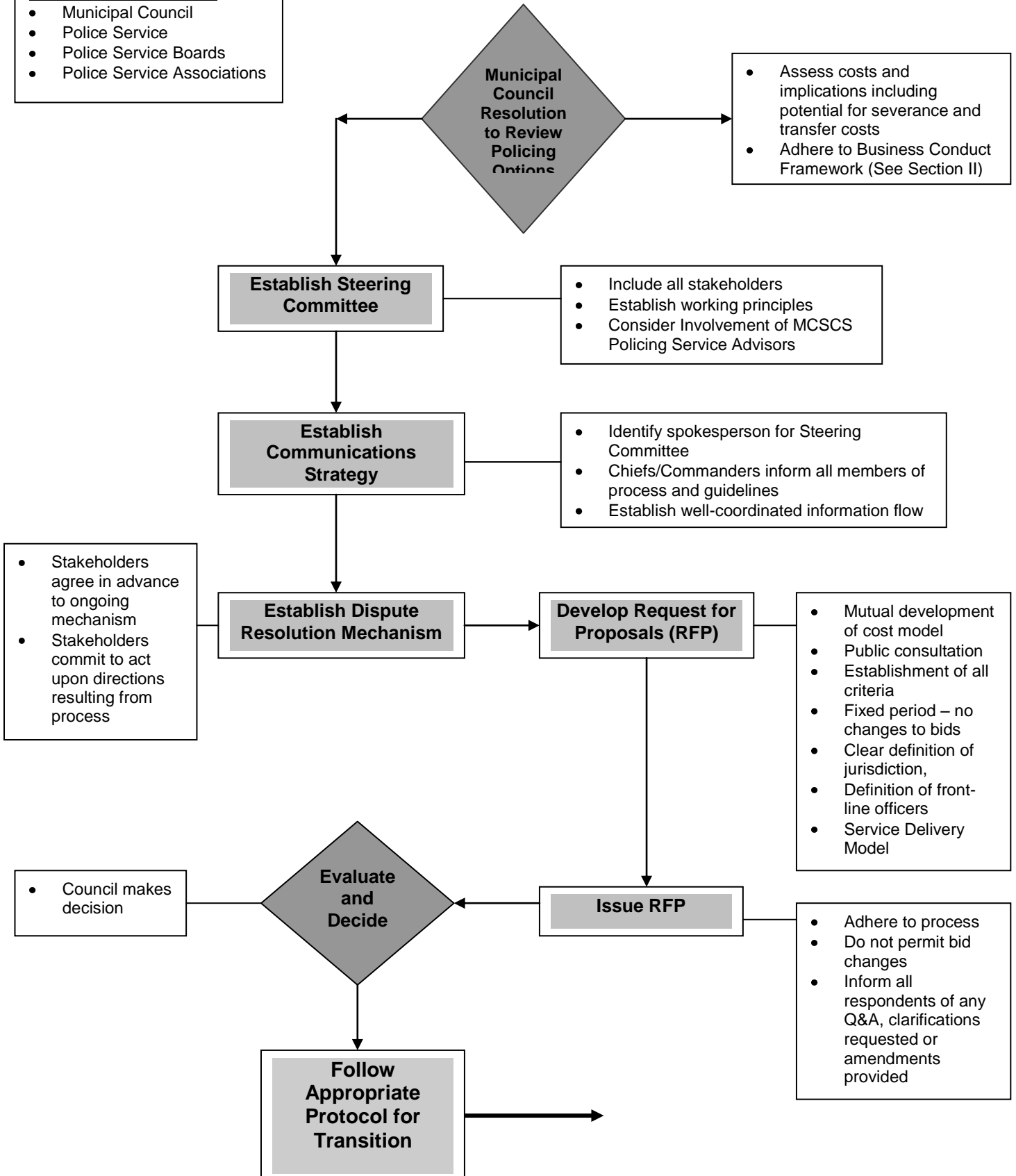
The chart on the following page sets out the key steps and process structure that may be considered by municipalities and policing partners to ensure an open and transparent process for the review of policing options within a municipality.

Critical Success Factors:
An Illustration of the Key Steps to Success In Municipal Police Costings

Note

Local Stakeholders are:

- Municipal Council
- Police Service
- Police Service Boards
- Police Service Associations



Suggestions for the Development and Management of the Request for Proposal

When developing an RFP, it is recommended that a process be put in place to develop and manage the request for proposal. It is also recommended that an advisory committee (or an RFP working team) be struck to facilitate the process.

When developing an RFP, the responsible parties may wish to consider the following over arching principles:

- **Quantitative costs and conditions that will be directly compared in the evaluation of the proposal.**

If you do not plan to let your selection be influenced by a particular quantitative cost or condition, do not include them in your RFP, nor consider them in your evaluation of proposals. If you intend to let your process be influenced by a feature then the requirements of that feature should be clearly identified in the RFP.

- **Qualitative features, value-added approaches, and distinctive advantages.**

If particular qualitative features are going to be considered by the committee and council in identifying an overall best value alternative, you may wish to ensure that all parties have the opportunity to address the same criteria by clearly defining those features in your RFP, and by describing the means for their evaluation and weighting in your decision.

When developing a police service delivery request for proposal, some elements a municipality may wish to consider for inclusion in the RFP are as follows but not limited to:

- a description or overview of the level of service and service delivery model required to meet community needs (sworn and civilian)
- any municipal expectations in relation to the location or use of police facilities and Infrastructure (accommodations, vehicles)
- any specific crime prevention initiatives that may be anticipated by the municipality
- request for an overview of the communication system and dispatch protocol to be deployed
- request for a detailed description of the proposed service delivery model;
- request for a detailed cost summary for the proposed service delivery.

When responding to a request for proposal, a police service may wish to consider the following to assist them with its response:

- collection and analysis of workload data
- analysis of deployment issues
- community consultation and needs analysis
- the identification of required accommodations, resources, and services to ensure compliance with adequacy standards
- the identification of any value added features for your deployment model

- detailed descriptions of service delivery models, staffing levels, supporting infrastructure, and the financial breakdown of costs

When analysing a request for proposal, a police service may wish to consider the following to assist them with its selection of a policing option:

- Development of a tool to assist in the scoring of responses to the RFP
- Analysis of the proposed service delivery model
- Analysis of staffing levels
- Facility requirements and any related financial implications
- Financial liabilities related to the transition process including severance if applicable
- Cost savings achieved from the transition process
- Community expectations

Suggestions for the Development and Management of a Problem Resolution Mechanism

It is recommended that all parties engaged in the development and review of the RFP, in conjunction with the responding organizations, consider establishing and agreeing to a forum and binding method for resolving and responding to issues, questions, community concerns and media issues that may have a negative or disruptive bearing on the process.

Options that the advisory committee may choose to consider include:

- appointment of an ombudsperson
- establishment of a review panel
- adherence to a regular schedule of review meetings involving all key partners

Whatever method is chosen, the key is to ensure that the partners agree in advance to be bound by the directions and resolutions reached through such a mechanism, and that the mechanism remains objective and effective in hearing and resolving the matters that arise.

Ministry Of Community Safety and Correctional Service Protocol and Ontario Provincial Police Process for Assuming Policing Jurisdiction in a Municipality

Amendments were made to the *Police Service Act* in November 1997 by the *Police Services Amendments Act, 1997* (Bill 105). The Ministry of Community Safety and Correctional Services revised its *Policy and Protocol for The Ontario Provincial Police (OPP) Policing in Municipalities* to reflect the amendments to the *PSA* and provide clear, concise information about the steps to be taken in developing a costing for OPP service, recognizing the need for flexibility in handling various policing options, and help streamline the application process.

Policy for Contracting Policing Services with the OPP

- After the request for a police service delivery proposal has been examined by ministry officials and after the MCSCS is satisfied that the relevant sections of the *PSA* have been complied with, the MCSCS may authorize the OPP to provide a proposal for the provision of policing by the OPP
- A needs study, which should include public consultation, will be conducted in all cases by the OPP in conjunction with municipal officials. Following the study, a detailed proposal with one or more options will be presented to the municipality for consideration
- Any proposal for the provision of OPP service will be based on full-cost recovery
- No contract can be entered into if, in the Minister's opinion, the council seeks the agreement for the purpose of defeating the collective bargaining provisions of the *PSA*
- Ministry officials should make it clear in dealing with municipalities that, notwithstanding OPP proposal and needs studies and the subsequent acceptance of the contract by a municipality and notwithstanding that the Ontario Civilian Police Commission (OCPC) has consented to the disbanding of the municipal police service, there is no commitment on the part of the Government until Treasury Board approval is obtained
- It is the role of OCPC to review and approve all requests for disbandment of municipal police services. As part of this review, OCPC must be satisfied that all employees of the disbanded police service will be treated fairly and equitably. This includes ensuring an agreement is in place with regard to severance pay or the matter is referred to arbitration.

Procedures for Contracting Policing Services with the OPP

Any council wishing to request a proposal for the provision of policing services by the OPP must submit a council resolution requesting a police service delivery proposal from the OPP to the attention of:

Minister of Community Safety and Correctional Services
Ministry of Community Safety and Correctional Services
George Drew Building
25 Grosvenor, 18th Floor
Toronto ON
M7A 1Y6

Copies of the request are to be forwarded to the following stakeholders:

- Police services board
- Chief of municipal police service
- Municipal police association.

Where municipalities are amalgamating, or are subject to any legislative provisions, a request for the provision of OPP policing will only be acted upon where each council (or transition board, where applicable) submits a resolution requesting same.

The ministry will acknowledge receipt of the resolutions in a timely manner and inform the stakeholders of the request. Once MCSCS has approved the costing request, the authorization is forwarded to the OPP to begin the proposal process.

Factors Considered in the Development of an OPP Police Service Delivery Proposal

An analyst from the Municipal Policing Bureau is assigned to create a file on the specific municipality and to prepare a proposal. The analyst will act as the main contact for the municipality throughout the costing process.

The OPP has utilized the following proposal development methodology since 1991. The methodology is utilized in both renewals of existing contractual agreements and agreements with numerous municipalities that were previously policed by other service providers.

The following factors are included in developing a proposal:

- Collection and analysis of workload data
- Analysis of deployment issues
- Community consultation and needs analysis
- The identification of required accommodations, resources, and services to ensure adequacy standards
- The OPP Deployment Model is a computerized model used by the OPP to effectively staff detachments by calculating the number of constables required to respond to calls for service. The model examines the following five (5) parameters:
 - Calls for service
 - The availability factor
 - Policing standards
 - Patrol standards
 - Detachment characteristics

The first step in determining the policing needs of a municipality is an analysis of all calls for service in the municipality from statistics provided by the municipality's current police service. Data is examined over multiple years to provide data accuracy. The OPP has calculated the average time required to investigate each type of incident.

The next step is to determine the deployment issues. This is accomplished by examining the amount of time an officer is available for front-line services. Many aspects of police work, as well as terms of employment, impact on a Constable's availability to respond to calls for service. To determine the availability factor these impacts are tabulated using the OPP's Daily Activity Reporting System (DAR) as an information source and averaged on a per officer basis. The availability factor takes into account weekends (two days), vacation, statutory holidays, sick leave, maternity/parental leaves, mandatory/legislated training requirements, court, and administration time.

To maximize constable safety, OPP policy directs mandatory policing standards be met to provide safety and backup coverage. OPP policy directs mandatory two Constable patrols be assigned during specific hours of operation. The model further determines the number of officers required for patrol, and patrol-related activities referred to as patrol standards.

Calculation is based on patrol intervals and the number of kilometre and traffic volumes of 400 Series and King's highways, as well as rural roads located within the boundaries of each detachment. The need for officer safety, geographical size of patrol areas and community service requirements (e.g., the number and size of area schools) is taken into consideration when developing a costing. Added to this total is a proactive factor based upon the actual experience of the OPP. This factor includes general patrol and community policing proactive initiatives such as attending community policing meetings, directed patrols and such program activities as Reduce Impaired Driving Everywhere (RIDE). The proactive factor also provides for elasticity in policing as workload varies annually.

In developing the staffing model, the OPP also examines the structure of the existing municipal police service. Community consultation is accomplished through discussions incorporating key community stakeholders, municipal representatives, affected police personnel and members of the community to ensure that the policing structure meets the needs and desires of all stakeholders in the process. Discussions include the current level of service and what, if any, changes the community would like to occur in the way its police service is delivered.

Section 4 (3) of the PSA sets out the responsibility of the municipality in providing all infrastructure and administration necessary for providing adequate and effective police services, including buildings. If consideration is given to the possibility of the delivery of policing services for the contract being provided from an existing municipal police services building, an inspection of the site will be conducted by the OPP Facilities Section of the OPP. Such aspects of the building to be examined include the building condition, cell area, parking area, signage, closed circuit television system, door hardware and millwork.

Should the contract proposal be accepted by the municipality and the existing municipal police services building be utilized by the OPP, further consultation between the municipality and the OPP Facilities Section will take place. If the delivery of policing services for the contract is provided from an existing OPP detachment and that detachment building must be renovated to accommodate the increased personnel and equipment of an amalgamated police service, the cost of renovation shall be borne by the municipality contracting services from the OPP.

Upon completing the necessary analysis, the contract policing analyst will present the completed policing proposal to Council. The proposal expires six months from the date of the presentation to Council. At that time, the costs and service levels identified in the proposal will be subject to review and revision where necessary.

A complete description of services provided by the OPP and civilian governance issues is also presented in an accompanying document entitled, *OPP Municipal Policing Framework*. The services described are included in the overall OPP costing formula.

If the Council accepts or rejects the proposal, the Council will provide a copy of the resolution to MCSCS. The Council must advise the police services board, the Chief(s) of Police, and the local police association(s) of the decision reached.

Disbanding an Existing Municipal Police Service

If the Council chooses to abolish an existing municipal police service and contract for OPP service, the Council shall apply to the OCPC for consent in accordance with section 40 of the PSA. The Council shall supply the OCPC with sufficient information on which the OCPC may be satisfied that the abolition of the police service will not contravene the PSA and that severance conditions have been complied with.

The OPP Municipal Policing Bureau will upon request, assist Council with the preparation of the required briefing materials compiled in the proposal to OCPC for a disbandment hearing pursuant to section 40 of the PSA.

OCPC will convene a public hearing in the community to receive input and consider the request to abolish the municipal police service. Notice of the meeting will be given to the public, Council, Board, Chief of Police, the local police association(s), MCSCS, the Commissioner of the OPP, and other stakeholders.

The disbandment hearing is held before two or three commissioners appointed by the OCPC for the purpose of determining:

- The adequacy of the service contained in the proposal
- The fair and equitable treatment of the members of the municipal police service to be disbanded

The OCPC shall communicate its findings and decision to the Council, Board, the Chief of Police, the local police association(s), MCSCS, the Commissioner of the OPP, and other stakeholders. If the OCPC approves the disbandment of the municipal police service, Council shall advise the MCSCS of its intention to disband the municipal police service and enter into a contract for OPP policing.

Arranging Appropriate Funding Agreements

MCSCS will consider the request of the Council and the findings of the OCPC. If the MCSCS approves the request, the OPP will make application, through the Ministry, to Treasury Board to establish the funding arrangement and staffing approvals necessary to enter into a contract for policing of the municipality by the OPP.

Treasury Board will either approve or deny the request for funding and staffing as follows:

- If approval is given, a date is agreed upon for the commencement of the contract for OPP policing of the municipality and the Minister signs the agreement. A joint news release may be issued locally by the MCSCS and the Council to inform the general public
- If the application is denied, the MCSCS may upon request, through its Public Safety Division, assist the municipality to investigate other options for meeting its policing obligations.

Upon notice of OCPC approval the OPP will send the finalized policing Agreement to the municipality for the appropriate signatures. Upon receipt of the signed Agreement, the OPP forwards a submission (TB20) to the Ministry where it is finalized for furtherance to Treasury Board for final approval. The purpose of the TB20 is to request release of funds into the OPP budget to cover the additional cost of the new policing agreement. Upon Treasury Board approval, the Minister of Community Safety and Correctional Services signs the Agreement. Once signed, all copies of the Agreement are returned to the OPP for distribution. The Agreement commences on the stipulated date, and those municipal police officers and civilians who transfer to the OPP are sworn in.

Process for the Hiring of Municipal Police Officers & Civilian Staff by OPP

A municipality that enters into an agreement with the Ministry for the provision of police services by the OPP will be guided by the Career Development Bureau (CDB) for matters relating to the hiring process of the uniform and civilian members of that police service.

In order to comply with the OCPC decision to provide policing services to a municipality, and to complete the pre-employment process in a timely manner, the OPP will require a moratorium on the hiring of additional members by the transitioning police service after the OCPC decision has been made.

After the OCPC decision has been announced, CDB staff will attend information sessions to explain the amalgamation process to the uniform and civilian members of the municipal police service.

Pre-Employment Procedures

Pre-employment Forms

Municipal police officers who are considering employment with the OPP will be provided with a list of required documents to submit with their pre-employment package.

Municipal civilian members will be provided with a list of required documents to submit with their pre-employment package, unless a competitive process is required to select the members to fill the positions that are required to support OPP contract operations. Information will be provided to the civilian members who are considering entering the competitive process.

Background Investigation

CDB will conduct a background investigation on all employees who are involved in the transition process.

Offer of Employment

The OPP will offer employment to all municipal civilian employees of the police service whose positions are required to support OPP contract operations. However, the Commissioner reserves the right to review the suitability of any civilian employee.

The OPP will offer employment to all serving uniformed municipal police officers who, in the sole discretion of the OPP, meet the requirements of the *PSA*. The Commissioner reserves the right to review the suitability of any officer.

Section 43.1 of the *PSA* identifies the requirements that must be met in order to be appointed as a police officer in Ontario and states:

43. (1) No person shall be appointed as a police officer unless he or she,
- (a) is a Canadian citizen or a permanent resident of Canada
 - (b) is at least 18 years-of-age
 - (c) is physically and mentally able to perform the duties of the position, having regard to his or her own safety and the safety of members of the public
 - (d) is of good moral character and habits
 - (e) has successfully completed at least four (4) years of secondary school education or its equivalent.

Postings

Upon joining the OPP, a member must be willing to serve at any OPP location within the Province. During the pre-employment stage, a municipal police officer is given the opportunity to identify their posting preferences.

The Commissioner reserves the right to relocate personnel in the best interests of the community and the OPP. The OPP, however, will not transfer a municipal police officer who is hired by the OPP for the first three (3) years after the hiring unless:

- The officer requests a transfer
- The officer is required to relocate for a promotional opportunity (officer is not eligible to compete for a position until successfully completing their probationary period – *Public Service Act*)
- The officer is successful through the Rank Level Determination process
- The officer is unable in the opinion of the Commissioner to perform his or her duties effectively in the community

Orientation Training

The OPP will provide orientation training to the municipal police officers who receive offers of employment. Training at the Provincial Police Academy at General Headquarters in Orillia includes, but is not limited to, the OPP communications system, firearms, use of force, OPP policy, DAR, and the NICHE Records Management System.

Transitioned members will be issued OPP uniforms, firearms and use of force equipment. Civilian members are also provided with training opportunities to ease the transition into the OPP.

Appointment

At the time of appointment, municipal police officers are required to take the Oath (or Affirmation) of Office and the Oath (or Affirmation) of Secrecy as required under the O. Reg. 144/91 made under the *Police Services Act*.

Municipal civilian employees are required to take the Oath (or Affirmation) of Office and Secrecy and the Oath (or Affirmation) of Allegiance pursuant to the *Public Service Act*.

The salary for municipal officers accepting employment with the OPP will be at the current rate established for the particular rank in the OPP.

Uniformed and civilian members of the OPP are employees of the Ontario Public Service and are represented by the appropriate Ontario Provincial Police association.

Probationary Period

The *Public Service of Ontario Act*, Part III section 37(1), provides that all new employees are subject to a probationary period of not more than one (1) year.

Rank Level Determination

Eligibility

To be eligible to seek appointment to the OPP at a rank other than Constable, an officer must hold a confirmed rank above Constable in the municipal police service and apply for an equivalent rank within the OPP through Rank Level Determination (RLD). Note: This is a rank equivalency and is not intended as a promotional process.

Process

RLD is a process used to evaluate the knowledge, skills, and abilities of a member of a municipal police service in relation to the OPP core competencies for the supervisor, mid-manager, and management roles as follows:

- All eligible members seeking entry to the OPP at a rank above constable will be provided with documentation setting out the core competencies of the constable, sergeant, staff sergeant, or commissioned officer ranks of the OPP. Upon request, a member of OPP CDB will meet with any eligible member to explain the necessary procedures and provide the documentation;
- The applicant must submit the required documentation, including references, as required; and
- A background investigation will be completed which will include the performance and experience of the applicant.

RLD Process (Sergeant)

Applicants at the Sergeant level will be subject to a background investigation followed by an analysis and recommendation for the Sergeant rank.

CDB will do the background investigation for the sergeant level. Provided the background investigation results reflect competency at the supervisor level and the applicant has the required service in the rank as defined below, the candidate will be confirmed in the Sergeant rank.

RLD Panel

A RLD Panel shall be convened for an applicant:

- Who was confirmed in the rank of Sergeant subsequent to the date of the request for costing
- Who has been confirmed in the rank of Sergeant for less than one year prior to the date of the amalgamation, or
- For whom the background investigation results are not adequate to determine competency at the supervisor (Sergeant) level, and
- The Chair of the RLD panel will present recommendations to the Commissioner of the OPP for a decision.

RLD Process (Staff Sergeant and Above)

Applicants above the rank of Sergeant will appear before a RLD Panel.

An applicant above the rank of Sergeant may elect to enter the OPP at the Sergeant rank and will not be required to appear before the RLD Panel unless the background investigation results are not adequate to determine competency at the Sergeant level.

The Chair of the RLD Panel will present recommendations of the RLD Process to the Commissioner for a decision.

A RLD process candidate who appears before the RLD Panel will be granted a rank of at least Sergeant, providing the background investigation results are adequate to determine competency at the supervisor level.

The RLD Board will be chaired by the Commander, CDB or designate. The RLD Board shall be composed of members from the following groups that represent the applicant and the OPP's interests based on the current or applied for rank level of the RLD applicant:

- A representative of the Ontario Association of Chiefs of Police
- A representative of the Ontario Senior Officers Police Association
- A representative of the OPP Commissioned Officers Association
- A representative of the Police Association of Ontario
- A representative of the Ontario Provincial Police Association

Where a RLD Board has been activated, the board will interview the applicant to assess experience in relation to the core competencies of the rank being sought. The applicant's knowledge of OPP policy and procedures will not form part of the interview. Where activated, the RLD Board will determine the applicant's entry-level rank by assessing demonstrated knowledge, skills and abilities in conjunction with the findings of the background investigation. The RLD Board will make its report in writing to the Commissioner of the OPP.

The Commissioner will make the final determination of the assigned rank. The Commissioner's decision shall be communicated to the applicant and the RLD Board members as soon as possible. Applicants identified for confirmation of rank in accordance with this policy shall receive supervisor/management training and work with their manager to create a Learning Plan designed to familiarize them with OPP policy, core values, and management philosophy.

Entitlements

Continuous Service

For uniform members, the Continuous Service Date (CSD) will be the total recognized years of service from the transitioning police service. This date must be calculated based upon the total combined years of unbroken full time uniform service.

Civilian employees hired as a result of this process will be credited with all unbroken full time service with the amalgamated police service. Unbroken service is defined as a period of time not more than 90 days between leaving one service and joining another.

Vacation Credit Date

For uniform members, the Vacation Credit Date (VCD) will be the established CSD plus any continuous full time service as a uniform member of any Canadian Police Service. For civilian members the VCD will be based on their CSD.

Provincial Responsibility Incentive

The Provincial Responsibility Incentive (PRI) is a financial incentive to recognize the contribution made by OPPA uniform members to policing across the province. The OPP will recognize any unbroken full time service from any Canadian Police Service.

Civilian Service Pay

Civilian members will receive service pay as per the provisions of the OPPA Civilian Collective Agreement. The service pay is based on the member's continuous service.

Severance Credit Date

The severance credit date is the date of transition to the OPP.

Benefits

The benefits package provided to transitioned members is the same as that provided to members of the OPP.

**SAMPLE MUNICIPAL LETTER TO ACCOMPANY A RESOLUTION
REQUESTING A POLICE SERVICE DELIVERY PROPOSAL FOR
OPP CONTRACT POLICING SERVICES**

The Honourable (name of the Minister of Community Safety and Correctional Services)

Ministry of Community Safety and Correctional Services
George Drew Building
25 Grosvenor, 18th Floor
Toronto ON
M7A 1Y6

Dear Sir (or Madam):

In accordance with section 10 of the *Police Services Act*, the Council of the (municipality name) passed motion no. ____ of 20__ at its session on (date of Council meeting).

Please find attached a certified copy of the relevant section of the minutes of the meeting requesting approval of a Police Service Delivery Proposal for the provision of police service by the Ontario Provincial Police in our community.

We trust you will be able to honour our request in the near future.

Yours truly,
(Signed by the Clerk/Administrator)
(Municipality name)

Attachment

c. Police Services Board
Chief of Police
Local Police Association

**SAMPLE COUNCIL RESOLUTION REQUESTING A
POLICE SERVICE DELIVERY PROPOSAL FOR OPP CONTRACT SERVICES**

Motion No. _____

Date: _____

Moved by: (Council member's name)

Seconded by: (Council member's name)

That the Council for (municipality name) requests the Ministry of Community Safety and Correctional Services approve a Police Service Delivery Proposal for policing of (municipality name) by the Ontario Provincial Police.

Carried, Mayor / Reeve (name)

I hereby certify that this is a true copy of the resolution, motion # _____, which was adopted by the Council of (municipality name) on (date of Council meeting).

(Signed by the Clerk-Treasurer)

***SAMPLE MUNICIPAL LETTER TO ACCOMPANY A COUNCIL RESOLUTION
ACCEPTING POLICE SERVICE DELIVERY PROPOSAL FOR OPP POLICING
OF A MUNICIPALITY AND REQUESTING DISBANDMENT OF THE MUNICIPAL
POLICE SERVICE***

The Honourable (name of the Minister of Community Safety and Correctional Services)

Ministry of Community Safety and Correctional Services
George Drew Building
25 Grosvenor, 18th Floor
Toronto ON
M7A 1Y6

Dear Sir (or Madam):

Enclosed are the resolutions from the Council of the (municipality name) stating that Council accepts, the proposal for OPP contract policing and indicating a willingness to negotiate an appropriate contract.

Please initiate the process necessary to accomplish the transition in our community. I also request that the Ontario Civilian Police Commission be requested to hold a disbandment hearing for our existing police service as soon as possible.

Thank you for your assistance in this matter. I would appreciate receiving your confirmation in the near future.

Yours truly,

(Signed by the Mayor of the municipality)

Attachment

- c. The Chair, Ontario Civilian Police Commission (250 Dundas Street West, Suite 605, Toronto, Ontario. M7A 2T3)
 - Police services board
 - Chief of Police
 - Local police association

**SAMPLE COUNCIL RESOLUTION ACCEPTING
A POLICE SERVICE DELIVERY PROPOSAL**

Attachment #1:

Motion No. _____

Date: _____

Moved by: _____ (Name of Council member)

Seconded by: _____ (Name of Council member)

That the Council of the (municipality name) accepts the proposal for contract policing with the Ontario Provincial Police and agrees to enter into an agreement.

Carried, Mayor (name)

Certified as a true copy by: (name of secretary)

Suggested Protocol for Municipal Police Service Assuming Policing Jurisdiction in another Municipality

The information contained in this section is intended to facilitate the transition of policing responsibilities from the Ontario Provincial Police or other police service to an existing municipal police service. The process as suggested will assist in easing the transfer of all administrative, operational and human resources as required. By clearly defining a fair and equitable process, it will help to reduce the uncertainty and complexity of the transitional process.

As in any other process intended to review policing options, use of the Best Practices provided in the Business Conduct section on this document, including the formation of a steering committee, will help to ensure an open and transparent process.

Process for the Employment of serving Police officers and civilians

The employment of personnel required to police a municipality that enters into an agreement with another municipality for the provision of police services will be guided by the human resource policies of the police service who will be conducting the employment process as required.

Pre-Employment Considerations

Offer of Employment

In order to fill the required number of positions set out in the Police Service Delivery Proposal, the newly appointed police agency should consider providing the first opportunity to fill the required positions to members of the Ontario Provincial Police Detachment or Municipal Police Service that is currently responsible for policing the jurisdiction being transferred. First option to transition to the service should be offered to officers who, in the sole discretion of the Chief of Police, meet the requirements of the *Police Services Act*, and have indicated a desire to transition to the new agency.

Section 43.1 of the *Police Services Act* identifies the requirements that must be met in order to be appointed as a police officer in Ontario and states:

43. (1) No person shall be appointed as a police officer unless he or she,
- a) is a Canadian citizen or a permanent resident of Canada
 - b) is at least 18 years-of-age
 - c) is physically and mentally able to perform the duties of the position, having regard to his or her own safety and the safety of members of the public
 - d) is of good moral character and habits
 - e) has successfully completed at least four (4) years of secondary school education or its equivalent.

In order to fill the required number of civilian positions set out in the Police Service Delivery Proposal, the newly appointed police agency should consider providing the first opportunity to fill the required positions to the civilian members of the Ontario Provincial

Police Detachment or Municipal Police Service that is currently responsible for policing the jurisdiction being transferred. First option to transition to the new service should be offered to civilians who in the sole discretion of the Chief of Police meet the requirements of the Service and have indicated a desire to transition to the new agency.

Screening

Members of the Ontario Provincial Police or Municipal Police Service of jurisdiction (sworn and civilian) may be required to engage in an employment process as set out by the policies of the police service they are applying to which could include application forms, background investigations and interviews.

Policing Assignments

It is clear that the Chief of Police has the discretion to relocate personnel in the best interests of the community and the service. However, it is suggested that consideration be given not to transfer an officer who transitions to the new Service of jurisdiction for the first three years after the hiring unless:

- The officer requests a transfer
- The officer is required to relocate for a promotional opportunity
- The officer is successful through the Rank Level Determination process, or
- The officer is unable in the opinion of the Chief to perform his or her duties effectively in the community they are currently policing

Orientation Training

Police services are encouraged to provide orientation training for the transitioning officers and civilians who receive offers of employment in order to ease their transition into the police service.

Appointment

At the time of appointment transitioning officers may be required to take the Oath (or Affirmation) of Office and the Oath (or Affirmation) of Secrecy as required under the O. Reg. 144/91 made under the *Police Services Act*.

Civilian employees who transition to a police service may be required to take the Oath (or Affirmation) of Office and Secrecy and the Oath (or Affirmation) of Allegiance. Uniformed and civilian members of the service are employees of the police services board of jurisdiction and are represented by the appropriate local Police Association.

Compensation

All salary and benefits for members who transition to the new police service of jurisdiction are subject to the terms and conditions set out in the Collective Bargaining Agreements that govern that service.

Probationary Period

Any probationary period that may apply is subject to the policies of the police service of jurisdiction.

Rank Level Determination

The Rank Determination process falls within the purview of the Chief of Police, however, it is recommended that any Board or Panel established to make such a determination should be structured in such a way to ensure that the process is meant to determine that the member possesses the required competencies (knowledge, skills, and abilities) of that rank, and should not be based on the applicant's knowledge of the policy and procedures of the police service assuming jurisdiction.

In addition, consideration should be given to allow representatives from those police associations impacted by the transfer of police jurisdiction, to be involved in the process of Rank Determination, if that involvement is requested by the Member standing the Board.

It should be the general practice to acknowledge that, subject to a favourable background investigation, a member who holds the confirmed rank of Sergeant should not be required to stand before a Rank Determination Board, unless the member:

- was confirmed in the rank of sergeant subsequent to the date of the request for costing, or
- has been confirmed in the rank of sergeant for less than one year prior to the date of the amalgamation, or
- was the subject of a background investigation which did not provide results adequate to determine the member's competency at the supervisor (sergeant) level.

It is within the purview of the Chief of Police to make the final determination of the assigned rank. The Chief's decision should be communicated to the applicant and the RLD Board members as soon as possible.

It is recommended that applicants identified for confirmation of rank in accordance with this process should receive supervisor/management training and work with their manager to create a Learning Plan designed to familiarize them with the police service policy, core values, and management philosophy.

Suggested Protocol for the Amalgamation of Two or More Municipal Police Services

Background

The suggested methodology for the amalgamation of two or more existing police services or the establishment of shared police services, outlined on the following pages, is similar to the process for other police service delivery reviews mentioned in this guidebook.

It is recognized that the final agreement reached will depend on the requirements of the specific Communities however there will be some commonalities with respect to the structure and process to be followed for the amalgamation.

Engagement

As in any other process intended to review policing options, use of the best practices provided in the Business Conduct section on this document, including the formation of a steering committee, will help to ensure an open and transparent process.

The process flowchart in that section is intended to provide a framework for the municipality to follow in order to provide a clear process from inception to the conclusion of the police service delivery review. Whenever possible, parties to a police service delivery review are encouraged to ensure that all meetings related to the process are open and informative.

Initial Meeting

Objectives:

- To provide information to the involved organizations to ensure issues, constraints and concerns can be discussed candidly and a decision made on whether to proceed
- To determine if resolutions will be obtained from the Municipal Councils in support of the amalgamation process authorizing the formation of a Steering Committee to study issues relating to the amalgamation or sharing of municipal police services.

Possible Agenda Items:

- Overview of the purpose of the meeting
- Introduction of partner organization representatives
- Discussion of proposal for change:
 - Background - contributing factors;
 - Draft outline of process ;
 - Timetable - highlighting key tasks, deadlines;
- Request for resolutions from the councils to continue investigation into alternatives
- Establishment of a steering committee and working groups

- Development of draft media release if required
- Establishing steering committee meeting schedule.

Committees/Sub-Committees/Working Groups

Working Groups or sub-committees may be necessary to complete work in support of the Steering Committee. Agreement should be reached by all participants on the mandate of the Steering Committee, Sub-Committees or working Groups and consideration should be given to the following:

- Budgets should be established for things such as travel, printing, meeting costs, consulting contracts, and other expenses that may be identified as necessary to support the process
- A cost sharing mechanism should be established for the participating organizations
- Meeting schedules, duration, and location should be decided in advance and whenever possible, meeting locations should be rotated
- A Chair or Co-Chairs should be chosen from among the individuals on the Steering Committee who represent the governing or Municipal Authorities. In addition, a Chair should be selected for each Working Group.

Issues for consideration

The following captures some of the issues that may need to be addressed by the Steering Committee and Working Groups in order to develop the Amalgamation Agreement:

- Development of the Service Delivery Model and Service Levels, including police service delivery, dispatch functions and administrative services
- Organizational and reporting Structure of the police organization
- Itemized list and values of existing assets
- Financial liabilities of organizations
- Process for transfer of assets to the new organization and the disposition of liabilities
- Method of calculation for an adjustment factor to bring all municipalities to a common base following asset transfer (per capita or some other method of equitable assessment)
- Funding model for ongoing cost-sharing process between the police services boards, including recognition of services provided to the amalgamated Police Service by an individual municipality such as human resource management, accounting or payroll services
- Facility needs assessment and determination of facility locations
- Preparation of resolutions and presentation to municipal council(s)
- community meetings
- Timing and terms of agreement
- Police service board requirements, including the size, composition, remuneration, and the process to transition from current Boards
- Name of new police service
- Shoulder flash
- Motto/logo
- Utilization of auxiliary police
- Utilization of special constables.

New Police Services Board Responsibilities

- Determining rank structure for the new police organization
- Negotiation of a collective agreement for the new police service with the appropriate bargaining units
- Budget development for new police service
- Selection of new Chief of Police and other senior managers
- Swearing in of all members of new police service and police services board
- New governance policies, procedures, by-laws, standards, codes of conduct
- Strategic planning and Board Business Plan development.

General Principles Regarding Human Resources

- All organizations representing employee groups, including Chiefs and Deputy Chiefs, should be included in the process and should have equal representation before the Steering Committee
- Every attempt should be made to transition all current members of the organizations to the new agency or if that is not possible, ensure that proper severance is addressed
- Consideration should be given to ensuring that current salary and benefit levels are maintained
- Consideration should be given to ensure that all members' ranks/positions within the organizations are maintained in the new organization or if not, ensure a proper process is in place to determine ranks/positions within the new organization

Policing Assignments

It is clear the Chief of Police has the discretion to relocate personnel in the best interests of the community and the service. However, it is suggested that consideration be given not to transfer a member of the new police service for the first three (3) years after the amalgamation, unless:

- The officer requests a transfer
- The officer is required to relocate for a promotional opportunity
- The officer is unable in the opinion of the Chief to perform his or her duties effectively in the community they are currently policing

Possible Transitional considerations

- Uniforms
- Crests
- Vehicles
- Radio licenses, CPIC ORI's, records management systems, etc.
- Revised policies and procedures, general orders, rules and regulations, operating procedures

Content of an Amalgamation Agreement

Section 6(2) of the *Police Service Act* sets out the requirements for the content of an Amalgamation Agreement as follows:

- (2) *The agreement shall deal with,*
- (a) the establishment and, subject to section 33, the composition of a joint board for the amalgamated police force;*
 - (b) the amalgamation of the police forces and the appointment or transfer of their members;*
 - (c) the joint board's use of the assets and its responsibility for the liabilities associated with the police forces;*
 - (d) the budgeting of the cost for the operation of the amalgamated police force;*
 - (e) any other matter that is necessary or advisable to effect the amalgamation. R.S.O. 1990, c. P.15, s. 6 (2); 1997, c. 8, s. 6 (2, 3).*

Care should be taken to ensure all the requirements under section 6(2) of the *Act* are addressed prior to requesting approval from the Ontario Civilian Police Commission.

Approval Process

An agreement for Amalgamation of Police Services cannot take effect until the Ontario Civilian Police Commission has approved the organization of the amalgamated police force.

The Commission will generally require the following:

- Copies of the resolutions passed by the Municipal Councils
- A copy of the draft agreement
- A description of the organization of the amalgamated police service and how it will provide policing in the future
- An outline of the process followed by the local authorities to obtain public input on the proposal
- Other materials that may be relevant or useful to the Commission in determining the issues outlined above

Disbandment of Amalgamated Police Services

In order to move forward with the new amalgamated police service, a request for the disbandment of the existing police services must be made to the Ontario Civilian Police Commission.

When making application to the Ontario Civilian Police Commission to abolish the amalgamated police services a copy of the resolutions passed by the municipal council and police services board indicating the desire to abolish the municipal police service

and enter into a new arrangement for policing services will have to be forward to the Commission.

Some of the documents that may be required are as follows:

- A draft of the proposed agreement to provide alternative police services and, in the case of an arrangement to receive policing by the Ontario Provincial Police, the costing proposal that has been accepted
- An outline of the process followed by the local authorities to obtain public input on the proposal
- Other materials that may be relevant or useful to the Commission in determining the issues outlined above

For more detailed information, please refer to the Section of the *Guidebook* that sets out information in relation to the Ontario Civilian Police Commission's Protocols for Section 6 Amalgamation Hearings and Section 40 Disbandment Hearings.