

Finance and Administration Committee

Tuesday, October 20, 2009, 5:15 p.m.

City Hall - Council Chambers

Committee Members

Councillor J. Baker, Chair
Councillor L. Journal
Councillor J. Fullarton
Mayor D. Henderson,
Ex-Officio

Areas of Responsibility:

Finance

Clerk's Office

Human Resources

Legal

Joint Services Committee

Safe Communities

Coalition

Volunteer Awards

AGENDA

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CORRESPONDENCE

STAFF REPORTS

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1. 2009-172-10
Treasurer's Report and Financial Statistics
September 2009

39-62

2. 2009-174-10
2009 Work Plan
Quarterly Report

CONSENT AGENDA

MOTION TO MOVE INTO CLOSED SESSION

October 16, 2009

REPORT TO FINANCE & ADMINISTRATION COMMITTEE – OCTOBER 20, 2009

**2009-172-10
TREASURER'S REPORT AND
FINANCIAL STATISTICS SEPTEMBER 2009
FILE: F00-17 & F05-43**

**D. CYR
DIRECTOR OF FINANCE
L. WHITE
BUDGET OFFICER**

RECOMMENDATION

THAT Council receives the Treasurer's Report and Financial Statistics, as of September 30th, 2009, with respect to Current Operations, Reserve Funds and the Capital Fund.

PURPOSE

To report to Council the City of Brockville's financial position as of September 30, 2009 as per the City's Corporate Financial Controls.

BACKGROUND

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

ANALYSIS / FINANCIAL IMPLICATIONS

This report has been modified from its normal format as two modules of the new financial system went "live" as of October 1st, 2009 – the general ledger and accounts payable. For information purposes, this report will contain the Reserve Fund Report; and Variance Analysis Summaries for operations, water, wastewater and capital.

Highlights

- Total anticipated variance for the City is a deficit of \$376,332. The main elements of the deficit are:
 - Winter control is anticipating a net deficit of \$65,000 due to severe winter conditions.
 - Interest revenue is down about \$97,000 due to lower interest rates than anticipated

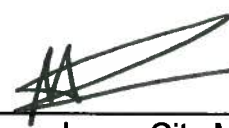
- Police department net deficit of \$84,982 attributed to new hires; overtime attributed to homicide trial, dangerous offender hearing and coroner's inquest offset
- Total anticipated variance for the wastewater rate administration is a deficit of (\$269,443) stemming from:
 - a revenue deficit due to decreased consumption on water, (\$130,000)
 - unanticipated repairs at sewage plant + increased cost of treatment chemicals (\$40,000)
 - repairs to electrical and ventilation equipment at the main pump station (\$20,000)
 - costs associated with flood of dry well at the west end pumping station (\$46,000)
 - lower interest rates than anticipated (\$19,000)
- Total anticipated variance for the water rate administration is a deficit of (\$137,252) resulting from:
 - water revenue deficit of (\$95,000) due to decreased consumption attributable to both a wet summer and reduced usage by commercial/industrial
 - the decrease in interest revenue due to lower bank rates (\$23,000)
 - additional overtime required due to emergency and 24/7 operations during shutdowns (\$21,000)
 - increased lab service costs as well as electricity costs (\$25,000)
 - costs associated with electrical and instrumentation failures (\$21,000)
 - reduced public works labour costs due to a vacant position \$38,571

CONCLUSION

Staff continues to search to find areas in which to mitigate the anticipated shortfalls while maintaining the service levels that have been established by Council and are expected by the City's citizens.

L. White, Budget Officer


D. Cyr, Director of Finance


B. Casselman, City Manager

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TREASURER'S REPORT
AND
FINANCIAL STATISTICS**

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**This report has been modified from its normal format
due to the installation of the City's new financial system.**

RESERVE FUND REPORT

AS AT

September 30, 2009

NAME OF RESERVE FUND	ACCOUNT NUMBER	BALANCE OF ACCOUNT BEFORE COMMITMENTS	RESTRICTED AND COMMITTED AMOUNTS	USABLE BALANCE**w <i>Within the Confines of the Establishing By- Law</i>
Statutory Reserve Funds				
Development Charges: Bylaw 145-93				
WATER DEVELOPMENT CHARGES	RL410-8600-L951	85,158	0	85,158
GROWTH MANAGEMENT	RL410-8600-L958	34,707	20,000	14,707
TRANSPORTATION SERVICES	RL410-8600-L968	31,756	0	31,756
HYDRO ELECTRIC DEVELOPMENT CHARGES	RL410-8600-L971	49,421	0	49,421
WPCP DEVELOPMENT CHARGES	RL410-8600-L983	166,322	166,322	0
		367,364	186,322	181,042
Development Agreement Reserve Funds				
NORTH TRUNK SANITARY SEWER	RL410-8600-L972	106,340	106,340	0
MILLWOOD AVENUE EXTENSION	RL410-8790-L979	102,147	102,147	0
CENTRE STREET DEVELOPMENT	RL410-8600-L999	171,997	171,997	0
		380,483	380,483	0
Other Statutory Reserve Funds				
COMUTED LOCAL	RL410-8790-L952	517	0	517
PARKLAND	RL410-8790-L953	274	0	274
FEDERAL GAS TAX	RL410-2490-L978	2,352,529	2,352,529	0
		2,353,320	2,352,529	791
		3,101,167	2,919,335	181,833
HYDRO ONE PROCEEDS MANAGEMENT	RL410-7790-L945	6,687,682	6,687,682	0
Tax Rate Smoothing Reserve Funds				
ELECTION	RL410-8790-L954	51,317	51,317	0
SELF INSURANCE (RISK MANAGEMENT)	RL410-8790-L956	156,826	156,826	0
GRANTS TO CHARITABLE ORGANIZATIONS	RL410-8790-L962	4,895	0	4,895
RETIRED ELECTRIC EMPLOYEE'S BENEFITS	RL410-8790-L965	249,766	249,766	0
SICK LEAVE CREDIT	RL410-8790-L967	43,674	43,674	0
OCCUPATIONAL HEALTH & SAFETY	RL410-8790-L974	93,394	93,394	0
INDUSTRIAL LAND SITES	RL410-8790-L982	179,316	150,000	29,316
SANITARY LANDFILL SITE	RL410-8600-L992	634,772	634,772	0
		1,413,959	1,379,748	34,211
Boards & Commissions Reserve Funds				
POKER RUN	RL410-8950-L980	399	0	399
LACAC	RL410-8950-L984	8,385	0	8,385
BROCKVILLE PUBLIC LIBRARY	RL410-8950-L987	39,480	0	39,480
DBIA DOWNTOWN BEAUTIFICATION	RL410-8950-L988	7,906	0	7,906
DBIA ASSESSMENT ADJUSTMENTS SMOOTHING	RL410-8950-L990	0	0	0
T.C. COSSITT	RL410-8950-L993	119,470	0	119,470
BROCKVILLE MUSEUM BOARD	RL410-8950-L994	20,743	0	20,743
AIRPORT COMMISSION	RL410-8950-L995	3,778	0	3,778
SENIOR GAMES	RL410-8950-L985	58,112	0	58,112
LEEDS AND GRENVILLE SMALL BUSINESS ENTERPRISE	RL410-8950-L943	36,290	0	36,290
		294,562	0	294,562
Equipment Reserve Funds				
EMERGENCY PLANNING & COMMUNICATION EQPT.	RL410-8870-L948	27,860	0	27,860
OPERATIONAL FIRE EQUIPMENT	RL410-8870-L959	10,058	0	10,058
FLEET ADMINISTRATION MANAGEMENT	RL410-8870-L961	191,180	191,180	0
BUILDING & EQUIPMENT MAINTENANCE	RL410-8600-L966	114,920	114,920	0
PARKING	RL410-8790-L969	333,793	7,100	326,693
PARKLAND EQUIPMENT	RL410-8870-L977	93,451	93,451	0
MAJOR OFFICE EQUIPMENT	RL410-8870-L981	185,462	185,462	0
		956,723	592,112	364,611
TOTAL RESERVE FUNDS		12,454,093	11,578,877	875,216

VARIANCE REPORT AS AT SEPTEMBER 30, 2009

Projected to December 31st					
Department/Board/Division	EXPENSE		REVENUE		Impact on Budget Surplus (Deficit)
	Surplus	(Deficit)	Surplus	(Deficit)	
MAYOR/COUNCIL					
Mayor					
Training and professional development expenses anticipated to be higher than budget.		(500)			(500)
Expense for framing pictures not budgeted.		(1,245)			(1,245)
Goodwill/public relations costs higher than budget.		(1,200)			(1,200)
Council					
Training and professional development expenses higher than budget.		(5,000)			(5,000)
TOTAL VARIANCE FOR MAYOR AND COUNCIL	0	(7,945)	0	0	(7,945)
ADMINISTRATION					
Unused "unspent budget item" contribution from Reserve.			7,500		7,500
TOTAL VARIANCE FOR ADMINISTRATION	0	0	7,500	0	7,500
CLERK					
Wedding ceremonies - first full year budgeted 48; y/e estimate 30				(3,428)	(3,428)
Nevada licenses - less issued than anticipated				(5,000)	(5,000)
Vital Statistics - less marriage licenses issued that anticipated				(10,000)	(10,000)
Part-time casual - p/t staff continues pending outcome of Org Review		(14,000)			(14,000)
Fees, subscriptions & memberships - less subscriptions	1,000				1,000
Marriage licenses purchases - less licenses issued	5,000				5,000
Animal Control					
Less revenue than anticipated - dog tag sales				(10,000)	(10,000)

VARIANCE REPORT AS AT SEPTEMBER 30, 2009

Projected to December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus (Deficit)	Surplus	(Deficit)	(Deficit)	Surplus (Deficit)
Parking					
Less spending to offset revenue deficit	2,900				2,900
Boat ramp fees - slower boating season than anticipated			(3,200)		(3,200)
Passes - higher sales than anticipated		5,000			5,000
Parking Meters - less revenue than anticipated			(10,000)		(10,000)
Street Meter Fees - less revenue than anticipated			(10,000)		(10,000)
Fines and Fees - less revenue than anticipated			(20,000)		(20,000)
Office Expense - less spending to offset deficit	2,000				2,000
Parking Meter maintenance - less spending to offset deficit	3,000				3,000
Transfer at year-end to have no impact on variance.	33,200				33,200
Rental Properties					
No variance to report at this time.					
TOTAL VARIANCE FOR CLERK	47,100	(14,000)	5,000	(71,628)	(33,528)

VARIANCE REPORT AS AT SEPTEMBER 30, 2009

Projected to December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus (Deficit)	Surplus (Deficit)	Surplus (Deficit)	Surplus (Deficit)	
ECONOMIC DEVELOPMENT					
Travel costs higher than budget.		(900)			(900)
Expenses higher than budget due to unbudgeted expense for website license fees.		(2,000)			(2,000)
Investment attraction expenses less than budget to offset higher office expenses.	3,000				3,000
TOTAL VARIANCE FOR ECONOMIC DEVELOPMENT	3,000	(2,900)	0	0	100
TOURISM					
No variance to report at this time.					
TOTAL VARIANCE FOR TOURISM	0	0	0	0	0
HUMAN RESOURCES					
Wages for unbudgeted summer student as approved by City Manager.		(1,030)			(1,030)
Tuition aid plan expenses should reflect a surplus at year end as no applications have been received to date.	400				400
Employee recognition costs less than anticipated as majority of the expense will be incurred in 2010.	9,000				9,000
Professional services expense anticipated to reflect deficit at year end.		(335)			(335)
TOTAL VARIANCE FOR HUMAN RESOURCES	9,400	(1,365)	0	0	8,035
MUNICIPAL INFORMATION SYSTEMS.					
There will be a deficit in wages and benefits due to overtime and the hiring of a summer student.		(5,200)			(5,200)
Office Expense					

VARIANCE REPORT AS AT SEPTEMBER 30, 2009

VARIANCE REPORT AS AT SEPTEMBER 30, 2009					
Projected to December 31st					Impact on Budget Surplus (Deficit)
Department/Board/Division	EXPENSE		REVENUE		
	Surplus (Deficit)	Surplus (Deficit)	Surplus (Deficit)	Surplus (Deficit)	
Programming / Software / Maintenance - licensing costs for network access exceeded due to increased users in terminal services based applications; failures due to out of warranty items not replaced in Computer Replacement program.		(28,400)			(28,400)

VARIANCE REPORT AS AT SEPTEMBER 30, 2009

VARIANCE REPORT AS AT SEPTEMBER 30, 2009		Projected to December 31st			
Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus (Deficit)	Surplus (Deficit)	Surplus (Deficit)	Surplus (Deficit)	
MUNICIPAL INFORMATION SYSTEMS continued					
Data massaging services for 911 system provided by the Counties required to fix missing data field.		(3,000)			(3,000)
TOTAL VARIANCE FOR MIS	0	(36,600)	0	0	(36,600)
FINANCE					
Administration					
Salaries and wages lower than budget due to full-time employee replaced with part-time employee and full-time position replacement has been delayed.	19,000				19,000
Telephone costs higher than budgeted		(2,000)			(2,000)
Printing, postage and stationery costs lower than budget.	4,000				4,000
General advertising costs higher than budget.		(700)			(700)
Deficit due to PSAB consultant fees approved by Council.		(3,200)			(3,200)
TOTAL VARIANCE FOR TREASURY ADMINISTRATION	23,000	(5,900)	0	0	17,100
CORPORATE FINANCE					
Fees and service charge revenue is anticipated to be higher than budget.			750		750
Interest revenue from penalty on overdue taxes higher than budget.			20,000		20,000
Tax sale recovery revenue anticipated to be lower than budget.				(2,740)	(2,740)
Supplementary taxes revenue anticipated to be lower than budget due delay from phase-in legislation.				(70,000)	(70,000)
Taxes written-off expense anticipated to be lower than budget due to delay from phase-in legislation.	67,500				67,500
Vacancy Rebates are expected to be higher than budget.		(30,000)			(30,000)
Charity rebates are expected to be less than budget.	10,000				10,000

VARIANCE REPORT AS AT SEPTEMBER 30, 2009

Projected to December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget Surplus (Deficit)
	Surplus (Deficit)	Surplus (Deficit)	Surplus (Deficit)	Surplus (Deficit)	
CORPORATE FINANCE continued					
Post-capping adjustments are anticipated to be more than budget as new capping rules have reduced cap.				(20,000)	(20,000)
Payment-in-lieu of taxes revenue less than budget.				(9,954)	(9,954)
Interest revenue from outstanding accounts receivable higher than budget.			1,000		1,000
Deficit due to expense required for Brockville's share of Brockville Mental Health Feasibility Study.		(3,300)			(3,300)
Interest earned on bank accounts and investments lower than anticipated due to downturn in market.				(97,000)	(97,000)
Surplus in debt charge expense as all debentures have not been issued yet.	1,874				1,874
TOTAL VARIANCE CORPORATE FINANCE	79,374	(33,300)	21,750	(199,694)	(131,870)
FIRE					
There will be a deficit in salaries and benefits for the Fire Department due to benefits costing more than projected and the unbudgeted vacation payout for two retired employees.		(38,000)			(38,000)
Confined space training revenues lower than expected due to absence of Training Officer due to sickness and training of the new Training Officer.				(14,000)	(14,000)
There will be a deficit in the new revenue from surrounding Municipalities for remote access to the Crisys reporting program.	8,666			(14,600)	(5,934)
There will be a surplus in telephone and fax expense as the new equipment has not been installed to date.	7,500				7,500
Fire department report fees revenue lower than budget due to lower demand.				(3,500)	(3,500)
TOTAL VARIANCE FOR FIRE	16,166	(38,000)	0	(32,100)	(53,934)

VARIANCE REPORT AS AT SEPTEMBER 30, 2009

Projected to December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget Surplus (Deficit)
	Surplus (Deficit)	Surplus (Deficit)	Surplus (Deficit)	Surplus (Deficit)	
POLICE					
Administration					
Surplus in salaries due to the hiring of Police Chief internally - Deputy Chief position eliminated.	61,370				61,370
Surplus in telephone expenses due to delay in phone upgrade implementation.	10,247				10,247
Criminal Record Checks			25,000		25,000
Court Services	2,500				2,500
Police Services Board					
No variance to report at this time.					
Community Safety		(2,000)			(2,000)
Enforcement					
Officer hired under "Police Officer Recruitment Fund", new hires as approved by the Police Services Board May 27/09.		(43,099)			(43,099)
Overtime costs higher than budget due to homicide trial, dangerous offender hearing and coroner's inquest.		(99,000)			(99,000)
Benefit costs higher than budget.		(40,000)			(40,000)
Special Units					
No variance to report at this time.					
OPERATIONS DEPARTMENT					
ADMINISTRATION DIVISION					
Wages and benefits allocation less than expected.	1,290				1,290
TOTAL POLICE VARIANCE	74,117	(184,099)	25,000	0	(84,982)
TOTAL ADMINISTRATION VARIANCE	1,290	0	0	0	1,290

VARIANCE REPORT AS AT SEPTEMBER 30, 2009

Projected to December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget Surplus (Deficit)
	Surplus (Deficit)	Surplus (Deficit)	Surplus (Deficit)	Surplus (Deficit)	
TRANSIT DIVISION					
Administration					
Transit Administration					
1) Reallocation of a portion of Supervisor's wages to Parks & Recreation for back filling.	850				850
2) Supervisor workload increased as acting director of Parks and Recreation, therefore unable to attend transit meeting.	1,250				1,250
3) Office expenses lower than anticipated due to transit maps (sufficient supply, so no pricing).	3,000				3,000
Transit Operating					
1) Attrition of 2 full time drivers and replaced by employees at lower rates.	7,604				7,604
2) Projected year end deficit under vehicle maintenance due to unbudgeted bus maintenance (i.e., diesel engine and radiator).		(23,000)			(23,000)
3) Promotional expenses less than anticipated.	2,500				2,500
4) Repair and maintenance of bus signs less than budget amount. Provided there is no vandalism.	2,500				2,500
Transit - Para					
Within budget at this time.					0
TOTAL TRANSIT VARIANCE	17,704	(23,000)	0	0	(5,296)
PUBLIC WORKS DIVISION					
Administration					
Within budget at this time.					0
Public Works Garage Operating					
1) (a) Additional work requested by other depts./divisions more than budgeted, therefore resulting in a projected net surplus at year end. (b) Additional snow removal required during the month of January for parking lots, therefore resulting in a projected net surplus at year end. (c) Extended short term sickness for 2 operators will result in a year end deficit.		(18,445)	11,892		(6,553)

VARIANCE REPORT AS AT SEPTEMBER 30, 2009

VARIANCE REPORT AS AT SEPTEMBER 30, 2009		Projected to December 31st				Impact on Budget Surplus (Deficit)
Department/Board/Division		EXPENSE		REVENUE		
		Surplus (Deficit)	Surplus (Deficit)	Surplus (Deficit)	Surplus (Deficit)	
PUBLIC WORKS DIVISION						
	2) Year end projected deficit due to (a) unbudgeted repairs to Sand Dome, (b) unbudgeted replacement of drain grates in Public Works Garage, (c) electrical repairs to vehicle plug-in wiring circuit.	(10,209)				(10,209)
	3)(a) Less major repairs to equipment required. (b) Fuel prices less than anticipated.	30,000				30,000
Roadway Maintenance						
	1) Less man hours required to carry out internal catch basin cleaning program (750 catch basin).	3,432				3,432
	2) Reconstruction of sidewalk and paved boulevard on north/west side of William St. overpass cost less than budgeted amount.	1,511				1,511
	3) Road Grading - Less labour required to carry out program of cutting down earth build-up at edge of shoulders.	3,965				3,965
Roadside Maintenance						
	1) Projected year end deficit being reported under Work & Customer Services Revenue due to less work requested by outside agencies/individuals.				(1,281)	(1,281)
	2) Projected year end surplus being reported under Work & Customer Services due to less work requested by outside agencies/individuals, therefore decrease expenditures.	2,063				2,063
	3) Boulevards – (a) Additional grass seed required to repair winter damage areas. (b) Additional labour required to complete boulevard reprofile areas.		(2,932)			(2,932)
	4) Guard Rails/Fencing - Unbudgeted repair of damaged pedestrian handrail on Parkedale Ave. at Creek will result in a deficit.		(1,924)			(1,924)
	5) Railway Crossing Improvements - Unbudgeted maintenance fee of \$305/month/location for 4 pedestrian gate locations.		(15,952)			(15,952)
	6) Surface Repairs - Additional revenue from 2008 work activity creates 2009 surplus.			5,349		5,349
	7) Less labour than budget amount required for Riverfest Activities.	1,826				1,826

VARIANCE REPORT AS AT SEPTEMBER 30, 2009

VARIANCE REPORT AS AT SEPTEMBER 30, 2009		Projected to December 31st				
Department/Board/Division		EXPENSE		REVENUE		Impact on Budget Surplus (Deficit)
		Surplus (Deficit)		Surplus (Deficit)		
Helipad Maintenance	Within budget at this time.	0				0
Traffic Maintenance	Contract for Centre line and lane lines supply and application approximately less than budgeted amount.	1,493				1,493
Winter Control – Roads	1) Snow Plowing -Less than 10 yr average snowfall (-24 cm) for Jan./Feb./Mar. period resulted in less full scale plowing operations.	3,431				3,431
	2) Snow Removal - Greater than average snowfall (+34 cm) for January period resulted in additional snow removal operations.		(65,000)			(65,000)
	3) Abrasive Application -Less than 10 yr average snowfall (-24 cm) for Jan./Feb./Mar./ period resulted in less minor snowplowing and material application being carried out.	16,020				16,020
Winter Controls – Sidewalks						
	1)Snow Plowing - Less than 10 yr average snowfall (-24 cm) for Jan./Feb./Mar. period resulted in less snowplow operations being carried out.	6,362				6,362
	2) Abrasive Application - Less than 10 yr average snowfall (-24 cm) for Jan./Feb./Mar. period resulted in less material application being carried out.	13,042				13,042
TOTAL PUBLIC WORKS VARIANCE		83,145	(114,462)	17,241	(1,281)	(15,357)
SOLID WASTE						
Garbage Collection/Disposal					(20,000)	(20,000)
	1) Reduced bag tag sales as refuse collection 237 tonnes less than 2008.					
	2) (a) Reduced water to Highland. (b) Wages and Benefits lower than anticipated. (c) Projected year end surplus to materials and contracted services due to no major repairs. (d) Gate operation expenses less than anticipated.	18,528				18,528
	3) Projected year end tonnes 237 less than 2008 (at \$136.50/tonne) and reduced fuel surcharge.	25,000				25,000

VARIANCE REPORT AS AT SEPTEMBER 30, 2009

VARIANCE REPORT AS AT SEPTEMBER 30, 2009					
Department/Board/Division	Projected to December 31st				Impact on Budget Surplus (Deficit)
	EXPENSE		REVENUE		
	Surplus (Deficit)	Surplus (Deficit)	Surplus (Deficit)	Surplus (Deficit)	
Waste Diversion WEEE Program offered through private sector, City advertises only.	1,500				1,500

VARIANCE REPORT AS AT SEPTEMBER 30, 2009

VARIANCE REPORT AS AT SEPTEMBER 30, 2009					Projected to December 31st		
Department/Board/Division	EXPENSE		REVENUE		Impact on Budget		
	Surplus (Deficit)	Surplus (Deficit)	Surplus (Deficit)	Surplus (Deficit)			
Waste Management Recycling							
Projected 111 tonnes less than 2008 at \$112.71/t and reduced fuel surcharge.	15,000				15,000		
TOTAL SOLID WASTE VARIANCE	60,028	0	0	(20,000)	40,028		
Fleet and Logistics							
Fleet Administration			(500)		(500)		
1) Deficit due to part-time staff required to cover staff on short term illness.							
2) (a) Small Deficit being reported under Safe Driver Awards program due to the number of employees being recognized. (b) Unable to attend the Public Works Spring/Equipment Show Conference, therefore surplus being reported under business travel, training and professional development.	650		(79)		571		
3) Projected deficit due to telephone, cellular, pager and fax charges higher than budgeted amount.			(339)		(339)		
Inventory Control & Mgmt							
1) (a) Projected year end surplus being reported under training and professional development due to work load no training courses taken by Inventory/Payroll Clerk. (b) Training materials, books, magazines expenses lower than anticipated.	369				369		
2) (a) Deficit under inventory control (recovery of expenses and general sales) due to less obsolete parts sold at auction/outside agents. (b) Overall expenses down resulting in a projected year end surplus.	1,400			(2,000)	(600)		
Fleet Maintenance							
1) (a) Projected year end surplus being reported under Service Maintenance Revenues from out side agents due to increase fuel prices. (b) Projected year end surplus being reported under service maintenance revenues for internal departments/divisions for maintaining City vehicles and equipment due to higher operational cost (increased maintenance).		4,527			4,527		
2) (a) Projected year end deficit being reported to maintaining and operating of second life vehicles. (b) Overall expenses down resulting in a projected year end surplus.	2,000		(11,550)		(9,550)		
3) Projected year end surplus due to fuel prices lower than budgeted.	31,858				31,858		

VARIANCE REPORT AS AT SEPTEMBER 30, 2009

Projected to December 31st

Department/Board/Division	EXPENSE				REVENUE		Impact on Budget Surplus (Deficit)
	Surplus (Deficit)	Surplus (Deficit)	Surplus (Deficit)	Surplus (Deficit)	Surplus (Deficit)	Surplus (Deficit)	
TOTAL VARIANCE FOR FLEET AND LOGISTICS	36,277	(12,468)	4,527	(2,000)	26,336		
ENGINEERING							
Administration Within budget at this time.							
Design Engineering Within budget at this time.							
Field Engineering Within budget at this time.							
Traffic Control Deficit due to repairs to traffic signals caused by wind storm.		(3,500)			(3,500)		
Crossing Guards Within budget at this time.							
Street Lighting and Roadways Within budget at this time.							
Roadways Within budget at this time.							
TOTAL ENGINEERING VARIANCE	0	(3,500)	0	0	(3,500)		

VARIANCE REPORT AS AT SEPTEMBER 30, 2009

Projected to December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
PLANNING					
Administration					
Fees and service charges lower than anticipated.				(8,000)	(8,000)
Benefit costs higher than budget.		(1,020)			(1,020)
Printing, postage and stationery expenses less than budget.	1,000				1,000
Professional Services less than budget.	8,000				8,000
TIERR Grant rebates -- less given than anticipated due to delay in assessment changes from MPAC	125,000				125,000
Building					
Revenue from building fees lower than anticipated due to slow construction activity.				(20,000)	(20,000)
Revenue from plumbing fees lower than anticipated due to slow construction activity				(2,000)	(2,000)
Salaries and benefits higher than budget.		(3,500)			(3,500)
Training and Professional Development	2,000				2,000
TOTAL VARIANCE FOR PLANNING	136,000	(4,520)	0	(30,000)	101,480
PARKS & RECREATION					
Administration					
Overtime costs higher than budget.		(20,755)			(20,755)
Acting Director will not be attending conferences	3,000				3,000
TOTAL VARIANCE ADMINISTRATION/PROGRAMS	3,000	(20,755)	0	0	(17,755)
Parks					
Wages - backfilling for supervisor off on sick leave		(5,145)			(5,145)
Uniforms - winter coat replacement not required	1,000				1,000

VARIANCE REPORT AS AT SEPTEMBER 30, 2009

VARIANCE REPORT AS AT SEPTEMBER 30, 2009		Projected to December 31st				
Department/Board/Division		EXPENSE		REVENUE		Impact on Budget Surplus (Deficit)
		Surplus (Deficit)		Surplus (Deficit)		
Waste Disposal less than budgeted		1,000				1,000
Fall Tulip Bulb order less than budgeted		1,500				1,500
Parks continued						
Unexpected repairs Hardy Park washroom roof, repair/replacement of light standards on Blockhouse Island and vandalism repairs to White fountain lights.			(7,000)			(7,000)
Riverfest - contracted services less than budgeted		2,300				2,300
Unexpected repairs to Cenotaph lights, electrical components Courthouse fountain, new confined space legislation for Fulford Fountain and vandalism repairs to White Fountain.			(4,500)			(4,500)
Fertilization/weed control not implemented in priority parks due to staff absence		6,505				6,505
Work required on Parks boat due to new Transport Canada regulations.			(7,000)			(7,000)
Contracted grass cutting of athletic fields - tender came in lower than budgeted		3,655				3,655
Contracted fertilization of athletic fields - tender came in higher than budgeted			(410)			(410)
River Rink expenses less than budgeted. \$1,300 wages & benefits required for December set up charged to 2008 budget. Electrical connect and disconnect as well as snow removal costs greater than budget due to increased precipitation and additional work not budgeted for ball hockey area.		3,050				3,050
Aquatics program - Lifeguard wages lower than anticipated due to job title changes and lower rates.		1,500				1,500
		20,510	(24,055)	0	0	(3,545)

VARIANCE REPORT AS AT SEPTEMBER 30, 2009

Department/Board/Division	Projected to December 31st				Impact on Budget
	EXPENSE Surplus (Deficit)	Surplus	REVENUE (Deficit)	Surplus (Deficit)	
St. Lawrence Park					
Camping revenues down due to inclement weather. Fewer registered diver charters due to boats not meeting Transport Canada requirements.			(4,962)	(4,962)	(4,962)
Revenues up due to 1000 Islands Kayaking agreement entered after budget ratification	0	2,065		2,065	2,065
	0	2,065	(4,962)	(2,897)	(2,897)
Tree Maintenance					
Tree expenses greater than budgeted due to wind storms & excessive tree damage		(24,000)			(24,000)
Islands	0	(24,000)	0	(24,000)	
Island mooring and camping revenues down due to inclement weather			(13,693)	(13,693)	(13,693)
Fewer seasonal island campers			(2,700)	(2,700)	(2,700)
	0	0	(16,393)	(16,393)	
Municipal Harbour					
	0	0	0	0	0
GWMC					
GWMC - fewer building repairs required.	5,000				5,000
GWMC Bldg. - heat, light & power costs.		(10,000)		(10,000)	
	5,000	(10,000)	0	(5,000)	
City Hall					
Fewer repairs required result in a surplus.	8,000				8,000
Victoria Bldg - heat, light & power costs greater than budgeted due to colder winter.		(15,000)		(15,000)	
	8,000	(15,000)	0	(7,000)	

VARIANCE REPORT AS AT SEPTEMBER 30, 2009

Projected to December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget Surplus (Deficit)
	Surplus (Deficit)	Surplus (Deficit)	Surplus (Deficit)	Surplus (Deficit)	
Youth Arena					
Fall ice rentals predicted to be greater than budgeted.			15,159		15,159
Wages - backfilling for supervisor on sick leave .		(8,467)			(8,467)
No training scheduled for balance of year.	800				800
Snow removal costs greater than budgeted due to increased precipitation.		(2,500)			(2,500)
	800	(10,967)	15,159	0	4,992
Memorial Centre					
Fall ice rentals predicted to be greater than budgeted.			28,000		28,000
Wages - backfilling for supervisor on sick leave.		(1,622)			(1,622)
No training scheduled for balance of year.	843				843
Bldg. Maintenance - Emergency sprinkler repair.		(5,000)			(5,000)
Snow removal costs greater than budgeted due to increased precipitation.		(2,000)			(2,000)
Reduced hall rentals coupled with unanticipated repairs.				(4,534)	(4,534)
	843	(8,622)	28,000	(4,534)	15,687

VARIANCE REPORT AS AT SEPTEMBER 30, 2009

VARIANCE REPORT AS AT SEPTEMBER 30, 2009		Projected to December 31st				Impact on Budget Surplus (Deficit)
Department/Board/Division		EXPENSE		REVENUE		
		Surplus (Deficit)		Surplus (Deficit)		
Arts Centre						
	Reduced merchandise sales (fewer shows booked due to Project Encore).				(1,500)	(1,500)
	Increase in salaries due to re-evaluation and extra hours due to relocation (Prj. Encore).		(9,429)			(9,429)
	Increased natural gas costs (\$3,500) & purchase of 2 spot lights (\$3,300) - safety issue and reduction in contracted services \$4,800.		(2,000)			(2,000)
	Loss of canteen & liquor revenue for summer program.				(2,000)	(2,000)
	Sales down in Summer Theatre Program due to change in venue, downturn in economy and absence of an annual donation.				(38,000)	(38,000)
		0	(11,429)	0	(41,500)	(52,929)
		38,153	(124,828)	45,224	(67,389)	(108,840)
	TOTAL VARIANCE PARKS					
AIRPORT						
	Within budget at this time.					
		0	0	0	0	0
	TOTAL AIRPORT VARIANCE					
MUSEUM						
	Surplus in salaries and wages as two summer students are not required due to Museum Educator position becoming full-time offset by less grant revenues directly related to the hired of summer students.	5,551			(6,900)	(1,349)
	Expenses for building maintenance higher than anticipated due to roof leak and utilities.		(2,000)			(2,000)
	Program revenue anticipated to be less than budget.				(3,000)	(3,000)
		5,551	(2,000)	0	(9,900)	(6,349)
	TOTAL VARIANCE FOR MUSEUM					

VARIANCE REPORT AS AT SEPTEMBER 30, 2009

Projected to December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus (Deficit)	Surplus (Deficit)	Surplus (Deficit)	Surplus (Deficit)	
JOINT SERVICES COMMITTEE					
Estimated net deficit.		(90,000)			(90,000)
HERITAGE BROCKVILLE					
TOTAL VARIANCE FOR JOINT SERVICES	0	(90,000)	0	0	(90,000)
No variance figure supplied at this time.					
COMMITTEE OF ADJUSTMENT					
TOTAL VARIANCE FOR HERITAGE BROCKVILLE	0	0	0	0	0
No surplus/deficit anticipated at this time.					
CEMETERY					
TOTAL VARIANCE FOR COMMITTEE OF ADJUSTMENT	0	0	0	0	0
Miscellaneous revenues will be lower than anticipated.				1,000	1,000
General contracted services expense lower than budget.	1,000				1,000
Pet Cemetery revenues higher than budget.			1,000		1,000
Transfer at year-end from Trust Fund will be adjusted to have no impact on variance		(3,000)			(3,000)
TOTAL VARIANCE FOR CEMETERY	1,000	(3,000)	1,000	1,000	0
ANTICIPATED Y/E VARIANCE FOR THE CITY OF BROCKVILLE	631,305	(701,887)	127,242	(432,992)	(376,332)

VARIANCE REPORT AS AT SEPTEMBER 30, 2009

WASTEWATER RATE ADMINISTRATION

WASTEWATER RATE ADMINISTRATION					Projected to December 31st			Impact on Budget
Department/Board/Division	EXPENSE		REVENUE		Surplus	(Deficit)	Surplus	(Deficit)
	Surplus	(Deficit)	Surplus	(Deficit)				
OPERATIONS DEPARTMENT – WASTEWATER DISTRIBUTION								
ADMINISTRATION DIVISION								
1) Projected year end deficit due to wages - coverage for supervisor - Transit/Solid Waste.								
2) Benefits cost higher than anticipated.								
TOTAL ADMINISTRATION VARIANCE								
PUBLIC WORKS								
1) Projected year end deficit being reported under Work & Customer Services Revenue due to less/shorter blocked sewer calls.								
2) Projected year end surplus being reported under Work & Customer Services due to less/shorter blocker sewer calls resulted in less expenditures.								
TOTAL PUBLIC WORKS VARIANCE								
ENGINEERING								
Within budget at this time.								
TOTAL ENGINEERING VARIANCE								
WATER POLLUTION CONTROL CENTRE								
Sewage Plant								
Material and Supplies higher than budgeted due to (a) gas safety valves and sludge feed actuator failures, (b) safety railing for crane operations were not budgeted, (c) treatment chemicals will exceed budgeted amount (increase price), (d) Hydro will exceed budgeted amount.								
Abatement								
Within budget at this time								

VARIANCE REPORT AS AT SEPTEMBER 30, 2009

WASTEWATER RATE ADMINISTRATION

WASTEWATER RATE ADMINISTRATION			Projected to December 31st			Impact on Budget
Department/Board/Division	EXPENSE		REVENUE		Surplus (Deficit)	
	Surplus (Deficit)	Surplus (Deficit)	Surplus (Deficit)	Surplus (Deficit)		
Main Pumping Station						
Main Pump Station electrical and ventilation equipment required unexpected materials and contracted services to troubleshoot and repair.		(20,000)			(20,000)	
Pump Stations						
1 (a) Projected year end deficit due to flood of dry well at west end pumping station required \$46,000 in repairs and contingency funds (broken water main). (b) Projected year end deficit due to communications crash of Elizabeth St. required new equipment. (c) Electricity cost higher than anticipated.		(55,000)			(55,000)	
Leachate Station						
Electricity cost higher than anticipated.		(8,800)			(8,800)	
TOTAL WATER POLLUTION CONTROL CENTRE VARIANCE	0	(123,800)	0	0	(123,800)	
FINANCE						
Wastewater revenues lower than anticipated.				(130,000)	(130,000)	
Deficit due to PSAB consultant fees approved by Council.					(3,200)	
Salaries and wages lower than budget.	6,000				6,000	
Interest revenue on bank accounts lower than anticipated.				(19,000)	(19,000)	
TOTAL VARIANCE FOR FINANCE - WASTEWATER RATE ADMINISTRATION	6,000	(3,200)	0	(149,000)	(146,200)	
TOTAL VARIANCE FOR WASTEWATER RATE ADMINISTRATION	11,869	(131,245)	0	(150,067)	(269,443)	

VARIANCE REPORT AS AT SEPTEMBER 30, 2009

WATER RATE ADMINISTRATION

Projected to December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
OPERATIONS DEPARTMENT – WATER DISTRIBUTION					
ADMINISTRATION DIVISION					
1) Projected year end deficit due to wages - coverages for supervisor - Transit/Solid Waste.		(960)			(960)
2) Projected year end deficit due training cost and membership fees higher than expected.		(340)			(340)
TOTAL ADMINISTRATION VARIANCE	0	(1,300)	0	0	(1,300)
PUBLIC WORKS					
Administration					
1) (a) Unbudgeted backfeed work for Engineering re-construction projects will result in deficit. (b) Unbudgeted backfeed work for Engineering re-construction will result in a surplus.		(8,074)	11,106		3,032
2) (a) Projected year end surplus due to less major repairs to equipment required. (b) Fuel prices less than anticipated, therefore resulting in a projected year end surplus.	14,526				14,526
Main Repair/Replacement					
One operator short on crew, January to September resulted in reduced labour cost.	21,857				21,857
Service Repair/Replacement					
One operator short on crew, January to September, resulted in reduced labour cost.	16,714				16,714

VARIANCE REPORT AS AT SEPTEMBER 30, 2009

WATER RATE ADMINISTRATION

VARIANCE REPORT AS AT SEPTEMBER 30, 2009					
WATER RATE ADMINISTRATION					
Department/Board/Division	Projected to December 31st				Impact on Budget Surplus (Deficit)
	EXPENSE		REVENUE		
	Surplus	(Deficit)	Surplus	(Deficit)	
Cleaning/Disinfect					
1) (a) One operator short on crew, January to September, resulted in reduced labour cost. (b) Unable to complete flushing program (300 hours of 500 hours) due to other commitments (inter-departmental work)	8,820				8,820
Inspection/Leak Detect					0
Within budget at this time.					
Water Sampling					
Labour to respond to consumer complaints and to carry out isolated sampling less than budgeted for.	5,796				5,796
Records Management					0
Within budget at this time.					
Hydrants/Water					
Less labour and contracted services required to carry out repairs to hydrants.	11,990				11,990
Works/Customer Service					
1) Projected year end deficit being reported under Work & Customer Services Revenue due to less work requested by outside agencies/individuals.				(4,679)	(4,679)
2) Projected year end surplus being reported under Work & Customer Services due to less work requested by outside agencies/individuals, therefore decrease expenditures.	3,842				3,842
TOTAL PUBLIC WORKS VARIANCE	83,545	(8,074)	11,106	(4,679)	81,898

VARIANCE REPORT AS AT SEPTEMBER 30, 2009

WATER RATE ADMINISTRATION

Projected to December 31st

Department/Board/Division	EXPENSE			REVENUE			Impact on Budget
	Surplus	(Deficit)		Surplus	(Deficit)		
FLEET INVENTORY CONTROL & MGMT							
1) (a) Small deficit being reported under books, magazines, subscriptions and memberships due to cost slightly higher than anticipated. (b) Projected year end surplus being reported under training and professional development due to work load no training courses taken by Inventory/Payroll Clerk (c) Small surplus due to in-house training cost less than anticipated.	398	(34)					364
2) Fleet maintenance charges to maintain and operate second life water vehicles.		(1,214)					(1,214)
3) (a) Deficit under Inventory Control (Recovery of Expenses & General Sales) due to less obsolete parts sold at auction/outside agents. (b) Overall expenses down resulting in a projected year end surplus.	1,000				(800)		200
TOTAL FLEET INVENTORY CONTROL & MGMT VARIANCE	1,398	(1,248)		0	(800)		(650)

VARIANCE REPORT AS AT SEPTEMBER 30, 2009

WATER RATE ADMINISTRATION

Projected to December 31st

Department/Board/Division	EXPENSE			REVENUE			Impact on Budget
	Surplus	(Deficit)		Surplus	(Deficit)		
ENGINEERING							
Within budget at this time.							
TOTAL ENGINEERING VARIANCE	0	0	0	0	0	0	0
WATER TREATMENT PLANT Administration							
1 (a) Non-standard hours over budget due to emergency and 24/7 operations during shutdowns. (b) Increase in salary rates as per CUPE agreement.		(21,000)					(21,000)
2) SCADA system alarm upgrades were made for the Contingency and Risk Assessment. Unbudgeted expense approved by Council report number 2008-200-12.		(33,000)					(33,000)
3) Building Maintenance higher than budget about due to (a) Hydro budget was estimated low and the rates were increased, (b) lab services will exceed budget due to the lead sampling program in Brockville and Township of Elizabethtown-Kitley.		(25,000)					(25,000)
4) Machine/Equipment higher than budget about due to contracted services over budget because of electrical and instrumentation failures.		(21,000)					(21,000)
5) Vehicle maintenance higher than anticipated.		(1,000)					(1,000)
TOTAL WATER TREATMENT PLANT VARIANCE	0	(101,000)	0	0	0	0	(101,000)

VARIANCE REPORT AS AT SEPTEMBER 30, 2009

WATER RATE ADMINISTRATION

Projected to December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
FINANCE - WATER RATE ADMINISTRATION					
Water revenues less than anticipated.				(95,000)	(95,000)
Deficit due to PSAB consultant fees approved by Council.		(3,200)			(3,200)
Salaries and wages lower than budget due to full-time employee replaced with part-time employee.	5,000				5,000
Interest revenue on bank accounts lower than anticipated.				(23,000)	(23,000)
TOTAL VARIANCE FOR FINANCE -WATER RATE ADMINISTRATION	5,000	(3,200)	0	(118,000)	(116,200)
TOTAL VARIANCE FOR WATER RATE ADMINISTRATION	89,943	(114,822)	11,106	(123,479)	(137,252)



BROCKVILLE

CITY OF THE 1000 ISLANDS

Corporation of the City of Brockville Capital Variance Report For the period ending September 30, 2009

Project	Carry-Forward (from previous years)	2009 Budget	Current Project Balance	Projected Variance	Notes / Comments
Brockville AAC	118,083	45,000	117,594		Funding of \$47,525 committed for a lift at the Brockville Arts Centre, \$50,000 committed for an accessible playground structure and \$1,313 committed for BMAAC flags and certificates. An estimate of \$16,000 for the Memorial Centre stage been included in this years budget.
Building Maintenance	143,572	698,300	(276,869)		Tenders for roof repairs/replacements approx. \$125,000 under budget. Council approved report #2009-100-06 which redirects \$75,000 of this surplus to the HVAC replacement at the BAC.
Brockville History Book	(76,824)	0	(75,858)		Deficit to be offset by future book sales. Prices have been lowered to encourage sales.
Energy Retrofits / Powerblitz		800,000	(9,263)		Funding from the Federal Gas Tax Reserve Fund will be transferred to the project.
Fleet	116,024	1,179,865	(523,476)		The surplus from purchases made to date is \$153,520. Of this surplus, \$20,843 can only be used to fund transit vehicles. Funding from the Federal Gas Tax Reserve Fund and Fleet Reserve Fund must still be transferred to project.
General Engineering	(16,589)	-	(16,697)		Work is in progress. COMRIF funding has been obtained for this project.
General MC Lighting Upgrade	(4,271)	-	641	641	Project is complete.
Audio Logger	-	50,000	(652)		Funding from the Major Office Reserve Fund will be transferred after the final tax due date
Electronic Mail System Upgrade	-	40,000	(40,109)		Funding from the Major Office Reserve Fund will be transferred after the final tax due date
Corporate Systems Upgrade	189,152	315,397	(83,953)		Council Laptop: Purchasing and hardware preparation are complete, waiting for system setup on ICompass and training. Fire Console: Systems are being investigated with the partnering municipalities. ERP Phase 1: Project is on-going.
Vehicle Recognition Program	-	8,700	(7,444)		Funding from the Major Office Reserve Fund will be transferred after the final tax due date
Information Systems	24,617	141,500	(106,957)	(5,000)	Funds used to replace failed router/gateway creating small deficit. Funding from the Major Office Reserve Fund will be transferred after the final tax due date.
Land Sales	-	-	79,038		Funds received from the sale of land. Funds to be transferred to the Industrial Land Sites Reserve Fund.
Victoria Building Ceiling Repair	-	41,944	(22,435)	19,509	The project is complete. Funding from the Federal Gas Tax Reserve Fund will be transferred after the final tax due date.
2006 Minor Capital	5,986	-	3,864		The Telecom redundancy project on-going.



BROCKVILLE

CITY OF THE 1000 ISLANDS

Corporation of the City of Brockville Capital Variance Report For the period ending September 30, 2009

Project	Carry-Forward (from previous years)	2009 Budget	Current Project Balance	Projected Variance	Notes / Comments
2007 Minor Capital	12,877	-	8,643		The coin counting machine and portable photo id projects are still on-going.
2008 Minor Capital	16,772	-	16,880		The Court House Ave Fulford Fountain and Traffic control and cabinet projects are still on-going.
2009 Minor Capital	-	143,000	(65,389)	2,511	Training room project overspent by \$681.00. X-Pert loader software is \$749.00 overspent. Traffic camera project complete with a surplus of \$3,941.46. Crisys Intelli-loader implementation in final phase. Funding from the Reserve Funds and Finance Plan will be transferred after the final tax due date.
Assets of Life Equipment		16,562	(12,415)		Unit has been purchased.
Fire Hall Renovations	41,463	-	41,732		The project is currently on hold. Cost estimate for a generator is \$64,100.
Asphalt/Concrete Program	4,905	450,000	(312,291)	1,964	Reconstruction of concrete curbing & sidewalks awarded to W.J. Sherman and Sons. No surplus anticipated. Cold milling of asphalt awarded to Roto-Mill Services Ltd. with anticipated surplus of \$1,964. Funding from the Federal Gas Tax Reserve Fund and Finance Plan will be transferred after the final tax due date.
Bridge Inspection Services	-	20,000			Project to be undertaken later this year.
Brockville Transportation Planning Study	75,609	-	76,100		Project on-going. The study to be completed in conjunction with Official Plan update.
California Avenue	-	120,000	(964)		Contract awarded to Ken Miller Excavating in September 2009.
City Railway Crossing Improvements	42,994	-	43,273		Work completed. Final approval of invoices are pending confirmation from Transport Canada.
Fencing - CN Railways	5,660	-	5,631		Used continuously to make repairs to fences from vandalism.
Front Ave Reconstruction - Tracks to Park St	3,643	-	3,666	3,666	Work has been completed.
Investing in Ontario Act	6,126	-	6,126		Interest earned on subsidy funds. Funds to be used for the completion of projects in 2009.
Keefer Street Reconstruction	-	1,094,000	(793,392)	(130,000)	Water portion of project increased by \$56,700 while Wastewater portion decreased by \$60,000 and tax rate portion decreased by \$30,622.50, per report # 2009-065-05.
King St. West Reconstruction	20,547	1,836,500	(882,585)	527,136	Project received up to 2/3 funding from COMRIF. Surplus to help fund RinC projects (\$213,611) as well as any deficit in the Keefer St. reconstruction project.



BROCKVILLE

CITY OF THE 1000 ISLANDS

Corporation of the City of Brockville Capital Variance Report For the period ending September 30, 2009

Project	Carry-Forward (from previous years)	2009 Budget	Current Project Balance	Projected Variance	Notes / Comments
Lock Street Reconstruction	12,808	-	12,295		Work has been completed. Follow-up camera inspections to be completed in 2009 at a cost of approximately \$5,000.
North Cables Entrance		84,000	0		Property has been sold, therefore the project will not proceed.
Pedestrian Bridge Audit		10,000	0		Project to be completed in conjunction with the bridge inspection services later this year.
Public Engineering Services	26,966	-	16,396		On-going.
Pedale Avenue Realignment	202,432	-	203,746		Project is complete. Approximately \$33,000 of the surplus is to be used to fund traffic related 2009 Minor Capital projects.
Public Street Railway Crossing	3,138	-	165		
Roads & Bridges Funding	5,743	0	5,743		Interest earned on subsidy funds.
Energy Efficient Street Light Conversion	-	500,000	(2,615)		
Parking Meters	27,584	29,536	(6,858)		Estimated cost: \$38,000. Meters installed June 25/09. SDR recommendation for the installation of new parking meters will be completed by the end of Oct 2009.
Public Transportation Funds	2,015	-	2,015		Interest earned on subsidy funds. Funds to be used for the completion of projects in 2009.
Brick Street Construction	(19,631)	-	(28,596)		Project is complete. Deficit caused by issues with the back feed system. Report will be presented to Finance and Admin with suggestions on funding sources.
Brick Street Construction - William-Perth		325,000			Work is in progress.
Dehlorination Station Equipment	49,958	-	50,283		On-going. Engineering staff researching for a suitable solution.
Water Equipment	2,104	-	109		On-going.
Ferguson Drive - PRV Installation	-	60,000	(13,043)		Work in progress.
Laurier Ave - Cathodic Protection	36,121	0	36,356		On-going.
Mabel Street	37,497	-	37,968		Work is to be completed in conjunction with the King Street West project scheduled for 2009.



BROCKVILLE
CITY OF THE 1000 ISLANDS

Corporation of the City of Brockville
Capital Variance Report
For the period ending September 30, 2009

Project	Carry-Forward (from previous years)	2009 Budget	Current Project Balance	Projected Variance	Notes / Comments
Service Upgrades	45,914	-	41,891		Project is on-going.
Water Treatment Plant Work	522,022	320,000	86,495		Projects are on-going.
Expansion of the Zone 3 pressure area	6,415		6,457		Work is on-going.
Zone 3 pressure zone	33,995		33,995		Work is on-going.
Waste management study	22,996	10,000	20,098		Sufficient funds to cover carrying costs for several years.
Landfill Site Closure	232,952	-	220,990		Funds should be sufficient to cover all closure activities.
Grange Street Sewer Separation	-		(1,821)		Project has received 2/3 funding from the Infrastructure Stimulus Fund.
Jessie Street Sewer Separation	-		(1,875)		Project has received 2/3 funding from the Infrastructure Stimulus Fund.
Landfill Leachate Treatment System	70,569	-	71,027		Project is on-going.
Sewer Inflow/Infiltration Analysis	50,406	80,000	50,733		Work is in progress.
Stewart Blvd	77,941	-	78,447		Work is in progress.
Water Pollution Control Plant Equipment	385,316	418,500	176,980		Projects are on-going.
Water Pollution Control Plant Secondary Treatment Upgrade	2,544	13,365,000	(981,602)		Project is on-going.
Eliabethtown water distribution	12,679	-	12,761		
Development Charge Background Study		20,000	0		The need for a study will be reviewed at the November 2009 EDP committee meeting.
Official Plan Update	-	240,915	(79,836)		The project is on budget. No variance is anticipated at this time. Funding from the Federal Gas Tax Reserve Fund will be transferred after the final tax due date.



BROCKVILLE

CITY OF THE 1000 ISLANDS

Corporation of the City of Brockville Capital Variance Report For the period ending September 30, 2009

Project	Carry-Forward (from previous years)	2009 Budget	Current Project Balance	Projected Variance	Notes / Comments
Biding Canada Intake #2	-	425,000	(1,168)	-	Project involves improvements to the Brockville Memorial Centre, Ball diamonds and the purchase/rental of tents and bleachers for the 2010 Senior Games. Funding for this project is 1/3 federal, 1/3 provincial, 1/3 municipal.
Briarwood - Community Park	31,463	-	31,667		Some work completed. Staff is investigating status of discussions with developer.
Docking at the Marina	-	120,000	(7,861)		Work is in progress.
Leisure-Free Dog Park	1,432	11,432	(8,167)		\$5,000 from the Parkland Equipment Reserve Fund and a \$4,000 interest free loan from the Fiscal Policy reserve have not yet been transferred.
Electricity at Court House Green	-	33,000	642		Project is ongoing.
Project Encore	877,065	-	788,665		Grand Opening October 3, 2009.
Hockey System at Brockville Arts Centre	-	200,000	(255,075)	0	The cost of completing project is \$272,666. The required additional monies of \$75,000 will be funded from expected surplus from roof tenders in BMMP project. Funding from the Federal Gas Tax Reserve Fund will be transferred after the final tax due date.
Pedestrian Pathway Linkage	10,761		10,831		Funds being held for future phases of the pathway.
Islands Environmental Assessment	-	25,000	0		Project is ongoing.
Parkland Equipment Management Program	104,318	65,100	41,873	8,272	Project is ongoing.
Baller-Free Play Structure	-	130,000	(121,695)		Play structure has been installed. No surplus/deficit anticipated.
Riverside - Memorial Centre		650,685	(2,778)		Project has received 2/3 funding from the RinC program.
Riverside - Youth Arena		630,985	(7,884)		Project has received 2/3 funding from the RinC program.
Railway Tunnel - North Portal	87,923	250,000	(32,652)		Northside Historical Masonry Inc. was awarded the contract. Work is in progress.
Skatepark	(60,308)		(53,193)		Deficit will be slightly mitigated by receipt of committed fundraising dollars.



BROCKVILLE
CITY OF THE 1000 ISLANDS

Corporation of the City of Brockville
Capital Variance Report
For the period ending September 30, 2009

Project	Carry-Forward (from previous years)	2009 Budget	Current Project Balance	Projected Variance	Notes / Comments
St Lawrence Park - Parking		22,800	(18,608)	3,156	Surplus is estimated at \$3,156. Funding to be transferred from the Parking Reserve Fund after the final tax due date.
St Lawrence Park Design	16,842		16,951		Project is on-going.
Town of Brockville Tourism	192,382		193,631		
Waterfront Public Use Study	5,424	-	5,459		Project is on-going in conjunction with the Official Plan.
Water Street Park Development (Reynolds Park)	85,295		53,770		Work is in progress.
Brockville Subdivision	98,724		99,365		Funds received from developers.
Stormwater Management - Brockwoods	3,513		3,536		Funds received from developers.
Side walk contributions	49,537		49,859		Funds received from developers.
St Lawrence Lodge Redevelopment Project	178,362		179,520		Brockville's share of this project is 60.26%.
	4,263,562	25,027,721	(1,812,170)	431,855	

OCTOBER 16, 2009

REPORT TO FINANCE & ADMINISTRATION – OCTOBER 20, 2009

**2009-174-10
2009 WORK PLAN
QUARTERLY REPORT**

**BOB CASSELMAN
CITY MANAGER**

RECOMMENDATION

THAT report 2009-174-10, 2009 Work Plan Quarterly Report, be received for information purposes.

PURPOSE

This report covers the period July – September 30, 2009. The purpose of the report is to keep Council and the public current with performance and operational challenges associated with the 2009 Work Plan.

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. WPCC Secondary Treatment Plant
 - Federal / Provincial Contribution Agreements completed
 - Contract Advertisement – October 29th, Contract Close – November 19th, Tender Award – December 15th
2. ERP System
 - request for proposal process completed, contract awarded
 - service purchased
 - internal training of staff completed for G/L, A/P, AR, Payroll
 - initial conversion plan completed, to be implemented in second/third quarters
 - system “live” for GL/AP – October 1, 2009
 - “live” for Payroll – November 1, 2009

3. Official Plan

- Phase One Public Workshops completed (Kick-off / Economic Development / Downtown & Waterfront
- Growth Management Analysis completed
- Foundation Report completed/adopted by Council
- Public Open House – September 9th to introduce draft documents:
 - Land Use and Growth Management Strategy
 - Economic Development Strategy
 - Downtown and Waterfront Master Plan and Urban Design Strategy
 - Integrated Community Sustainability Discussion Paper
 - Further Workshops Scheduled for October/November

4. Service Delivery Reviews/Corporate Reorganization

- To be presented to Council in October/November

5. 2009 Budget

- analysis of Federal / Provincial Stimulus package
- BCF 2010 Canada 55+ Senior Games - \$425,000
- Stimulus Program (sewer separation) - \$1.5 million
- RINC funding - \$1.3 million (Memorial Centre / Youth Arena)
- Project Management/Implementation Commencement – Fourth Quarter

6. Maritime Discovery Centre

- Build Canada Grant application submitted and approved for \$11.7 million from the Federal and Provincial Governments
- Contribution Agreement review completed

FINANCIAL IMPLICATIONS

None at this time.

CONCLUSION

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

A handwritten signature in black ink, appearing to be 'B. Casselman', written over a horizontal line.

B. Casselman, City Manager

2009 DEPARTMENTAL GOALS/OBJECTIVES

1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Comments/Barriers
Economic Development Corporate Objectives				
1. Continue on advisory function with City Manager on design & implementation of a corporate strategic plan encompassing the priorities of Council	Project completed & approved by Council May 11/09	Utilizing Corporate Plan quotes & performance targets in government applications & Council reports		
2. Upon completion of corporate directions, continue refinement of a new economic development strategy providing direction for economic vitality identified in the Eastern Ont. Strategic report & related documents	Coordination / facilitation of assemblation of date for 2 workshops completed in March & May. Working closely with	Consultant has confirmed champions for strategy sector & near completion of Council/Mayor interviews Strategy presentation for October 22nd.		
3. As ex-officio of MDC provide assistance & communications to the project manager. Continue coordination of the research necessary for the Centre's operations & advisory direction on communication.	consultant on next steps. Target for completion in Aug-09	Attending more MDC Board Meetings due to critical issues and time points.		
4. Provide City representation to Brockville Mental Health Steering Committee towards realizing stability & sustainability for this important institution & to complete results based Management & Accountability Framework on same.	Coordinated the submission for \$12M funding under Canada Build program. Successfully secured funding	No current activity. Mayor represented City at recent public meeting.		
5. Assist Director of Operations on the sewer capacity issues as well as provide necessary linkage with industrial sector.	Participated in 2 focus groups during 1st Qtr with County & Community stakeholders	Abbott Labs capital improvements near completion reference to sewer capacity issues.		

2009 DEPARTMENTAL GOALS/OBJECTIVES

1st Qtr.		2nd Qtr.	3rd Qtr.	4th Qtr.	Comments/Barriers
Economic Development Department Objectives					
1. Work with City Manager on development & implementation of the service review of Economic Development & Tourism	Compl. SDR & presented to Council with ratification on all recommendations	65% of SDR recommendations are either completed or have initiated implementation.	Still awaiting completion of Econ. Dev. Strategy Plan in order to execute remaining Service Delivery Review recommendations.		
	Three meetings in 1st Qtr with Sport Tourism Comm.	Meeting at call of Chair of Sports Tourism Committee	Schedule facilitation mtg. for late October to engage accommodation sector.		
3. Ensure high standard on the operations of Leeds & Grenville Small Business Enterprise Centre. Achieve annual performance targets & expand outreach programming on business retention.	Continuing to meet all small business/entrepreneurship targets & workshop participation	Deliverables for Entrepreneur Centre on target.	On target with performance targets for entrepreneurship contact, outputs		
	Research ongoing with database management of community statistics	Research and data management ongoing	50% complete. Use of intern to reach completion by December 2008.		
5. Ensure all marketing and communication materials are updated inclusive of website	See comments/barriers section for update	Targeted for 3rd Quarter implementation	Completed		
	Budgetary surpluses in most accounts at this point in time	Continue with budgetary surpluses in all accounts.	Budget forecast to be within budget limited by end of December 2009		
6 Monitor & provide appropriate reporting on department revenues & budgets, making necessary adjustment & ensuring controls.					

2009 DEPARTMENT GOALS/OBJECTIVES

Economic Development					Comments/Barriers
Department Objectives (cont'd.)	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
7. Ensure execution of Corporate aftercare initiative to assist existing corporations on export readiness, expansion & retention needs & financial assistance.	Completed 10 Corporate call visits & facilitated coordination with Upper Tier Gov'ts.	Major thrust for corporate calls targeted for 3rd & 4th Quarters to major EODF	Awaiting two grant announcements for earlier assistance on manufacturing expansion applications.		
8. Assist City Manager in development & implementation of Corporate Organizational Plan.	No specific action pending outcomes of other base documents	Same as in previous report.	Ongoing		No specific action pending outcome of other based documents
9. Prepare new performance targets for economic development with applicable benchmarks following ratification of economic development strategy by Council.	Waiting outcomes of economic strategy to establish new development bench marks & Perf. Meas.	Same as in previous quarter	Delayed until Strategy Release		Waiting outcome of economic strategy to establish new development benchmarks & performance measures.
10. Implement an Immigration Settlement Plan for Brockville & area & commence development of immigrant investment attraction plan.	Successful immigration work-shop with 60 delegates from across Canada in April @ Wedgewood	Completed 2nd major workshop with over 50 area immigrants participating. Very positive feedback & good exposure in area on this project	Likelihood of funding resource announcement in forth quarter. Intern for immigration secured for 6 months starting in November.		Three applications for funding have been submitted with a collaborative with United Way completed in 2nd Quarter

2009 DEPARTMENTAL GOALS/OBJECTIVES

H.R.	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Comments/Barriers
1. Renegotiate/Negotiate 4 collective agreements in 2009 within Corporate framework	Commenced in May-09	CUPE-115 Compl. (Outside) CUPE-115 (Inside) July 20/09	No Action		City initiated request to resume negotiations
2. Negotiate benefit renewals leverage LAS Plan to reduce/control costs	Complete LAS declined to quote				
3. Implement SDR recommendations applicable to 2009	75% Complete	To use Intern on Master Plan			Other projects (Encore, ERP, Laptops) have engaged MIS staff
4. Develop/amend policies that are dates or required, ie cell phones	Cell Phone Procedure Complete				
5. Investigate wellness initiatives in an effort to reduce rate of absenteeism by 1 shift/employee/year	Working with JHSC	CUPE-115 contract language to address	Successful in negotiations ongoing		
6. Evaluate results of 2008 Employee Recognition Program with initial focus group	Meet in June	Complete (Program good)			
7. Implement new photo I.D. program	95% Complete	Complete but replacement ongoing			
8. Assist City Manager & Dept. Heads in organizational review	Not initiated	Met with Conal Cosgrove & Sandi Seale Ongoing	Ongoing awaiting draft report submitted HR plan		

2009 DEPARTMENTAL GOALS/OBJECTIVES

H.R.		1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Comments/Barriers
9. Assist with implementation of new Enterprise Resource Program (ERP)		June 1009 Implementation MIS Training Done	H.R. Training July 14/15, 2009	Ongoing		
	10. Conduct bi-annual compensation survey as per Policy # 108	Fall of 2009	Fall of 2009 Analyzing 2008 data	No Change		
	11. Continue collaborative efforts to find alternate sources of funding Schedule 2 WSIB costs	Appealing LOE for 2 claims	Waiting decision (1/2 yr. process)	No Change		
	12. Process 4 outstanding grievances	3 Resolved 1 to Arbitration	Firefighter arbitration July 22/09	Firefighter Arbitration Oct. 21/09		

2009 DEPARTMENTAL GOALS/OBJECTIVES

Finance Department Corporate Objectives	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Comments/Barriers
Review of annual budget process including the phased incorporation of business plans.	<ul style="list-style-type: none"> ongoing process business plan development has been slow 	<ul style="list-style-type: none"> ongoing process business plan development has been slow 	<ul style="list-style-type: none"> ongoing process business plan development has been slow 		
Development, implementation, monitoring of annual city budget.	<ul style="list-style-type: none"> presentations to Council completed; awaiting final JSC budget to have 2009 budget approved by Council 	<ul style="list-style-type: none"> 2009 budget approved by Council initial variance report being prepared for July F&A meeting 	<ul style="list-style-type: none"> 2009 budget approved by Council 2nd variance report being prepared for Oct F&A meeting 2010 budget guidelines approved by Council staff has commenced work on 2010 budget 		
Completion of annual year-end statements, MPMP, FIR, Annual reports pursuant to the <i>Municipal</i> requirements.	<ul style="list-style-type: none"> staff are working on completing 2008 year end requirements 	<ul style="list-style-type: none"> staff have completed financial statements, ARL Report + Development charge report FIR / MPMP to be completed in 3rd quarter 	<ul style="list-style-type: none"> staff have completed financial statements; ARL Report; Development charge report; and FIR/MPMP 		
Assist in the development of Community Improvement Plan including Brownfield Tax incentives for environmental remediation.	<ul style="list-style-type: none"> ongoing 	<ul style="list-style-type: none"> ongoing 	<ul style="list-style-type: none"> ongoing 		
Ten year Capital Plan	<ul style="list-style-type: none"> ongoing process 	<ul style="list-style-type: none"> ongoing process 	<ul style="list-style-type: none"> ongoing process 		
Identification & development of Corporate Strategy relating to AB requirements.	<ul style="list-style-type: none"> developing policies project delayed until new ERP system decided upon 	<ul style="list-style-type: none"> tangible capital asset policies have been approved by Council 	<ul style="list-style-type: none"> tangible capital asset policies have been approved by Council 		

2009 DEPARTMENTAL GOALS/OBJECTIVES

Finance Department	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Comments/Barriers
Corporate Financial Policy view of following: Investment Strategy Cash Flow Analysis		•consultant continues to work on inventory	• consultant continues to work on inventory • to be completed in conjunction with Municipal Management Intern's workplan while with the Finance department -- next February		
Commence implementation of new Financial System.	• Council approval received Feb • completed contractual paperwork	•initial training completed for GL/AP/AR •new G/L structure determined •anticipate to go "live" in 3rd quarter with some modules	• LIVE date for GL and AP is October 1st! • Vadim payroll training end of September, WT training early in October, anticipate payroll go live in Oct/Nov • pre-implementation meetings for taxation and cash receipts		
Development Charges Study / -Law		•Council decision to not complete DC study at this time and to review again in Nov	•Council decision to not complete DC study at this time and to review again in Nov		

2009 DEPARTMENT GOALS/OBJECTIVES				
PLANNING	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.
				COMMENTS/BARRIERS
Corporate Objectives				
Official Plan – Implementation of comprehensive work plan to update Official Plan including Urban Design Guidelines, Waterfront Public use Strategy, Growth Management Plan, and Economic Development Strategy	Extensive data gathering completed by staff for use as background by consultants. Public Workshops held Feb. 26 (Community Kick-off), Mar. 3 (Economic Development Mission) & Mar. 4 (Downtown & Waterfront)	<p>Foundation Report completed and endorsed by Council June 2009. Report includes the following elements:</p> <ul style="list-style-type: none"> - Growth Assessment 2006 to 2031 - Servicing Assessment Overview - Transportation Assessment Overview - Downtown and Waterfront Framework of Issues and Recommendations - Sustainability <p>Recommendations to feed into Integrated Community Sustainability Strategy (new deliverable added by consultants)</p> <ul style="list-style-type: none"> - Economic Development Strategy Overview <p>Public engagement throughout this quarter included Economic Development Stakeholder Focus Group and Public Open House #1 (May)</p> <p>Data gathering by staff for Phase 2 deliverables ongoing</p>	<p>Four draft documents prepared by the consultants were released for review and comment:</p> <ol style="list-style-type: none"> 1. Land Use and Growth Management Strategy. 2. Economic Development Strategy. 3. Downtown and Waterfront Master Plan and Urban Design Strategy. 4. Integrated Community Sustainability Discussion Paper. <p>A Public Open House was held Sept. 9/09 to introduce the documents. Public comment being solicited. Telephone interviews with Councillors were conducted on the Economic Development Strategy. Further workshops on these documents are planned for late Oct./early Nov.</p>	
Brownfields Community Improvement Plan – Agreements on case by case basis	Master Brownfields Redevelopment Agreement prepared.	Draft Agreements for Downtown West Condos, the Moorings, 590 King St.	Draft agreement provided to new property interest for the Moorings project.	

2009 DEPARTMENT GOALS/OBJECTIVES				
PLANNING	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.
				COMMENTS/BARRIERS
<p>Downtown Community Improvement Plan</p> <ul style="list-style-type: none"> • Implementation Agreements/Strategy/Annual Reporting • Ongoing interaction with DBIA/Director of Economic Development to reduce vacancy rate 	<p>TIERR Grant Agreements for six eligible projects sent to owners. Execution and implementation imminent. Significant efforts expended with Ec. Dev. Director to solidify redevelopment plan by investor for former Liquidation World property failed at hands of property owner.</p>	<p>W. being prepared.</p> <p>Administration of existing TIERR Grant Agreements ongoing.</p>	<p>Dialogue ongoing on finalization of agreement and recommencement of remediation efforts. Draft agreement for 550 King St. W. prepared for review by developer.</p> <p>Administration of existing TIERR Grant Agreements ongoing. New applications received for 250 King St. W., 61 Buell St. and 24 Perth St.</p>	
<p>Planning Review / Site Plan Approval</p> <ul style="list-style-type: none"> • Tall Ships Landing • CPHC Project 	<p>Site plan submission for TSL pending developer's redesign of condo units to better respond to market conditions. CPHC project development team has selected Parkdale Ave. site and retained architect, planner, to complete development concept and file applications for Official Plan and Zoning By-law amendments.</p>	<p><u>Site Plan Approvals:</u></p> <ul style="list-style-type: none"> - Rexall (Wm. and Pearl Sts.) - TSL (10 Broad St.) - R. Dyzak (328 Park St.) - 882604 Ont. Ltd./Guy Samure (Waltham Rd.) <p><u>Planning Review:</u></p> <ul style="list-style-type: none"> - CPHC OP and Zoning Amendments (Parkdale Ave.) - Garden World Zoning Amendment (Stewart Blvd.) <p><u>Preconsultation:</u></p> <ul style="list-style-type: none"> - 4 Schofield Ave. - Oxford Ave. - Liston Ave. 	<p><u>Site Plan Approvals:</u></p> <ul style="list-style-type: none"> -TSL -Waltham Road (plaza) -Liston Ave (4 unit Townhouse project) <u>Site Plans In Progress</u> -Liston Ave (48 unit Townhouse project) <u>Planning Review</u> -4 Schofield Ave. (Official Plan and Zoning Amendments) -271 Perth St. (Zoning Amendment) -Wall St. Village (preconsultation on Zoning Amendment) 	

2009 DEPARTMENT GOALS/OBJECTIVES				
PLANNING	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.
COMMENTS/BARRIERS				
5. Facilitation of planning approvals required for redevelopment of JUNC lands including Brownfields Redevelopment Agreement.	Draft of Brownfields Agreement for former Phillips Cables site prepared and shared with developer.	Continuing discussions with owner respecting site remediation options and concept plan/phasing for redevelopment.	Continuing discussions with owner respecting site remediation options and concept plan/phasing for redevelopment.	
<ul style="list-style-type: none"> In association with the Director of Economic Development, create a Community Improvement Plan and incentive programs associated therewith targeted at new industrial opportunities in the business parks and expansion of existing industrial enterprises throughout the City 	Pre-consultation commenced with Ministry of Municipal Affairs & Housing, including meeting with Regional Director. MMAH opinion on City submission for introduction of CIP to cover Greenfield industrial development pending review of authority under Sec. 28 of Planning Act.	MMAH opinion received. CIP for Greenfield development would be inconsistent with Sec. 28 of Planning Act.	No further activity on this objective, given MMAH opinion.	
Department Objectives				
Assist City Manager in completion/implementation of department SDR and Corporate Reorganizational Plan.	Pending.	Pending	Underway	
Completion of staff performance reviews.	Pending	Pending	Pending	
Preparation/monitoring of 2009 Budget.	2009 Budget preparation complete. Implementation of 2009 building/plumbing fees delayed to provide for public consultation.	Public meeting on 2009 building fees introduced proposal by residential builders for new home stimulus program. Matching funding request	Variance reporting to end of Q3 completed. Monitoring of fee and development charge holiday underway.	

2009 DEPARTMENT GOALS/OBJECTIVES				
PLANNING	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.
				COMMENTS/BARRIERS
I. Staff to be proactive with respect to By-law Enforcement, especially in areas of historical concern (Property Standards and Signage).		found to be contrary to Municipal. Act. Proposed fee by-law revised to set fees for new residential construction at \$0 until June 2010, along with development charge holiday.		
	All Property Standards complaints being acted upon as received, including hiring of contractors to give effect to Orders to Comply. Summer student to be hired in Q2 will provide staffing to enhance sign by-law enforcement.	Summer student hired to assist with Property Standards and sign bylaw enforcement.	Summer student assisted Inspection Division with approx. 50 Property Standards cases and 42 Sign By-law violations.	
i. Bill 124 BRAGG – training requirements for Building Code compliance.	Ongoing training for Inspection Officer.	Inspection Officer has successfully obtained qualifications as inspector for residential construction and plumbing	No training available throughout this quarter.	
Subdivision file closure and assumption.	Progress is being made on older inactive files, as reported to EDP and Council in May.	Report to Council requesting authorization to close out complete subdivisions was endorsed. Work progressing on older subdivisions.	File review and assumption by-law preparation underway.	
Short wording of by-laws to facilitate enforcement <ul style="list-style-type: none"> • Building By-law • Sign By-law 	Commenced in Q1 with assistance of Clerk's office.	Involved with Clerk's office to produce recommendations to EDP for Sign By-law amendments to facilitate short wording approval.	Recommendations to EDP Committee and Council on Short Wording of Sign By-law.	
Update of Swimming Pool By-law	Draft being prepared for	Draft being reviewed.	No activity this quarter.	

2009 DEPARTMENT GOALS/OBJECTIVES				
PLANNING	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.
				COMMENTS/BARRIERS
	internal review.			

2009 DEPARTMENTAL GOALS/OBJECTIVES

Clerks Dept.		1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Comments/Barriers
Department Objectives						
1. Completion of staff performance reviews		Continuous process	Continuous process	Continuous process		
2. 2009 budget monitoring		Continuous process	Continuous process	Continuous process		
3. 2010 budget preparation						
4. Assist City Manager in implementation of departmental SDR		Ongoing	Ongoing	Ongoing		Parking master plan to be completed by year-end
5. Centralize records management - re: leases/agreements/City owned property		Testing existing system (iCompass) to determine suitability		Reviewing and meeting with vendors for demonstration		
6. Assist City Manager with development & implementation of Corporate Reorganizational Plan		Ongoing	Scheduled for 3rd quarter			

2009 DEPARTMENTAL GOALS/OBJECTIVES

Clerks Dept.	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Comments/Barriers
	Ongoing	Ongoing	Report presented at F&A re Council composition		Staff preparing a report for Council/Comm in Sept regarding composition of Council.
1. Assist Governance Committee with procedural by-law review/ automation of Council procedures/activities					
2. Review & update corporate by-laws	1st Draft compl. Being reviewed by staff				
(a) licensing	Ditto	draft submitted to MAG for comment	awaiting comments from MAG		Report to F & A in Nov
(b) parking					
(c) animal control	1st draft underway				
3. Review & amend fines for the following by-laws:					
(a) building & sanitary sewers					
(b) heating					
(c) noise					
(e) signage	Drafted/under review	Report to EDP to amend sign by-law; deferred to August mtg by Committee	Report to EDP in October		Progress will be slow due to staffing levels and workloads of Clerk & Planning Departments
(f) swimming pools & fencing					
(g) waste collection & disposal					
(h) care & use of streets					
(i) traffic					

2009 DEPARTMENTAL GOALS/OBJECTIVES

Operations Department	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Comments/Barriers
Corporate Objectives					
1. WPCC Secondary Treatment - completion of CSIF contribution agreement project design / tendering/ construction commencement	Federal/provincial funding agreements completed. Design 90% complete.	Contract 1 bids received on June 10 and are being evaluated.	New contract bids will be due Nov. 19		
2. Wastewater System Capacity - ongoing implementation of corrective actions pursuant to report # 2007-144-08	Keefer/King sewer operation projects ready for tender.	Keefer St. project currently under construction. King St. construction to start July 20.	Keefer St./King St. projects nearing completion. Leachate treatment feasibility analysis underway.		
3. Technical support to review development proposals/ implementation of Brownfield projects (Junic)					
4. 2009 Operations Department Capital Projects.	Ongoing	Ongoing	Ongoing		
5. RFP - Para Transit contract	On schedule Scheduled for 2nd quarter	On schedule RFP to be issued by early August	On schedule Proposals to be submitted by Oct. 26		
6. Complete/implement drinking water quality management system	On schedule for May adoption and implementation	Adopted by Council June 23. Implementation in July/August	Internal audit completed. Submitted for MOE approval prior to Oct. 1 deadline.		
7. Complete/implement asset inventory of PSAB/Asset Management Program in conjunction with Finance Department	Ongoing	Ongoing	Ongoing		

8. Develop long term operational plan for waste collection, disposal, recycling (RFP)	Scheduled for 3rd/4th quarter	Scheduled for 3rd/4th quarter	Council approved preparation of sustainable waste management plan	
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2009 DEPARTMENTAL GOALS/OBJECTIVES

	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Comments/Barriers
Corporate Objectives (cont'd.)					
9. Participate in renegotiation CUPE Contracts.	Assisted Director of HR in preparation for negotiations	Negotiations completed and contract ratified.	Complete.		
10. Participate in Official Plan review as a member of the Technical Steering Committee	Ongoing	Ongoing	Ongoing		
Department Objectives					
Assist City Manager in completion of:					
1. Service Delivery Review for Operations Dept. (water/sewer, public works)	Scheduled for 2nd/3rd quarter	Scheduled for 3rd quarter	Draft completed. Final version to Council in Oct.		
2. Performance Reviews on Supervisory Staff	Scheduled for 2nd/3rd quarter	Scheduled for 3rd quarter	Complete		
3. Implementation/monitoring of 2009 budget	Ongoing	Ongoing	Ongoing		
4. Preparations for 2010 budget	Start 2nd quarter	Start 3rd quarter	Ongoing		
5. Corporate Reorganization	Scheduled for 2nd/3rd quarter	Scheduled for 3rd quarter	Scheduled for 4th quarter		

2009 DEPARTMENTAL GOALS/OBJECTIVES

Parks & Recreation <u>Corporate Objectives</u>	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Comments/Barriers
1. Completion & implementation of Service Delivery Review	ratified by Council implementation ongoing	Ratified by Council Implementation ongoing	Ratified by Council Implementation ongoing		
2. Coordinate project management of "Project Encore"	on-going	Ongoing	95 % complete		
3. Assist Director of Planning on the project management of Official Plan update as Technical Steering Committee member	on-going	Ongoing	Ongoing		
4. Fundraising complete - Skateboard Park	Ongoing	Ongoing	Ongoing		
	not complete	Not complete	not complete		
5. Assist Director of Finance with Tangible Capital Asset Program	on-going	Ongoing	Ongoing		
6. Assist Director of Finance with update of Ten Year Capital Program resulting from Building Audit Program.	on-going	Ongoing	on hold due to staff shortages		
7. Project Management of Hardy Park Play Structure		95% Complete	complete		

2009 DEPARTMENTAL GOALS/OBJECTIVES

Parks & Recreation Corporate Objectives (contd.)	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Comments/Barriers
8. Complete Risk Assessment Boardwalk Design of Reynolds Park	on-going	Ongoing	Ongoing - spearheaded by Engineering		
<u>Department Objectives</u>					
1. Development/monitoring of 2009 budget	on-going	Ongoing	Ongoing		
2. Development of 2010 budget	not yet initiated	No yet initiated	in progress		
3. Completion of staff performance reviews pursuant to corporate policy	not yet initiated	No yet initiated	on hold due to staff shortages		
4. Assist City Manager in development/implementation of Corporate Reorganization Plan	not yet initiated	Initiated	initiated		

2009 DEPARTMENTAL GOALS/OBJECTIVES

Fire Dept.	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Comments/Barriers
Corporate Objectives 1. Maintain compliance with Emergency Management & Civil Protection Act.	SMT has been asked to update contact info. Mandatory training of the community control group & required emergency table top exercises to be arranged subject to availability of EMO staff Working on draft by-law	Arrange prior to end of summer vacation for students @ St. John Bosco School	Mandatory training and exercise to maintain compliance with the Emergency Management and Civil Protection Act has been scheduled for Nov. 20/09		Necessary training and exercise for Community Control Group is to be arranged prior to end of summer vacation for students at St. John Bosco School site for the back-up Emergency Operations Centre
2. Revamp Establishing & Regulating By-Law to reflect the level of service that Council deems necessary after Service Delivery Review		Work in progress Nearing completion	Work in progress.		
3. Submit Fireworks By-Law to Council for discussion and approval	Working on draft by-law	Work in progress Nearing completion	Work in progress Nearing completion		
Department Objectives 1. Implementation of Service Delivery Review recommendations	On-going	Work in progress awaiting arrival of newly hired intern	Work in progress Will not be completed until 2010		
2. Continue work & development of RFP for replacement of Centracom Control Unit	Continue work with UCLG to ensure system is compatible with communication tower system	Work in progress	Work in progress with an installation date scheduled for Jun-10		Working with consultant hired by UCLG
3. Continuation of Home Inspection Program	On-going - firefighting crews have completed program	Work in progress	2009 program has concluded. Report to follow		
4. Negotiation of an Agreement with Fire Depts. in Leeds & Greenville to provide remote access to Crisys System used in Fire Dispatch	Elizabethtown, Augusta, Prescott & North Greenville (Kempville) are enrolled in the program.	Work in progress	Elizabethtown, Augusta, Prescott, and North Greenville (Kempville) have remote access and have received training.		Five departments have expressed interest - training is being arranged through MIS

2009 DEPARTMENTAL GOALS/OBJECTIVES

Fire Dept. <u>Department Objectives</u> (continued)	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Comments/Barriers
5. Continuation of Company Officer's program through the Ontario Fire College	On-going subject to availability of Ontario Fire College courses and manpower availability.	Ongoing	Ongoing		
6. Haz-mat Training Program Update	Awaiting the replacement of the retiring Training Officer	No action	No Action - New Training Officer will develop and deliver in 2010		Training Officer has been off due to health reasons. Also, he has retired effective June 30, 2009
7. Update all response crew members on High-Rise Training	Awaiting the replacement of the retiring Training Officer	No action	No Action - New Training Officer will develop and deliver in 2010		Training Officer has been off due to health reasons. Also he has retired effective June 30, 2009