



## Finance, Administration and Operations Committee

Tuesday, January 21, 2014, 4:15 pm  
City Hall, Council Chambers

### Committee Members

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

### Areas of Responsibility:

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

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

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

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## ***AGENDA***

### **DISCLOSURE OF INTEREST**

### **DELEGATION(S) AND PRESENTATION(S)**

Nil.

### **CORRESPONDENCE**

Nil.

### **STAFF REPORTS**

4 - 18

1. 2014-005-01  
Water and Wastewater Systems Quarterly Report  
(Oct-Dec 2013)

*THAT Report 2014-005-01 Water & Wastewater Systems Quarterly Report  
(Oct. - Dec. 2013) be received for information purposes.*

- 19 - 21      2.      2014-007-01  
Asset Management Plan

*THAT Council approve the City of Brockville Asset Management Plan and that it be used when taking into consideration key asset management and financial planning; and*

*THAT Council adopt an Asset Management Policy Statement as outlined in the City of Brockville Asset Management Plan - Appendix A; and*

*THAT the Asset Management Strategies be updated from time to time in accordance with changes to best management practices, technology, financial constraints and the outcome of asset condition assessments.*

- 22 - 24      3.      2014-008-01  
Appointment of Auditor

*THAT the City of Brockville appoint the firm of Collins Barrow SEO LLP as the auditors for the City and the local boards for the fiscal years 2013 and 2014, with the possibility of extending the appointment for an additional three years. The charge for the 2013 fiscal year end audit would be \$29,900 (a net cost of \$30,426.26); and*

*THAT the necessary by-law be enacted.*

- 25 - 66      4.      2014-006-01  
2013 Departmental Work Plan 4th Quarter

*THAT Council approve the 2013 Departmental Work Plans Fourth Quarter Report as outlined in Schedule 1, Report 2014-006-01.*

5.      2014-009-01  
2013 Final Interim Variance Report

*This report will be distributed under separate cover.*

**NEW BUSINESS**

Nil.

**FAO - CONSENT AGENDA**

**ADJOURNMENT**

*THAT the Finance, Administration and Operations Committee adjourn its meeting until the next regular meeting scheduled for February 18, 2014.*

**January 13, 2014**

**REPORT TO FINANCE, ADMINISTRATION, OPERATIONS COMMITTEE –  
JANUARY 21, 2014**

**2014-005-01  
WATER & WASTEWATER  
SYSTEMS QUARTERLY REPORT  
(OCT. – DEC. 2013)**

**PETER RAABE, P. ENG.  
DIRECTOR OF ENVIRONMENTAL SERVICES  
ED MALCOMSON  
SUPERVISOR - WASTEWATER SYSTEMS  
DON RICHARDS  
SUPERVISOR - WATER SYSTEMS**

**RECOMMENDED**

THAT Report 2014-005-01 Water & Wastewater Systems Quarterly Report (Oct. – Dec. 2013) be received for information purposes.

**PURPOSE**

This report covers the months of October, November and December 2013. The intent of the report is to keep the Committee, Council, and the public current with performance and major operational aspects of the Water Treatment Plant, Water Distribution System, Water Pollution Control Centre (wastewater treatment system), and Wastewater Collection System, including any notable highlights, MOE inspections and adverse conditions.

**BACKGROUND**

This report is submitted quarterly, and represents the fourth quarter of 2013.

**ANALYSIS/OPTIONS**

**A. WATER TREATMENT PLANT AND WATER DISTRIBUTION SYSTEM**

The City continues to be in compliance with the Water Treatment Plant's Municipal Drinking Water Licence and Drinking Water Works Permit, in addition to the Ontario Safe Drinking Water Act and Regulations. Please refer to Attachment #1 – Brockville Drinking Water System Performance Assessment Report to review the treatment and bacteriological sampling results.

Adverse Water Quality Incidents:

No adverse water quality incidents to report.

Other:

**Items of Note:**

1. Main Treatment Plant

- Problem with High Lift pump #1 discharge check valve. Unit removed from service, repaired and reinstalled.
- Installation of new wastewater transfer pump completed (2013 Capital).
- Pre-chlorine analyzer failure – new unit ordered and placed in service.
- Post-filter chlorine solution line leaking – temporary repair made and new redundant line scheduled for installation in January 2014.
- Installation and programming of SCADA Historian server and software completed.
- Reservoir chlorine analyzer failure – new unit ordered and placed in service.
- Floc water sample pump failure – new pump purchased and placed in service.
- Problems with bulk chemical storage tank level transmitter – unit repaired and recalibrated.
- Chlorine analyzer and network UPS failures, units replaced.
- Power surge damaged UV reactor #1 CPU – new unit ordered.

2. Booster Stations & Parkedale Reservoir:

- No items to report.

3. Filters:

- Additional granular activated carbon filter media added to filters #1 & #2.

4. Overhead Tank:

- No items to report.

5. Low Lift Pump Station:

- Diesel engine exhaust leak repaired.
- Annual maintenance completed on portable standby generator.

6. Drinking Water Quality Management System:

- DWQMS Management Review meeting held on Nov 29<sup>th</sup>, 2013 with City of Brockville and Elizabethtown-Kitley (see Attachment #2).

7. MOE Inspections:

- MOE inspection was conducted on October 30<sup>th</sup>, 2013 on the Brockville Drinking Water System and the Elizabethtown-Kitley Distribution System. No non-compliance actions or best management recommendations issued, 100% compliance inspection rating achieved for both systems.

#### 8. Regulatory Sampling

- All regulatory weekly bacti sampling for Brockville and Elizabethtown-Kitley completed.
- All regulatory quarterly sampling for THM's Nitrate, Nitrite for Brockville and Elizabethtown-Kitley completed.
- Regulatory lead sampling completed – relief application resubmitted to MOE, relief from lead sampling granted. New Municipal Drinking Water Licence issued.

#### 9. Trunk Water Distribution:

- Transmission main condition assessment report received.
  - Highlights of leak detection:
    - No leaks or points of interest were identified.
  - Highlights of pipe integrity test (PIT):
    - Sections of feedermain in poor condition – future capital planning to include annual contributions to fund redundant line. The 10 year capital plan was revised to a 30 year plan to identify and fund long term asset management funding.

#### 10. Elizabethtown-Kitley Distribution:

- Hydrant inspection and system flushing completed.
- New flow meter installed in Country Club meter chamber.

#### 11. Local Water Distribution:

- Water Main Breaks:
  - Oct. 2013 - No breaks to report
  - Nov. 2013 - No breaks to report
  - Dec. 2013 - Brookview Crescent 150 mm CI Shear
  - Parkedale Avenue 300 mm CI Shear
- Flushing Program:
  - Flushing program completed.
- Service Repairs / Replacement:
  - New service connections tapped – King Street West
- Valve / Hydrant Inspection / Leak Detection:
  - Hydrant rebuild program – 26 Hydrants refurbished.
  - Hydrant inspection program completed.
  - Brock Street hydrant damaged by contractor – hydrant repaired
- Capital Projects WD:
  - Tunnel Ave watermain replacement project completed
  - Byng Ave watermain replacement project completed.

## B. WASTEWATER TREATMENT PLANT AND COLLECTION SYSTEM

The plant is currently meeting or exceeding all MOE effluent discharge requirements and the fourth quarter Effluent Acute Toxicity test was completed with zero (0) mortality.

Please refer to Attachment #3 – Brockville WPCC Sewage Plant Performance Assessment Report for all Operational Data for the quarter.

### Items of Note:

#### 1. Main Plant:

- Primary Clarifiers #3 and #4 are currently not in use (on standby).
- Secondary Clarifier #2 is currently not in use (on standby).
- New Boiler #505 is in service but we are still experiencing start-up issues.
- 2013 4<sup>TH</sup> Quarter Federal Wastewater Systems Effluent Regulations (WSER) Report has been submitted to Environment Canada.
- To date we have seven (7) contractors registered to use the septage receiving facility.
- December 9<sup>th</sup>, 2013 we had a Ministry of Labour Inspection. Ten (10) deficiencies were noted and addressed.
- December 2013 approval received from TSSA for the fuel system.
- Outfall pipe repairs completed.
- WPCC Arc Flash Audit completed.
- Staff are currently experimenting with a different digester sludge feed process to aid in the control of digester foaming issues. This new process may also reduce polymer usage.

#### 2. Main Pumping Station:

- Wet well was cleaned on October 22<sup>nd</sup>, 2013.

#### 3. Pumping Stations:

- WPCC staff responded to seventeen (17) mechanical/SCADA/communication issues. No issues to report.

#### 4. Power Outages:

- There were two power outages: November 26<sup>th</sup> at West End, Oxford Avenue and Riverview Drive Pumping Stations and November 27<sup>th</sup> at Oxford Avenue and Riverview Pumping Stations. No issues to report.

#### 5. Wastewater Collection System:

- 58 blocked sewer/camera inspections.
- 0 blocked main responses.
- 1 sanitary sewer lateral dig-up and repair.

**POLICY IMPLICATIONS**

No policy implications at this time.

**FINANCIAL CONSIDERATIONS**

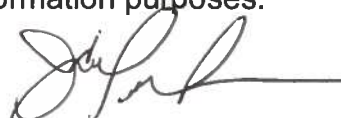
No financial considerations at this time.

**CONCLUSION**

It is recommended that Council receive the report for information purposes.



P. Raabe, P. Eng.  
Director of Environmental Services



E. Malcomson  
Supervisor – Wastewater Systems



D. Richards  
Supervisor - Water Systems



B. Casselman  
City Manager



## BROCKVILLE DRINKING WATER SYSTEM PERFORMANCE ASSESSMENT REPORT

Month 2013	CITY OF BROCKVILLE				ELIZABETHTOWN-KITLEY		BACTERIOLOGICAL SAMPLING		
	Total Volume Treated (ML)	Avg. Daily Flow (ML/d)	Avg. FI2 Residual (mg/L)	WDS Avg. FCR (mg/L)	Total Flow (ML)	Avg. Daily Flow (ML/d)	BROCKVILLE WDS		
							EC	TC	HPC
OCT	294.09	9.49	0.28	1.44	6.19	0.20	45 45 out of 45 safe	45 45 out of 45 safe	20 20 out of 20 safe
NOV	278.13	9.27	0.55	1.56	5.50	0.18	36 36 out of 36 safe	36 36 out of 36 safe	16 16 out of 16 safe
DEC	293.62	9.47	0.46	1.62	5.43	0.18	44 44 out of 44 safe	44 44 out of 44 safe	19 19 out of 19 safe

FCR - Free Chlorine Residual  
 WDS - Water Distribution System  
 EC - E. coli  
 TC - Total Coliform  
 HPC - Heterotrophic Plate Count  
 ML - Million Litres

## ATTACHMENT #2

**Minutes**  
**DWQMS Management/Infrastructure Review Meeting**  
**Brockville Drinking Water System**  
**Elizabethtown-Kitley Distribution System**  
**November 29, 2013**



**Present:** Dave Henderson, Mayor City of Brockville  
 Jeff Earle, City of Brockville Councillor  
 Maureen Pascoe-Merkley, Acting City of Brockville Manager  
 Betty Gibson, Deputy Administrator Clerk Elizabethtown-Kitley  
 Peter Raabe, Director of Environmental Services  
 Don Richards, Supervisor Water Systems (DWQMS Rep)  
 Jason Barlow, Chief Operator Water Systems

**Absent:** Yvonne Robert, Administrator Clerk Elizabethtown-Kitley  
 Jim Pickard, Mayor Elizabethtown-Kitley  
 Bob Casselman, City of Brockville Manager

**Location:** *City Hall Boardroom*

- Meeting commenced at 09:00hrs.
- D. Richards welcomed everyone to the meeting and provided a brief overview of the DWQMS meeting requirements.

**Old Business:**

- D. Richards reviewed the action items from the last management review meeting June 20, 2013. All items have been addressed.

**New Business:**

- D. Richards presented the summary report, which included 2013 capital projects and the proposed 2014 capital budget for Brockville and Elizabethtown-Kitley (attached).
- D. Richards provided an overview of the feedermain condition assessment report and the proposed changes to the strategic capital plan (attached).
- D. Richards provided a brief overview of the leak detection program.

Meeting adjourned – 11:15 hrs.

Prepared by: D. Richards, Water Systems Supervisor

*NOTICE: Should there be any significant errors, inaccuracies or omissions please notify the author in writing and this will be passed along to all other meeting attendees.*

## ATTACHMENT #2

# MEETING AGENDA



## WATER SYSTEMS DIVISION

MEETING	DWQMS Management/Infrastructure Review Meeting Brockville Drinking Water System Elizabethtown-Kitley Water Distribution System
DATE	November 29 <sup>th</sup> , 2013
LOCATION	City Hall Boardroom
TIME	09:00 a.m. to 10:15 a.m.
ATTENDEES	Dave Henderson, Mayor City of Brockville Jim Pickard, Mayor Elizabethtown-Kitley Jeff Earle, City of Brockville Councillor Maureen Pascoe Merkley, Acting Manager City of Brockville Yvonne Robert, Administrator Clerk Elizabethtown-Kitley Peter Raabe, Director of Environmental Services City of Brockville Don Richards, Supervisor Water Systems (DWQMS Rep) Jason Barlow, Chief Operator Water Systems

## AGENDA

TIME	DESCRIPTION
09:00	Overview DWQMS management review meeting requirements.
09:05	Review action item report from June 20 <sup>th</sup> meeting.
09:15	Review summary report.
09:30	Feedermain condition assessment report / strategic capital plan changes.
09:45	Leak detection program overview.
10:00	Open discussion.
10:15	Meeting adjourned.

*from the desk of...* Don. Richards, Supervisor Water Systems  
 City of Brockville, 1 King Street West, P. O. Box 5000, Brockville, ON K6V 7A5  
 Tel: 613-342-7919, Ext. 221, Fax: 613-345-6163, Email: drichards@brockville.com

<b>FORM TITLE:</b> DWQMS Management Review Meeting Action Item Template		<b>FORM NO.:</b> 016
		<b>ISSUED BY:</b> D. Richards
<b>AUTHORIZED BY:</b> D. Richards <b>SIGNATURE:</b>	<b>REV. DATE:</b> <b>REVISED BY:</b>	<b>ISSUE DATE:</b> 2013-05-23

**Meeting Date:** Nov 29, 2013

**Operational Plan:** City of Brockville and Elizabethtown-Kitley Drinking Water Systems

**Attendees:** Dave Henderson - Mayor City of Brockville, Jeff Earle - Councillor City of Brockville, Betty Gibson - Deputy Administrator Clerk Elizabethtown-Kitley, Maureen Pascoe- Merkley – Acting City Manager, Peter Raabe - Director of Environmental Services, Don Richards - Supervisor Water Systems (DWQMS Rep), Jason Barlow – Chief Operator Water Systems

**Absent:** Bob Casselman - City Manager, Yvonne Robert - Administrator Clerk Elizabethtown-Kitley, Jim Pickard - Mayor Elizabethtown-Kitley.

#	ACTION ITEM	RESPONSIBLE INDIVIDUAL	DUE DATE	COMPLETION DATE	Comments
1	Recent natural disaster in the Philippines causing pressure on the North America carbon market resulting in significant increase in Filter Media replacement cost. 2014 capital budget revision required to include increase to ensure sufficient funds are available for replacement.	P. Raabe	December 31, 2013		P. Raabe to revise capital budget and communicate revision to finance department.
2	Recent feedermain condition assessment indicated sections of the main are in poor condition. Revision to long term capital plan should include annual capital contributions to fund project.	D. Richards P. Raabe	December 31, 2013	December 4, 2013	D. Richards prepared draft plan, P. Raabe to communicate with finance department on alternative methods to fund project.
3	Recent public inquiry to Director of ES and Mayor regarding fluoride application to drinking water supply has prompted Councillor Bursey to table motion in January 2014 for the removal of operational funds from the budget and to discontinue fluoride application to water supply. Presentation from Medical Officer of Health needed to better inform Council members.	P. Raabe	January 30, 2014		P. Raabe to make necessary arrangements, if needed, to have Dr. Stewart present fluoride health benefits to Council.
4	City of Brockville and Elizabethtown-Kitley approved for Source Water Protection funding. Allocation of funding to be determined.	P. Raabe B. Gibson	April 2014		P. Raabe and Elizabethtown-Kitley to determine where funding should be properly allocated.

## ATTACHMENT #2



**DWQMS Management/Infrastructure Review Summary Report**  
**Brockville Drinking Water System / Elizabethtown-Kitley Distribution System**  
**Nov 29, 2013**

**1. Incidence of non-compliance;**

- No incidents of non-compliance to report.

**2. Adverse Drinking Water Incidents;**

Incident Date AWQI #	Parameter	Result	Corrective Action	Corrective Action Date
June 28, 2013 AWQI #111990	Total Coliform	TC (2)	Flush and resampled – resample results clean.	July 3, 2013
June 29, 2013 AWQI #112027	Total Coliform	TC (1)	Flush and resample – resample results clean.	July 3, 2013
July 9, 2013 AWQI #112276	Fluoride	2.0	Fluoride analyzer spike - manual sample taken, fluoride residual within MOE guidelines.	July 9, 2013
July 26, 2013 AWQI #112893	Total coliform	TC (11)	Flush and resampled – resample results clean.	July 29, 2013
Sept 12, 2013 AWQI #114017	E-coli	EC (3)	Resampled, raw and treated water samples mislabeled. – resample results clean.	Sept 16, 2013

**3. Emergency response testing;**

- Water Systems Emergency Response Procedures (WSEP) in-house training conducted with operations staff October 2013 on the following procedures.
  - WSEP-002 Contaminated Water in Reservoir
  - WSEP-003 Chlorine Systems Failure
  - WSEP-005 Chemical Spill
  - WSEP-006 Hydro Power Failure (Main Plant)
  - WSEP-008 Chemical Feed System Failure
  - WSEP-010 High Lift Pump System Failure

## ATTACHMENT #2

- WSEP-011 Low Lift Pump System Failure
- WSEP-012 Broken Trunk Line
- WSEP-013 Watermain Break
- WSEP-016 Fluoride Overdosage
- WSEP-019 Pandemic Related Emergencies

#### 4. Lead Regulatory Relief – New Municipal Drinking Water Licence issued

- Any relief from regulatory requirements previously authorized by the Director in respect of the drinking water system under section 38 of the SDWA in relation to the sampling, testing or monitoring requirements contained in Schedule 15.1 of O. Reg. 170/03 shall remain in force until such time as Schedule 15.1 of O. Reg. 170/03 is amended after June 1, 2009.
- In addition to condition 1.1, for a drinking water system or drinking water subsystem identified by columns 1 and 2 of Table 1 and notwithstanding the provisions of Schedule 15.1 of O. Reg. 170/03, the owner is not required to comply with the sampling requirements of columns 3, 4 and 5 of the same row.

Table 1: Number of Sampling Points Required for Compliance with Schedule 15.1 of O. Reg. 170/03				
Column 1 Drinking Water System or Drinking Water Subsystem Name	Column 2 DWS Number	Column 3 Number of Sampling Points in Plumbing that Serves Private Residences	Column 4 Number of Sampling Points in Plumbing that Does Not Serve Private Residences	Column 5 Number of Sampling Points in Distribution System
Brockville Drinking Water System	220001263	60	6	12

- For a drinking water system or drinking water subsystem identified by columns 1 and 2 of Table 2 and in exchange for any relief from regulatory requirements granted in condition 1.2 and subject to any other applicable conditions of this licence and drinking water works permit, the owner is required to comply with the sampling requirements of columns 3, 4 and 5 of the same row.

## ATTACHMENT #2

## DWQMS Management/Infrastructure Review Summary Report – Nov 29, 2013

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**Table 2: Number of Sampling Points Required for  
Relief from Regulatory Requirements**

<b>Column 1</b>	<b>Column 2</b>	<b>Column 3</b>	<b>Column 4</b>	<b>Column 5</b>
<b>Drinking Water System or Drinking Water Subsystem Name</b>	<b>DWS Number</b>	<b>Number of Sampling Points in Plumbing that Serves Private Residences</b>	<b>Number of Sampling Points in Plumbing that Does Not Serve Private Residences</b>	<b>Number of Sampling Points in Distribution System</b>
Brockville Drinking Water System	220001263	0	0	4

- For a drinking water system or drinking water subsystem identified by columns 1 and 2 of Table 3, the relief from regulatory requirements granted in condition 1.2 is in effect for the sampling period identified in column 3 of the same row.

**Table 3: Sampling Periods**

<b>Column 1</b>	<b>Column 2</b>	<b>Column 3</b>
<b>Drinking Water System or Drinking Water Subsystem Name</b>	<b>DWS Number</b>	<b>Sampling Period</b>
Brookville Drinking Water System	220001263	December 15, 2012 to April 15, 2013

- For a drinking water system or drinking water subsystem identified by columns 1 and 2 of Table 4 and notwithstanding condition 1.4, the relief from regulatory requirements granted in condition 1.2 is also in effect for the sampling periods identified in column 3 of the same row.

## ATTACHMENT #2

Table 4: Sampling Periods		
Column 1 Drinking Water System or Drinking Water Subsystem Name	Column 2 DWS Number	Column 3 Sampling Period
Brookville Drinking Water System	220001263	June 15, 2013 to October 15, 2013
		December 15, 2013 to April 15, 2014
		June 15, 2014 to October 15, 2014
		December 15, 2014 to April 15, 2015
		June 15, 2015 to October 15, 2015
		December 15, 2015 to April 15, 2016
		June 15, 2016 to October 15, 2016
		December 15, 2016 to April 15, 2017
		June 15, 2017 to October 15, 2017
		December 15, 2017 to April 15, 2018

- The owner of the drinking water system and the operating authority for the system shall ensure that samples are taken as described in condition 1.3 to test for total alkalinity and pH during each of the sampling periods identified in column 3 of Tables 3 and 4.
- The owner of the drinking water system and the operating authority for the system shall ensure that samples are taken as described in condition 1.3 to test for lead during each of the following sampling periods:
  - December 15, 2013 to April 15, 2014
  - June 15, 2014 to October 15, 2014
  - December 15, 2016 to April 15, 2017
  - June 15, 2017 to October 15, 2017
- Subsection 15.1 – 5 (Reduced Sampling) of O. Reg. 170/03 does not apply to the drinking water system or drinking water subsystems identified in this licence as long as the relief from regulatory requirements granted in accordance with condition 1.2 remains in effect.

## 5. MOE Inspections;

- MOE inspection was conducted on October 30<sup>th</sup> 2013 on the Brockville Drinking Water System and the Elizabethtown-Kitley Distribution System. No non-compliance actions or best management recommendations issued, 100% compliance inspection rating achieved for both systems.



**6. Changes in resource requirements, infrastructure, process, personnel, the DWQMS or Regulations that could affect the QMS**

- New Municipal Drinking Water Licence issued to reflect lead sampling relief.

**7. Improvements**

**Operational/Resources**

- Succession planning in-progress.
- Implementation of Historian system data collection, backup and reporting.
- SCADA filter lead/lag programming – resulting more efficient filter runs and reduced backwashing.
- Worktech work order system implemented - more organized and increased productivity.

**8. Results of Infrastructure review**

- 2013 capital project update – City of Brockville Water Systems.
- 2013 capital project update – Elizabethtown-Kitley Distribution
- 2014 draft capital budget review – City of Brockville Treatment & Distribution.
- 2014 draft capital budget review – Elizabethtown-Kitley Distribution.

# ATTACHMENT #3

## BROCKVILLE WATER POLLUTION CONTROL CENTRE SEWAGE PLANT PERFORMANCE ASSESSMENT REPORT

MUNICIPALITY: BROCKVILLE  
PROJECT: BROCKVILLE  
WORKS NUMBER: 120000122

DESCRIPTION: As of August 1, 2012 a Secondary Treatment Facility, complete with two anaerobic digesters, two centrifuges for sludge thickening and two RDT's for sludge co-thickening and utilizing Alum for phosphorus removal and UV for effluent disinfection

YEAR: 2013  
WATER COURSE: ST. LAWRENCE RIVER  
DESIGN CAPACITY: 21.800 x 1000m3/day  
PEAK DESIGN CAPACITY: 62.500 X 1000m3/day

MONTH	FLOWS			BOD/CBOD			SUSPENDED SOLIDS				PHOSPHORUS				TOTAL AMMONIA NITROGEN				E. COLI
	TOTAL FLOW 1000M3	AVG DAY FLOW 1000M3	MAX DAY FLOW 1000M3	AVG RAW BOD (mg/L)	AVG EFF CBOD (mg/L)	TOTAL LOADING EFF CBOD (kg/day)	AVG RAW SS (mg/L)	AVG EFF SS (mg/L)	TOTAL LOADING EFF SS (kg/day)	PERCENT REMOVAL	AVG RAW PHOS. (mg/L)	AVG EFF PHOS. (mg/L)	TOTAL LOADING EFF PHOS. (kg/day)	PERCENT REMOVAL	AVG RAW TAN (mg/L)	AVG EFF TAN (mg/L)	TOTAL LOADING EFF TAN (kg/day)	PERCENT REMOVAL	E. Coli (Org/100 ml) (GEOMEAN)
DEC 13	407.06	13.131	20.068	151.71	4.33	56.86	152.08	8.50	111.61	94.4	2.87	0.78	10.24	72.8	16.50	6.98	91.65	57.7	1
NOV 13	410.57	13.686	21.622	152.17	3.86	52.83	145.33	5.86	80.20	96.0	2.71	0.53	7.25	80.4	9.64	1.51	20.67	84.3	2
OCT 13	408.51	13.178	19.849	164.92	2.78	36.63	162.31	5.89	77.62	96.4	2.98	0.65	8.57	78.2	16.80	0.17	2.24	99.0	1
SEP 13	376.57	12.552	19.510	163.11	2.88	36.15	179.10	6.11	76.69	96.6	3.26	0.73	9.16	77.6	16.90	0.59	7.41	96.5	5
AUG 13	395.51	12.758	16.993	165.90	2.88	36.74	186.30	4.13	52.69	97.8	3.22	0.82	10.46	74.5	14.70	0.73	9.31	95.0	1
JUL 13	454.04	14.646	24.786	144.62	2.78	40.72	159.31	5.67	83.04	96.4	2.75	0.71	10.40	74.2	12.70	0.27	3.95	97.9	0
JUN 13	608.77	20.292	41.468	106.00	2.88	58.44	117.17	5.50	111.61	95.3	2.10	0.49	9.94	76.7	10.20	1.06	21.51	89.6	1
MAY 13	449.43	14.498	17.874	168.13	4.33	62.78	171.88	9.22	133.67	94.6	3.17	0.80	11.60	74.8	14.70	2.82	40.88	80.8	3
APR 13	542.76	18.092	33.034	112.50	5.33	96.43	118.00	9.00	162.83	92.4	2.21	0.71	12.85	67.9	8.50	4.20	75.99	50.6	4
MAR 13	537.40	17.336	34.291	104.89	4.79	83.04	111.70	6.93	120.14	93.8	2.27	0.66	11.44	70.9	13.30	10.37	179.77	22.0	2
FEB 13	396.69	14.167	18.124	158.64	6.50	92.09	146.64	6.31	89.39	95.7	2.84	0.78	11.05	72.5	9.75	9.94	140.82	-1.9	7
JAN 13	545.28	17.590	36.924	128.62	7.33	128.93	119.92	12.35	217.24	89.7	2.45	0.60	10.55	75.5	16.70	2.38	41.86	85.7	2
AVG		15.161		143.43	4.22	64.02	147.48	7.12	107.98	94.92	2.74	0.69	10.44	74.67	13.37	3.42	53.01	71.44	2
MAX			41.468	168.13	7.33		186.30	12.35		97.78	3.26	0.82			16.90	10.37			
OLD CRITERIA		21.800			35.00	763.00		45.00	981.00			1.00	22.00						N/A
NEW CRITERIA		21.800			25.00	545.00		25.00	545.00			1.00	21.80			18.0 (Nov. 1 to Apr. 30) 16.0 (May 1 to Oct. 31)	392 (Nov. 1 to Apr. 30) 349 (May 1 to Oct. 31)		200

MONTH	TOTAL LOADINGS		
	TOTAL RAW BOD (kg/day)	TOTAL RAW SS (kg/day)	TOTAL RAW PHOS. (kg/day)
DEC 13	1,992	1,997	38
NOV 13	2,083	1,989	37
OCT 13	2,173	2,139	39
SEP 13	2,047	2,248	41
AUG 13	2,117	2,377	41
JUL 13	2,118	2,333	40
JUN 13	2,151	2,378	43
MAY 13	2,438	2,492	46
APR 13	2,035	2,135	40
MAR 13	1,818	1,936	39
FEB 13	2,247	2,077	40
JAN 13	2,262	2,109	43
AVG	2,124	2,184	41
MAX	2,438	2,492	46

COMMENTS:

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**January 13, 2014**

**REPORT TO FINANCE, ADMIN. AND OPERATIONS COMMITTEE – January 21, 2014**

**2014-007-01**

**ASSET MANAGEMENT PLAN**

**D. DICK, CA, CPA  
DIRECTOR OF CORPORATE SERVICES  
C. COSGROVE, P. ENG.  
DIRECTOR OF OPERATIONS  
P. RAABE, P. ENG.  
DIRECTOR OF ENVIRONMENTAL SERVICES**

## **RECOMMENDED**

THAT Council approve the City of Brockville Asset Management Plan and that it be used when taking into consideration key asset management and financial planning; and

THAT Council adopt an Asset Management Policy Statement as outlined in the City of Brockville Asset Management Plan - Appendix A; and

THAT the Asset Management Strategies be updated from time to time in accordance with changes to best management practices, technology, financial constraints and the outcome of asset condition assessments.

## **PURPOSE**

An Asset Management Plan (AMP) is a plan developed for the management of a municipality's infrastructure assets including technical and financial management techniques over the life cycle of these assets. By using an AMP a municipality is able to properly allocate the appropriate resources required to meet a desired service level and make the right decisions as to optimize the useful life expectancy of each asset for the best overall value.

Municipalities seeking provincial capital funding are now required to submit a detailed AMP. Funding through the most recent provincial program, the Small, Rural and Northern Municipal Infrastructure Fund, requires municipalities to have its AMP completed by December 31, 2013. The City's AMP was completed before the deadline and is available on the City's website. The next step is for Council to review and approve the plan.

## **BACKGROUND/ANALYSIS**

In June 2011, the provincial government announced a long-term infrastructure plan for Ontario, Building Together. The plan sets out a strategic framework that will guide future investments in ways that support economic growth, are fiscally responsible, and respond to changing needs. A key element of this framework is ensuring good stewardship through proper asset management. As a result, municipalities seeking provincial capital funding will now be required to submit a detailed asset management plan.

The province recognized that small municipalities may have limited financial capacity to undertake asset management planning. Therefore, small municipalities were eligible to receive funding for asset management through the Municipal Infrastructure Investment Initiative (MIII). Through this funding program the City of Brockville received \$24,254.55 to assist in the preparation of its AMP.

In October 2013, the province announced the Small, Rural and Northern Municipal Infrastructure Fund. This funding program was based on a two stage project selection process. Eligible applicants were first required to submit an Expression of Interest for pre-screening. Applicants that pass the pre-screening process were then required to submit a full application. The City of Brockville selected the reconstruction of Bethune Street as its project and submitted an expression of interest. The Bethune Street reconstruction project passed the EOI stage and was selected to move on to the application process. The deadline for the submission for the application was January 10, 2014. A requirement of the application was for the municipality to provide a completed AMP.

The City's AMP was developed based on the Ontario Ministry of Infrastructure's "Building Together: Guide for Municipal Asset Management Plans". The AMP covers a ten (10) year period and has been structured as a living document. It is expected that the AMP will be updated in future years as the priorities and needs of the municipality change. The current version of the AMP only covers water, wastewater, storm sewers road and bridge asset categories. There will be a need in the future to include other City assets such as parks, fleet, municipal buildings, etc.

Based on current valuation, the City owns and operates almost \$86 million (depreciated value) in roads, bridges, and water and wastewater infrastructure. The 2013 replacement costs of these assets are approximately \$392 million. The City is currently maintaining an average level of service for these major assets which are approximately halfway through their useful life. As these assets age, preventative maintenance will be required to extend that life. This will gradually increase annual maintenance costs.

The City has invested significant funds into infrastructure and other capital assets. In order to maintain specific service levels, significant funds will have to continue to be invested in capital assets. The AMP will assist in ensuring these assets are operated, maintained, rehabilitated and replaced in an efficient and effective manner. The AMP will provide municipal staff and Council a useful tool for future budgeting related decisions.

## **POLICY IMPLICATIONS**

There are no policy implications.

## **FINANCIAL CONSIDERATIONS**

The financial implication to the City is dependent on the decisions of Council.

### Operating Budget

The City's AMP identifies the current condition of a number of larger components within the water, wastewater, roads, and bridge assets. These current conditions are reflective of the amount of operational funding being allocated in maintaining these assets. In order to improve their current condition or level of service, additional annual operating funds will be required. On the reverse, should funding levels be decreased it can be expected the condition or level of service of the infrastructure will begin to deteriorate.

### 10 Year Capital Budget

Section 6.3 – Ten Year Capital Plan of the AMP shows that the total capital replacement funding contained within the 10 Year Capital Plan for water, wastewater, storm sewers, roads, and bridges is about \$24.2 million, while the required funding to replace the existing assets totals \$49.5 million. This difference represents a shortfall of \$25.3 million over a 10 year period.

It is recommended that the AMP be reviewed and re-evaluated and updated on an annual basis as part of the municipal budgeting process.

### **CONCLUSION**

It is recommended that City Council approve the City of Brockville Asset Management Plan and adopt the Asset Management Policy Statement.

  
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B. Casselman  
City Manager  
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P. Raabe, P.Eng.  
Director of Environmental Services  
\_\_\_\_\_  
D. Dick, CA, CPA  
Director of Corporate Services  
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C. Cosgrove, P. Eng.  
Director of Operations

**January 13, 2014**

**REPORT TO THE FINANCE, ADMINISTRATION & OPERATIONS COMMITTEE –  
JANUARY 21, 2014**

**2014-008-01  
APPOINTMENT OF AUDITOR**

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

**RECOMMENDED**

THAT the City of Brockville appoint the firm of Collins Barrow SEO LLP as the auditors for the City and the local boards for the fiscal years 2013 and 2014, with the possibility of extending the appointment for an additional three years. The charge for the 2013 fiscal year end audit would be \$29,900 (a net cost of \$30,426.26).

THAT the necessary by-law be enacted.

**PURPOSE**

To provide the results of the selection of auditors as a result of the RFP for external audit services.

**BACKGROUND**

Section 296 of the Municipal Act, 2001 states the following:

**Auditor**

*296. (1) A municipality shall appoint an auditor licensed under the Public Accounting Act, 2004 who is responsible for,*

*(a) annually auditing the accounts and transactions of the municipality and its local boards and expressing an opinion on the financial statements of these bodies based on the audit.*

**Term**

*(3) An auditor of a municipality shall not be appointed for a term exceeding five years.*

The appointment of the previous auditors, Bennett Lewis McMahon and Stillar had been extended in 2010 to cover the period of January 1, 2010 to December 31, 2012, and has since expired. This extension was done to provide continuity during the implementation of the PSAB accounting changes that went into effect for the 2009 fiscal year. The accounting changes included the move to full accrual accounting as well as the change in the recording of tangible capital assets and their financial statement presentation.

Due to the fact that the audit appointment had expired and an RFP for external audit services had not been done in many years, it was decided to complete one for the 2013 fiscal year.

## **ANALYSIS/OPTIONS**

There were three respondents to the RFP for Audit Services which closed on January 6, 2014. A two envelope system was utilized, with the proposals analyzed prior to opening the price envelopes.

The proposals were rated on the following categories:

- The Firms experience-30 points
- Personnel experience and qualification-30 points
- References-20 points
- Proposed fees-15 points
- Overall impression/quality of the proposal-5 points

Points awarded were as follows:

Bennett Lewis McMahon Stillar	92 Points	Bid \$52,200 (not including HST)
Craig Keen Despatie Markell	93 Points	Bid \$46,450 (not including HST)
Collins Barrow	97 Points	Bid \$29,900 (not including HST)

All three proposals scored high on experience, qualifications, references and quality of the proposal as all three firms have high quality staff and have extensive municipal audit experience. The biggest difference in the scores came with the proposed fees.

## **POLICY IMPLICATIONS**

Section 296 of the Municipal Act, 2001 requires the City to appoint external auditors for a period not longer than five years. Staff is recommending that Collins Barrow be appointed for two years, with the possibility of extending the appointment a further three years to keep the appointment within the five year time limit.


## **FINANCIAL CONSIDERATIONS**

The appointment of Collins Barrow represents savings of \$29,435 (\$59,861 budget less \$30,426) for the 2013 fiscal yearend audit.

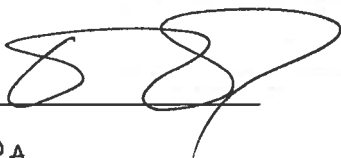
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## CONCLUSION

Due to the firm's experience and qualifications and cost savings it is recommended that Collins Barrow be appointed as the City Auditors for the 2013 and 2014 fiscal years.



L. Ferguson, CGA  
Manager of Finance



D. Dick, CA, CPA  
Director of Corporate Services



B. Casselman  
City Manager



**January 13, 2014**

**Report To Finance Administration Operations – January 21, 2014**

**2014-006-01**

**2013 Departmental Work Plans  
Fourth Quarter Report**

**Bob Casselman  
City Manager**

## **RECOMMENDATION**

THAT Council approve the 2013 Departmental Work Plans Fourth Quarter Report as outlined in Schedule 1, Report 2014-006-01.

## **BACKGROUND**

The City of Brockville adopted a Corporate Strategic Plan in April 2009. The Strategic Plan established Goals/Objectives to be achieved during a five (5) year period of 2009-14. To accomplish these goals, a number of strategic initiatives have been developed and are incorporated into the annual budget process through the use of Departmental Work Plans.

Details of the Departmental Work Plans Fourth Quarter Report are outlined in Schedule 1 attached hereto.

The City Manager will report on the status of Departmental Work Plan on a quarterly basis throughout 2014.

### **1) External Organizational/Operational Service Delivery Review**

- Staff vacancies filled: Director of Corporate Services, Accounts Payable, Financial Analyst
- Council budget debrief – January 29, 2013
- Ten (10) year Capital Priority Workshop 1 – February 28, 2013
- Economic Development Forum – May 21, 2013
- Ten (10) year Capital Priority Workshop 2 – June 4, 2013
- Succession plan updated
- OPP Costing Process Moratorium

### **2) Tall Ships Festival**

- Programming completed for June 14-16, 2013 event
- Council/Public presentation/promotion of events
- Third party funding secured
- Anticipate funding legacy - \$100,000
- Successful Festival held

3) **Comprehensive Zoning By-Law**

- Terms of Reference completed. Contract awarded to MMM Group
- MMM Group presentation to Council regarding process/draft discussion paper held – September 24, 2013
- Stakeholder/Agency kick-off meeting held September 25, 2013
- Open House held September 25, 2013 to review project overview/draft discussion paper

4) **Economic Development Initiative**

- Significant staff time and resources spent on Aquatarium.
- Finalized Operating Agreement for TSL/Steering Committee review.
- Transport Canada marina design received.
- Facilitated stakeholder input sessions between City/TSL/Board Walk Condo #18 (pending legal action)
- Seconded I.T. Staff to project
- Review of financials – both Capital/Operating
- Release of \$150,000 2013 operating funding
- Parking file remains unresolved
- Review of Partnership Agreement as it relates to exhibit selection
- Continued monitoring of project management, schedule and financial position of project
- Established a municipal led Tourism Committee to prepare and implement a marketing plan for the Aquatarium
- Work Plan adjustments necessary for various staff including Economic Development Officer, Arts Centre Manager, Manager of Strategic Initiatives and I.T. staff
- Review Project Management/Site Superintendent options with Tall Ships Landing Development Inc. and Aquatarium Board members

5) **2014 Budget**

- Significant staff time and resources spent on preparation/presentation to Council of Ten (10) Year Strategic Capital Plan, 2014 Capital and Operating Budgets and update to succession plan.

**FINANCIAL IMPLICATIONS**

None at this time.

Report 2014-006-01  
2013 Departmental Work Plans  
Fourth Quarter Report

Page 3

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## **CONCLUSION**

The creation of annual Departmental Work Plans in compliance with our Corporate Strategic Plan ensures that the City of Brockville is moving forward towards the achievement of their stated goals.

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

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B. Casselman, City Manager

2013 DEPARTMENT GOALS/OBJECTIVES					
Administration Department	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	Comments/Barriers
<b>Liaise with City Council</b>					
a. Define recommendations to Council &/or options	Ongoing	Ongoing	Ongoing	Ongoing	
b. Assist Council in negotiating the Elizabethtown-Kitley boundary restructuring plan	Negotiating team/strategy established. Meeting date with Elizabethtown-Kitley – second quarter	Preparation of background material for early 3 <sup>rd</sup> quarter negotiations. Meeting dates: - June 10 - May 3	Preparation background material continues. Assessment appeal successful. Fourth quarter negotiations	Position paper completed and forwarded to Elizabethtown-Kitley for review	
<b>Management, Leadership (Corporate, Fiscal Legislative)</b>					
<b><u>Human Resources</u></b>					
a. Direct orientation of Director of Corporate Services	Ongoing	Ongoing	Ongoing	Ongoing	
b. Direct, motivate & work with City staff to ensure that the required municipal services are in place & delivered effectively to the community	2013 Departmental Work Plans Complete. Management Meetings. Long Service Recognition held. Safe Driving Award being organized. Attend retirement gatherings. Greet new employees.	Ongoing	Ongoing	Ongoing	
<b><u>Finance</u></b>					

2013 DEPARTMENT GOALS/OBJECTIVES					
Administration Department	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	Comments/Barriers
a. Annual Operating Budget preparation & oversight	2013 Operating Budget completed. Budget debriefing session Jan. 29/13	Oversight of variance reporting	Budget Workshop held – 2014 Guidelines adopted. 2014 Operating/Capital budget preparation underway. OMPF Ministerial consultation		
b. Annual Capital Budget preparation & oversight	2013 Capital Budget completed			2014 Operating & Capital budget completed & adopted in principle	
c. Direct development of long term financial forecasts	5 Year forecast presented during budget deliberations				
d. Direct implementation of Asset Management Plan	Staff Team formed. Template establish by Province	No Action	No Action	Asset Management Plan completed & forwarded to Council prior to year-end. Formal presentation to FAO January 21, 2014	
e. Establish Strategic Capital Policies	10 Year Capital Plan review session Feb. 28 <sup>th</sup> . Established prioritization tools/criteria to assist Council in prioritizing Capital projects	10 Year Capital Plan review session – June 4 <sup>th</sup> . Further sessions required	Further session Oct. 8/13	Presented to Council during annual budget process. Updating with Asset Management Plan completed	
f. Quarterly status reporting to Council of Corporate Work Plans & activity	May 21, 2013	August Finance Administration Operations Committee meeting	October 15, 2013	January 21, 2014	

2013 DEPARTMENT GOALS/OBJECTIVES					
Administration Department	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	Comments/Barriers
g. Eastern Ontario Mayor's Committee participation	Private Members Bill – "Ability to Pay" lobby – Clark/Wilson. OGRA briefing note prep/ministerial meetings. Assisted in establishing EOMC 2013 priority list	Appointed EOMC staff report to participate in the development of a Regional Economic Development Strategy for Eastern Ontario	Coordination of EOMC stakeholder input. Coordinated/attendance at Economic Development Stakeholder Focus Group sessions. Joint AMO session EOMC/EOWC	Coordination of EOMC/DOWC consultant presentation regarding stakeholder input	
h. Joint Services Budget & cooperation discussions	Met with UCLG CAO/Treasurer/Social Services Director – prepared briefing paper for Mayor	Ongoing meetings with UCLG/CAO pursuing partnerships where deemed appropriate	Regional Economic Development initiative underway – draft Terms of Reference completed. Funding sought through CFDC	CFDC funding not available. Brockville budget allocation of \$15,000 pending other partner's financial support from UCLG, Prescott & Gananoque	
<b>Strategic Initiatives</b>					
a. Service Delivery Review – Fire Operations Model – Change shift from Full Time to Hybrid	No Action	No Action	CAO Coordination meeting. Insurance Bureau of Canada contacts made. Terms of Reference received.	No Action	
b. Services Delivery Review – Fire & Police dispatch review	No Action	No Action	No Action	No Action	

2013 DEPARTMENT GOALS/OBJECTIVES					
Administration Department	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	Comments/Barriers
c. Facilitate OPP Costing acquisition & disposition	Inter-municipal meeting to review policing options. Briefing note preparation outlining costing process to Mayor. Liaise with various municipalities that have recently gone through OPP costing process including Perth/Gananoque/ Pembroke/Port Hope	OPP Costing Process Committee established – monthly meetings commenced June 24 <sup>th</sup>	Monthly meetings July 29, 2014, August 26, September 23. Ministerial moratorium in place on any new contract negotiations/costing pending completion of OPP Billing Reform initiative	No Action	
<b><u>Aquatarium</u></b>					
a. Docking	Waiting for Transport Canada approval of docking design options: Hockey Stick vs Boomerang	No Change	Transport Canada will approve either design – City to decide & submit one design for approval.	In Camera meeting held to review legal standing/strategy	
b. Parking	Council report January 2013. Unable to secure TSL meeting.	Met with TSL/Aquatarium Chair May 17, 2013. TSL/Aquatarium considering options	Unresolved	Interim parking solution found	
c. Marina Lease	Waiting for Transport Canada approval of docking design. Draft long-term Marina Lease presented to Council in Dec. 2012	No Change	Facilitated stakeholder meetings. Pending legal action		

### 2013 DEPARTMENT GOALS/OBJECTIVES

Administration Department	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	Comments/Barriers
d. Harbour Ownership	Peer Review of DFO Environment Assessment completed	-	-	No Action	
e. Outstanding Agreements	Draft Operating Agreement completed. Split Site Plan not submitted.	Aquatarium/TSL reviewing Agreement. Site plan not submitted	All outstanding matters resolved. Operating Agreement to Committee – 4 <sup>th</sup> Quarter	Aquatarium/TSL completed their review of Agreement. Proposing changes to draft. Further discussions required.	
f. Facilitation	Unable to secure meeting with TSL. Attended (4) Aquatarium events/meetings. Reviewing Budget/River Quest, Parking, Operating Agreement Schedule	May 17, 2013 meeting with Chair/TSL		Various meetings held/attended with TSL/Aquatarium Board/Staff to review budget, Operating Agreement, Schedule, River Quest	
<b><u>Official Plan</u></b>					
a. Zoning By-Law update – Director of Planning	Terms of Reference completed. Contact awarded to MMM Group	Project Initiated	Council process/draft discussion paper presentation completed. Agency/Stakeholder consultation. Open house held to review process/draft discussion paper		



2013 DEPARTMENT GOALS/OBJECTIVES					
Administration Department	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	Comments/Barriers
b. Facilitation of goals re active transportation / waterfront / downtown // increased density	No Action	Cycling Advisory Committee. Capital Budget discussion re Brock Trail. Blockhouse Square Development. TSL Docking. Aquatarium		Ongoing. Negotiations of Extension Agreement for Blockhouse Square Development. Hydro easement matter resolved.	
<b>Strategic Plan</b>					
a. Energy Management Plan	Manager of Strategic Initiatives seconded to Aquatarium resulting in delayed implementation	Manager of Strategic Initiatives seconded to Aquatarium resulting in delayed implementation	Manager of Strategic Initiatives seconded to Aquatarium resulting in delayed implementation	Manager of Strategic Initiatives seconded to Aquatarium resulting in delayed implementation	
b. Carbon Baseline & Reduction Plan	Manager of Strategic Initiatives seconded to Aquatarium resulting in delayed implementation	Manager of Strategic Initiatives seconded to Aquatarium resulting in delayed implementation	Manager of Strategic Initiatives seconded to Aquatarium resulting in delayed implementation	Manager of Strategic Initiatives seconded to Aquatarium resulting in delayed implementation	

## 2013 DEPARTMENT GOALS/OBJECTIVES

Administration Department	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	Comments/Barriers
c. Window Replacement Program	RFI completed for technical consultant contract awarded	Consultant has been retained to provide guidance in ensuring that any window retrofits to increase energy efficiency are in accordance with the requirements of the Ontario Heritage Trust	Window retrofit pilot completed. Specifications/scope of work to be finalized 4 <sup>th</sup> Quarter for tendering of project	Window retrofit pilot completed. Specifications/scope of work to be finalized 4 <sup>th</sup> Quarter for tendering of project. Delayed due to illness and weather. To be started again in 1 <sup>st</sup> Quarter	
d. Water Meter Replacement Program	Contractor services secured program implemented	Water Meter replacement program commenced in January. One part time staff has been hired to replace the meters throughout the City. Approx. 350 of the 8,500 meters have been replaced. Additional funds to complete project will be requested through the 2014 Capital Budget process	Approx. 470 of the 8,500 meters have been replaced	Approx. 600 of the 8,500 meters have been replaced	

# 2013 DEPARTMENT GOALS/OBJECTIVES

ECONOMIC DEVELOPMENT DEPARTMENT	1 <sup>ST</sup> QTR.	2 <sup>ND</sup> QTR.	3 <sup>RD</sup> QTR.	4 <sup>TH</sup> QTR.	COMMENTS/BARRIERS
1. People					
<ul style="list-style-type: none"> <li><u>Immigration Initiatives</u> Continue the execution of the strategy completed in June 2012 with focus on immigrant investment attraction and tracking new arrivals. Follow up on both Russian and Chinese contacts from previous missions on reaction basis only.</li> </ul>	Federal Funding again secured for programming till March 2014. \$500,000 secure to date since inception. On target with strategy execution. Focus currently on Immigrant attraction through local immigrant ambassadors and media placements	Ambassador orientation and target session completed. Six cultural ambassadors secured. Final report on portal grant program completed with final payment forthcoming. Immigration Newsletter to newcomers distributed	3 <sup>rd</sup> quarter results will be available following November stakeholder meeting. Currently under development.	Completed restructure of governance of the immigration committee. New task team assignments for execution during first quarter of 2014. Proposed relocation of office to EEC.	.Working towards 4 <sup>th</sup> year federal funding commencing April 2014. Sustainability focus required for 2015 once funding is completed.
<ul style="list-style-type: none"> <li><u>People Attraction Program</u> Launch the new Lifestyle Initiative with introduction on new materials and coordinate the program delivery and distribution including the engagement of new team members.</li> </ul>	Publication and new website launched and awareness outreach completed. People/lifestyle team expanded to include all community sectors. Presence at key events and BCI reunion in May.	Public speaking to influencer groups and real estate completed. Website refinements completed. Stronger home sales transactions this quarter. Pursuing more web based marketing and display banner advertising	Preparing budget estimates for council consideration for 2014 workplan. Tourism noted relocation enquiries from visitation from Tall Ships Festival. Quantified numbers for 4 <sup>th</sup> quarter reporting.	No updates beyond continued distribution of new lifestyle book and social media advisory.	New Corporate Twitter account activated and new committee structure and process finalized with other departments confirmed.
<ul style="list-style-type: none"> <li><u>Entrepreneurship Development/Economic Gardening</u> Focus on ensuring the Business Success Mentoring Program meets benchmarks identified.</li> </ul>	Businesses started 84 Businesses expanded 15 Jobs created 91 Total consults 186 Workshops 25 Attendance 311 Business Success Coaching Program 5 Clients 11 Coaches Issues dealt with	Businesses started/Jobs created 29 including 15 summer company students. Number of inquiries including telephone, walk-ins, email and social media 1640 Website pageviews 1891 Unique visitors 504 Business	Success in securing enhanced programming from Provincial Government with \$60,000 of additional funding for coming year. Program results by individual consulting category to be prepared for year end report.	Contracts for new funding and resources to be completed in first quarter 2014. Year end data for operation to be completed for March 31 <sup>st</sup> 2014 deadline.	

# 2013 DEPARTMENT GOALS/OBJECTIVES

ECONOMIC DEVELOPMENT DEPARTMENT	1 <sup>ST</sup> QTR.	2 <sup>ND</sup> QTR.	3 <sup>RD</sup> QTR.	4 <sup>TH</sup> QTR.	COMMENTS/BARRIERS
	include, Human Resources, Financial Planning, Marketing, Pricing	Consultations 85 Workshops and Events 7 with attendance of 66 Summer company recruitment 8 school visits			
<b>2. Economy</b>					
<ul style="list-style-type: none"> <li>Investment Attraction-OEEDC Food Sector Program delivery on investment sourcing and focus on lead generator approach.</li> <li>Broker presentations in Ottawa, Montreal and Toronto on community attributes and business offerings.</li> <li>Complete an investment readiness assessment for community and recommend to Council necessary actions to enhance readiness...</li> <li>Assist Angel Network on a refinement to the process for a more structured template for evaluation of investment proposals. Target of two new projects per year for consideration.</li> </ul>	<p>Participation at 2 Toronto food shows with OEEDC food sector team. Lead generation continues with this sector in advance of all shows. Two real estate broker sessions completed including both Black and Decker and Data Group brokerage agents. Angel meeting in March with expanded mandate&gt; Technology and Innovation Forum scheduled for June 4th</p>	<p>Activity and tour provided at Abbott with September target for the green light. Briefing and outreach discussion with new Black and Decker owners. Hosted in July the Data Group brokers and provided tour and orientation on offerings. Another angel meeting proposed for August on two proposals under assessment. Completed assessment of process and covenants on property transactions with recommendations to Council in September</p>	<p>Prospect activity slow during summer period. Numbers below 2013. Strong increased and enquiries evident during September period. Four qualified prospect with three visitations during past month. One offer extended on existing industrial building this past week. Awaiting Abbott directive on sale shortly. Two qualified food leads awaiting.</p>	<p>Food investment outreach and trade shows have generated food prospects for Abbott facility. Private label event was primary investment attraction activity this quarter. Conference call with Abbott for January. 9 active file carry over for 2014. EDP provide briefing on all 9 clients.</p> <p>2 deals were confirmed for angel investment in 2013 for about \$1 million</p>	
<ul style="list-style-type: none"> <li>Water Street Realignment Project Facilitate the process to the point of formal confirmation to Council. City Manager to take lead on negotiations and technical coordination with city staff thereafter. Manage communications between Waterfront Improvement Committee</li> </ul>	<p>Agreement successfully negotiated with team. Presentation to EDP and Council this month/May Tenant negotiations commence May 3<sup>rd</sup> Proceeding with logistics facilitation on number of items</p>	<p>Council approval of development completed with appropriate security language and protection in agreement. Negotiations continue with the process and scheduling. Both tourism and life</p>	<p>Transferred follow up to the technical team. Minor communications and involvement at this stage.</p>	<p>Activity shifted to City manager coordination Hydro easement issue resolved Two right of way issue with private property landowners still under negotiation.</p>	

2013 DEPARTMENT GOALS/OBJECTIVES					
ECONOMIC DEVELOPMENT DEPARTMENT	1 <sup>ST</sup> QTR.	2 <sup>ND</sup> QTR.	3 <sup>RD</sup> QTR.	4 <sup>TH</sup> QTR.	COMMENTS/BARRIERS
and City Committees/Council and strive towards priority goals of waterfront strategy for short to long term.	Continued communications and marketing direction provided.	tenant to vacate by September 01			
<ul style="list-style-type: none"> <li>Focus on <u>Abbott Labs, Black and Decker and Regional Group Properties</u> for new business acquisition and/or redevelopment.</li> </ul>	Still no further direction offered by Abbott. Planning July 2 <sup>nd</sup> tour with OMAFRA with international investment team. Reverse trade fair generated 18 employment positions for employees that lost their jobs. Regional Group commences demolition of downtown site in summer.	Plant closure on schedule for December 2013 with sealing of plant in 2014 first quarter. Drafting proposal to Abbott on marketing and compensation options. Tour with OMAF completed with solid offer of support and lead generation completed. Regional Group completed planning and zoning application. In planning department process.	Visitation with Regional Group next week. Still no submission for building permit but demolition discussion has commenced with local firm.	Black and Decker is fully occupied with short term lease contract till June 2014. Meeting all clients of city vacant facilities in first quarter 2014. Disappointing progress on Regional Group site/former Liquidation World. Discussion focus at SMT in January.	
<ul style="list-style-type: none"> <li><u>Business Retention &amp; Expansion/Aftercare</u>-Corporate Calling- Newterra, 3M, P&amp;G and Invista will be primary firms for this program.</li> </ul>	Four corporate calls completed during quarter. Spectrum is hiring 16 new full time positions and expanding 100k in space. Apex structure mostly all rented now after 10 years	No corporate calls this quarter other than verbal responses from local firms.	Abbott was only corporate call during this period. Scheduled Procter and Gamble debrief next quarter.	No formal corporate calls this quarter other than Dupont for communications on employment contract announcement. Scheduled appointments for 3M and P&G confirmed for January	
<ul style="list-style-type: none"> <li>Ensure successful <u>Tall Ships-1812 Festival</u> and secure a succession plan and hand off for to new organization.</li> </ul>	Main focus this quarter on this special project. Almost have met budget with projected \$60 to \$80K surplus estimated. Visitation of 25,000 to event projected. Scheduled national coverage for May/June with both CBC and CTV and three travel writers	All financial targets exceeded with likely a six figure surplus pending final accounting. Visitation in excess of 40,000 with further refinement prior to official report and presentation. Positive merchant feedback on the historic levels of business activity	Proposal to Council forthcoming on the commitment of surplus from Festival.	Financial Surplus from Tall Ships festival secured by Council endorsement for reserve account for future tourism product development with terms to be confirmed.	Festival and Event coordinator position under review with further research and inputs required prior to further consideration. Anticipate a February or March introduction on a recommendation.

# 2013 DEPARTMENT GOALS/OBJECTIVES

ECONOMIC DEVELOPMENT DEPARTMENT	1 <sup>ST</sup> QTR.	2 <sup>ND</sup> QTR.	3 <sup>RD</sup> QTR.	4 <sup>TH</sup> QTR.	COMMENTS/BARRIERS
	confirmed. Newscast from CJOH and CKWS on site for June 14th	during the tall ship week-end. Tall Ship captains report Brockville as most successful to date. 15 ports on the summer tour. Major national television coverage and exposure secured. Home relocation enquires from the festival with additional tourism visitor returns being tracked by tourism office/chamber.			
<ul style="list-style-type: none"> <li><u>Brockville Mental Health Centre</u> Continue advocacy for site redevelopment upon completion of the required government process for the sale or transfer of assets.</li> </ul>	No activity on this file during this quarter	Federal Cabinet Shuffle provides some renewed optimism for female correction facility. Federal and provincial advocacy has commenced. Specific event planned for fall 2013.	Cost sharing proposal under development for updating of position paper for female corrections facility. Productive community meeting hosted by Chamber on next steps. Political follow-up encouraging.	No progress on this file. Need political will at upper tier government level to proceed.	
<ul style="list-style-type: none"> <li><u>Community Improvement Plan</u> Assist Planning department with the communications and marketing of the revised programming.</li> <li><u>Employment Lands</u> Proceed with assessment process towards a new 200 acre business park</li> </ul>	<p>Approved and executed. Regional Group and possibly Former Howison's Store to make application</p> <p>Tree and wildlife study under development. Further required reports during next quarter. Both of impacted landowners have been advised on progress.</p>	<p>Very strong numbers and supportive case identified by Planning Department in report on developer reaction to the incentive offerings and proposed activity to 2015.</p> <p>Howison Store under renovation with Regional Group still on track for summer start.</p> <p>Environmental Report for Tree and wildlife completed with no concerns identified.</p> <p>Archeological study next followed by market</p>	<p>No activity or changes.</p> <p>Market evaluation for employment lands to be completed by Oct 18<sup>th</sup>.</p> <p>Archaeological report due within one week.</p> <p>Environmental report completed in August.</p>	<p>Market valuation completed</p> <p>External environmental reports completed</p> <p>Approaching property owners in January/February on future property transaction.</p>	<p>Goal is to have employment lands available for 2014 with servicing within 2 months of confirmed project. Confirmed eligibility for Provincial government financial assistance on servicing under EODF contingent of a industrial client confirmed. Confirmed interest from Cogeco on fibre installation and cost-sharing on trench work.</p>

# 2013 DEPARTMENT GOALS/OBJECTIVES

ECONOMIC DEVELOPMENT DEPARTMENT	1 <sup>ST</sup> QTR.	2 <sup>ND</sup> QTR.	3 <sup>RD</sup> QTR.	4 <sup>TH</sup> QTR.	COMMENTS/BARRIERS
		valuation.			
<b>3. Amenities</b>					
<ul style="list-style-type: none"> <li>Refresh on <u>401 highway entrance signage</u> at both interchanges. Assist Aquatarium with GCC roadside signage.</li> <li><u>Algoma Post- Secondary Learning Centre</u> - to establish a university program for 25 students by 2013/2014 preferably in a downtown location.</li> </ul>	<p>New signage for 401 to be completed with the 3D elements from TISS prior to May 24<sup>th</sup>. Savings of \$25k with partnerships/grants. VIA Rail sign refresh to be installed week of May 17.</p> <p>Political meetings and advocacy continues with Algoma file. University senate has approved Brockville site. Four downtown real estate options</p>	<p>401 and the VIA Rail Signage completed prior to Tall Ships Festival and grant assistance secured. The otter has been repaired!</p> <p>Ongoing meetings and letters on need to secure Provincial government endorsement of Algoma concept. Likely a September/October timeframe for response.</p>	<p>Completed</p> <p>Awaiting Provincial approval</p>		<p>New signage provides the necessary theming for community branding and the new direction on lifestyle attraction.</p> <p>Only 401 signage of this design between Windsor and Quebec border.</p> <p>Large Canadian flag erected on Canada Day at Smart Centre site to commemorate Birthplace of Canada Flag. Gateway footer signage under development to further this theme</p>
<b>4. Sustainability</b>					
<ul style="list-style-type: none"> <li><u>Tomlinson Project/Central Avenue</u> Ensure continued development of the process to redevelop this property</li> </ul>	<p>Agreement of Sale extended again. PR and public advisory approach by client. In camera update at EDP in May</p>	<p>Council achieved resolution to terminate further development of Tomlinson project on this site.</p>	<p>No action required</p>		<p>New process guidelines of process for discussion and new term paper introduced and awaiting final refinements and language prior to being utilized.</p>

2013 DEPARTMENT GOALS/OBJECTIVES					
ECONOMIC DEVELOPMENT DEPARTMENT	1 <sup>ST</sup> QTR.	2 <sup>ND</sup> QTR.	3 <sup>RD</sup> QTR.	4 <sup>TH</sup> QTR.	COMMENTS/BARRIERS
with three new business units.					
Continue the process to assess new economic delivery models that have linkage for regional cooperation. Recommendations of the recently completed external review will provide guidelines for this review.	To be presented at May 21 <sup>st</sup> Economic Forum./ All background research completed.	September 10 <sup>th</sup> is the business and industry forum from earlier recommendation on this issue.			
<ul style="list-style-type: none"> <li><u>Workforce Development</u> with partnership with local labour board and St. Lawrence College.</li> </ul>	Two successful forums completed. Continuing with reverse trade fair option.		Successful workshop with local industry and business hosted this week with 55 attendees. Next steps report to be completed in 4 <sup>th</sup> quarter	Planning stage for new programming in 2014.	



2013 DEPARTMENT GOALS/OBJECTIVES					
HUMAN RESOURCES DEPARTMENT	1 <sup>ST</sup> QTR.	2 <sup>ND</sup> QTR.	3 <sup>RD</sup> QTR.	4 <sup>TH</sup> QTR.	COMMENTS/BARRIERS

<b>1. People</b> <ul style="list-style-type: none"> <li>Negotiate 1 Collective Agreements (Fire)</li> </ul>	Pending – September 15 & 16 Arbitration date	August 29 <sup>th</sup> and October 17 <sup>th</sup> Confirmed	Mediation Session Held Interest Arbitration scheduled for October 17 <sup>th</sup>	Awaiting Arbitration Report	
<ul style="list-style-type: none"> <li>Complete implementation of External Review recommendations</li> </ul>	Complete	Complete	Complete	Complete	
<ul style="list-style-type: none"> <li>Develop Transition Plan for H.R. Department</li> </ul>	Complete	Complete	Complete	Complete	
<ul style="list-style-type: none"> <li>Present Draft Communications Policy</li> </ul>	In Progress	Draft of Social Media Policy prepared – phase in with Clerk's office for elections proposed	Complete & presented to SMT for review 1 <sup>st</sup> phase – Clerk's office for Elections	Accepted by Council on October 22, 2013 Set up Clerk's office for 1 <sup>st</sup> implementation	
<ul style="list-style-type: none"> <li>Develop H &amp; S Policies &amp; Corporate Management Policies</li> </ul>			Obtaining examples of other H&S policies to review	Writing draft policy	
<ul style="list-style-type: none"> <li>Develop Bill 168: Violence in the Workplace training for Fire Department</li> </ul>			Schedule training in October	Training Completed November 27 <sup>th</sup>	
<ul style="list-style-type: none"> <li>Address additional development needs for Succession Planning</li> </ul>	In works	Completed Succession Plan review	Complete – looking to 2014	Complete – looking to 2014 Plan	
<ul style="list-style-type: none"> <li>Succession Planning/Recruitment</li> </ul>	Recruitment of : Accounts Payable Clerk Director of Corporate	Recruitment of: Mechanic Inventory/Payroll	Recruitment of: Fire Fighter (2) Fire Training Officer	Recruitment of: Public Works Operator Transit Driver	

2013 DEPARTMENT GOALS/OBJECTIVES					
HUMAN RESOURCES DEPARTMENT	1 <sup>ST</sup> QTR.	2 <sup>ND</sup> QTR.	3 <sup>RD</sup> QTR.	4 <sup>TH</sup> QTR.	COMMENTS/BARRIERS
<ul style="list-style-type: none"> <li>Customer Service Training</li> <li>Volunteer Training &amp; Standardization</li> </ul>	<p>Services Part Time Fire Dispatcher Museum Curator/Director Serviceperson/Metering Financial Analyst/Internal Auditor Summer Students (27) WHMIS training provided to students and new hires Young Employees Safety Training provided to students</p> <p>Total of 53 individuals hired by May 7, 2013</p> <p>Reviewing courses for delivery</p>	<p>Operator III Waste Water ORO Fire Fighter(1) Realignment and reorganization of Operations : Fleet Services &amp; Support Supervisor Fleet Maintenance Foreman complete Placement completed with St. Lawrence College Placement with Career Services (8 weeks) July 2 began</p> <p>Total of 66 individuals hired by July 5, 2013</p> <p>Need to establish training date &amp; cost</p>	<p>Chief Fire Prevention Officer Fire Prevention Officer Part Time Fire Dispatch Waste Water Systems – Sub-Foreman Collections/Operator Bylaw Officer 4 p-t police students 1 p-t Arts Centre 4 Crossing Guards 1 p-t special constable 2 p-t rink attendants 1 operations seasonal p-t</p> <p>Total of 86 individuals hired by October 3, 2013</p> <p>To be schedule for January 2014 due to availability of AMCTO course to be brought in- house</p>	<p>Help Desk Technician Administrative Assistant – Heritage Contract Employee Project Manager– Museum FT Fire Dispatcher</p> <p>Total of 97 individuals hired by December 31, 2013</p> <p>To be schedule for January 2014 due to availability of AMCTO course to be brought in- house</p> <p>2 meetings held – discuss AODA training, Application forms, Standard Practices (Arts centre, Museum, Library)</p>	
<p><b>2. Economy</b></p> <ul style="list-style-type: none"> <li>Attendance Monitoring</li> <li>Review and recover surplus WSIB appeals (Fire)</li> </ul>	<p>Preliminary data provided Obtained one settlement &amp; Other pending</p>	<p>Ongoing Delayed due to review: not anticipated until late</p>	<p>Ongoing \$10,426.67 NEER adjustment requested</p>	<p>Ongoing Ongoing preparation with Hicks Morley – response</p>	

2013 DEPARTMENT GOALS/OBJECTIVES					
HUMAN RESOURCES DEPARTMENT	1 <sup>ST</sup> QTR.	2 <sup>ND</sup> QTR.	3 <sup>RD</sup> QTR.	4 <sup>TH</sup> QTR.	COMMENTS/BARRIERS
		summer	Additional Submission prepared and delivered to Panel	expected 1 <sup>st</sup> quarter 2014	
<b>3. Benefits</b> <ul style="list-style-type: none"> <li>• Introduction of online claim remittance</li> <li>• Changing Employee Identifier from Social Insurance Number to Employee Number &amp; Introductions of Loblaw Preferred Pharmacy Pricing</li> <li>• Reprint of Benefit Booklets</li> <li>• Reprint of Manulife Wallet Certificate</li> <li>• Updating of Beneficiary Information for Manulife &amp; OMERS</li> </ul>	Complete	Complete	Complete Complete – effective August 2, 2013  1st draft received July 2nd for review Complete Complete	Complete Complete  Complete Complete  Complete	Prepared master file with beneficiary information & sent individual letters to all employees

2013 DEPARTMENT GOALS/OBJECTIVES					
Corporate Services Department	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	Comments/Barriers
<b>1. People</b>					
- Completion of annual staff performance reviews	Will be conducted within the year	Ongoing meetings with staff. Formal evaluations to be conducted	Six month performance reviews being scheduled	Continuing process	
- Assist City Manager in implementation of External Organizational and Operational Service Delivery Review recommendations	Ongoing discussions	Discussions ongoing	Continuing discussions	On going	
<b>2. Economy</b>					
- Continued promotion and review of the Community Improvement Plan including Brownfield Tax Incentives for environmental remediation and the effectiveness for new development	To meet with Planning department to review programs and update as needed.	To discuss further opportunities with Province	Updating of files. Further discussions with Province	Files updated Trying to coordinate meeting with Province to initiate BFTIP	
- Development of BFTIP By-Laws	See above. Establish contact with provincial representatives	See above	See above	See above	
- Continued involvement in local MUSH Sector Purchasing	Re-establish contacts with Members from various sectors	Discussions about sharing services ongoing	Ongoing discussions on services that can be shared	Discussions re sharing of services including benefits, GIS	
<b>3. Amenities</b>					
- Implement first phase of Corporate GIS Strategy	Discussions with MIS department and to establish meetings with committee members	Meeting with Counties to discuss strategy for implementation of GIS. Trial software to specific users in City	Demonstration of County GIS to City staff	Continuing discussions Reviewing proposal	
<b>4. Sustainability</b>					
- Development, implementation, monitoring of annual City budget	Review of year end status with respect to previous reports and expected year-	Ongoing. 2014 process underway	Meetings held with departments. Presentation scheduled	Operations budget substantially completed. Others scheduled Jan21	

2013 DEPARTMENT GOALS/OBJECTIVES					
Corporate Services Department	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	Comments/Barriers
	end results		October 29, 2013		
- Completion of annual year-end statements such as FIR and MPMP, or any other Annual Reports pursuant to legislated requirements	In process. File to be ready for auditors 2 <sup>nd</sup> week of June	Auditors completed review. Scheduled FAO meeting scheduled Sept 17	Completed F/S and FIR's In process of completing MPMP statistics	Guidelines issued Expect year end 2013 to be completed mid-year	
Updating, monitoring of the Ten Year Capital Plan which includes the information technology master plan	Draft presentation updated and to be presented June 4 <sup>th</sup> , 2013	First update completed. Second update included in Budget Guidelines of August 27	Further discussions held October 8 <sup>th</sup> , 2013	Presented to council during annual budget process Updating with Asset Management Plan	
- Continued implementation of water / wastewater meter replacement project	Ongoing discussions and report to council for continued funding during 2014 budget	Ongoing	First meeting held, second being scheduled	On going	
- Continued development and implementation of Corporate Strategy of new practices involved with PSAB requirements (tangible capital assets)	Ongoing Development of Asset Management Policy and Program with respective Directors	Scheduled a number of meeting with appropriate departments and consultants	Finalizing asset management plan	Draft AM plan presented to council	
- Completion of Asset Management Plan in compliance with provincial guidelines	See above	See above	See above Further professional development	See above	
- Development/implementation of new financial reporting requirements for Aquatarium	Ongoing Meeting with staff involved in project	Discussions ongoing	Ongoing	Ongoing	
- Consolidate and develop new Water / Wastewater Agreements with Elizabethtown-Kitley	Review of existing contract and determine outstanding liability from Township and E-K users. Assist in the development of new contract	Draft report to Lawyers. A number of meetings held with next meeting expected in August	Schedule meeting with team and then with E-Town before December	Legal letter provided to ETown Waiting for official response	
- Complete implementation of new Financial System – specifically the Utilities Module and adjustments to Payroll Module – and monitor its effectiveness	Ongoing	Ongoing	Ongoing	Ongoing	

2013 DEPARTMENT GOALS/OBJECTIVES					
Corporate Services Department	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	Comments/Barriers
- Review Water / Wastewater Rate Structure	Ongoing discussions. To re-establish committee in 2 <sup>nd</sup> quarter for readiness in 2014	Initial meeting in July. Next meeting(s) scheduled for September	Scheduled meeting in November	To be initiated in 2014	
- Develop reintroduction of Development Charges Strategy	Presented to Council at EDP committee, May 7 <sup>th</sup> , 2013	Completed. First meeting with consultant scheduled for August 7th	Engagement underway. Consultants preparing report	Draft expected in early 2014	

2013 DEPARTMENT GOALS/OBJECTIVES					
PLANNING DEPARTMENT	1 <sup>ST</sup> QTR.	2 <sup>ND</sup> QTR.	3 <sup>RD</sup> QTR.	4 <sup>TH</sup> QTR.	COMMENTS/BARRIERS
<b>1. People</b>					
- Continue implementation of data and application management software (Marmak's MILISA) for building and planning	Full deployment of MILISA software for building permitting completed. Complaints and by-law enforcement modules being tested	MILISA building permit software fully functional. Complaints and by-law enforcement modules have been deployed	Staff working with building permit, complaints and by-law enforcement modules.	Year-end update of new modules.	
- Continue training of CBO & Inspection Officers to ensure full compliance with Ontario Building Code Act	Training for new Inspection Officer continued through Q1	New Inspection Officer passed CBO Legal course and has become a qualified inspector (House)	Newest Inspection Officer seconded to WPCC. Training needs will be assessed when vacancy is filled. Training opportunities for other inspectors limited over summer months	New Inspection Officer, Sebastien Scott, hired. Training in progress.	
- Ensure opportunities for Continuous Professional Learning for planners to meet requirements of OPPI (Mandatory commencing 2014)	Staff participated in available webinars	Staff continues to participate in training webinars. Rural Planning workshop attended by Planner II	Planning staff attended OEMC and OPPI conferences.	Staff continues to participate in training webinars and other opportunities as they become available.	
- Continue subdivision file closure and assumption	Co-ordination and engineering review of targeted subdivisions underway	Limited opportunity for co-ordination with engineering to advance file closure	Meeting held to discuss specific files and actions needed to advance file closures	No Progress. Inter-departmental meeting to be held in Q1-2014.	
- Rationalize Developer Deposits/Contributions	File review commenced	Document review continues.	No action in Q3	No action in Q4	
<b>2. Economy</b>					
<i>Community Improvement Plans (Downtown &amp; Brownfields)</i>					
- Develop and implement communication strategy for new downtown Commercial Conversation/Rehabilitation Grant) and establish administrative protocols and standardized funding agreements	Updated CIP brochure produced and mailed to all downtown property owners. Stakeholder meeting hosted by DBIA March 20. Website updated. Applications	Promotion of CIP-FIG and CIP-RCCR programs continued and potential applicants are encouraged to participate. Cut off for access to programs at end of Q2	Funding agreements for new Downtown CIP Programs developed for distribution to eligible applicants.	Funding agreements executed and returned by eligible applicants and executed by mayor and council. CIP-FIG: 5 files active CIP-FIG: 1 file ineligible	

2013 DEPARTMENT GOALS/OBJECTIVES					
PLANNING DEPARTMENT	1 <sup>ST</sup> QTR.	2 <sup>ND</sup> QTR.	3 <sup>RD</sup> QTR.	4 <sup>TH</sup> QTR.	COMMENTS/BARRIERS
	finalized. Application period for FIG and RCCR Grants commenced.	results in 8 applicants. Commenced application review for eligibility.		CIP-RCCR: 2 files active	
- Continue administration of applications for other program assistance under Downtown and Brownfields CIP's	Ongoing administration of 23 files.	Ongoing administration of 23 files. Received Registration of Intent for BHSD project (23 King St. W.), and 234 King St., W.	Ongoing administration of TIERR and Brownfields TIEG Grant files. Review of applications received for access to Façade Improvement and Res/Comm Conversion/Rehab Grants completed and status report provided to EDP/Council	Ongoing administration of 23 files: <u>CIP-TIERR:</u> 6 files active 22 files closed 6 files completed <u>CIP-BRNFLD:</u> 1 file active 1 files pending 3 files completed <u>CIP-TIERR/BRNFLD:</u> 2 files active 5 files closed 2 files pending 2 files completed	
- BFTIP by-laws to be completed as necessary	Draft by-law commenced	Document review and consultation with MMAH underway	Follow up with MMAH pending	Follow up with MMAH pending.	
<i>Planning &amp; Building Review / Approvals (Ongoing &amp; as needed)</i>					
- TSL/Aquatarium	Inspections continue as construction progresses. Condo exemption requests/applications received and recommendations provided to EDP/Council	Inspections continue as construction progresses.	Inspections continue as construction proceeds. Request for occupancy granted for initial units and ongoing based on meeting OBC requirements.	Inspections continue as construction proceeds. Occupancy granted for 39 residential units.	
- The Wayfare Condos	Finalization of site plan pending.	No activity in Q2	No activity in Q3	No activity in Q4	
- JUNIC	Review of applications for OPA, ZBLA and plan of subdivision underway.	Environmental consultant conferring with MNR on Significant Woodland area on site and species at risk report	Environmental consultant yet to report back. Review of requested zoning underway	Environmental Consultant in contact with MNR to discuss and resolve SAR and significant woodland items. Preliminary review of requested zoning complete. Issuance pending subject to	



2013 DEPARTMENT GOALS/OBJECTIVES					
PLANNING DEPARTMENT	1 <sup>ST</sup> QTR.	2 <sup>ND</sup> QTR.	3 <sup>RD</sup> QTR.	4 <sup>TH</sup> QTR.	COMMENTS/BARRIERS
				findings of environmental consultant and MNR.	
- Centre Street	Pre-consultation discussions held about subdivision approval to be sought	Discussions ongoing respecting anticipated subdivision application to be filed	Subdivision application requirements discussed with owner as part of pre-consultation	Planning consultant retained by applicant to prepare complete application for submission at future date.	
- Wildwood Phase 2	Subdivision agreement finalized with developer. Final approval granted.	Plan of subdivision and Subdivision Agreement registered.	Permits issued for 3 lots in new phase of subdivision. Construction underway.	3 Permits issued in 3 <sup>rd</sup> quarter consist of 1 remaining lot in Phase I and 2 lots in phase II. Construction underway.	
- BGH	3 <sup>rd</sup> floor renovations pending. Minor change to site plan approved for development of new on-site parking	3 <sup>rd</sup> floor renovations and improved on-site parking underway. Pre-consultation meeting held with design team respecting hospital expansion. Preliminary design to be completed by end of 2013 for submission to MOH.	Inspections being provided for renovations to 3 <sup>rd</sup> floor. Demolition permit issued for former ambulance station being removed for parking lot expansion.	Inspections being provided for renovations to 3 <sup>rd</sup> floor – on-going.	
- Blockhouse Square	Assisted in the advancement of project from concept to draft development agreement.	Ongoing consultation with developer respecting planning approvals needed and timing for same.	Consultation with development team ongoing.	Consultation with development team ongoing.	
- Deer Trails Subdivision – Phase II				Consultation with new owner of subdivision to take place in Q1 2014.	
- Other/New	CPHC: Inspections continue as construction progresses <u>Ange Gabriel</u> : Occupancy granted for new additions <u>Banquet Hall</u> : Inspections completed and occupancy granted <u>605 King W Townhouses</u> : Construction underway following receipt of	CPHC: Inspections continue for anticipated occupancy in August <u>Ange Gabriel</u> : Construction complete. File closed. <u>Banquet Hall</u> : Construction complete. Application filed for consent to sever banquet hall from hotel.	CPHC: Construction and occupancy inspections completed – File Closed. <u>Ange Gabriel</u> : File closed <u>Banquet Hall</u> : File closed. Consent for severance granted conditionally. <u>605 King W</u> : Inspections continue as construction progresses. 1 occupancy granted. Construction on-	<u>Banquet Hall</u> : File closed. Consent for severance granted conditionally – Registered Plan Received. <u>605 King W</u> : Severance Application granted conditionally. Site Plan Agreement Amendment sent for registration. <u>4 Schofield</u> : Salon open.	

# 2013 DEPARTMENT GOALS/OBJECTIVES

PLANNING DEPARTMENT	1 <sup>ST</sup> QTR.	2 <sup>ND</sup> QTR.	3 <sup>RD</sup> QTR.	4 <sup>TH</sup> QTR.	COMMENTS/BARRIERS
	<p>confirmation of RSC <u>Tomlinson:</u> Applications for OPA and Zoning amendment filed. Public meeting rescheduled and then postponed at request of applicant due to overwhelming public response.</p> <p><u>4 Schofield:</u> Zoning for personal service establishment approved in Jan.</p> <p><u>35 Broad:</u> Zoning amendment for food truck - public meeting Jan. Recommendation to EDP/Council in Q2</p> <p><u>36-46 King W:</u> Zoning amendment for self-storage - approved</p> <p><u>243 Perth:</u> Zoning amendment for clinic - public meeting scheduled for April</p> <p><u>119-121 James W:</u> Zoning amendment for semi-detached dwellings - public meeting scheduled for April</p>	<p><u>605 King W Townhouses:</u> Inspections continue as construction progresses</p> <p><u>Tomlinson:</u> Public submissions continue to be received while applicant conducts consultation with neighbours.</p> <p><u>4 Schofield:</u> Permit issued for renovations</p> <p><u>35 Broad:</u> Recommendation to EDP and Council for temp zoning for food truck endorsed.</p> <p><u>36-46 King W:</u> Site plan application for renovations received. In process.</p> <p><u>243 Perth:</u> Recommendation to EDP and Council for zoning approval for clinic endorsed in May.</p> <p><u>119-121 James W:</u> Recommendation to EDP and Council for creation of special exception zone endorsed. Consent application approved.</p> <p><u>10-12 Delhi:</u> Rezoning application filed. Public meeting held in May. Recommendation to rezone rear lands for parking area for 401 Security to EDP and Council endorsed.</p> <p><u>89 Church:</u> Rezoning application filed for B &amp; B.</p>	<p>going.</p> <p><u>Tomlinson:</u> Applications withdrawn.</p> <p><u>4 Schofield:</u> Salon open. Parking area to be completed.</p> <p><u>35 Broad:</u> Food truck installed</p> <p><u>36-46 King W:</u> Approval pending return of Site plan agreement sent to applicant for execution.</p> <p><u>243 Perth:</u> Rezoning complete. File closed.</p> <p><u>119-121 James W:</u> Rezoning and consent approvals complete. Files closed.</p> <p><u>10-12 Delhi:</u> Rezoning and consent complete. Site Plan for parking area under review and Agreement being prepared</p> <p><u>89 Church:</u> Rezoning complete. File closed.</p> <p><u>6 Court Terrace:</u> Recommendation to EDP and Council endorsed. Zoning amendment complete. File closed.</p> <p><u>Churchill Apts - Salisbury Ave at Reynolds Dr:</u> Approval pending finalization of Site Plan Agreement</p> <p><u>Brockville Crossroads:</u> Permit issued for Phase 2 and 3; construction underway with inspections provided as needed</p> <p><u>58 Buell:</u> Permit issued and inspections complete for renovations to Food Bank - File closed.</p> <p><u>7777 Kent Blvd:</u> Construction of addition underway.</p> <p><u>Millwood at Magedoma:</u> Site plan is currently being circulated for comments.</p> <p><u>1000 Islands Mall:</u> Minor variance approved for a 243 sq.m addition. Permit issued and construction underway.</p> <p><u>241 Park Street:</u> Public Meeting concerning an</p>	<p>Parking area to be completed in Spring.</p> <p><u>36-46 King W:</u> Approval pending return of Site plan agreement sent to applicant for execution in Sept. Have not heard anything.</p> <p><u>10-12 Delhi:</u> Rezoning and consent complete. Site Plan for parking area approved and signed.</p> <p><u>Churchill Apts - Salisbury Ave at Reynolds Dr:</u> Approval pending finalization of Site Plan Agreement</p> <p><u>Brockville Crossroads:</u> Permit issued for Phase 2 and 3; construction underway with inspections provided as needed</p> <p><u>58 Buell:</u> Permit issued and inspections complete for renovations to Food Bank - File closed.</p> <p><u>7777 Kent Blvd:</u> Construction of addition underway.</p> <p><u>Millwood at Magedoma:</u> Site plan is currently being circulated for comments.</p> <p><u>1000 Islands Mall:</u> Minor variance approved for a 243 sq.m addition. Permit issued and construction underway.</p> <p><u>241 Park Street:</u> Public Meeting concerning an</p>	

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		<p>Public meeting held in May. Recommendation for approval to EDP and Council was endorsed in June.</p> <p><u>6 Court Terrace:</u> Rezoning application filed for professional office. Notice given for public meeting to be held July 2.</p> <p><u>Churchill Apts.- Salisbury Ave at Reynolds Dr:</u> Site Plan submission received for addition of 3<sup>rd</sup> story on each apartment building, creating 27 rental units</p> <p><u>Brockville Crossroads:</u> Minor change to site plan approved for Ph 2 construction (plaza addition of 1421 sq m). Permit issued.</p> <p><u>7777 Kent Blvd:</u> Permit issued for 2 storey motel addition and pool</p>	<p>needed</p> <p><u>7777 Kent Blvd:</u> Construction of addition to commence Q4</p> <p><u>58 Buell:</u> Permit issued and inspections underway for renovations to Food Bank</p> <p><u>Millwood at Magedoma:</u> Site plan approval pre-consultation held for 24 unit/2 building condo project proposed.</p> <p><u>1000 Islands Mall:</u> Minor variance approved for 243 sq.m. addition. Permit issued.</p> <p><u>67 Church St:</u> Extension of temporary zoning approved by Council following public meeting held by EDP in Sept.</p> <p><u>260 King W:</u> Notice given of public meeting on extension of temporary zoning for chip wagon to be held by EDP in Oct.</p>	Eat-In Restaurant as a permitted use.	
<p>Employment Lands</p> <p>- Assist with advancement of rationale for future employment lands in Brockville or in association with Elizabethtown-Kitley</p>	Path forward respecting planning issues and approvals being formulated	Path forward being identified.	Scoped Environmental Impact Assessment under review.	<p>Scoped Environmental Impact Assessment under review.</p> <p>Studies completed on environmental and archaeological.</p> <p>Market assessment/valuation completed.</p> <p>Approaching property owners in Q1 2014.</p>	
Approval & implementation of 2013 budget, & preparation of 2014 budget	2013 Budget approved, including new CIP	2013 Variance reporting as required	2013 Variance reporting as required. 2014 Budget	2014 Budget preparation completed.	

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	program funding.		preparation commenced.		
<b>3. Amenities</b>					
Improve response times to Property Standards complaints, continue training of By-Law Enforcement Officer/Animal Control Officer to assist	MiLISA Complaints software implementation in initial stages, to be fully deployed in Q2. Internal SOP being reviewed.	MiLISA by-law enforcement software deployed to facilitate response and tracking of complaints.	Monitoring of response time with complaint tracking software over busiest season.	Monitoring of response time with complaint tracking software over busiest season.	
<b>4. Sustainability</b>					
<i>Official Plan/Downtown &amp; Waterfront Master Plan &amp; Urban Design Strategy</i>					
- Obtain direction from council with respect to prioritization of actions to be undertaken within the life of the Official Plan and DWMPUDS as identified therein	Participated in 10 year capital plan discussion and visioning. Ongoing action on Blockhouse Square Development.	Ongoing discussions regarding BHSD and Water St. realignment project	1. Ongoing discussions regarding BHSD and Water St. realignment project. 2. Watson & Associates engaged to complete Development Charges Study and By-law. Project initiation meeting held; data collection phase commenced.	1. Ongoing discussions regarding BHSD and Water St. realignment project. 2. Watson & Associates engaged to complete Development Charges Study and By-law. Project initiation meeting held; data collection phase commenced.	
- Update planning applications & procedures related thereto for consistency with new Official Plan	New applications being formulated	Draft modifications to applications being prepared for internal review	No action in Q3	No action in Q4	
<i>Sustainability Plan</i>					
- Implement Recommended Program 5.1.5 by developing a Green Building Standards check list as an appendix to current planning and development application forms, and a tracking system for green building elements included in proposed development and construction projects	Check list and tracking system being developed as part of update to applications	Ongoing	In progress	In progress	
<i>New Comprehensive Zoning By-law</i>					
- Develop Terms of Reference for updating the City's comprehensive Zoning By-law	T Of R developed. RFP distributed. Responses from 6 firms reviewed.	Completed	Completed	Completed	

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	with development permit concept set aside and Zoning By-law update endorsed by Steering Committee				
- Seek approval on consultant selection	Consultant selection to Council in Q2	Recommendation to EDP and Council to engage MMM Group for preparation of new Zoning By-law.	Completed	Completed	
- Commence project	Pending award of contract	Contract awarded. Project initiation meeting held with steering committee June 4. Data and document sharing and review underway.	Draft Discussion Paper provided by consultants for review. Preparation for meetings with Council, stakeholders, agencies and first public Open House held Sept 24-25. Input to Discussion Paper being gathered	First internal working draft for ZBL issued by MMM in November 2013 for review and feedback in December 2013/January 2014. Sections 1 through 8, inclusive, reviewed by staff and steering committee and provided to MMM December 2013. Preparation for meetings with Council, stakeholders, agencies and second public Open House in process for February 2014. Draft "Guide to the New City of Brockville Zoning By-law" provided for review.	

## 2013 DEPARTMENT GOALS/OBJECTIVES

Clerk's Department	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	Comments/Barriers
<b>1. People</b>					
a. AODA Integrated Accessibility Standard – planning, training and implementation	Working with L&G Clerks group to draft policies and training materials.	L&G Clerks group completed draft and presented to Clerks for review	Draft policy being Brockville'ized. Training plans being developed. Policy to FAO in November	Policy adopted by Council. Training being planned for 1 <sup>st</sup> quarter 2014.	
b. Improve public's access to documents via website	Waiting on iCompass roll out of CivicWeb portal (April 2013)	Preparing wording for CivicWeb portal	CivicWeb portal live. Link from City Hall website created. Announcement and awareness campaign for staff and website users in Q4.	Civicweb portal live and running. Media release sent. Complete.	✓
<b>2. Economy</b>					
a. Complete (department) trial of iCompass Action Tracking module and introduce/train other departments on module	iCompass customizing Action Tracking templates	Action Tracking templates completed; need revision and further testing	No updates at this time.	No updates at this time.	
b. Corporate Policies – Communication and Alcohol	Alcohol policy drafted; to be reviewed by staff again	Draft policy reviewed by staff and sent to arena advisory committee for review; to FAO July	✓ Alcohol Policy adopted by Council. Social Media policy to be presented to Council at October FAO mtg.	Social Media policy adopted by Council. Complete.	✓
<b>3. Amenities</b>					
a. Complete implementation of parking program initiatives from the departmental Service Delivery Review (on-line ticket payments; new meters in Court House area)	No updates	No updates	Attended parking conference. Gathered product information. RFP to be prepared for spring installation.	RFP being drafted for 2014 1 <sup>st</sup> quarter.	

Clerk's Department	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	Comments/Barriers
<b>4. Sustainability</b>					
a. Assist Governance Committee with procedural by-law review/automation of Council procedures/activities	Procedure by-law modified; mtg with Gov Comm in April; iPads tested by Senior Mangers	Met with Gov Comm; Clerk to draft simple changes to procedural bylaw and draft report for changes to composition of council	Committee presenting recommendation to reduce composition of council to Council in October. Procedural by-law still under review.	Council approved reduction to composition of council. Procedural by-law still under review.	
b. Prepare plan for centralize records management program (including electronic records)	Coordinate with 2A (above)	Coordinate with 2A (above)	Delayed to 2014/15 due to implementation of IASR and training requirements.		
c. Implement TOMRMS (filing classification system)	Coordinate with 4b (above)	Coordinate with 4b (above)	Delayed to 2014/15 due to implementation of IASR and training requirements.		
d. 2013 Budget monitoring	On-going	On-going	On-going	On-going	✓
e. 2014 Budget preparation	No updates	No updates	2014 budget drafted and submitted to Finance.	Complete. Waiting for council approval.	✓

2013 DEPARTMENT GOALS/OBJECTIVES					
OPERATIONS DEPARTMENT	1 <sup>ST</sup> QTR.	2 <sup>ND</sup> QTR.	3 <sup>RD</sup> QTR.	4 <sup>TH</sup> QTR.	COMMENTS/BARRIERS
<b>1. People</b> 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 b. Facilitate departmental support for festivals & events which benefit residents & draw visitors, ie. Ribfest, 1812 Bicentennial Celebrations, Hydroplane Regatta (with linkage to Economy objectives) c. Complete review of Non-resident User Fee	a. Ongoing  b. Ongoing  c. Scheduled for 3 <sup>rd</sup> quarter.	a. Artificial ice approved for Rotary hockey rink; ongoing engineering investigations for safe opening of railway tunnel; Brock Trail design work approved  b. Ongoing. Tall Ships Festival and Hydroplane Regatta complete.  c. Scheduled for 3 <sup>rd</sup> quarter.	a. Rotary Park Committee approved purchase of Artificial ice system for Rotary hockey rink; engineering investigations for safe opening of railway tunnel nearing completion; proposal requested for Brock Trail design work  b. Ongoing. Tall Ships Festival and Hydroplane Regatta complete.  c. On hold pending discussions with Elizabethtown-Kitley	a. Installation of artificial ice system for Rotary hockey rink completed (ice making to commence in January 2014); engineering investigations for safe opening of railway tunnel completed; Brock Trail design work initiated  b. Ongoing. Tall Ships Festival and Hydroplane Regatta complete.  c. On hold pending discussions with Elizabethtown-Kitley	
<b>2. Economy</b> a. Facilitate/monitor brownfield remediation projects (TSL, Wayfare, Junic, etc.) & linkages with City amenities associated with or adjacent to these developments  b. Provide technical support to industrial park land assembly initiative	a. Ongoing  b. Ongoing	a. Ongoing. Focus on Blockhouse Square project.  b. Ongoing	a. Ongoing. Focus on Blockhouse Square project.  b. Ongoing	a. Ongoing. Focus on Blockhouse Square project.  b. Ongoing	
<b>3. Amenities</b> a. Assist City Manager in negotiation of harbour divestiture b. Relocation of Boardwalk docking to east wall c. Facilitate TSL/Aquarium related projects – docking, Broad Street d. 2013 Capital Projects – roads, bridges, fleet, parkland, facilities e. RFP – Canteen operations	a. Ongoing  b/c. Stakeholders consulted. Revised application for docking submitted to Transport Canada. d. Projects being initiated e. Contract awarded	a. Ongoing b. Boardwalk docking relocation complete c. Transport Canada approval for dock pending. d. Projects underway e. New contractor commenced operations	a. Ongoing  b. Boardwalk docking relocation complete c. Transport Canada approval for dock pending. d. Projects underway e. Complete	a. Ongoing  b. Boardwalk docking relocation complete c. Transport Canada approval for dock pending. d. Projects complete e. Complete	



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<b>4. Sustainability</b> a. WPCC Secondary Treatment – main project wrap-up; Main Pumping Station/forcemain environmental assessment and design b. Participate in the Energy Management Committee – development of City's Energy Management Plan c. Asset Management – coordinate with Environmental Services to meet provincial requirements for funding eligibility	a. Main project: completing deficiencies; wrapping up contract issues. MPS/forcemain EA ongoing b. Ongoing through Arena and Facilities Supervisor c. Ongoing with Environmental Services and Corporate Services	a. Main project: completing deficiencies; all claims resolved. MPS/forcemain EA ongoing b. Ongoing through Arena and Facilities Supervisor c. Ongoing with Environmental Services and Corporate Services	a. Main project: completing deficiencies; all claims resolved. MPS/forcemain EA ongoing b. Ongoing through Arena and Facilities Supervisor c. Ongoing with Environmental Services and Corporate Services	a. Main project: deficiencies corrected; all claims resolved. MPS/forcemain EA ongoing b. Ongoing through Arena and Facilities Supervisor c. Initial version of Asset Management Plan completed	
<b>Departmental Objectives</b>					
1. Assist City Manager in completion of: <ul style="list-style-type: none"> <li>Implementation/monitoring of 2013 budget</li> <li>Preparations for 2014 budget</li> <li>Implement next steps of Corporate Reorganization as necessary</li> </ul>	Ongoing  2 <sup>nd</sup> /3 <sup>rd</sup> quarter Succession planning for 2013 retirements	Ongoing  2 <sup>nd</sup> /3 <sup>rd</sup> quarter Succession planning for 2013 retirements complete	Ongoing  Ongoing  Succession planning for 2014 retirements ongoing	Ongoing  Complete Succession planning for 2014 retirements ongoing	

2013 DEPARTMENT GOALS/OBJECTIVES					
ENVIRONMENTAL SERVICES DEPARTMENT	1 <sup>ST</sup> QTR.	2 <sup>ND</sup> QTR.	3 <sup>RD</sup> QTR.	4 <sup>TH</sup> QTR.	COMMENTS/BARRIERS
<b><u>Corporate Objectives</u></b>					
<b>1. WPCC Secondary Treatment</b>  - Construction Project Management           - Environmental Assessment of Main Pumping Station	On-going. The plant continues to have great effluent results. The contractor continues to work on deficiencies, incomplete work and warranty items. It is expected everything will be completed in the 1 <sup>st</sup> quarter of 2013.           A draft of the Phase 1 Environmental Assessment Report has been completed for staff review and comment. It is anticipated that the EA will be completed by the end of July. Staff is waiting to hear back about possible funding through the MIII program.	On-going. The plant continues to have great effluent results. The contractor continues to work on deficiencies, incomplete work and warranty items. It is expected everything will be completed in the 3 <sup>rd</sup> quarter of 2013.           It is anticipated that the Phase 2 Environmental Assessment Report will be completed by the end of August and that a public open house will be held in the early part of September. The project is to be finalized by the end of September. The City was not successful in obtaining funding through the MIII program.	On-going. The plant continues to have great effluent results. The contractor only has few deficiencies left to complete. Work on the problematic boiler system is on-going. It is expected everything will be completed by the end of November 2013.           A public open house was held in September. The final report is scheduled to be completed by the end of October 2013.	The contractor has completed all the outstanding deficiencies he was responsible for. The problems with the boiler system have been corrected and it now appears to be operating properly. It is anticipated that a final meeting will be held in January 2014 with the contractor to finalize the contract.           The Phase 2 Environmental Assessment Report has been completed. The document will be made available to the public in January 2014 for comment. Following the 30 comment period, the document will be finalized.	
<b>2. Wastewater System Capacity Analysis</b>  - Ongoing completion of corrective	<b><u>Immediate Term</u></b> Staff looked at and continues to look at various options to reduce	On-going.	On-hold.	On-hold.	The purpose of report 2007-144-08 was to put a plan in place to reduce the amount of wastewater being treated at the City's WPCC. In 2007 the plant

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<p>Actions as per Report 2007-144-08</p> <p>the amount of water being directed to the City's sanitary sewer system via water flushing stations.</p> <p><b><u>Short Term</u></b> A study on the landfill leachate system determined that it would be cost prohibitive to build an on-site treatment system.</p> <p>Engineering staff completed wet weather camera inspections to identify sewers with high inflow/infiltration (I &amp; I). This work was completed in the 2<sup>nd</sup> quarter of 2012. Staff will now review the results and 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><b><u>Long Term</u></b> Upon completion of the WPCC upgrades staff will review the possibility of</p>					<p>was at its capacity limit. Since 2007 there has steadily been a decline in influent at the plant. This can be mainly attributed to the amount of annual rainfall over the past three or four years. Additionally, through the City's capital plan, shared manholes are being removed; water consumption across the City is declining; watermain breaks are being repaired. All contribute to a reduction of flows at the plant to where, in 2012, it is at 67% of its rated capacity. Staff will continue to work on reducing inflow and infiltration but the urgency is no longer there.</p>

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	<p>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>				
<b>3. Implementation/Improvement of City's Operational Plan (DWQMS)</b>	<p>On-going. The City's Operational Plan is a living document and continues to evolve.</p> <p>NSF conducted an external audit of the City's Operational Plan in early February 2013. As a result of the audit, the City achieved full accreditation.</p>	<p>On-going. The City's Operational Plan is a living document and continues to evolve.</p> <p>City staff conducted the annual internal audit of the plan in April with only minor recommendations.</p> <p>The annual Management Review Meeting was held in June.</p>	<p>On-going. The City's Operational Plan is a living document and continues to evolve.</p>	<p>On-going. The City's Operational Plan is a living document and continues to evolve.</p> <p>A second Management Review Meeting was held in November.</p>	
<b>4. Water Systems Master Plan</b> - Water Distribution System Hydraulic Modeling Review	<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.</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.</p>	<p>On-going. Staff has met with a consultant about updating the City's Watercad model. In order to complete a master plan, it is necessary to have an updated water model. It is anticipated that work on the model will be completed in January 2014.</p>	<p>Work on the City's Watercad modelling systems has begun. The consultant is in the process of gathering information from City staff to be used in updating the model. Work on this delayed until December as City resources were allocated to a different project. It</p>	

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				anticipated that the model will be completed by the end of March 2014.	
<b>5. Implementation of Long Term Solid Waste Management Study</b>  - Review solid waste service levels	The City's Solid Waste Officer is in the process of collecting data for the preparation of a council report regarding solid waste service levels.  Council gave direction to staff to review the service levels for those home owners currently not eligible due to site plan control agreements.	The City's Solid Waste Officer is in the process of collecting data for the preparation of a council report regarding solid waste service levels.  Council gave direction to staff to review the service levels for those home owners currently not eligible due to site plan control agreements.	On-going.	On-going. Staff has completed the collection data required for the review of solid waste service levels. Staff has also met with several housing managers/representatives regarding collection services. Several pilot projects are underway to evaluate their effectiveness.	
<b>6. Completion of 2013 Environmental Services Department's Capital Projects</b>  1) Byng Ave. Reconstruction  2) Tunnel Ave. Reconstruction          3) McCready St. Reconstruction	The Tunnel and Byng Avenue projects will be combined and completed as one project. It is scheduled to be advertised in June with construction scheduled to start in September.          The McCready Street project has been awarded to Miller Construction. Work is scheduled to start in early May and be completed by the end of July.	Construction on these projects is scheduled to start in early September. Cruickshank Construction of Morrisburg has been awarded the contract.          Work on this project is progressing slowly due to the hardness of the rock encountered. An extension of time was granted to Miller Excavating. Work is to be completed by the end of August.	Work on Byng and Tunnel Avenue started in September and are well underway. It is expected that they will be completed by mid-November 2013.          The project has been completed on-time and under budget.	These two projects were completed on-time and under budget.          The project has been completed on-time and under budget.	

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4) Brock St. Watermain Reconstruction	The Brock Street project will be advertised in early May and scheduled to start in June.	The Brock Street watermain project was awarded to Knapp's Paving and Landscaping and is progressing well. Work on it is expected to be completed by mid-September.	The project has been completed on-time and under budget.	The project has been completed on-time and under budget.	
5) Wastewater Systems - Capital	There are only two small projects to be completed in 2013. Both are scheduled to be completed by the end of the year.	There are only two small projects to be completed in 2013. Both are scheduled to be completed by the end of the year	There are only two small projects to be completed in 2013. Both are scheduled to be completed by the end of the year	All projects have been completed.	
6) Water Systems - Capital	The Water Systems Division has a number of projects to be completed in 2013. A number of them have already been completed, several more are underway and all will be completed by the end of the year.	The Water Systems Division has a number of projects to be completed in 2013. A number of them have already been completed, several more are underway and all will be completed by the end of the year.	The Water Systems Division has a number of projects to be completed in 2013. A number of them have already been completed, several more are underway and all will be completed by the end of the year.	Most of the projects have been completed. There are a couple still outstanding but are expected to be completed in early 2014.	
7. Preparation of the City's Asset Management Plan	On-going. Staff secured funding in the amount of \$24,000 to assist in the preparation of an asset management plan which is required to be completed by the end of 2013. In order to receive funding in the future for capital projects, municipalities will have to have an AMP in place.	On-going. Staff secured funding in the amount of \$24,000 to assist in the preparation of an asset management plan which is required to be completed by the end of 2013. In order to receive funding in the future for capital projects, municipalities will have to have an AMP in place.	On-going. Staff secured funding in the amount of \$24,000 to assist in the preparation of an asset management plan which is required to be completed by the end of 2013. In order to receive funding in the future for capital projects, municipalities will have to have an AMP in place.	The Asset Management Plan was completed in mid-December.	

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	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.	Environmental Services staff is in the process of finalizing the state of the infrastructure element of the plan and starting the desired level of service element shortly.  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.	Environmental Services staff is in the process of finalizing the state of the infrastructure element of the plan and have started developing the level of service element.  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.		
8. Implementation of a Geographic Information System (GIS)	On-going.	On-going.	On-going.	On-going.	
9. Assist in the Risk Assessment of Reynolds Park	On-going.	On-going. See the Operations Departments Work Plan for more details.	On-going. See the Operations Departments Work Plan for more details.	On-going. See the Operations Departments Work Plan for more details.	
10. Continued Monitoring of Brownfields Remediation Projects (TSL, Junic, Way Fare, etc)	On-going. Environmental Services staff continues to assist other departments in remediation projects.	On-going.	On-going.	On-going.	
11. City liaison with CRCA to assist in the development & implementation of Source Water Protection Plan	Ongoing. The local Source Water Protection Committee submitted its Source Water Protection	City staff has participated in several meetings with the CRCA and other surrounding municipalities	The CRCA have agreed to establish a regional Risk Management Official. Draft agreements have been	The City and CRCA are in the processing of finalizing an agreement where the CRCA provide the services	

2013 DEPARTMENT GOALS/OBJECTIVES					
ENVIRONMENTAL SERVICES DEPARTMENT	1 <sup>ST</sup> QTR.	2 <sup>ND</sup> QTR.	3 <sup>RD</sup> QTR.	4 <sup>TH</sup> QTR.	COMMENTS/BARRIERS
	<p>Plan to the Minister's office at the end of August 2012. A response from the MOE is expected later this year.</p> <p>Staff is working with the CRCA in anticipation of receiving approval of the plan. Once the plan has been approved staff will be responsible for its implementation.</p>	<p>regarding establishing a regional Risk Management Official to review risk management plans on our behalf.</p>	<p>prepared and are being reviewed. It is expected that the City will enter into its agreement with the CRCA by January 2014. It is anticipated that the local Source Water Protection Plan will be approved by the Minister's office by the end of 2013 with implementation to start in 2014.</p>	<p>of a Risk Management Official to the City. The RMO will be required to review Risk Management Plans as prescribed in the local Source Water Protection Plan. The Plan was conditionally approved by the Minister's office in December 2013. Through 2014 City will be required to start the implementation of the policies outlined in the Plan.</p>	
<b>Department Objectives</b>					
<p><b>1. Assist City Manager in completion/implementation of:</b></p> <ul style="list-style-type: none"> <li>- Implement Services Delivery Review recommendations</li> <li>- Performance Reviews on Supervisory Staff</li> <li>- Implementation/Monitoring 2013 Budget</li> <li>- Preparation of 2014 Budget</li> </ul>	<p>On-going.</p> <p>Performance reviews on supervisory staff will be completed by the end of the year.</p> <p>On-going. Supervisory staff responsible for completing capital projects continually monitors project budgets.</p> <p>Preparation of the 2014 budget will start in the 3<sup>rd</sup> quarter of the year.</p>	<p>On-going.</p> <p>On-going. Scheduled to be completed in 3<sup>rd</sup> quarter.</p> <p>On-going.</p> <p>On-going.</p>	<p>On-going.</p> <p>On-going. Scheduled to be completed in 4th quarter.</p> <p>On-going.</p> <p>On-going.</p>	<p>On-going.</p> <p>Scheduled to be completed early in 2014.</p> <p>On-going.</p> <p>Completed.</p>	



# 2013 DEPARTMENT GOALS/OBJECTIVES

FIRE DEPARTMENT	1 <sup>ST</sup> QTR.	2 <sup>ND</sup> QTR.	3 <sup>RD</sup> QTR.	4 <sup>TH</sup> QTR.	COMMENTS/BARRIERS
<b>1. People</b>					
- Continue Home Inspection Program	2012 Stats review completed Scheduled start in May/13	Inspections currently in weekly activity schedule. Concentrating on specific areas identified in review.	Crews will finish with field work in late October. Stats will be reviewed.	Stats review in progress. Relative info input to CAD system	
- Continue involvement with the resurgence of the Safe Community Program	Sightline to Safety Prgm. Introduction proposal in works.	Safe Community Program Not very active at this time.	Very little activity with this group.	Contact with group but little action in fire related programs.	
- Continue to assist those with impairments & seniors to ensure that they have working smoke alarms in accordance with the Ontario Fire Code (emphasis on hearing impairment program).	Focus on Fire safety for Deaf & Hard of Hearing Seniors info sessions attended	Presentation given to L&G Mutual Aid – support in principle, waiting for a response & action plan from Can. Hearing Soc.	Other departments becoming active in program. Can. Hearing Society driving force – working with them.	1 <sup>st</sup> public donation to project received (CHS). Information package ready for public distribution.	
- Public Safety Awareness Campaigns – posters on buses, at public places & on the digital sign board at Station 2. - promote Fire prevention education & materials at any viable opportunity &/or community functions.	Primarily focused on use of electronic sign.  Staff attending all venues where an opportunity to educate afforded.	Focus remains the same.  Crews very active attending numerous summer activities & functions.	Fire Prevention Week focus on kitchen/stove top fires & home escape plans. Crews active in schools & at public functions.	Christmas fire safety info blitz conducted. Passing of CO detector legislation will lead to education awareness program 2014.	
<b>2. Economy</b>					
- Continue to promote remote access to our computer aided dispatch program Crisys records keeping option to S,D & G fire departments	Project not viable. No interest from dispatch clients. (too costly)	Change in focus – reducing faxing costs by implementing an e-mail based reporting to clients.	Most clients participating in electronic transfer of reports.	Down to the last 2 departments to switch from fax to e-mail.	
- Regular monitoring & evaluation of dispatch services to South Dundas, South Stormont & South Glengary	Committee sitting & developing SOP's both L&G and S,D & G	Ongoing project - making steady development with clients.	Participating in develop of standard radio protocols & practices.	In final draft of standard SOP for radio procedures.	
- Monitor the 2013 Budget & report variance concerns as required & as they occur. - Work with HR Manager on Interest Arbitration (2011 & 2012) contract & vacancy grievance hearings tentatively scheduled into 2013.	On going  Compilation & sharing of relevant information as it becomes available. Sept. & Oct. dates.	Ongoing  In progress, info being compiled. Mediation hearing Aug. 29	On going  All info in hands of city rep. Arbitration Oct. 17.	On going  Awaiting arbitration ruling. Have scheduled meeting with Assoc. on items as directed by arbitrator.	

2013 DEPARTMENT GOALS/OBJECTIVES					
FIRE DEPARTMENT	1 <sup>ST</sup> QTR.	2 <sup>ND</sup> QTR.	3 <sup>RD</sup> QTR.	4 <sup>TH</sup> QTR.	COMMENTS/BARRIERS
<ul style="list-style-type: none"> <li>- Work with City Manager &amp; Finance Department staff to develop 2014 budget</li> <li>- Renewal of EMS lease agreement.</li> </ul>	<p>Ongoing</p> <p>Attempting to schedule meeting. Notice of intent.</p>	<p>SMT scheduling soon.</p> <p>First meeting held, EMS seeking minor changes.</p>	<p>Work in progress.</p> <p>Decrease in required space. No final agreement as of yet.</p>	<p>2014 budget info prepared.</p> <p>Not finalized.</p>	
<b>3. Amenities</b>					
<ul style="list-style-type: none"> <li>- Support tourism by attending festivals &amp; events that require Fire Department presence</li> </ul>	<p>Sitting members on related committees.</p>	<p>Staff attended where required and/as work schedule permits.</p>	<p>Continue to participate when available.</p>	<p>Participated as requested when available or required.</p>	
<ul style="list-style-type: none"> <li>- Maintain City's annual compliance with the Emergency Management &amp; Civil Protection Act</li> </ul>	<p>Early preparation state. Emerg Preparedness week May 5-10/13</p>	<p>Ongoing expect to have an early fall training exercise.</p>	<p>Mandatory Emergency exercise scheduled for Oct 30<sup>th</sup>.</p>	<p>Compliance achieved.</p>	
<ul style="list-style-type: none"> <li>- Present an updated Fire Department Establishing &amp; Regulating By-law to Council for adoption</li> </ul>	<p>Draft form complete.</p>	<p>Going to FA&amp;O by late summer.</p>	<p>Submitted to City Manager for review.</p>	<p>Status unchanged.</p>	
<ul style="list-style-type: none"> <li>- Maintain the City's compliance with the Fire protection &amp; Prevention Act – Sections 2(1)(a) &amp; 2(1)(b)</li> </ul>	<p>On going</p>	<p>On going OFM monitoring have had recent meetings.</p>	<p>On going</p>	<p>Compliance achieved.</p>	
<ul style="list-style-type: none"> <li>- Complete radio/paging system equipment procurement for upgrade &amp; transition to a digital communications system throughout L&amp;G Counties</li> </ul>	<p>Regular involvement at committee level, project on schedule.</p>	<p>Participate in bi-weekly conference call meetings. Committees and project reportedly on schedule.</p>	<p>Installation of mobile radio units scheduled. Tower work on schedule.</p>	<p>Project on schedule, equipment installed, Radio system go-live date Jan.27-29 2014.</p>	
<ul style="list-style-type: none"> <li>- Conduct preliminary preparations for construction &amp; transition of communications equipment from St. Vincent to Water Tower in partnership with Public Works &amp; Police Depts.</li> </ul>	<p>No action at this time Budget approved in conjunction with Works &amp; Police</p>	<p>Remains a non action item at this time.</p>	<p>Planning meeting with partner city departments held – 2014 budget requirements to complete project.</p>	<p>Status unchanged.</p>	
<ul style="list-style-type: none"> <li>- Assist City Manager with recommendations from the external Org. &amp; Operations review.</li> </ul>	<p>Compiling relevant information</p>	<p>On going gathering of info.</p>	<p>On going</p>	<p>On going</p>	
<ul style="list-style-type: none"> <li>- Renewal of EMS/Fire medical response agreement with Counties</li> </ul>	<p>On-going tied to E&amp;R By-law. Draft form</p>	<p>Have begun initial talks with EMS</p>	<p>Talks continue.</p>	<p>Agreement document ready for approval.</p>	