



Finance, Administration and Operations Committee

Tuesday, July 17, 2018, 4:30 pm
City Hall, Council Chambers

Committee Members

Councillor J. Fullarton,
Chair
Councillor T. Blanchard
Councillor P. Deery
Councillor J. Earle
Mayor D. Henderson,
Ex-Officio

Areas of Responsibility:

Clerk's Office	CRCA
Environmental Services	Cemetery
Finance Department	Health Unit
Fire Department	Joint Services
Human Resources Dept.	Committee
Operations Department	PLMG
Airport Commission	Police Services Board
Arena Advisory Board	Safe Communities
Brockville Municipal	Coalition
Accessibility Advisory	St. Lawrence Lodge
Committee (BMAAC)	Management Board
	Volunteer Awards

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

Page

AGENDA

Disclosure of Interest

Delegations and Presentations

1. Youth Advisory Committee
Youth Friendly Community Designation Application Update

Hillary Geneau and Councillor Bursey will present a briefing to the committee regarding the application.

2. Presentation of the 2017 Annual Financial Statements and Auditors Report

Brent Wilson, Partner, Collins Barrow SEO LLP and Ryan Moore, Manager, Collins Barrow SEO LLP will be in attendance to present the statements and auditors report (as per Staff Report No. 2018-080-07)

Finance, Administration and Operations Committee

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Correspondence & Communications

Nil.

Reports from Boards and Committees

Nil.

Staff Reports

1. Financing of Radio System
Police Service Board

WHEREAS the Brockville Police Service Board has authorized the purchase of a radio system; and

WHEREAS the Board approved the allocation of \$250,000, surplus from the 2017 operation, to the purchase of the radio system and the balance being financed through a revolving lease line of credit with the Royal Bank of Canada to be expensed annually in the Brockville Police Service Board operating budget; and

WHEREAS the Lender, the Royal Bank of Canada requires a borrowing by-law authorizing the financing granted by the \$1,000,000 revolving line of credit;

NOWTHEREFORE Council approve the enactment of a by-law authorizing the Mayor and Treasurer to enter into an agreement with the Royal Bank of Canada for a revolving lease line of credit in the amount of \$1,000,000 to facilitate the purchase of a radio system for the Police Service as approved by the Police Services Board

- 7 - 9 2. 2018-076-07
 Metro Parking Lot Lease Agreement

THAT the Finance, Administration and Operations Committee recommend to Council the extension of the lease agreement between the City of Brockville and 1921674 Ontario Inc. for property described as Part 2 and 3, Plan 28R4516, Part 2, Plan 28R4603 and Part 1, Plan 28R4688, being the Metro parking lot, and further,

THAT the lease term be extended for a fifty year period expiring

Finance, Administration and Operations Committee

July 17, 2018

in 2068, and further,

THAT all existing terms and conditions associated with the current lease agreement be incorporated in the revised document including the annual yearly rent \$1 which will be for ten consecutive five year renewable terms, and

THAT an additional term be included in the amended lease to require the property owner to repave the lot or to reimburse the City for the cost of repaving.

- 10 - 20 3. 2018-074-07
Water & Wastewater Systems - Quarterly Report (Apr. - Jun. 2018)

THAT Report 2018-074-07 Water & Wastewater Systems Quarterly Report (Apr. – Jun. 2018) be received for information purposes.

- 21 - 23 4. 2018-082-07
Brockville Tourism Office Sale of Railway Tunnel Merchandise

THAT Council support the proposal from Brockville Tourism regarding the exclusive sale of Brockville Railway Tunnel merchandise.

- 24 - 30 5. 2018-077-07
Ontario Municipal Commuter Cycling Program

THAT Report 2018-077-07 be received for information purposes.

- 31 - 33 6. 2018-083-07
Brockville Railway Tunnel - VIA Rail Contests

THAT Council authorize the Brockville Railway Tunnel Committee to conduct fundraising using the VIA Rail Vouchers as described in Report 2018-083-07.

Finance, Administration and Operations Committee

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- 34 - 37 7. 2018-084-07
Reduced Ice Rental Rate

THAT unsold prime time ice be marketed at a reduced rate of \$75/hr for the 2018/2019 arena season.

- 38 - 53 8. 2018-079-07
Variance Report as at May 31, 2018

THAT Council receives the Variance Report for the period ended May 31, 2018 for information purposes.

- 54 - 88 9. 2018-078-07
2018 Departmental Work Plans
Second Quarter Report

THAT Council approve the 2018 Departmental Work Plans Second Quarter report as outlined in Schedule 1, Report 2018-078-07.

- 89 - 91 10. 2018-073-07
Implementation of Personal Electric Vehicle Charging Station

THAT a personal electric vehicle charging station be established on Blockhouse Island Parkway;

THAT Council approve a flat rate of \$1.00 per day for personal electric vehicles;

THAT the User Fee By-Law be amended.

- 92 - 93 11. 2018-075-07
Municipal Accommodation Tax Request for HST Exemption

That The Council of the City of Brockville request that the Government of Canada exempt the Municipal Accommodation Tax (MAT) from the Harmonized Sales Tax (HST);

And that this motion be circulated to all the municipalities in Ontario who charge the municipal accommodation tax, inviting them to pass a similar motion.

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94 - 98 12. 2018-081-07

Downtown Parking Request
to Amend Parking By-law 119-1989

THAT a Disabled Persons Parking space be created on the east side of Block House Island Parkway approximately 50m south of Water street and;

THAT a Disabled Persons Parking Space be created on Block House Island Parkway approximately just east of the City service building and;

THAT a 15-minute parking space be created on the east side of Buell Street approximately 45 meters north of King Street and;

THAT Schedule "11" Subsection 69 of By-law 119-89 be amended accordingly and;

That Schedule "5" Subsection 74 of By-law 119-89 be amended accordingly.

99 - 188 13. 2018-080-07

2017 Annual Financial Statements and Auditor Report

That the Audited Financial Statements for the Corporation of the City of Brockville to the year-ended December 31st, 2017 be received and approved; and

That the Audited Financial Statements for the Board of Management, Downtown Business Improvement Area of the Corporation of the City of Brockville be received and approved; and

That the Audited Statements of the Corporation of the City of Brockville Trust Funds be received and approved; and

That the operating deficit of \$577,529 be appropriated from the Fiscal Policy Reserve.

That the operating surplus of \$307,174 for water be allocated to water reserves and that the wastewater surplus of \$283,106 be allocated to the wastewater reserves.

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New Business - Reports from Members of Council

Nil.

FAO - Consent Agenda

Media Question Period

Motion to Move into Closed Session

THAT pursuant to Municipal Act, 2001, Section 239 Sub. 2 (b), Council resolve itself Closed Session, closed to the public to consider:

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

Report of the Committee from Closed Session

THAT the FAO Committee rise from Closed Session without reporting.

Adjournment

THAT the Finance, Administration and Operations Committee adjourn its meeting until the next regular meeting scheduled for August 21, 2018.

July 11, 2018

**REPORT TO THE FINANCE, ADMINISTRATION AND OPERATIONS
COMMITTEE – JULY 17, 2018**

2018-076-07

METRO PARKING LOT LEASE EXTENSION

**ROBERT NOLAN
DIRECTOR OF ECONOMIC
DEVELOPMENT**

RECOMMENDATION

THAT the Finance, Administration and Operations Committee recommend to Council the extension of the lease agreement between the City of Brockville and 1921674 Ontario Inc. for property described as Part 2 and 3, Plan 28R4516, Part 2, Plan 28R4603 and Part 1, Plan 28R4688, being the Metro parking lot, and further,

THAT the lease term be extended for a fifty year period expiring in 2068, and further,

THAT all existing terms and conditions associated with the current lease agreement be incorporated in the revised document including the annual yearly rent of \$1 which will be for ten consecutive five year renewable terms,

THAT an additional term be included in the amended lease to require the property owner to repave the lot or to reimburse the City for the cost of repaving,

BACKGROUND

- The initial lease for the Loeb parking lot was executed in June of 1985 between Arvic Realties (Winfield Kennedy) and the Corp. of the City of Brockville.
- A Schedule B was attached to the agreement representing cash in lieu payments on parking by Arvic to the City of Brockville payable to August 15, 2014 and representing annual contribution from \$676.00 annually to \$4,541.00 annually for total revenue to the City of \$98,746.00 over the 29 years of the subject agreement. Arvic Realty sold the property holdings to Ventron who have a contractual agreement for the parking with Loeb Canada Inc.
- The lease agreement was renegotiated and resigned in June 2005 extending for a 20 year period with options to renew for four consecutive five-year renewal terms.
- The existing lease requires the City to maintain the property, including stall stripping; sweeping; maintenance of any signage or lighting owned by the City; and repair and patching of the asphalt surface

2018-076-07

Metro Parking Lot Lease Extension

Page 2

- The repair and patching of the asphalt surface but does not consider the larger expense of repaving which will become necessary during the term of the extended lease.
- An additional term will be included in the amended lease to require the property owner to repave the lot or to reimburse the City for the cost of repaving.
- On December 1, 2015 the property was sold to 1921674 Ontario Inc. and the Parking Lot Lease transferred as of that date
- In December 2017 the owners (1921674 Ontario Inc) contacted the City seeking to extend the Parking Lot Lease for 50 years from 2018.
- Their tenant (Metro) is intending to renovate and upgrade the store but want an extended lease for both the property and the parking lot to 50 years before doing so.
- Extending this lease will safeguard the only a grocery store in the downtown

ANALYSIS

- The maintenance arrangements in the lease rate generates an annual contribution of \$31,484.00 in 2005 and increases annually as per the maintenance fee calculation which incorporates current wage rates and consumer price index adjustments.
- In 2018 the estimated contribution from the maintenance agreements will be \$34,884.00.

FINANCIAL CONSIDERATION

The annual revenue from the lease agreement with 1921674 Ontario Inc. to be deposited in R3041-969B-0857 Parking Reserve Fund.



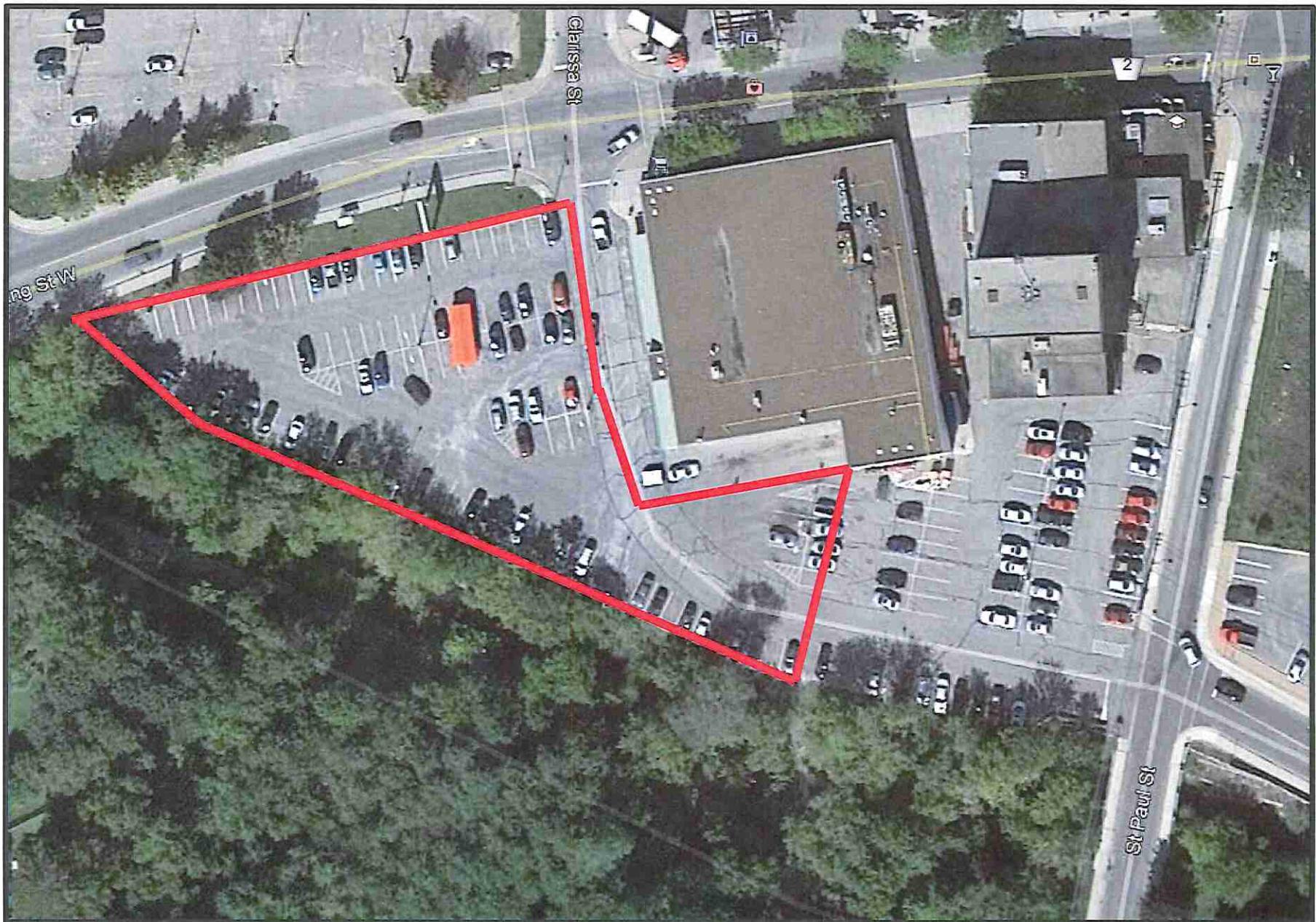
R. Nolan
Director of Economic Development

D. Dick, CA, CPA
Director of Corporate Services



B. Casselman
City Manager

METRO PARKING LOT



July 5, 2018

**REPORT TO FINANCE, ADMINISTRATION, OPERATIONS COMMITTEE – JULY 17,
2018**

**2018-074-07
WATER & WASTEWATER
SYSTEMS QUARTERLY REPORT
(APR. – JUN. 2018)**

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

RECOMMENDED

THAT Report 2018-074-07 Water & Wastewater Systems Quarterly Report (Apr. – Jun. 2018) be received for information purposes.

PURPOSE

This report covers the months of April, May and June 2018. 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, MOECC inspections and adverse conditions.

BACKGROUND

This report is submitted quarterly, and represents the second quarter of 2018.

ANALYSIS/OPTIONS

A. WATER TREATMENT PLANT AND WATER DISTRIBUTION SYSTEM

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:

Incident Date AWQI #	Parameter	Result	Corrective Action	Corrective Action Date
June 27, 2018 AWQI 140085	Total Coliform	Stewart Blvd. sampling station TC (65)	Flushed and resampled – all resample results clean, Notice of Resolution submitted to SAC & MOH	June 28, 2018

2018-074-07

Water & Wastewater Systems Quarterly Report (Apr. – Jun. 2018)**Page 2****Items of Note:****1. Flows - Water Treatment Plant**April

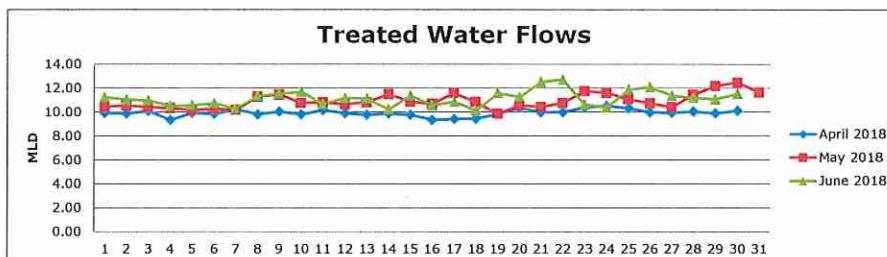
Total Volume Treated: 298.317 ML
 Average Daily Flow: 09.94 ML/d
 Average F12 Residuals: 0.59 mg/l
 Distribution Free Cl2 Res: Min 0.97, Max 1.88, Avg 1.45 mg/l

May

Total Volume Treated: 338.982 ML
 Average Daily Flow: 10.935 ML/d
 Average F12 Residuals: 0.41 mg/l
 Distribution Free Cl2 Res: Min 0.82, Max 1.92, Avg 1.46 mg/l

June

Total Volume Treated: 334.594 ML
 Average Daily Flow: 11.153 ML/d
 Average F12 Residuals: 0.46 mg/l
 Distribution Free Cl2 Res: Min 0.67, Max 1.77, Avg 1.31 mg/l

**2. Main Treatment Plant**

- Fluoride pump annual maintenance completed
- Chlorine gas flex lines replaced
- Annual servicing of chlorinators completed
- Annual servicing of chlorine analyzers and turbidity meters completed
- Main plant backup vacuum compressor tank replaced
- Backwash residual management system upgrades project cancelled due to excessive cost (600K). Further engineering required to find alternative method.
- Main plant pump and motor #2 refurbishment completed (Capital)
- Backwash motor and pump #1 removed from service for refurbishment (Capital)

3. Booster Stations and Parkedale Reservoir:

- First Avenue pump maintenance in progress (Capital)

2018-074-07

Water & Wastewater Systems Quarterly Report (Apr. – Jun. 2018)**Page 3****Flows - Parkedale Reservoir**April

Total Flow Zone 2: 160.666 ML

Average Daily Flow: 5.356 ML/d

May

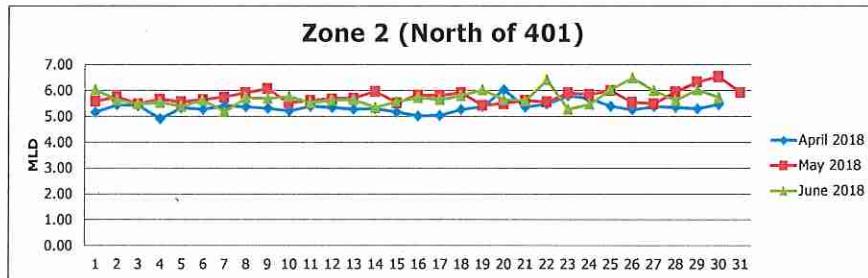
Total Flow Zone 2: 178.764 ML

Average Daily Flow: 5.767 ML/d

June

Total Flow Zone 2: 171.482 ML

Average Daily Flow: 5.716 ML/d

**Flows – First Avenue Booster Station**April

Total Flow Zone 3: 0.844 ML

Average Daily Flow: 0.028 ML/d

May

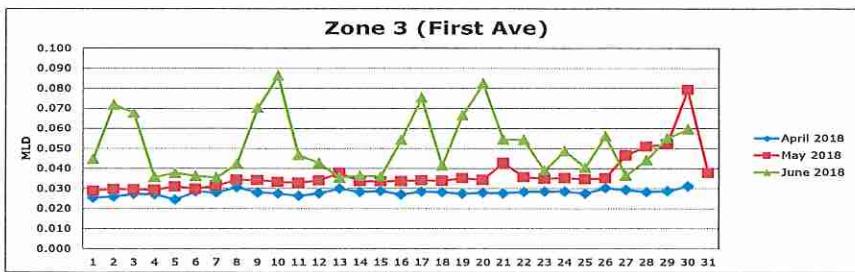
Total Flow Zone 3: 1.141 ML

Average Daily Flow: 0.037 ML/d

June

Total Flow Zone 3: 1.537 ML

Average Daily Flow: 0.051 ML/d

**4. Filters:**

- Summer coagulant in use to lower aluminum residuals

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Water & Wastewater Systems Quarterly Report (Apr. – Jun. 2018)**Page 4****5. Overhead Tank:**

- New PAX mixer installed and commissioned
- Overhead tank cleaning and disinfection completed

6. Low Lift Pump Station:

- No new updates

7. Drinking Water Quality Management System:

- External Audit completed – Operational Plans audited to the 2.0 Standard with no corrective action requests issued
- DWQMS Capital and Infrastructure Review Meeting was held on June 19th, 2018 (see Attachment #2)

8. MOECC Inspections:

- June 13th, 2018 an un-announced MOECC inspection was conducted on the Brockville Drinking Water System. Results of the inspection expected to be received in July.

9. Regulatory Updates:

- No items to report

10. 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 for Brockville and Elizabethtown-Kitley

11. Trunk Water Distribution:

- No items to report

12. Elizabethtown-Kitley Distribution:

- 2019 10 year Capital plan updated

Flows - Elizabethtown-Kitley**April**

Total flow: 3.295 ML
Average daily flow: 0.110 ML/d

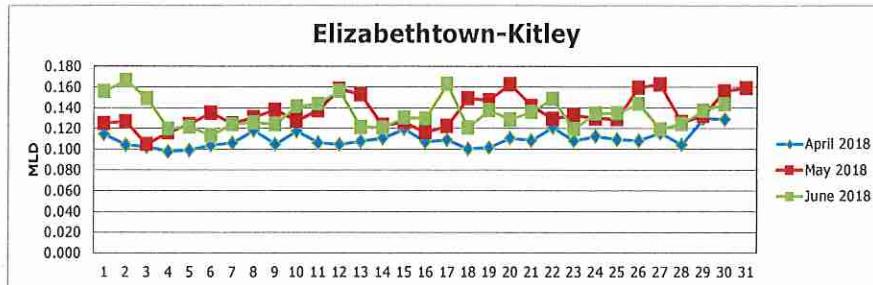
May

Total flow: 4.206 ML
Average daily flow: 0.136 ML/d

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Water & Wastewater Systems Quarterly Report (Apr. – Jun. 2018)**Page 5**June

Total flow: 4.038 ML
 Average daily flow: 0.134 ML/d

**13. Local Water Distribution:**

- Service Calls

April (total 38 service calls)

- 0 bleed valves
- 30 curb stop repairs
- 0 Fire Dispatch
- 1 general inquiry
- 2 hydrant repairs
- 1 other inquiry
- 1 valve repair
- 1 water main break inquiry
- 1 water meter/inside valve leak
- 1 water quality complaint (dirty water/low pressure)

May (total 64 service calls)

- 0 bleed valve
- 43 curb stop repairs
- 0 Fire Dispatch
- 0 general inquiries
- 7 hydrant repairs
- 2 other inquiries
- 6 valve repairs
- 0 water main breaks
- 1 water meter/inside valve leak
- 5 water quality complaints (dirty water/low pressure/no water)

June (total 59 service calls)

- 0 bleed valves
- 31 curb stop repairs
- 2 Fire Dispatch
- 2 general inquiries
- 3 hydrant repairs

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Water & Wastewater Systems Quarterly Report (Apr. – Jun. 2018)**Page 6**

- 9 other inquiries
- 4 valve repairs
- 2 water main breaks
- 0 water meter/inside valve leak
- 6 water quality complaints (dirty water/low pressure/no water)

- Watermain Breaks:

April

- Laurier Boulevard – 200 mm CI “hole”

May

- No breaks to report

June

- Charles Street – 150 mm PVC hydrant lead
- Borden Crescent – 150 mm CI “hole”
- Borden Crescent – 150 mm CI “hole”
- Borden Crescent – 150 mm CI “hole”

- Flushing Program:

- Annual flushing program underway

- Service Repairs/Replacement:

- Schofield Avenue – water service replacement completed

- Valves/Hydrant Inspection/Leak Detection:

- Annual hydrant inspections underway 315 out of 847 completed

- Capital Projects WD:

- Byng Avenue – contract awarded to Knapp's Paving, full construction underway
- Front Avenue – contract awarded to Ken Miller Excavating, full construction underway

B. WASTEWATER TREATMENT PLANT AND COLLECTION SYSTEM

The plant is currently meeting or exceeding all MOECC effluent discharge requirements and the second quarter Effluent Acute Toxicity test was completed with 0% Rainbow Trout mortality and 0% Daphnia Magna mortality. MOECC Regulations regard ≤ 50% mortality to be a pass.

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

2018-074-07

Water & Wastewater Systems Quarterly Report (Apr. – Jun. 2018)**Page 7****Items of Note:****1. Main Plant:**

- Primary Clarifiers 2 and 3 are online
- Primary Clarifiers 1 and 4 are currently not in use (on standby)
- Secondary Clarifiers 2 and 3 are online
- Secondary Clarifier 1 is currently not in use (on standby)
- 2018 1st Quarter Federal Wastewater Systems Effluent Regulations (WSER) Report submitted to Environment Canada
- EVB Engineering has been contracted for engineering services regarding aeration tank repairs that will be completed in 2018 (Capital)
- New gantry crane installed in the UV Building (Capital)
- RAS pumps (4) rebuild completed (Capital)
- WAS pumps (2) rebuild completed (Capital)
- New grinder installed in septage receiving station (Capital)
- Parts received for septage grinder rebuild (Capital)
- New replacement liner for Screen and Degrit separator was purchased and installed (Capital)
- Annual fire alarm system inspection completed
- Purchased replacement Primary, Secondary and Historian servers – ISI Controls to commission (Capital)
- Parts received for digester sludge feed grinder rebuild (Capital)
- Parts received for the dewatering makeup polymer pumps (Capital)
- New Dewatering primary air compressor installed and in service (Capital)
- Parts ordered for gas booster rebuild (Capital)
- UV transmitter repaired and placed back in service (Capital)
- New anoxic zone submersible mixer for aeration tank #2 has been ordered (Capital)
- 2017 National Pollutant Release Report (NPRI) submitted to Environment Canada
- WPCC Staff responded to five (5) call-ins related to mechanical/process issues

2. Main Pumping Station:

- Bypasses: No bypasses to report
- The 8" bypass valve is leaking and can't be taken out of service for repair without incurring a bypass
- The City has received confirmation from CWWF that funding for the design of the Main Pumping Station has been approved
- City staff along with Pure Technologies continuing to plan for the forcemain condition assessment. City staff are working on the logistics of facilitating the assessment. A fabricator has been contracted and has manufactured a custom line stop to permit the work to be completed (Capital).
- WPCC Staff responded to two (2) call-ins related to mechanical issues

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Water & Wastewater Systems Quarterly Report (Apr. – Jun. 2018)**Page 8****3. Pumping Stations:**

- WPCC Staff responded to six (6) call-ins related to mechanical/rag issues
- WPCC Staff responded to four (4) call-ins related to communication issues
- Meltric electrical emergency generator plug upgrades are completed at all stations, with the exception of the Main and West End which require major overhauls (Capital).
- Oxford Pumping Station wet well cleanout completed
- Two (2) new pumps and motors ordered for Broome Park Pumping Station (Capital)
- Two (2) new pumps and motors ordered for Chelsea Street Pumping Station (Capital)
- Two (2) new pumps and motors ordered for Central Avenue Pumping Station
- Two (2) new check valves received for Leachate Pumping Station

4. Power Outages:

- There were six (6) power outages - no issues to report

5. Wastewater Collection System:

- 59 blocked sewer/camera inspections
- 1 sanitary sewer lateral dig-up and repair
- 5 blocked mains
- Contract 2018-21 Wastewater Main Line Cleaning was completed

POLICY IMPLICATIONS

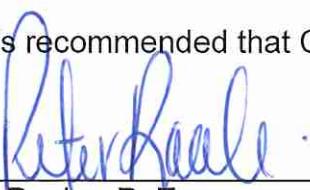
No policy implications at this time.

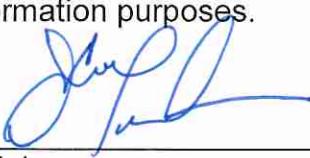
FINANCIAL CONSIDERATIONS

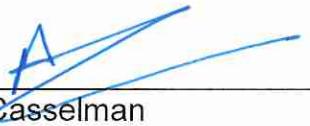
No financial considerations at this time.

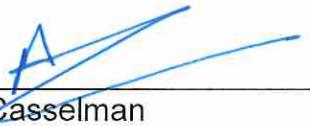
CONCLUSION

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

ATTACHMENT #1

**BROCKVILLE DRINKING WATER SYSTEM
PERFORMANCE ASSESSMENT REPORT**

Month 2018	CITY OF BROCKVILLE				ELIZABETHTOWN-KITLEY		BACTERIOLOGICAL SAMPLING		
	Total Volume Treated (ML)	Avg. Daily Flow (ML/d)	Avg. Fl2 Residual (mg/L)	WDS Avg. FCR (mg/L)	Total Flow (ML)	Avg. Daily Flow (ML/d)	BROCKVILLE WDS		
							EC	TC	HPC
APR	298.32	9.94	0.59	1.45	3.29	0.11	36 36 out of 36 safe	36 36 out of 36 safe	16 16 out of 16 safe
MAY	338.98	10.93	0.41	1.46	4.21	0.14	45 45 out of 45 safe	45 45 out of 45 safe	20 20 out of 20 safe
JUN	334.59	11.15	0.46	1.31	4.04	0.13	36 36 out of 36 safe	36 35 out of 36 safe	16 16 out of 16 safe

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

ATTACHMENT #2

MEETING AGENDA



WATER SYSTEMS DIVISION

MEETING	DWQMS Infrastructure Review Meeting Brockville Drinking Water System Elizabethtown-Kitley Water Distribution System
DATE	June 19, 2018
LOCATION	GWMC Boardroom
TIME	08:30 a.m. to 10:30 a.m.

ATTENDEES

Peter Raabe, Director of Environmental Services City of Brockville
Steve Allan, Supervisor Engineering
Don Richards, Supervisor Water Systems (DWQMS Rep)

AGENDA

TIME	DESCRIPTION
8:30	Requirements of DWQMS infrastructure review
8:35	Review YTD 2018 Capital Projects
8:45	Review proposed WT 2019 Capital Plan / 30 Year Capital – determine direction of Residual Management project
9:30	Review proposed WD 2019 Capital Plan / 10 Year Capital Plan
10:00	Review proposed EZK 2019 Capital Plan / 10 Year Capital
10:30	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: 613-342-8772, Ext. 5510, Fax: 613-345-6163, Email: drichards@brockville.com

ATTACHMENT #3

BROCKVILLE WATER POLLUTION CONTROL CENTRE
SEWAGE PLANT PERFORMANCE ASSESSMENT REPORT

MUNICIPALITY:	BROCKVILLE	DESCRIPTION:	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:	2017/2018
PROJECT:	BROCKVILLE			WATER COURSE:	ST. LAWRENCE RIVER
WORKS NUMBER:	120000122			DESIGN CAPACITY:	21,800 x 1000m ³ /day
				PEAK DESIGN CAPACITY:	62,500 X 1000m ³ /day

MONTH	FLOWS			BOD/CBOD			SUSPENDED SOLIDS			PHOSPHORUS			TOTAL AMMONIA NITROGEN		E. COLI (Org/100 mL) (GEOMEAN)			
	TOTAL FLOW 1000m ³	AVG DAY FLOW 1000m ³	MAX DAY FLOW 1000m ³	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				
JUN 18	442.46	14,749	18,442	159.00	3.00	44.25	205.00	7.00	103.24	96.6	3.06	0.45	6.64	85.3	11,54	171.68	1	
MAY 18	555.11	17,907	22,072	153.00	4.00	71.63	191.00	9.00	161.16	95.3	2.78	0.59	10.57	78.8	1,98	35.46	4	
APR 18	749.71	24,990	40,510	90.00	5.00	124.95	120.00	9.00	224.91	92.5	1.89	0.34	8.50	82.0	3.37	84.22	2	
MAR 18	582.46	18,789	25,795	141.00	4.00	75.16	147.00	8.00	150.31	94.6	2.49	0.45	8.46	81.9	1.27	23.86	1	
FEB 18	569.52	20,340	42,628	139.00	4.00	81.36	153.00	8.00	162.72	94.8	2.54	0.33	6.71	87.0	1,48	30.10	2	
JAN 18	588.18	18,973	38,692	138.00	6.00	113.84	128.00	8.00	151.78	93.8	2.46	0.32	6.07	87.0	4.20	79.69	1	
DEC 17	471.55	15,211	20,726	138.00	5.00	76.06	160.00	10.00	152.11	93.8	2.69	0.41	6.24	84.8	7.59	115.45	1	
NOV 17	651.87	21,729	32,750	142.00	5.00	108.65	152.00	12.00	260.75	92.1	2.66	0.55	11.95	79.3	4.96	107.78	3	
OCT 17	470.22	15,168	34,800	419.00	4.00	60.57	491.00	8.00	121.34	98.4	3.91	0.52	7.89	85.7	3.76	57.03	2	
SEP 17	422.15	14,072	17,586	309.00	4.00	56.29	410.00	8.00	112.58	98.0	3.68	0.52	7.32	85.9	2.67	37.57	1	
AUG 17	564.61	18,213	23,393	244.44	3.78	68.85	290.33	8.11	147.71	97.2	3.01	0.54	9.84	82.1	1,84	33.51	1	
JUL 17	678.60	21,890	47,039	154.50	4.22	92.38	176.40	7.56	165.49	95.7	2.28	0.57	12.48	75.0	4.56	99.82	4	
AVG		18,503		185.58	4.33	81.17	218.64	8.56	159.51	95.22	2.79	0.47	8.55	82.98	4.11	73.01	2	
MAX			47,039	419.00	6.00	124.95	491.00	12.00	260.75	98.37	3.91	0.59	12.48		11,64	171.68		
Objective Limit					15.00			15.00				0.80			12.0 (Nov. 1 to Apr. 30) 8.0 (May 1 to Oct. 31)		100	
Compliance Limit			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) 349 (Nov. 1 to Apr. 30) 349 (May 1 to Oct. 31)		200

MONTH	TOTAL LOADINGS			COMMENTS:
	TOTAL RAW BOD (kg/day)	TOTAL RAW SS (kg/day)	TOTAL RAW PHOS. (kg/day)	
JUN 18	2,345	3,024	45	
MAY 18	2,740	3,420	50	
APR 18	2,249	2,999	47	
MAR 18	2,649	2,762	47	
FEB 18	2,827	3,112	52	
JAN 18	2,618	2,429	47	
DEC 17	2,099	2,434	41	
NOV 17	3,086	3,303	58	
OCT 17	6,355	7,447	59	
SEP 17	4,348	5,770	52	
AUG 17	4,452	5,288	55	
JUL 17	3,382	3,861	50	
AVG	3,263	3,821	50	
MAX	6,355	7,447	59	

JULY 12, 2018

REPORT TO FINANCE, ADMIN. & OPERATIONS COMMITTEE – JULY 17, 2018

2018-082-07

**BROCKVILLE TOURISM OFFICE SALE
OF RAILWAY TUNNEL MERCHANDISE**

**C.J. COSGROVE, P.ENG
DIRECTOR OF OPERATIONS**

RECOMMENDED

THAT Council support the proposal from Brockville Tourism regarding the exclusive sale of Brockville Railway Tunnel merchandise.

PURPOSE

The purpose of this endeavor is to provide income for the Railway Tunnel.

BACKGROUND

The Brockville Railway Tunnel (BRT) Marketing Committee has vacated their storefront on King Street West and is now storing goods at another City-owned facility. They are not proposing a kiosk at the south portal for selling tunnel merchandise at this time due to staffing concerns. A meeting between the BRT Marketing Committee and Brockville Tourism (BT) was held to discuss the possibility of selling the existing merchandise on hand by the BRT, and to develop a plan going forward to sell Railway Tunnel branded merchandise.

ANALYSIS/OPTIONS

The outcome of their discussion is as follows:

Exclusivity Requirements:

- BT will obtain exclusivity on BRT branded merchandise.
- BT will most likely require a contract with the City, or an addendum to its existing contract that outlines the exclusivity clause on the Railway Tunnel logo.

New Merchandise

- BT will order branded merchandise and sell it through its POS system. BT will order and sell T-shirts, hats and bumper stickers, in addition to their current inventory of railway tunnel items (plush bears, whistles, postcards and magnets).

2018-082-07

Brockville Tourism Office Sale of Railway Tunnel Merchandise

Page 2

- BT will cover the cost of merchandise, shipping and fees, and sell merchandise at a price point as determined by the Tourism Marketing Manager.
- BT would retain a percentage of the net proceeds to cover costs of goods, distribution, taxes, retail space, etc. (to be determined) and the remainder would be submitted to the City for the Railway Tunnel operating revenues each month (with the exception of the BT existing lines of rail bear pluses, whistles, postcards and magnets which are not subject to this deal, and all monies are retained by BT).

Consignment Merchandise:

- BT will sell the existing goods that have been ordered by the BRT. This includes t-shirts and bumper stickers only. BT will not sell the following existing merchandise: golf shirts, hats, water bottles, flashlights or rain ponchos (these items are in competition with other BT merchandise).
- The BT will retain 40% commission on goods sold on consignment, and the City will be provided with the remainder that will be applied to the Railway Tunnel operating revenues. The 40% covers credit/debit fees, bags, and miscellaneous expenses.

Miscellaneous:

- The BRT Marketing Committee can sell any of its existing stock (the capability is for cash only) at special events weekends either at the tunnel or at a table on the steps of the tourism office.
- The BRT has been advised by BT that they should raise their t-shirt prices to be in line with what BT would have to sell for. Currently they don't charge tax – and their all in price is \$15 – the City figures out and submits a tax payment. Because the BT will sell t-shirts with tax on top – prices on t-shirts that BRT sells should be \$18 to be on par with what is in the BT gift shop.
- The BRT has been advised to blow out their existing hat merchandise for a low price. When the existing hats are gone BT will order new hat merchandise of a comparable quality to BT's other hat merchandise, but branded with the Rail Tunnel Logo.

POLICY IMPLICATIONS

There are no policy implications at this time.

2018-082-07

Brockville Tourism Office Sale of Railway Tunnel Merchandise

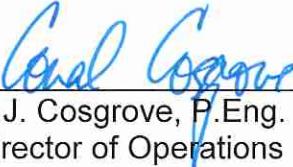
Page 3

FINANCIAL CONSIDERATIONS

There are no expenditure implications for the City related to the proposal. The proposal will generate revenue to help offset the operating costs of the railway tunnel (Account 01 4 741131 0360).

CONCLUSION

Exclusive sale of railway tunnel branded merchandise through Brockville Tourism would be a positive financial venture for the City and Brockville Tourism.


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

D. Dick, CPA, CA
Director of Corporate Services


B. Casselman
City Manager

JULY 12, 2018

REPORT TO FINANCE, ADMIN. & OPERATIONS COMMITTEE – JULY 17, 2018

2018-077-07

**ONTARIO MUNICIPAL COMMUTER
CYCLING PROGRAM**

**C.J. COSGROVE, P.ENG
DIRECTOR OF OPERATIONS**

RECOMMENDED

THAT Report 2018-077-07 be received for information purposes.

PURPOSE

The purpose of this report is to provide an update regarding the Ontario Municipal Commuter Cycling Program.

BACKGROUND

At the January 25, 2018 meeting, Council authorized the execution of a Transfer Payment Agreement with the Province of Ontario for the Ontario Municipal Commuter Cycling Program (OMCCP), please refer to Attachment 1. Under the Agreement, the Province provided \$48,000 towards an Active Transportation Plan, and \$135,361.96 towards the 2018 Brock Trail capital project. The Agreement also projected contributions from the Province in their 2018/19, 2019/20 and 2020/21 fiscal years. The projected contributions were to be based on the projects identified in the Active Transportation Plan.

ANALYSIS

The Ontario Ministry of Transportation (MTO) has advised the City of Brockville, in writing, that funding for the OMCCP is cancelled for future years. The 2018 OMCCP funding of \$183,361.96 has already been received.

The Transfer Payment Agreement identified the Active Transportation Plan as a prerequisite for the City receiving the additional funding under the OMCCP. The Active Transportation Plan has been initiated as approved by Council (\$2,300 spent to date). It is intended that the project be completed as proposed, as it will provide an appropriate opportunity for all interested community members to provide input regarding a plan for Brockville, as identified in the Official Plan. The MTO's expectation is that the City will undertake the projects linked with the \$183,361.96 in the Transfer Payment Agreement, including the Active Transportation Plan.

2018-077-07

Ontario Municipal Commuter Cycling Program

Page 2

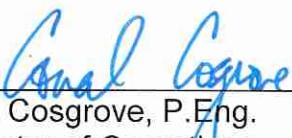
POLICY IMPLICATIONS

None.

FINANCIAL CONSIDERATIONS

The City's 2018 Capital Budget provides sufficient funds for the City's share of the Brock Trail (\$67,000) and Active Transportation Plan projects (\$12,000).

The 2019 Capital Plan will take into account the cancellation of the remainder of the OMCCP funding.



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

D. Dick, CPA, CA
Director of Corporate Services



B. Casselman
City Manager

JANUARY 9, 2018

REPORT TO FINANCE, ADMIN. & OPERATIONS COMMITTEE – JAN. 16, 2018

2018-009-01

**ONTARIO MUNICIPAL COMMUTER
CYCLING PROGRAM**

**C.J. COSGROVE, P.ENG
DIRECTOR OF OPERATIONS**

RECOMMENDED

THAT Council authorize the Mayor and City Manager to enter into a Transfer Payment Agreement with Her Majesty the Queen in Right of Ontario as represented by the Minister of Transportation for the Province of Ontario for the Ontario Municipal Commuter Cycling Program.

PURPOSE

The Ministry of Transportation requires a resolution of Council authorizing the execution of the Transfer Payment Agreement for funding through the Ontario Municipal Commuter Cycling Program (OMCCP).

BACKGROUND

At the July 25, 2017 meeting, Council authorized an application to the OMCCP for funding of an active transportation plan that includes cycling (Attachment 1).

ANALYSIS

The province is proposing to provide \$48,000 towards the estimated cost of \$60,000 to complete an active transportation plan. In addition, the province is proposing to provide \$135,361.96 towards the estimated cost of \$201,000 for the Brock Trail Project included in the 2018 Capital Budget (Railway Tunnel to Front Avenue).

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL CONSIDERATIONS

The 2018 Capital Budget allocation for the Cycling Network (\$15,000) provides sufficient funds for the City's share of the active transportation plan. The 2018 Capital Budget allocation for the Brock Trail (\$67,000) provides sufficient funds for the City's share of that project.

CONCLUSION

The City should enter into the Transfer Payment Agreement in order to receive funding through the OMCCP.



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



D. Dick, CPA, CA
Director of Corporate Services

B. Casselman
City Manager

City of Brockville
Council Meeting Minutes - Tuesday, July 25, 2017

**3. 2017-081-07
Ontario Municipal Commuter Cycling Program**

THAT the City of Brockville apply to the Ontario Municipal Commuter Cycling Program for funding of an active transportation plan that incorporates cycling.

**4. 2017-083-07
2017 Departmental Work Plans
2nd Quarter Report**

THAT Council approve the 2017 Departmental Work Plans Second Quarter Report as outlined in Schedule 1, Report 2017-083-07.

**5. 2017-075-07
Tiered Response Agreement
United Counties Leeds & Grenville and City of Brockville**

THAT Council authorizes the Mayor and Clerk to execute the Tiered Response Agreement between the United Counties of Leeds and Grenville EMS and the City of Brockville.

**6. 2017-076-07
Fire Communication Agreement
Municipality of South Dundas**

THAT Council authorizes the Mayor and Clerk to execute a Fire Dispatch Communication Service Agreement between the City of Brockville and the Municipality of South Dundas for the period of five years commencing on January 1st, 2017 and ending on December 31st, 2021.

**7. 2017-084-07
Donation of 1997 Pierce Quantum Pumper Rescue to
St. Lawrence College**

THAT Council authorizes the donation of a surplus 1997 Pierce Quantum Pumper Rescue to the St-Lawrence College Brockville Campus to be used for its Firefighter Pre-Service Program.

JULY 10, 2017

REPORT TO FINANCE, ADMIN. & OPERATIONS COMMITTEE – JULY 18, 2017

**2017-081-07
ONTARIO MUNICIPAL COMMUTER
CYCLING PROGRAM**

**C.J. COSGROVE, P.ENG
DIRECTOR OF OPERATIONS**

RECOMMENDED

THAT the City of Brockville apply to the Ontario Municipal Commuter Cycling Program for funding of an active transportation plan that incorporates cycling.

PURPOSE

The purpose of this report is to introduce the Ontario Municipal Commuter Cycling Program (O.M.C.C.P.), and how it can assist in achieving the City's goals with respect to implementing a cycling network.

BACKGROUND

As part of the Ontario Cycling Strategy and Action Plan, the O.M.C.C.P. will provide direct, dedicated, annual funding to municipalities to support the implementation of commuter cycling infrastructure.

The O.M.C.C.P. is a four-year program (2017 – 2020), with \$42.5 million available in the first year. All Ontario municipalities are eligible for funding to support up to 80% of costs associated with the implementation of eligible projects.

ANALYSIS

For municipalities with a population greater than 15,000, allocations will be based upon a funding formula. The projects submitted by a municipality must be prioritized based on a Council-approved cycling plan. Where a municipality does not have a cycling plan to work from, they must first use the O.M.C.C.P. funding to develop a cycling plan.

The City was successful in obtaining \$325,000 through the Ontario Municipal Cycling Infrastructure Program, the predecessor of the O.M.C.C.P., towards the construction of two sections of the Brock Trail. The O.M.C.C.P. presents an opportunity to use Capital Budget allocations for the Brock Trail and the Cycling Network to leverage provincial funds towards expanding the Brock Trail and creating a true cycling network, as envisaged in the City's

2017-081-07

ONTARIO MUNICIPAL COMMUTER CYCLING PROGRAM

Page 2

Official Plan.

The Brockville Cycling Advisory Committee has done significant work towards developing a cycling network. The O.M.C.C.P. presents an opportunity to have transportation professionals review, refine and expand on the work done to date and conduct additional public consultation before recommending a cycling plan for adoption by Council. It is recommended that the cycling plan be developed as part of an active transportation plan, as in many cases it is anticipated that cyclists and pedestrians will be sharing the same facilities, especially the Brock Trail. An active transportation plan would focus on integrating cyclists, pedestrians and other “people-powered” modes of transportation such as skateboards and rollerblades, into the City’s transportation system.

POLICY IMPLICATIONS

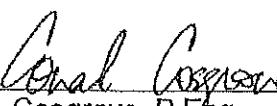
Council endorsement is a requirement of the application process.

FINANCIAL ANALYSIS

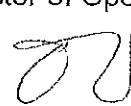
In 2014, Council endorsed a 10 year capital plan for active transportation projects. This plan has been embedded in the City's Capital Plan. The existing allocations for the Cycling Network and the Brock Trail can provide the funds required to match the funding available through the O.M.C.C.P. for an active transportation plan that can be expected to cost in the range of \$40,000 to \$60,000. Assuming 80% funding from the O.M.C.C.P., the City share would be \$8,000 to \$12,000. There is an allocation of \$15,000 annually in the Capital Budget for the Cycling Network.

CONCLUSION

The City of Brockville should apply to the O.M.C.C.P. for funding for an active transportation plan.



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



D. Dick, CPA, CA
Director of Corporate Services



B. Casselman
City Manager

July 9, 2018

Report to Finance, Administration and Operations Committee
July 17, 2018

2018-083-07

**Brockville Railway Tunnel
VIA Rail Contests**

**C. Cosgrove
Director of Operations**

RECOMMENDED

THAT Council authorize the Brockville Railway Tunnel Committee to conduct fundraising using the VIA Rail Vouchers as described in Report 2018-083-07.

PURPOSE

The purpose of these contests is to provide income for the Railway Tunnel and help reduce the project deficit.

BACKGROUND

In August of 2017 the City of Brockville Railway Tunnel Committee (BRTC) entered into a Contract with VIA Rail Canada Inc. In lieu of a donation towards the project, VIA Rail provided vouchers for \$60,000 in passenger train services.

The contract was for 3 years with the total of \$60,000; \$10,000 year one, \$25,000 for both year two and three.

ANALYSIS/OPTIONS

There are two proposals to conduct fundraising utilizing the VIA Rail vouchers.

The proposal from **Brockville Tourism** to is to organize and run a two year contest from July 2018 to July 2020 as follows:

- Win a trip for two TO Brockville from any VIA Rail Station in Canada (except Quebec) on VIA Rail using rail vouchers from VIA Rail donated to the Rail Committee
- Prize also includes a week in the new boutique hotel at 48 King
- Prize also includes a car rental for the week (to be determined)
- Contest is \$2.00 per entry

Report 2018-083-07**Brockville Railway Tunnel VIA Rail Contests****Page 2**

- Entrants can enter as many times as they like, however each entry is \$2.00 per entry
- Initially because of additional costs and requirements to run a contest in Quebec, the contest will exclude Quebec residents
- Brockville residents are welcome to enter, however the train trip must be TO BROCKVILLE. The tickets/prize will be non-transferable so the tickets would not be able to be used however the hotel and car rental could be used by a local resident
- Contest entrants will be directed to a Landing Page on the Tourism Website to enter
- Payment mode will be PayPal to avoid credit card fees
- Tourism will keep records of entrants
- The initial Contest Period is between August 31, 2018 to April 30, 2019

The contest would run for two years. It would begin again at the end of July 2019 and run until April of 2020. The cost of the contest is estimated at \$10,000 to \$20,000 to cover legal fees, website, advertising, accounting and auditing. The revenue generated by the contest will depend upon the number of entries. It is anticipated that the low entry fee will result in a very popular contest with a significant number of entries.

The proposal from the **Brockville Railway Tunnel Committee** would be that groups of 1000 raffle tickets be printed. Each ticket would be \$5.00 (or 5 for \$20). The winner of each raffle would receive two Business Plus return tickets to/from their choice of any VIA station in the Toronto, Ottawa and Montreal triangle. This flexibility would ensure interest from Brockville residents but also from visitors from Toronto, Ottawa and Montreal. The value of each ticket voucher is about \$500. (\$1000 per raffle)

A winner would be announced as soon as each group of 1000 tickets are sold (one group of 1000 tickets per month) and would raise between \$4000 and \$5000. Each group of 1000 tickets would be sold by one charitable service organization (Rotary, Kiwanis, Kinsmen, Boys and Girls Club, etc.) In return for their sales efforts the service organization would receive 40% of sales (max \$2000) and the Tunnel would receive 60% of sales (max \$3000). Thus \$1000 worth of vouchers becomes \$3000 to the tunnel committee, a service organization gets \$2000 and the lucky winner has two great train ticket vouchers.

If 10 raffles were held between August 2019 and July 2020, \$10,000 of the VIA vouchers could raise up to \$30,000 for the tunnel project. The only cost would be the ticket printing cost.

POLICY IMPLICATIONS

There are no policy implications at this time.

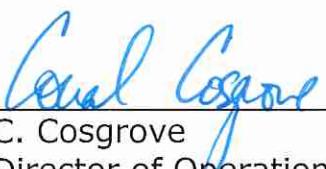
FINANCIAL CONSIDERATIONS

The BRTC proposal would only require the expense of printing the tickets and has the potential to see \$10,000 of VIA vouchers raise up to \$30,000 for the tunnel.

The Brockville Tourism proposal has a larger estimated budget of \$10,000 to \$20,000 which would be covered by Tourism until the contest ends. The revenue will depend upon the number of contest entries, but the element of risk is considered low as it is anticipated that this contest will generate significant interest.

CONCLUSION

The proposals from Brockville Tourism and the BRTC have the potential to leverage the \$60,000 in passenger train services donated by VIA Rail into a higher value of revenue for the Railway Tunnel project.



C. Cosgrove

Director of Operations

D. Dick, CPA, CA
Director of Corporate Services



B. Casselman
City Manager

JULY 12, 2018

REPORT TO FINANCE, ADMIN. & OPERATIONS COMMITTEE – JULY 17, 2018

**2018-084-07
REDUCED ICE RENTAL RATE**

**C.E. MOORE, SUPERVISOR
ARENAS AND FACILITIES
C.J. COSGROVE, P.ENG
DIRECTOR OF OPERATIONS**

RECOMMENDED

THAT unsold prime time ice be marketed at a reduced rate of \$75/hr for the 2018/2019 arena season.

PURPOSE

To increase rentals of prime time ice hours at the Brockville Memorial Civic Centre and Centennial Youth Arena.

BACKGROUND

At the Arena Advisory Committee meeting held on June 14, 2018, the Committee passed a resolution recommending the reduction of the prime time ice rental rate for all unsold hours not under contract for the 2018/2019 ice season (Attachment 1).

ANALYSIS

The ice rental schedule for the Brockville Memorial Civic Centre and Centennial Youth Arena is nearly complete for the 2018/19 season and it has been determined that there are prime time hours which are unsold. Time slots include Saturday and Sunday mornings between 6 a.m. - 8 a.m. and weekday evening hours between 10 p.m. – 12 a.m. midnight. There are approximately 24 hours of prime time ice available to be rented. The unsold hours could be offered at a reduced rate on a week by week basis. Recurring rentals would be at the normal prime time rates (Memorial Centre: \$159 Youth, \$209 Adult; Youth Arena: \$146 Youth, \$199 Adult). This practice is not uncommon at municipally-operated arenas.

POLICY IMPLICATIONS

Council approval is required to implement the proposed ice rental rate in addition to the approved *General Fees and Service Charges By-Law #006-2018*.

2018-084-07
Reduced Ice Rate

Page 2

FINANCIAL CONSIDERATIONS

The recommended ice rate would result in a projected revenue of approximately \$23,000 if a minimum of 50% of the available ice time was rented during the 2018/19 ice season. No additional staffing costs would be incurred as these times are within the core staffing time (24 hrs/wk x 26 week x 50% x \$75/hour = \$23,400 + HST).

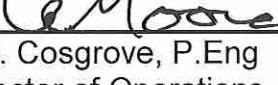
CONCLUSION

As recommended by the Arena Advisory Committee, a new pilot program be approved for the 2018/2019 ice season to rent unsold prime time ice at an hourly rate of \$75 plus HST.

per


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


C.E. Moore,
Arenas and Facilities Supervisor


D. Dick, CA, CPA
Director of Corporate Services


B. Casselman
City Manager

Arena Advisory Committee Meeting
Thursday, June 14, 2018

Arena Advisory Committee
Thursday, June 14, 2018
Minutes

Present: J. Ackerman, J. Francis, M. Greenhalgh, B. Enright, D. Mallory
Staff: C. Cosgrove, E. Moore, I. Doucette (minutes)
Regrets: R. Pankhurst

1. **CALL TO ORDER.** The meeting was called to order at 9:05 a.m.
2. **APPROVAL OF THE MINUTES.** MOVED BY: Brian Enright. SECONDED BY: Dave Mallory
THAT the minutes of the previous meeting (Thursday, May 10) be approved.
CARRIED
3. **BUSINESS ARISING FROM PREVIOUS MINUTES**
 - (i) **Canteen Contract – Operation of City Owned Food Service Facilities.** The current canteen contract, for both arenas and the harbour, expired April 30, 2018. Captain Andy Neeteson of the Crows Nest Bistro, has been granted an extension and will operate the canteen facilities at the James A.C. Auld Harbour Services Building until October 31, 2018. A Request for Proposal was advertised, with a deadline for submissions on Monday June 4, 2018. The results of the bid were discussed. A report has been prepared to the FAO (Finance, Administration, Operations) Committee and will be reviewed at their next meeting on Tuesday June 19.
 - (ii) **Twin Ice Pad Update.** An update on the twin pad progress was provided by Conal Cosgrove.
 - (iii) **Ice Scheduling 2018-2019 Season – Update.** Some of the requested changes by ice users were outlined (Ice Show date, tournament dates, College practice time). No major changes to the timetable for next season. Ice time scheduling and contract preparation for next season is partially complete and will continue. A discussion was held.

Arena Advisory Committee Meeting
Thursday, June 14, 2018

Moved by: Dave Mallory. **Seconded by:** Brian Enright

THAT

As a pilot project, after completion of the ice schedule for the upcoming season, any surplus (unsold) prime time ice will be marketed to the users at a reduced rate of \$75/hr.

A vote was held.

All in favour.

CARRIED

4. NEW BUSINESS

- (i) **Arena Advisory Committee Annual Report to FAO.** An annual briefing, outlining the committees current initiatives, report on completed projects and an overall synopsis of the operation will be presented to the October FAO Meeting (Thursday October 16, 2018 at 4:30 p.m.), by John Francis.

5. NEXT MEETING: Thursday, September 13, 2018 – 9:00 a.m. – Gord Watts Municipal Centre boardroom.

6. ADJOURNMENT. Moved by Marlene Greenhalgh THAT the meeting adjourn at 9:55 a.m.

CARRIED

**REPORT TO FINANCE ADMINISTRATION & OPERATIONS COMMITTEE –
July 17, 2018**

2018-079-07

**VARIANCE REPORT
AS AT MAY 31, 2018**

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

RECOMMENDATION

THAT Council receives the Variance Report for the period ended May 31, 2018 for information purposes.

PURPOSE

To report to Council the City of Brockville's projected financial position as of May 31, 2018 for General Operations, Capital Projects, Water and Wastewater Operating Systems.

BACKGROUND

The City's Corporate Financial Controls which Council adopted in April 2005 requires that a variance analysis of forecasted year-end surpluses/deficits be conducted and reported on throughout the year. The analysis is to be conducted at a sufficient level of detail so that variances of line item activities may be identified in conjunction with the parameters set by the Budgetary Control By-Law.

ANALYSIS/FINANCIAL IMPLICATIONS

This report represents the analyses of operating budgets – General, Water, Wastewater and the analyses of the Capital Budget, which are provided for information purposes. Attachment 1, 2, 3 and 4 are detailed variance analysis for each department.

Operating Budget

City departments have reviewed their respective financial information to May 31, 2018 and are projecting operating results for the year ended December 31, 2018 based on results to date and expected results to year end. Although these variances have been prepared based on the best information available, it is expected to change when all financial information is finalized. Based on our review to date, a deficit of approximately \$272,000 is projected.

Significant variances from budget are described below:

- Deficit of \$50,000 in the Fire Department mainly due to higher non-standard hours.
- Deficit of \$164,000 in Operations due to higher costs for winter control, second life vehicles and a reduction in fuel purchases by outside agents.
- Deficit of \$75,000 for the Brockville Police Service due to additional security hours at courthouse.
- Surplus in Solid Waste due to lower than anticipated wage and benefit costs.

Water Rate Administration Budget

The water department is expected to incur a small deficit of \$20,000 due to:

- A deficit of \$13,000 for materials and supplies.
- Deficit of \$7,500 due to legal fees related to human resource issues was required.

Wastewater Rate Administration

The projected results for the wastewater department are to generate a small surplus of \$22,000.

- Deficit of \$7,500 due to legal fees related to human resource issues was required.

- Surplus of \$15,000 in training and professional development.

Capital Fund

At this time, there are no projected surpluses or deficits from tax rate funded projects in the capital budget.

At a recent council meeting, the Rotary Club of Brockville agreed to return to the City the final installment of \$50,000 for the Rotary Park revitalization project. We would suggest this be returned to the operating budget to mitigate the \$272,000 proposed deficit.

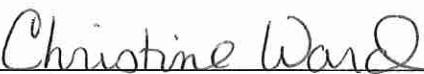
Additionally, there is approximately \$108,000 in debt savings that could be applied towards the tax funded fuel tank replacement, with the offsetting tax savings redirected to mitigate the projected deficit of \$272,000.

For capital projects funded by the water fund, there is an anticipated surplus of \$50,000. This surplus could be returned to the water fund to offset the anticipated water operating deficit of \$20,000.

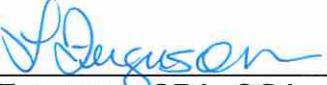
The projects funded by the wastewater fund are projected to produce a surplus of \$8,000.

CONCLUSION

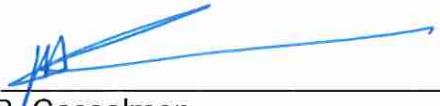
This variance report is being provided to provide council with staff's estimate of our financial projections to May 31, 2018.


C.Ward,

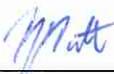
Financial Analyst-General


L. Ferguson, CPA, CGA,

Manager of Finance


B. Casselman,

City Manager


M. Wing,

Financial Analyst-General

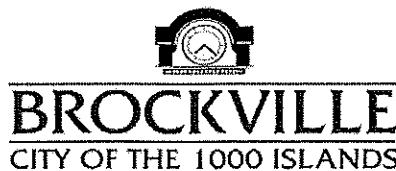

D Dick, CPA, CA,

Director of Corporate Services



**City of Brockville
Operating Variance Report
as at May 31, 2018**

	2018 Budget	Balance at May 31, 2018	Estimated Year End Balance	Estimated Surplus/Deficit at December 31, 2018
City Management & Services				
Animal Control	83,142	33,107	83,142	0
Aquarium	431,000	478,178	431,000	0
Arts Centre	152,534	44,551	152,534	0
City Council/Mayor	219,666	90,521	216,666	3,000
City Manager	478,087	300,554	478,087	0
Clerk	274,930	132,375	274,930	0
Corporate Finance	3,074,525	(17,604,651)	3,082,725	(8,200)
Cultural Services	24,000	(5,889)	24,000	0
Economic Development	453,450	143,488	455,450	(2,000)
Finance	649,570	306,461	652,630	(3,060)
Fire Department	5,130,798	1,892,011	5,181,398	(50,600)
GIS	141,687	71,100	141,687	0
Human Resources	335,434	128,897	335,434	0
Information Services	449,800	242,883	449,800	0
Parking	(102,342)	(3,438)	(102,342)	0
Parking Rental	7,433	1,773	7,433	0
Planning	502,522	315,166	502,522	0
Tourism	199,721	106,316	199,721	0
City Management & Services Total	12,505,957	(13,326,597)	12,566,817	(60,860)
Environmental Services				
Engineering	93,587	32,077	93,587	0
Solid Waste	1,122,481	346,057	1,109,481	13,000
Environmental Services Total	1,216,068	378,134	1,203,068	13,000
Operations				
Facilities	401,756	216,106	402,809	(1,053)
Fleet	357,173	223,076	374,944	(17,771)
Operations/Parks Administration	278,537	130,386	278,537	0
Parks	1,152,332	271,087	1,157,176	(4,844)
Pedestrian Vehicle Infrastructure	674,392	247,919	675,392	(1,000)
Public Works/Parks	2,528,472	1,392,448	2,657,807	(129,335)
Transit	647,332	319,530	657,332	(10,000)
Operations Total	6,039,994	2,800,553	6,203,997	(164,003)



**City of Brockville
Operating Variance Report
as at May 31, 2018**

	2018 Budget	Balance at May 31, 2018	Estimated Year End Balance	Estimated Surplus/Deficit at December 31, 2018
City Boards & Committees				
Airport	88,886	14,760	88,886	0
Cemetery	112,837	209,453	112,837	0
Committee Of Adjustment	(1,667)	(1,716)	(1,667)	0
Heritage Brockville	9,354	1,400	9,354	0
Library	698,837	7,041	698,837	0
Museum	266,147	119,080	266,147	0
Police	7,215,732	3,136,051	7,290,732	(75,000)
City Boards & Committees Total	8,390,126	3,486,069	8,465,126	(75,000)
Outside Boards				
Cataraqui Reg. Conserv. Authority	185,724	94,445	185,724	0
Long Term Care	1,216,871	275,303	1,220,871	(4,000)
Public Health Grants	402,993	188,817	383,934	19,059
Downtown Business Improvement Association	0	80,985	0	0
Outside Boards Total	1,805,588	639,550	1,790,529	15,059
Joint Services	3,661,871	1,395,645	3,661,871	0
Social Services				
HUB	1,876	(9,699)	1,876	0
Special Program	0	(1,027)	0	0
Social Services Total	1,876	(10,726)	1,876	0
Debt Charges	1,986,775	(242,809)	1,986,775	0
Grand Total	35,608,255	(4,880,181)	35,880,059	(271,804)

Railway Tunnel 2018
Statement of Operations
To the period ending July 2018

Revenues

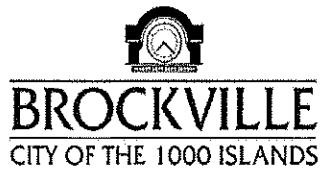
Donations	\$	9,130
Caboose Rent	\$	2,374
Merchandise Sales	\$	1,520
Guided Tours	\$	199
Rent Donations	\$	-
		<u>13,223</u>

Expenditures

Hydro - (to April 30)	4,549
Alarm Monitoring	726
Rent and Building Utilities	10,346
Advertising	458
Tunnel Maintenance	4,299
Miscellaneous	<u>2,107</u>
	<u>22,486</u>

Net cost

(9,262)



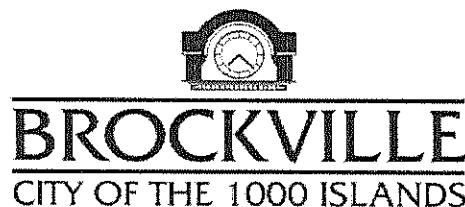
**City of Brockville
Water Variance Report
as at May 31, 2018**

	2018 Budget Amount	Balance at May 31, 2018	Estimated Year End Balance	Estimated Surplus/Deficit at December 31, 2018
Administration	152,607	77,033	152,607	0
Debt Charges	206,975	0	206,975	0
Elizabethtown	(25,615)	(37,035)	(25,615)	0
Engineering	175,223	72,092	175,223	0
Finance - Water	(2,711,547)	(1,510,057)	(2,704,047)	(7,500)
Fleet	46,818	18,086	46,668	150
Water Distribution Maintenance	755,052	240,333	755,052	0
Water Treatment	1,400,487	423,527	1,413,487	(13,000)
Grand Total	0	(716,020)	20,350	(20,350)



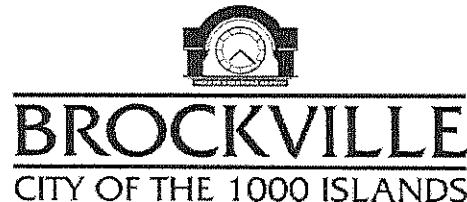
City of Brockville
Wastewater Variance Report
as at May 31, 2018

	2018 Budget Amount	Balance at May 31, 2018	Estimated Year End Balance	Estimated Surplus/Deficit at December 31, 2018
Administration	146,746	75,850	154,246	(7,500)
Debt Charges	323,347	0	323,347	0
Engineering	154,156	62,139	154,156	0
Finance - Wastewater	(3,950,172)	(1,549,968)	(3,950,172)	0
Wastewater Collection	340,168	70,826	330,685	9,483
Water Pollution Control	2,985,755	869,815	2,965,755	20,000
Grand Total	0	(471,338)	(21,983)	21,983



**Corporation of the City of Brockville
Capital Variance Report
as at May 31, 2018**

Project	Budget Carry-Forward (<i>from previous years-UNAUDITED</i>)	2018 Budget	Total funds available (carry-forward + budget)	Project Balance at May 31, 2018	Projected Variance
BMAAC	69,287	0	69,287	39,287	
50 years of Our Flag	1,227	0	1,227	1,227	
Retrofit/Replacement of Windows - Victoria Building	(23,365)	100,000	76,635	76,635	
Building Maintenance	346,681	339,150	685,831	615,641	(14,614)
Fleet	164,335	797,735	962,070	884,515	107,908
Corporate Systems Upgrade	61,203	169,000	230,203	202,034	0
Computer Replacement Program	0	82,000	82,000	80,365	0
2018 Minor Capital	16,271	101,250	117,521	82,738	0
Asphalt/Concrete Program	0	750,000	750,000	748,951	0
Bridge Inspection Services	17,947		17,947	17,947	0



Corporation of the City of Brockville
Capital Variance Report
as at May 31, 2018

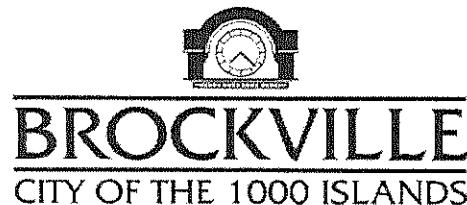
Project	Budget Carry-Forward (<i>from previous years-UNAUDITED</i>)	2018 Budget	Total funds available (carry-forward + budget)	Project Balance at May 31, 2018	Projected Variance
Fencing - CN Railways	2,411		2,411	2,411	0
Traffic Signal Controllers	43,262	70,000	113,262	52,294	0
Airport Fuel & Tank replacement	154,876		154,876	154,876	0
Parking Meters	29,125		29,125	29,125	0
Pre-Engineering Services	15,745	10,000	25,745	25,745	0
North Trunk Sanitary Sewer	110,000		110,000	110,000	0
Sewer Inflow/Infiltration Analysis	115,942		115,942	115,942	0
Water Service Upgrades	5,080		5,080	5,080	0
Stewart Blvd Storm Sewer	77,546		77,546	77,546	0
Water/Wastewater Meter replacement	(97,037)	325,000	227,963	96,698	0



BROCKVILLE
CITY OF THE 1000 ISLANDS

**Corporation of the City of Brockville
Capital Variance Report
as at May 31, 2018**

Project	Budget Carry-Forward (<i>from previous years-UNAUDITED</i>)	2018 Budget	Total funds available (carry-forward + budget)	Project Balance at May 31, 2018	Projected Variance
Water Pollution Control Plant Equipment	262,142	376,500	638,642	505,292	8,355
Water Treatment Plant Work	158,837	624,000	782,837	722,799	46,480
Expansion of the Zone 3 pressure area	40,452		40,452	40,452	0
Waste management study ED-19	22,861		22,861	22,861	0
Brock Trail Linkage	(105,119)	201,000	95,881	94,410	0
Parkland Equipment Management Program	252,367	350,479	602,846	543,182	8,827
Rotary Park Splash-Pad	(243,578)	50,000	(193,578)	(183,578)	0
St. Lawrence Park Design	16,951		16,951	16,951	0
Railway Tunnel Tourism	(2,942,603)	0	(2,942,603)	(2,161,000)	(2,161,000)
Waterfront Public Use Study	5,459		5,459	5,459	0



**Corporation of the City of Brockville
Capital Variance Report
as at May 31, 2018**

Project	Budget Carry-Forward (<i>from previous years-UNAUDITED</i>)	2018 Budget	Total funds available (carry-forward + budget)	Project Balance at May 31, 2018	Projected Variance
Reynolds Park	(11,511)		(11,511)	(11,511)	0
Bridlewood Subdivision	99,365		99,365	99,365	0
Storm water Management - Brockwoods	3,536		3,536	3,536	0
Sidewalk contributions	45,615		45,615	45,615	0
SCBA Cylinder Replacement	79,914		79,914	79,914	0
Cycling Network	30,000	30,000	60,000	60,000	0
Fire Dispatch Upgrades	135,000		135,000	86,862	0
Beecher Street - Directional Bore	30,000		30,000	30,000	0
Lead Service Replacement Program	26,568		26,568	26,568	0
Stewart Blvd. Sewer Extension	50,000		50,000	50,000	0



BROCKVILLE
CITY OF THE 1000 ISLANDS

**Corporation of the City of Brockville
Capital Variance Report
as at May 31, 2018**

Project	Budget Carry-Forward (<i>from previous years-UNAUDITED</i>)	2018 Budget	Total funds available (carry-forward + budget)	Project Balance at May 31, 2018	Projected Variance
Twin Pad Arena	(25,000)	750,000	725,000	725,000	0
Hydrant Replacement (7 Hydrants)	49,655	30,000	79,655	79,655	0
Stewart Blvd. Reline	220,125		220,125	220,125	0
Schofield Avenue Services	201,576	0	201,576	201,576	0
Pacific Ave - Cowan to Hislop	1,601		1,601	1,601	1,061
Home Street - Water to Ernie Fox Quay	3,076	0	3,076	3,076	3,076
Stewart Blvd. Road Interchange	73,281	0	73,281	73,281	0
North End Trunk Sanitary Sewer	75,000	0	75,000	75,000	0
Main Pumping Station - Force main Condition Assessment	311,751	0	311,751	311,751	0
Bartholomew Street - Pearl to Charles	194,472	0	194,472	77,818	0

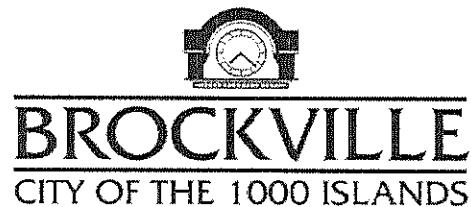


BROCKVILLE
CITY OF THE 1000 ISLANDS

Corporation of the City of Brockville
Capital Variance Report
as at May 31, 2018

Project	Budget Carry-Forward (<i>from previous years-UNAUDITED</i>)	2018 Budget	Total funds available (carry-forward + budget)	Project Balance at May 31, 2018	Projected Variance
Hardy Park Washrooms	94,378	0	94,378	89,079	0
Rotary Field house / Playground	198,957		198,957	198,957	0
Sewer Lateral Repairs	34,347	0	34,347	34,347	0
First Ave. Valving	0	80,000	80,000	80,000	0
Front Ave. - Perth St. to Convey	0	315,000	315,000	315,000	0
Floodplain Mapping	0	35,000	35,000	35,000	0
Byng Avenue Reconstruction	0	440,000	440,000	440,000	0
Ferry St. Seawall	0	125,000	125,000	122,647	0
Cunningham St. Seawall	0	300,000	300,000	297,647	0
Elm St. Bridge Repairs	0	40,000	40,000	40,000	0

ATTACHMENT #4



**Corporation of the City of Brockville
Capital Variance Report
as at May 31, 2018**

Project	Budget Carry-Forward (<i>from previous years-UNAUDITED</i>)	2018 Budget	Total funds available (carry-forward + budget)	Project Balance at May 31, 2018	Projected Variance
GWMC / Fire Radio Dispatch	0	80,000	80,000	80,000	0
	500,012	6,571,114	6,086,126	5,587,502	(1,999,907)

Railway Tunnel Phases 1A.1, 11
Statement of Operations
To the period ending July 2018

	Receipts	In-Kind	Pledges	Total
Revenues				
Donations	\$ 1,377,388	\$ 1,161,771	\$ 205,900	\$ 2,745,059
Grants	1,418,046	-	52,741	1,470,787
City Contributions	492,382	-	-	492,382
Interest	1,249	-	-	1,249
	3,289,065	1,161,771	258,641	4,709,477
Expenditures				
Professional fees	604,739	-	-	604,739
Office	44,450	-	-	44,450
Maintenance	24,115	-	-	24,115
Consultant	132,288	-	-	132,288
Land Acquisition	208,490	-	-	208,490
Catering / Food	6,686	-	-	6,686
Construction	1,521,084	-	-	1,521,084
Lighting / Electrical	3,041,832	1,161,771	-	4,203,603
Rails to trails	30,000	-	-	30,000
Interest	-		56,435	56,435
Rent	39,229	-	-	39,229
	5,652,913	1,161,771	56,435	6,871,120
Net cost	(2,363,849)	-	202,206	(2,161,643)

July 13, 2018

Report To Finance Administration Operations – July 17, 2018

2018-078-07

**2018 Departmental Work Plans
Second Quarter Report**

**Bob Casselman
City Manager**

RECOMMENDATION

THAT Council approve the 2018 Departmental Work Plans Second Quarter Report as outlined in Schedule 1, Report 2018-078-07.

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. The Strategic Plan was updated and approved for implementation by Council in 2015. 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 First Quarter Report are outlined in Schedule 1 attached hereto.

The City Manager reports on the status of Departmental Work Plans on a quarterly basis throughout 2018.

1) Financial Matters

- Significant time spent on preparation of 2017 year-end statements;
- 2018 Operating/Capital Budget completed;
- Tunnel Project Deficit Reporting – \$2 Million;
- KPMG retained to complete independent audit of the Tunnel Project.

2) Economic Development Initiatives

- Staff focused on planning process associated with development of new employment lands. Council decision appealed to OMB. Pre-hearing conference, first quarter;
- Destination Marketing Fund (DMF) legislation/regulation approved October 17, 2017. Staff development of DMF program presented and adopted by Council with a May 1, 2018 implementation date;
- Regional economic development service model adopted by partner municipalities. Not for profit incorporation documents finalized. Board members

appointed. Coordinated Communities in Transition (CIT) grant application – submitted and approved;

- St. Lawrence Corridor Economic Analysis RFP issued.

3) **Aquarium Project**

- Significant staff resources/legal costs association with preparation for arbitration hearing;
- AQ establishing bylaw executed, Board of Directors appointed;
- Ad-Hoc Committee established to complete a financial review of the Aquarium.

4) **Twin Ice Pad Project**

- Relocation study completed for Twin Ice Pad Project with downtown site identified;
- Partnership nurtured with Upper Canada District School Board (UCDSB) for joint development of Twin Ice Pad / sports field / elementary school project;
- Joint Use Agreement negotiated between the City of Brockville and UCDSB for development and use of common areas of the proposed project;
- Separate Agreements of Purchase and Sale (APS) developed by the City and UCDSB and submitted to the vendor for consideration;
- Separate conditional Agreement of Purchase and Sale (APS) agreements executed June 20, 2018.

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.



B. Casselman, City Manager

2018 DEPARTMENT GOALS/OBJECTIVES

Administration Department	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.
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Corporate Objectives				
a. Develop orientation program for new Council and define recommendations to Council &/or options	Third Quarter Project			
b. Complete negotiation of the Elizabethtown-Kitley boundary restructuring plan	File Complete Ministerial Order May 7, 2018			
c. Quarterly status reporting to Council of corporate work plans and activity	June 19, 2018	July 17, 2018		
d. Direct, motive & work with City staff to ensure that the required municipal services are in place & delivered efficiently to the community	<ul style="list-style-type: none"> • Weekly Senior Management Meetings • Recognition / Retirement events 	<ul style="list-style-type: none"> • Weekly Senior Management Meetings • Recognition / Retirement events 		
e. Annual Operating Budget preparation & Oversight	2018 Operating Budget Complete	Ongoing Overseite		
f. Annual Capital Budget preparation & Oversight	2018 Capital Budget Complete	Ongoing Overseite		
g. Direct development of long-term financial forecasts		Under Review		
Leadership				
a. Eastern Ontario Mayor's Committee participation	<ul style="list-style-type: none"> • ROMA Briefing Note Review/Preparation • Cell Gap Analysis Review 	AMO Briefing Note Review/Preparation		

2018 DEPARTMENT GOALS/OBJECTIVES

Administration Department		1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.
b. Joint Services Budget, cooperation discussions	<ul style="list-style-type: none"> • CAO/Treasurer Pre-budget Discussions • Mayor Briefing re: 2018 Budget 	Ongoing Mayor Briefings of JSC's Agenda's			
c. Fire Operations Model change – Shift from Full time to Hybrid	Arbitration Briefing Preparation	<ul style="list-style-type: none"> • Mediation June 15th • Arbitration Scheduled for September 11th, October 3rd 			
d. Docking	TBD at TSL Arbitration	Arbitration Hearing completed April 16-May 16, 2018. Results expected in 3 or 4 th Quarter.			
e. Parking	TBD at TSL Arbitration				
f. Marina Lease	TBD at TSL Arbitration				
g. Outstanding Agreements	TBD at TSL Arbitration				
h. Facilitation of goals re active transportation / waterfront / downtown / increased density	<ul style="list-style-type: none"> • Property Agreement of Purchase and Sale • Development Proposal File Initiated • Tourism Office Relocation – Proposal Development 	<ul style="list-style-type: none"> • Waterfront Advisory Committee Project Prioritization Action Plan developed • Open House June 18 			
Strategic Plan					
a. Window Replacement Program	<ul style="list-style-type: none"> • 2018 Project Underway • Lower Level of Victoria Hall Completion 	Replacement windows under construction			
b. Water Meter Replacement Program	As of April 17, 2018: #7740 meters have been replaced	As of July 12, 2018 #8450 Project should be complete by late October			
c. Employment Lands certification – facilitation	<ul style="list-style-type: none"> • Council approved applying to the Investment Ready: Certified Site Program (2018-016-02) • Contract has been signed by the City and is awaiting Provincial signature 	<ul style="list-style-type: none"> • Certified Site Program manager has visited Brockville and toured the site (May 15, 2018) • OMB Hearing Date established Jan 23-25, 2019 			

2018 DEPARTMENT GOALS/OBJECTIVES				
Administration Department	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.
	<ul style="list-style-type: none"> Awaiting the outcome of the OMB hearing before proceeding with any servicing 			
d. Twin Ice Pad Project	<ul style="list-style-type: none"> Agreement of Purchase and Sale/Submission Shared Use Agreement between City of Brockville and Upper Canada District School Board developed 	<ul style="list-style-type: none"> Agreement of Purchase and Sale (APS) Executed June 20 Work commenced on clearing APS Conditions 		
e. A/Q AdHoc Committee	<ul style="list-style-type: none"> Terms of Reference Established Committee Appointment Background Documentation Preparation 	<ul style="list-style-type: none"> Committee meeting/Member Consultation Report Preparation/ Presentation to Council early 3rd Quarter 		
f. Railway Tunnel Project	<ul style="list-style-type: none"> Project Overview Revised Committee Terms of Reference Presented to Council on Project observations Confidential Reporting to Council on Project Observations 	<ul style="list-style-type: none"> KPMG retained to complete independent audit of Railway Tunnel Project Report Preparation/ Presentation to Council early 3rd Quarter 		

2018 DEPARTMENT GOALS/OBJECTIVES – Clerk's Department

Clerk's Department	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	
1. People					
a. 2018 Municipal Election					
i. Plan and conduct	<ul style="list-style-type: none"> • Planning and development of processes underway • Working with UCLG Clerks re Compliance Audit Committee • On-track 	<ul style="list-style-type: none"> • 4 candidate info sessions held • Nomination period opened May 1st • Election Assistant hired • On-track 			
ii. Develop and implement council orientation program	No action	In development			
b. Bill 8 Accountability and Transparency Act	Working with eServices committee on processes	On-going			
i. develop customer complaint process					
2. Economy					
a. department trial of iCompass Meeting Management system	Heritage Brockville complete	Working with PSB on setup of templates			
b. eServices					
i. committee representation	On-going	On-going			
3. Amenities					
4. Sustainability					
a. Assist Governance Committee					
i. procedural by-law review	No action	No action			

Clerk's Department	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	
ii. automation of Council procedures/activities	No action	Review webcasting options			
b. Records Management					
i. Development of electronic documents records management business plan for 2019 budget funding	Research underway	Reviewing available systems to determine available option			
e. 2018 Budget monitoring	ongoing	ongoing			
f. 2019 Budget preparation	No action	Started research and planning			

2018 DEPARTMENT GOALS/OBJECTIVES – Corporate Services

Corporate Services	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Comments
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1. People

- Move to centralized client service area along with Clerk and Manager of Accounting, including departmental service review options to enhance both efficiencies and effectiveness, to move towards client service representatives	Completed May 16				
- Completion of annual staff performance reviews both formal and informal	Done				
- Assist City Manager in implementation of future service delivery enhancements as well as other identified operational changes that can improve effectiveness and efficiencies	Ongoing	ongoing			
- Involvement with collective bargaining process, arbitration meetings and general employee/employer related concerns (CUPE, FF)	Ongoing	ongoing			
- Continued promotion and review of the current CIP and Brownfield programs under existing model - Develop new model for CIP/Brownfields for introduction for 2019	Developing new program for 2019	Development Process to start third quarter			

2018 DEPARTMENT GOALS/OBJECTIVES – Corporate Services

Corporate Services	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Comments
- Develop a new procurement policy and By-Law reflecting CETA rules and regulations	In process	In process			
- Review third party funding opportunities to either enhance existing services or mitigate cost to the local tax payer	Ongoing	ongoing			
- Assist Director of Ec. Dev. Where applicable in providing resources and financial direction for future economic development opportunities	ongoing	ongoing			
- Implement GIS options and strategies including development of technical committee, development of apps for internal and external use, including revenue generating opportunities to third parties	ongoing	ongoing			
- Continue expanding use of other technologies to provide efficiencies throughout corporation including planning and building permit applications, on-line parking applications...	Continued process	Implementation of Vadim on-line to begin third quarter			
- Continue to update and monitor asset management plan to monitor the performance of assets, track outcomes and make necessary changes to plans as required. This monitoring, tracking and revising process	ongoing	ongoing			

2018 DEPARTMENT GOALS/OBJECTIVES – Corporate Services

Corporate Services	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Comments
will ensure that plans remain focused on increasing the effectiveness and efficiency of municipal assets.					
- Full responsibility for annual budget process ensuring completed in timely manner	completed				
- Completion of annual financial statements along with annual reporting requirements before end of 2 nd quarter	June 19 th 2018	To be presented at July FAO			
- Presentation of interim variance reports	Ongoing	To be presented July FAO			
- Update of City Job evaluation/ Pay Equity plan through Issuance of an RFP and Establishment of a committee to monitor and evaluate job evaluation requests	In process	Formal start of evaluation process on June 11,12 Further reviews scheduled for end of July			
- Undertake necessary professional Development courses to enhance understanding of Planning and Building departments.	ongoing	ongoing			
- Provide financial updates on all committee activities (Tunnel, AQ) and provide assistance to committees as is required	ongoing	ongoing			

2017 DEPARTMENT GOALS/OBJECTIVES – Environmental Services

ENVIRONMENTAL SERVICES DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS
<u>Corporate Objectives</u>					
1. Continue participation on the Catarqui Source Water Protection Committee	The CSWPC is actively working on updating the protection plan. The Director of ES is a member of the CSWPC.	The CSWPC is looking at a number of updates but are in the early stages of the 2-3 year process.			
2. Participate in contract negotiations with local union.	The City and local union are scheduled for meetings in May and June 2018.	The City and union met for a couple of days in May and in June to negotiate a new contract.			
3. Participate in the non-unionized job evaluation process.	The City announced a review of all non-unionized jobs.	Information sessions were held with staff to review process. JE's were distributed to staff for completion and review by their supervisor and submitted to HR by the end of May 2018.			
4. Provide technical assistance with the development of employment lands.	On-going.	On-going.			

2017 DEPARTMENT GOALS/OBJECTIVES – Environmental Services

ENVIRONMENTAL SERVICES DEPARTMENT	1ST QTR.	2ND QTR.	3RD QTR.	4TH QTR.	COMMENTS
5. Participate in the Implementation of a Geographic Information System (GIS).	The ES Department continues to work closely with the City's GIS Coordinator to develop the City's GIS system.	On-going.			
6. Participate in the review of private subdivisions for their assumption.	Staff continues to work on the assumption of a number of subdivision developments that have a number of outstanding issues and deficiencies.	On-going.			
7. On-going monitoring/implementing of departmental succession planning.	The ES Department has on an on-going basis a few retirements each year. Plans are in-place to minimize impact, promote advancement within while ensure a safe efficient work place. The Water Systems Division had a senior water distribution operator retire in January 2018 which was subsequently filled.	The Water Systems Division had a senior water treatment plant operator retire at the end of May. Plans are in place to fill the position in the near future.			
8. Implementation/Monitoring of 2018 Budget.	Supervisory staff is responsible for completing capital projects and monitoring operating budgets.	On-going.			

2017 DEPARTMENT GOALS/OBJECTIVES – Environmental Services

ENVIRONMENTAL SERVICES DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS
9. Preparation of 2019 Budget	Preparation of the 2019 budget is anticipated to start in the 2 nd quarter.	Supervisory staff is in the early stages of assembling the 2019 operating and capital budgets.			
10. Capital Projects <ul style="list-style-type: none"> 1. Byng Street Reconstruction 2. Pre-Engineering Services 3. Fire Hydrant Replacements 4. First Avenue/King Street Watermain Construction 5. Front Avenue Watermain Construction 6. WTP Capital Projects 	<ul style="list-style-type: none"> Tender drawings and documents were advertised in March 2018. Construction is scheduled to start in June. Camera inspections to be completed later in the summer/early fall. Work to be completed throughout the summer by Water Systems Division staff. Work expected to be done in the 3rd quarter. Tender drawings and documents were advertised in March 2018. Construction is scheduled to start in June. Water Treatment Plant capital projects are well underway. 	<ul style="list-style-type: none"> Tender has been awarded to Knapp's Paving. Work is scheduled to start in late June. On-going. On-going. Work expected to be done in the 3rd quarter. Tender has been awarded to Miller Construction. Work is scheduled to start in late June. Projects are proceeding well. 			

2017 DEPARTMENT GOALS/OBJECTIVES – Environmental Services

ENVIRONMENTAL SERVICES DEPARTMENT	1ST QTR.	2ND QTR.	3RD QTR.	4TH QTR.	COMMENTS
7. WPCC Capital Projects	Water Pollution Control Centre capital projects are well underway.	Projects are proceeding well.			
<u>Department Objectives</u>					
Solid Water Division					
1. Fulfill duties and responsibilities of Solid Waste Officer while on leave.	Solid Waste Officer left on leave in mid-March 2018 and is not expected back until January 2019. Work load of the position is to be shared between the Director of ES and the Admin. Coordinator.	On-going.			
2. Finalize the landfill ECA amendment with MOECC.	City staff submitted the proposed amendment to the MOECC in early December 2016. A draft version of the new ECA has been received by the City. A copy has been given to the PLMG for their review and comments.	City staff met with chair of PLMG to review ECA changes. PLMG are now in the process of reviewing the document with comments to be received by the end of June.			
3. Implementation of the Waste Free Ontario Act 2016.	The province is moving forward with a number of new regulations governing several different programs. The new Tires Regulation will come into effect in June with the Waste Electrical and Electronic	Many of the new policies and programs have been put on hold until after the provincial election.			

2017 DEPARTMENT GOALS/OBJECTIVES – Environmental Services

ENVIRONMENTAL SERVICES DEPARTMENT	1ST QTR.	2ND QTR.	3RD QTR.	4TH QTR.	COMMENTS
	Equipment by December. The new Blue Box Program is expected to come into effect by 2022.				
Engineering Division					
1. Administration of Provincial and Federal funding programs (CWWF)	Deadlines for the CWWF projects have been extended until March 2020.	On-going.			
2. Participate in the annual update of the City's Asset Management Plan	On-going.	On-going.			
3. Provide technical assistance on the new rink/school project.	On-going.	On-going.			
4. Provide technical support on the BGH expansion project.	Work on the BGH expansion project began. City is coordinating completion of the reconstruction of Bartholomew Street with work on the hospital project.	The work on Bartholomew Street has been completed with the exception of the west side sidewalk and paving. This work is expected to be completed by the end of August.			
5. Implementation of new Excess Soil Regulation.	The MOECC is proposing regulatory changes to the management of excess soil in Ontario.	The draft regulation was posted on the EBR for comment in April 2018.			
6. Implementation of new MOECC Stormwater Management Guidance Manual.	The MOECC is proposing regulatory changes to stormwater management guidelines in Ontario.	The draft manual is in circulation to various municipalities,			

2017 DEPARTMENT GOALS/OBJECTIVES – Environmental Services

ENVIRONMENTAL SERVICES DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS
		associations and organizations for comment.			
Water Systems Division					
1. Implementation/Improvement of City's Operational Plan (DWQMS).	On-going. An internal review of the risk assessment matrix was completed and updated accordingly.	On-going.			
2. Continue the implementation of the Source Water Protection Plan policies.	Staff is actively implementing the plan policies. In December 2017, the MOECC extended the deadline for municipalities to spend funding money until the end of December 2018.	On-going.			
3. Backwash Wastewater Upgrades (2017)	Tenders were advertised and received in March. The low tender received was significantly more than what was budgeted. As a result, the proposed work has been cancelled while staff looks at a variety of different options.	For the short term, staff will continue to complete 2 filter back washes a day. Should algae presence increase and a third back wash required, staff will be required to work overtime.			
4. Review and assessment of leaking private water services.	Expected to be reviewed later in the year, time permitting.	On-going.			

2017 DEPARTMENT GOALS/OBJECTIVES – Environmental Services

ENVIRONMENTAL SERVICES DEPARTMENT	1ST QTR.	2ND QTR.	3RD QTR.	4TH QTR.	COMMENTS
Wastewater Systems Division <ul style="list-style-type: none"> 1. Main Pump Station Force main Condition Assessment (2017) 2. WPCC Main Pump Station – Engineering Design (2016) 3. Completion of sanitary sewer service replacement program (2017) 4. Development of Quality Management System 5. Preliminary investigation into pump station/force main condition assessments. 6. Investigation into wet weather 	<p>An alternative method to insert the assessment equipment into the force main has been confirmed. Staff is waiting for flows at the station to decrease to a point where it is easier to complete the work.</p> <p>Staff is in the process of preparing an RFP for engineering design services. It is anticipated that the RFP will be advertised in July.</p> <p>Staff continues to work on replacing problematic sewer services.</p> <p>An initial internal meeting has been held to kick off the project. WPCC staff to use the City's Water Systems quality management system as a template.</p> <p>On-going.</p> <p>On-going.</p> <p>On-going.</p>	<p>Pure Technology has tentatively been scheduled to complete the assessment in early July.</p> <p>On-going.</p> <p>It is expected that all problematic sewer services will be completed by the end of the summer.</p> <p>On-going.</p> <p>On-going.</p> <p>On-going.</p>			

2017 DEPARTMENT GOALS/OBJECTIVES – Environmental Services

ENVIRONMENTAL SERVICES DEPARTMENT	1ST QTR.	2ND QTR.	3RD QTR.	4TH QTR.	COMMENTS
flows at Thomas Street and West End pump stations, Baxter Drive and Butlers Crescent areas.					
<u>Personal Development</u> 1. Continue to attend a variety of Human Resources workshops. 2. Assist Human Resources Division with union related issues.	On-going. On-going.	On-going. On-going.			

2018 DEPARTMENT GOALS/OBJECTIVES – Operations Department

	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS
Corporate Objectives					
1. People					
a. In partnership with community groups, enhance existing and plan for new facilities to draw families and seniors ie Brock Trail, Railway Tunnel, new arena/recreation facility, scuba diving (dive tokens), Rotary Field House, Waterfront Action Plan	Planning for Brock Trail, arena and Rotary Field House projects. Preparing for first full year of operation of the Railway Tunnel.	Planning for arena and Rotary Field House projects ongoing. Brock Trail projects under construction. Railway Tunnel operations ongoing. Waterfront Action Plan public meeting held in June.			
b. Facilitate departmental support for festivals and events which benefit residents and draw visitors i.e. Ribfest, Hydroplane regatta, Poker Run, Red Hot & Blue Rockabilly Festival, Octoberfest, Winter Classic (linkage to Economy objectives)	Planning/preparation for 2018 events.	Planning/preparation for 2018 events.			
c. Festival Policy - develop a user pay fee structure for profit generating events	Obtained background information from other municipalities.	Obtaining input from DBIA regarding positive and negative impacts of events			
d. Complete review of Non-resident User Fee	Deferred pending Elizabethtown-Kitley agreement	To be completed by year end.			
2. Economy					
a. Provide technical support to industrial park land assembly initiative	Ongoing support with respect to OMB hearing	Ongoing support with respect to OMB hearing			

2018 DEPARTMENT GOALS/OBJECTIVES – Operations Department

	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS
b. LCV's – interchanges, City routes	Coordinating with MTO	Coordinating with MTO			
c. Encourage/support next steps of Reticle development (airport)	Ongoing	Ongoing			
3. Amenities					
a. Brock Trail expansion/upgrades	Bids received for 2018 projects.	2018 projects under construction.			
b. 2018 Capital Projects – roads, bridges, fleet, parkland, facilities	2018 projects initiated	2018 projects ongoing.			
c. Completion of Reynolds Park Risk Assessment	Response to MOECC comments being formulated	No action			
d. Cycling network - Active Transportation Plan	Request for Proposals issued	Contract awarded and project initiated			
e. Waterfront Action Plan – staff resource to Waterfront Adhoc Committee	List of potential projects completed. Public consultation being planned.	Public meeting held in June.			
f. New Arena facility – staff resource, meetings, Shared Use Agreement/Design	Assisting with Shared Use Agreement, property acquisition	Assisting with Shared Use Agreement, property acquisition			
g. Rotary Fieldhouse/Play area	Evaluating options for	Evaluating options for			

2018 DEPARTMENT GOALS/OBJECTIVES – Operations Department

	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS
	building accessibility	project funding in addition to City and Rotary			
4. Sustainability					
a. Evaluate alternative fuel vehicles	2 nd quarter activity	3rd quarter activity			
b. Asset Management – 2017 Update	3 rd quarter activity	4 th quarter activity			
<u>Departmental Objectives</u>					
1. Assist City Manager in completion of: - Implementation/monitoring of 2018 Budget - Preparations for 2019 Budget - Implement next steps of succession planning as necessary	Ongoing 2 nd /3 rd quarter Ongoing	Ongoing Ongoing Ongoing			
<u>Personal Development</u>					
Parks/recreation/facilities workshops/conferences – continue to expand knowledge base; networking opportunities	Ongoing	Ongoing			

2018 DEPARTMENT GOALS/OBJECTIVES – Economic Development

ECONOMIC DEVELOPMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS
<u>Business Retention & Expansion</u>					
Undertake a structured visitation program with existing companies in Brockville	Approved by the Ministry of Advanced Education & Skills Development for funding for a Business Retention & Expansion Coordinator	Company engagement underway. 18 meetings have been completed, primarily those that are suppliers to P&G. Expecting to have 30-35 completed by end of Q2			
Work with Senior Management team to set up and establish a Gold Star service for companies and developers with significant new developments	Started weekly meeting with Planning & Economic Development.	Continued ongoing regular meetings with planning			
Establish a CRM system to manage information about key companies and potential investors	CRM system purchased and in place				
<u>Investment Attraction</u>					
Review and update information on Brockville's economy and other marketing material/collateral for foreign investors	Development of a marketing plan is underway				
Work with SLEDC to identify priorities and define City of Brockville's support	Corridor Commissioner	Have begun working with the			

2018 DEPARTMENT GOALS/OBJECTIVES – Economic Development

ECONOMIC DEVELOPMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS
for their activities	appointed in February Held a number of meetings to discuss operational working	Commissioner and meeting on a regular basis.			
Undertake investment missions, where necessary					
Establish a CRM system to manage information about key companies and potential investors	CRM system purchased and in place				
Respond to OEDC investment inquiries					
Participate in OEDC investment missions where necessary					
<u>Small Business Development</u>					
Manage the contract for the Leeds & Grenville Small Business Enterprise Centre	New contract for LGSBEC signed				
Support the delivery of Starter Company and Starter Company Plus programs	Starter company program being developed to be launched in Q2	Summer Company launched			
Through BR&E activities make an effort to connect to and support	Have reached out and met with a	The Provincially funded BR&E has			

2018 DEPARTMENT GOALS/OBJECTIVES – Economic Development

ECONOMIC DEVELOPMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS
smaller businesses	number of small businesses	included outreach to 4 small businesses.			
Connect small businesses to the Angel Network					
<u>Entrepreneurship / Innovation / Incubation</u>					
Work with stakeholders and partners to identify the incubation and entrepreneurship requirements for Brockville	Met with a couple of local businesses owners interested in establishing a shared work / incubation space				
Discuss with Province/RICS the delivery of innovation/entrepreneurship services in Brockville					
Prepare for the development of an entrepreneurship / innovation / incubation strategy in 2019					
<u>Tourism</u>					
Provide funding for the running of the Brockville Tourism Office	Contract for Tourism Offices remains with Chamber of Commerce	Accommodation Tax implemented on May 1 st . Council still to decide how to best allocate the			

2018 DEPARTMENT GOALS/OBJECTIVES – Economic Development

ECONOMIC DEVELOPMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS
	Led on the consultation and implementation of the Municipal Accommodation Tax	revenue generated from this.			
Identify suitable accommodation for the tourism office	Decision on tourism office location deferred by Council until 2019				
Undertake a Strategic Review and Plan of the Brockville and area Tourism	Tourism office has applied for additional Provincial support for the Tourism Strategy. Expect to hear in Q2 if approved	Ministry of Tourism approved funding for the tourism strategy. RFP issued. Consultants expected to be appointed in July 2018.			
Complete the Marina Study	Marina Market Needs Analysis completed	Results of the Marina study included in the Waterfront Committees community consultation			
Support the DBIA in their data visitor collection project	Project delayed may not happen until 2019				
Support the DBIA in their downtown		As part of the			

2018 DEPARTMENT GOALS/OBJECTIVES – Economic Development

ECONOMIC DEVELOPMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS
signage project		Provincially funded Main Street Revitalization program signage in downtown will be improved. Funding will also be used for additional benches, new decorative street lighting and extending wifi coverage.			
Support Frontenac Arc Biosphere projects					
Continue to support the development of the UNESCO MAB project		Brockville hosted Executive directors from biosphere in the Great Lakes region.			
Continue to support visitor related activities such as the annual fireworks and highway signage	Supporting the improvement and increasing number of tourism directional signage from 401 exits				
Support festivals / events					

Marketing / Communications / Social Media

2018 DEPARTMENT GOALS/OBJECTIVES – Economic Development

ECONOMIC DEVELOPMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS
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Undertake a review of Economic Development social media and identify ways to create a social media campaign utilizing multiple partners (i.e. DBIA, Aquatarium, BAC, Tourism, LGSBEC, 1000 Islands CDC, St Lawrence College, etc)	Review of social media completed. New Economic Development social media channels developed (Twitter, Facebook)	Ongoing posting on social media platforms. Including introducing profiles of local businesses.			
Review existing marketing collateral and update where necessary	Development of a marketing plan is underway				
Review and continue to deliver a regular e-newsletter to local stakeholders	Considered as part of the broader marketing plan				
Ensure that economic development activities are promoted through regular press releases	Considered as part of the broader marketing plan				
Support BGH with Physician recruitment	Held preliminary meeting with BGH on physician recruitment campaign. More will done once the hospital expansion is launched				
Identify appropriate hardcopy based publication to promote Brockville and undertake targeted advertising	Considered as part of the broader marketing plan				

New Resident Attraction / Immigration

2018 DEPARTMENT GOALS/OBJECTIVES – Economic Development

ECONOMIC DEVELOPMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS
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Continue to provide funding to the Immigration Partnership and participate in the Immigration Advisory Board	Immigration Partnership contract signed.				
Update information for relocation guide and print more copies	Relocation guide reviews and in the process of updating				
Continue to support the immigration scholarships		Two prizes were given, one each to BCI and TISS			
Work with Public & Separate School Boards / St Lawrence College / Fulford Academy on a new student welcome program	Held preliminary discussion on an international student welcome program to be delivered in September	Planning underway for a student welcome program			
Work with stakeholders to develop youth retention / attraction strategies	Working with partners on the Age Friendly designation				

Real Estate

Continue to drive the development of the new Employment lands	Awaiting OMB decision	OMB hearing scheduled for January 2109.			
Start the Provincial Site Certification Program for the Employment Lands	Council approved applying to the				

2018 DEPARTMENT GOALS/OBJECTIVES – Economic Development

ECONOMIC DEVELOPMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS
	Investment Ready: Certified Site Program (2018-016-02). Contract has been signed by the City and is awaiting Provincial signature. Awaiting OMB decision				
Work with Operations on the implementation of LCV interchange at 401					
Complete Communities in Transition projects	Working with MEDG to complete the Communities in Transition application	City approved for CIT funding to complete an Economic Analysis for the St Lawrence Corridor Region. RFP issued. Decision on consultants expected in July.			
Identify and implement a new property database, possibly in collaboration with L&G and the new SLCEDC					
Work with ICI realtors to get a better understand of the market place and					

2018 DEPARTMENT GOALS/OBJECTIVES – Economic Development

ECONOMIC DEVELOPMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS
the demand in Brockville and the broader area					
Manage key real estate development projects: Fulford Academy, P&G site, Community Hub, Highland Golf, UNESCO EuroMAB, Zellers Plaza, Wedgewood, Junic	<p>Continuing to liaise with P&G realtors regarding the sale of their site.</p> <p>Working with Rob Thompson on his developments in the downtown</p> <p>Discussion on the sale of 5 ac of on Broome Industrial Estate.</p> <p>Assisting on the development of a new hotel off Parkdale</p>	<p>Continuing to liaise with P&G realtors regarding the sale of their site.</p> <p>Closed on the sale of 5 acres on Broome Industrial Estate.</p> <p>Working with a food production company looking to establish a distribution facility</p> <p>New defense related company has chosen Brockville to establish a light manufacturing facility. (Company name confidential at this time)</p>			
<u>Administration</u>					
Improve the existing online property database to ensure that it is updated					

2018 DEPARTMENT GOALS/OBJECTIVES – Economic Development

ECONOMIC DEVELOPMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS
and more useful to potential investors and the ICI real estate community.					
Review the existing economic research, data and information that the economic development office has and update and improve it where necessary	Update to Economic Indicators report underway	Economic Indicators report completed.			
Review the Economic Development Advisory Team to ensure that it has broader representation from key economic development stakeholders and identify areas of activity that the EDAT can assist and advice on					
Continue to support the administration of the BAC	Ongoing support to BAC on HR and operational issues	Ongoing support to BAC on HR and operational issues			
Review the professional development & training needs of the new economic development team	Individual work plans & training plans completed,				

2018 DEPARTMENT GOALS/OBJECTIVES – FIRE Department

FIRE Department	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
1. Fire Prevention				
Home Inspection Program This is a multi-year project that identifies area of concern for fire prevention education and enforcement. We will be increasing the number of home inspections to attain 2000 visits per year. Reaching every home in a five year period will be a gradual increase from our current status.	Program begins in 2nd quarter	Program Progressing well, over 700 homes completed		
Vulnerable Occupancy Program This is mandated by the Province, it involves educating and enforcement of the Provincial Regulation. Three steps are required annually in each building designated as a vulnerable occupancy. Our compliance is a priority.	Program takes place in 3rd and 4th quarters	Program takes place in 3rd and 4th Quarters		
Apply part 9 retrofit compliance and enforcement to specific geographic areas including historical, high risk, close proximity, etc.	Ongoing	Progressing well		
Coordinating the production of a Risk Assessment Report to meet the new Provincial Legislation	underway	ongoing		

2018 DEPARTMENT GOALS/OBJECTIVES – FIRE Department

FIRE Department	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
Public Safety Awareness Campaigns We will be focusing on seniors and multiple unit dwellings. Fire Safety Information Sessions, Fire Safety Programs with primary grades in the city schools	present at all public events	public at all public events, preparing for prevention week		
Application of CO Alarm Legislation, promotion and education of requirements and enforcement where applicable.	ongoing	ongoing through home inspections, incidents calls etc		
Generate supplementary revenues from Fire Prevention and Training Divisions.	ongoing	ongoing		
2. Suppression				
Initiate strategy re: composite Fire Department	ongoing through negotiation process	ongoing through negotiation process		
Development of a communication strategy for the implementation of a composite Fire Department in partnership with like-minded municipalities	ongoing, constant discussion with municipal FC	ongoing, constant discussion with municipal FC		
Implementation plan and cost analysis to proceed with proposed Master Fire Plan	ongoing	preparing document for end of 4th quarter		
Establish response protocols that ensure adequate staffing and resources	ongoing	Modifications to deployment of resources based on stats.		
Continue with fleet plan reduction and renewal project	ongoing	Recommendations for fleet in 2019-2020 budgets		
Initiate training opportunities with our Mutual Aid partners	ongoing	repairing scenarios for 3rd quarter		

2018 DEPARTMENT GOALS/OBJECTIVES – FIRE Department

FIRE Department	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
Prepare a SCBA replacement program, review and recommendations	Third quarter	Addressing immediate needs and preparing for evaluations		
3. Administration				
Continue to support tourism by attending events with Fire Department presence	ongoing	Positive presence to all public events and invitations		
Prepare 2017 annual report	ongoing	Will be presented in 3rd quarter		
Monitor the 2018 budget and variance report concerns as required	ongoing	ongoing		
Work with HR on outstanding contract, bargaining and negotiation issues	ongoing	ongoing, mediation completed preparing for arbitration		
Develop the 2019 budget, review the fire department line items to propose a budget that better reflectd actual needs and costs	ongoing	Submitted fleet and building Capital, working on remainder		
Coordinate a training plan to meet future legislative standards on Firefighter training. Establish clear goals and objectives for crew training and for future volunteer integration				
Develop a centralized filing system using manual, digital and CriSys	system established, project progressing well	summer student, progressing on historical files		
Review and update the outdated Fire Department By-Laws	Will be submitted along with MFP implementation plan	Will be submitted along with MFP implementation plan		

2018 DEPARTMENT GOALS/OBJECTIVES – FIRE Department

FIRE Department	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
4. Communications				
Promote and develop sustainable strategy for the Fire Department Dispatch System	In place with County and municipal partner agreements	Ongoing, responding to all request and RFP, service request		
Streamline workload through interfacing systems	Project progressing	Upgrades of hardware planned and progressing well		
Organize proper response protocols and boundaries	Ongoing, coordinating with municipal partners	Ongoing, coordinating with municipal partners		
Address deficiencies-NFPA standards, etc.	Good progress on issues to be corrected	Project proceeding		
Respond to any RFP requests and reach out to potential clients/partners	Ongoing	Ongoing		
5. Emergency Planning				
Maintain the City's Annual Compliance with the Emergency Management and Civil Protection Act. Additional training exercises will be introduced	Ongoing	Preparing for EOCG committee meeting and exercise		
Provide, organize and schedule annual training sessions or other training sessions as requested or required	Ongoing	Tentative dates in place for Exercise		
Hold meetings of the committee as required		Planned for 3rd quarter		
Review HIRA in conjunction	Ongoing	Planned for 3rd quarter		
Update plan to include a new primary EOC		Planned for 3rd quarter with review		

**Report to Finance, Administration and Operations Committee
July 3, 2018**

2018-073-07

Implementation of Personal Electric Vehicle Charging Station **B. Casselman**
City Manager
L. White
Manager of Strategic Initiatives

RECOMMENDATION:

THAT a personal electric vehicle charging station be established on Blockhouse Island Parkway;

THAT Council approve a flat rate of \$1.00 per day for personal electric vehicles;

THAT the User Fee By-Law be amended.

PURPOSE

To amend User Fee By-Law 020-2018 to establish a rate of \$1.00 per day for charging e-bikes and other personal electric vehicles.

BACKGROUND

With the introduction of e-bikes, City staff has seen an increase in requests for access to power to recharge the vehicle batteries. In the past, staff has noticed people have plugged their personal electric vehicles into accessible outlets on City buildings and streetlight poles. Personal electric vehicles include e-bikes, and two and four-wheeled scooters.

The proposed charging station is not compatible for charging electric cars. The City has previously installed two charging stations for electric cars in the public parking garage at Tall Ships Landing where the fee is \$3.00 per hour.

ANALYSIS

Staff proposes that a bike rack be placed on the grassy area east of parking spaces alongside one of the two posts with the electric outlets that have been established for the vendors during festivals. There are x number of outlets on each post which should provide sufficient power for both vendors and electric vehicles during festivals.

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Implementation of Personal Electric Vehicle Charging Station

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Signage will be installed directing users to the pay station at the Water Street parking lot and to display their ticket somewhere on their bike. Commissionaires will be patrolling this area on a regular basis. Warnings will be issued to those who have not paid the fee.

POLICY IMPLICATIONS

There are no policy implications at this time.

FINANCIAL IMPLICATIONS

The cost to charge an average battery in an e-bike is approximately 18 cents per hour and should take less than three hours to fully charge for a total of 54 cents.

This initiative will cost little to deploy as an existing bike rack will be relocated and the receptacles are already in place. Signage will be installed at a cost of less than \$100.

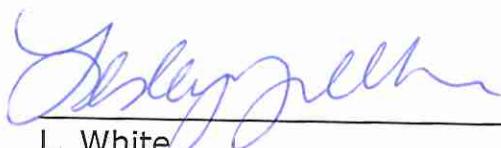
CONCLUSIONS

The implementation of this fee will ensure that users of personal electric vehicles have an area to charge their battery while ensuring the City is compensated for the electricity used.

Report 2018-073-07

Implementation of Personal Electric Vehicle Charging Station

Page 3



L. White
Manager Strategic Initiatives



D. Dick, CPA, CA
Director of Corporate Services



B. Casselman
City Manager

**Report to Finance, Administration and Operations Committee July
17, 2018**

2018-075-07

**Municipal Accommodation Tax
Request for HST Exemption**

**B. Casselman
City Manager
L. White
Manager of Strategic Initiatives**

RECOMMENDATION:

That The Council of the City of Brockville request that the Government of Canada exempt the Municipal Accommodation Tax (MAT) from the Harmonized Sales Tax (HST);

And that this motion be circulated to all the municipalities in Ontario who charge the municipal accommodation tax, inviting them to pass a similar motion.

PURPOSE

To request that Council send notice to the Government of Canada requesting that the MAT be exempt from HST, and that other municipalities be asked to do the same.

BACKGROUND

On May 17, 2017, in response to municipalities' request, the Province enacted Bill 127, Stronger, Healthier Ontario Act, 2017, providing single and lower-tier municipalities the authority to levy a transient accommodations tax (hotel tax).

At the implementation, it became clear that the MAT would be subject to HST as the new tax was not on the "exempt list". This seemed to be an unfair "tax on tax" that added extra charges to the guest's bill and is not conducive to Tourism.

ANALYSIS

Generally, HST is applied to goods and services in Ontario. As the MAT is neither a good nor a service within the meaning of Part IX of the Excise Tax Act, staff and Accommodation Providers believe it should not be taxed.

Report 2018-073-07

Municipal Accommodation Tax Request for HST Exemption

Page 2

POLICY IMPLICATIONS

There are no policy implications at this time.

FINANCIAL IMPLICATIONS

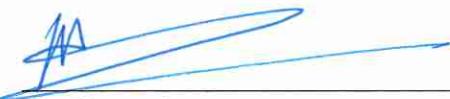
There are no financial implications for the municipality, however the HST applied to the MAT increases the cost to the guests in municipalities where the MAT is implemented.

CONCLUSIONS



L. White
Manager Strategic Initiatives

D. Dick, CPA, CA
Director of Corporate Services



B. Casselman
City Manager

July 12, 2018

REPORT TO FINANCE, ADMINISTRATION AND OPERATIONS

COMMITTEE

July 17, 2018

**2018-081-07
DOWNTOWN PARKING
REQUEST TO AMEND PARKING
BY-LAW 119-1989**

**SANDRA MACDONALD
CITY CLERK
RYAN ALLEN
REVENUE OFFICER**

RECOMMENDED

THAT a Disabled Persons Parking space be created on the east side of Block House Island Parkway approximately 50m south of Water street and;

THAT a Disabled Persons Parking Space be created on Block House Island Parkway approximately just east of the City service building and;

THAT a 15-minute parking space be created on the east side of Buell Street approximately 45 meters north of King Street and;

THAT Schedule "11" Subsection 69 of By-law 119-89 be amended accordingly and;

That Schedule "5" Subsection 74 of By-law 119-89 be amended accordingly.

PURPOSE/BACKGROUND

The first 2 recommendations are to address parking requirements on Block House Island.

The creation of the 15-minute parking space on Buell Street is to accommodate business needs in the area.

ANALYSIS/OPTIONS

Disabled Persons Parking Spaces on Block House Island Parkway

There are currently no disabled parking spaces on Block House Island Parkway, with the installation of these 2 spaces accessibility will be improved for the Tunnel and other points of interest around Block House Island.

Tunnel Space:

The 2 northern most spaces along Block House Island Parkway will be converted into a single disabled parking space allowing for a 4.2m wide parking space and a 1.5m wide access isle to meet AODA standards. This

space will provide easier access to the tunnel as well as the pathway around Block House Island. Note See Attachment A.

Block House Island Point Space:

A large existing single space just east of the City service building can be converted into a disabled parking space with a width of 4.7m. This space would improve accessibility to the pathway leading around the point. Note See Attachment B.

15-Minute Space on the east side of Buell Street

After reviewing the current distribution of 15-minute parking spaces in the downtown core at the request of a local business owner, staff recommends converting the 2-hour complimentary parking space 45m north of King Street into a 15-minute zone. Note See Attachment C.

POLICY IMPLICATIONS

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

FINANCIAL CONSIDERATIONS

There are funds in the 2018 Operating Budget in account 01-5-270493-2010 to accommodate the estimated cost of \$1000 to remove, supply and install the necessary signage.

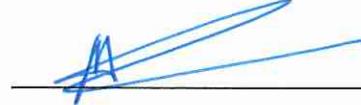
CONCLUSION

Staff recommends amending the City's Parking By-Law 119-89 accordingly.


S. MacDonald
City Clerk


R. Allen
Revenue Officer

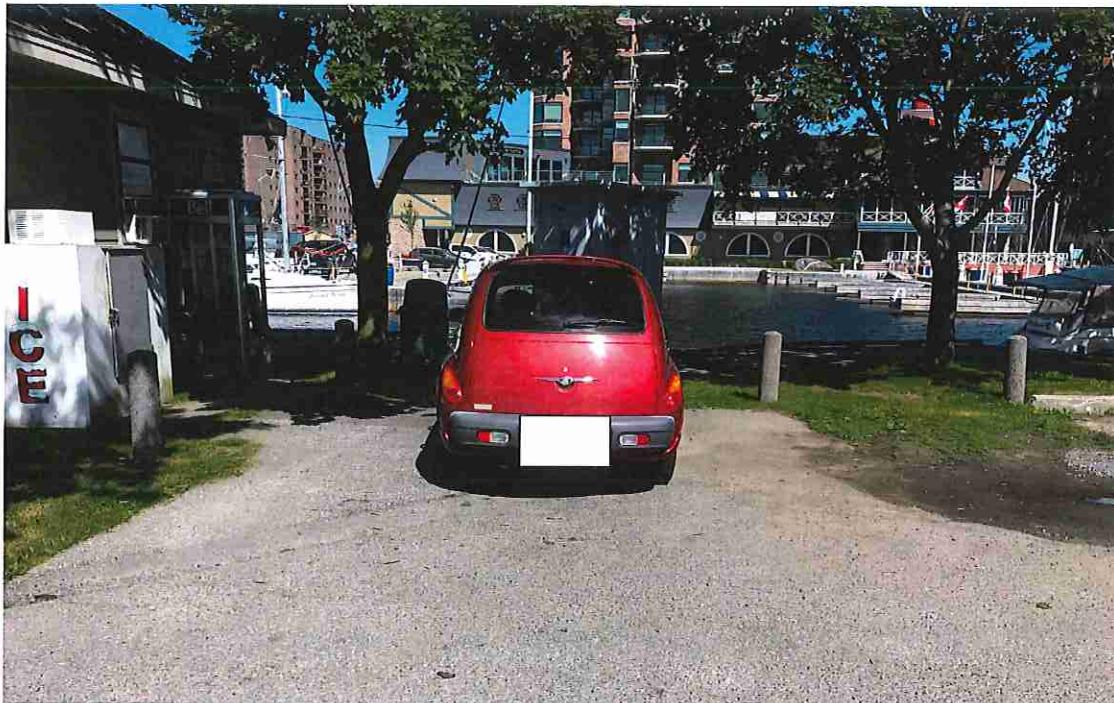

D. Dick, CPA, CA
Director of Corporate Services


B. Casselman
City Manager

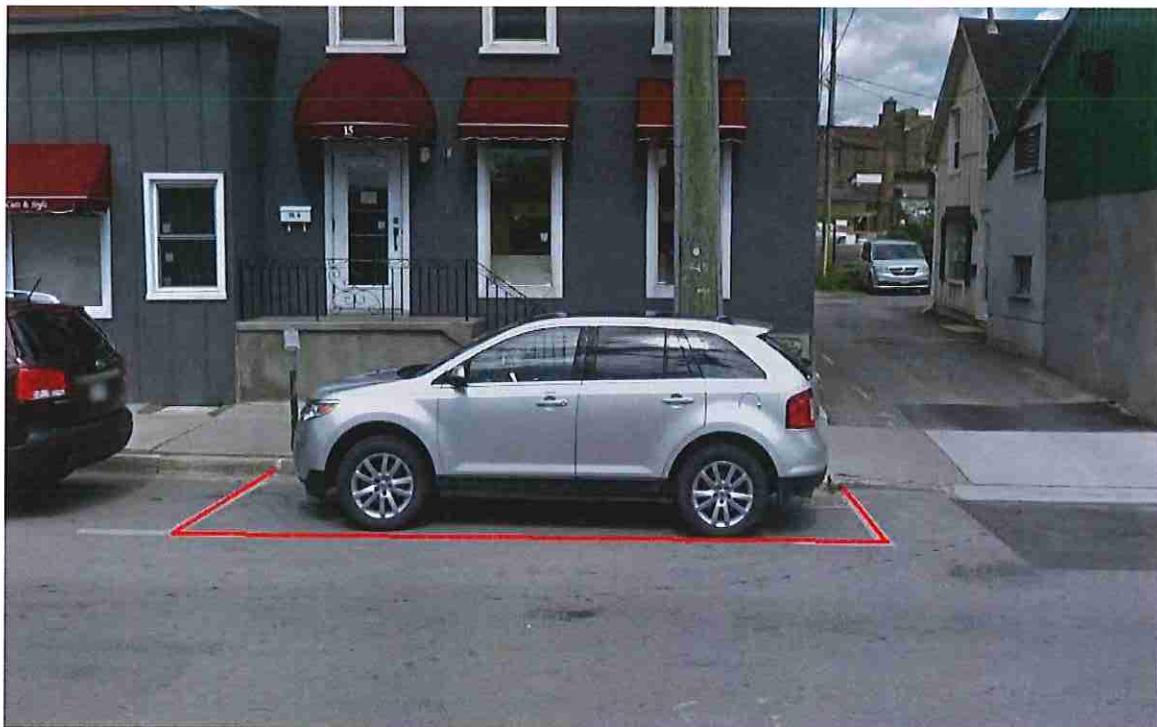
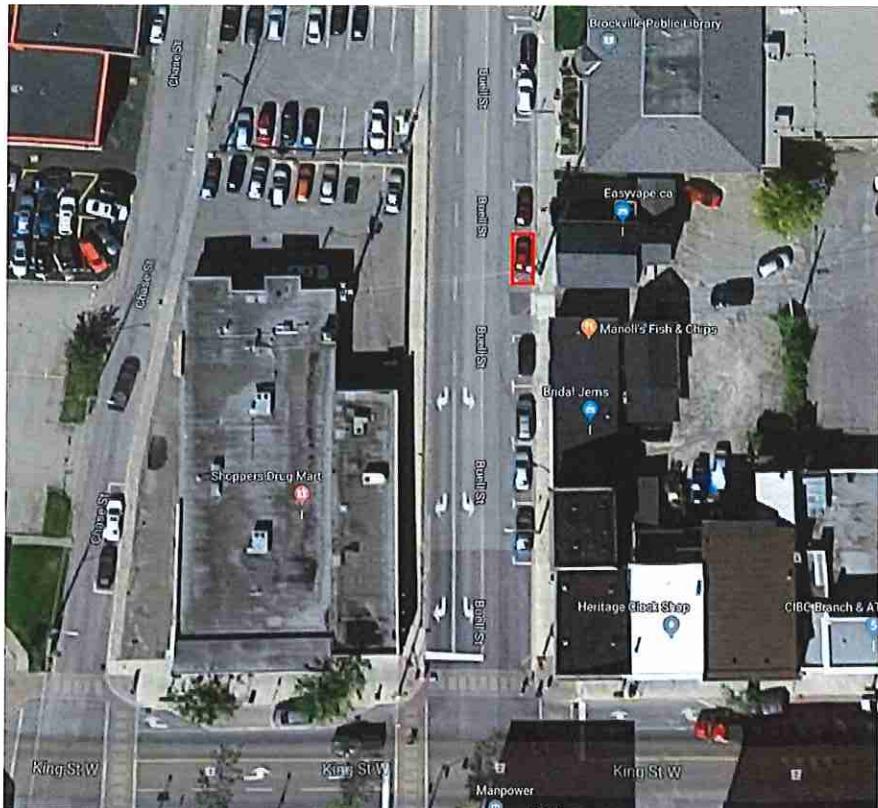
Attachment A



Attachment B



Attachment C



July 11, 2018

REPORT TO FINANCE ADMINISTRATION AND OPERATIONS COMMITTEE – July 17, 2018

2018-080-07

**2017 Annual Financial Statements
And Auditors Report**

**D. Dick, Director
Corporate Services
L. Ferguson, Manager
Finance**

RECOMMENDATION

That the Audited Financial Statements for the Corporation of the City of Brockville to the year-ended December 31st, 2017 be received and approved; and

That the Audited Financial Statements for the Board of Management, Downtown Business Improvement Area of the Corporation of the City of Brockville be received and approved; and

That the Audited Statements of the Corporation of the City of Brockville Trust Funds be received and approved; and

That the operating deficit of \$577,529 be appropriated from the Fiscal Policy Reserve.

That the operating surplus of \$307,174 for water be allocated to water reserves and that the wastewater surplus of \$283,106 be allocated to the wastewater reserves.

PURPOSE

For Council to review, receive and approve the Audited Financial Statements for the Corporation of the City of Brockville, the Board of Management, Downtown Business Improvement Area and the Corporation of the City of Brockville's Trust Funds.

BACKGROUND

The *Municipal Act* provides, under Section 294.1 the requirement of presenting our annual audited financial statements prepared under generally accepted accounting principles as directed by Public Sector Accounting Board (PSAB) and specific guidelines as provided by the Ministry.

The City shall also, within sixty (60) days of receiving the audited financial statements, provide in the newspaper having general circulation in the municipality, a copy of the Audited Financial Statements, the Auditor's Report and the tax rate information for the current and previous year on a notice that the above information will be made available at no cost to the taxpayers of the municipality upon request; and/or may provide the above noted information in such a manner as the Treasurer considers appropriate.

Report 2018-080-07
2017 Annual Financial Statements
And Auditor's Report

In previous years we have provided electronic copies of this information on the City Website and have informed the citizens in the local newspaper that the information is available should they require it

ANALYSIS/FINANCIAL IMPLICATIONS

After the appropriation of the 2017 deficit of \$577,529 the balance of the Fiscal Policy Reserve will be \$1,306,254.

After the allocation of the water surplus to the water reserves the balance of the water reserves and reserve funds will be \$2,881,495.

After the allocation of the wastewater surplus to the wastewater reserves the balance of the wastewater reserves and reserve funds will be \$1,997,996.

POLICY IMPLICATIONS

There are no policy implications at this time.

CONCLUSION

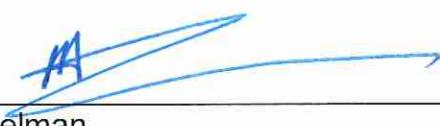
That Council receive and approve the Audited Financial Statements as presented.



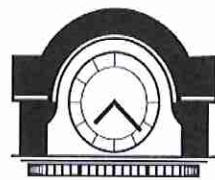
L. Ferguson, CPA, CGA
Manager of Finance



D. Dick, CPA, CA
Director of Corporate Services



B. Casselman
City Manager



BROCKVILLE

CITY OF THE 1000 ISLANDS



2017 FINANCIAL STATEMENTS

DRAFT

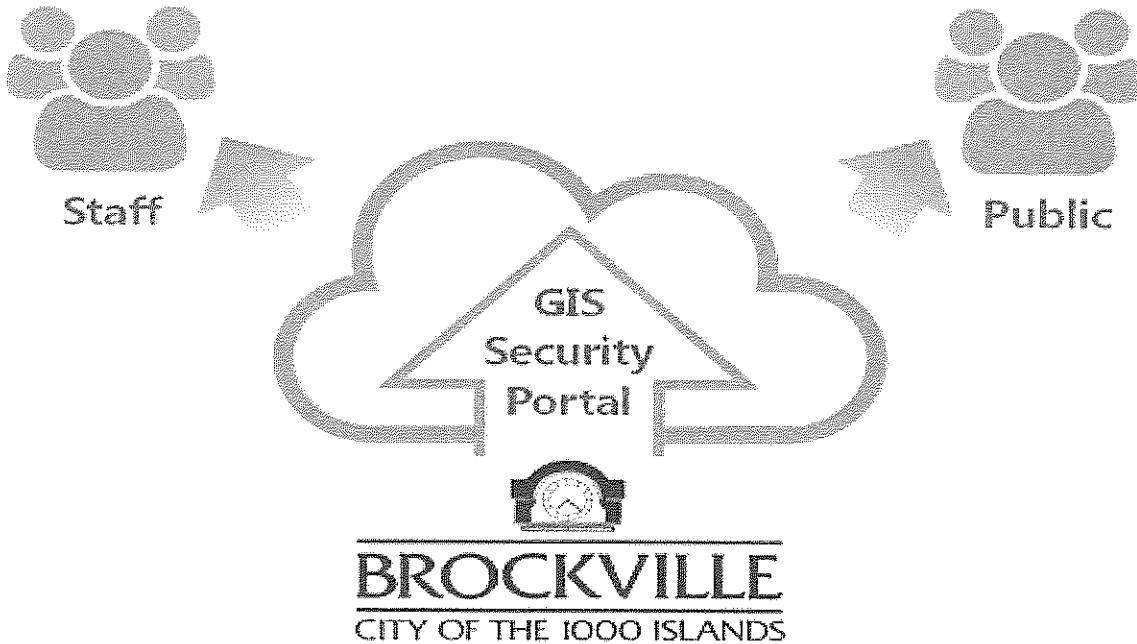
2017 Financial Report

The 2017 yearend financial audit has been completed and the 2017 audited financial statements are included in this financial report. The financial statements have been prepared in accordance with the Municipal Act, 2001 as well as reporting standards set out in the Public Sector Accounting Board of Chartered Professional Accountants of Canada. The 2017 Financial Report and Consolidated Financial Statements are the responsibility of Management of the Corporation of the City of Brockville. The financial statements have been audited by Collins Barrow SEO Licensed Public Accountants, the external auditors for the City. The responsibility of the external auditor is to express an opinion on whether the financial statements are fairly presented, in all material respects, in accordance with public sector accounting standards.

2017 presented both successes and challenges.

- The City experienced a \$577, 529 deficit due mainly to property tax write-offs and expensing the border realignment cost, which was partially off-set by new PIL revenue from the Wastewater Plant now retained by the City. An agreement was reached with Elizabethtown in early 2018 on a border realignment that extends City limits to include St. Lawrence Lodge and the Wastewater Treatment Plant. The amount of \$1,189,247 is shown in the total expenses as a one-time cost. Future payments-in-lieu of taxes from both the Wastewater Treatment Plant (\$215,000) and St. Lawrence Lodge will be retained by the City. The agreement is effective as of January 2015.
- Tax write-offs due to Assessment Review Boards decisions continue to be a challenge with \$851, 242 in taxes written-off in 2017.
- The City has committed to funding Brockville General Hospital expansion project in the amount of \$4.7 million. The funds are due to be paid by 2020.
- The railway tunnel opened with much fanfare and has proven to be a great asset to the City, at the same time a \$2.1 million dollar shortfall was experienced due to overspending and underfunding. This amount remains to be financed.
- The roof over the Rotary Park outdoor arena was completed with the help of community donations (\$316,067), Federal Grants(\$266,786) and City (\$200,000)
- Major street reconstruction began in 2017 on Bartholomew St., taking into consideration the Brockville General Hospital expansion.
- The fire department purchased two new fire trucks, an aerial 100' platform (\$1.3 million), and a rescue pumper (\$680,000).
- Transit acquired 3 new busses totaling just under \$300,000
- The City's continued to support downtown revitalization through the Community Improvement Programs, rebating approximately \$600,000 of property taxes in 2017.

- The future closure of Procter and Gamble was announced and the implications could affect future revenues for property taxes and water and wastewater.
- GIS (Geographic Information Systems) Security Project – successful implementation of a secure portal to publish local City GIS data to the City GIS Cloud Services. \$15,000
 - When data is modified at the City it is automatically updated in the Cloud Applications-service delivery to staff and public is increased through time saving efficiency
 - Gives more flexibility to leveraging our own data and maximizes the usage of our infrastructure for GIS Services to staff and the public.



- Some restructuring in the Building and Planning Office allows for technical staff to be in the office all day for clients. A computer centre has also been set up to allow clients to file building permit applications while in the office.

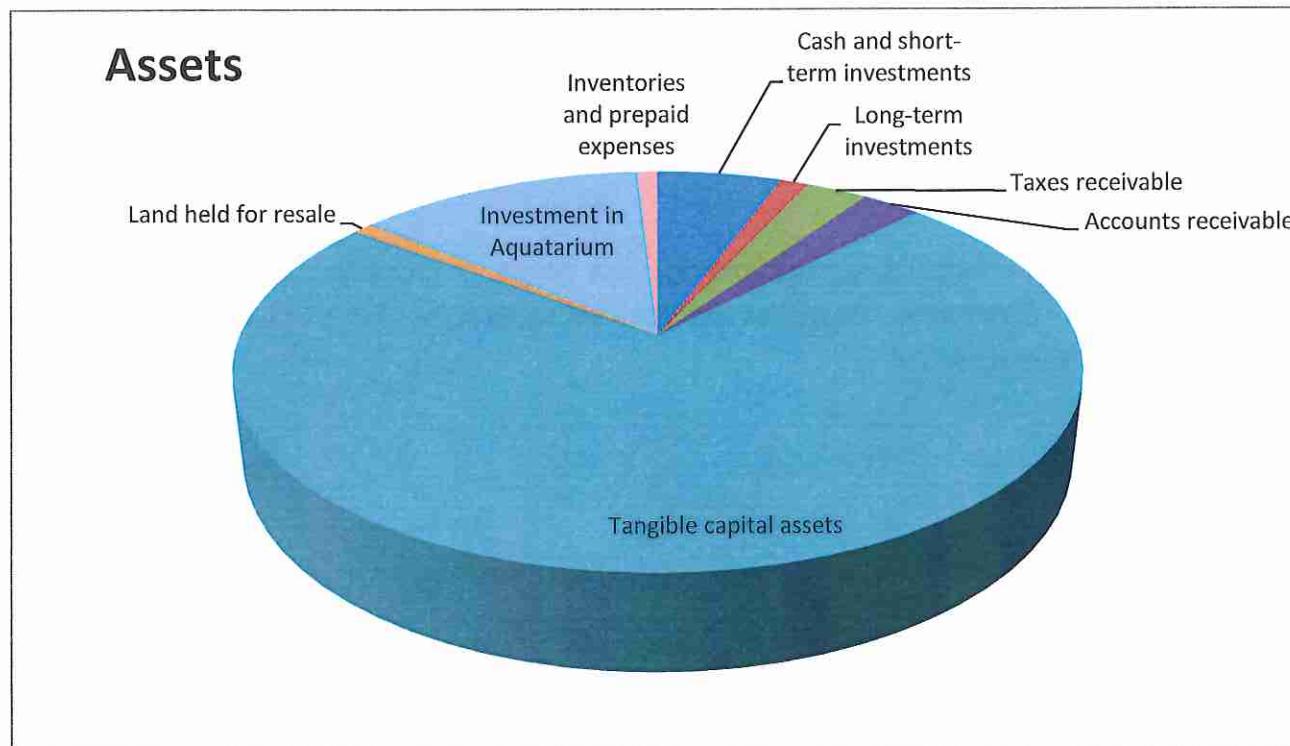
The following represents the highlights of the 2017 audited financial statements:

STATEMENT OF FINANCIAL POSITION

The statement of financial position reports on the City's assets, liabilities and accumulated surplus. With a long-term view in mind, it shows the City's financial health and its ability to cover current liabilities and to provide for future services.

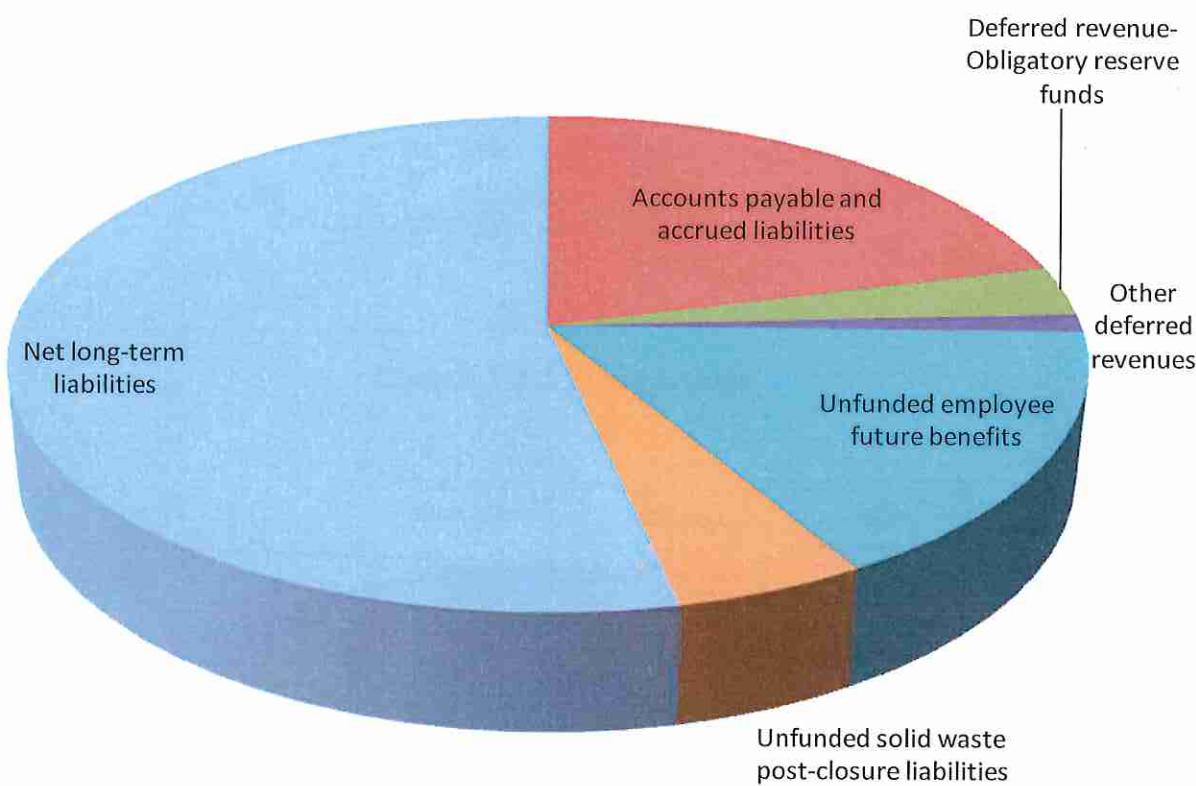
Assets (What we own)

Cash and short-term investments	\$ 8,966,821	6%
Long-term investments	2,000,000	1%
Taxes receivable	4,512,061	3%
Accounts receivable	4,207,650	3%
Tangible capital assets	115,634,225	73%
Land held for resale	1,413,883	1%
Investment in Aquatarium	20,729,363	13%
Inventories and prepaid expenses	1,495,226	1%
Total	158,959,229	100%



Liabilities (What we owe)

Accounts payable and accrued liabilities	10,224,876	21%
Deferred revenue-Obligatory reserve funds	1,578,657	3%
Other deferred revenues	571,578	1%
Unfunded employee future benefits	8,012,892	16%
Unfunded solid waste post-closure liabilities	2,440,000	5%
Net long-term liabilities	26,193,451	53%
Total	49,021,454	100%

Liabilities**Accumulated surplus**

Reserves	5,236,474	5%
Reserve Funds	5,533,249	5%
Net capital (Including Tangible Capital Assets)	136,014,328	124%
Unfunded Future Liabilities (Including LTD)	(36,846,276)	(34%)
Total	109,937,775	100%
 Total Liabilities and Accumulated Surplus	 158,959,229	

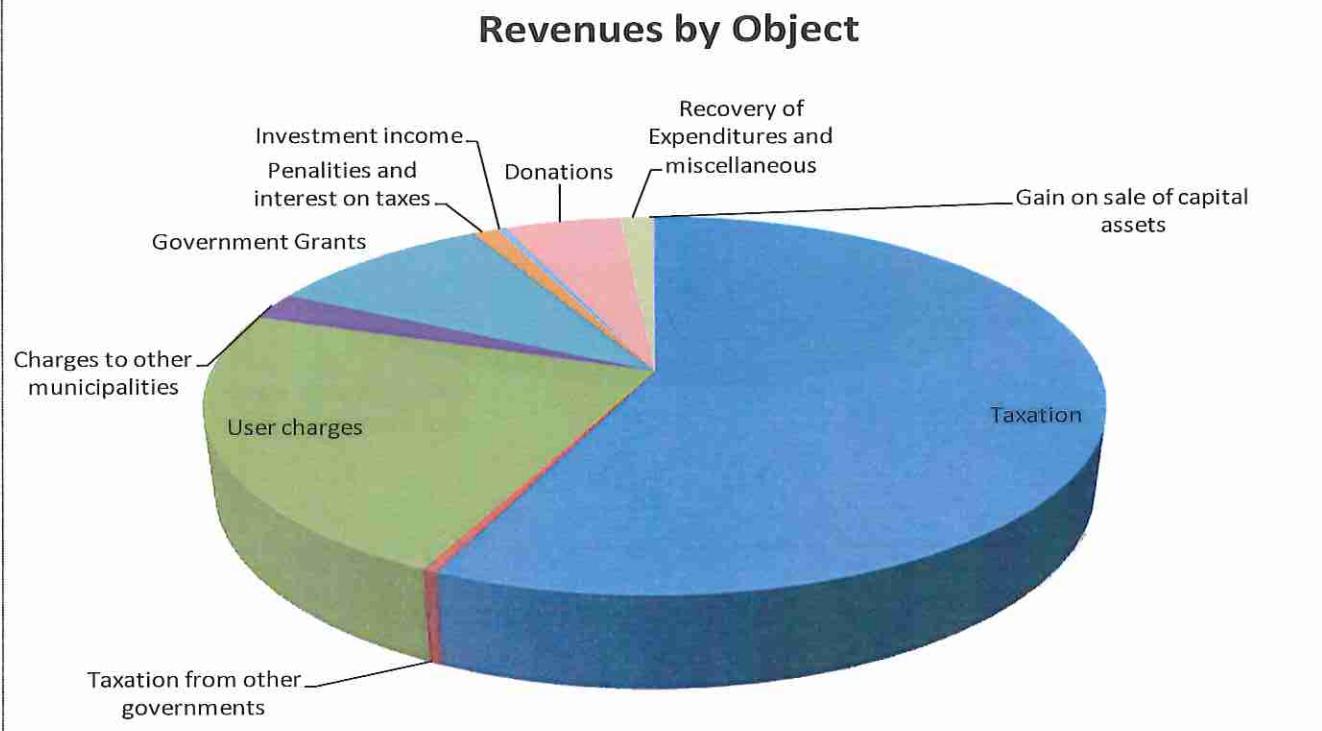
Revenues and Expenses

The consolidated statement of operations outlines the revenues and expenses that were applicable for 2017. The financial statements are reported on an accrual basis as required by the Public Sector Accounting Board. Accrual accounting effectively recognizes revenues and expenses when they occur not necessarily when they are paid. It also includes items not traditionally reported under fund accounting such as tangible capital assets and amortization, post-employment benefits and solid waste landfill closures and post-closures.

Revenues by Object

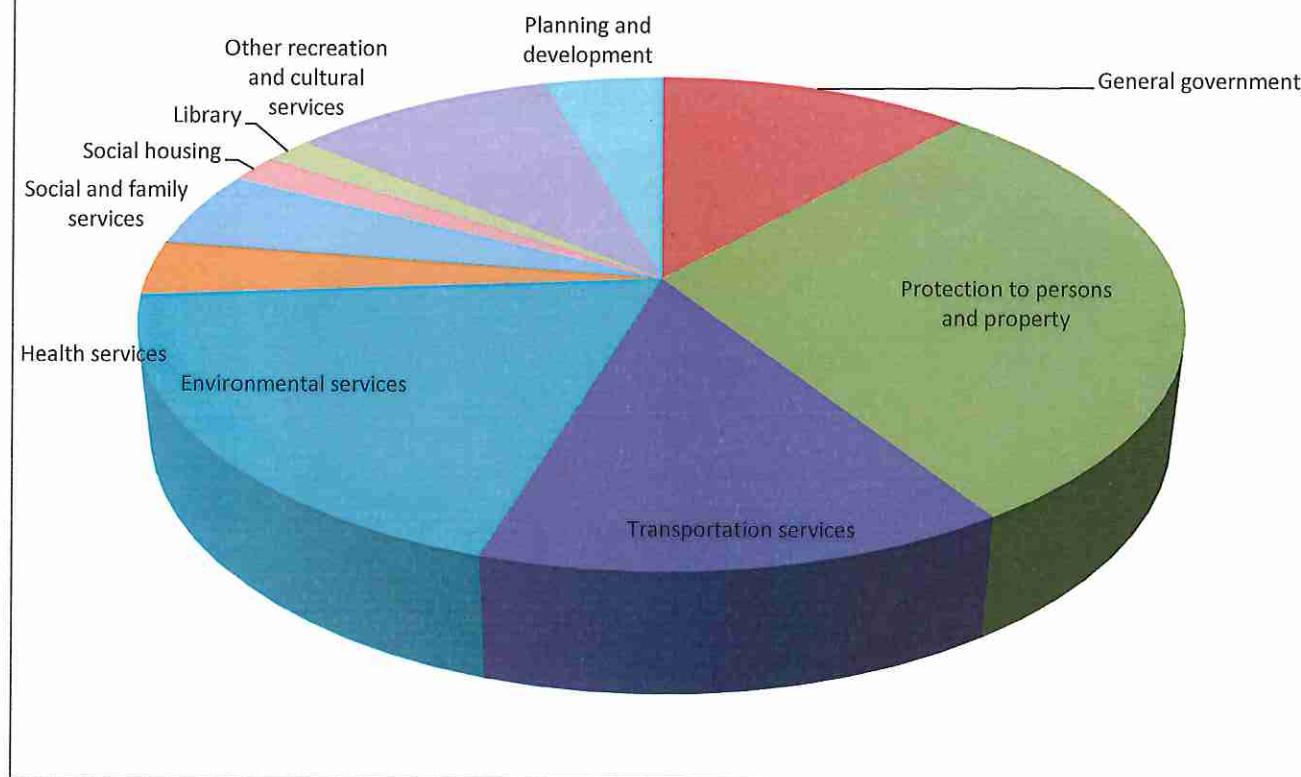
Taxation	34,255,703	56.75%
Taxation from other governments	268,395	0.44%
User charges	13,856,309	22.96%
Charges to other municipalities	1,398,064	2.32%
Government Grants	5,794,750	9.60%
Penalties and interest on taxes	653,830	1.08%
Investment income	237,157	0.39%
Donations	2,994,767	4.96%
Recovery of Expenditures and miscellaneous	838,070	1.39%
Gain on sale of capital assets	62,722	0.10%
Total	60,359,767	100%

Revenues by Object



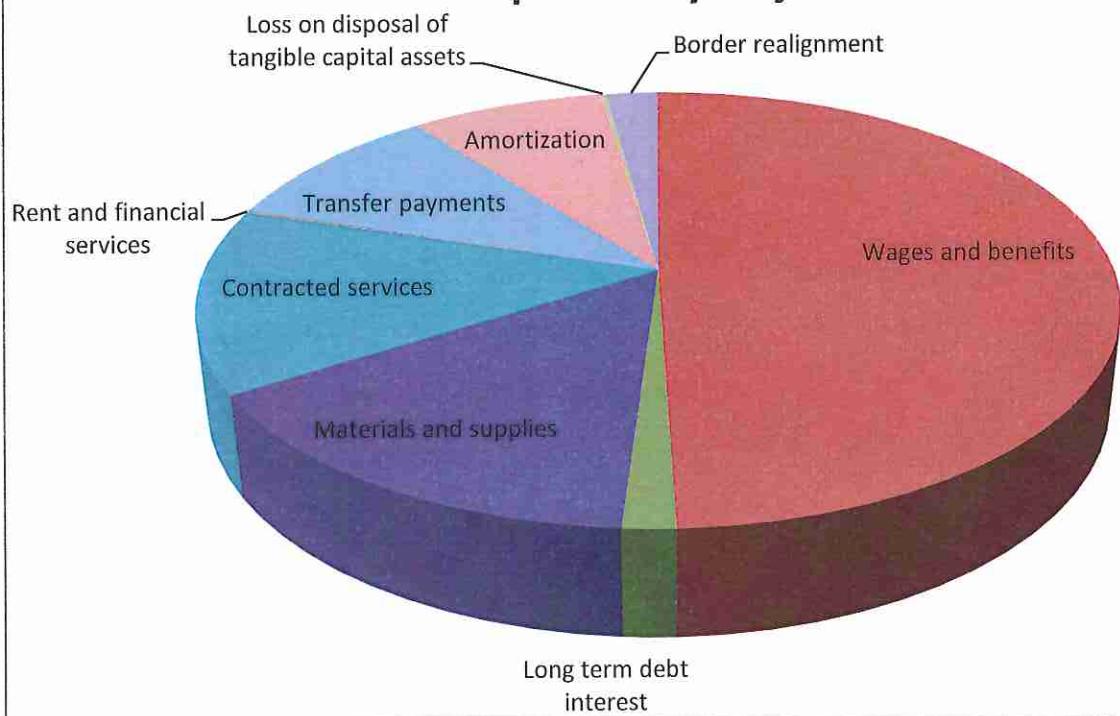
Expenses by function

General government	6,313,710	11.49%
Protection to persons and property	16,094,445	29.30%
Transportation services	7,615,249	13.86%
Environmental services	10,552,571	19.21%
Health services	1,911,508	3.48%
Social and family services	2,740,939	4.99%
Social housing	975,143	1.78%
Library	945,625	1.72%
Other recreation and cultural services	5,351,966	9.74%
Planning and development	2,425,620	4.42%
Total	54,926,776	100.00%

Expenses by Function

Expenses by object

Wages and benefits	27,182,554	49.49%
Long term debt interest	879,430	1.60%
Materials and supplies	8,263,104	15.04%
Contracted services	7,529,787	13.71%
Rent and financial services	47,774	0.09%
Transfer payments	5,293,211	9.64%
Amortization	4,395,690	8.00%
Loss on disposal of tangible capital assets	146,045	0.27%
Border realignment	1,189,181	2.17%
Total	54,926,776	100.00%

Expenses by Object

Conversion from Fund Accounting to Accrual Accounting

When the City budget is approved each year by Council, the budget is based upon the cash required to fund the operations of the City and is balanced through reserve and reserve funds to net zero. The yearly reported surplus or deficit through variance reporting is based upon the approved budget. The change to full accrual accounting takes into consideration a number of items that fall outside of the 'funded' budget. The chart below illustrates the differences between the surplus or deficit reported through variance reporting and the surplus or deficit shown on the audited financial statements

<u>2017 reported surplus/(deficit)</u>	
General	(577,529)
Water	307,174
Wastewater	283,106
Capital	(1,763,142)
Library	4,968
Total	(1,745,423)

Conversion to Accrual Accounting

Amortization	(4,395,690)
Converting capital program to tangible capital assets	12,056,901
Remove capital deficit	1,763,142
Net Gain/(Loss) on the sale of tangible capital assets	(83,323)
Sale of tangible capital assets	(71,997)
Net InterfundTransfers	(1,098,929)
Landfill closure and post-closure liabilities	317,000
Employee future benefits	(784,275)
Accrued interest on long-term debt	17,655
Principal payments on long-term debt	2,366,921
Debenture Proceeds	(2,908,991)
Full Accrual Surplus	<u>5,432,991</u>

The main factors taken into consideration in the conversion between fund accounting and full accrual are, the change in capitalizing the tangible capital assets as opposed to expensing them as they are procured in the capital program, the addition of amortization, the elimination of debenture proceeds from revenue and recording it as a long term liability, the elimination of interfund transfers (which are transfers into and out of reserves and reserve funds) from revenue and expenses, removing principal payments from expenses and recording them against the long-term liabilities. Each year, through regulation 284/09 Budget Matters, municipalities that have excluded expenses, such as amortization from their budgets, are required to report to Council the impact of full accrual accounting on their fund accounting budget. This report is approved each year during the budget process.

The Consolidated Statement of Change in Net Financial Assets (Net Debt)

The consolidated statement of change in net financial assets (net debt) explains the difference between the annual surplus or deficit and the change in net financial assets (net debt). It identifies the significant factors in this difference such as what was spent to acquire tangible capital assets and inventories of supplies. As well, it reports the disposal of tangible capital assets and the use of inventory. The City finances its expenditures by raising revenues, utilizing existing reserves and reserve funds or incurring liabilities. This statement can be useful in explaining how the City can have a surplus from operations, for example, but still have an increase in its net debt. Through the annual budget process, the City considers each option of financing its operations, revenues, reserves or debt to ease the tax burden on the city residents.

Consolidated statement of change in net financial liabilities

	Budget 2017	Actual 2017	Actual 2016
Annual surplus		5,432,991	5,630,954
Acquisition of tangible capital assets	(9,055,927)	(12,037,141)	(9,142,043)
Acquisition of land held for resale		(19,765)	(521,266)
Amortization of tangible capital assets		4,395,689	4,069,970
(Gain) loss on disposal of tangible capital assets		83,323	(49,104)
Proceeds from disposal of tangible capital assets		71,997	225,720
	(9,055,927)	(2,072,906)	214,231
Changes in inventory of supplies		(137,375)	59,973
Change in prepaid expenses		12,675	(542,614)
Change in net financial liabilities	(9,055,927)	(2,197,606)	(268,410)
Net financial liabilities, beginning of year		(27,137,316)	(26,868,906)
Net financial liabilities, end of year	(9,055,927)	(29,334,922)	(27,137,316)

The City is in a net liability position, meaning that the net liabilities are greater than its financial assets. This amount represents what will be required from future revenues.

Debt

In the Province of Ontario, municipalities have the authorization to incur long-term debt to a limit of the annual debt repayments not exceeding 25% of net revenues. The debt repayment limit for the City for 2017 was \$10,069,374. The actual debt payment for 2017 was \$3,269,145 well below the provincial limit. Each year during the budget process, the debt and repayment levels are taken into consideration when financing alternatives are considered for major projects and their effect on the tax rates.

The largest items of note in the long term debt payments are the City's share of the St. Lawrence Lodge redevelopment debentures listed under the Health Services category and the debentures on the Wastewater Treatment Plant upgrade listed under Environmental Services. The debt payments for the St. Lawrence Lodge redevelopment will end in 2025.

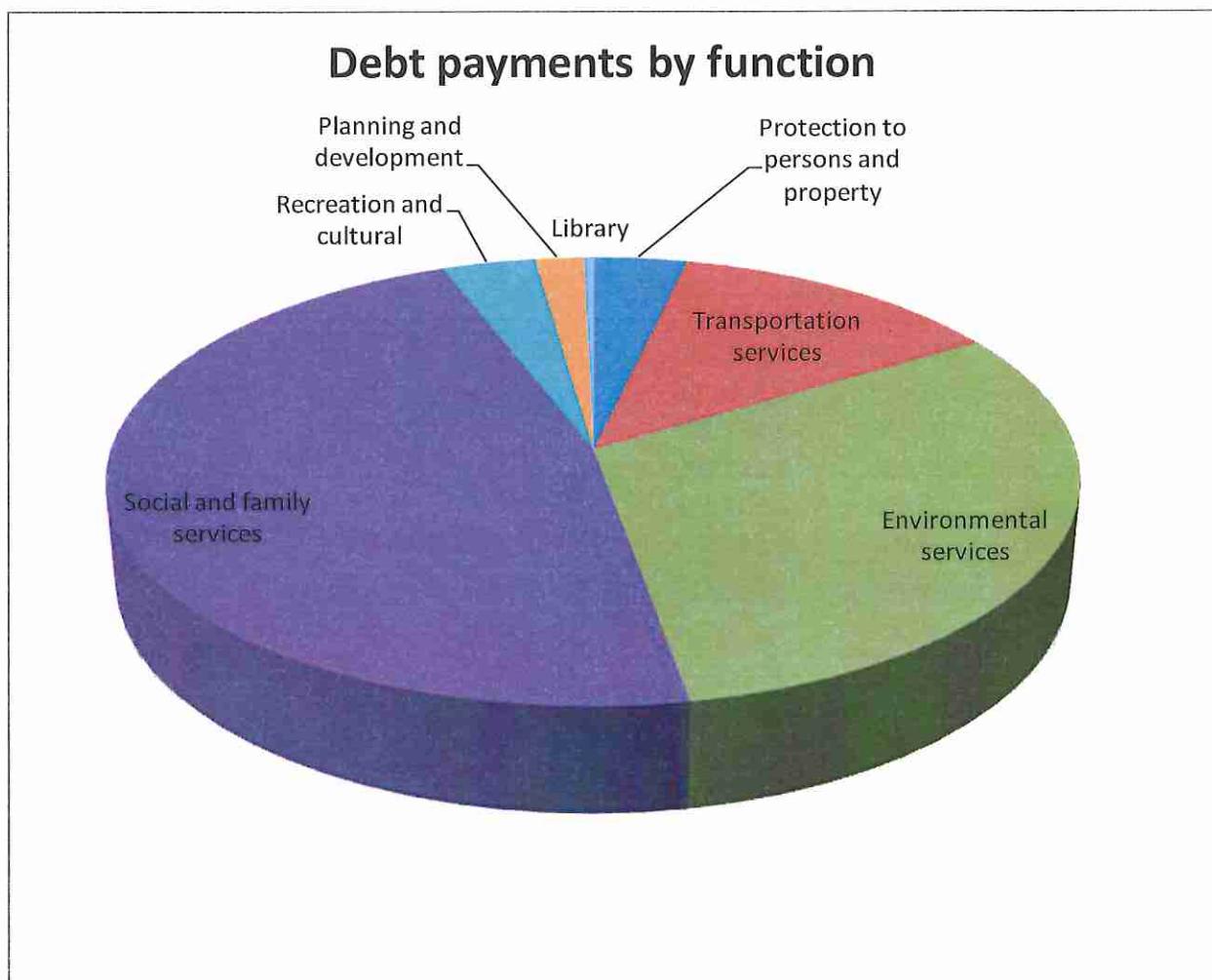
The outstanding long term debt is as follows:

Committed debt payments

	Principal	Interest	Total
2018	2,475,524	887,923	3,363,447
2019	2,509,608	795,688	3,305,296
2020	2,453,912	703,297	3,157,209
2021	2,545,924	611,285	3,157,209
2022	2,641,589	515,619	3,157,208
2023+	13,566,894	1,676,495	15,243,389
Total	26,193,451	5,190,307	31,383,758

Debt payments by function

	Principal plus interest
Protection to persons and property	115,033
Transportation services	415,758
Environmental services	1,005,811
Social and family services	1,528,072
Recreation and cultural	114,672
Planning and development	60,132
Library	12,012
Total	3,251,490



Tangible Capital Assets

Tangible capital assets are assets that have physical substance, have useful economic lives beyond an accounting period, are used on a continuing basis in the production of supplies or services and are not for sale in the ordinary course of operations. Typical examples include roads, vehicles and buildings. The City has completed an asset management plan, (that can be found on the City website), as of 2016 which has detailed condition assessments, replacement and maintenance planning as well as financing options. Tangible capital assets are amortized over the life of the asset according to City policy and represents 8.05% of expenses on the audited financial statements. Amortizing assets merely means spreading the cost of the asset over the useful life of the asset in a systematic manner. The total accumulated amortization (\$72,039,639) represents 39% of the historical cost of the assets (\$185,037,661), which in theory means that, on average, the City's assets are almost half-way through their useful lives.

The City completes and approves a rolling 10-year capital plan each year during the budget process. Major capital projects are evaluated according to needs, such as health and safety or planned replacements over the lifecycle of the assets, the asset management plan and funding abilities.

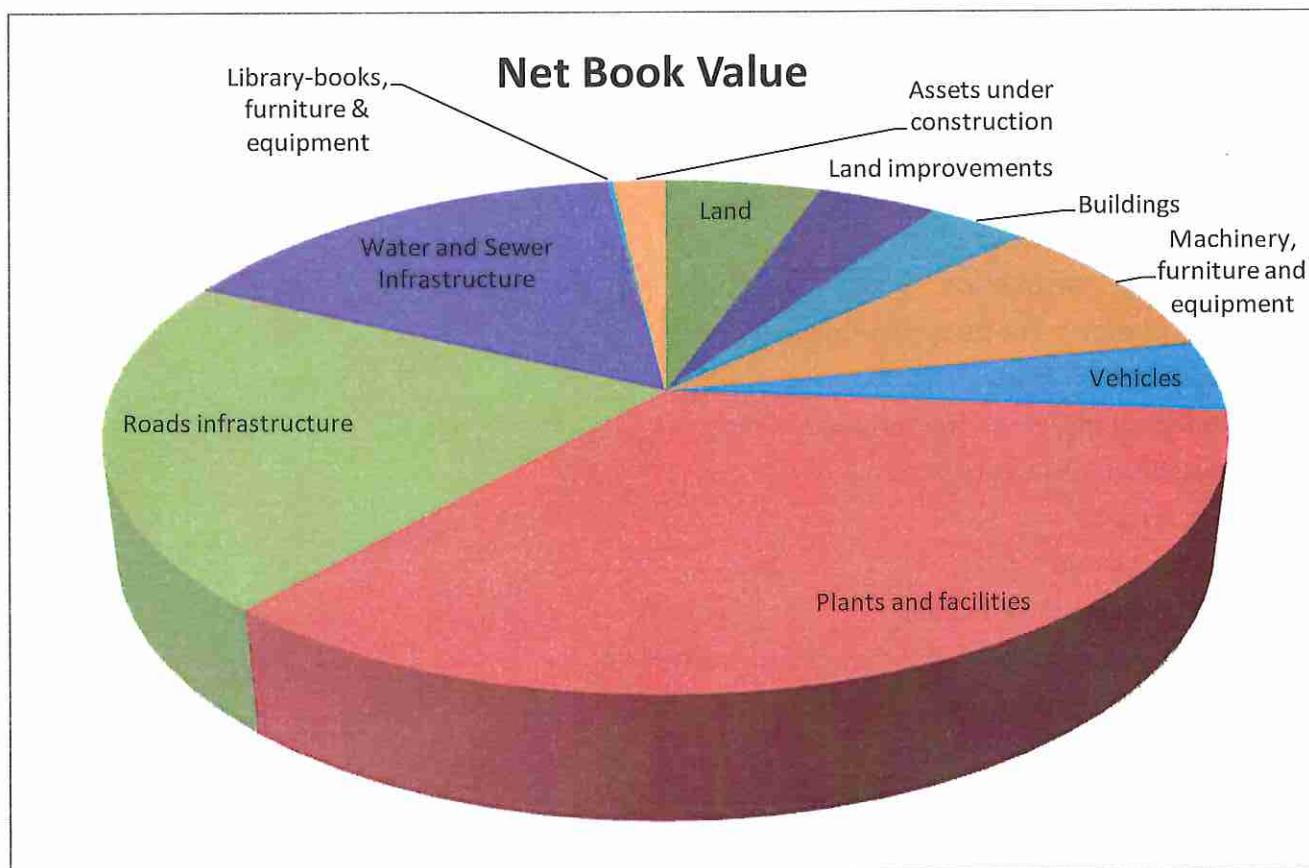
The major capital initiatives for 2017 included:

- Asphalt, roads and sidewalk resurfacing,
- Traffic controllers
- Brock Trail construction
- Aerial platform fire truck and rescue pumper
- Transit buses
- Tandem dump/plow, tractor, snow blower
- 9 miscellaneous vans/trucks
- Ice resurfacer
- Railway Tunnel
- Rotary park roof and lights
- Bartholomew St. reconstruction (Pearl to Charles)
- Water meter replacement program
- Hydrant replacements
- Water pollution control plant equipment repairs
- Water treatment plant equipment repairs
- St Lawrence Park docks
- Kelly Park dugouts

The City's tangible capital assets are broken down as follows:

Tangible capital assets December 31 2017

	Historical Cost	Accumulated Amortization	Net Book Value
Land	6,217,489		6,217,489
Land improvements	7,415,515	2,704,309	4,711,206
Buildings	15,528,457	11,485,906	4,042,551
Machinery, furniture and equipment	17,566,334	7,172,544	10,393,790
Vehicles	7,623,652	2,468,451	5,155,201
Plants and facilities	54,592,320	14,184,800	40,407,520
Roads infrastructure	49,906,488	25,682,622	24,223,866
Water and Sewer Infrastructure	26,113,676	7,857,499	18,256,177
Library-books, furniture & equipment	658,656	483,507	175,149
Assets under construction	2,051,276		2,051,276
	187,673,863	72,039,638	115,634,225



DRAFT - Subject to Change

**Corporation of the City of
Brockville
Consolidated
Financial Statements
For the year ended December 31, 2017**

DRAFT - Subject to Change

**Corporation of the City of Brockville
Consolidated Financial Statements
For the year ended December 31, 2017**

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DRAFT - Subject to Change

Independent Auditor's Report

To the Members of Council, Inhabitants and Ratepayers
of the Corporation of the City of Brockville

Report on the Financial Statements

We have audited the accompanying consolidated financial statements of the Corporation of the City of Brockville (the "City") which comprise the consolidated statement of financial position as at December 31, 2017 and December 31, 2016 and the consolidated statements of operations and accumulated surplus, change in net financial liabilities and cash flows for the years ended December 31, 2017 and December 31, 2016 and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

Basis for Qualified Opinion

The City derives revenue from donations and fundraising, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the City and we were not able to determine whether any adjustments might be necessary to donation and fundraising revenues, annual surplus, assets and changes in accumulated surplus.

Qualified Opinion

Except as noted in the above paragraph, in our qualified opinion the consolidated financial statements present fairly, in all material respects, the financial position of the Corporation of the City of Brockville as at December 31, 2017 and December 31, 2016 and the results of its operations and accumulated surplus, change in net financial liabilities and cash flows for the years ended December 31, 2017 and December 31, 2016 in accordance with Canadian public sector accounting standards.

Chartered Professional Accountants
Licensed Public Accountants

Kingslon, Ontario
July 24, 2018

DRAFT - Subject to Change

MANAGEMENT REPORT

**Corporation of the City of Brockville
For the Year Ended December 31, 2017**

The accompanying consolidated financial statements of the Corporation of the City of Brockville (the "City") are the responsibility of management and have been approved by Council.

The consolidated financial statements have been prepared by management in accordance with Canadian public sector accounting standards. Consolidated financial statements are not precise since they include certain amounts based on estimates and judgements. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances, in order to ensure that the consolidated financial statements are presented fairly, in all material respects.

The City maintains systems of internal accounting and administrative controls of high quality, consistent with reasonable cost. Such systems are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and the City's assets are appropriately accounted for and adequately safeguarded.

The City's Council is responsible for ensuring that management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving financial statements.

Council reviews and approves the City's financial statements for issuance to the members of Council, inhabitants and rate payers of the Corporation of the City of Brockville. Council meets periodically with management, as well as the external auditors, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, to satisfy themselves that each party is properly discharging their responsibilities and to review the consolidated financial statements and the independent auditor's report.

The consolidated financial statements have been audited by Collins Barrow SEO LLP in accordance with generally accepted auditing standards on behalf of the City. Collins Barrow SEO LLP has full and free access to Council.

Mayor _____ Date _____

Treasurer _____ Date _____

DRAFT - Subject to Change

Corporation of the City of Brockville

Consolidated Statement of Financial Position

December 31, 2017, with comparative figures for 2016

	2017	2016
Financial assets		
Cash and short-term investments (note 1)	\$ 8,966,821	\$ 12,203,149
Long-term investments (Water & Wastewater) (note 2)	2,000,000	-
Taxes receivable	4,512,061	3,661,259
Accounts receivable	<u>4,207,650</u>	<u>4,535,090</u>
	<u>19,686,532</u>	<u>20,399,498</u>
Financial liabilities		
Accounts payable and accrued liabilities	10,024,943	9,555,659
Accrued interest on net long-term liabilities	199,933	217,588
Deferred revenues - obligatory reserve funds (note 4)	1,578,657	1,577,296
Other deferred revenues (note 4)	571,578	544,136
Employee future benefits (note 5)	8,012,892	7,228,616
Solid waste landfill closure and post-closure liabilities (note 6)	2,440,000	2,757,000
Net long-term liabilities (note 7)	<u>26,193,451</u>	<u>25,666,519</u>
	<u>49,021,454</u>	<u>47,536,814</u>
Net financial liabilities	<u>(29,334,922)</u>	<u>(27,137,316)</u>
Non-financial assets		
Tangible capital assets (note 8)	115,634,225	107,563,166
Land held for sale	1,413,883	1,979,045
Investment in Aquatarium (note 9)	20,729,363	20,729,363
Inventory of supplies	574,526	437,151
Prepaid expenses	<u>920,700</u>	<u>933,375</u>
	<u>139,272,697</u>	<u>131,642,100</u>
Commitments (note 10)		
Contingencies (notes 7 and 11)		
Accumulated surplus (note 12)	\$ 109,937,775	\$ 104,504,784

DRAFT - Subject to Change

Corporation of the City of Brockville Consolidated Statement of Operations and Accumulated Surplus

December 31, 2017, with comparative figures for 2016

	Budget 2017	Actual 2017	Actual 2016
	(Note 17)		
Revenues			
Property taxation	\$ 34,729,883	\$ 34,255,703	\$ 32,871,409
Taxation from other governments	435,510	268,395	439,041
User charges	13,342,722	13,856,309	13,902,444
Charges to other municipalities	1,346,812	1,398,064	1,554,668
Government grants (note 13)	4,334,880	5,794,750	3,870,958
Contributions from developers	-	-	365,000
Penalties and interest on taxes	526,647	653,830	587,535
Investment income	124,000	237,157	119,565
Donations and fundraising	77,756	2,994,767	3,277,921
Gain on disposal of tangible capital assets	4,000	62,722	180,332
Recovery of expenses and miscellaneous	434,510	838,070	683,259
	55,356,720	60,359,767	57,852,132
Expenses			
General government	4,896,359	6,313,710	4,429,678
Protection to persons and property	14,513,258	16,094,445	14,286,064
Transportation services	5,734,278	7,615,249	7,271,891
Environmental services	10,231,272	10,552,571	10,933,113
Health services	1,917,500	1,911,508	1,906,994
Social and family services	2,879,976	2,740,939	3,183,289
Social housing	1,152,544	975,143	1,140,318
Recreation and cultural services	4,894,215	6,297,591	6,327,628
Planning and development	2,115,907	2,425,620	2,742,203
	48,335,309	54,926,776	52,221,178
Annual surplus	7,021,411	5,432,991	5,630,954
Accumulated surplus, beginning of year		104,504,784	98,873,830
Accumulated surplus, end of year (note 12)		\$ 109,937,775	\$ 104,504,784

DRAFT - Subject to Change

Corporation of the City of Brockville

Consolidated Statement of Change in Net Financial Liabilities

December 31, 2017, with comparative figures for 2016

	Budget 2017	Actual 2017	Actual 2016
	(Note 17)		
Annual Surplus	\$ 7,021,411	\$ 5,432,991	\$ 5,630,954
Acquisition of tangible capital assets (note 8)	(9,055,927)	(12,037,141)	(9,142,043)
Acquisition of land held for resale		(19,765)	(521,266)
Amortization of tangible capital assets (note 8)	-	4,395,689	4,069,970
Gain on disposal of tangible capital assets	-	83,323	(49,104)
Proceeds from disposal of tangible capital assets	-	71,997	225,720
	(2,034,516)	(2,072,906)	214,231
Change in inventory of supplies	-	(137,375)	59,973
Change in prepaid expenses	-	12,675	(542,614)
Change In net financial liabilities	(2,034,516)	(2,197,606)	(268,410)
Net financial liabilities, beginning of year		(27,137,316)	(26,868,906)
Net financial liabilities, end of year	\$ (29,334,922)	\$ (27,137,316)	

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Corporation of the City of Brockville

Consolidated Statement of Cash Flows

December 31, 2017, with comparative figures for 2016

	2017	2016
Cash Provided by (used for)		
Operating activities		
Annual surplus	\$ 5,432,991	\$ 5,630,954
Items not involving cash		
Amortization of tangible capital assets (note 8)	4,395,689	4,069,970
Gain on disposal of tangible capital assets	83,323	(49,104)
Change in employee future benefits liability	784,276	(333,834)
Solid waste landfill closure and post-closure liability	(317,000)	(307,000)
Change in taxes receivable	(850,802)	(376,851)
Change in accounts receivable	327,440	(130,920)
Change in accounts payable and accrued liabilities	469,284	1,181,177
Change in accrued interest on net long-term liabilities	(17,655)	(2,520)
Change in deferred revenues	28,803	348,752
Change in inventory of supplies	(137,375)	59,973
Change in prepaid expenses	12,675	(542,614)
	10,211,649	9,547,983
Financing activities		
Repayments of short-term credit financing		(4,000,000)
Proceeds from net long-term liabilities	2,908,991	8,306,833
Principal payments on net long-term liabilities	(2,372,059)	(1,923,080)
	536,932	2,383,753
Investing activities		
Purchase of long-term investments	(2,000,000)	-
Capital activities		
Proceeds from disposal of tangible capital assets	71,997	225,720
Acquisition of tangible capital assets (note 8)	(12,037,141)	(9,142,043)
Acquisition of land held for resale	(19,765)	(521,266)
	(11,984,909)	(9,437,589)
Increase (decrease) in cash and short-term investments	(3,236,328)	2,494,147
Cash and short-term investments, beginning of year	12,203,149	9,709,002
Cash and short-term investments, end of year	\$ 8,966,821	\$ 12,203,149

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Corporation of the City of Brockville Summary of Significant Accounting Policies

December 31, 2017

The Corporation of the City of Brockville (the "City") is a municipality in the Province of Ontario, Canada. It conducts its operations under the direction of its elected Council, guided by the provisions of provincial statutes such as the Municipal Act, 2001, Municipal Affairs Act and related legislation.

The consolidated financial statements of the City are prepared by management in accordance with Canadian generally accepted accounting principles for local governments as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. Significant accounting policies are as follows:

Reporting Entity	i) Consolidated entities
	These consolidated financial statements reflect the assets, liabilities, revenues and expenses of the reporting entity. The reporting entity is comprised of all organizations, committees and local boards accountable for the administration of their financial affairs and resources to the municipal Council and which are owned or controlled by the City and include the following: <ul style="list-style-type: none">- City of Brockville- Brockville Public Library- Downtown Business Improvement Area All interfund assets and liabilities and revenues and expenses are eliminated.
	ii) Accounting for School Board transactions The taxation, other, revenues, expenses, assets and liabilities with respect to the operations of the local school boards are not reflected in these consolidated financial statements. Education levies collected for the local school boards and then advanced to the local school boards totaled \$8,276,530.
	iii) Trust funds Trust funds and their related operations administered by the City are not included in the consolidated financial statements but are reported separately.
Investments	Investments are recorded at cost.

DRAFT - Subject to Change

Corporation of the City of Brockville Summary of Significant Accounting Policies

December 31, 2017

Revenue Recognition

Taxation Revenue

Property tax billings are prepared by the City based on assessment rolls issued by the Municipal Property Assessment Corporation (MPAC) and in accordance with the provisions of the Municipal Act, 2001. The City's Council establishes the tax rates annually, incorporating amounts to be raised for local services and amounts the City is required to collect on behalf of the School Boards. From time to time property assessments are adjusted by MPAC through the reconsideration process or by the Assessment Review Board through the appeal process. Additional assessments, referred to as supplementary and omitted assessments can also be issued by MPAC in accordance with the Assessment Act. These adjustments and additional assessments are reported by the City when they can be reasonably determined. For the purpose of financial statement presentation, tax write-offs due to assessment appeals are netted against tax revenue.

Government Grants

Government grants are recognized as revenue in the year in which the events giving rise to the grant occur, providing the grants are authorized, any eligible criteria have been met and reasonable estimates of the amounts can be made. Receipts which are restricted by legislation of senior governments are reported as deferred revenues - obligatory reserve funds and included in revenues in the year that they are applied to qualifying expenses.

Other Revenues

User charges and miscellaneous revenues, with the exception of development charges and building permits, are recognized as revenue in the year the goods and services are provided.

Development charges, payments in lieu of parkland and funding received under public transit and gasoline tax programs are received under the authority of federal and provincial legislation and the use of these funds is restricted to applicable expenses. They are recorded as deferred revenues - obligatory reserve funds and included in revenues in the year that they are applied to qualifying expenses.

Building permit revenues are recognized when issued.

Investment Income

Investment income earned on development charges, parkland reserve funds and other obligatory reserve funds is recorded as deferred revenue and included in municipal revenues in the year that they are applied to qualifying expenses. Other investment income is reported in revenues in the period earned.

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Corporation of the City of Brockville Summary of Significant Accounting Policies

December 31, 2017

Non-financial Assets	Tangible capital and other non-financial assets are accounted for as assets by the City because they can be used to provide services in future periods. These assets do not normally provide resources to discharge the liabilities of the City unless they are sold.
Employee Future Benefits	The City accrues its obligations under employee benefit plans as the employees render the services necessary to earn non-pension post-retirement benefits. The cost of such benefits earned by the employees is actuarially determined using the projected benefit method pro-rated on service and management's best estimate of the retirement ages of employees. Actuarial valuations are prepared every three years, or more often at the discretion of management. In the years between valuations, an extrapolation is used to compute the expected accrued benefits obligation and related expenses. Actuarial gains and losses on the accrued benefit obligation arise from the difference between actual and expected experiences and from changes in actuarial assumptions used to determine the obligation. These gains or losses are amortized on a straight-line basis over the average remaining service period of active employees. The City also accrues its obligations for post-employment benefits when an event that obligates the City occurs such as parental and short-term sick leaves.
Solid Waste Landfill Closure and Post-closure Liabilities	The City accrues landfill closure costs including final covering and landscaping of the site, pumping of ground water and leachates from the site and ongoing environmental monitoring, site inspection and maintenance. The reported liabilities have been recognized based on management's best estimate of future expenses, long-term inflation rates and discount rates. Future events may result in significant changes to the estimated total expenses, capacity used or total capacity and the estimated liabilities and would be recognized prospectively, as a change in estimates, when applicable.
Inventories of Supplies	Inventories of supplies are held for consumption and are stated at the lower of cost and replacement cost.
Land Held for Resale	Inventories of land held for resale are stated at the lower of cost and net realizable value.

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Corporation of the City of Brockville Summary of Significant Accounting Policies

December 31, 2017

- Tangible Capital Assets**
- i) Tangible capital assets are recorded at cost (or estimated cost when historical cost records are not available) which includes amounts that are directly attributable to the acquisition, construction, development or betterment of the assets.

The cost, less residual value, of the tangible capital assets, excluding land, are amortized on a straight-line basis over their estimated useful lives as follows:

Assets	Useful life-years
General capital	
Land improvements	15-50 years
Buildings	5-50 years
Machinery, furniture and equipment	3-30 years
Vehicles	6-25 years
Library assets	2-7 years
Infrastructure	
Plants and facilities	10-60 years
Roads	20-75 years
Water and wastewater	50-75 years

Amortization is charged from the date of acquisition to the date of disposal. Assets under construction are not amortized until the asset is put into service.

- ii) Tangible capital assets disclosed at nominal values

Where an estimate of fair value can not be made to an asset, the tangible capital asset is recognized at a nominal value.
- iii) Contributions of tangible capital assets

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and are also recorded as revenue.
- iv) Capitalized interest

Interest is capitalized whenever external debt is issued to finance the construction of tangible capital assets until the asset is ready for use.
- v) Works of art and historical treasures

The City manages and controls various works of art and non-operational historical cultural assets including buildings, artifacts, paintings and sculptures located at City sites and public display areas. These assets are not recorded as tangible capital assets.

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Corporation of the City of Brockville Summary of Significant Accounting Policies

December 31, 2017

Use of Estimates	The preparation of consolidated financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the reporting period. Significant items subject to such estimates and assumptions include amortization of tangible capital assets, allowance for doubtful accounts, employee future benefits, solid waste landfill closure and post-closure liabilities. Actual results could differ from these estimates.
Deferred Revenue	Deferred revenue represents grants, user charges and fees which have been collected but for which the related services have yet to be performed. These amounts will be recognized as revenues in the fiscal year the services are performed.
Long-term Investments	Long-term investments are comprised of marketable securities and are recorded at cost.
Fund Accounting	Certain amounts, as approved by Council, are set aside in reserves and reserve funds for future operating and capital purposes. Transfers to and/or from reserves and reserve funds are an adjustment to the respective fund when approved.

DRAFT - Subject to Change

Corporation of the City of Brockville Notes to Consolidated Financial Statements

December 31, 2017

1. Cash and Short-term Investments

The City invests its cash with one or more Canadian Schedule I banks.

	2017	2016
Unrestricted	\$ 5,757,399	\$ 7,273,926
Restricted	<u>3,209,422</u>	<u>4,929,223</u>
	<u>\$ 8,966,821</u>	<u>\$ 12,203,149</u>

The restricted cash balance represents funds held for specific reserves and obligatory reserve funds.

2. Long-term Investments

Investments consist of equity instruments and are carried at cost.

3. Short-term Credit Facility

The \$4 million short-term facility bridge financing for the Wastewater Treatment Plant upgrade was converted to long-term debt in 2016.

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Corporation of the City of Brockville Notes to Consolidated Financial Statements

December 31, 2017

4. Deferred Revenues

Obligatory Reserve Funds

Canadian public sector accounting standards require that obligatory reserve funds are reported as deferred revenues as federal and provincial legislation or agreements restrict how these funds may be used. The balances in the obligatory reserve funds of the City are summarized as follows:

	2017	2016
Development charges	\$ 762,527	\$ 464,552
Parkland	<u>41,060</u>	<u>18,002</u>
	<u>803,587</u>	<u>482,554</u>
Federal/provincial gasoline tax	<u>775,070</u>	<u>1,094,742</u>
	<u>\$ 1,578,657</u>	<u>\$ 1,577,296</u>

The continuity of deferred revenue - obligatory reserve funds is as follows:

	2017	2016
Balance, beginning of the year	\$ 1,577,296	\$ 1,206,691
Amounts received		
Developer contributions	313,414	112,857
Gas tax funding	<u>1,353,378</u>	<u>1,333,014</u>
Interest	<u>23,862</u>	<u>19,028</u>
	<u>3,267,950</u>	<u>2,671,590</u>
Amounts transferred		
To operations	68,673	86,865
To capital	<u>1,620,620</u>	<u>1,007,429</u>
	<u>1,689,293</u>	<u>1,094,294</u>
Balance, end of the year	\$ 1,578,657	\$ 1,577,296

DRAFT - Subject to Change

Corporation of the City of Brockville Notes to Consolidated Financial Statements

December 31, 2017

4. Deferred Revenues (continued)

Other Deferred Revenues

The other deferred revenues are comprised as follows:

	2017	2016
WPCC Provincial Control Grants	\$ 383,458	\$ 383,458
Other	<u>188,120</u>	<u>160,678</u>
	\$ 571,578	\$ 544,136

5. Employee Future Benefits

	2017	2016
Post-retirement medical and life insurance (note 5(b))	\$ 5,930,728	\$ 5,571,125
Unused sick leave (note 5(c))	894,504	831,581
Workplace Safety and Insurance Board costs (note 5(d))	<u>1,187,660</u>	<u>825,910</u>
	\$ 8,012,892	\$ 7,228,616

- a) The City has defined benefit plans providing post-retirement medical (until age 65) and life insurance benefits covering substantially all retirees and employees.

An actuarial valuation was prepared as at December 31, 2017. The significant actuarial assumptions adopted in measuring the City's accrued post-retirement benefits liability are as follows:

	2017	2016
Discount rate	2.8%	3.0%
Rate of compensation increase	<u>3.0%</u>	<u>3.0%</u>

The assumed medical cost trend rate at December 31, 2017 was 6.60% decreasing to 4.5% by 2035 (2016 - 6.75% decreasing to 4.5% by 2035).

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Corporation of the City of Brockville Notes to Consolidated Financial Statements

December 31, 2017

5. Employee Future Benefits (continued)

- b) Information about the City's post-retirement benefit plans are as follows:

	2017	2016
Accrued benefits obligation, beginning of year	\$ 5,997,299	\$ 5,710,599
Current service cost	283,897	274,972
Interest on accrued benefits	185,592	177,087
Benefit payments	(189,571)	(165,359)
Actuarial loss	204,632	-
Accrued benefits obligation, end of year	6,481,849	5,997,299
Unamortized actuarial losses	551,121	426,174
Accrued benefits liability, end of year	\$ 5,930,728	\$ 5,571,125

Actuarial gains and losses are being amortized over 12 years, the estimated average service life of the existing employees.

- c) Some employees of the City can accumulate unused sick leave and may become entitled to a cash payment when they leave the City's employment.

Significant actuarial assumptions adopted in measuring the City's accrued benefits under this plan are similar to those listed in (a) above.

Information about the City's sick leave benefits plan is as follows:

	2017	2016
Accrued benefits obligation, beginning of year	\$ 831,581	\$ 822,121
Current service cost, interest on accrued benefits and actuarial losses	65,887	58,911
Benefit payments	(2,964)	(49,451)
Accrued benefits obligation, end of year	\$ 894,504	\$ 831,581

- d) The City was a Schedule 2 employer with respect to the Workplace Safety and Insurance Board ("WSIB") during the period from February 2003 to February 2008. As a result, the City is responsible for the cost of employee accident claims that arose during that period. The WSIB administers the claims and bills accident costs plus an administration fee to the City. The WSIB has estimated future benefits costs related to workplace injuries to be \$1,187,660 (2016 - \$825,910).

DRAFT - Subject to Change

Corporation of the City of Brockville Notes to Consolidated Financial Statements

December 31, 2017

6. Solid Waste Landfill Closure and Post-closure Liabilities

The City ceased to operate its solid waste landfill site on December 31, 2000, but is required to complete certain closure procedures and to conduct post-closure procedures. The main components of the closure plan are final capping and landscaping. The post-closure care will involve surface water and ground water monitoring and venting gas. The recorded liabilities are the present value of future cash flows associated with the closure and post-closure costs, discounted using an average long-term borrowing rate of 3.5% and an annual inflation rate of 2.0% and an estimated 16 years remaining for post-closure care. The estimated undiscounted future cash flows associated with closure and post-closure care are \$3,096,000.

	2017	2016
Estimated costs to complete closure	\$ 320,000	\$ 320,000
Recorded post-closure costs	<u>2,120,000</u>	<u>2,437,000</u>
	\$ 2,440,000	\$ 2,757,000

7. Net Long-term Liabilities

- a) The net long-term liabilities reported on the Consolidated Statement of Financial Position represent debentures issued by the City and are made up of the following:

	2017	2016
Total long-term liabilities incurred by the City	\$ 32,708,190	\$ 32,845,312
Less: amounts assumed by other municipalities with respect to St. Lawrence Lodge	<u>(6,514,739)</u>	<u>(7,188,793)</u>
	\$ 26,193,451	\$ 25,656,519

During the year, the City was advanced \$2,908,991 in debentures from the Ontario Infrastructure and Lands Corporation.

Included in the total long-term liabilities are global debentures totaling \$16,393,404 (2016 - \$18,089,564) issued during 2004 and 2005 with respect to St. Lawrence Lodge. They include direct obligations of the City in respect of the principal amount and also include distinct joint and several obligations of the City and each of the United Counties of Leeds and Grenville, the Town of Prescott and the Town of Gananoque ("participating municipalities").

The joint and several obligations of the three municipalities amount to \$6,514,739 (2016 - \$7,188,793). As the participating municipalities have assumed responsibility for repayment of these obligations, they have been deducted from the City's long-term liabilities.

The City is contingently liable for the long-term liabilities assumed by the participating municipalities.

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**Corporation of the City of Brockville
Notes to Consolidated Financial Statements**

December 31, 2017

7. Net Long-term Liabilities (continued)

- b) Principal is due on net long-term liabilities as follows:

	Principal	Interest	Total
2018	\$2,475,524	\$887,923	\$3,363,447
2019	2,509,608	795,688	3,305,296
2020	2,453,912	703,297	3,157,208
2021	2,545,924	611,285	3,157,208
2022	2,641,589	515,619	3,157,208
2023 and subsequent years	13,566,894	1,676,495	15,243,391
	<hr/>	<hr/>	<hr/>
	\$26,193,451	\$5,190,307	\$31,383,758

- c) Interest rates on the long-term liabilities range from 2.00% to 5.65% (2016 - 2.00% to 5.61%) on the global debentures, including St. Lawrence Lodge, payable semi-annually. Interest on long-term liabilities, excluding the recovery from St. Lawrence Lodge, amounted to \$879,430 (2016 - \$783,097).
- d) The annual principal and interest payments required to service these liabilities are within the annual debt repayment limit prescribed by the Ministry of Municipal Affairs and Housing.

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Corporation of the City of Brockville Notes to Consolidated Financial Statements

December 31, 2017

8. Tangible Capital Assets

Cost	Balance, December 31, 2016	Additions (net of transfers)	Disposals / Transfers	Balance, December 31, 2017
General capital				
Land	\$ 5,632,563	\$ 584,926	\$ -	\$ 6,217,489
Land improvements	4,375,146	3,040,369	-	7,415,515
Buildings	15,528,457	-	-	15,528,457
Machinery, furniture and equipment	13,293,725	4,958,280	685,671	17,566,334
Vehicles	5,335,963	3,094,661	806,972	7,623,652
Infrastructure				
Plants and facilities	54,592,320	-	-	54,592,320
Roads	49,763,095	717,130	573,737	49,906,488
Water and waste water	26,041,771	88,394	16,489	26,113,676
Assets under construction	1,886,057	1,282,775	1,117,556	2,051,276
Library - books	563,697	45,697	-	609,394
Library - furniture and equipment	47,639	1,623	-	49,262
Total	\$ 177,060,433	\$ 13,813,855	\$ 3,200,425	\$ 187,673,863
 Accumulated amortization				
	Balance, December 31, 2016	Amortization	Disposals	Balance, December 31, 2017
General capital				
Land Improvements	\$ 2,555,466	\$ 148,843	\$ -	\$ 2,704,309
Buildings	11,215,548	270,358	-	11,485,906
Machinery, furniture and equipment	6,947,246	836,754	611,456	7,172,544
Vehicles	2,769,848	480,504	771,901	2,468,451
Infrastructure				
Plants and facilities	13,020,726	1,164,074	-	14,184,800
Roads	24,984,693	1,163,574	465,645	25,682,622
Water and waste water	7,594,560	267,255	4,316	7,857,499
Library - books	407,614	52,436	-	460,050
Library - furniture and equipment	11,566	11,891	-	23,457
Total	\$ 69,497,267	\$ 4,395,689	\$ 1,853,318	\$ 72,039,638

DRAFT - Subject to Change

Corporation of the City of Brockville Notes to Consolidated Financial Statements

December 31, 2017

8. Tangible Capital Assets (continued)

	Net book value December 31, 2016	Net book value December 31, 2017
General capital		
Land	\$ 5,632,563	\$ 6,217,489
Land Improvements	1,819,680	4,711,206
Buildings	4,312,909	4,042,551
Machinery, furniture and equipment	6,346,479	10,393,790
Vehicles	2,576,115	5,155,201
Infrastructure		
Plants and facilities	41,571,594	40,407,520
Roads	24,778,402	24,223,866
Water and waste water	18,447,211	18,256,177
Assets under construction	1,886,057	2,051,276
Library - books	156,083	149,344
Library - furniture and equipment	36,073	25,805
Total	\$ 107,563,166	\$ 115,634,225

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- During the year, \$584,926 was transferred from Land held for sale to Land reflecting a parcel of land that the City originally purchased for resale, a portion of which cannot be sold for commercial purposes. The City may be able to use a portion of this land for public use in the future.
-

9. Investment in the Aquatarium

The City entered into a partnership agreement to construct a destination tourist site to be called the Aquatarium (previously called Maritime Discovery Centre) which was completed in 2016. A total cost of \$20,729,363 was classified as an Investment on the Consolidated Statement of Financial Position.

The project was developed through a partnership between a third party builder, the City and Build Canada capital funding. A total of \$22,900,000 was spent and a fundraising goal of \$4 million was established to cover the unfunded costs of the project. As of December 31st, 2017, the remaining unfunded cost was \$493,616 (2016 - \$882,000) and has been pledged through donations due to be received by 2026. If for any reason the fundraising campaign falls short, the City would be responsible for the balance.

The Aquatarium opened in 2016. The City entered into an agreement with a not-for-profit organization to operate the Aquatarium. The City has committed to annual funding of \$350,000, as well as in-kind services for accounting, financial management, insurance, property tax exemption, water charges and administrative charges and expenses.

In 2017, the City provided \$159,619 (2016 - \$185,775) in operating funding to the Aquatarium.

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Corporation of the City of Brockville Notes to Consolidated Financial Statements

December 31, 2017

10. Commitments

- a) The City has a 10-year contract for waste removal through to 2022. The annual cost of this contract is estimated at \$970,000.
- b) The City has agreed to provide financial guarantees to Infrastructure Ontario (IO) on behalf of Marguerita Residence Corporation (MRC) for the Wall Street Village Development as follows:
 - i) Project cost overrun guarantee of up to \$500,000 above the approved budget. This guarantee in the form of a grant/equity will be called upon by the borrower/IO if the project encounters any unexpected extra costs that the borrower cannot cover from existing sources of corporate free-cash. If the project is delivered on budget, the cost overrun guarantee will expire.
 - ii) Lease-up guarantee of up to \$145,000 per year for a 3 year term to cover any lease up short fall to service the borrowers IO loan payment obligations. As part of the loan structure, IO will provide the borrower 12 months from occupancy to lease-up and stabilize the business at which time the \$7 million loan would be converted to a 25-year amortization/term loan. If at the end of the 12 month lease-up period a shortfall in leased units and associated revenue will not allow the loan to be converted, the borrower/IO would call upon the lease-up guarantee. If the lease-up allows the short-term to be converted to long term within the 12 month stabilization period, the lease-up guarantee would expire.
 - iii) The overrun guarantee and the lease-up guarantee secured from the City will only be called upon after the financial resources of the MRC have been exhausted; and such guarantee(s) will be repaid to the City by the MRC with the terms of the repayment to be approved by Council.
- c) The City has a 5-year contract for the management and operation of the specialized (Para) transit system through 2020 (commencing January 1, 2016). The annual cost of this contract is estimated at \$412,000.
- d) The City has a 5-year contract for the Tourism Program services through 2019. The annual cost of this contract is estimated at \$193,000.
- e) The City has a 3-year contract for the management of the Brockville-1000 Islands Regional Tackaberry Airport (from January 1, 2017 to December 31, 2020). The 2018 commitment is expected to cost \$118,997, with annual increases of 3% in 2019, and 2020 respectively.
- f) The City has entered into a cost sharing agreement with the United Counties of Leeds and Grenville for Fire Radio Cost Sharing. This is expected to cost \$21,300 annually for 10 years.
- g) The City has four contracts for grass cutting and trimming services, totalling \$140,000. The contracts run through 2019.
- h) The City has a contract with Jani-King for custodial services, which is estimated to cost \$68,000 annually for three years.

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Corporation of the City of Brockville Notes to Consolidated Financial Statements

December 31, 2017

11. Contingencies

- a) The nature of the City's activities is such that there is usually litigation pending or in prospect at any time. Management is of the opinion that the City has valid defences and appropriate insurance coverage in place for claims for damages and related costs.
- b) The Brockville Railway Tunnel is a project undertaken by the City to rehabilitate and transform the tunnel site into a local attraction and was completed in 2017. Upon completion of the project it was determined to have costed \$2.1 million over the budgeted cost. The cost overruns are expected to be recovered through donations and fundraising events to be hosted by the Brockville Tunnel Committee. In the event of a shortfall with raising funds, the City would be responsible for covering the costs.

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Corporation of the City of Brockville Notes to Consolidated Financial Statements

December 31, 2017

12. Accumulated Surplus

- a) The accumulated surplus consists of:

	2017	2016
Reserves		
Fiscal policy (note 12(b))	\$ 1,306,254	\$ 1,480,423
Other Reserves	2,575,365	1,396,864
Water and Wastewater reserves	<u>1,354,855</u>	<u>1,216,240</u>
	<u>5,236,474</u>	<u>4,093,527</u>
Reserve Funds (note 14)		
Reserve funds	2,046,284	1,943,220
Water and Wastewater	3,464,636	3,697,150
Library	<u>22,329</u>	<u>17,362</u>
	<u>5,533,249</u>	<u>5,657,732</u>
Investment in tangible capital assets	115,634,225	107,563,166
Investment in land held for sale	1,413,883	1,979,045
Investment (Note 9)	<u>20,729,363</u>	<u>20,729,363</u>
	<u>137,777,471</u>	<u>130,271,574</u>
Funds available for acquisition of capital assets		
Projects in progress	3,111,862	3,112,682
Completed projects	7,968	7,968
Acquisition of capital assets to be recovered from		
Taxation and user fees	(552,058)	(607,568)
Issue of long-term liabilities	(519,960)	(979,262)
Donations / Grants	<u>(3,810,955)</u>	<u>(1,192,146)</u>
	<u>(1,763,143)</u>	<u>341,674</u>
Unfunded costs		
Accrued interest on net long-term liabilities	(198,933)	(217,588)
Employee future benefits	(6,825,232)	(6,402,705)
Special liability - WSIB	(1,187,660)	(825,911)
Solid waste landfill closure and post-closure liabilities	(2,440,000)	(2,757,000)
Net long-term liabilities	<u>(26,193,451)</u>	<u>(25,656,519)</u>
	<u>(36,846,276)</u>	<u>(35,859,723)</u>
	<u>\$ 109,937,775</u>	<u>\$ 104,504,784</u>
b) Fiscal policy reserve		
Balance, beginning of year	\$ 1,480,423	\$ 1,291,340
Net transfers included in budget	403,360	139,230
Operating surplus (deficit)	<u>(577,529)</u>	<u>49,853</u>
Balance, end of year	<u>\$ 1,306,254</u>	<u>\$ 1,480,423</u>

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Corporation of the City of Brockville Notes to Consolidated Financial Statements

December 31, 2017

13. Government Grants

Included in government grants is \$3,443,936 (2016 - \$2,580,130) of provincial grants and \$2,350,814 (2016 - \$1,290,828) of federal grants.

14. Reserve Funds

Reserve funds consist of:

	2017	2016
Landfill site	\$ 21,496	\$ 21,252
Specific reserve funds for acquisition of capital assets	668,635	664,865
Specific reserve funds to provide for future operating expenses	755,079	637,980
Parking facilities	543,294	549,622
Hydro One proceeds management	9,686	8,820
Refugee fund	48,094	60,681
Water and wastewater	3,464,636	3,697,150
Library	22,329	17,362
	<hr/> \$ 5,533,249	<hr/> \$ 5,657,732

15. Pension Agreement

Substantially all of the employees of the City are members of the Ontario Municipal Employees Retirement Fund (OMERS), which is a multi-employer defined benefit pension plan. The plan specifies the amount of the retirement benefit to be received by the employees based on length of service and rates of pay.

Contributions to the plan made during the year by the City on behalf of its employees amounted to \$1,856,459 (2016 - \$1,820,397) and are included as expenses in the consolidated statement of operations and accumulated surplus.

The most recent actuarial valuation was at December 31, 2017 and the December 31, 2017 financial statements of OMERS report net assets available for benefits of \$95.2 billion and an actuarial funding deficit of \$5.4 billion.

16. Trust Funds

Trust funds administered by the City amounting to \$1,336,481 (2016 - \$1,335,202) have not been included in the consolidated statement of financial position and their financial activities have not been included in the consolidated statements of operations and accumulated surplus.

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Corporation of the City of Brockville Notes to Consolidated Financial Statements

December 31, 2017

17. Budget

The following represents the approved budget restated to conform with the presentation format of the consolidated statement of operations. The current year actual revenues and expenses are presented for comparison.

	<u>Budget</u>	<u>Actual</u>
Revenues		
Operations		
Levy	\$ 35,016,883	\$ 35,441,208
Provincial grants	1,821,864	2,246,118
User fees	5,322,807	5,896,743
Other revenues and recoveries	4,031,331	6,514,066
	<u>46,192,885</u>	<u>50,098,135</u>
Water	4,359,972	4,486,788
Wastewater	5,526,884	4,929,257
Library Board net of municipal levy	156,191	189,218
Capital	10,959,514	12,742,405
Reserve funds	-	23,145
	<u>67,195,446</u>	<u>72,468,948</u>
Less:		
Transfers from other funds	(6,516,582)	(4,995,341)
Internal charges netted for financial statement presentation purposes	(2,584,706)	(4,195,573)
Proceeds from net long-term liabilities	(2,737,438)	(2,808,991)
Proceeds from disposal of tangible capital assets	-	(71,997)
Gain on disposal of tangible capital assets	-	62,722
	<u>(11,838,726)</u>	<u>(12,109,180)</u>
	<u>\$ 55,356,720</u>	<u>\$ 60,359,768</u>
Expenses		
Operations	\$ 46,192,885	\$ 50,110,700
Water	4,359,972	4,486,788
Wastewater	5,526,884	5,613,435
Library Board net of municipal levy	782,864	869,384
Capital	10,959,514	14,847,221
	<u>67,822,119</u>	<u>75,927,528</u>
Less:		
Transfers to other funds	(4,696,321)	(6,669,869)
Principal payments on net long-term liabilities	(2,464,722)	(2,372,060)
Internal charges netted for financial statement presentation purposes	(3,269,840)	(4,880,707)
Acquisition of tangible capital assets	(9,055,927)	(12,069,472)
	<u>48,335,309</u>	<u>49,935,420</u>
Add items included in expenses not included in budget:		
Amortization of tangible capital assets	-	4,395,690
Change in unfunded liabilities	-	449,621
Loss on disposal of tangible capital assets	-	146,045
	<u>-</u>	<u>4,991,356</u>
	<u>\$ 48,335,309</u>	<u>\$ 54,926,776</u>

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Corporation of the City of Brockville Notes to Consolidated Financial Statements

December 31, 2017

17. Budget (continued)

Budget figures reported on the Consolidated Statement of Operations are based on 2017 operating and capital budgets as approved by Council on December 13, 2016 (By-law 105-2016) and includes subsequent council approved amendments. Budget figures reported in these financial statements are not subject to an audit.

18. St. Lawrence Lodge

Operations

The St. Lawrence Lodge (the "Lodge") makes an annual assessment to the participating municipalities for operating expenditures and minor capital costs that are not funded by other sources of revenue (primarily resident fees and subsidy from the Province of Ontario). The Lodge tracks the residents based on the municipality that they lived in prior to entering the facility (if they resided in one of the four participating municipalities). The annual assessment is allocated to the municipalities based on a five-year rolling average of the percentage of residents from their jurisdiction. The City's allocation for 2017 was 57.82% (2016 - 55.8%).

Operating levies and any excess of operating revenue over expenditures (expenditures over revenue) is allocated to the municipalities based on the percentage of assessments used for that year.

Redevelopment

The Lodge redeveloped its facility over a number of years resulting in occupancy in 2006. The cost was approximately \$34,500,000 of which \$32,400,000 was financed by debentures issued by the City of Brockville. The Province of Ontario is committed to providing \$846,192 annually until the debentures are repaid in 2025. The municipalities have agreed to fund the balance of the amounts required to repay the debentures and pay the interest due on those obligations in a fixed ratio being:

City of Brockville	60.26%
United Counties of Leeds and Grenville	28.57%
Town of Prescott	9.38%
Town of Gananoque	1.79%

The excess (or shortfall) of municipal funding over interest on long-term liabilities and amortization of the new facility is allocated to municipal surplus using those ratios and represents the difference between the timing of funding (received over 20 years) and the amortization of the building (over 40 years). Ultimately, at the end of 2046, the surplus will be reduced to \$Nil.

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Corporation of the City of Brockville Notes to Consolidated Financial Statements

December 31, 2017

18. St. Lawrence Lodge (continued)

The City's portion of the Lodge's accumulated surplus is as follows:

	<u>2017</u>	<u>2016</u>
Deficit from Operations	\$ (740,396)	\$ (792,854)
Surplus from Redevelopment	<u>2,233,815</u>	<u>1,694,684</u>
	<u>\$ 1,493,419</u>	<u>\$ 901,830</u>

During the year, the City had the following transactions with the Lodge:

- The City contributed to the Lodge an annual operating grant of \$1,101,212 (2016 - \$950,696)
- As described in the net long-term liabilities note 7, the City issued debentures with respect to the Lodge. The total debenture payments for the year were \$4,286,932 of which the City was responsible for \$3,269,145 (2016 - \$2,708,698), the other Lodge partners \$1,017,786 (2016 - \$1,017,786) and the Ministry of Health and Long Term Care \$846,192 (2016 - \$845,126).

These transactions were in the normal course of operations and are measured at the exchange value, the amount of consideration established and agreed to by the related parties, which approximates the arm's length equivalent value for such transactions.

19. Expenses by Object

The following is a summary of the expenses by object:

	Budget 2017	Actual 2017	Actual 2016
Salaries, wages and benefits	\$ 26,725,748	\$ 27,182,554	\$ 25,717,497
Interest on long-term liabilities	935,022	879,430	783,097
Materials and supplies	10,420,264	8,263,104	8,577,850
Contracted services	4,672,337	7,529,787	7,333,919
Rents and financial services	45,899	47,774	119,665
Transfer payments	5,536,039	5,293,211	5,487,951
Amortization of tangible capital assets	-	4,395,690	4,069,970
Loss on disposal of tangible capital assets	-	146,045	131,229
Border realignment	-	1,189,181	-
	\$ 48,335,309	\$ 54,926,776	\$ 52,221,178

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Corporation of the City of Brockville Notes to Consolidated Financial Statements

December 31, 2017

20. Contaminated Lands

The City owns several pieces of property that are deemed to be contaminated. While they do not present a threat to the surrounding population, they would all require remediation before any developmental initiatives are pursued. No remediation amounts have been accrued for in these financial statements. The identified contaminated sites are as follows:

Brownfields

The City owns several other sites that it classifies as brownfields, but there has been no estimate on remediation costs as there are no plans of developing these sites.

21. Border Realignment

In February 2018, the City came to an agreement with the Township of Elizabethtown-Kitley to extend the east border of the City to encompass the Water Pollution Control Plant. The City agreed to pay \$1,189,181 which resulted in the City retaining the PIL's for the Water Pollution Plant internally (\$215,000 per year approximately) as well as the PIL's for St. Lawrence Lodge.

22. Financial Statement Presentation

In some instances, comparative figures have been reclassified in order to comply with current year's presentation.

23. Segmented Information

The City is a municipal government organization that provides a range of services to its residents. City services are reported by function and their activities are separately disclosed in the segmented information.

For each reported segment, revenues and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. Certain allocation methodologies are employed in the preparation of segmented financial information. Taxation, payments-in-lieu of taxes and certain unconditional government transfers are apportioned based on each segment's net requirement.

The accounting policies used in these segments are consistent with those followed in the preparation of the consolidated financial statements as disclosed in the summary of significant accounting policies. For additional information see the Consolidated Schedule of Segment Disclosure.

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Corporation of the City of Brockville Notes to Consolidated Financial Statements

December 31, 2017

23. Segmented Information (continued)

The activities that are included in each functional line of services are as follows:

General government consists of the Mayor and Council, the City Manager and administrative services which include the Clerk, Finance, Human Resources and Information Technology departments.

Protection consists of Fire, Police and By-law Enforcement departments as well as contributions to the Cataraqui Region Conservation Authority.

Transportation services include engineering, road and sidewalk construction and maintenance, winter control, traffic operations and parking.

Environmental services include the operations of waterworks, sanitary and storm sewers, wastewater treatment, solid waste disposal and recycling.

Health services consists of cemetery management and maintenance and transfers to the local Health Unit.

Social and family services consists of transfers to the United Counties of Leeds and Grenville for social and family services, transfers to St. Lawrence Lodge and interest on net long-term liabilities with respect to St. Lawrence Lodge.

Social housing consists of transfers to the United Counties of Leeds and Grenville.

Recreational and cultural services is comprised primarily of parks services and the operation of recreational facilities, the library and the museum.

Planning and development is comprised of planning and zoning and economic development.

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Corporation of the City of Brockville

Notes to Consolidated Financial Statements

December 31, 2017

23. Segmented Information (continued)

	General Government	Protection to Persons and Property	Transportation Services	Environmental Services	Health Services	Social and Family Services	Social Housing	Library	Recreational and Cultural Services	Planning and Development Services	Total
2017											
Revenues											
Property tax audit	\$ 3,456,149	\$ 10,598,753	\$ 4,028,961	\$ 6,713,230	\$ 1,410,282	\$ 2,124,746	\$ 850,307	\$ 579,289	\$ 2,935,566	\$ 1,558,460	\$ 34,255,703
Taxation from other governments	268,395	-	920,582	8,948,314	141,393	-	-	38,660	1,736,403	417,995	268,395
User charges	1,529,796	-	-	-	-	-	-	-	-	-	-
Charges to other municipalities	123,166	1,529,796	243,273	213,391	509,915	37,322	-	56,361	257,483	1,398,064	5,794,730
Government grants	2,262	328,750	643,538	213,391	212,097	-	-	58,966	47,713	566,369	653,830
Penalties and interest on taxes	4,012,862	-	-	59,680	-	-	-	-	-	-	-
Investment income	694,150	-	-	144,027	-	-	-	-	-	-	-
Donations and fundraising	91,502	-	35,811	1,000	-	45	72,852	-	1,528	-	237,157
Gain on sale of capital assets	2,752,188	-	58,900	-	-	-	22,853	85,764	-	20,254	2,894,767
Recovery of expenditures and miscellaneous	185,237	131,322	73,998	295,037	48,509	-	-	3,822	-	-	62,722
Total Revenue	\$ 11,544,911	\$ 13,267,980	\$ 5,231,332	\$ 16,605,658	\$ 1,600,209	\$ 2,745,335	\$ 850,307	\$ 7,007	45,598	61,822	838,070
Expenses											
Salaries, wages and benefits	\$ 2,025,601	\$ 13,593,937	\$ 3,073,932	\$ 4,237,815	\$ 177,331	\$ 62,792	\$ -	\$ 622,540	\$ 2,255,948	\$ 1,153,798	\$ 27,182,534
Interest on long-term liabilities	-	26,216	47,748	265,728	-	505,965	-	2,559	18,345	12,859	879,430
Materials and supplies	2,367,366	942,235	1,505,803	1,897,825	36,933	12,074	-	165,229	1,042,355	293,425	8,263,104
Contracted services	534,566	959,517	1,353,159	2,442,291	23,920	40,378	-	81,290	1,214,812	879,824	7,526,767
Rent and financial services	2,563	-	2,702	15,838	-	-	-	1,902	24,193	576	47,774
Transfer payments	2,949	188,891	-	1,657,152	2,119,730	-	975,143	1,504	245,842	102,000	5,293,211
Amortization of tangible capital assets	191,495	305,438	1,579,444	1,680,901	16,112	-	-	70,590	550,572	1,138	4,395,690
Loss on disposal of tangible capital assets	-	81,211	\$2,561	12,173	-	-	-	-	-	-	146,045
Border Realignment (note 21)	1,189,181	-	-	-	-	-	-	-	-	-	1,189,181
Total Expenses	\$ 6,313,716	\$ 16,084,445	\$ 7,615,249	\$ 10,552,571	\$ 1,911,508	\$ 2,740,339	\$ 975,143	\$ 945,624	\$ 5,351,967	\$ 2,425,620	\$ 54,926,776

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Corporation of the City of Brockville

Notes to Consolidated Financial Statements

December 31, 2016

23. Segmented Information

	General Government	Protection to Persons and Property	Transportation Services	Environmental Services	Health Services	Family Services	Social and Social Housing	Library	Recreational and Cultural Services	Planning and Development	Total
2016											
Revenues											
Property taxation	\$ 3,912,157	\$ 11,993,285	\$ 4,628,231	\$ 1,555,490	\$ 1,626,569	\$ 2,501,441	\$ 982,970	\$ 586,658	\$ 3,383,837	\$ 1,700,790	\$ 32,871,409
Taxation from other governments	350,671	-	13,454	31,234	-	-	-	39,715	3,682	439,041	
User charges	156,756	1,332,643	1,057,553	8,377,328	142,432	-	-	49,735	1,681,857	624,160	13,502,444
Charges to other municipalities	35,837	644,618	1,897,886	313,678	-	510,890	-	60,303	38,895	-	1,354,668
Government grants	523,200	381,983	-	355,000	-	165,180	-	-	-	-	3,870,958
Contributions from developers	-	-	-	-	-	-	-	-	-	-	365,000
Penalties and interest on taxes	525,386	-	-	62,149	-	-	-	-	-	-	587,535
Investment income	66,491	-	-	51,100	-	-	-	-	-	-	119,565
Donations and fundraising	-	21,237	82,430	-	5	157,145	-	45,192	2,140,501	831,411	3,277,321
Gain on sale of capital assets	-	143,649	32,915	250	-	-	-	3,518	-	180,332	
Recovery of expenditures and miscellaneous	34,144	90,980	75,590	266,609	45,267	-	10,819	-	10,924	77,988	71,908
Total Revenue	\$ 5,644,642	\$ 14,508,305	\$ 8,132,859	\$ 11,477,686	\$ 1,814,273	\$ 3,345,385	\$ 982,970	\$ 798,017	\$ 7,323,870	\$ 3,724,125	\$ 57,852,132
Expenses											
Salaries, wages and benefits	\$ 1,932,123	\$ 12,116,182	\$ 2,967,757	\$ 4,151,614	\$ 237,594	\$ 129,796	\$ -	\$ 609,906	\$ 2,215,024	\$ 1,237,501	\$ 25,717,487
Interest on long-term liabilities	-	2,052	31,414	186,008	-	55,190	-	218	7,213	1,092	783,087
Materials and supplies	1,633,965	1,114,680	1,233,182	2,749,003	54,493	15,156	-	287,941	1,117,821	451,909	8,577,950
Contracted services	625,981	589,912	1,465,363	2,139,995	34,683	163,917	-	94,205	1,229,666	990,197	7,333,919
Rent and financial services	70,864	736	5,085	18,261	-	-	-	1,195	22,867	656	119,665
Transfer payments	3,899	181,164	-	1,541,478	1,571,216	2,319,320	1,140,318	884	271,150	-	5,487,551
Amortization of tangible capital assets	202,846	280,434	1,465,529	46,764	9,008	-	75,985	393,552	1,198	4,069,370	
Loss on disposal of tangible capital assets	-	904	83,561	-	-	-	-	-	-	-	131,229
Total Expenses	\$ 4,429,678	\$ 14,286,054	\$ 7,271,891	\$ 10,333,113	\$ 1,905,994	\$ 3,183,289	\$ 1,140,318	\$ 1,070,355	\$ 5,257,293	\$ 2,742,203	\$ 52,221,178

Financial Statements
2017

City of Brockville

2017 operating results

2017 pre BR Deficit	(\$ 23,885)
Border Realignment (net)	<u>(553,644)</u>
2017 Deficit/FP	<u>(\$ 577,529)</u>
Water surplus	\$ 307,174
Wastewater surplus	<u>\$ 283,105</u>

Boundary Realignment

Discussions with Elizabethtown dating to 2010
WWTP payment of PILs to Etown from 2010 forward
Payment to UCL&G dating to 2003
ARB ruling reducing assessment dating back to 2003
Total payment averaged about \$150,000 annually reduced by +/-70% as a result of the incorrect valuation assessed by MPAC
Negotiated agreement to eliminate all future PIL's through a "1 time" payment to Elizabethtown and Counties
Payment based on 15 year calculation, PV'd to January 2015, discounted annually

Boundary Realignment Recording of Transaction

Accounting treatment of payment
Expenditure to which year
2018
2017
2015
Amortize or not
If amortize:
 Amortize over specified timeframe
If Not:
 Write-off in year
Impact on both WWTP and Taxation financial results

Boundary Realignment Income Impact

Realignment cost	(\$1,189,181)
PIL's 2015	212,543
PIL's 2016	207,646
PIL's 2017	<u>215,348</u> <u>635,537</u>
Impact on Fiscal Policy	<u>(\$ 553,644)</u>

Border realignment Wastewater Treatment

Liability for PIL's Etown 2010-2012	\$506,099
Adjusted after reassessment	<u>280,779</u>
Net overall reduction to PIL's	<u>\$225,320</u>
Recovery from Counties 2003-2012	<u>\$216,648</u>
Net impact on wastewater surplus	<u>\$441,968</u>
Increase in PIL's	
Etown 2015-2017	\$415,022
Brockville 2015-2017	<u>(635,537)</u>
	<u>(\$220,515)</u>

Boundary Realignment (Proposed) Impact on Fiscal Policy and BGH

Fiscal Policy Jan 01, 2017	\$1,883,783
Financial results 2017	<u>(577,529)</u>
Fiscal Policy Dec 31, 2017	1,306,254
PIL's 2018,19,20 (WWTP)	<u>645,000</u>
Fiscal Policy (Projected)	\$1,951,254
2018 additional Aquatarium funding	(200,000)
2018 budget allocation	600,000
2019 budget allocation	700,000
2020 budget allocation	<u>800,000</u>
Fiscal Policy 2020	\$3,851,254
2021 allocation	<u>900,000</u>
Balance 2021	<u>\$4,751,254</u>

Arena Reserve

Year	Annual Allocation	Cumulative allocation
2014	100,000	100,000
2015	200,000	300,000
2016	300,000	600,000
2017	710,000	1,310,000
2018	500,000	1,810,000
Is further funding required	for the arena or alternate projects	
2019	600,000	2,410,000
2020	700,000	3,110,000
2021	800,000	3,910,000

2018 Capital Budget Arena (ooo's)

	Funding	Expenditures		
Reserves/RF	\$ 1,500	Engineering		
Grants	5,000	2018	\$ 750	
Donations ...	5,000	2019	125	
Debentures	<u>3,500</u>	2020	125	
		Construction		
Total	<u>\$15,000</u>	2019	7,375	
		2020	5,825	
		Contingency	2020	<u>800</u>
		Total		<u>\$15,000</u>

Assessment at Risk

Year	Actual	Budget
2010	202,329	200,000
2011	43,990	195,000
2012	1,136,035	194,445
2013	479,369	235,000
2014	835,000	835,000
2015	527,330	835,000
2016	1,504,882	685,000
2017	<u>851,242</u>	<u>285,000</u>
Average	<u>697,522</u>	<u>433,056</u>
2018		773,000

Assessment at risk

In 2013 met with MPAC officials re 1000 Island Mall. Wrote-down taxes of \$800,000 and were told no further reassessments. Recently were advised that a further \$421,000 needs to be refunded to the mall owners. Significant write-offs to box stores in 2017 with further reassessments expected in 2018. New ARB rules should attempt to mitigate these long-term assessment issues by committing to four year cycles. We have been accruing for Zellers Mall dating back to 2009.

Tangible Capital Assets

Land	6,217,489
Landfill & improvements	4,711,206
Buildings	4,042,551
Machinery	10,393,790
Vehicles	5,155,201
Plant & Facilities	40,407,520
Roads	24,223,866
WIP	2,051,276
Water and Waste	18,256,177
Library	175,149
	<u>115,634,225</u>

Major Capital Projects

Passenger Buses (3)	\$ 295,000
Snow Ploughs (3)	571,000
Rotary Park, Lights, roof	783,000
Tunnel	6,292,000
Ice Resurfacer	98,000
Fire Trucks (2)	2,057,000
SLP Docks and wharf	208,000
Asphalt	704,000

Capital Projects Closed Out

	Surplus		Deficit	Net to operations
Minor Capital	39,181	Cemetery Drainage	(3,356)	
Parkedale Realignment	107,084	Airport Runway	(100,320)	
ACPM	39,138	Corp Systems upgrade	(20,752)	
AG Safety Zone	18,807			
Building Maintenance	19,911			
Computer Replacement	37,094			
Arena/Harbour	8,342			
	269,558		(124,428)	145,130

Level of Reserves and Reserve Funds

		2017	2016
Water	Reserves	690,731	441,414
	Reserve Funds	2,190,763	2,120,627
Wastewater	Reserves	548,409	774,825
	Reserve Funds	1,389,587	1,576,524
Library	Reserve Funds	22,329	17,362
Fiscal Policy	Reserves	1,306,254	1,480,423
Other reserves	Reserves	2,575,365	1,396,864
Reserve Funds	Reserves Funds	2,046,284	1,943,220

Reserve Funds Operations

Equipment and maintenance	638,081
Parking	543,294
Elections	94,765
Health and Safety	172,316
TC Cossitt	119,882
Small Business Enterprise	114,883
Misc.	363,063
Total Reserve Funds	2,046,284

Reserve and Reserve Funds Utility

	Waste Reserve	Waste Reserve Funds	Water Reserve	Water Reserve Fund
Opening Balance	774,825	1,576,524	441,414	2,120,627
Rate Reduction	(451,000)			
Pumping Station		(102,579)		
Sewer Laterals		(250,000)		
Backwash System				(124,888)
Victoria Surplus		107,785		137,167
Year-end surplus	225,249	57,857	249,317	57,857
Closing Balance	548,409	1,389,587	690,731	2,190,763

LTD Payments and limits

Year	Principle	Interest	Total
2018	2,475,524	887,923	3,363,447
2019	2,509,608	795,688	3,305,296
2020	2,453,912	703,297	3,157,208
2021	2,545,924	611,285	3,157,208
2022	2,641,589	515,619	3,157,208
Provincial Guidelines		5% per annum	7% per annum
20 Years		128,702,761	109,409,073
15 Years		107,195,322	94,061,458
10 Years		79,745,773	72,535,635
5 Years		44,712,421	42,344,553
Provincial Guidelines	Annual Repayment Limit		10,327,443
2017 Debt level		26,193,451	

LTD Debt repayment schedule

Projected debt levels	Principal	Principal Payments	New debt
2017	26,193,447	2,372,059	575,000
2018	24,563,689	2,557,917	353,159
2019	22,923,136	2,685,553	1,045,000
2020	20,848,197	2,688,655	613,716
2021	18,379,936	2,818,261	350,000
2022	16,223,559	2,995,257	838,880
2023	13,378,835	2,904,724	60,000
2024	10,364,600	3,014,235	0
2025	8,865,927	2,891,392	1,392,719

Major Donations

2017

Aquatarium	608,150
Arena	310,000
Hub	150,000
Tunnel	533,426
Rotary Park	50,401
BAC	13,956
Fireworks	15,000
ICSRC	53,993
In Kind (non-receipted)	1,161,777