



Finance, Administration and Operations Committee

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

Committee Members

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

Areas of Responsibility:

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

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

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

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AGENDA

DISCLOSURE OF INTEREST

DELEGATION(S) AND PRESENTATION(S)

1. Aquatarium
Mr. Tony Barnes

Mr. Tony Barnes will offer an update to Committee regarding the progress of the Aquatarium.

CORRESPONDENCE

Nil.

STAFF REPORTS

4 - 11

1. 2014-106-10
Water & Wastewater Systems
Quarterly Report (Jul-Sep 2014)

THAT Report 2014-106-10 Water & Wastewater Systems Quarterly Report (Jul-Sep 2014) be received for information purposes.

- 12 - 14 2. 2014-109-10
City Hall Window Retrofit

To apprise Council of the progress on the City Hall Window Retrofit project to date; and

To request that funding of \$250,000 for Budget Year 2015 and \$150,000 for Budget Year 2016 be considered to complete the City Hall Window Retrofit project.

- 15 - 43 3. 2014-111-10
2014 Departmental Work Plan - Third Quarter Report

THAT Council approve the 2014 Departmental Work Plans Third Quarter Report as outlined in Schedule 1, Report 2014-111-10.

- 44 - 54 4. 2014-112-10
2013 Performance Measures

THAT the 2013 Performance Measurement Reports (Attachments 1 and 2 to Report 2014-111-10) be received; and

THAT attachment 1 be authorized for publication on the City's website.

- 55 - 56 5. 2014-099-10
Brockville Gymnastics Academy - Lease Renewal

THAT Council authorize the Mayor and Clerk to renew the lease of the building located at 10 Gilmour St. to the Brockville Gymnastics Academy for a five-year term to expire March 31, 2019, with an option to extend the lease for an additional five years at the mutual agreement of both parties.

- 57 - 59 6. 2014-104-10
Winter Maintenance Policy Amendments

THAT the following sections of the Policy for Winter Maintenance Operations be amended as outlined in the Analysis section of this report:

- *Schedule A – Roadway Snow Clearing System*
- *Schedules B1 & B2 – Sidewalk Snow Clearing System*

THAT all costs incurred due to the recommended changes be charged to the associated winter maintenance accounts.

- 60 - 67 7. 2014-115-10
Ontario Municipal Cycling Infrastructure Program

THAT Council endorse a submission of comments in support of the proposed Ontario Municipal Cycling Infrastructure Program, with the addition of "Cycling Network Technical Audit" as an eligible expenditure under the Program.

- 68 - 100 8. 2014-116-10
Variance Report - August 31, 2014

THAT Council receives the Interim Variance Report as of August 31, 2014 Report No. 2014-116-10, for information purposes.

NEW BUSINESS

Nil.

FAO - CONSENT AGENDA

MOTION TO MOVE INTO CLOSED SESSION

THAT pursuant to Municipal Act, 2001, Section 239, Sub. 2, (c), the Committee resolve itself into Closed Session to consider:

- 1. a proposed or pending acquisition or disposition of land by the municipality or local board*

REPORT OF THE COMMITTEE FROM CLOSED SESSION

ADJOURNMENT

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

October 14, 2014

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

**2014-106-10
WATER & WASTEWATER
SYSTEMS QUARTERLY REPORT
(JUL. – SEP. 2014)**

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

RECOMMENDED

THAT Report 2014-106-10 Water & Wastewater Systems Quarterly Report (Jul. – Sep. 2014) be received for information purposes.

PURPOSE

This report covers the months of July, August and September 2014. The intent of the report is to keep the Committee, Council, and the public current with performance and major operational aspects of the Water Treatment Plant, Water Distribution System, Water Pollution Control Centre (wastewater treatment system), and Wastewater Collection System, including any notable highlights, MOE inspections and adverse conditions.

BACKGROUND

This report is submitted quarterly, and represents the third quarter of 2014.

ANALYSIS/OPTIONS

A. WATER TREATMENT PLANT AND WATER DISTRIBUTION SYSTEM

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

Adverse Water Quality Incidents:

Incident Date AWQI #	Parameter	Result	Corrective Action	Corrective Action Date
July 3, 2014 AWQI 118503	Fluoride	>1.50 mg/L	Flushed hydrants/sampled Sample results clean, Notice of Resolution submitted to SAC & MOH	July 3, 2014
August 27, 2014 AWQI 119850	Total Coliform	TC (1)	Flushed and re-sampled Sample results clean, Notice of Resolution submitted to SAC & MOH	August 29, 2014

Other:

Items of Note:

1. Main Treatment Plant

- Annual flow meter and instrumentation calibrations completed.
- Inspection and certification of SCBA unit and confined space entry equipment completed.
- Post filter chlorinator installed (2014 Capital).
- Lab SCADA computer hard drive failed, a new drive was ordered and installed. ISI Controls re-installed ifix programing (2014 Capital Contingency).

2. Booster Stations & Parkedale Reservoir:

- Annual flow meter and instrumentation calibrations completed.
- Operation and inspection of Zone 2 pump isolation valves completed.
- Parkedale Zone 2 Pumps 1, 2, and 3 Installation and commissioning of discharge valve & actuator completed (2014 Capital).

3. Filters:

- Filter backwash flow valve actuators were installed and commissioned (2014 Capital).

4. Overhead Tank:

- PAX Mixer installation and commissioning completed (2014 Capital).

5. Low Lift Pump Station:

- Repairs to waste residual management outfall pipe completed (2014 Capital).
- Annual inspection of intake pipe completed.
- Repairs completed on building HVAC system.
- Cleaning of intake well completed.

6. Drinking Water Quality Management System:

- Emergency procedure training.
- Procedure revisions.

7. MOE Inspections:

- No inspections scheduled.

8. Regulatory Sampling

- All regulatory annual sampling completed.
- 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.
- Summer lead sampling completed.

9. Trunk Water Distribution:

- Feedermain condition assessment completed (2014 Capital).

Executive Summary:

Echologics Engineering, a Division of Mueller Canada (Echologics) provided leak detection and condition assessment services for the City of Brockville (Brockville) on 884 metres of 400 and 450 millimetre diameter cast iron and 600 millimetre diameter bar wrapped concrete main. Echologics' field personnel conducted the survey in Brockville, Ontario on September 22nd, 2014. Echologics performed leak detection using the LeakFinder correlator and acoustic condition assessment using the ePulse™ method. This report presents the information gathered from these services including the location of suspected leaks and the results of ePulse™ testing.

Summary of Key Results:

No leaks were detected during this survey.

ePulse™ results indicate that:

- One cast iron segment from V200 on Perth Street to the water tower appears to be in poor condition with an average change from design thickness of over 30%.
- Six cast iron segments appear to be either in moderate or good condition.
- A result was unattainable on one segment due to a PVC repair.
- The only segment of bar wrapped concrete pipe has a stiffness of 52 gigapascals, which is 9% less than the maximum stiffness measured during the 2013 survey of the continuation of that main.

10. Elizabethtown-Kitley Distribution:

- Annual flow meter and instrumentation calibration completed.
- Distribution system flushing completed.
- Hydrant H804E rebuild completed.
- Electrical repairs to flow meter breaker completed.

11. Local Water Distribution:

- Service Calls
 - Jul. (Total 83 service calls – 69 closed, 14 pending)
 - 26 Curb stop repairs
 - 2 Fire dispatch
 - 4 General inquiries
 - 9 Hydrant repairs
 - 14 Other inquiries
 - 3 Valve repairs
 - 4 Water main break inquiries
 - 4 Water meter/inside valve leaks
 - 3 Water quality complaints (dirty water/low pressure)

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- Aug. (Total 68 service calls – 57 closed, 11 pending)
 - 17 Curb stop repairs
 - 1 Fire dispatch
 - 4 General inquiries
 - 8 Hydrant repairs
 - 13 Other inquiries
 - 8 Valve repairs
 - 2 Water main break inquiries
 - 3 Water meter/inside valve leaks
 - 5 Water quality complaints (dirty water/low pressure)
 - Sep. (Total 81 service calls – 73 closed, 8 pending)
 - 23 Curb stop repairs
 - 0 Fire dispatch
 - 2 General inquiries
 - 31 Hydrant repairs
 - 13 Other inquiries
 - 0 Valve repairs
 - 1 Water main break inquiry
 - 2 Water meter/inside valve leaks
 - 9 Water quality complaints (dirty water/low pressure)
 - Water Main Breaks:
 - Jul. 2014
 - Central Avenue West & Strowger Boulevard – 300 mm “hole” cast Iron at cross.
 - Aug. 2014
 - No breaks to report
 - Sep. 2014
 - No breaks to report
 - Flushing Program:
 - Flushing program underway in Zones 1 & 2.
 - Service Repairs / Replacement:
 - Repair numerous curb stops
 - New service connections Sophia Street.
 - Service connection repaired 31 Wall Street.
 - Valve / Hydrant Inspection / Leak Detection:
 - Inframap updating for GIS in progress.
 - 725 out of 989 hydrant inspections completed.

- Capital Projects WD:
 - Bethune Street reconstruction completed (2014 Capital).
 - Brock Street (Perth to Dales) completed (2014 Capital).
 - William Street (Pearl to James) completed (2014 Capital).
 - Water Street completed (Park to Bethune).
 - Overlay inspections (2014 Capital).

B. WASTEWATER TREATMENT PLANT AND COLLECTION SYSTEM

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

Please refer to Attachment #2 – Brockville WPCC Sewage Plant Performance Assessment Report for all Operational Data for the quarter.

Items of Note:

1. Main Plant:

- Primary Clarifiers #1 and #4 are currently not in use (on standby)
- Secondary Clarifier #1 is currently not in use (on standby).
- New Boiler #505 is in service but we are still experiencing start-up issues.
- Work on new screening bypass has commenced.
- Additional ammonia testing program commenced to identify loadings and removals throughout the process.
- Load bank testing was completed on two of the three portable generators.
- The City's new Sewer Use By-law 046-2014 was enacted by Council on May 27, 2014. A copy of the By-law has been posted on the City's website and a notice has been included on the water bills.
- Annual Fire Alarm and Elevator Inspections completed.
- 2014 2nd & 3rd Quarter Federal Wastewater Systems Effluent Regulations (WSER) Reports submitted to Environment Canada.
- Inspection and certification of SCBA unit and confined space entry equipment completed.
- Plant historian system crashed with loss of both drives. New drives have been installed with programming underway.
- Modifications were made to the septage sump pump line to prevent blockages.

2. Main Pumping Station:

- Bypasses: No bypasses to report.
- Phase I and II Reports regarding the Main Sewage Pumping Station and Forcemain Municipal Class Environmental Assessment were available for public comment. Comments received were sent to the MOE for review. Still waiting on MOE response. No new updates.
- Annual servicing of automatic transfer switch completed.

3. Pumping Stations:

- WPCC Staff responded to fourteen (14) mechanical pump calls, ten (10) communication calls and two (2) Water Systems Division calls. No issues to report.
- Communication failures are being addressed through new equipment purchases.

4. Power Outages:

- There were four (4) power outages. No issues to report.

5. Wastewater Collection System:

- 30 blocked sewer/camera inspections.
- 3 blocked main responses.
- 3 sanitary sewer lateral dig-ups and repair.
- Continuing with inputting historical sewer data records into an electronic data base.

POLICY IMPLICATIONS

No policy implications at this time.

FINANCIAL CONSIDERATIONS

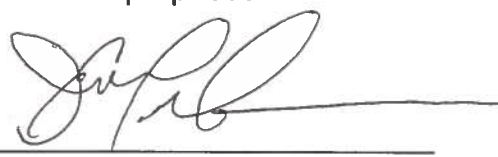
No financial considerations at this time.

CONCLUSION

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



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



E. Malcomson
Supervisor – Wastewater Systems



D. Richards
Supervisor - Water Systems



B. Casselman
City Manager

BROCKVILLE DRINKING WATER SYSTEM PERFORMANCE ASSESSMENT REPORT

Month	CITY OF BROCKVILLE				ELIZABETHTOWN-KITLEY		BACTERIOLOGICAL SAMPLING		
	Total Volume	Avg. Daily	Avg. F12	WDS Avg. FCR	Total Flow	Avg. Daily	BROCKVILLE WDS		
	Treated (ML)	Flow (ML/d)	Residual (mg/L)	(mg/L)	(ML)	Flow (ML/d)	EC	TC	HPC
JUL	366.08	11.81	0.47	1.37	5.72	0.18	45 45 out of 45 safe	45 45 out of 45 safe	20 20 out of 20 safe
AUG	347.32	11.20	0.43	1.31	5.66	0.18	37 37 out of 37 safe	37 36 out of 37 safe	16 16 out of 16 safe
SEP	326.46	10.88	0.43	1.30	4.53	0.15	45 45 out of 45 safe	45 45 out of 45 safe	20 20 out of 20 safe

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

ATTACHMENT #2

BROCKVILLE WATER POLLUTION CONTROL CENTRE SEWAGE PLANT PERFORMANCE ASSESSMENT REPORT

MUNICIPALITY: BROCKVILLE
PROJECT: BROCKVILLE
WORKS NUMBER: 120000122

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: 2013/2014
WATER COURSE: ST. LAWRENCE RIVER
DESIGN CAPACITY: 21.800 x 1000m3/day
PEAK DESIGN CAPACITY: 62.500 X 1000m3/day

MONTH	FLOWS			BOD/CBOD			SUSPENDED SOLIDS				PHOSPHORUS				TOTAL AMMONIA NITROGEN				E. COLI
	TOTAL FLOW 1000M3	AVG DAY FLOW 1000M3	MAX DAY FLOW 1000M3	AVG RAW BOD (mg/L)	AVG EFF CBOD (mg/L)	TOTAL LOADING EFF CBOD (kg/day)	AVG RAW SS (mg/L)	AVG EFF SS (mg/L)	TOTAL LOADING EFF SS (kg/day)	PERCENT REMOVAL	AVG RAW PHOS. (mg/L)	AVG EFF PHOS. (mg/L)	TOTAL LOADING EFF PHOS. (kg/day)	PERCENT REMOVAL	AVG RAW TAN (mg/L)	AVG EFF TAN (mg/L)	TOTAL LOADING EFF TAN (kg/day)	PERCENT REMOVAL	E. Coli (Org/100 ml) (GEOMEAN)
SEP 14	385.18	12.839	15.151	194.00	4.22	54.18	241.67	7.11	91.29	97.1	4.52	0.74	9.50	83.6	16.00	0.29	3.72	98.2	1
AUG 14	470.63	15.182	21.340	156.00	2.86	43.42	203.73	8.00	121.46	96.1	3.43	0.59	8.96	82.8	13.50	0.37	5.62	97.3	2
JUL 14	458.39	14.787	19.802	145.73	2.89	42.73	173.18	5.00	73.94	97.1	3.02	0.67	9.91	77.8	12.60	0.34	5.03	97.3	1
JUN 14	506.56	16.885	22.056	140.42	3.13	52.85	201.50	6.00	101.31	97.0	2.90	0.58	9.79	80.0	11.90	0.78	13.17	93.4	1
MAY 14	654.73	21.120	35.047	134.36	3.78	79.83	185.92	7.13	150.59	96.2	2.86	0.53	11.19	81.5	6.79	5.21	110.04	23.3	1
APR 14	924.63	30.821	47.211	107.20	5.00	154.11	108.67	8.25	254.27	92.4	1.67	0.44	13.56	73.7	6.77	6.81	209.89	-0.6	1
MAR 14	518.52	16.727	23.534	124.92	4.50	75.27	144.85	6.44	107.72	95.6	2.72	0.59	9.87	78.3	13.50	13.10	219.12	3.0	3
FEB 14	446.32	15.940	30.917	151.75	4.43	70.61	148.92	5.11	81.45	96.6	2.97	0.53	8.45	82.2	15.13	13.07	208.34	13.6	1
JAN 14	526.93	16.998	31.776	113.70	5.63	95.70	116.00	8.75	148.73	92.5	2.24	0.55	9.35	75.4	13.31	11.41	193.95	14.3	1
DEC 13	407.06	13.131	20.068	151.71	4.33	56.86	152.08	8.50	111.61	94.4	2.87	0.78	10.24	72.8	16.50	6.98	91.65	57.7	1
NOV 13	410.57	13.686	21.622	152.17	3.86	52.83	145.33	5.86	80.20	96.0	2.71	0.53	7.25	80.4	9.64	1.51	20.67	84.3	2
OCT 13	408.51	13.178	19.849	164.92	2.78	36.63	162.31	5.89	77.62	96.4	2.98	0.65	8.57	78.2	16.80	0.17	2.24	99.0	1
AVG		16.775		144.74	3.95	67.92	165.35	6.84	116.68	95.60	2.91	0.60	9.72	78.89	12.70	5.00	90.29	56.73	1
MAX			47.211	194.00	5.63		241.67	8.75		97.11	4.52	0.78			16.80	13.10			
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)	392 (Nov. 1 to Apr. 30) 349 (May 1 to Oct. 31)		200

MONTH	TOTAL LOADINGS		
	TOTAL RAW BOD (kg/day)	TOTAL RAW SS (kg/day)	TOTAL RAW PHOS. (kg/day)
SEP 14	2,491	3,103	58
AUG 14	2,368	3,093	52
JUL 14	2,155	2,561	45
JUN 14	2,371	3,402	49
MAY 14	2,838	3,927	60
APR 14	3,304	3,349	51
MAR 14	2,090	2,423	45
FEB 14	2,419	2,374	47
JAN 14	1,933	1,972	38
DEC 13	1,992	1,997	38
NOV 13	2,083	1,989	37
OCT 13	2,173	2,139	39
AVG	2,351	2,694	47
MAX	3,304	3,927	60

COMMENTS:

October 5, 2014

**REPORT FOR FINANCE, ADMINISTRATION & OPERATIONS COMMITTEE –
OCTOBER 21, 2015**

**2014-109-10
CITY HALL WINDOW RETROFIT**

**D. DICK,
DIRECTOR OF CORPORATE SERVICES
L. WHITE,
MANAGER OF STRATEGIC INITIATIVES**

RECOMMENDED

To apprise Council of the progress on the City Hall Window Retrofit project to date.

To request that funding of \$250,000 for Budget Year 2015 and \$150,000 for Budget Year 2016 be considered to complete the City Hall Window Retrofit project.

PURPOSE

To provide Council an update on the City Hall Window Retrofit project and to request that funding be considered in future budgets to complete the project.

BACKGROUND

In 2009, the City hired a firm to prepare energy audits on five City buildings; City Hall, Gord Watts Municipal Centre, Brockville Arts Centre, Memorial Centre and Youth Arena.

The energy audits provided information on the energy use of each building and identified where energy savings were possible. Many of the suggestions to reduce energy consumption were addressed in all of the buildings through lighting retrofits, the installation of programmable thermostats and replacing inefficient heating and cooling units.

The energy audit for City Hall in particular identified that there was potential savings of approximately \$18,000 a year in heating costs if the windows were replaced with more energy efficient windows. The Consultants estimated that the cost of installing new windows would cost approximately \$152,000 based on pricing from local contractors. Looking for the projects with the highest return on investment, staff considered this project knowing that all alterations to City Hall would need the approval of the Ontario Heritage Trust (OHT). The OHT has an easement on City Hall dating back many years to when the Trust funded the repair to the Clock Tower.

The goal of the project was not only to improve energy efficiency but to address maintenance issues while improving the esthetic of a heritage building.

ANALYSIS

An Architect with experience working with both historical buildings and the Ontario Heritage Trust was contracted to assist staff. A proposal was developed to retrofit the windows with input from staff and Paul Bullock of Heritage Brockville. This proposal was approved by the Trust.

Many of the windows have been painted shut and/or altered to accommodate the heating/cooling systems. The plan was to make some of the windows operable thus allowing fresh air into the building for natural cooling. Other windows, which are to remain inoperable, would be sealed from the interior by inserting plexi-glass that would ensure that neither cold air enters or heat escapes. The aluminum storm windows would then be removed from all of the windows improving the appearance of the exterior of the building.

POLICY IMPLICATIONS

At this time there are no policy implications.

FINANCIAL IMPLICATIONS

Council approved \$160,000 for this project through the 2013 Capital Budget. This was funded by Federal Gas Tax as it met the requirements as the project would reduce greenhouse gas emissions through lower heating and cooling costs.

The tender for the first phase of the project was awarded in September 2014 and work has commenced. This phase addressed 40 windows in the back half of City Hall referred to as The Market Building.

Costs to date are:

Consultant	9,919				
Carpenter *	10,030				
Tender Phase 1	132,000				
	\$ 151,949				
<i>*Work done on sample window to assist in preparing specifications for tender document</i>					

The next step of Phase I will be to remove the exterior storm windows and paint the exterior of the wooden window frames. This has been cautiously estimated at \$100,000.

As the funds have now been exhausted, staff is recommending that funding for the continuation of this project be incorporated into future years' budgets.

There are approximately 40 more windows of varying shapes and sizes to be retrofit, ranging in complexity due to their size and location. It is unknown how the rest of the project would cost but for budget purposes, staff recommends \$250,000 in 2015 (\$100,000 to complete Phase I plus \$150,000 to commence Phase II) and \$150,000 in 2016.

CONCLUSIONS

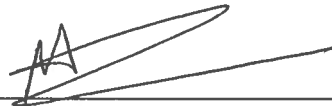
Although this project started out as an "energy" project, it became evident quickly that maintenance was required not only to improve the functionality of the windows but to improve energy efficiency and the appearance of this historic building that represents Brockville.



L. White
Manager of Strategic Initiatives



D. Dick CPA, CA
Director of Corporate Services



B. Casselman
City Manager

October 14, 2014

Report To Finance Administration Operations – October 21, 2014

2014-111-10

**2014 Departmental Work Plans
Third Quarter Report**

**Bob Casselman
City Manager**

RECOMMENDATION

THAT Council approve the 2014 Departmental Work Plans Third Quarter Report as outlined in Schedule 1, Report 2014-111-10.

BACKGROUND

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

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

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

1) **Comprehensive Zoning Bylaw**

- First draft of new zoning bylaw received
- Steering Committee, stakeholder consultation and public open house held Feb 16/14
- Coordination of response to draft bylaw
- Statutory public meeting – May 14/14
- Council adoption – June 10/14
- Appeal period expiration – July 9/14
- No appeals received. By-law complete

2) **Development Charges Study/Bylaw**

- Draft Development Charges Study completed and presented to Council for feedback
- Coordinated revisions to study presenting findings to Council for further consideration
- Statutory public meeting held May 21/14
- Final draft for Committee/Council adoption – July 15th FAO meeting
- No appeals to by-law adoption. By-law complete

3) **Economic Development Initiative**

- Significant staff time and resources spent on Aquatarium. Weekly construction coordination meetings
- Finalized Operating Agreement
- Parking – interim plan in place
- Continued monitoring of project management, schedule and financial position of project
- Established a municipal led Tourism Committee to prepare and implement a marketing plan for the Aquatarium
- Work Plan adjustments necessary for various staff including Economic Development Officer, Arts Centre Manager, Manager of Strategic Initiatives and I.T. staff
- Review Project Management/Site Superintendent options with Tall Ships Landing Development Inc. and Aquatarium Board members
- Preparation of condo registration documentation (easements/licensing agreements)

4) **2014 Election**

- Bylaw for alternative voting method passed by Council
- Procedures for Internet/telephone voting established and distributed to candidates
- Twitter account established
- Marketing of Voterlookup.ca for election list updates
- Office procedures established and reviewed with staff
- Major staff focus

FINANCIAL IMPLICATIONS

None at this time.

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

2014 DEPARTMENT GOALS/OBJECTIVES

Clerk's Department	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Comments/Barriers
1. People					
a. 2014 municipal election	Forms and procedures ready for Jan 1 st opening of Nomination period; RFP completed for alternative voting method; report to FAO/Council outlining requirements and timelines.	Bylaw for alternative voting method passed by Council; procedures for internet/telephone voting established and distributed to candidates; training attended; Twitter account established and in use; marketing of VoterLookUp.ca for elector list updates; office procedures established and reviewed with staff	Preparation underway; Nomination Day September 12 th ; priority and main department focus for August and September		
b. Improve City Hall website	Social Media Comm met to discuss website changes. Working with Webmaster to create process and timeline.	No update at this time.	Preliminary site design reviewed; planning for launch in early 2015		
2. Economy					
a. Department trial of iCompass Meeting Management	Heritage Brockville and Island Breakfast Committee templates in development. Ready for 2 nd Qtr.	Heritage Brockville and Island Breakfast Committee trained and using system. No further activity until after election (Q4).	No update at this time.		

Clerk's Department	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Comments/Barriers
b. AODA Integrated Accessibility Standard – training and implementation	Training program development completed. Rolled out to departments for completion in 2 nd Qtr.	On-going	On-going. Crossing guards training provided		
3. Amenities					
a. Complete implementation of parking program initiatives from the departmental Service Delivery Review (on-line ticket payments; new meters in Court House area)	Participated in webinar for online ticket payment service provider; consulting with Finance.	Draft RFP for parking meters and parking software for release in Q3.	No update at this time.		
4. Sustainability					
a. Assist Governance Committee with procedural by-law review/automation	No update.	No update.	No update.		
b. 2014 Budget monitoring	Ongoing.	Ongoing	Ongoing		
c. 2015 Budget preparation	No update.	No update	No update		

2014 DEPARTMENT GOALS/OBJECTIVES					
OPERATIONS DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS
1. People a. In partnership with community groups, enhance existing & plan for new facilities to draw families & seniors, e.g. Rotary Park, Brock Trail, Railway Tunnel b. Facilitate departmental support for festivals & events which benefit residents & draw visitors, ie. Ribfest, hydroplane regatta (with linkage to Economy objectives) c. Complete review of Non-resident User Fee	a. Planning process is active for Rotary Park Phase 3, Brock Trail and Railway Tunnel b. Ongoing c. Ongoing	a. Planning process is active for Rotary Park Phase 3, Brock Trail and Railway Tunnel b. Ongoing c. Ongoing	a. Planning process is active for Rotary Park Phase 3, Brock Trail and Railway Tunnel b. Ongoing c. Ongoing		
2. Economy a. Facilitate/monitor brownfield remediation projects (TSL, Blockhouse Square, Wayfare, Junic, etc.) & linkages with City amenities associated with or adjacent to these developments b. Provide technical support to industrial park land assembly initiative	a. Ongoing b. Ongoing	a. Ongoing b. Ongoing	a. Ongoing b. Ongoing		
3. Amenities a. Assist City Manager in negotiation of harbor divestiture b. Hardy Park shoreline restoration c. Completion of TSL/Aquatarium related projects – docking	a. Ongoing b. Fall 2014 c. Spring/Summer 2014	a. Ongoing b. Fall 2014 c. Spring/Summer 2014	a. Ongoing b. Fall 2014 c. Spring 2015		

2014 DEPARTMENT GOALS/OBJECTIVES					
OPERATIONS DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS
d. 2014 Capital Projects – roads, bridges, fleet, parkland, facilities e. Memorial Centre Pad and Boards f. Completion of Reynolds Park Risk Assessment g. Blockhouse Square Public Amenities	d. Projects being initiated e. Contract awarded f. Update of Phase I and Phase II ESA's completed. g. Ongoing	d. Projects initiated e. Construction ongoing f. Risk Assessment submitted to MOE. g. Ongoing	d. All projects initiated; most complete e. Project complete f. Risk Assessment submitted to MOE. g. Ongoing		
4. Sustainability a. Asset Management – expand on base asset management report	a. Summer/fall 2014	a. Summer/fall 2014	a. Deferred to 2015 due to new/expanded priorities		
<u>Departmental Objectives</u>					
1. Assist City Manager in completion of: <ul style="list-style-type: none"> • Implementation/monitoring of 2014 budget • Preparations for 2015 budget • Implement next steps of Corporate Reorganization and succession planning as necessary 	<ul style="list-style-type: none"> • Ongoing • Summer/fall 2014 • Succession for Transportation Supervisor and Parks Foreman underway 	<ul style="list-style-type: none"> • Ongoing • Summer/fall 2014 • Succession for Transportation Supervisor and Parks Foreman complete 	<ul style="list-style-type: none"> • Ongoing • Summer/fall 2014 • Succession planning for potential 2015 retirements underway 		

2013 DEPARTMENT GOALS/OBJECTIVES					
ECONOMIC DEVELOPMENT DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/ BARRIERS
<u>Revised Workplan as submitted: February 2014- 3rd</u>					
1. People					
<ul style="list-style-type: none"> <u>Immigration Initiatives</u>- Secure fourth round federal funding for 2014/15 to continue attraction initiatives for secondary immigration. Alternatively, if funding not provided, broker among existing immigration stakeholders a delivery format with regional resources. 	Secured both fourth and fifth round immigration funding till March 2016. Relocated administration office to EEC. Mobilized people for two working task groups for executing immigration work plan strategies.	Work Task teams have commenced execution of the key strategies of approved document. Submitted \$90K provincial grant application for focus on immigrant attraction and skills identification. Delayed announcement due to election and likely a summer announcement	KPI results to be presented by committees in Mid October. Secured positive feedback from our federal funders for year to date progress. Populating new committees and continuing outreach to other regional partners. Presentation to new council targeted for January/February 2015		
<ul style="list-style-type: none"> <u>Lifestyle Attraction Program</u>- Implement phase two being a more focused attraction outreach utilizing both ambassadors and tourism staff to market community at events, trade shows and through real estate brokers. Refresh on web content and introduction of new video. 	Updating the research community data for website edition of lifestyle. Received the new lifestyle and business video and posted and distributed. Commencing updating of other publications for second quarter	Implementation of social media campaign and commencement of update of the relocation fulfillment publication targeted for release in summer with updates on website. Second webcam being installed on Island. Consolidating launch page for both City websites	New Fulfillment publication to Lifestyle People attraction promotion completed and ready for printing. All relevant/updated data for residential relocation completed for online and in new publication.		
<ul style="list-style-type: none"> <u>Entrepreneurship Development</u>- Execute new youth entrepreneurship program with the additional transfer 	Contract agreement completed and secured funding for two year pilot	Secured provincial approval to commence promotion of the new youth program.	Secured \$800,000 from EODP regional program for expanded		

2013 DEPARTMENT GOALS/OBJECTIVES					
ECONOMIC DEVELOPMENT DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/ BARRIERS
<p>funds from Province on a two year pilot.</p> <ul style="list-style-type: none"> Continue to attain the current benchmark stats/level on small business consulting and related impacts. Provide facilitation with Launch Labs of Kingston and the area CDC's on potential entrepreneurship residency offering and identify the resources for sustainability pending confirmation of demand in the technology/innovation sector. 	<p>program for youth entrepreneurship</p> <p>Completed facilitation of the Launch Lab introduction to Brockville and our CDC assisting with a regional application through the CDC framework for financial assistance.</p>	<p>Secured 18 summer company allocation positions.</p> <p>Providing guidance to shepherd EODP funding for regional outreach for Launch Lab initiative to cover Brockville.</p> <p>Six Brockville clients now being serviced by Launch Lab.</p>	<p>outreach into all 15 CDC regions including Leeds Grenville. Process for consultation on innovation completed. Over 10 new clients from area for this process.</p>		
2. Economy					
<ul style="list-style-type: none"> Investment Attraction-Focus lead generation to vacant facilities including Abbott Labs, and former plants sites of Black and Decker, Data Group and Recorder and Times. Target is 100K square feet of space rented. Angel Network-Continue brokerage of regional investment opportunities to Angel network. Target is 2 confirmed deals. 	<p>Communications with Abbott head office every two weeks. No green light yet.</p> <p>Data Group building has been leased and occupied.</p> <p>Two clients introduced to former Recorder facility for negotiation with owner</p> <p>Meeting with former B&D site owners for prospect generation.</p>	<p>Visitation from potential new owner of Abbott in July. Still attempting to validate negotiations.</p> <p>Slight increase in prospect activity with one major client for B&D structure seeking 120K of space for pharma process.</p> <p>Angel Dragon Den session this month with introduction of two new projects seeking patient capital</p>	<p>Three tours completed to Abbott plant site.</p> <p>New ownership agreement closes with USA asset management company in October.</p> <p>Commenced fall trade show circuit.</p> <p>Preparation of 2015 schedule and support materials.</p> <p>Lowest vacant/available industrial property space in 20 plus</p>		

2013 DEPARTMENT GOALS/OBJECTIVES					
ECONOMIC DEVELOPMENT DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/ BARRIERS
			years. Three angel investments completed since new angel network established. One manufacturing firm financed in this quarter and one pending for review this week. Assisted Shell Canada on energy grant process with our MLA involvement.		
<ul style="list-style-type: none"> <u>Retail Commercial Attraction-</u> Complete retail market research and execute new retail marketing initiative for primary vacant facilities in 1000 Islands Mall and Shopping Centre with secondary plan on downtown. Target is 25k square feet of space rented. Attendance at ICSC events. 	Attended winter ICSC event and participated in the speed dating process with national retail leasing firms Represented both shopping centres at forum including Dodge holdings	Vacancy rate declining with new retailers occupancy Working on commercial retail assembly across from mall with three properties	Downtown vacancy levels back to early 2000 levels with 14 vacant stores currently. Focus on mall and shopping centre vacancy for next quarter.		
<ul style="list-style-type: none"> <u>Business Retention & Expansion-</u> Completion of 10 corporate calls with local industry and key commercial clients. 	Completed 5 corporate calls this quarter with industry and mall and shopping centre owners	Completed 8 corporate call to date. Hosted with Shell Canada and industry forum on energy with 27 area industry firms. Positive feedback secured on the best practices and incentive funding programming	Completed target of 10 corporate calls with 2 additional requests for inputs pending. Facilitated export/harmonized tax workshop for 46 manufacturers. Commenced research and meetings on		

2013 DEPARTMENT GOALS/OBJECTIVES					
ECONOMIC DEVELOPMENT DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/ BARRIERS
			logistics coordination for both inbound and outbound shipments.		
<ul style="list-style-type: none"> <u>Employment Lands</u> Continue with zoning process and site preparation for potential acquisition agreement protocol for new 130 acre business park. Complete a readiness plan and future certification process for the park including a EDOF application for execution upon securing qualified prospect. 	Initiated negotiations with both property owners for property assembly of new employment lands Commenced communications on zoning process	Completed initial meeting with Provincial Government on required process for zoning and OP considerations. Comprehensive study has been identified. Valuation of subject property completed and a summer timing is target for potential agreement of acquisition with owners. Interviews with property owners scheduled for mid July	Both property owners for new employment lands have provided positive verbal commitment on property assembly and use. Endeavouring to secure formal letters of intent for Council discussion. Pending direction of new council, will proceed with the first right of refusal process and the planning and zoning requirements.		
<u>Aquatarium</u> Provide a coordination/facilitation role on both the marketing plan development for the Aquatarium and the execution of various elements of the plan for first year operation only. This at direction/approval of the Aquatarium Board 3. Amenities	Completed marketing funding application for \$150K on \$300K marketing plans for 3 year period. Marketing template completed Marketing team mobilized	Provincial election has deferred announcement of the marketing grant. Have completed all basic market awareness within allocated budget provided to committee. Only \$11k balance in marketing budget. Complimentary 401 signage on Mall and Brockville Centre	Completed advocacy/lobby efforts to secure the 150K of grant marketing funds. Announcements pending. Inputs into Aquatarium launch promotions. Three meetings of advisory committee during this quarter.		

2013 DEPARTMENT GOALS/OBJECTIVES					
ECONOMIC DEVELOPMENT DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/ BARRIERS
		secured.	Advisory capacity only.		
<ul style="list-style-type: none"> <u>University Program Attraction</u>- Continue advocacy for Algoma program in downtown pending Provincial approval. Additionally, assist 1000 Island village, former GCC, on University of Ottawa intent for program on site. 	Awaiting Provincial approval	Not likely any more positive movement on this file under current scenario. Decline in arts enrollment and issues at the St. Thomas campus may ultimately change the direction of this initiative	Update and new process for this file under development. Should secure a more definite direction from Algoma in fourth quarter. Possible compromise on program offering for community.		
4. Sustainability					
<ul style="list-style-type: none"> <u>Destination Marketing Fund</u>-Through membership on tourism advisory committee, ensure execution of the new proposed supplementary funding program for local accommodation and attraction facilities. Target \$160k by 2015. <u>Tourism</u>- Tourism contract, Aquatarium linkage and Riverquest represent two additional advisory committee task with targets under 	Accommodation operators now receptive to some form of DMF. Details under negotiation> No action on this item	No positive movement on forming a DMF fund due to one hotel operator. Presentation on tourism KPI scheduled for fall	New tactics and process confirmed. Two meetings of the committee with additional approaches to hoteliers. Target set for year end on some form of a DMF Tourism summit and KPI targeted		

2013 DEPARTMENT GOALS/OBJECTIVES					
ECONOMIC DEVELOPMENT DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/ BARRIERS
development.			for mid October. Presentation to Council thereafter.		
<ul style="list-style-type: none"> <u>Workforce Development</u> – Continue the regional labour adjustment initiatives as partner with EEC and 1000 Island Labour Board. . 	Additional regional membership secured for committee. New Eastern Ontario strategy has noted focus on this item.	New labour force forum and strategy session completed. Additional funding application pending	No activity of this committee and board during this quarter.		

2014 DEPARTMENT GOALS/OBJECTIVES					
Corporate Services Department	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Comments
1. People					
- Completion of annual staff performance reviews	Ongoing Informal reviews	Ongoing Informal reviews	Continual review on bi-weekly basis		
- Assist City Manager in implementation of service delivery review recommendations as well as other identified operational changes	Ongoing	Continued review for opportunities of efficiencies throughout City operations	Reviewing opportunities for efficiencies within various departments		
- Assist City Manager with transitional to alternative policing and fire models	Ongoing, waiting for new costing model for Policing	Ongoing, waiting for new costing model for Policing	Waiting for costing model to be delivered from OPP		
- Continued involvement with collective bargaining process along with arbitration meetings	Ongoing	Ongoing	Ongoing		
2. Economy					
- Continued promotion and review of the CIP and Brownfield programs	Ongoing	Review of literature, setting meeting with Province	Ongoing		
- Development of BFTIP By-Laws	Meeting with Provincial officials in May	See above	Waiting for meeting with provincial reps		
- Involvement in local MUSH sector purchasing group along with other joint service delivery sharing of services	Ongoing	Ongoing	Ongoing		
3. Amenities					
- Continuing review of GIS option and strategies	Ongoing	Ongoing, budgetary concerns	Continuing discussions		

2014 DEPARTMENT GOALS/OBJECTIVES					
Corporate Services Department	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Comments
4. Sustainability					
- Full responsibility for annual budget process	Continual monitoring	Quarterly review and reporting to council and taxpayers	In process		
- Completion of annual financial statements along with annual reporting requirements	Auditors on site week of April 7, 2014 Year-end expected end of May	Finalizing statements and notes	Completed and presented Sept 17, 2014		
- Presentation of quarterly interim variance reports	Ongoing	July 15 th , 1st 1/4ly report	Continuing process		
- Updating and monitoring of ten-year capital plan	Ongoing	Continual process	In process		
- Continue implementation of water meter replacement program	Ongoing Hired temp worker to expedite process	In progress	Moving process forward		
- Continued development of asset management plan	Inclusion of all assets by December	Inclusion of all assets by December	Ongoing		
- Development of agreements for services provided to Elizabethtown/Kitley	Ongoing Waiting for formal response	Met with committee, formalizing response	Ongoing, final letter reviewed and forwarded to Etown		
- Introduce options for new rate structure for water and wastewater billing systems	Fall of 2014	Fall of 2014	Ongoing, met with Chamber reps		
- Continued development of Development charges by-laws	Discussing strategy to complete background study and public meeting	Background study and by-law to be completed in July	Ongoing,		

2014 DEPARTMENT GOALS/OBJECTIVES					
ENVIRONMENTAL SERVICES DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/ BARRIERS
2. Wastewater System Capacity Analysis → Ongoing completion of corrective Actions as per Report 2007-144-08	The purpose of report 2007-144-08 was to put a plan in place to reduce the amount of wastewater being treated at the City's WPCC. In 2007 the plant was at its capacity limit. Since 2007 there has steadily been a decline in influent at the plant. This can be mainly attributed to the amount of annual rainfall over the past three or four years. Additionally, through the City's capital plan, shared manholes are being removed; water consumption across the City is declining; watermain breaks are being repaired. All contribute to a reduction of flows at the plant to where, in 2013, it is at 67% of its rated capacity. Staff will continue to work on reducing inflow and infiltration but the urgency is no longer there.	Staff continues to work on reducing inflow and infiltration but the urgency is no longer there.	Staff continues to work on reducing inflow and infiltration but the urgency is no longer there.		
3. Wastewater System Main Pumping Station Forcemain Condition Assessment	Staff has recently started researching the feasibility of completing a condition assessment of the forcemain while it is	On-going.	On-going.		

2014 DEPARTMENT GOALS/OBJECTIVES					
ENVIRONMENTAL SERVICES DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/ BARRIERS
	operational. On-going.				
4. Implementation of new Sewer Use By-law	WPCC staff, with cooperation of the Clerk's office, has over the past 3 years been working on a new Sewer Use By-law. The short wording of the by-law was recently reviewed and approved by the Ministry of Attorney General. It is anticipated that approval of the by-law by Council will be brought forward in the 2 nd quarter.	Completed.	Completed.		
5. Water Systems Master Plan → Water Distribution System Hydraulic Modeling Review	Work on the City's Watercad modelling systems has begun. The consultant is in the process of gathering information from City staff to be used in updating the model. It anticipated that the model will be completed by the end of June 2014.	On-going.	On-going.		
6. Ongoing Implementation/Improvement of City's Operational Plan (DWQMS)	On-going. An internal audit is scheduled for the end of April and the first of two Management Review Meetings is scheduled for early June.	On-going. The internal audit and Management Review meeting were completed.	On-going.		
7. Completion of a new Water By-law	On-going.	On-hold. The new by-law requires a great deal of	Postponed until 2015.		

2014 DEPARTMENT GOALS/OBJECTIVES					
ENVIRONMENTAL SERVICES DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/ BARRIERS
		participation from the Clerk's office that is currently extremely busy. The by-law has been postponed until 2015.			
8. Assist in the review of the City's Water Rate	On-going.	On-going.	On-going.		
9. Assist in the implementation of the Source Water Protection Plan policies	The local Source Water Protection committee recently submitted a revised copy of the Plan to the Ministry for their review. It is anticipated that the plan will be approved by the end of the 2 nd quarter. Implementation of the policies will occur throughout the remainder of 2014.	Staff recently participated in a meeting hosted by the CRCA in preparation of the plan being approved. Although the plan has not yet been approved, municipalities across the CRCA have taken the first steps in the process. A regional RMO has been established. Agreements between the CRCA and municipalities need to be completed.	On-going.		
10. Continued Implementation of Long Term Solid Waste Management Study → Work with homeowners and property managers to review current collection policies and determine feasibility of providing the service to those that currently do not receive the service.	On-going. Staff has met with a number of housing managers/representatives regarding collection services. Several pilot projects implemented in 2013 seem to be working well with only a few issues.	On-going.	Completed.		

2014 DEPARTMENT GOALS/OBJECTIVES					
ENVIRONMENTAL SERVICES DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/ BARRIERS

→ Complete a comprehensive review of solid waste management practices and services and identify program improvements	On-going.	On-going.	On-going.		
11. Completion of 2014 Environmental Services Department's Capital Projects					
1. Bethune Street Reconstruction	The contract has been awarded to Miller Construction. Work is scheduled to start in early May and expected to be completed by early August.	On-going. Scheduled to be completed by mid to late August.	Completed.		
2. Brock Street Watermain	The tender is scheduled to be advertised in early May with construction to start in mid-June.	The contract has been awarded to Miller Construction. Work started in late June. Scheduled to be completed by late August.	Completed.		
3. Water Street Watermain	The tender is scheduled to be advertised in early July with construction to start in early September.	On-going.	Completed.		
4. William Street Watermain	The tender is scheduled to be advertised in early July with construction to start in early September.	On-going.	On-going.		
5. WTP Capital projects	On-going.	On-going.	On-going.		
6. WPCC Capital projects	On-going.	On-going.	On-going.		

2014 DEPARTMENT GOALS/OBJECTIVES					
ENVIRONMENTAL SERVICES DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/ BARRIERS
12. Participate in the annual update of the City's Asset Management Plan	On-going.	On-going.	On-going.		
13. Participate in the Implementation of a Geographic Information System (GIS)	On-going.	On-going.	On-going.		
14. Participate in the review of private subdivisions for their assumption	Expected to start field reviews in 2 nd quarter.	On-going.	On-going.		
15. Complete Risk Assessment of Reynolds Park in cooperation with Operations Department	On-going.	On-going.	On-going.		
16. Continued Monitoring of Brownfields Remediation Projects	On-going.	On-going.	On-going.		
<u>Department Objectives</u>					
1. Assist City Manager in completion/implementation of:					
→ Implement Services Delivery Review recommendations	On-going.	On-going.	On-going.		
→ Performance Reviews on Supervisory Staff	Scheduled to be completed by the end of the 2 nd quarter.	Scheduled to be completed by the end of the 3 rd quarter.	Scheduled to be completed by the end of the year.		

2014 DEPARTMENT GOALS/OBJECTIVES

ENVIRONMENTAL SERVICES DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/ BARRIERS
→ Implementation/Monitoring of 2014 Budget	On-going. Supervisory staff responsible for completing capital projects and continually monitoring project budgets.	On-going.	On-going.		
→ Preparation of 2015 Budget	Preparation of the 2015 budget is anticipated to start in the 3 rd quarter.	Staff is in the process of reviewing and updating the City's 10 Year Capital Plan.	On-going.		

2014 ADMINISTRATION DEPARTMENT GOALS/OBJECTIVES

Administration Department	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Comments/Barriers
1. Liaise with City Council					
a) Define recommendations to Council &/or options					
b) Assist Council in negotiating the Elizabethtown-Kitley boundary restructuring plan	Formal proposal submitted to E-Town Kitley for their review for 4 th quarter 2013	E-Town response June/2014 Strategy session held City response being prepared for early 3 rd quarter	Draft response approved, forwarded to E-Town for response		
c) Quarterly status reporting to Council of corporate work plans and activity	May 20/14: FAO	July 15/14 FAO	Oct 21/14		
2. Management Leadership (Corporate, Fiscal, Legislative)					
Human Resources					
a) Direct, motivate & work with City staff to ensure that the required municipal services are in place & delivered efficiently to the community	Ongoing	Ongoing	Departmental staff meetings held to review corporate priorities; introduction of draft Corporate Communication Plan Guidelines		
Finance					
a) Annual Operating Budget preparation & Oversight	2014 Operating Budget approved by Council		2015 operating/capital budget guidelines approved by Council		
b) Annual Capital Budget preparation & Oversight	2014 Capital Budget approved by Council				
c) Direct development of long-term financial forecasts	Updated 5 year Forecast 2015-19 completed				
d) Direct implementation of Asset Management Plan	Asset mgmt. plan for hard services completed for Dec				

Administration Department	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Comments/Barriers
	31/2013				
e) Establish Strategic Capital Policies					
Leadership					
a) Eastern Ontario Mayor's Committee participation	OGRA Conference Guiding Coalition member – Eastern Ontario Economic Development Strategy	Eastern Ontario Economic Development Strategy completed	EOMC – Terms of Reference prepared/vetted with CAO group EOMC- AMO presentations		
b) Joint Services Budget, cooperation discussions and commentary	2014 JSC Budget review completed	JSC procedural bylaw review /legal opinion being sought WRT definition of “Joint Board” per the Municipal Act	Legal opinion received - to be reviewed by Council		
3. Strategic and Council Initiatives					
a) Fire Operations Model change - Shift from Full time to Hybrid	No action	No action	No action		
b) Facilitate OPP Costing acquisition and disposition	OPP billing reform underway resulting in deferral of OPP costing	No action	Moratorium on OPP costing until late summer 2015		
Aquatarium					
a) Docking	Boomerang design withdrawn		No action		
b) Parking	Interim plan in place	No action	No action		
c) Marina Lease	Further modification required	Draft report prepared	Further modifications required		

Administration Department	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Comments/Barriers
d) Harbour Ownership	No action	No action	DFO contacted for Head Lease renewal		
e) Outstanding Agreements	A/Q Operating Agreement completed		O/S: - Shared Facilities Agreement - A/Q – Restaurant - A/Q – Bytown Brigantine		
f) Facilitation - Opening	Attendance at weekly construction coordination meetings	Ongoing	Construction coordination meetings – held sporadically Project management / Trades absent from A/Q site on regular basis		
Official Plan					
a) Zoning By-Law Update – oversight of Director of Planning	Draft Zoning By-Law completed Statutory public meeting	Statutory public meeting held May 14 th Council adoption June 10 th Appeal Notice July 9 th			
b) Facilitation of goals re active transportation / waterfront / downtown / increased density			Corporate approval of long-term active transportation capital plan		
4. Strategic Plan					
a) Energy Management Plan	No action	No action	No action		Mgr of Strategic Initiatives seconded to A/Q project
b) Carbon Baseline & Reduction Plan	No action	No action	No action		Mgr of Strategic Initiatives seconded to A/Q project

Administration Department	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Comments/Barriers
c) Window Replacement Program	Ongoing consultation with the Window Consultant and the Ontario Heritage Trust over the proposed retrofit of the windows. Once the path forward is finalized with the Window Replacement Committee and approved by the Ontario Heritage Trust, a tender will be released with work to commence as soon as possible.	Sample retrofits complete. Committee met in early July to discuss draft tender and path forward.	Tender issued, Contract awarded Phase I of replacement project scheduled for 4 th quarter		
d) Water Meter Replacement Program	To date, 840 meters have been replaced. One permanent staff member has been reassigned to the project to accelerate the project during the summer months. A temporary employee has been hired to read meters.	To date 1100 meters have been replaced 2014 funding allocation exhausted, report to July FAO to request acceleration of funds.	To date, 1800 meters have been replaced \$325,000 accelerated funding approved by Council		
e) Blockhouse Development - facilitation	Hydro Easement completed	Two meetings held with BHSD representatives to review status of the project. New team formalized, new development proposal under review.	Various meetings held with BHSD. New development proposal reviewed by staff. New team formulating next steps of development.		

2014 DEPARTMENT GOALS/OBJECTIVES					
FIRE DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/ BARRIERS

1. People					
- Home Inspection Program - Continue	Analysis of 2013 Stats, focus on problem areas, crews start field work April/May	In service inspections program in process, crews focus on identified problem areas.	On-going, in field inspections will end mid -Oct.		
- Vulnerable Occupancy Program, mandated by Province (initial year)	Implementation of program, registration of required "care" occupancies, group homes, long term care, - FSP, annual drills, staffing, training, sprinkler system etc.	Fire dept staff education programs completed, registration process activated.	Educational aspect continues – scheduling of evacuation exercises throughout the fall. Working with Eliz/Kitley FD on occupancies in response agreement area.		
- Switch over from Provincial to NFPA training standards	Grandfathering process to validate staff members current OFM levels of education & experience to NFPA recognized levels	On-going process, training and education records being reviewed on individual basis, additional training from OFC.	Majority of staff records have been assessed & ready for submission to OFM for approval in grandfathering process.		
- Sightline to Safety Program Continue participation & guidance with the Can. Hearing Society re: fire safety, alarm notification systems for deaf & hard of hearing	Promotion of Registration program & residence inspections	Continue to monitor CHS progress in implementation of the program, limited progress.	Renewed contact with CHS some revamping of application papers for funding assistance. Fire Dept. roles unchanged.		
- Public Safety Awareness Campaigns focus on Seniors & Multiple Units Dwellings - Fire Safety Information Sessions	Presentations at some facilities completed & others being booked.	Prevention division very active delivering info sessions to seniors groups.	Sr's programs are being well received. Fall program aimed at primary school levels. Fire Prev		

2014 DEPARTMENT GOALS/OBJECTIVES					
FIRE DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/ BARRIERS
			week activities.		
- Introduction of CO Alarm Legislation, Promotion of & enforcement of recent mandatory residential installations	Public awareness campaign, information & requirements as developed by the province.	Still waiting for final recommendations from provincial advisory group. Promoting CO alarms to the public.	Promotion of CO detection being well received. No further direction from province at this time.		
- Preliminary planning for scheduled T9-1-1 systems upgrade (texting capability) for deaf, hard of hearing & speech impaired.	Research & planning in partnership with M.I.S. & service provider (Bell)	Regular meetings with MIS whom are coordinating with Bell	Co-ordination with Bell ongoing.		
2. ECONOMY					
- Monitor the 2014 Budget & Variance report concerns as required	Prioritizing depts. equipment & supplies needs for 2014	Variance issue with salaries resulting from arbitration award (2011-12)	Salary Arbitration award single most issue. Some short falls in revenue generation. Industry client base not as active.		
- Work with HR on outstanding Contract bargaining & negotiable issues post Arbitration ruling.	Negotiations of transfer/promotional clause in progress	Arbitration award (2011 & 12) 24 hr shift issue will be dealt with separate. Promotional clause talks continue.	Meetings for outstanding issues held & ongoing. 24 hr. Shift hearing scheduled for May 2015.		
- Monitoring and mitigation of any transitional issues of post transition to Digital radio & paging communications.	Paging system live 19/02/14 Voice system live 29/01/14	Paging system encountered some problems in programming Voice system excellent.	Minimal problems to date. L&G clients well satisfied with system. Primary info gathering for required software upgrades required in 2015.		

2014 DEPARTMENT GOALS/OBJECTIVES					
FIRE DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/ BARRIERS
- Work with Fleet Services developing RFP for acquisition of a new fire apparatus as per 2014 budget.	RFP guidelines process being developed in partnership with Fleet & Support Services plan to release in early April.	RFP released, bids received. Report to FAO in July.	Purchase details finalized with Resqtec – apparatus required changes, options choices and installations in progress, final vehicle inspection and delivery expected by late Oct./14		
- Development in partnership with other City Depts. 2015 budget.	On going	On-going	Preliminary planning and submissions being prepared.		
3. AMENITIES					
- Continue to support tourism by attending events seeking or requiring F.D. presence.	No requests during this quarter	Crew coverage & attendance at required and invited events	Numerous events and functions attended by duty staff throughout the summer & fall.		
- Maintain the City's annual compliance with the Emergency Management & Civil Protection Act.	Continued contact with EMO Sector Rep and current information as received.	Training and attendance at annual mandatory exercise completed in June. Joint exercise held with L&G partners.	EMO staff review and updates completed, mandatory information forwarded to be filed with their office for compliance.		
- Maintain the City's compliance with the Fire prevention & Protection Act, Sections 2(1)(a) 2(1)(b)	Continue to actively promote/conduct public education in prevention & fire safety	Have filed annual reports with OFM. Updating of risk assessment information for city.	Annual OFM advisor visit completed and service level & programs identified as complete.		

2014 DEPARTMENT GOALS/OBJECTIVES

FIRE DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/ BARRIERS
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		Public education program active.			
- Promote the renewal of the <u>outdated</u> Fire Dept. Establishing & Regulating By-Law	Discussion of importance held with City Manager.	On-going	On-going		
- Continue in the preparation with the Public Works & Police Dept's. in the transition of radio communications equipment from the St. Vincents site to the Water Tower site.	Some discussion held with partner departments.	Limited progress on this project.	Same, revisit the necessity of FD requirement for this equipment & site transfer.		

- Undertake an update of Department Rules & Regulations, and Employee Annual Evaluation Forms.	Preliminary discussions held with H.R. Manager. Reviewing of some other municipalities forms - ongoing	Continue to review existing process.	On-going, evaluation form inclusion as part of the promotional/transfer clause discussions.		

October 8, 2014

REPORT TO FINANCE & ADMINISTRATION COMMITTEE – October 21, 2014

2014-112-10

2013 PERFORMANCE MEASURES

File: A09-27

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

RECOMMENDED

THAT the 2013 Performance Measurement Reports (Attachments 1 and 2 to Report 2014-112-10) be received;

and THAT Attachment 1 be authorized for publication on the City's website.

PURPOSE

Performance measurement reports, as contained in the annual Financial Information Return as required by the Municipal Act, provide specific results of operations. Attachment 2 provides year over year performance measurement results to help Council and Management to understand the City's own trends as they change from year to year.

BACKGROUND

Since the year 2000, municipalities have been required to file with the Ministry of Municipal Affairs & Housing specified performance indicators based on annual actual results of operations. This Municipal Performance Measurement Program has been considered to be a 'report card' on the efficiency and effectiveness of the municipality. This is part of the Province's accountability program and provides an avenue to promote dialogue and communication with ratepayers. This information is required to be published in local newspapers and/or on the City's website.

ANALYSIS/OPTIONS

Attachment 1 is a listing of the 2013 Performance Measures to be published on the City's website.

Attachment 2 is a comparison chart of the City of Brockville's Performance Measures for 2012 and 2013. The schedule shows performance results including and excluding long term interest and amortization.

Items to be taken into consideration:

There are a few items to be taken into consideration when analyzing the data. Note that as in the past, the Province continues to indicate that the measures and calculations will change over time and with feedback from municipalities. The Province expects to add measures to reflect the full range of activities associated within each of the current set of municipal services. New service areas may also be added.

- The Performance Measures are based upon actual dollars expensed not budget dollars. This has not changed from previous practice.
- The Performance Measures are generally based upon gross costs, and are made up of the following:
 - Salaries, wages and benefits
 - Materials
 - Contracted services
 - Rents and financial expenses
 - External transfers
 - Interfunctional adjustments
 - Allocation of program support
 - Less:
 - Revenue from other municipalities
 - MPAC and tax write offs
 - Interest on long term debt
 - Amortization
 - Less Revenue from other Municipalities: Tangible Capital Assets (this does not currently apply to the City)
- Not included are long term debt principal payments
- Allocation of Program Support: Costs associated with program support (such as human resources, information systems, finance and portions of corporate management) are allocated on the basis of percent to total of operating costs. The operating costs included in this calculation are:
 - Salaries, wages and employee benefits
 - Materials
 - Contracted services
 - Rents and financial expenses
 - Interfunctional adjustments

- Note that while amortization is not included in this allocation calculation, expenses that were originally included in the capital program but deemed operating in nature would be included.
- Major items of note in the 2013 performance measures are
 - Total amortization expense for 2013 was \$4,239,144 up from 2012 which was \$3,528,842. The increase is mainly attributed to the wastewater treatment plant upgrade.
 - Long term debt interest for 2013 was \$946,470 and was \$1,006,410 in 2012.
 - Household counts change each year according to the household count on the return of the roll that is received by the municipality each December. The household count for 2013 was 10,601 and in 2012 it was 10,573.
 - The operating costs for fire were reduced by \$933,560 due to the reversal of an unfunded liability accrual for future WSIB claims. This offsets the 2010 increase to the fire costs for the initial accrual for the unfunded liability that appeared in the 2010 Municipal Performance Measures.
 - The operating costs per \$1,000 of construction activity averaged from 2011 to 2013 for Building Permits and Inspection Services for 2013 was \$14.50. The denominator has changed from \$1,000 of construction activity to the three year average of construction activity.
 - \$250,000 was allocated from Program Support to General Government that pertains to certain expenses such as costs that pertain to taxation and corporate financial policy and analysis. This is according to the Financial Information Return instructions. This allocation was not done in 2012.

Previously the measures were mostly valuable for monitoring the City's own trends from year-to-year, however, with the changes in reporting, especially with some capital program expenses deemed as operating in nature, and comparing year-to-year has its challenges. This is especially true when trying to compare across municipalities. It should also be kept in mind, when attempting to compare across municipalities, that differences in unit costs are affected by volume. One municipality could have very low cost of service compared to others but have a high unit cost (or performance measurement) due to lower volume or capacity. Policy differences on items such as tangible capital asset threshold would also affect comparisons.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL CONSIDERATIONS

There are no financial considerations associated with this report.

CONCLUSION

The year to year comparison of the performance measures can be an important tool in determining how departments are functioning with respect to efficiency and effectiveness internally, and to encourage discussion with Council and Management. Consideration must be taken for the various changes to the calculations over the years.

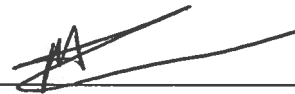
Both effectiveness and efficiency measures are important in determining the successfulness of the City's service delivery. Without effectiveness the lowest cost per unit would always appear as the best option regardless of how well the services were meeting the expectations of the public, Council and City staff.



L. Ferguson, CPA, CGA
Manager of Accounting



D. Dick, CPA, CA
Director of Corporate Services



B. Casselman
City Manager



CITY OF BROCKVILLE 2013 MUNICIPAL PERFORMANCE MEASUREMENTS

Solid Waste (Garbage) Services	
• Operating costs for garbage collection per tonne	\$226.51
• Operating costs for garbage disposal per tonne	\$41.20
• Operating costs for solid waste diversion per tonne	\$119.67
• Average operating costs for solid waste management per tonne	\$189.64
• Number of complaints received concerning the collection of garbage and recycled material per 1000 households	1.6980
• Total number of solid waste management sites owned by the municipality with a Ministry of Environment Certificate of Approval	2
• Number of days per year when a Ministry of Environment compliance order for remediation was in effect for a municipal owned solid waste management facility.	0
• Percentage of residential solid waste diverted to recycling programs	44.8%
Storm Water	
• Operating costs for urban storm water management per km of drainage system	\$3,106.94
• Operating costs for rural storm water management per km of drainage system	\$1,085.44
Wastewater (Sewage) Services	
• Operating costs for wastewater collection per km of wastewater main	\$3,082.50
• Operating costs for wastewater treatment & disposal per megalitre	\$602.40
• Operating costs for collection, treatment and disposal of wastewater per megalitre	\$665.38
• Number of wastewater main back-ups per 100 km of wastewater main	1.7699%
• Percentage of wastewater estimated to have by-passed treatment	0.111%
Drinking Water Services	
• Operating costs for drinking water treatment per megalitre	\$456.49
• Operating costs for drinking water distribution per km of water distribution pipe	\$9157.31
• Operating costs for treatment and distribution of drinking water per megalitre	\$799.74
• Weighted days a year boil water advisories were in effect in the service area	0.00
• Number of water main breaks per 100 km of water distribution pipe	15.3846
Road Services	
• Operating costs for paved (hard top) roads per lane km	\$3,611.50
• Operating costs for winter maintenance of roadways per lane km	\$3,787.58
• Operating costs for bridges and culverts per square metre of surface area	\$7.69
• Percentage of paved lane kilometres where the condition is rated as good to very good	48.4%
• Percentage of bridges and culverts that were rated good to very good condition	68.3%
• Percentage of winter events where the response met or exceeded locally determined road maintenance standards	100.00%
Transit Services	
• Number of conventional transit passenger trips per person in the service area	4.70
• Operating costs for conventional transit per regular service passenger trip	\$6.28
Parks and Recreation Services	
• Operating costs for parks per person	\$59.37
• Operating costs for recreation programs per person	\$2.99
• Operating costs for recreation facilities per person	\$51.13
• Operating costs for parks, recreation programs and recreation facilities per person	\$113.49
• Hectares of open space per 1,000 persons	10.014
• Total kilometres of trails per 1,000 persons	0.366
• Total participant hours for recreation programs per 1,000 persons	0
• Square metres of built structures for recreation facility space	7,665
• Square metres of outdoor recreation facilities and spaces with controlled access	2,637
• Square metres of recreation facility space per 1,000 persons	350.480
• Square metres of outdoor recreation facility space per 1,000 persons	120.576

Library Services	
• Operating costs for library services per person	\$36.92
• Operating costs for library services per use	\$1.35
• Total Library uses	597,195
• Library uses per person	27.307
• Electronic library uses as a percentage of total library uses	35.60%
• Non-electronic library uses as a percentage of total library uses	64.40%
Fire Services	
• Operating costs for fire services per \$1,000 of assessment	\$1.93
Land Use Planning Services	
• Percentage of new residential units located within settlement areas**	100%
• Number of residential units in new detached houses (using building permit information)**	21
• Number of residential units in new semi-detached houses (using building permit information)**	2
• Number of residential units in new row houses (using building permit information)**	15
• Number of residential units in new apartments/condos (using building permit information)**	0
• Number of hectares of land originally designated for agricultural purposes which was re-designated during the reporting year	None
• Hectares of land in settlement area as of December 31 of reporting year	2,025
• Percentage change in the size of the settlement area relative to the base year of 2004	0%
• Costs for Building Permits and Inspection Services per construction activity average over last three years/\$1,000	\$14.50
Local Government Services	
• Operating costs for municipal administration as a percentage of the total municipal operating costs **	3.8%
Police Services	
• Operating costs for police services per person	\$381.08
• Violent crime rate per 1000 people	8.916
• Property crime rate per 1000 people	32.327
• Crime rate for Other Criminal Code offences excluding traffic per 1000 people	31.276
• Total crime rate for Criminal Code offences excluding traffic per 1000 people	72.519
• Youth crimes per 1000 youths	124.847

More detailed information can be obtained from the City of Brockville, Treasurer's Office.
Costs are based upon operating costs and do not include amortization or long term debt interest.

Attachment # 2



MUNICIPAL PERFORMANCE MEASUREMENTS FOR THE CITY OF BROCKVILLE

	2012	2012	2013	2013
	Before LTD Interest and Amortization	After LTD Interest and Amortization	Before LTD Interest and Amortization	After LTD Interest and Amortization
GENERAL GOVERNMENT				
Operating costs for governance and corporate management as a % of total municipal operating costs	2.90%	2.60%	3.80%	3.60%
FIRE SERVICES				
Operating costs for fire services per \$1,000 of assessment	\$ 2.40	\$ 2.50	\$ 1.93	\$ 2.02
POLICE SERVICES				
Operating costs for police services per person	\$ 375.84	\$ 383.87	\$ 381.08	\$ 389.53
Violent crime rate per 1000 people	8.871	n/a	8.916	n/a
Property crime rate per 1000 people	30.818	n/a	32.327	n/a
Crime rate for Other Criminal Code offences (excluding traffic) per 1000 people	35.208	n/a	31.276	n/a
Total crimes (Criminal Code offences, excluding traffic) per 1000 people	74.897	n/a	72.519	n/a
Youth crime rate per 1,000 youths	131.579	n/a	124.847	n/a
BUILDING PERMITS AND INSPECTIONS SERVICES				
Operating costs for building permits and Inspection services per \$1,000 of construction activity (based on permits issued)--This changed in 2013 to be the average of construction activity over the last three years.	\$ 13.53	\$ 13.53	\$ 14.50	\$ 14.50
ROADWAYS				
Operating costs for paved (hard top) roads per lane kilometre	\$ 4,243.21	\$ 5,273.18	\$ 3,611.50	\$ 5,940.41
Bridges and Culverts				
Operating costs/total costs per square metre of surface	5.87	12.51	7.69	14.33

Attachment # 2



MUNICIPAL PERFORMANCE MEASUREMENTS FOR THE CITY OF BROCKVILLE

	2012		2013	
	Before LTD Interest and Amortization	After LTD Interest and Amortization	Before LTD Interest and Amortization	After LTD Interest and Amortization
Operating costs for winter maintenance of roadways per lane kilometre	\$ 2,516.64	\$ 2,813.60	\$ 3,787.58	\$ 4,042.75

Percentage of paved lane km rated as good to very good	54.90%	n/a	48.40%	n/a
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Percentage of bridges and culverts where the condition is rated as good to very good	68.30%	n/a	68.30%	n/a
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Percentage of winter event responses to weather condition that met or exceeded municipal standards	100.00%	n/a	100.00%	n/a
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TRANSIT

Operating Costs for conventional transit per regular service passenger trip	\$ 6.36	\$ 6.90	\$ 6.28	\$ 6.75
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Number of conventional public transit use per capita	5.08	n/a	4.70	n/a
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WASTEWATER

Operating costs for the collection of wastewater per kilometre of wastewater main	\$ 2,907.34	\$ 3,792.17	\$ 3,082.50	\$ 4,334.79
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Operating costs for the treatment and disposal of wastewater per megalitre	\$ 585.00	\$ 710.73	\$ 602.40	\$ 831.35
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Operating costs for the collection, treatment and disposal of wastewater per megalitre	\$ 644.56	\$ 788.40	\$ 665.38	\$ 919.89
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Wastewater main back-ups per 100 km of main	4.4248	n/a	1.7699	n/a
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Percentage of wastewater estimated to have by-passed treatment	0.000%	n/a	0.111%	n/a
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Attachment # 2



MUNICIPAL PERFORMANCE MEASUREMENTS FOR THE CITY OF BROCKVILLE

	2012	2012	2013	2013
	Before LTD Interest and Amortization	After LTD Interest and Amortization	Before LTD Interest and Amortization	After LTD Interest and Amortization
STORM WATER				
Urban Storm Water				
Operating Costs for urban storm water management (collection, treatment, disposal) per km of drainage system	\$ 3,130.15	\$ 3,675.58	\$ 3,106.94	\$ 4,405.23
Operating costs for rural storm water management (collection, treatment, disposal) per km of drainage system	\$ 2,004.87	\$ 2,007.87	\$ 1,085.44	\$ 1,085.44
WATER				
Operating costs for the treatment of drinking water per megalitre	\$ 417.37	\$ 469.03	\$ 456.49	\$ 515.60
Operating costs for the distribution of drinking water per kilometre of water distribution pipe	\$ 8,787.75	\$ 10,147.75	\$ 9,157.31	\$ 10,558.78
Operating costs for the treatment and distribution of drinking water per megalitre	\$ 715.61	\$ 813.43	\$ 799.74	\$ 911.38
Weighted days a year boil water advisories were in effect in the service area	0	n/a	0	n/a
Number of water main breaks per 100 km of water main	9.0909	n/a	15.3846	n/a
SOLID WASTE SERVICES				
(Garbage)				
Operating costs for garbage collection per tonne	\$ 190.60	\$ 190.67	\$ 226.51	\$ 226.59
Operating costs for garbage disposal per tonne	\$ 25.50	\$ 26.77	\$ 41.20	\$ 42.05
Operating costs for solid waste diversion per tonne	\$129.11	\$129.84	\$119.67	\$120.36
Average operating costs for solid waste management (collection, disposal and diversion) per tonne	\$169.55	\$170.61	\$189.64	\$190.46

Attachment # 2



MUNICIPAL PERFORMANCE MEASUREMENTS FOR THE CITY OF BROCKVILLE

	2012	2012	2013	2013
	Before LTD Interest and Amortization	After LTD Interest and Amortization	Before LTD Interest and Amortization	After LTD Interest and Amortization
Number of complaints received concerning collection of garbage and recycled material per 1000 households	4.0670	n/a	1.6980	n/a
Number of days per year when a Ministry of Environment compliance was in effect for a solid waste facility	0	n/a	0	n/a
Residential solid waste diverted to recycling programs (%)	44.1	n/a	44.8%	n/a

PARKS & RECREATION

Operating costs for parks per person	\$ 57.92	\$ 61.88	\$ 59.37	\$ 63.05
Operating costs for recreation programs per person	\$ 2.07	\$ 2.07	\$ 2.99	\$ 2.99
Operating costs for recreation facilities per person	\$ 51.00	\$ 60.08	\$ 51.13	\$ 62.89
Operating Costs for parks, recreation programs and recreation facilities per person (subtotal)	\$ 110.99	\$ 124.03	\$ 113.49	\$ 128.93
Hectares of open space per 1,000 persons	10.014	n/a	10.014	n/a
Total kilometres of trails per 1,000 persons	0.366	n/a	0.366	n/a
Recreation Facility Space:				
Square meters of built structures	7,665	n/a	7,665	n/a
Square metres of outdoor recreation facilities and spaces with controlled access	2,637	n/a	2,637	n/a
Square meters of recreation facility space per 1,000 persons	350.480	n/a	350.480	n/a
Square meters of outdoor recreation facility space per 100 persons	120.576	n/a	120.576	n/a

LIBRARY SERVICES

Operating costs for library services per person	\$ 38.29	\$ 38.65	\$ 36.92	\$ 40.00
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Attachment # 2



MUNICIPAL PERFORMANCE MEASUREMENTS FOR THE CITY OF BROCKVILLE

	2012	2012	2013	2013
	Before LTD Interest and Amortization	After LTD Interest and Amortization	Before LTD Interest and Amortization	After LTD Interest and Amortization
Operating costs for library services per use	\$ 1.35	\$ 1.36	\$ 1.35	\$ 1.46
Total library uses for your municipality only	619,294	n/a	597,195	n/a
Library uses per person	28.317	n/a	27.307	n/a
Electronic library uses as a % of total library uses	40.20%	n/a	35.60%	n/a
Non-electronic library uses as a % of total library uses	59.80%	n/a	64.40%	n/a

LAND USE PLANNING

Number of residential units in new detached houses (using building permit information)	13	n/a	21	n/a
Number of units in new semi-detached houses (using building permit information)	6	n/a	2	n/a
Number of residential units in row houses (using building permit information)	22	n/a	15	n/a
Number of residential units in new apartments/condo apartments (using building permit information)	0	n/a	0	n/a
Percentage of new lots, blocks and/or units with final approval which are located within settlement areas	100%	n/a	100%	n/a

October 15, 2014

REPORT TO FINANCE, ADMIN. & OPERATIONS COMMITTEE – OCT. 21, 2014

**2014-099-10
BROCKVILLE GYMNASTICS ACADEMY
RENEWAL OF LEASE**

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

RECOMMENDED

THAT Council authorize the Mayor and Clerk to renew the lease of the building located at 10 Gilmour St. to the Brockville Gymnastics Academy for a five-year term to expire March 31, 2019, with an option to extend the lease for an additional five years at the mutual agreement of both parties.

PURPOSE

The purpose of this report is to formalize the continuation of the lease of the former Rotary Pool Building, located at 10 Gilmour Street, to the Brockville Gymnastics Academy.

BACKGROUND AND ANALYSIS

The Brockville Gymnastics Academy (BGA) has leased the former Rotary Pool Building from the City since 1996.

The current lease has been in place since 2009. The following are the important features of the lease:

- 2014 rent: \$1,597.55/month plus HST. BGA is responsible for all utility costs.
- Rent increased annually based on the increase in the CPI for Ontario, November over November.
- BGA responsible for leasehold improvements, subject to approval by the City.
- Indemnification and insurance clauses amended as recommended by the City's insurer.

The clauses in the current lease have been reviewed with the BGA, who are in agreement with the amended indemnification and insurance clauses

The term of the new lease is recommended to be five years, with an option to extend for an additional five years with the mutual agreement of both parties.

POLICY IMPLICATIONS

Council approval is required for a lease of City property.

FINANCIAL CONSIDERATIONS

The lease revenue is credited to the Operations Department operating budget.

CONCLUSION

The City of Brockville should continue to lease the former Rotary Pool Building to the BGA under similar terms and conditions as the previous lease.

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

D. Dick, CPA, CA
Director of Corporate Services

B. Casselman
City Manager

September 15, 2014

REPORT TO FINANCE, ADMIN. & OPERATIONS COMMITTEE – OCTOBER 21, 2014

**2014-104-10
WINTER MAINTENANCE
POLICY AMENDMENTS**

**C. J. COSGROVE, P.ENG.
DIRECTOR OF OPERATIONS
R. FRASER
PUBLIC WORKS/PARKS SUPERVISOR**

RECOMMENDATION

THAT the following sections of the Policy for Winter Maintenance Operations be amended as outlined in the Analysis section of this report:

- Schedule A – Roadway Snow Clearing System
- Schedules B1 & B2 – Sidewalk Snow Clearing System

THAT all costs incurred due to the recommended changes be charged to the associated winter maintenance accounts.

PURPOSE

Annual amendments are required to keep the Winter Maintenance Policy current with respect to infrastructure serviced and level of service provided.

BACKGROUND

The Winter Maintenance Policy was passed by City Council in November of 1999. Annual amendments have been passed in September of each succeeding year to allow Public Works forces to effectively and efficiently carry out Winter Maintenance operations.

ANALYSIS

The following changes to the Policy are required. Explanatory details are listed immediately following each amended section.

SCHEDULE A – ROADWAY SNOW CLEARING SYSTEM**Classification Changes**

<u>Street Name</u>	<u>Location</u>	<u>Current Class</u>	<u>Revised Class</u>
Charlotte Place	Ormond to cul-de-sac	5	3

Explanatory Details

The above classification change is a result of changes to the Brockville Transit bus route.

SCHEDULE B1 & B2, SIDEWALK SNOW CLEARING SYSTEM**Additions**

<u>Street Name</u>	<u>Location</u>	<u>Class</u>	<u>Class</u>
Charlotte Place	Ormond to cul-de-sac	3	1 (Transit)

Explanatory Details

The above change is a result of changes to the Brockville Transit bus route.

POLICY


As per the recommendation, the policy must be amended to reflect the listed changes.

FINANCIAL ANALYSIS

No cost increase or decrease is anticipated with the above changes.


CONCLUSION

The above recommendations should be implemented to provide an up-to-date Snow and Ice Maintenance Policy.



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

R. Fraser
Supervisor of Public Works/Parks

D. Dick, CA
Director of Corporate Services

B. Casselman
City Manager

October 15, 2014

REPORT TO FINANCE, ADMIN. & OPERATIONS COMMITTEE – OCT. 21, 2014

**2014-115-10
ONTARIO MUNICIPAL CYCLING
INFRASTRUCTURE PROGRAM**

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

RECOMMENDED

THAT Council endorse a submission of comments in support of the proposed Ontario Municipal Cycling Infrastructure Program, with the addition of “Cycling Network Technical Audit” as an eligible expenditure under the Program.

PURPOSE

The purpose of this report is to gain Council's endorsement for the submission of comments regarding the proposed Ontario Municipal Cycling Infrastructure Program on behalf of the City.

BACKGROUND AND ANALYSIS

The Province of Ontario has invited comments through the Environmental Registry on the proposed Ontario Municipal Cycling Infrastructure Program, being developed as outlined in the Ontario Cycling Strategy, the #CycleON Action Plan and the most recent provincial budget (Attachment 1). The program will provide \$10 million over three years to help municipalities build cycling infrastructure. Municipalities will be required to provide funds to match the provincial investment.

ANALYSIS

Staff have reviewed the proposed details of the Program and the specific questions posed in the Environmental Registry posting and are generally in support of the Program design, subject to the addition of “Cycling Network Technical Audit” as an eligible expenditure. The Active Transportation Capital Program (Brock Trail and Cycling Network) recently endorsed by Council is well aligned with the proposed Ontario Municipal Cycling Infrastructure Program. The Cycling Advisory Committee is in agreement with the comments recommended by staff. A technical audit of components of the preliminary cycling network proposed by the Cycling Advisory Committee may be advisable to confirm the safety elements that may be required.

Council endorsement of the comments is recommended so that the submission to the Environmental Registry can be considered an official submission on behalf of the City.

POLICY IMPLICATIONS


None.

FINANCIAL CONSIDERATIONS


None.

CONCLUSION

A submission to the Environmental Registry regarding the proposed Ontario Municipal Cycling Infrastructure Program would be enhanced with Council endorsement.



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



D. Dick, CPA, CA
Director of Corporate Services



B. Casselman
City Manager

9/30/2014

Environmental Registry



Environmental Registry
Registre environnemental



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Policy Proposal Notice:

Title:

Development of the Ontario Municipal Cycling Infrastructure Program

EBR Registry Number: 012-2428

Ministry:

Ministry of Transportation

Date Proposal loaded to the

Registry:

September 16, 2014

This proposal notice invites interested parties to review, comment and provide technical advice on the Province's ideas on the design of a proposed Ontario Municipal Cycling Infrastructure Program.

Keyword(s): Air | Health | Land | Land use planning

Comment Period: 45 days: submissions may be made between September 16, 2014 and October 31, 2014.

Description of Policy:

Building cycling infrastructure is important to achieving the Ontario Cycling Strategy's vision for cycling in the province (see Additional Information section for a link to the document). Making investments in infrastructure helps promote safety for people who travel by bike and helps make it more comfortable and appealing for people to cycle for day-to-day travel, recreation and tourism. Cycling infrastructure can include pavement markings like sharrows, on-road bike lanes, separated cycling facilities, multi-use paths, cycling-specific signs and bike racks.

Most cycling takes place on municipal roads, and the Province is committed to working with municipalities to improve cycling opportunities. #CycleON Action Plan 1.0 (see Additional Information section for a link to the document) commits to launching a three-year Ontario Cycling Infrastructure Program to build municipal and provincial cycling infrastructure (see link entitled "Information on Ontario's investment in cycling infrastructure" in Additional Information section). This program includes \$15 million over three years for the Ministry of Transportation (MTO) to invest in provincial cycling infrastructure as well as a \$10 million cost-shared (up to 50% provincial contribution) fund to help municipalities build cycling infrastructure. The municipal component of the program – the Ontario Municipal Cycling Infrastructure Program – is expected to be launched by the end of 2014.

MTO has reviewed and analysed similar programs in Ontario and other jurisdictions. Based on recognized best practices and current status of cycling in Ontario municipalities, MTO has developed a proposed direction for the design of the Ontario Municipal Cycling Infrastructure Program. This includes proposed program principles, eligibility requirements, administration features and evaluation considerations.

This Environmental Registry posting:

- **Provides information on MTO's proposed direction on program design** (see link entitled "Proposed Design of the Ontario Municipal Cycling Infrastructure Program" in Additional Information section); and

- **Looks for public input, in particular on three topics**, that will help guide the final program requirements and evaluation method (see "Other Information" section below).

Purpose of Policy:

Contact:

All comments on this proposal must be directed to:

Heather Edwardson
Team Lead
Ministry of Transportation
Policy and Planning Division
Transportation Planning Branch
Environmental Policy Office (St. Catharines)
301 St. Paul Street
Floor 2
St. Catharines Ontario
L2R 7R4
Phone: (905) 704-2210
Fax: (905) 704-2007

To submit a comment online, click the submit button below:

[Submit Comment](#)

Additional Information:

The documents linked below are provided for the purposes of enhancing public consultation.

All links will open in a new window

1. [Proposed Design of the Ontario Municipal](#)

9/30/2014

Environmental Registry

Program Objectives:

Through the Ontario Municipal Cycling Infrastructure Program, the Province is proposing to provide funding to municipalities to build and improve cycling infrastructure so that:

- local cycling networks are better connected, safety is promoted, and cycling is better recognized as a viable mode of transportation;
- more recreational cycling opportunities and connections for a future provincial cycling network are created, where appropriate;
- innovation in cycling infrastructure is encouraged; and
- research and data collected about cycling infrastructure can be used to inform decision making in communities throughout Ontario.

Where appropriate, the Province is also interested in supporting the development of partnerships between municipalities and others to build cycling infrastructure.

Other Information:

To help guide the final program design and evaluation method, the Province is seeking feedback on the questions below. Comments may be submitted through the Environmental Registry.

Question 1: Below are types of cycling infrastructure that the Ministry of Transportation (MTO) will be making eligible for funding under the program. MTO welcomes your thoughts and feedback on the list below, including what would encourage cycling most, and whether there are additional types of infrastructure the ministry should consider making eligible for funding.

On-Road Cycling Infrastructure

- Shared Roadway with Signed Bicycle Route
- Signed Bicycle Route with Paved Shoulder
- Conventional Bicycle Lane
- Contra-flow Bicycle Lane
- Separated Bicycle Lane (with painted buffer)
- Separated Bicycle Lane (with physical barrier)
- Raised Cycle Track
- Bicycle Priority Street
- Construction/modification of bridges, tunnels and access ramps to accommodate cycling
- Enhancing existing cycling infrastructure as part of a reconstruction/resurfacing project

In-Boulevard Cycling Infrastructure

- Active Transportation/Multi-Use Path
- Bicycle-only Facility
- Enhancing existing cycling infrastructure as part of a reconstruction/resurfacing project

Off-Road Cycling Infrastructure

- Off-Road Active Transportation/Multi-Use Path

Other Cycling Infrastructure

- Improvements to an intersection configuration (including traffic control devices)
- Bike Racks
- Other Bike Storage
- Cycling-Specific Signs

Please consult Ontario Traffic Manual - Book 18 - Cycling Facilities for further information about cycling infrastructure (see Additional Information section for a link to this document).

Question 2: MTO is considering requiring that projects must be listed in a municipal planning document, such as an official plan, cycling plan and/or active transportation plan, or asset management plan, in order to be eligible for funding. Are there legitimate exceptions to this that the Province should consider?

Cycling Infrastructure Program**2. #CycleON: Ontario's Cycling Strategy****3. #CycleON Action Plan 1.0****4. Ontario Traffic Manual - Book 18 (available in English only)****5. Chief Coroner's Cycling Death Review****6. Information on Ontario's investment in cycling infrastructure****7. Cycling Strategy (Registry Number 012-14 77)**

9/30/2014

Environmental Registry

Question 3: MTO will be guided in its evaluation of proposed projects by a number of considerations, including a project's ability to:

- increase ridership levels
- improve connectivity of (local and recreational) cycling networks and to other transportation modes, particularly transit
- improve rider safety and security
- be cost effective
- enable and demonstrate partnerships
- support innovation and collection of cycling-related data/research

Other: _____

Please prioritize the list of evaluation considerations in order of importance to you or your organization. Are there any other considerations that the Province should make in its evaluation of projects?

Public Consultation:

This proposal has been posted for a 45 day public review and comment period starting September 16, 2014. If you have any questions, or would like to submit your comments, please do so by October 31, 2014 to the individual listed under "Contact". Additionally, you may submit your comments on-line.

All comments received prior to October 31, 2014 will be considered as part of the decision-making process by the Ministry of Transportation if they are submitted in writing or electronically using the form provided in this notice and reference EBR Registry number 012-2428.

Please Note: All comments and submissions received will become part of the public record. You will not receive a formal response to your comment, however, relevant comments received as part of the public participation process for this proposal will be considered by the decision maker for this proposal.

Other Public Consultation Opportunities:

The Ministry of Transportation (MTO) welcomes your thoughts on the questions listed above and any other items that it should consider as it develops the Ontario Municipal Cycling Infrastructure Program.

Comments may be submitted through the Environmental Registry or sent to the Ministry's EBR Coordinator using the contact information provided. Please quote the Environmental Registry Number when submitting comments.

In accordance with its Statement of Environmental Values, MTO believes that public consultation is critical to sound decision making. Municipalities, cyclists, tourism stakeholders, and other interested groups and individuals across Ontario are invited to submit written comments regarding the Ontario Municipal Cycling Infrastructure Program.

Please Note: You will not receive a formal response to your comment, however, relevant comments received as part of the public participation process for this proposal will be considered by the decision maker for this proposal.

MTO will review the feedback received and plans to develop a program for launch by the end of 2014.

Additional Public Consultation Opportunities:

#CycleON Action Plan 1.0, the first Action Plan to implement #CycleON: Ontario's Cycling Strategy, was released on April 14, 2014 (Registry Number 012-1477; see

9/30/2014

Environmental Registry

Additional Information section for a link to the document). Both #CycleON Action Plan 1.0 and the Cycling Strategy were informed by feedback received on the draft Cycling Strategy (Registry Number 011-7552) and by the Chief Coroner's review of cycling deaths in Ontario between 2006 and 2010 (see Additional Information section for a link to the document).

#CycleON Action Plan 1.0 identifies programs, projects and other initiatives the Province is focusing on starting in 2014 to achieve the goals set out in the Cycling Strategy. MTO intends to consult with municipalities, road-user groups, the public and others on particular elements of the Action Plan that the Ministry is responsible for delivering. This includes consultation on both the provision of funding to stakeholder partners to develop or enhance cycling skills training programs (see Environmental Registry posting 012-2432) and the identification of a provincial cycling tourism network (consultation expected to begin in 2015).

For further technical information, contact:

Julius Gorys
Team Leader
Ministry of Transportation
Policy and Planning Division
Transportation Policy Branch
Sustainable and Innovative Transportation Office
777 Bay Street, 30th floor
Toronto, Ontario M7A 2J8
cycling@ontario.ca

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Proposed Design of the Ontario Municipal Cycling Infrastructure Program

Proposed Program Design

The Ontario Municipal Cycling Infrastructure Program will be administered and funded by the Ontario Ministry of Transportation. Guided by #CycleON: Ontario's Cycling Strategy, the Ministry is proposing that the cost-shared program could include the following principles, eligibility requirements, administration features and evaluation considerations.

Proposed program principles:

- Prioritize projects through a competitive and merit-based evaluation process that is aligned with the program's objectives.
- Ensure a transparent application and evaluation process.
- Reduce administrative burden in submitting and processing applications.

There are no assurances for project funding (e.g. applications that meet program criteria and objectives may not be approved if there are projects that more effectively meet them).

Proposed eligibility requirements:

- Municipalities can be applicants.
- First Nations communities are eligible partners for projects being undertaken in collaboration with one or more eligible municipalities.
- Projects must focus on facilitating cycling. Projects that primarily enable walking or other modes of transportation will not be considered.
- Permanent and pilot projects are eligible for funding.
- The project must be completed by March 31, 2017.
- The applicant must commit to provide performance data and a final report on project benefits.
- Project must be identified in a municipal plan, including an official plan, cycling plan and/or active transportation plan, or asset management plan.

Proposed administrative features:

- Only one application and one project permitted per applicant.
- Two-stage application process; an expression of interest and then a full council endorsed application for those selected through first stage (to be confirmed).
- Application must be supported by a council resolution.

- An application intake period will be held (targeting late 2014), with the potential for an additional intake in 2015 should additional funding allocation remain.
- The maximum amount of provincial assistance per municipality is up to \$250,000.
- The Province may fund up to 50% of the cost of the project, although the actual contribution could be less than this cost sharing ceiling. Applicants will be asked to only request the amount of provincial funding that is needed to move forward with their project.
- Successful applicants will be required to submit performance data for funded projects. This will include, but may not be limited to, information and data about the facility (e.g., length, number of bike racks, etc.), safety improvements, and volume of users.

Proposed evaluation considerations:

MTO intends to be guided in its evaluation of projects by a number of considerations, including a project's ability to:

- increase ridership levels
- improve connectivity of (local and recreational) cycling networks and to other transportation modes, particularly transit
- improve rider safety and security
- be cost effective
- facilitate partnerships
- support innovation and collection of cycling-related data/research.

Consultation with Aboriginal Communities

Generally speaking, the Crown, including the government of Ontario, has a legal duty to consult with Aboriginal communities when it has knowledge of an existing or asserted Aboriginal or treaty right and contemplates conduct that may adversely impact that right. Before deciding whether to provide funding for a project, the Ministry will need to assess whether the Crown has a duty to consult for that project. If the Crown has a duty to consult, the applicants may be required to carry out procedural aspects of the consultation and provide related resources (human and financial).

October 15, 2014

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

2014-116-10

**2014 INTERIM
VARIANCE REPORT
August 31, 2014**

**D. Dick, Director of Corporate Service
L. Ferguson, Manager of Finance
D. Gordon, Financial Analyst
C. Ward, Financial Analyst**

RECOMMENDATION

THAT Council receives the Interim Variance Report as of August 31, 2014 Report No. 2014-116-10, for information purposes.

PURPOSE

To report to Council the City of Brockville's projected financial position as of August 31, 2014 for General Operations, 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 which are provided for information purposes. Attachment 1, 2 and 3 are detailed variance analysis for each department.

Operating Budget

The August 2014 variance analysis is projecting an overall deficit of approximately \$202,000. Although this deficit is higher than the projection presented in May 2014 (\$137,000), it needs to be noted that this variance is unaudited and is subject to further refinements as the year progresses. We will further review variances at September 30, 2014 to determine if any action need be taken.

Variance Report at August 31, 2014

Significant variances from budget are described below:

- The Arts Centre is expected a net deficit of approximately \$23,000 on reduced revenues of \$60,000 and a corresponding reduction in the cost of shows being produced. The reduction is due primarily due to the summer theatre series attracting fewer patrons due to the lower than anticipated level of tourism.
- The recent arbitration awarded to the Fire Department result in overall variance of \$119,000 for the Fire Department and unanticipated legal expenses associated with this arbitration of approximately \$20,000.
- Revenues associated with both adult and minor sporting activities has resulted in a negative variance of \$32,000
- Winter maintenance has exceeded overall budget by \$422,000.
- Debt issuance charges and related interest costs are under budget providing a positive variance of \$100,000.
- Lease revenue has exceeded budget by \$35,000.

Water Rate Administration Budget

The anticipated deficit for water rate administration is expected to be \$45,000. Specific components contributing to this expected variance are as follows:

- Additional wages expected due to long term illness of employee of \$3,000
- Additional in service repairs due to watermain break on Perth Street expected to be \$45,000
- Estimated debt charged are \$42,000 less than originally estimated
- Lower than expected consumption resulting in a reduction in anticipated revenues of \$39,000.

Wastewater Rate Administration

The anticipated surplus for wastewater rate administration is expected to be \$136,000. Specific components contributing to this expected variance are as follows:

- Additional wages due to long term illness of employee of \$5,000
- Reduction in PILTs for WWTP for 2013 and 2014 estimated to result in savings of \$118,000.
- Electricity charges forecast to be \$25,000 in excess of budget
- Debt charges \$115,000 lower than estimated
- Reduction of revenues of \$83,000

Variance Report at August 31, 2014

Capital Budget

The overall capital budget is tracking to generate surplus funds of \$90,000. Given the potential for unexpected capital requirements, this surplus may be needed for unknown requirements throughout the remainder of 2014.

- Future sales of the Brockville History book are expected to offset some of the existing deficit of \$68,000
- A surplus of \$79,000 has been generated to date from vehicle acquisitions.
- GIS engineering deficit of \$29,000. Alternate sources of funding being sourced,
- A surplus of \$125,000 from budget for Brockville Memorial Centre improvements and upgrades.

CONCLUSION

This variance report is being provided to provide council with staff's estimate of our financial projections to December, 2014.



C.Ward, Financial Analyst-General

L. Ferguson, Manager of Finance

B. Casselman, City Manager

D Dick, CPA, CA, Director of Corporate Services



City of Brockville
Treasurer's Report
GENERAL VARIANCE ANALYSIS
for period ending August 30, 2014

	2014 YTD	PROJECTED FOR DECEMBER 31	2014 BUDGET	SURPLUS/(DEFICIT)
CITY MANAGEMENT & SERVICES				
ANIMAL CONTROL	44,513	75,814	75,814	-
AQUATARIUM	103,732	210,000	210,000	-
ARTS CENTRE	107,944	177,498	154,498	(23,000)
CITY COUNCIL/MAYOR	146,662	213,406	220,406	7,000
CITY MANAGER	306,318	464,763	458,055	(6,708)
CLERK	208,949	267,595	259,095	(8,500)
CORPORATE FINANCE	235,881	1,588,266	2,003,934	415,668
CULTURAL SERVICES	5,000	23,003	23,003	-
ECONOMIC DEVELOPMENT	289,304	289,274	286,421	(2,853)
FINANCE	438,608	625,688	617,688	(8,000)
FIRE DEPARTMENT	2,881,015	4,542,598	4,423,098	(119,500)
HUMAN RESOURCES	216,355	311,913	290,913	(21,000)
INFORMATION SERVICES	204,865	323,128	323,128	-
PARKING	(101,540)	(49,670)	(49,670)	-
PARKING RENTAL	216	-	-	-
PLANNING	377,929	839,193	839,193	-
TOURISM	191,825	189,366	187,566	-
CITY MANAGEMENT & SERVICES Total	5,657,577	10,091,835	10,323,142	233,107
OPERATIONS				
FACILITIES	185,272	290,585	242,056	(48,529)
FLEET	263,228	354,424	358,701	4,277
OPERATIONS/PARKS ADMINISTRATION	161,272	226,409	223,909	(2,500)
PARKS	531,426	990,681	960,440	(30,241)
PEDESTRIAN VEHICLE INFRASTRUCTURE	283,149	565,699	540,032	(25,667)
PUBLIC WORKS	2,062,745	2,932,761	2,509,813	(422,948)
TRANSIT	502,291	576,008	554,308	(21,700)
OPERATIONS Total	3,989,382	5,936,567	5,389,259	(547,308)
ENVIRONMENTAL SERVICES				
ENGINEERING	63,454	121,316	133,316	12,000
SOLID WASTE	603,160	1,052,116	1,052,116	-
ENVIRONMENTAL SERVICES Total	666,614	1,173,432	1,185,432	12,000
OUTSIDE BOARDS				
CATARAQUI REG. CONSERV. AUTHORITY	172,812	172,814	172,814	-
DOWNTOWN BUSINESS IMPROVEMENT ASS.	(138,417)	-	-	-
LONG TERM CARE	442,348	884,958	884,958	-
PUBLIC HEALTH GRANTS	272,669	390,858	390,858	-
OUTSIDE BOARDS Total	749,412	1,448,630	1,448,630	-
JOINT SERVICES				
JOINT SERVICES	2,275,112	3,412,671	3,412,671	-
JOINT SERVICES Total	2,275,112	3,412,671	3,412,671	-
DEBT CHARGES				
DEBT CHARGES	1,014,843	2,234,780	2,334,780	100,000
DEBT CHARGES Total	1,014,843	2,234,780	2,334,780	100,000
CITY BOARDS & COMMITTEES				
AIRPORT	73,999	82,537	82,463	(74)
CEMETERY	67,183	88,240	88,240	-
COMMITTEE OF ADJUSTMENT	(1,773)	(40)	(40)	-
HERITAGE BROCKVILLE	1,827	8,818	8,818	-
LIBRARY	536,051	633,750	633,750	-
MUSEUM	140,697	209,354	209,354	-
POLICE	5,062,218	7,414,452	7,414,452	-
CITY BOARDS & COMMITTEES Total	5,880,201	8,437,111	8,437,037	(74)
Grand Total	20,233,141	32,735,026	32,530,951	(202,275)



**City of Brockville
Treasurer's Report
GENERAL VARIANCE ANALYSIS
for period ending August 30th, 2014**

	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE/(UNFAVOURABLE)	COMMENTS
CITY MANAGEMENT & SERVICES					
ANIMAL CONTROL					
Revenue					
Fees & Service Charges	(25,415)	(33,500)	(33,500)	-	
Revenue Total	(25,415)	(33,500)	(33,500)	-	
Expense					
Wages & Benefits	48,665	75,417	75,417	-	
Materials & Supplies	1,368	6,678	6,678	-	
Contracted Services	14,986	22,062	22,062	-	
Other Expenses	4,909	5,157	5,157	-	
Expense Total	69,928	109,314	109,314	-	
ANIMAL CONTROL Total	44,513	75,814	75,814	-	
AQUATARIUM					
Revenue					
Fees & Service Charges	(50,000)	-	-	-	
Revenue Total	(50,000)	-	-	-	
Expense					
Materials & Supplies	6,993	-	-	-	
Contracted Services	146,740	60,000	60,000	-	
Other Expenses	-	150,000	150,000	-	
Expense Total	153,732	210,000	210,000	-	
AQUATARIUM Total	103,732	210,000	210,000	-	
ARTS CENTRE					
Revenue					
Fees & Service Charges	(324,597)	(471,574)	(531,574)	(60,000)	Cancellation of two dance competitions; City sponsored shows - Lower ticket sales due to economic conditions; Summer Theatre Sales lower than anticipated - poor tourism season. depressed local economy.
Other Revenue	(12,153)	(24,000)	(24,000)	-	
Revenue Total	(336,750)	(495,574)	(555,574)	(60,000)	
Expense					
Wages & Benefits	233,940	369,716	369,716	-	



**City of Brockville
Treasurer's Report
GENERAL VARIANCE ANALYSIS
for period ending August 30th, 2014**

	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE/(UNFAVOURABLE)	COMMENTS
Materials & Supplies	88,388	139,328	136,328	(3,000)	City sponsored shows - Contracted 5 shows vs 4 shows requiring more advertising; City sponsored shows - Lower cost shows selected due to market conditions; Summer Theatre - Entertainer fees & related expenses lower than budgeted;
Contracted Services	115,211	147,793	187,793	40,000	
Other Expenses	7,156	16,235	16,235	-	
Expense Total	444,694	673,072	710,072	37,000	
ARTS CENTRE Total	107,944	177,498	154,498	(23,000)	
CITY COUNCIL/MAYOR					
Revenue					
Fees & Service Charges	-	(1,100)	(1,100)	-	
Other Revenue	(3,407)	(6,438)	(6,438)	-	
Revenue Total	(3,407)	(7,538)	(7,538)	-	
Expense					
Wages & Benefits	134,238	199,423	199,423	-	Mayor's public relation costs lower than budget; Surplus expected in Council Training and Professional Development; Council public relation costs lower than budget
Materials & Supplies	15,815	20,521	27,521	7,000	
Contracted Services	16	1,000	1,000	-	
Expense Total	150,069	220,944	227,944	7,000	
CITY COUNCIL/MAYOR Total	146,662	213,406	220,406	7,000	
CITY MANAGER					
Revenue					
Grants	-	-	-	-	
Other Revenue	-	-	-	-	
Revenue Total	-	-	-	-	
Expense					
Wages & Benefits	193,134	296,563	291,355	(5,208)	Salaries and benefits costs will be higher than budgeted due to a job reclassification Training & Professional Development higher than anticipated
Materials & Supplies	21,854	31,204	29,704	(1,500)	
Contracted Services	49,303	94,669	94,669	-	



**City of Brockville
Treasurer's Report
GENERAL VARIANCE ANALYSIS
for period ending August 30th, 2014**

	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE/(UNFAVOURABLE)	COMMENTS
Other Expenses	42,027	42,327	42,327	-	
Expense Total	306,318	464,763	458,055	(6,708)	
CITY MANAGER Total	306,318	464,763	458,055	(6,708)	
CLERK Revenue					
Fees & Service Charges	(45,425)	(70,533)	(79,033)	(8,500)	General licenses higher than anticipated; Break Open lottery licenses less than budgeted; Raffle licenses less than anticipated; More wedding Ceremonies than anticipated;
Other Revenue	(1,617)	(85,927)	(85,927)	-	
Revenue Total	(47,042)	(156,460)	(164,960)	(8,500)	
Expense					
Wages & Benefits	187,052	284,793	284,793	-	
Materials & Supplies	46,051	55,166	55,166	-	
Contracted Services	8,162	69,165	69,165	-	
Other Expenses	14,725	14,931	14,931	-	
Expense Total	255,991	424,055	424,055	-	
CLERK Total	208,949	267,595	259,095	(8,500)	
CORPORATE FINANCE Revenue					
Fees & Service Charges	(34,203)	(50,983)	(15,983)	35,000	unbudgeted lease revenue;
Grants	(200,150)	(400,000)	(400,000)	-	
Other Revenue	(541,572)	(1,547,436)	(1,503,843)	43,593	Hydro One refund; WSIB Recovery; LAS Natural Gas Rebate; Deficit in postcapping revenue due to property reassessment; payments in lieu of taxes budgeted at higher tax rate; Lower bank balances and investment interest; Ice on solar panels in Jan feb and lack of sunshine this spring contributed to lower revenues;
Revenue Total	(775,925)	(1,998,419)	(1,919,826)	78,593	
Expense					
Wages & Benefits	10,172	15,257	392,332	377,075	contingency
Contracted Services	8,257	24,819	24,819	-	



**City of Brockville
Treasurer's Report
GENERAL VARIANCE ANALYSIS
for period ending August 30th, 2014**

	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE/(UNFAVOURABLE)	COMMENTS
Materials and Supplies	635,732	1,500,213	1,460,213	(40,000)	Vacancy Rebates higher than anticipated;
Other Expenses	357,644	2,046,396	2,046,396	-	
Expense Total	1,011,805	3,586,685	3,923,760	337,075	
CORPORATE FINANCE Total	235,881	1,588,266	2,003,934	415,668	
CULTURAL SERVICES					
Expense					
Other Expenses	5,000	23,003	23,003		
Expense Total	5,000	23,003	23,003		
CULTURAL SERVICES Total	5,000	23,003	23,003		
ECONOMIC DEVELOPMENT					
Revenue					
Fees & Service Charges	(1,376)	(1,300)	(1,300)	-	
Grants	(50,300)	(152,500)	(152,500)	-	
Other Revenue	(33,225)	(20,000)	(20,000)	-	
Revenue Total	(84,901)	(173,800)	(173,800)	-	
Expense					
Wages & Benefits	215,326	291,817	291,817	-	Surplus anticipated in business travel; Less printing expenses; Reduced regional advertising; Fireworks expenses more than budgeted; Additional National magazine ad placements;
Materials & Supplies	63,906	95,866	93,013	(2,853)	
Contracted Services	86,126	66,109	66,109	-	
Other Expenses	8,847	9,282	9,282	-	
Expense Total	374,205	463,074	460,221	(2,853)	
ECONOMIC DEVELOPMENT Total	289,304	289,274	286,421	(2,853)	
FINANCE					
Revenue					
Fees & Service Charges	(28,666)	(30,600)	(38,600)	(8,000)	Less Finance Fees collected than anticipated
Other Revenue	-	-	-	-	
Revenue Total	(28,666)	(30,600)	(38,600)	(8,000)	



**City of Brockville
Treasurer's Report
GENERAL VARIANCE ANALYSIS
for period ending August 30th, 2014**

	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE/(UNFAVOURABLE)	COMMENTS
Expense					
Wages & Benefits	369,253	562,959	562,959	-	
Materials & Supplies	68,609	62,789	62,789	-	
Contracted Services	7,790	8,290	8,290	-	
Other Expenses	21,622	22,250	22,250	-	
Expense Total	467,273	656,288	656,288	-	
FINANCE Total	438,608	625,688	617,688	(8,000)	
FIRE DEPARTMENT					
Revenue					
Fees & Service Charges	(83,286)	(131,022)	(140,022)	(9,000)	Less janitorial supplies required;
Fire Dispatch	(261,523)	(382,376)	(382,376)	-	Water billings higher than anticipated; Administration professional development trip cancelled;
Other Revenue	(66,179)	(6,000)	(12,000)	(6,000)	
Revenue Total	(410,988)	(519,398)	(534,398)	(15,000)	
Expense					
Wages & Benefits	3,036,294	4,666,836	4,544,836	(122,000)	Spending on HR materials reduced; Fleet maintenance requirements decreased; Fleet materials requirements decreased; Arbitration award for 2011 & 2012 higher than anticipated; Requests for inspections and fire safety plans decreased; Fire prevention training less than budgeted;
Materials & Supplies	96,792	162,355	174,855	12,500	
Contracted Services	93,288	116,842	116,842	-	
Other Expenses	65,629	115,963	120,963	5,000	Confined Space training revenue decreased; Training room and Tower Rentals lower than anticipated; Recovery of Expenses from St. Lawrence College program for Pumper, fuel, foam etc. less than budgeted;
Expense Total	3,292,003	5,061,996	4,957,496	(104,500)	
FIRE DEPARTMENT Total	2,881,015	4,542,598	4,423,098	(119,500)	
HUMAN RESOURCES					
Revenue					
Grants	-	(10,000)	(10,000)	-	



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	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE/(UNFAVOURABLE)	COMMENTS
Other Revenue	-	(3,000)	(3,000)	-	
Revenue Total	-	(13,000)	(13,000)	-	
Expense					
Wages & Benefits	129,099	194,954	194,954	-	
Materials & Supplies	15,515	33,936	32,936	(1,000)	Bereavement donation expense higher than anticipated;
Contracted Services	62,469	86,751	66,751	(20,000)	Professional Services/arbitration higher than anticipated
Other Expenses	9,272	9,272	9,272	-	
Expense Total	216,355	324,913	303,913	(21,000)	
HUMAN RESOURCES Total	216,355	311,913	290,913	(21,000)	
INFORMATION SERVICES					
Revenue					
Fees & Service Charges	(28,075)	(42,113)	(42,113)	-	
Other Revenue	-	-	-	-	
Revenue Total	(28,075)	(42,113)	(42,113)	-	
Expense					
Wages & Benefits	104,766	189,560	189,560	-	
Materials & Supplies	115,716	156,692	156,692	-	
Contracted Services	5,587	8,117	8,117	-	
Other Expenses	6,872	10,872	10,872	-	
Expense Total	232,940	365,241	365,241	-	
INFORMATION SERVICES Total	204,865	323,128	323,128	-	
PARKING					
Revenue					
Fees & Service Charges	(219,334)	(347,755)	(343,755)	4,000	Revenue from Parking Lot permits and fees higher than anticipated; Street meter revenue lower than budgeted
Other Revenue	(22,228)	(57,831)	(57,831)	-	
Revenue Total	(241,562)	(405,586)	(401,586)	4,000	
Expense					
Wages & Benefits	46,816	64,376	43,376	(21,000)	Spring parking lot maintenance higher than anticipated;
Materials & Supplies	12,421	96,523	96,523	-	



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	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE/(UNFAVOURABLE)	COMMENTS
Contracted Services	57,585	99,515	99,515	-	
Other Expenses	23,200	95,502	112,502	17,000	Reduced contribution to parking reserve
Expense Total	140,023	355,916	351,916	(4,000)	
PARKING Total	(101,540)	(49,670)	(49,670)	-	
PARKING RENTAL					
Revenue					
Fees & Service Charges	(1,060)	-	-	-	
Other Revenue	-	-	-	-	
Revenue Total	(1,060)	-	-	-	
Expense					
Wages & Benefits	-	-	-	-	
Materials & Supplies	1,083	-	-	-	
Contracted Services	193	-	-	-	
Other Expenses	-	-	-	-	
Expense Total	1,276	-	-	-	
PARKING RENTAL Total	216	-	-	-	
PLANNING					
Revenue					
Fees & Service Charges	(155,214)	(225,809)	(225,809)	-	
Other Revenue	(931)	-	-	-	
Revenue Total	(156,145)	(225,809)	(225,809)	-	
Expense					
Wages & Benefits	471,603	761,493	761,493	-	
Materials & Supplies	25,284	266,998	266,998	-	
Contracted Services	4,881	3,758	3,758	-	
Other Expenses	32,306	32,753	32,753	-	
Expense Total	534,074	1,065,002	1,065,002	-	
PLANNING Total	377,929	839,193	839,193	-	
TOURISM					WSIB Recovery;
Revenue					
Other Revenue	-	-	-	-	



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	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE/(UNFAVOURABLE)	COMMENTS
Revenue Total	-	-	-		
Expense					
Materials & Supplies	2,873	3,674	1,874		
Contracted Services	188,952	185,692	185,692		
Expense Total	191,825	189,366	187,566		
TOURISM Total	191,825	189,366	187,566		
CITY MANAGEMENT & SERVICES Tot	5,657,577	10,091,835	10,323,142	233,107	
OPERATIONS FACILITIES Revenue					
Fees & Service Charges	(338,250)	(705,309)	(737,309)	(32,000)	Loss of expected revenues for Adult & minor sports and hockey ice time (- \$48,000); Memorial Centre Fees higher than anticipated (\$10,000); Memorial Hall rentals expected to exceed budget (\$6,000);
Grants	-	-	-	-	
Other Revenue	(315,852)	(316,567)	(316,567)	-	
Revenue Total	(654,102)	(1,021,876)	(1,053,876)	(32,000)	
Expense					
Wages & Benefits	378,426	609,155	602,155	(7,000)	Surplus in wages and benefits at Youth Arena (\$3,000); Offset by no allocation to cover sick days, lieu time, and staff vacation during operating season at Memorial Centre (-\$10,000);
Materials & Supplies	263,129	454,018	450,351	(3,667)	Deficit to complete ORFA legal awareness program (-667); Unforeseen equipment repairs and additional supplies required (- \$3,000);



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	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE/(UNFAVOURABLE)	COMMENTS
Contracted Services	167,634	224,830	218,968	(5,862)	new annual janitorial services for Gord Watts and Victoria Hall resulted in net savings (\$13,258); Fire and safety regulations necessitated improvements in lighting, reel/hose installation, panic button alerts (- \$9,400); Surplus anticipated for Youth Arena building requirements (\$4,000); Excessive snow load clearing from January to March (- \$13,700).
Other Expenses	30,185	24,458	24,458	-	
Expense Total	839,374	1,312,461	1,295,932	(16,529)	
FACILITIES Total	185,272	290,585	242,056	(48,529)	
FLEET					
Revenue					
Fees & Service Charges	(880,833)	(1,094,539)	(1,094,539)	-	Projected year end surplus under Service Maintenance revenues from outside agents due to higher fuel purchases and prices; Revenue from internal departments higher due to severe winter causing additional vehicle repairs.
Other Revenue	(2,138)	(171,849)	(3,200)	168,649	
Revenue Total	(882,971)	(1,266,388)	(1,097,739)	168,649	
Expense					
Wages & Benefits	334,963	558,092	519,401	(38,691)	Surplus under non-standard hours due to less after hour calls; Deficit due to maintenance and operation of second life vehicles; Deficit due to maintenance and operation of second life vehicles; Cell phone charges higher than anticipated; Repairs to aging fuel pumps higher than anticipated; offset by increase in sale of parts; Fuel costs higher than budgeted Deficit being reported under parts and accessories due to severe winter conditions and additional vehicle repairs required.
Materials & Supplies	700,750	983,622	857,941	(125,681)	
Contracted Services	74,742	52,270	52,270	-	
Other Expenses	35,745	26,828	26,828	-	
Expense Total	1,146,200	1,620,812	1,456,440	(164,372)	



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	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE/(UNFAVOURABLE)	COMMENTS
FLEET Total	263,228	354,424	358,701	4,277	
OPERATIONS/PARKS ADMINISTRATION					
Revenue					
Other Revenue	(264)	-	-	-	
Revenue Total	(264)	-	-	-	
Expense					
Wages & Benefits	128,627	191,357	191,357	-	
Materials & Supplies	13,877	16,456	15,956	(500)	Professional development costs higher than anticipated
Contracted Services	794	794	794	-	
Other Expenses	18,238	17,802	15,802	(2,000)	Deficit in office equipment for new supervisor - Transportation Services
Expense Total	161,535	226,409	223,909	(2,500)	
OPERATIONS/PARKS ADMINISTRATION	161,272	226,409	223,909	(2,500)	
PARKS					
Revenue					
Fees & Service Charges	(317,600)	(348,258)	(351,478)	(3,220)	One less dive charter company operating this season; Cool summer reduced camping revenue at St Lawrence Park; Grants for additional trees from Shell and Communities in Bloom; Less transient docking revenue due to cool summer
Other Revenue	(6,496)	(6,815)	(6,815)	-	
Revenue Total	(324,096)	(355,073)	(358,293)	(3,220)	
Expense					



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	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE/(UNFAVOURABLE)	COMMENTS
Wages & Benefits	547,572	759,131	739,770	(19,361)	1 operator off on short/long term illness; Less training for full-time operators as 1 operator off on short/long term illness; Due to wet/late spring, no grass cutting was required during April. Less labour dollars expended as 1 operator off on short/long term illness; Less labour dollars expended as 1 operator off on short/long term illness; Additional labour costs incurred with initial set up and maintenance of artificial ice surface. Temporary labour had to be utilized due to full time Operator on short/long term illness; Numerous major snowfalls required additional plowing of parking lots. Less electricity required to operate artificial ice compressor at Rotary Pad; (higher donations indicated ; used this line to balance to russ' projection) Less internal labour utilized to carry out required work ; Less grounds maintenance labour for spring start-up
Materials & Supplies	114,930	220,367	220,367	-	
Contracted Services	138,004	300,874	298,214	(2,660)	Contract for supply of annuals exceeded budgeted amount; Additional maintenance/repairs to parks allocated equipment (1 transmission replacement)
Other Expenses	55,015	65,382	60,382	(5,000)	
Expense Total	855,521	1,345,754	1,318,733	(27,021)	
PARKS Total	531,426	990,681	960,440	(30,241)	
PEDESTRIAN VEHICLE INFRASTRUCTURE					
Revenue					
Fees & Service Charges	(478)	-	-	-	
Other Revenue	(5,894)	-	-	-	
Revenue Total	(6,372)	-	-	-	
Expense					
Wages & Benefits	182,195	280,041	284,181	4,140	Street lighting maintenance projecting surplus



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	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE/(UNFAVOURABLE)	COMMENTS
Materials & Supplies	41,122	192,829	166,329	(26,500)	Human resource management slightly higher than budgetPurchase of school barricade/crossing signs for Kensington/Laurier intersectionElectricity Costs higher than budgeted -\$25,000 Higher than anticipated frequency of traffic signal repairs and damage; cost share of William Street watermain project due to underground electricalStreet lighting improvement under budget (\$4,193) Lower anticipated maintenance costs and fuel consumption
Contracted Services	64,024	90,000	85,693	(4,307)	
Other Expenses	2,180	2,829	3,829	1,000	
Expense Total	289,521	565,699	540,032	(25,667)	
PEDESTRIAN VEHICLE INFRASTRUC	283,149	565,699	540,032	(25,667)	
PUBLIC WORKS Revenue					
Fees & Service Charges	(71,879)	(98,671)	(73,771)	24,900	additional permits being issued as a result of all locates being processed through Ontario One CallEquipment charges to other departments higher than budgeted:
Other Revenue	(137)	-	-	-	
Revenue Total	(72,016)	(98,671)	(73,771)	24,900	
Expense					



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	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE/(UNFAVOURABLE)	COMMENTS
Wages & Benefits	1,012,981	1,497,715	1,431,906	(65,809)	winter boulevard repair more extensive due to severe winterUnable to carry out spring litter pickup due to extended winter weatherExtended winter and wet spring resulted in additional pothole repair operationsNo dust control requiredFull-time locator/inspector off on short term sickness. Temporary employee had to be hired. Temporary driver required for Full-time locator upon his return to workLess labour required for weed steaming operations; Cost to install regulatory signage less than budgetedOvertime costs to address winter storms greater than budgetedNumerous snowfalls greater than 2.5 inches resulted in additional plowing operations; Freezing rain even at the end of 213 resulted in ice-covered sidewalks which necessitated additional abrasive application till mid-January;Extended short term disability utilized by employeesLess work requested by other departments; Less replacement of safety clothing required by operatorsAdditional training required for slab jack equipment; operators progressing through equipment
Materials & Supplies	219,931	440,433	365,010	(75,423)	Extended classification - Extended winter and wet spring resulted in additional pothole repair operationsNo dust control requiredPurchase of regulatory signage less than budgetedAbrasive application exceeds budget due to severe winterLess hours for contracted grader rental required for shouldering operations; Cost to supply and apply centre and lane lines increased; Numerous snowfalls greater than 2.5 inches resulted in additional contract equipment being utilized.Snow removal over budget due to severe winter weather conditions
Contracted Services	522,907	611,468	359,691	(251,777)	



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	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE/(UNFAVOURABLE)	COMMENTS
Other Expenses	378,942	481,816	426,977	(54,839)	Extensive maintenance/repairs required for winter maintenance equipment due to severe winter conditions; Set back of rear axle for new plow truck incurred additional costs
Expense Total	2,134,761	3,031,432	2,583,584	(447,848)	
PUBLIC WORKS Total	2,062,745	2,932,761	2,509,813	(422,948)	
TRANSIT					
Revenue					
Fees & Service Charges	(172,747)	(243,679)	(248,679)	(5,000)	Based on annual projection and bulk purchases by social agencies;
Grants	-	(179,340)	(179,340)	-	
Other Revenue	-	(43,564)	(43,564)	-	
Revenue Total	(172,747)	(466,583)	(471,583)	(5,000)	
Expense					
Wages & Benefits	320,061	461,870	455,870	(6,000)	Clearing of bus shelters and stop cost higher than anticipated due to severe winter events; Driver training required for new part-time transit driver; attended APWA conference;
Materials & Supplies	18,956	36,750	36,550	(200)	
Contracted Services	178,609	316,033	316,033	-	
Other Expenses	157,412	227,938	217,438	(10,500)	Clearing of bus shelters and stop cost higher than anticipated due to severe winter events;
Expense Total	675,038	1,042,591	1,025,891	(16,700)	
TRANSIT Total	502,291	576,008	554,308	(21,700)	
OPERATIONS Total	3,989,382	5,936,567	5,389,259	(547,308)	
ENVIRONMENTAL SERVICES					
ENGINEERING					
Revenue					
Fees & Service Charges	(1,565)	(7,500)	(7,500)	-	
Grants	-	-	-	-	
Other Revenue	-	-	-	-	
Revenue Total	(1,565)	(7,500)	(7,500)	-	
Expense					



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	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE/(UNFAVOURABLE)	COMMENTS
Wages & Benefits	43,378	90,274	102,274	12,000	Reallocation of staff hours to capital projects
Materials & Supplies	15,459	28,882	28,882	-	
Contracted Services	621	2,262	2,262	-	
Other Expenses	5,561	7,398	7,398	-	
Expense Total	65,019	128,816	140,816	12,000	
ENGINEERING Total	63,454	121,316	133,316	12,000	
SOLID WASTE					
Revenue					
Fees & Service Charges	(66,184)	(123,840)	(123,840)	-	
Grants	(23,374)	(121,900)	(121,900)	-	
Revenue Total	(89,558)	(245,740)	(245,740)	-	
Expense					
Wages & Benefits	84,865	126,042	126,042	-	
Materials & Supplies	11,746	46,287	46,287	-	
Contracted Services	586,915	1,113,271	1,113,271	-	
Other Expenses	9,192	12,256	12,256	-	
Expense Total	692,718	1,297,856	1,297,856	-	
SOLID WASTE Total	603,160	1,052,116	1,052,116	-	
ENVIRONMENTAL SERVICES Total	666,614	1,173,432	1,185,432	12,000	
OUTSIDE BOARDS					
CATARAQUI REG. CONSERV. AUTHORITY					
Expense					
Cataraqui Region Conservation Authority	172,812	172,814	172,814		
Expense Total	172,812	172,814	172,814		
CATARAQUI REG. CONSERV. AUTHO	172,812	172,814	172,814		
DOWNTOWN BUSINESS IMPROVEMENT ASS.					
Revenue					
Fees & Service Charges	-	-	-		
Grants	-	-	-		
Other Revenue	(288,753)	(288,479)	(288,479)		
Revenue Total	(288,753)	(288,479)	(288,479)		



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	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE/(UNFAVOURABLE)	COMMENTS
Expense					
Wages & Benefits	58,969	87,234	87,234		
Materials & Supplies	66,884	105,200	105,200		
Contracted Services	21,417	93,045	93,045		
Other Expenses	3,066	3,000	3,000		
Expense Total	150,336	288,479	288,479		
 DOWNTOWN BUSINESS IMPROVEME	 (138,417)	 -	 -		
 LONG TERM CARE					
Expense					
Long Term Care	442,348	884,958	884,958		
Expense Total	442,348	884,958	884,958		
 LONG TERM CARE Total	 442,348	 884,958	 884,958		
 PUBLIC HEALTH GRANTS					
Expense					
Public Health Grants	272,669	390,858	390,858		
Expense Total	272,669	390,858	390,858		
 PUBLIC HEALTH GRANTS Total	 272,669	 390,858	 390,858		
 OUTSIDE BOARDS Total	 749,412	 1,448,630	 1,448,630		
 JOINT SERVICES					
JOINT SERVICES					
Revenue					
Provincial Offences	(128,688)	(193,036)	(193,036)		
Revenue Total	(128,688)	(193,036)	(193,036)		
 Expense					
Ambulance	728,072	1,092,106	1,092,106		
Childcare	149,528	224,295	224,295		
General Assistance	856,344	1,284,518	1,284,518		
Housing	669,856	1,004,788	1,004,788		
Expense Total	2,403,800	3,605,707	3,605,707		
 JOINT SERVICES Total	 2,275,112	 3,412,671	 3,412,671		



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	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE/(UNFAVOURABLE)	COMMENTS
JOINT SERVICES Total	2,275,112	3,412,671	3,412,671		
DEBT CHARGES					
DEBT CHARGES					
Revenue					
Debt Charges	(1,002,591)	(1,627,717)	(1,527,717)	100,000	Estimated debt lower than anticipated
Revenue Total	(1,002,591)	(1,627,717)	(1,527,717)	100,000	
Expense					
Debt Charges	2,017,435	3,862,497	3,862,497	-	
Expense Total	2,017,435	3,862,497	3,862,497	-	
DEBT CHARGES Total	1,014,843	2,234,780	2,334,780	100,000	
DEBT CHARGES Total	1,014,843	2,234,780	2,334,780	100,000	
CITY BOARDS & COMMITTEES					
AIRPORT					
Revenue					
Fees & Service Charges	(95,000)	(142,127)	(142,127)	-	
Other Revenue	(560)	(6,404)	(6,404)	-	
Revenue Total	(95,560)	(148,531)	(148,531)	-	
Expense					
Wages & Benefits	5,141	5,141	5,067	(74)	Wages and benefits slightly higher than anticipated
Materials & Supplies	85,978	106,948	106,948	-	
Contracted Services	77,363	117,079	117,079	-	
Other Expenses	1,076	1,900	1,900	-	
Expense Total	169,559	231,068	230,994	(74)	
AIRPORT Total	73,999	82,537	82,463	(74)	
CEMETERY					
Revenue					
Fees & Service Charges	(85,373)	(126,200)	(126,200)	-	
Other Revenue	(26,717)	(59,500)	(59,500)	-	
Revenue Total	(112,091)	(185,700)	(185,700)	-	



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	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE/(UNFAVOURABLE)	COMMENTS
Expense					
Wages & Benefits	141,657	209,473	209,473	-	
Materials & Supplies	18,342	36,697	36,697	-	
Contracted Services	7,162	9,222	9,222	-	
Other Expenses	12,112	18,548	18,548	-	
Expense Total	179,273	273,940	273,940	-	
CEMETERY Total	67,183	88,240	88,240	-	
COMMITTEE OF ADJUSTMENT					
Revenue					
Fees & Service Charges	(6,009)	(9,400)	(9,400)	-	
Revenue Total	(6,009)	(9,400)	(9,400)	-	
Expense					
Wages & Benefits	3,191	5,260	5,260	-	
Materials & Supplies	1,045	4,100	4,100	-	
Expense Total	4,236	9,360	9,360	-	
COMMITTEE OF ADJUSTMENT Total	(1,773)	(40)	(40)	-	
HERITAGE BROCKVILLE					
Revenue					
Fees & Service Charges	(2,450)	-	-	-	
Grants	-	-	-	-	
Other Revenue	-	(930)	(930)	-	
Revenue Total	(2,450)	(930)	(930)	-	
Expense					
Contracted Services	-	-	-	-	
Materials and Supplies	706	1,030	1,030	-	
Other Expenses	-	-	-	-	
Wages and Benefits	3,572	8,718	8,718	-	
Expense Total	4,277	9,748	9,748	-	
HERITAGE BROCKVILLE Total	1,827	8,818	8,818	-	
LIBRARY					
Revenue					
Library	(7,325)	-	-	-	



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	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE/(UNFAVOURABLE)	COMMENTS
Revenue Total	(7,325)	-	-	-	
Expense					
Library	543,377	633,750	633,750	-	Water billings higher than antic
Expense Total	543,377	633,750	633,750	-	
LIBRARY Total	536,051	633,750	633,750	-	Administration professional de
MUSEUM					
Revenue					
Fees & Service Charges	(47,285)	(40,800)	(40,800)	-	
Grants	-	(31,176)	(31,176)	-	
Other Revenue	-	(2,000)	(2,000)	-	
Revenue Total	(47,285)	(73,976)	(73,976)	-	
Expense					
Materials & Supplies	21,223	47,929	47,929	-	
Contracted Services	16,885	33,268	33,268	-	
Other Expenses	225	500	500	-	
Wages and Benefits	149,647	201,633	201,633	-	
Expense Total	187,981	283,330	283,330	-	
MUSEUM Total	140,697	209,354	209,354	-	
POLICE					
Revenue					
Fees & Service Charges	(534,545)	(880,000)	(880,000)	-	
Grants	(98,111)	(276,911)	(276,911)	-	
Other Revenue	(15,246)	(22,200)	(22,200)	-	
Revenue Total	(647,902)	(1,179,111)	(1,179,111)	-	
Expense					
Wages & Benefits	5,158,970	7,782,246	7,782,246	-	
Materials & Supplies	316,704	514,626	514,626	-	
Contracted Services	137,226	157,556	157,556	-	
Other Expenses	97,220	139,135	139,135	-	
Expense Total	5,710,120	8,593,563	8,593,563	-	
POLICE Total	5,062,218	7,414,452	7,414,452	-	



City of Brockville
Treasurer's Report
GENERAL VARIANCE ANALYSIS
for period ending August 30th, 2014

	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE/(UNFAVOURABLE)	COMMENTS
CITY BOARDS & COMMITTEES Total	5,880,201	8,437,111	8,437,037	(74)	
(blank)					
(blank)					
(blank)					
(blank)		32,530,951	32,530,951	-	
(blank) Total		32,530,951	32,530,951	-	
(blank) Total		32,530,951	32,530,951	-	
(blank) Total		32,530,951	32,530,951	-	
Grand Total	20,233,141	65,265,977	65,061,902	(202,275)	



City of Brockville
Treasurer's Report
WATER VARIANCE ANALYSIS
for period ending August 30th, 2014

	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT)	FAVOURABLE/(UNFAVOURABLE)	COMMENTS
FINANCE - WATER						
Revenue						
Fees & Service Charges	(13,253)	(25,247)	(25,247)			
Other Revenue	(2,125,115)	(4,215,208)	(4,215,208)		(38,703)	Water consumption lower than anticipated
Revenue Total	(2,138,368)	(4,240,455)	(4,240,455)		(38,703)	
Expense						
Wages & Benefits	220,780	334,523	334,523			
Materials & Supplies	30,225	165,381	165,381			
Contracted Services	11,907	11,486	11,486			
Other Expenses	16,868	1,129,052	1,129,052			
Expense Total	279,780	1,640,442	1,640,442			
FINANCE - WATER Total	(1,658,588)	(2,600,013)	(2,600,013)		(38,703)	
ADMINISTRATION						
Expense						
Wages & Benefits	83,284	123,689	123,689			
Materials & Supplies	3,139	5,670	5,670			
Contracted Services	-	-	-			
Other Expenses	13,536	8,478	8,478			
Expense Total	99,959	137,817	137,817			
ADMINISTRATION Total	99,959	137,817	137,817			
ELIZABETHTOWN						
Revenue						
Other Revenue	(50,442)	(78,396)	(78,396)			
Revenue Total	(50,442)	(78,396)	(78,396)			
Expense						
Wages & Benefits	3,863	-	-			
Materials & Supplies	2,386	9,877	9,877			
Contracted Services	3,181	5,000	5,000			
Other Expenses	-	54,875	54,875			
Expense Total	9,430	69,752	69,752			
ELIZABETHTOWN Total	(41,012)	(8,544)	(8,544)			
ENGINEERING						
Expense						
Wages & Benefits	114,915	164,005	164,005		3,000	Reallocation of staff hours to capital projects
Materials & Supplies	5,598	11,855	11,855			
Contracted Services	-	402	402			
Other Expenses	2,382	298	298		(800)	Engineering vehicle maintenance cost higher to maintain second life unit #1263
Expense Total	122,873	176,360	176,360		2,400	
ENGINEERING Total	122,873	176,360	176,360		2,400	
FLEET						
Revenue						
Fees & Service Charges	-	(500)	(500)			
Other Revenue	-	(400)	(400)			
Revenue Total	-	(900)	(900)			
Expense						
Wages & Benefits	23,937	39,399	39,399		(200)	Water inventory surplus under non-standard hours due to loss after hour calls
Materials & Supplies	1,686	4,303	4,303		(209)	Water inventory - new employee requiring full complement of safety and demand and uniform
Contracted Services	-	450	450			Water inventory - fleet management training course required for new staff higher than anticipated
Other Expenses	1,655	807	807		(800)	Fleet maintenance charges to maintain & operate second life water vehicles
Expense Total	27,278	44,759	44,759		(1,209)	
FLEET Total	27,278	43,859	43,859		(1,209)	
WATER DISTRIBUTION MAINTENANCE						
Revenue						
Fees & Service Charges	(1,542)	(16,561)	(16,561)			
Other Revenue	(1,780)					
Revenue Total	(3,322)	(16,561)	(16,561)			
Expense						
Wages & Benefits	231,354	458,052	458,052			
Materials & Supplies	84,383	171,079	171,079			
Contracted Services	88,416	57,047	57,047		(45,000)	Deficit projected due to watermain failures on Perth Street and Central Avenue West increase in the number of Water Distribution maintenance requests
Other Expenses	32,029	31,004	31,004			
Expense Total	434,181	717,182	717,182		(45,000)	
WATER DISTRIBUTION MAINTENANCE Total	430,859	700,621	700,621		(45,000)	
WATER TREATMENT						
Revenue						
Other Revenue	-	-	-			
Revenue Total	-	-	-			
Expense						
Wages & Benefits	422,811	646,245	646,245			
Materials & Supplies	274,305	508,253	508,253		(4,500)	Additional training required for WS Chief Operator, Municipal Management and WS Operator Mechanic, backflow prevention certification

Contracted Services	37,062	68,200	68,200	
Other Expenses	21,715	(6,434)	(6,434)	
Expense Total	755,692	1,214,264	1,214,264	(4,500)
WATER TREATMENT Total	755,692	1,214,264	1,214,264	(4,500)
DEBT CHARGES				
Expense				
Debt Charges	232,262	293,736	335,736	42,000
Expense Total	232,262	293,736	335,736	42,000
DEBT CHARGES Total	232,262	293,736	335,736	42,000
Grand Total	(230,677)	(42,000)	-	(45,012)



City of Brockville
Treasurer's Report
WASTEWATER VARIANCE ANALYSIS
for period ending August 30th, 2014

	2014 YTD	PROJECTED FOR DECEMBER 31, 2014	2014 BUDGET	SURPLUS/(DEFICIT) FAVOURABLE/(UNFAVOURABLE)	COMMENTS
FINANCE - WASTEWATER					
Revenue					
Other Revenue	(3,161,323)	(5,110,510)	(5,110,510)	(83,456)	
Revenue Total	(3,161,323)	(5,110,510)	(5,110,510)	(83,456)	
Expense					
Wages & Benefits	222,559	303,367	303,367		
Materials & Supplies	132,055	117,781	117,781		
Contracted Services	7,764	9,493	9,493		
Other Expenses	393,268	828,237	828,237		
Expense Total	755,646	1,258,878	1,258,878		
FINANCE - WASTEWATER Total	(2,405,677)	(3,851,632)	(3,851,632)	(83,456)	
ADMINISTRATION					
Revenue					
Other Revenue	-	-	-		
Revenue Total	-	-	-		
Expense					
Wages & Benefits	118,141	156,071	156,071		
Materials & Supplies	402	1,947	1,947		
Contracted Services	-	-	-		
Other Expenses	8,628	8,628	8,628		
Expense Total	127,171	166,646	166,646		
ADMINISTRATION Total	127,171	166,646	166,646		
ENGINEERING					
Revenue					
Other Revenue	-	-	-		
Revenue Total	-	-	-		
Expense					
Wages & Benefits	114,197	145,475	145,475	5,000	Reallocation of staff hours to capital projects
Materials & Supplies	5,793	9,119	9,119		
Contracted Services	-	357	357		
Other Expenses	-	150	150		
Expense Total	119,990	155,101	155,101	5,000	
ENGINEERING Total	119,990	155,101	155,101	5,000	
WASTEWATER COLLECTION					
Revenue					
Fees & Service Charges	(14,244)	(13,650)	(13,650)		
Revenue Total	(14,244)	(13,650)	(13,650)		
Expense					
Wages & Benefits	94,261	244,364	244,364		
Materials & Supplies	16,115	47,825	47,825		
Contracted Services	42,575	37,325	37,325	6,500	Mainline cleaning work under budget
Other Expenses	11,537	14,300	14,300		
Expense Total	164,488	343,814	343,814	6,500	
WASTEWATER COLLECTION Total	150,244	330,164	330,164	6,500	
WATER POLLUTION CONTROL					
Revenue					
Other Revenue	(70,452)	(48,189)	(48,189)		
Revenue Total	(70,452)	(48,189)	(48,189)		
Expense					
Wages & Benefits	824,381	1,075,739	1,075,739		
Materials & Supplies	700,768	1,167,289	1,167,289	92,740	Savings anticipated in taxes payable for Water Pollution Control Plant due to new MPAC valuation, offset by higher than anticipated electricity charges.
Contracted Services	198,517	275,445	275,445		
Other Expenses	16,816	19,494	19,494		
Expense Total	1,740,482	2,537,967	2,537,967	92,740	
WATER POLLUTION CONTROL Total	1,670,030	2,489,778	2,489,778	92,740	
DEBT CHARGES					
Expense					

Debt Charges	128,185	709,943	709,943	115,000	Estimated Debt Charges lower than anticipated
Expense Total	128,185	709,943	709,943	115,000	
DEBT CHARGES Total	128,185	709,943	709,943	115,000	
Grand Total	(210,057)	-	-	135,784	

**Corporation of the City of Brockville
Capital Variance Report
as at August 31, 2014**

Project	Budget Carry-Forward (from previous years- <i>UNAUDITED</i>)	2014 Budget	Total funds available (carry-forward + budget)	Project Balance at August 31, 2014	Projected Variance	Notes / Comments
BMAAC	73,701	17,000	90,701	74,928	0	Projects are on-going.
50 years of Our Flag	892	0	892	1,279	0	Activities relate to the 50 Years of Our Flag Committee.
Brockville History Book	(67,893)	0	(67,893)	(67,893)	(67,893)	Deficit to be offset by future book sales.
Aquarium	0	0	0	(2,230,835)	0	Project is on-going.
Retrofit/Replacement of Windows - Victoria Building	151,557	0	151,557	140,966	0	Project is on-going.
Building Maintenance	62,874	187,550	250,424	216,372	0	Several projects to start during the month of June.
Fleet	17,723	1,288,024	1,305,747	505,880	78,698	On-going. Surplus of \$9,058 reported from 2013 deferred items, while a surplus \$69,640 being report from 2014 items. All surplus monies will be distributed according to funding sources at year end. Budget carry forward includes un-issued debentures. Debentures of approx. \$419,000 to be issued in 2015.
GIS Engineering	(28,596)	0	(28,596)	(28,596)	(28,596)	Work is in progress. COMRIF-AMP funds of \$10,800 have been received. No funding source identified for current deficit of \$28,596.
Corporate Systems Upgrade	193,393	281,000	474,393	422,176	0	Projects are on-going. Budget carry forward includes un-issued debentures. Debentures of approx. \$251,500 to be issued in 2015.
Computer Replacement Program	46,300	92,000	138,300	74,237	0	Project is on-going.
Minor Capital (pre-2013)	37,775	0	37,775	37,775	0	Projects are on-going.
2014 Minor Capital	0	57,300	57,300	38,392	0	Projects are on-going.
Replace Portable & Mobile radios	81,292	0	81,292	81,292	0	Project is on-going.
Breathing Apparatus	3,430	0	3,430	3,430	0	Project is on-going.

**Corporation of the City of Brockville
Capital Variance Report
as at August 31, 2014**

Project	Budget Carry-Forward (from previous years-UNAUDITED)	2014 Budget	Total funds available (carry-forward + budget)	Project Balance at August 31, 2014	Projected Variance	Notes / Comments
Alpha Numeric Pagers	0	15,300	15,300	1,562	0	Project is on-going.
Police Proximity cards	9,000	0	9,000	(629)	(629)	Project is complete. Funding source for deficit will be identified during the year end process.
LiveScan Fingerprinting	0	56,000	56,000	8,122	0	Project is on-going.
Asphalt/Concrete Program	0	675,000	675,000	455,267	0	Crack Sealing Contract completed - Remainder of ACPM on-going
Bridge Inspection Services	13,492	0	13,492	13,492	0	Defer to 2015 - Biannual Inspection and last inspection performed in 2013.
Hardy Park Shoreline Restoration	0	190,000	190,000	190,000	0	No variance to report at this time.
Bartholomew Street Bridge Repairs	0	80,000	80,000	76,101	0	On-going. Construction to commence July 2014
Fencing - CN Railways	3,225	0	3,225	3,225	0	On-going. Continuously used to make repairs from vandalism.
CP Railway Crossing	17,526	0	17,526	17,526	0	Project is being undertaken in conjunction with CP Rail.
Kingston Bridge Repairs	23,296	0	23,296	23,296	0	Funds to be transferred to North Augusta Rd. culvert repairs. Budget carry forward includes un-issued debentures. Debentures of approx. \$30,000 to be issued in 2015.
North Augusta Rd culvert repairs	0	0	0	0	0	Budget carry forward of NIL includes un-issued debentures. Debentures of approx. \$170,000 to be issued in 2015. Project is complete.
Traffic Signal Controllers	0	50,000	50,000	50,000	0	On-going. 2 controllers to be replaced (2 x \$25,000)
Airport Fuel & Tank replacement	0	80,000	80,000	80,000	0	Work to be completed in 2015, \$80,000 allocated in 2014, \$80,000 to be allocated in 2015. \$160,000 to complete project.
Parkedale Avenue Realignment	107,084	0	107,084	107,084	0	Funds to be held for future traffic signals at North Augusta and Waverly.
Bying Avenue Reconstruction	0	0	0	0	0	Project completed. - Close. Budget carry forward of NIL includes un-issued debentures. Debentures of approx. \$35,000 to be issued in 2015.

**Corporation of the City of Brockville
Capital Variance Report
as at August 31, 2014**

Project	Budget Carry-Forward (from previous years-UNAUDITED)	2014 Budget	Total funds available (carry-forward + budget)	Project Balance at August 31, 2014	Projected Variance	Notes / Comments
Tunnel Avenue Reconstruction	0	0	0	(1,557)	0	Project completed. - Close. Budget carry forward of NIL includes un-issued debentures. Debentures of approx. \$65,000 to be issued in 2015.
Bethune Street Reconstruction	0	1,095,000	1,095,000	973,480	0	Under construction, to be completed by the end of 2014.
McCready Street	2,881	0	2,881	2,881	0	Project completed, follow-up camera inspections to be completed in 2014. Budget carry forward of NIL includes un-issued debentures. Debentures of approx. \$165,000 to be issued in 2015.
Parking Meters	22,678	0	22,678	22,678	0	Project postponed due to delay in release of meter technology.
Pre-Engineering Services	5,871	10,000	15,871	15,743	0	On-going.
Dechlorination Station Equipment	50,283	0	50,283	50,283	0	On-going.
North Trunk Sanitary Sewer	110,000	0	110,000	110,000	0	On-going.
Ormond Street Watermain (2012 phase)	25,049	0	25,049	25,049	0	Project completed. Budget carry forward of NIL includes un-issued debentures. Debentures of approx. \$155,000 to be issued in 2015.
Brock Street - Perth Street to Elm Street	(30,725)	0	(30,725)	(561,493)	0	To be completed by the end of 2014.
Brock Street - Perth Street to Dales Avenue	0	260,000	260,000	(20,604)	0	To be completed by the end of 2014.
Sewer Inflow/Infiltration Analysis	128,174	0	128,174	128,174	0	On-going.
Water Service Upgrades	14,280	0	14,280	14,280	0	On-going.
Stewart Blvd	78,447	0	78,447	78,447	0	On-going.
William Street - Pearl Street to James Street	0	145,000	145,000	143,970	0	To be completed by the end of 2014.
Water Street - Bethune Street to Park Street	0	60,000	60,000	59,030	0	To be completed by the end of 2014.

**Corporation of the City of Brockville
Capital Variance Report
as at August 31, 2014**

Project	Budget Carry-Forward (from previous years-UNAUDITED)	2014 Budget	Total funds available (carry-forward + budget)	Project Balance at August 31, 2014	Projected Variance	Notes / Comments
Water/Wastewater Meter replacement	3,959	325,000	328,959	113,154	0	Project is on-going.
Water Pollution Control Plant Equipment	244,924	170,000	414,924	401,824	1,719	Project are on-going. Small surplus being reported at this time for the 2014 projects.
Water Pollution Control Plant Secondary Treatment Upgrade	(8,716,921)	0	(8,716,921)	(8,822,672)	0	Project balance does not include long-term debt or subsidy funds not yet received.
Main Pumping Station and Force Main (Scope change re: WPCC upgrade)	(202,609)	0	(202,609)	(205,459)	0	On-going.
Water Systems Master Plan	45,887	0	45,887	37,136	0	On-going.
Water Treatment Plant Work	172,268	458,500	630,768	272,728	366	On-going. Small surplus from completed projects.
Expansion of the Zone 3 pressure area	40,452	0	40,452	40,452	0	On-going.
Waste management study ED19	25,360	10,000	25,360	25,360	0	On-going.
Landfill Site Closure	(3,362)	70,000	66,638	66,638	0	To be completed by the end of 2014.
401 Signage	(5,477)	0	(5,477)	(5,477)	(5,477)	Project complete. Funding source for deficit will be identified during the 2014 year end process.
Project Encore - Including Theatre Manager Software and Fire Curtain	4,803	0	4,803	4,803	0	Funds to be allocated to the replacement of large exterior colour logo banners (2014 Minor Capital project).
Fulford Fountain	218	0	218	218	0	Project will be closed at year end and surplus will be transferred to mitigate a deficit in another account.
Brock Trail Linkage	10,831	90,000	100,831	77,504	0	On-going.
Brockville Memorial Centre Boards Renewal	72,467	825,000	897,467	598,731	125,000	On-going. Lower than expected bid prices. Project is funded by a combination of debentures and cash.
Parkland Equipment Management Program	58,313	83,600	141,913	94,301	(3,150)	On-going.
Rotary Park Splash-Pad	90,912	0	90,912	216,249	0	Project is on-going.

Corporation of the City of Brockville
Capital Variance Report
as at August 31, 2014

Project	Budget Carry-Forward (from previous years-UNAUDITED)	2014 Budget	Total funds available (carry-forward + budget)	Project Balance at August 31, 2014	Projected Variance	Notes / Comments
St. Lawrence Park Design	16,951	0	16,951	16,951	0	No variance to report at this time.
Tunnel Bay Docking	(3,255)	0	(3,255)	(3,255)	(10,000)	Unforeseen Transport Canada requirements. Funding source of deficit to be identified during the 2014 year end process.
Railway Tunnel Tourism	101,053	75,000	176,053	162,185	0	Project is on-going.
Waterfront Public Use Study	5,459	0	5,459	5,459	0	No variance to report at this time.
Reynolds Park	47,889	0	47,889	1,484	0	No variance to report at this time.
Property Acquisitions and disposals	168,386	0	168,386	167,419	0	No variance to report at this time.
Industrial Park Land Assembly	25,012	100,000	125,012	125,012	0	No variance to report at this time.
Development Charge Background Study	14,538	0	14,538	1,367	0	Watson & Associates have been awarded the contract for the study. Total estimated cost is \$34,262 to be funded from the Growth Management Reserve Fund as approved at Council July 23, 2013.
Comprehensive Zoning By-law	85,167	0	85,167	37,105	0	New by-law was approved in June 2014.
Bridlewood Subdivision	99,365	0	99,365	99,365	0	Funds received from developers.
Storm water Management - Brockwoods	3,536	0	3,536	3,536	0	Funds received from developers.
Sidewalk contributions	45,615	0	45,615	45,615	0	Funds received from developers.
Cemetery Drainage & Paving	0	100,000	100,000	100,000	0	No variance to report at this time.
	(6,395,249.67)	6,946,274	541,024	(4,987,458)	90,039	