



Finance, Administration and Operations Committee

Tuesday, August 20, 2013, 4:15 pm.
City Hall, Council Chambers

Committee Members

Councillor D. LeSueur,
Chair
Councillor D. Beatty
Councillor L. Bursey
Councillor J. Earle
Councillor J. Fullarton
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. Mr. Brian Porter

Mr. Porter will address the Committee concerning the trees in the area of the Farmers Market and his work and interest in City trees.

CORRESPONDENCE

Nil.

STAFF REPORTS

3 - 40

1. 2013-095-08
2013 Departmental Work Plans
Second Quarter Report

THAT Council approve the 2013 Departmental work Plans Second Quarter Report as outlined in Schedule 1, Report 2013-095-08.

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2. 2013-096-08
Request for Quotation
Replacement of Rooftop Heat/Cool Unit at
Brockville Public Library

THAT the quotation from Upper Canada HVAC, Brockville, in the amount of thirty-two thousand, four hundred and four dollars (\$32,404) for the removal and replacement of the HVAC Unit (Carrier Model # 48DJE024) at the Brockville Public Library be accepted; and

THAT the necessary funds be expensed from the 2013 Building Maintenance Project Account 9101005-9901010-3010.

FAO - CONSENT AGENDA

ADJOURNMENT

THAT the Finance, Administration and Operations Committee adjourn its meeting until the next regular meeting scheduled for September 17, 2013.

July 17, 2013

Report To Finance Administration Operations – August 20, 2013

2013-095-08

**2013 Departmental Work Plans
Second Quarter Report**

**Bob Casselman
City Manager**

RECOMMENDATION

THAT Council approve the 2013 Departmental Work Plans Second Quarter Report as outlined in Schedule 1, Report 2013-095-08.

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 Second 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 2013.

1) External Organizational/Operational Service Delivery Review

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

2) Tall Ships Festival

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

3) **Comprehensive Zoning By-Law**

- Terms of Reference completed. Contract awarded to MMM Group. Project Initiated.

4) **Economic Development Initiative**

- Significant staff time and resources spent on Water Street Realignment Project and the Central Avenue land sale (Tomlinson file).
- Finalized Development Agreement and Agreement of Purchase and Sale for Water Street Redevelopment project. Initial kick-off meeting held.
- Finalized Termination Agreement for Tomlinson file.

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

2013 DEPARTMENT GOALS/OBJECTIVES

ADMINISTRATION	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
Liaise with City Council					
<ul style="list-style-type: none"> Define recommendations to Council &/or options Assist Council in negotiating the Elizabethtown-Kitley boundary restructuring plan 	<p>Ongoing</p> <p>Negotiating team/strategy established. Meeting date with Elizabethtown-Kitley – second quarter</p>	<p>Ongoing</p> <p>Preparation of background material for early 3rd Quarter negotiations</p> <p>Meeting dates:</p> <ul style="list-style-type: none"> June 10 May 3 			
Management, Leadership (Corporate, Fiscal Legislative)					
Human Resources					
<ul style="list-style-type: none"> Direct orientation of Director of Corporate Services Direct, motivate & work with City staff to ensure that the required municipal services are in place & delivered effectively to the community 	<p>Ongoing</p> <p>- 2013 Departmental Work Plans complete - Weekly Senior Management Meetings - Long Service Recognition Held - Safe Driving Award being organized - Attend retirement gatherings - greet new employees</p>	<p>Ongoing</p>			
Finance					
<ul style="list-style-type: none"> Annual Operating Budget preparation and oversight 	<p>2013 Operating Budget completed. Budget Debriefing Session Jan. 29/13</p>	<p>Oversight of variance reporting</p>			

2013 DEPARTMENT GOALS/OBJECTIVES

ADMINISTRATION	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
<ul style="list-style-type: none"> Annual Capital Budget preparation & oversight Direct development of long term financial forecasts Direct implementation of Asset Management Plan Establish Strategic Capital Policies Quarterly status reporting to Council of Corporate Work Plans & activity Eastern Ontario Mayor's Committee participation Joint Services Budget & cooperation discussions 	<p>2013 Capital Budget completed</p> <p>5 Year forecast presented during budget deliberations</p> <p>Staff Team formed. Template established by Province</p> <p>10 Year Capital Plan review session Feb. 28th. Established prioritization tools/criteria to assist Council in prioritizing Capital projects</p> <p>May 21, 2013</p> <p>Private Members Bill – "Ability to Pay" lobby – Clark/Wilson. OGRA briefing note prep/ministerial meetings. Assisted in establishing EOMC 2013 priority list.</p> <p>Met with UCLG CAO/Treasurer/Social Services Director – prepared briefing paper for Mayor</p>	<p>No Action</p> <p>10 Year Capital Plan review session – June 4th. Further sessions required.</p> <p>August Finance Administration Operations Committee Meeting</p> <p>Appointed EOMC staff report to participate in the development of a Regional Economic Development Strategy for Eastern Ontario</p> <p>Ongoing meetings with UCLG CAO pursuing partnerships where deemed appropriate</p>			<p>Staff focused on Year-End preparation</p>

2013 DEPARTMENT GOALS/OBJECTIVES					
ADMINISTRATION	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
<u>Strategic & Council Initiatives</u>					
<ul style="list-style-type: none"> Service Delivery Review – Fire Operations Model Change shift from Full Time to Hybrid 	No Action	No Action			This review will be held in abeyance pending completion of OPP Costing Analysis
<ul style="list-style-type: none"> Service Delivery Review – Fire and Police dispatch review. 	No Action	No Action			
<ul style="list-style-type: none"> Facilitate OPP Costing acquisition and disposition 	Intrermunicipal meeting to review policing options. Briefing note preparation outlining costing process to Mayor. Liaise with various municipalities that have recently gone through OPP costing process including Perth/Gananoque, Pembroke, Port Hope	OPP Costing Process Committee established monthly meetings commenced June 24 th .			
Aquatarium					
<ul style="list-style-type: none"> Docking 	Waiting for Transport Canada approval of docking design options: Hockey Stick vs Boomerang	No change			
<ul style="list-style-type: none"> Parking 	Council report Jan. /2013. Unable to secure TSL meeting.	Met with TSL/Aquatarium Chair May17, 2013. TSL/Aquatarium considering options			
<ul style="list-style-type: none"> Marina Lease 	Waiting for Transport Canada approval of docking design. Draft long term	No Change			

2013 DEPARTMENT GOALS/OBJECTIVES					
ADMINISTRATION	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
	Marina Lease presented to Council in Dec./2012				
• Harbour ownership	Peer Review of DFO Environment Assessment completed.	-			
• Outstanding Agreements	Draft Operating Agreement completed. Split Site Plan not submitted.	Aquarium/TSL reviewing Agreement. Site plan not submitted			
• Facilitation	Unable to secure meeting with TSL. Attended (4) Aquarium events/meetings. Reviewing Budget/River Quest, Parking, Operating Agreement Schedule	May 17, 2013 meeting with Chair/TSL			
Official Plan					
• Zoning By-Law Update – Director of Planning –	Terms of Reference completed. Contract awarded to MMM Group	Project initiated			
• Facilitation of goals re active transportation / waterfront / downtown / increased density	No Action	Cycling Advisory Committee Capital Budget discussion re Brock Trail Blockhouse Square Development TSL docking Aquarium			
Strategic Plan					
• Energy Management Plan	Manager of Strategic Initiatives seconded to Aquarium resulting in	Manager of Strategic Initiatives seconded to Aquarium resulting in			

2013 DEPARTMENT GOALS/OBJECTIVES

ADMINISTRATION	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
	delayed implementation	delayed implementation			
<ul style="list-style-type: none"> Carbon Baseline and Reduction Plan 	Manager of Strategic Initiatives seconded to Aquatarium resulting in delayed implementation	Manager of Strategic Initiatives seconded to Aquatarium resulting in delayed implementation			
<ul style="list-style-type: none"> Window Replacement Program 	RFI completed for technical consultant contract awarded	Consultant has been retained to provide guidance in ensuring that any window retrofits to increase energy efficiency are in accordance with the requirements of the Ontario Heritage Trust.			
<ul style="list-style-type: none"> Water Meter Replacement Program 	Contractor services secured program implemented	Water Meter replacement program commenced in January. One part time staff has been hired to replace the meters throughout the City. Approx. 350 of the 8,500 meters have been replaced. Additional funds to complete project will be requested through the 2014 Capital Budget process.			
<ul style="list-style-type: none"> Cultural Plan and Mapping 	Ongoing – liaison with Arts Committee – preliminary stages	-			
Economic Development					
<ul style="list-style-type: none"> Strategy review and development – initiatives from this discussion 	Economic Development Forum. Agenda preparation. Forum	Economic Development Forum held May 21 st . Five (5) priority areas identified.			

2013 DEPARTMENT GOALS/OBJECTIVES

ADMINISTRATION	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
	scheduled for second quarter.	Staff follow-up re implementation plan required.. Approval of			
<ul style="list-style-type: none"> Blockhouse Development - facilitation 	Significant time spent on peer review/ development agreement negotiations	Development Agreement May 21, 2013. Agreement of Purchase & Sale June 4, 2013			

2013 DEPARTMENT GOALS/OBJECTIVES					
ECONOMIC DEVELOPMENT DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
1. People					
<ul style="list-style-type: none"> <u>Immigration Initiatives</u> Continue the execution of the strategy completed in June 2012 with focus on immigrant investment attraction and tracking new arrivals. Follow up on both Russian and Chinese contacts from previous missions on reaction basis only. 	Federal Funding again secured for programming till March 2014. \$500,000 secure to date since inception. On target with strategy execution. Focus currently on Immigrant attraction through local immigrant ambassadors and media placements	Ambassador orientation and target session completed. Six cultural ambassadors secured. Final report on portal grant program completed with final payment forthcoming. Immigration Newsletter to newcomers distributed			Immigrant ambassador focus session ongoing. Local developers have joined the team including hoteliers. Census Canada spring report indicated success with immigrant attraction. Data in July newsletter.
<ul style="list-style-type: none"> <u>People Attraction Program</u> Launch the new Lifestyle Initiative with introduction on new materials and coordinate the program delivery and distribution including the engagement of new team members. 	Publication and new website launched and awareness outreach completed. People/lifestyle team expanded to include all community sectors. Presence at key events and BCI reunion in May.	Public speaking to influencer groups and real estate completed. Website refinements completed. Stronger home sales transactions this quarter. Pursuing more web based marketing and display banner advertising			Debrief with committee in September with new marketing initiatives for 2014 budget process. Additional ambassador recruitment recommended.
<ul style="list-style-type: none"> <u>Entrepreneurship Development/Economic Gardening</u> Focus on ensuring the Business Success Mentoring Program meets benchmarks identified. 	Businesses started 84 Businesses expanded 15 Jobs created 91 Total consults 186 Workshops 25 Attendance 311 Business Success Coaching Program 5 Clients 11 Coaches Issues dealt with	Businesses started/Jobs created 29 including 15 summer company students. Number of inquiries including telephone, walk-ins, email and social media 1640 Website pageviews 1891 Unique visitors 504 Business			Brockville exceeds provincial average on ratio of business consultations to business registration level. Brockville exceeds most other Ontario Centres on Summer company student entrepreneurs participants.

2013 DEPARTMENT GOALS/OBJECTIVES					
ECONOMIC DEVELOPMENT DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
	include, Human Resources, Financial Planning, Marketing, Pricing	Consultations 85 Workshops and Events 7 with attendance of 66 Summer company recruitment 8 school visits			
2. Economy					
<ul style="list-style-type: none"> Investment Attraction-OEEDC Food Sector Program delivery on investment sourcing and focus on lead generator approach. Broker presentations in Ottawa, Montreal and Toronto on community attributes and business offerings. Complete an investment readiness assessment for community and recommend to Council necessary actions to enhance readiness... Assist Angel Network on a refinement to the process for a more structured template for evaluation of investment proposals. Target of two new projects per year for consideration. 	Participation at 2 Toronto food shows with OEEDC food sector team. Lead generation continues with this sector in advance of all shows. Two real estate broker sessions completed including both Black and Decker and Data Group brokerage agents. Angel meeting in March with expanded mandate> Technology and Innovation Forum scheduled for June 4th	Activity and tour provided at Abbott with September target for the green light. Briefing and outreach discussion with new Black and Decker owners. Hosted in July the Data Group brokers and provided tour and orientation on offerings. Another angel meeting proposed for August on two proposals under assessment. Completed assessment of process and covenants on property transactions with recommendations to Council in September			New electronic investment attraction presentation completed Broker "road show" targeted for October/November. More trade show and lead generation activity proposed for next two quarters.
<ul style="list-style-type: none"> Water Street Realignment Project Facilitate the process to the point of formal confirmation to Council. City Manager to take lead on negotiations and technical coordination with city staff thereafter. Manage communications between Waterfront Improvement Committee 	Agreement successfully negotiated with team. Presentation to EDP and Council this month/May Tenant negotiations commence May 3 rd Proceeding with logistics facilitation on number of items	Council approval of development completed with appropriate security language and protection in agreement. Negotiations continue with the process and scheduling. Both tourism and life			Important to ensure key workplan scheduling dates are achieved to maintain financing support and advance project targeted outcomes as presented in concept plan.

2013 DEPARTMENT GOALS/OBJECTIVES					
ECONOMIC DEVELOPMENT DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
and City Committees/Council and strive towards priority goals of waterfront strategy for short to long term.	Continued communications and marketing direction provided.	tenant to vacate by September 01			
<ul style="list-style-type: none"> Focus on <u>Abbott Labs, Black and Decker and Regional Group Properties</u> for new business acquisition and/or redevelopment. 	Still no further direction offered by Abbott. Planning July 2 nd tour with OMAFRA with international investment team. Reverse trade fair generated 18 employment positions for employees that lost their jobs. Regional Group commences demolition of downtown site in summer	Plant closure on schedule for December 2013 with sealing of plant in 2014 first quarter. Drafting proposal to Abbott on marketing and compensation options. Tour with OMAF completed with solid offer of support and lead generation completed. Regional Group completed planning and zoning application. In planning department process.			Need to review the new assessment and related tax revenues for at least 4 industrial properties that are having significant reductions in property assessment.
<ul style="list-style-type: none"> <u>Business Retention & Expansion/Aftercare</u>-Corporate Calling- Newterra, 3M , P&G and Invista will be primary firms for this program. 	Four corporate calls completed during quarter. Spectrum is hiring 16 new full time positions and expanding 100k in space. Apex structure mostly all rented now after 10 years	No corporate calls this quarter other than verbal responses from local firms.			Conference Board of Canada Data noted Brockville and Wood Buffalo as strongest employment performers for period 2001 to 2010 for small urban centre category with sample of 46 communities. Full details in July newsletter
<ul style="list-style-type: none"> Ensure successful <u>Tall Ships-1812 Festival</u> and secure a succession plan and hand off for to new organization. 	Main focus this quarter on this special project. Almost have met budget with projected \$60 to \$80K surplus estimated. Visitation of 25,000 to event projected. Scheduled national coverage for May/June with both CBC and CTV and three travel writers confirmed. Newscast from CJOH and CKWS on site	All financial targets exceeded with likely a six figure surplus pending final accounting. Visitation in excess of 40,000 with further refinement prior to official report and presentation. Positive merchant feedback on the historic levels of business activity during the tall ship week-end.			A strong position for another organization to organized a 2014 festival. Unlikely targets will be exceeded for many years. Recommendations will be included in a final report. All capital and infrastructural enhancements to Centeen Park, Blockhouse Island and Hardy Park completed to accommodate tall ship dockage with future capacity for this tourism segment or great lake cruise liners.

2013 DEPARTMENT GOALS/OBJECTIVES					
ECONOMIC DEVELOPMENT DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
	for June 14th	Tall Ship captains report Brockville as most successful to date. 15 ports on the summer tour. Major national television coverage and exposure secured. Home relocation enquires from the festival with additional tourism visitor returns being tracked by tourism office/chamber.			
<ul style="list-style-type: none"> <u>Brockville Mental Health Centre</u> Continue advocacy for site redevelopment upon completion of the required government process for the sale or transfer of assets. 	No activity on this file during this quarter	Federal Cabinet Shuffle provides some renewed optimism for female correction facility. Federal and provincial advocacy has commenced. Specific event planned for fall 2013.			Monitoring the political interventions with the new faces on the hill. Both local members are encouraged with current responses to their proposals.
<ul style="list-style-type: none"> <u>Community Improvement Plan</u> Assist Planning department with the communications and marketing of the revised programming. <u>Employment Lands</u> Proceed with assessment process towards a new 200 acre business park 	<p>Approved and executed. Regional Group and possibly Former Howison's Store to make application</p> <p>Tree and wildlife study under development. Further required reports during next quarter. Both of impacted landowners have been advised on progress.</p>	<p>Very strong numbers and supportive case identified by Planning Department in report on developer reaction to the incentive offerings and proposed activity to 2015.</p> <p>Howison Store under renovation with Regional Group still on track for summer start.</p> <p>Environmental Report for Tree and wildlife completed with no concerns identified.</p> <p>Archeological study next followed by market valuation.</p>			<p>Goal is to have employment lands available for 2014 with servicing within 2 months of confirmed project.</p> <p>Confirmed eligibility for Provincial government financial assistance on servicing under EODF contingent of a industrial client confirmed.</p> <p>Confirmed interest from Cogeco on fibre installation and cost-sharing on trench work.</p>

2013 DEPARTMENT GOALS/OBJECTIVES					
ECONOMIC DEVELOPMENT DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
3. Amenities					
<ul style="list-style-type: none"> Refresh on <u>401 highway entrance signage</u> at both interchanges. Assist Aquatarium with GCC roadside signage. <u>Algoma Post- Secondary Learning Centre</u> - to establish a university program for 25 students by 2013/2014 preferably in a downtown location. 	<p>New signage for 401 to be completed with the 3D elements from TISS prior to May 24th. Savings of \$25k with partnerships/grants. VIA Rail sign refresh to be installed week of May 17.</p> <p>Political meetings and advocacy continues with Algoma file. University senate has approved Brockville site. Four downtown real estate options</p>	<p>401 and the VIA Rail Signage completed prior to Tall Ships Festival and grant assistance secured. The otter has been repaired!</p> <p>Ongoing meetings and letters on need to secure Provincial government endorsement of Algoma concept. Likely a September/October timeframe for response.</p>			<p>New signage provides the necessary theming for community branding and the new direction on lifestyle attraction.</p> <p>Only 401 signage of this design between Windsor and Quebec border.</p> <p>Large Canadian flag erected on Canada Day at Smart Centre site to commemorate Birthplace of Canada Flag. Gateway footer signage under development to further this theme</p>
4. Sustainability					
<ul style="list-style-type: none"> <u>Tomlinson Project/Central Avenue</u> Ensure continued development of the process to redevelop this property with three new business units. 	<p>Agreement of Sale extended again. PR and public advisory approach by client. In camera update at EDP in May</p>	<p>Council achieved resolution to terminate further development of Tomlinson project on this site.</p>			<p>New process guidelines of process for discussion in September as result of the Tomlinson file.</p>
Continue the process to assess new economic delivery models that have linkage for regional cooperation. Recommendations of the	To be presented at May 21 st Economic Forum./ All background research	September 10 th is the business and industry forum from earlier			

2013 DEPARTMENT GOALS/OBJECTIVES					
ECONOMIC DEVELOPMENT DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
recently completed external review will provide guidelines for this review.	completed.	recommendation on this issue.			
<ul style="list-style-type: none"> <u>Workforce Development</u> with partnership with local labour board and St. Lawrence College. 	Two successful forums completed. Continuing with reverse trade fair option.				

2013 DEPARTMENT GOALS/OBJECTIVES

Clerk's Department	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Comments/Barriers
1. People					
a. AODA Integrated Accessibility Standard – planning, training and implementation	Working with L&G Clerks group to draft policies and training materials.	L&G Clerks group completed draft and presented to Clerks for review			
b. Improve public's access to documents via website	Waiting on iCompass roll out of CivicWeb portal (April 2013)	Preparing wording for CivicWeb portal			
2. Economy					
a. Complete (department) trial of iCompass Action Tracking module and introduce/train other departments on module	iCompass customizing Action Tracking templates	Action Tracking templates completed; need revision and further testing			
b. Corporate Policies – Communication and Alcohol	Alcohol policy drafted; to be reviewed by staff again	Draft policy reviewed by staff and sent to arena advisory committee for review; to FAO July			
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)	No updates	No updates			

2013 DEPARTMENT GOALS/OBJECTIVES

Clerk's Department	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Comments/Barriers
4. Sustainability					
a. Assist Governance Committee with procedural by-law review/automation of Council procedures/activities	Procedure by-law modified; mtg with Gov Comm in April; iPads tested by Senior Mangers	Met with Gov Comm; Clerk to draft simple changes to procedural bylaw and draft report for changes to composition of council			
b. Prepare plan for centralize records management program (including electronic records)	Coordinate with 2A (above)	Coordinate with 2A (above)			
c. Implement TOMRMS (filing classification system)	Coordinate with 4b (above)	Coordinate with 4b (above)			
d. 2013 Budget monitoring	On-going	On-going			
e. 2014 Budget preparation	No updates	No updates			

2013 DEPARTMENT GOALS/OBJECTIVES					
HUMAN RESOURCES DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
1. People <ul style="list-style-type: none"> Negotiate 1 Collective Agreements (Fire) Complete implementation of External Review recommendations Develop Transition Plan for H.R. Department Present Draft Communications Policy Develop H & S Policies & Corporate Management Policies Address additional development needs for Succession Planning Succession Planning/Recruitment 	Pending – September 15 & 16 Arbitration date Complete Complete In Progress In works Recruitment of : Accounts Payable Clerk Director of Corporate Services Part Time Fire Dispatcher Museum Curator/Director Serviceperson/Metering Financial Analyst/Internal Auditor Summer Students (27) WHMIS training provided to students and new hires Young Employees Safety Training provided to students	August 29 th and October 17 th Confirmed Complete Complete Draft of Social Media Policy prepared – phase in with Clerk's office for elections proposed Completed Succession Plan review Recruitment of: Mechanic Inventory/Payroll Operator III Waste Water ORO Fire Fighter(s) Realignment and reorganization of Operations : Fleet Services & Support Supervisor Fleet Maintenance Foreman complete Placement completed			

2013 DEPARTMENT GOALS/OBJECTIVES					
HUMAN RESOURCES DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
<ul style="list-style-type: none"> Customer Service Training 	<p>Total of 53 individuals hired by May 7, 2013</p> <p>Reviewing courses for delivery</p>	<p>with St. Lawrence College Placement with Career Services (8 weeks) July 2 began Total of 66 individuals hired by July 5, 2013</p> <p>Need to establish training date & cost</p>			
<p>2. Economy</p> <ul style="list-style-type: none"> Attendance Monitoring Review and recover surplus WSIB appeals (Fire) 	<p>Preliminary data provided Obtained one settlement & Other pending</p>	<p>Ongoing Delayed due to review: not anticipated until late summer</p>			
<p>3. Benefits</p> <ul style="list-style-type: none"> Introduction of online claim remittance Changing Employee Identifier from Social Insurance Number to Employee Number & Introductions of Loblaw Preferred Pharmacy Pricing Reprint of Benefit Booklets Updating of Beneficiary Information for Manulife & OMERs 	<p>Complete</p>	<p>Complete Complete – effective August 2, 2013</p> <p>1st draft received July 2nd for review Scheduled for September</p>			

2013 DEPARTMENT GOALS/OBJECTIVES					
Corporate Services Department	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Comments/Barriers
1. People					
- Completion of annual staff performance reviews	Will be conducted within the year	Ongoing meetings with staff. Formal evaluations to be conducted			
- Assist City Manager in implementation of External Organizational and Operational Service Delivery Review recommendations	Ongoing discussions	Discussions ongoing			
2. Economy					
- Continued promotion and review of the Community Improvement Plan including Brownfield Tax Incentives for environmental remediation and the effectiveness for new development	To meet with Planning department to review programs and update as needed.	To discuss further opportunities with Province			
- Development of BFTIP By-Laws	See above. Establish contact with provincial representatives	See above			
- Continued involvement in local MUSH Sector Purchasing	Re-establish contacts with Members from various sectors	Discussions about sharing services ongoing			
3. Amenities					
- Implement first phase of Corporate GIS Strategy	Discussions with MIS department and to establish meetings with committee members	Meeting with Counties to discuss strategy for implementation of GIS. Trial software to specific users in City			
4. Sustainability					
- Development, implementation, monitoring of annual City budget	Review of year end status with respect to previous reports and expected year-end results	Ongoing. 2014 process underway			

2013 DEPARTMENT GOALS/OBJECTIVES					
Corporate Services Department	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Comments/Barriers
- Completion of annual year-end statements such as FIR and MPMP, or any other Annual Reports pursuant to legislated requirements	In process. File to be ready for auditors 2 nd week of June	Auditors completed review. Scheduled FAO meeting scheduled Sept 17			
Updating, monitoring of the Ten Year Capital Plan which includes the information technology master plan	Draft presentation updated and to be presented June 4 th , 2013	First update completed. Second update included in Budget Guidelines of August 27			
- Continued implementation of water / wastewater meter replacement project	Ongoing discussions and report to council for continued funding during 2014 budget	Ongoing			
- Continued development and implementation of Corporate Strategy of new practices involved with PSAB requirements (tangible capital assets)	Ongoing Development of Asset Management Policy and Program with respective Directors	Scheduled a number of meeting with appropriate departments and consultants			
- Completion of Asset Management Plan in compliance with provincial guidelines	See above	See above			
- Development/implementation of new financial reporting requirements for Aquatarium	Ongoing Meeting with staff involved in project	Discussions ongoing			
- Consolidate and develop new Water / Wastewater Agreements with Elizabethtown-Kitley	Review of existing contract and determine outstanding liability from Township and E-K users. Assist in the development of new contract	Draft report to Lawyers. A number of meetings held with next meeting expected in August			
- Complete implementation of new Financial System – specifically the Utilities Module and adjustments to Payroll Module – and monitor its effectiveness	Ongoing	Ongoing			
- Review Water / Wastewater Rate Structure	Ongoing discussions. To re-establish committee in	Initial meeting in July. Next meeting(s)			

2013 DEPARTMENT GOALS/OBJECTIVES					
Corporate Services Department	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Comments/Barriers
	2 nd quarter for readiness in 2014	scheduled for September			
- Develop reintroduction of Development Charges Strategy	Presented to Council at EDP committee, May 7 th , 2013	Completed. First meeting with consultant scheduled for August 7th			

2013 DEPARTMENT GOALS/OBJECTIVES					
PLANNING DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
1. People					
- Continue implementation of data and application management software (Marmak's MILISA) for building and planning	Full deployment of MILISA software for building permitting completed. Complaints and by-law enforcement modules being tested	MILISA building permit software fully functional. Complaints and by-law enforcement modules have been deployed			
- Continue training of CBO & Inspection Officers to ensure full compliance with Ontario Building Code Act	Training for new Inspection Officer continued through Q1	New Inspection Officer passed CBO Legal course and has become a qualified inspector (House)			
- Ensure opportunities for Continuous Professional Learning for planners to meet requirements of OPPI (Mandatory commencing 2014)	Staff participated in available webinars	Staff continues to participate in training webinars. Rural Planning workshop attended by Planner II			
- Continue subdivision file closure and assumption	Co-ordination and engineering review of targeted subdivisions underway	Limited opportunity for co-ordination with engineering to advance file closure			
- Rationalize Developer Deposits/Contributions	File review commenced	Document review continues.			
2. Economy					
<i>Community Improvement Plans (Downtown & Brownfields)</i>					
- Develop and implement communication strategy for new downtown Commercial Conversation/Rehabilitation Grant) and establish administrative protocols and standardized funding agreements	Updated CIP brochure produced and mailed to all downtown property owners. Stakeholder meeting hosted by DBIA March 20. Website updated. Applications finalized. Application period for FIG and RCCR Grants commenced.	Promotion of CIP-FIG and CIP-RCCR programs continued and potential applicants are encouraged to participate. Cut off for access to programs at end of Q2 results in 8 applicants. Commenced application review for eligibility.			

2013 DEPARTMENT GOALS/OBJECTIVES					
PLANNING DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
- Continue administration of applications for other program assistance under Downtown and Brownfields CIP's	Ongoing administration of 23 files.	Ongoing administration of 23 files. Received Registration of Intent for BHSD project (23 King St. W.), and 234 King St., W.			
- BFTIP by-laws to be completed as necessary	Draft by-law commenced	Document review and consultation with MMAH underway			
<i>Planning & Building Review / Approvals (Ongoing & as needed)</i>					
- TSL/Aquatarium	Inspections continue as construction progresses. Condo exemption requests/applications received and recommendations provided to EDP/Council	Inspections continue as construction progresses.			
- The Wayfare Condos	Finalization of site plan pending.	No activity in Q2			
- JUNIC	Review of applications for OPA, ZBLA and plan of subdivision underway.	Environmental consultant conferring with MNR on Significant Woodland area on site and species at risk report			
- Centre Street	Pre-consultation discussions held about subdivision approval to be sought	Discussions ongoing respecting anticipated subdivision application to be filed			
- Wildwood Phase 2	Subdivision agreement finalized with developer. Final approval granted.	Plan of subdivision and Subdivision Agreement registered.			
- BGH	3 rd floor renovations pending. Minor change to site plan approved for development of new on-site parking	3 rd floor renovations and improved on-site parking underway. Pre-consultation meeting held with design team respecting hospital expansion. Preliminary design to be completed by end of 2013 for submission to MOH.			

2013 DEPARTMENT GOALS/OBJECTIVES

PLANNING DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
- Blockhouse Square	Assisted in the advancement of project from concept to draft development agreement.	Ongoing consultation with developer respecting planning approvals needed and timing for same.			
- Other/New	<p><u>CPHC</u>: Inspections continue as construction progresses</p> <p><u>Ange Gabriel</u>: Occupancy granted for new additions</p> <p><u>Banquet Hall</u>: Inspections completed and occupancy granted</p> <p><u>605 King W Townhouses</u>: Construction underway following receipt of confirmation of RSC</p> <p><u>Tomlinson</u>: Applications for OPA and Zoning amendment filed. Public meeting rescheduled and then postponed at request of applicant due to overwhelming public response.</p> <p><u>4 Schofield</u>: Zoning for personal service establishment approved in Jan.</p> <p><u>35 Broad</u>: Zoning amendment for food truck - public meeting Jan. Recommendation to EDP/Council in Q2</p> <p><u>36-46 King W</u>: Zoning amendment for self-storage - approved</p> <p><u>243 Perth</u>: Zoning amendment for clinic - public meeting scheduled</p>	<p><u>CPHC</u>: Inspections continue for anticipated occupancy in August</p> <p><u>Ange Gabriel</u>: Construction complete. File closed.</p> <p><u>Banquet Hall</u>: Construction complete. Application filed for consent to sever banquet hall from hotel.</p> <p><u>605 King W Townhouses</u>: Inspections continue as construction progresses</p> <p><u>Tomlinson</u>: Public submissions continue to be received while applicant conducts consultation with neighbours.</p> <p><u>4 Schofield</u>: Permit issued for renovations</p> <p><u>35 Broad</u>: Recommendation to EDP and Council for temp zoning for food truck endorsed.</p> <p><u>36-46 King W</u>: Site plan application for renovations received. In process.</p> <p><u>243 Perth</u>: Recommendation to EDP and Council for zoning approval for clinic endorsed in May.</p>			

2013 DEPARTMENT GOALS/OBJECTIVES					
PLANNING DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
	<p>for April</p> <p><u>119-121 James W.</u>: Zoning amendment for semi-detached dwellings – public meeting scheduled for April</p>	<p><u>119-121 James W.</u>: Recommendation to EDP and Council for creation of special exception zone endorsed. Consent application approved.</p> <p><u>10-12 Delhi</u>: Rezoning application filed. Public meeting held in May. Recommendation to rezone rear lands for parking area for 401 Security to EDP and Council endorsed.</p> <p><u>89 Church</u>: Rezoning application filed for B & B. Public meeting held in May. Recommendation for approval to EDP and Council was endorsed in June.</p> <p><u>6 Court Terrace</u>: Rezoning application filed for professional office. Notice given for public meeting to be held July 2.</p> <p><u>Churchill Apts.- Salisbury Ave at Reynolds Dr.</u>: Site Plan submission received for addition of 3rd story on each apartment building, creating 27 rental units</p> <p><u>Brockville Crossroads</u>: Minor change to site plan approved for Ph 2 construction (plaza addition of 1421 sq m). Permit issued.</p> <p><u>7777 Kent Blvd</u>: Permit issued for 2 storey motel addition and pool</p>			

2013 DEPARTMENT GOALS/OBJECTIVES					
PLANNING DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
Employment Lands - Assist with advancement of rationale for future employment lands in Brockville or in association with Elizabethtown-Kitley	Path forward respecting planning issues and approvals being formulated	Path forward being identified			
Approval & implementation of 2013 budget, & preparation of 2014 budget	2013 Budget approved, including new CIP program funding.	2013 Variance reporting as required			
3. Amenities					
Improve response times to Property Standards complaints, continue training of By-Law Enforcement Officer/Animal Control Officer to assist	MiLISA Complaints software implementation in initial stages, to be fully deployed in Q2. Internal SOP being reviewed.	MiLISA by-law enforcement software deployed to facilitate response and tracking of complaints.			
4. Sustainability					
<i>Official Plan/Downtown & Waterfront Master Plan & Urban Design Strategy</i>					
- Obtain direction from council with respect to prioritization of actions to be undertaken within the life of the Official Plan and DWMPUDS as identified therein	Participated in 10 year capital plan discussion and visioning. Ongoing action on Blockhouse Square Development.	Ongoing discussions regarding BHSD and Water St. realignment project			
- Update planning applications & procedures related thereto for consistency with new Official Plan	New applications being formulated	Draft modifications to applications being prepared for internal review			
<i>Sustainability Plan</i>					
- Implement Recommended Program 5.1.5 by developing a Green Building Standards check list as an appendix to current planning and development application forms, and a tracking system for green building elements included in proposed development and construction projects	Check list and tracking system being developed as part of update to applications	Ongoing			
<i>New Comprehensive Zoning By-law</i>					
- Develop Terms of Reference for updating the City's comprehensive Zoning By-law	T Of R developed. RFP distributed. Responses	Completed			

2013 DEPARTMENT GOALS/OBJECTIVES					
PLANNING DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
	from 6 firms reviewed, with development permit concept set aside and Zoning By-law update endorsed by Steering Committee				
- Seek approval on consultant selection	Consultant selection to Council in Q2	Recommendation to EDP and Council to engage MMM Group for preparation of new Zoning By-law.			
- Commence project	Pending award of contract	Contract awarded. Project initiation meeting held with steering committee June 4. Data and document sharing and review underway.			

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

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

2013 DEPARTMENT GOALS/OBJECTIVES					
ENVIRONMENTAL SERVICES DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
	<p>water flushing stations.</p> <p>Short Term A study on the landfill leachate system determined that it would be cost prohibitive to build an on-site treatment system.</p> <p>Engineering staff completed wet weather camera inspections to identify sewers with high inflow/infiltration (I & I). This work was completed in the 2nd quarter of 2012. Staff will now review the results and prepare a plan to resolve the problems as well as establish a cost estimate to complete the required work.</p> <p>Discussions with larger industrial users have taken place with a number of them implementing water reduction programs. The down side has been a reduction in water consumption and revenue.</p> <p>Long Term Upon completion of the WPCC upgrades staff will review the possibility of increasing the plant's capacity.</p>				<p>mainly attributed to the amount of annual rainfall over the past three or four years. In addition, through the City's capital plan, shared manholes are being removed; water consumption across the City is declining; watermain breaks are being repaired. All contribute to a reduction of flows at the plant to where, in 2012, it is at 67% of its rated capacity. Staff will continue to work on reducing inflow and infiltration but the urgency is no longer there.</p>

2013 DEPARTMENT GOALS/OBJECTIVES					
ENVIRONMENTAL SERVICES DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
	Staff continues to monitor approved developments that have been allocated capacity but have been inactive for a significant amount of time. It may be necessary to reallocate this capacity to a pending development.				
3. Implementation/Improvement of City's Operational Plan (DWQMS)	<p>On-going. The City's Operational Plan is a living document and continues to evolve.</p> <p>NSF conducted an external audit of the City's Operational Plan in early February 2013. As a result of the audit, the City achieved full accreditation.</p>	<p>On-going. The City's Operational Plan is a living document and continues to evolve.</p> <p>City staff conducted the annual internal audit of the plan in April with only minor recommendations.</p> <p>The annual Management Review Meeting was held in June.</p>			
4. Water Systems Master Plan - Water Distribution System Hydraulic Modeling Review	Ongoing. Work with a consultant has identified a number of items required to be completed prior to work being undertaken on a master plan. Staff continues to work with the consultant to complete this preliminary work.	Ongoing. Work with a consultant has identified a number of items required to be completed prior to work being undertaken on a master plan. Staff continues to work with the consultant to complete this preliminary work.			
5. Implementation of Long Term Solid Waste Management Study	The City's Solid Waste Officer is in the process of collecting data for the	The City's Solid Waste Officer is in the process of collecting data for the			

2013 DEPARTMENT GOALS/OBJECTIVES					
ENVIRONMENTAL SERVICES DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
- Review solid waste service levels	<p>preparation of a council report regarding solid waste service levels.</p> <p>Council gave direction to staff to review the service levels for those home owners currently not eligible due to site plan control agreements.</p>	<p>preparation of a council report regarding solid waste service levels.</p> <p>Council gave direction to staff to review the service levels for those home owners currently not eligible due to site plan control agreements.</p>			
6. Completion of 2013 Environmental Services Department's Capital Projects <p>1) Byng Ave. Reconstruction</p> <p>2) Tunnel Ave. Reconstruction</p> <p>3) McCready St. Reconstruction</p> <p>4) Brock St. Watermain Reconstruction</p>	<p>The Tunnel and Byng Avenue projects will be combined and completed as one project. It is scheduled to be advertised in June with construction scheduled to start in September.</p> <p>The McCready Street project has been awarded to Miller Construction. Work is scheduled to start in early May and be completed by the end of July.</p> <p>The Brock Street project will be advertised in early May and scheduled to start in June.</p>	<p>Construction on these projects is scheduled to start in early September. Cruickshank Construction of Morrisburg has been awarded the contract.</p> <p>Work on this project is progressing slowly due to the hardness of the rock encountered. An extension of time was granted to Miller Excavating. Work is to be completed by the end of August.</p> <p>The Brock Street watermain project was awarded to Knapp's Paving and Landscaping and is progressing well. Work on it is expected to be</p>			

2013 DEPARTMENT GOALS/OBJECTIVES					
ENVIRONMENTAL SERVICES DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
5) Wastewater Systems - Capital	There are only two small projects to be completed in 2013. Both are scheduled to be completed by the end of the year.	completed by mid-September. There are only two small projects to be completed in 2013. Both are scheduled to be completed by the end of the year			
6) Water Systems - Capital	The Water Systems Division has a number of projects to be completed in 2013. A number of them have already been completed, several more are underway and all will be completed by the end of the year.	The Water Systems Division has a number of projects to be completed in 2013. A number of them have already been completed, several more are underway and all will be completed by the end of the year.			
7. Preparation of the City's Asset Management Plan	On-going. Staff secured funding in the amount of \$24,000 to assist in the preparation of an asset management plan which is required to be completed by the end of 2013. In order to receive funding in the future for capital projects, municipalities will have to have an AMP in place. Staff in the City's Water and Wastewater Divisions continues to inventory assets in their respective divisions. This inventory information is to be	On-going. Staff secured funding in the amount of \$24,000 to assist in the preparation of an asset management plan which is required to be completed by the end of 2013. In order to receive funding in the future for capital projects, municipalities will have to have an AMP in place. Environmental Services staff is in the process of finalizing the state of the infrastructure element of the plan and starting the desired level of service			

2013 DEPARTMENT GOALS/OBJECTIVES					
ENVIRONMENTAL SERVICES DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
	incorporated into the maintenance module of the City's new financial software system.	<p>element shortly.</p> <p>Staff in the City's Water and Wastewater Divisions continues to inventory assets in their respective divisions. This inventory information is to be incorporated into the maintenance module of the City's new financial software system.</p>			
8. Implementation of a Geographic Information System (GIS)	On-going.	On-going.			
9. Assist in the Risk Assessment of Reynolds Park	On-going.	On-going. See the Operations Departments Work Plan for more details.			
10. Continued Monitoring of Brownfields Remediation Projects (TSL, Junic, Way Fare, etc)	On-going. Environmental Services staff continues to assist other departments in remediation projects.	On-going.			
11. City liaison with CRCA to assist in the development & implementation of Source Water Protection Plan	<p>Ongoing. The local Source Water Protection Committee submitted its Source Water Protection Plan to the Minister's office at the end of August 2012. A response from the MOE is expected later this year.</p> <p>Staff is working with the</p>	City staff has participated in several meetings with the CRCA and other surrounding municipalities regarding establishing a regional Risk Management Official to review risk management plans on our behalf.			

2013 DEPARTMENT GOALS/OBJECTIVES					
ENVIRONMENTAL SERVICES DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
	CRCA in anticipation of receiving approval of the plan. Once the plan has been approved staff will be responsible for its implementation.				
Department Objectives					
1. Assist City Manager in completion/implementation of: - Implement Services Delivery Review recommendations - Performance Reviews on Supervisory Staff - Implementation/Monitoring 2013 Budget - Preparation of 2014 Budget	On-going. Performance reviews on supervisory staff will be completed by the end of the year. On-going. Supervisory staff responsible for completing capital projects continually monitors project budgets. Preparation of the 2014 budget will start in the 3 rd quarter of the year.	On-going. On-going. Scheduled to be completed in 3 rd quarter. On-going. On-going.			

2013 DEPARTMENT GOALS/OBJECTIVES					
FIRE DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
1. People					
- Continue Home Inspection Program	2012 Stats review completed Scheduled start in May/13	Inspections currently in weekly activity schedule. Concentrating on specific areas identified in review.			
- Continue involvement with the resurgence of the Safe Community Program	Sightline to Safety Prgm. Introduction proposal in works.	Safe Community Program Not very active at this time.			
- Continue to assist those with impairments & seniors to ensure that they have working smoke alarms in accordance with the Ontario Fire Code (emphasis on hearing impairment program).	Focus on Fire safety for Deaf & Hard of Hearing Seniors info sessions attended	Presentation given to L&G Mutual Aid – support in principle, waiting for a response & action plan from Can. Hearing Soc.			
- Public Safety Awareness Campaigns – posters on buses, at public places & on the digital sign board at Station 2. - promote Fire prevention education & materials at any viable opportunity &/or community functions.	Primarily focused on use of electronic sign. Staff attending all venues where an opportunity to educate afforded.	Focus remains the same. Crews very active attending numerous summer activities & functions.			
2. Economy					
- Continue to promote remote access to our computer aided dispatch program Crisys records keeping option to S,D & G fire departments	Project not viable. No interest from dispatch clients. (too costly)	Change in focus – reducing faxing costs by implementing an e-mail based reporting to clients.			
- Regular monitoring & evaluation of dispatch services to South Dundas, South Stormont & South Glengary	Committee sitting & developing SOP's both L&G and S,D &G	Ongoing project - making steady development with clients.			
- Monitor the 2013 Budget & report variance concerns as required & as they occur. - Work with HR Manager on Interest Arbitration (2011 & 2012) contract & vacancy grievance hearings tentatively scheduled into 2013.	On going Compilation & sharing of relevant information as it becomes available. Sept. & Oct. dates.	Ongoing In progress, info being compiled. Mediation hearing Aug. 29			

2013 DEPARTMENT GOALS/OBJECTIVES

FIRE DEPARTMENT	1 ST QTR.	2 ND QTR.	3 RD QTR.	4 TH QTR.	COMMENTS/BARRIERS
- Work with City Manager & Finance Department staff to develop 2014 budget - Renewal of EMS lease agreement.	Ongoing Attempting to schedule meeting. Notice of intent.	SMT scheduling soon. First meeting held, EMS seeking minor changes.			
3. Amenities					
- Support tourism by attending festivals & events that require Fire Department presence	Sitting members on related committees.	Staff attended where required and/as work schedule permits.			
- Maintain City's annual compliance with the Emergency Management & Civil Protection Act	Early preparation state. Emerg Preparedness week May 5-10/13	Ongoing expect to have an early fall training exercise.			
- Present an updated Fire Department Establishing & Regulating By-law to Council for adoption	Draft form complete.	Going to FA&O by late summer.			
-Maintain the City's compliance with the Fire protection & Prevention Act – Sections 2(1)(a) & 2(1)(b)	Ongoing	Ongoing OFM monitoring have had recent meetings.			
- Complete radio/paging system equipment procurement for upgrade & transition to a digital communications system throughout L&G Counties	Regular involvement at committee level, project on schedule.	Participate in bi-weekly conference call meetings. Committees and project reportedly on schedule.			
- Conduct preliminary preparations for construction & transition of communications equipment from St. Vincent to Water Tower in partnership with Public Works & Police Depts.	No action at this time Budget approved in conjunction with Works & Police	Remains a non action item at this time.			
- Assist City Manager with recommendations from the external Org. & Operations review.	Compiling relevant information	Ongoing gathering of info.			
- Renewal of EMS/Fire medical response agreement with Counties	On-going tied to E&R By-law. Draft form	Have begun initial talks with EMS			

AUGUST 7, 2013

REPORT TO FINANCE, ADMIN. AND OPERATIONS COMMITTEE – AUGUST 20, 2013

**2013-096-08
REQUEST FOR QUOTATION
REPLACEMENT OF ROOFTOP HEAT/COOL
UNIT – BROCKVILLE PUBLIC LIBRARY**

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

RECOMMENDED

THAT the quotation from Upper Canada HVAC, Brockville, in the amount of thirty-two thousand, four hundred and four dollars (\$32,404) for the removal and replacement of the HVAC Unit (Carrier Model # 48DJE024) at the Brockville Public Library be accepted; and

THAT the necessary funds be expensed from the 2013 Building Maintenance Project Account 9101005-9901010-3010.

PURPOSE

The purpose of this report is to confirm the contractor who will be retained to replace a rooftop heating/cooling unit at the Brockville Public Library.

ANALYSIS

The replacement of the HVAC Unit is a scheduled project for 2013. A total of nine HVAC contractors were contacted and were provided the "Request for Quotation" documents. An advertisement was placed in the Civic News and posted on the City's website. A total of five contractors attended the site meeting, of which only two submitted a quote on time for consideration.

Quotations for this project were opened on July 18, 2013 and are summarized as follows:

Upper Canada HVAC, Brockville	\$32,404
Brough Sheet Metal Co. Ltd., Kingston	\$69,000

Prices exclude HST

POLICY IMPLICATIONS

As per Purchasing By-Law (09-2005), Council approval is required as only two bids were received and the lowest bid is greater than the project estimate.

FINANCIAL CONSIDERATIONS

The approved Capital Budget was \$27,000 for the removal and replacement of this HVAC unit. The total cost, including HST (net \$475), is \$32,879 for the HVAC unit.

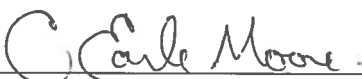
Required engineering costs are projected to be \$2,000 including net HST.

The total project costs to date are \$34,879, leaving a shortfall of \$7,879.


The shortfall amount of \$7,879 can be off-set by surpluses on other 2013 Building Maintenance projects.

CONCLUSION

It is recommended that the quote from Upper Canada HVAC be accepted.



E. Moore
Supervisor of Arenas & Facilities



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



D. Dick, CA
Director of Corporate Services



B. Casselman
City Manager