



# **City of Brockville**

## **General Committee**

### **Agenda**

**4:30 PM - Tuesday, June 18, 2024**

City Hall, Council Chambers

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Page

#### **Land Acknowledgement Statement**

#### **Chair's Remarks**

#### **Disclosure of Interest**

#### **Delegations and Presentations**

Nil.

#### **Correspondence and Communications**

Nil.

#### **Reports from Boards and Committees**

Nil.

#### **Staff Reports**

6 - 23

1. 2024-118  
Establishing and Regulating By-Law - Fire Department  
  
THAT the Establishing and Regulating By-law be adopted.  
[2024-118](#)

24 - 27

2. 2024-116  
2024 Budget Impacts on the 2025 Budget  
  
THAT this report be received for information.  
[2024-116](#)

28 - 31

3. 2024-117  
Sherwood Park Manor  
Accelerated Funding Request  
  
THAT Council approve distributing the approved \$500,000 donation to the Sherwood Park Manor Redevelopment and Expansion project in full in 2024; and

THAT staff be directed to proceed with the debenture application.

[2024-117](#)

- 32 - 34        4. 2024-112  
Procurement Results  
Development Charges Background Study
- THAT Watson & Associates be awarded the contract to undertake a Development Charges Background Study in accordance with the City Procurement Policy for tenders that result in less than three tender submissions.
- [2024-112](#)
- 35 - 56        5. 2024-113  
Arena Canteen Operating Plan
- THAT the Arena Canteen Operating Plan be approved as outlined in Report 2024-113; and
- THAT revenues of \$160,671 and \$160,671 of expenses in accordance with the Arena Canteen operating plan be included in the 2024 operating budget as they have a net zero effect on the established 2024 tax levy; and
- THAT \$91,812 regarding the Arena Canteen operating Plan, proportional to the canteen operation for September, October, November and December of 2024 be approved and be funded by the Fiscal Policy reserve; and
- THAT \$57,393 in new capital expenses to purchase ventless fryers and instant hot beverage brewers identified as optional capital expenses in the Arena Canteen Operating Plan funded by the Arena Reserve be approved.
- [2024-113](#)
- 57 - 65        6. 2024-122  
Main Sewage Pump Station  
Exterior Design Renderings
- THAT three (3) architectural renderings for the city's proposed Main Pump Station based on the preferred results from the on-

line survey be prepared by J.L. Richards for a future public information centre presentation.

[2024-122](#)

- 66 - 68            7.     2024-109  
                      Procurement Results  
                      GWMC HVAC Replacement Project

THAT staff bring a follow-up project to the 2025 capital budget to adequately fund the HVAC replacement capital project at Gord Watts Municipal Centre.

[2024-109](#)

- 69 - 70            8.     2024-124  
                      Water Systems  
                      Purchase of Bulk Water Fill Station

THAT the purchase of an insulated bulk fill water station from Flowpoint Environmental Systems at a cost of \$55,548.14 (including net HST) be approved.

[2024-124](#)

- 71 - 74            9.     2024-120  
                      Integrity Commissioner Appointment

THAT Ellen Fry of ADR Chambers be appointed as Integrity Commissioner for a five year term effective August 1, 2024.

[2024-120](#)

**New Business from Committee Members**

1.     Four Way Stops  
                      Mayor Wren

THAT staff be directed to establish a Four Way Stop at Ormond Street and Charlotte Place/Front Avenue and Water St. and Apple St. and report back to the General Committee in September with a recommendation for approval.

### **Information Items**

All matters listed as Information Items are considered to be routine and will be enacted by one motion. Should a Committee member wish an alternative action from the proposed recommendation, they shall request that this matter be moved to "separate" the item.

THAT the following Information Items be received for information:

- 75 - 80            1.    2024-125  
                      2024 Variance-April 30

THAT Council receives report 2024-125, 2024 Variance April 30 for information.

[2024-125](#)

### **Committee Consent Agenda**

THAT the following items as recommended by the General Committee be placed on the Consent Agenda:

### **Media Question Period**

### **Adjournment**

THAT the General Committee adjourn its meeting until the next regular meeting scheduled for July 16, 2024.

### **Minutes from City Boards and Committees**

Airport Commission

Arena Advisory Board

Governance Committee

- 81 - 82            Library Board  
[2024 04 22 Library Board minutes](#)

## General Committee Agenda

June 18, 2024

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Museum Board

[2024 04 09 Museum Advisory Committee Meetings Minutes](#)  
[2024 05 14 Museum Advisory Committee Meetings Minutes](#)

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Railway Tunnel Committee

[2024 04 09 Railway Tunnel Committee Minutes](#)

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St. Lawrence Lodge

[2024 03 26 SLL Committee of Management Minutes](#)  
[2024 04 23 SLL Committee of Management Minutes](#)

Tourism Advisory Committee

Youth Advisory Council



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	June 18, 2024
<b>Prepared By:</b>	Melanie Jones, Director of Fire & Partner Services
<b>Report Number:</b>	2024-118
<b>Subject:</b>	Establishing and Regulating By-Law - Fire Department

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## Recommendation

THAT the Establishing and Regulating By-law be adopted.

## Background

An Establishing and Regulating By-law is a municipal document outlining policy for fire departments. It can be used to show how the municipality delivers fire protection services deemed necessary according to its needs and circumstances as is required by the *Fire Protection and Prevention Act, 1997* (FPPA). The current bylaw was written in 1987.

## Analysis

For the purposes of updating the Establishing and Regulating By-Law, several changes are proposed to reflect current requirements in the Fire Protection and Prevention Act (FPPA). This by-law will also provide the parameters for services that the Brockville Fire Department is able to provide in concurrence with Council and the Fire Chief. The services being provided are recommended based on the following considerations:

- The current needs and circumstances of the municipality;
- Requirements and expectations, such as:
  - Training requirements based on current standards and practices
  - Acquisition and maintenance of appropriate equipment; and
  - Appropriate record keeping.
- The extent of the fire department funding necessary to achieve and maintain the stated levels of service.

The on-going, annual review and possible revision of this by-law is significant, not only to demonstrate due diligence and to protect the City from potential liability exposure, but also to maintain community confidence and trust in the City's performance of various services.

The current by-law No. 012-1987 has been significantly amended and updated since it's adoption. The format and content have changed yet the principles of governance in and

of a fire department remain the same. An appendix has been added to the by-law that lists the recommended core services provided by the fire department as well as definitions of response levels. The various areas of the department are also listed, and the levels of service provided for these specific areas.

## **Financial Implications**

Financial implications would be significant if the levels of service proposed were increased due to equipment, training and staff coverage costs. As it is, the costs are currently within operational budget.

## **Policy Alignment**

As per the Ontario Fire Marshal Communiqué 2017-06, it is recommended that such by-laws are reviewed annually to ensure that the level of services provided are in accordance with the current needs and circumstance of the community.

## **Conclusion**

As per requirements and recommendations, a thorough review of the Establishing and Regulating By-law has been conducted. Adoption of the draft by-law is recommended.

Approved by:	Status:
Melanie Jones, Director of Fire & Partner Services	Approved - 12 Jun 2024
Lynda Ferguson, Director of Finance & IT Services	Approved - 13 Jun 2024
Sandra MacDonald, City Manager	Approved - 13 Jun 2024

Attachments:

[2024-118](#)

**THE CORPORATION OF THE CITY OF BROCKVILLE**  
**By-law Number XXX-2024**

A By-law to Establish and Regulate a Fire Department for the City of Brockville,  
and to Repeal By-law Number 012-87

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WHEREAS the Fire Protection and Prevention Act, 1997, S.O. 1997, c4, as amended ("FPPA") requires every municipality to establish a program in which the municipality must include public education with respect to fire safety, certain components of fire prevention, and to provide such other Fire Protection Services as it determines may be necessary in accordance with its needs and circumstances; and

WHEREAS the FPPA permits a municipality in discharging these responsibilities, to establish a fire department; and

WHEREAS the FPPA permits a Council of a municipality to establish, maintain and operate a Fire Department for all or any part of the municipality; and

WHEREAS the FPPA requires a municipality that establishes a Fire Department to provide fire suppression services and permits the Fire Department to provide other Fire Protection Services in the municipality; and

WHEREAS the FPPA requires a municipality that establishes a Fire Department to appoint a Fire Chief; and

WHEREAS the Fire Chief is the person who is ultimately responsible to the Council of the municipality that appointed them for the delivery of Fire Protection Services; and

WHEREAS the FPPA authorizes the Council of a municipality to pass by-law under the FPPA to regulate fire prevention, to regulate the setting of open-air fires, and to designate private roads as fire routes.

NOW THEREFORE, THE COUNCIL OF THE CORPORATION OF THE CITY OF BROCKVILLE ENACTS AS FOLLOWS:

## 1. Definitions

In this by-law:

- 1.1 "Approved" means approved by Council;
- 1.2 "Automatic Aid" means any agreement under which a municipality agrees to provide an initial response to fires, rescues and emergencies that may occur in a part of another municipality where a fire department is capable of responding more quickly than any fire department situated in the other municipality; or where a municipality agrees to provide a supplemental response to fires, rescues or emergencies that may occur in another municipality;
- 1.3 "City Manager" means the person appointed by Council to act as the most senior administrative officer for the Corporation;
- 1.4 "Chief Fire Official" means the Assistant to the Fire Marshal who is the Municipal Fire Chief or a member or members of the Fire Department appointed by the Fire Chief under the FPPA or a person appointed by the Fire Marshal under the FPPA;
- 1.5 "City" means The Corporation of the City of Brockville;
- 1.6 "Collective Agreement" means an agreement between the Corporation and the Full-Time Firefighters Association made under the provisions of the FPPA;
- 1.7 "Community Emergency Management Coordinator (CEMC)" means the person appointed by Council as defined in the Emergency Management and Civil Protection Act, R.S.O. 1990, c. E. 9;
- 1.8 "Council" means the Council of the Corporation of the City of Brockville;
- 1.9 "Deputy Fire Chief" means a person who acts on behalf of the fire Chief of the Fire Department in the case of an absence or a vacancy of Fire Chief;
- 1.10 "Division" means a business unit within the Fire Department as provided for in this by-law or determined by the Fire Chief;
- 1.11 "Fire Chief" means the person appointed by Council to act as Fire Chief for the Corporation and is ultimately responsible to Council as defined in the FPPA;
- 1.12 "Fire Department" means the fire department for the City;
- 1.13 "Fire Protection and Prevention Act (FPPA)" means the Fire Protection and Prevention Act, 1997, S.O., c. 4, as may be amended from time to time, or any successor legislation and any regulation made thereunder;
- 1.14 "Member" means any defined Firefighter or Officer as per the FPPA and/or any person employed in or appointed to the Fire Department and assigned to undertake Fire Protection Services;

- 1.15 "Municipal Act" means the Municipal Act, 2001, S.O. 2001,c.25, as amended from time to time, or any successor legislation;
- 1.16 "Municipal Emergency Control Group" means the Mayor with designated Senior Officials who coordinate and deploy resources to mitigate the impact of a municipal or other large scale emergency incident;
- 1.17 "Mutual Aid" means an approved plan established pursuant to section 7 of the Fire Protection and Prevention Act under which fire departments that serve a designated area agree to assist each other on a reciprocal basis in the event of a major fire or emergency;
- 1.18 "NFPA" means National Fire Protection Association. O. Reg 343/22 requires every fire department to certify all fire service personnel to the NFPA standard applicable to those performing roles involving fire suppression, technical rescue service, communications, fire prevention, public education and training.
- 1.19 "Officer" means any member of the Fire Department with the designation of Captain, Fire Prevention Officer, Training Officer or higher.

2. Establishment

- 2.1 The Fire Department for the City of Brockville, to be known as Brockville Fire Department, is hereby established, and continued under this by-law and the head of the Department shall be known as the Fire Chief.

3. Departmental Structure

- 3.1 In addition to the Fire Chief, the Department personnel shall consist of at least one Deputy Fire Chief(s), Fire Prevention Officers, Fire Safety Educator(s), Officers, Firefighters, and other person(s) as may be authorized or considered necessary from time to time by Council or by the City Manager on recommendation from the Fire Chief for the Fire Department to perform Fire Protection Services.

4. Employment and Labour Relations

- 4.1 Members of the Fire Department shall be subject to the approved hiring policies of the Corporation.
- 4.2 Working conditions, and procedures for termination of employment for Firefighters shall be in accordance with the provisions of Part IX of the Fire Protection and Prevention Act.
- 4.3 A new member of the Fire Department shall be on probation for a period of twelve (12) months.
- 4.4 The Fire Chief may reprimand, suspend, or recommend dismissal of any Member of infraction of any provisions of the by-law, policies, general orders, or departmental rules that would be detrimental to discipline or to the efficiency of the Fire Department.

4.5 The remuneration of all members of the Department shall be determined by the Council within the terms of the Fire Protection and Prevention Act.

5. Fire Protection Services

5.1 The Fire Department shall provide Approved Fire Protection Services and programs in accordance with Appendix A.

5.2 Nothing in this by-law will restrict the Fire Department from providing more than the core services set out in Appendix A. Service delivery enhancements, and/or amendments or recommendations will be approved by Council.

5.3 The City accepts no liability for delay or inability to supply the services set out in Appendix A of this by-law.

6. Responsibilities and Authority of the Fire Chief

6.1 The Fire Chief is responsible to Council through the City Manager for the proper administration and operation of the Department including the delivery of Fire Protection Services;

6.2 The Fire Chief shall report to the City Manager and will perform the duties of the Community Emergency Management Coordinator under the authority of the *Emergency Management and Civil Protection Act*;

6.3 The Fire Chief shall be authorized to develop and make such general orders, policies, procedures, rules and regulations and to take such other measures as may be necessary for the proper administration and efficient operation of the Fire Department and the effective management of Fire Protection Services for the City and for the prevention, control and extinguishment of fires, the protection of life and property and the management of emergencies and without restricting the generality of the foregoing:

- For the care and protection of all property belonging to the Fire Department;
- For arranging the provision and allotment of strategic staffing and facilities, apparatus, equipment, materials, services and supplies for the Department;
- For the development and implementation of automatic aid, mutual aid and other fire protection and emergency service agreements within the City's borders and/or within the municipal borders of adjoining municipalities upon the approval of Council;
- For determining and establishing the qualifications and criteria for employment or appointment, and the duties of, all members of the Fire Department;

- Compliance with this by-law and any regulations hereunder, and the enforcement of any other by-laws of the corporation respecting the administration and operation of the Fire Department;
- For the conduct and discipline of members of the Fire Department
- For preparing, and upon approval by Council, implementing and maintaining a departmental fire service plan and program for the City;
- For keeping an accurate record of all fires, rescues and emergencies responded to by the Fire Department and reporting of same to the Office of the Fire Marshal;
- Enforcement of the Fire Code and complying with all Fire Marshal's directives as mandated by the *Fire Protection and Prevention Act (FPPA)*;
- Periodically reviewing the policies and procedures of the Department and may establish an Advisory Committee consisting of such Members of the Fire Department as may be necessary from time to time to assist in discharging this duty;
- For preparing and presenting an annual report of the Fire Department to Council;
- For exercising control over the budget approved by Council for the Fire Department
- Take all proper measures for the prevention, control and extinguishment of fires and protection of life and property and shall exercise all powers mandated by the FPPA;

## 7. Prevention, Control and Extinguishment of Fires

- 7.1 The Fire Chief shall take all reasonable and proper measures for the prevention, control, and extinguishment of fires, for the protection of life, property and the environment, and for the management of emergencies within the municipality, and shall exercise all powers and duties prescribed by the *Fire Protection and Prevention Act*.
- 7.2 As set out in the *Fire Protection and Prevention Act*, the Fire Chief may delegate any of their powers or duties to any Member that the Fire Chief deems appropriate, subject to such limitations, restrictions or conditions as may be set out in the delegation, and such Officer or Member so delegated shall have all the powers and shall perform all duties as delegated.
- 7.3 Without limiting the generality of the foregoing, the Fire Chief and their designates shall be empowered and authorized to carry out the following:
- 7.4 Enforcement of all municipal by-laws in respect of fire safety and fire prevention.
- 7.5 Pulling down or demolishing any building or structure to prevent the spread of fire.

- 7.6 Any necessary action including but not limited to boarding up or barricading of buildings or property, which the Fire Chief deems necessary and reasonable to guard against fire or other danger, risk, or accident, when unable to contact a property owner within a reasonable time.
- 7.7 Recovery of costs and expenses incurred by such necessary actions for the Corporation in a manner provided by the Municipal Act and the Fire Protection and Prevention Act.
- 7.8 Taking all steps as set out in Parts V, VI and VII of the Fire Protection and Prevention Act.

8. Authority to Leave Municipal Limits

- 8.1 The Fire Department shall not respond outside the limits of the municipality except with respect to a fire, rescue, or emergency:
  - That, in the opinion of the Fire Chief or designate, may threaten property in the municipality, or property situated outside the municipality that is owned or occupied by the municipality;
  - In a municipality with which an approved agreement has been entered into to provide fire protection services which may include automatic aid;
  - On property with which an approved agreement has been entered into with any person or corporation to provide fire protection services;
  - At the discretion of the Fire Chief or designate, to a municipality authorized to participate in any county, district or regional mutual aid plan established by a fire coordinator appointed by the Fire Marshal or any other similar reciprocal plan or program;
  - On property beyond the municipal boundary where the Fire Chief or designate determines immediate action is necessary to preserve life or property and the appropriate department is notified to respond and assume command or establish alternative measures acceptable to the Fire Chief or designate.

9. Recovery of Costs

- 9.1 If as the result of a Fire Department response to a fire, rescue, or other emergency, the Fire Chief, their designate, or the highest ranking Officer in charge determines that it is necessary to retain a private contractor, rent special equipment, or use consumable materials other than water in order to suppress or extinguish a fire, preserve property, prevent a fire from spreading, remove hazardous materials, assist in or otherwise conduct an investigation to determine the cause of a fire, or otherwise control or eliminate an emergency situation, the City may recover the

- costs incurred by the Fire Department for taking such actions from the owners of the property or vehicle.
- 9.2 The City may recover costs incurred pursuant to this by-law in a manner provided by the Municipal Act and the Fire Protection and Prevention Act and in accordance with the fees prescribed by the applicable Fees and Charges By-law.
  - 9.3 A fee imposed upon a person under this by-law, including any interest, penalty charges and costs of collection, constitutes a debt of the person to the City, and a person who is charged a fee under this by-law shall be charged interest in accordance with the applicable Fees and Charges By-law of the City.
  - 9.4 If a property owner who is charged a fee under this by-law fails to pay the fee within ninety (90) days of receipt of an invoice, the City may add the fee, including penalty and interest, to the tax roll for any real property registered in the name of the owner and collect the fee, including penalty and interest, in like manner as municipal taxes.

**10. Offences**

- 10.1 Every person who contravenes any provision of this by-law is guilty of an offence and, upon conviction, is liable to a penalty established by the Provincial Offences Act, R.S.O. 1990, c. P.33, as may be amended from time to time, and any successor legislation.

**11. Validity**

- 11.1 Should a court of competent jurisdiction find any section or provision, or part thereof, of this by-law to be invalid or to be of no force and effect, such section or provision or part thereof shall be deemed to be severable, and all other sections or provisions or parts of this by-law shall be deemed to be separate and independent there from and to be enacted as such.

**12. Short Title of By-law**

- 12.1 This by-law may be referred to as the Establishing and Regulating By-law.

**13. Repeal**

**13.1** By-law Number 012-87, as amended of the Corporation of the City of Brockville is hereby repealed.

**13.2** Notwithstanding Section 13.1 of this by-law, the appointments of the Fire Chief, the Deputy Chief, and all other Members of the Fire Department, and the delegations of the Fire Chief that were in force and any agreements, memoranda of understanding etc., entered into pursuant to By-law 012-87 in effect on the day on which the antecessor by-law is repealed shall survive and remain in force and effect after that by-law is repealed, unless otherwise terminated.

**14. Commencement**

This By-law shall come into force and effect on the day of its passing.

Given under the Seal of the  
Corporation of the City of Brockville  
and passed this 25<sup>th</sup> day of June, 2024

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Mayor

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City Clerk

## **Appendix A – Core Services**

### **Appendix A: Core Services provided by the Brockville Fire Department**

#### **1. Fire Prevention and Public Education**

As required by the Fire Protection and Prevention Act, 1997 (FPPA), the municipality must provide the minimum services listed below.

- a smoke and carbon monoxide alarm program with home escape planning
- a fire safety education program
- fire safety inspections upon complaint or request or as directed by the Fire Marshal
- fire investigations

#### **2. Smoke/Carbon Monoxide (CO) Alarm Program**

The objective of the Smoke/CO alarm program is to promote and enforce the installation and maintenance of working smoke/CL alarms as per the Ontario Fire Code (OFC) in the municipality. Activities to help achieve this goal include:

- distribution of pamphlets or other education material
- instruction to residents regarding Smoke/CO alarms and escape planning
- providing advice and/or assistance on the installation of the Smoke/CO alarms
- inspection of residences to determine compliance with the smoke alarm and CO alarm provisions of the Ontario Fire Code.
- enforcement of the OFC in cases of non-compliance
- provide, on loan, smoke/CO alarms in homes with no smoke/CO alarms present or where alarms were found nonfunctioning.

#### **3. Public Education Programs**

The Department will provide a variety of fire safety education programs for the residents and businesses in the City of Brockville. Public education programs will be delivered in a variety of ways designed to meet the needs of the target groups as identified in the Community Risk Assessment.

#### **4. Community Risk Assessment**

The Department will conduct an annual review of the Community Risk Assessment to determine if there is a need for a revision of policies and practices to address changing circumstances.

## 5. Fire Code Inspections

It is the requirement by the FPPA and the Fire Prevention policy of the Department to conduct or arrange for fire prevention/safety inspections of occupancies:

- vulnerable occupancies,
- upon request,
- upon complaint or
- through an annual inspection program to assess the occupant/owner's compliance with the Fire Code.
- Records of inspection, re-inspections, and inspection orders, or tickets issued, etc. will be maintained by the fire department. Follow-up on any outstanding violations will be made to obtain compliance or to undertake court action if required.

## 6. Fire Investigations

The Department shall conduct or arrange investigations of fires in order to attempt to determine cause and origin and, where required, to request appropriate agencies to assist with the investigation.

## 7. Emergency Management

The Emergency Management and Civil Protection Act (EMCPA) is the legislative framework under which the City of Brockville operates. We fulfill the legislated role(s) within the City of Brockville's Municipal Emergency Plan ensuring the emergency plan and program requirements meet the requirements of the community as required and in compliance with the Emergency Management and Civil Protection Act.

The EMCPA provides target compliance benchmarks that must be achieved each year. Areas of compliance include the following:

- Municipal plan,
- Municipal Emergency Control Group,
- Public education, training, and exercises,
- Information management,
- Annual review of the Hazard Identification, Risk Assessment and Critical Infrastructure.

The Fire Chief is also the Community Emergency Management Coordinator (CEMC). The CEMC works with community partners that are responsible for critical infrastructure, essential services, and public safety. The City uses both an all hazard and risk-based planning approach to emergency management and business continuity.

8. Emergency Response

Structural firefighting including limited internal rescue & fire attack in accordance with the Fire Departments NFPA level of training, operational guidelines, Ministry of Labour Occupational Health & Safety Guidance Notes and industry best practices;

9. Structural Firefighting Services:

I. Interior Search and Rescue – Shall be provided when possible and as appropriate in accordance with the following:

- a) Service shall be provided to search for, and rescue endangered, trapped, or potentially trapped persons within the structure.
- b) Service shall be provided only when, in the opinion of the Fire Chief or most senior Officer in charge, all the following are true:
  - A scene risk assessment has been completed, and the level of risk reasonably justifies entry into the structure;
  - Building integrity permits entry into the structure;
  - Sufficient Firefighter staffing is deployed at the fireground;
  - Reliable water supply with adequate flow can be sustained;
  - Adequate fireground supervision and support is provided.

II. Interior Fire Suppression (Offensive Operations) – Shall be provided when possible and as appropriate in accordance with the following:

- a) Service shall be provided to contain the fire and prevent further loss of property.
- b) Service shall be provided only when, in the opinion of the Fire Chief or most senior Officer in charge, all of the following are true:
  - A scene risk assessment has been completed, and level of risk reasonably justifies Firefighter entry into the structure;
  - Building integrity permits entry into the structure;
  - Sufficient Trained Firefighter staffing is deployed at the fireground;
  - Reliable water supply with adequate flow can be sustained;
  - Adequate fireground supervision and support is provided.

III. Exterior Fire Suppression (Defensive Operations) – Shall be provided when possible and as appropriate, in the opinion of the Fire Chief or most senior Officer in charge, in accordance with the following:

- a) There shall be no expected rescue component with this service.
- b) Service shall be provided to prevent fire spread to adjacent areas.
- c) Service shall be provided when Interior Fire Suppression is not possible or appropriate.
- d) Service shall be provided as water supply permits.

IV. Vehicle Firefighting

V. Vehicle accidents, extrication, and rescue protocols

VI. Ground Cover and brush firefighting.

VII. Water Rescue and Ice Rescue:

Note: The addition of a motorized boat will expedite deployment and retrieval of patients in the water

- a) Surface Water Rescue – Service shall be provided at the Operations Level in accordance with NFPA 1670, Standard for Operations and Training for Technical Search and Rescue Incidents, and may include shore based, water entry, and boat rescue operations.
- b) Swift Water Rescue – Service shall be provided at the Operations Level in accordance with NFPA 1670, Standard for Operations and Training for Technical Search and Rescue Incidents, and may include shore based, water entry, and boat rescue operations.
- c) Service shall be provided at the Operations Level in accordance with NFPA 1670, Standard for Operations and Training for Technical Search and Rescue Incidents, and may include shore based, water entry, and boat rescue operations.
- d) Recovery services to retrieve animals, property, or human remains by entering into or onto a body of water, or onto ice over a body of water, shall be provided by the Fire Department once a scene assessment has been completed and, in the opinion of the Fire Chief or senior Officer in charge, the level of risk reasonably justifies Firefighter entry into or onto the water or ice.

VIII. Tiered medical care:

- a) CPR, defibrillation protocols
- b) Regional Tiered Response Services Agreement with the Emergency Medical Tiered Response Agreement between the Corporation of the United Counties of Leeds and Grenville and the City of Brockville.
- c) Service shall be provided to assist Emergency Medical Services with emergency and non-emergency situations with respect to providing access and/or the provision of care to patients.
- d) Incident call factors that fall within the department level of training.

**IX. Hazardous Materials Response:**

- a) Service shall be provided at the Operations Level in accordance with NFPA 470, Hazardous Materials/Weapons of Mass Destruction Standard for Responders.
- b) Hazardous materials response services at the NFPA 470 Technician Level shall not be provided by the Fire Department.

**X. High Angle Rope Rescue:**

High-angle and low-angle rescue services shall be provided in accordance with NFPA 1006 and 2500 at the operations level and the Technician level where qualified, trained personnel are available.

**XI. Confined Space Rescue:**

- a) Confined Space Rescue shall be provided in accordance with NFPA 1006 and 2500 at the Awareness Level, and the Operations Level where qualified personnel are available and a scene assessment has been conducted in advance of the rescue, in accordance with NFPA 2500, Standard for Operations and Training for Technical Search and Rescue Incidents.
- b) Confined space rescue services at the Technician Level shall not be provided by the Fire Department.

**XII. Trench Rescue:**

Trench Rescue shall be provided at the Awareness Level in accordance with NFPA 1006 and 2500.

**XIII. Public Assistance:**

Service shall be provided to assist the public with emergency and non-emergency situations for which the Fire Department has the equipment and/or specialized skills to mitigate the incident.

**XIV. Highway Incident:**

- a) Fire Protection Services shall be provided to provincial highways.
- b) Costs associated with Fire Department response to provincial highways shall be recovered in accordance with applicable provincial fire service agreements.

**XV. Other emergency responses as the department is capable of providing within their level of training that will not compromise the health or safety of a firefighter or member of the public.**

XVI. Mutual Aid – as per United Counties of Leeds and Grenville Mutual Aid Plan.

XVII. Automatic Aid Agreements as agreed upon by Council.

XVIII. Participation in the City of Brockville's Emergency Plan Activation when warranted.

#### 10. Definitions

NFPA 2500 – Operations and Training for Technical Search and Rescue incidents and Life Safety Rope and Equipment for Emergency Services

NFPA 1006 -Technical Rescue Personnel Professional Qualifications

NFPA 470 – Hazardous Materials/Weapons of Mass Destruction Standard for Responders

Awareness Level -This level represents the most basic level of emergency response to a technical incident resulting in an indirect rescue support role.

Operations Level -This level represents the capability of emergency response personnel to participate in direct rescue operations. This level supports and participates in technical rescue operations. This level is also a pre-requisite for Technician level.

Technician level- This level represents the capability of emergency response personnel to coordinate, perform and supervise technical rescue operations. These personnel are qualified to conduct the overall scene operation and plan/execute rescue site activities.

Hazmat – Operations level Response include:

- Immediate life hazards to the public and to effect potential rescues
- Use of specialized air monitoring equipment
- Identification and isolation of the hazardous material
- Response to hazardous materials emergencies only
- Rescue in hazardous environments using the highest level of personal protective equipment available for hazardous materials incidents.
- Damming, diking, diverting, vapor dispersion and vapor suppression
- Emergency decontamination
- Staying in a defensive mode for incident mitigation
- Does not provide spill clean-up or site remediation services

#### 11. Training

The Brockville Fire Department will provide department training, to an accepted standard, which will ensure the continuous upgrading of all personnel in the latest technique of fire prevention, firefighting and control of emergency

situations and to cooperate with other Municipal departments with respect to management training and other programs and will include:

- a) Training Program for Firefighters that conforms to NFPA 1001, Standard for Fire Fighter Professional Qualifications, NFPA 1006, Standard for Technical Rescuer Professional Qualifications;
- b) Providing access to training facilities by coordinating access to appropriate training facilities and delivering hands on training to staff;
- c) Providing station training by delivering curriculum specific to operational and strategic needs;
- d) Providing program development services by developing trainer facilitators, coordinating core curriculum, providing officer training and development;
- e) All training will comply with the Occupational Health & Safety Act and applicable provincial legislation and regulations;
- f) Training shall be implemented in accordance with the City of Brockville Fire Department Training Policies.

The Ontario government enacted O. Reg. 343/22: Firefighter Certification under the Fire Protection and Prevention Act, 1997. The Regulation sets out mandatory minimum certification standards for fire protection services for firefighters in a municipality.

- NFPA 1001 – Firefighter Level 1 & 2
- NFPA 1006 – Automotive Extrication level 1 & 2
- NFPA 1006 – Surface Water Rescue level 1 & 2
- NFPA 1006 – Ice Rescue level 1 & 2
- NFPA 1006 – Technical Rope Rescue
- NFPA 472 – Hazardous Materials Awareness, Operations and Technician
- NFPA 1002 - Apparatus Operations
- NFPA 1021 – Fire Officer Level 1, 2, 3 & 4
- NFPA 1031 – Fire Inspector Level 1 & 2
- NFPA 1033 – Fire Investigator
- NFPA 1035 – Fire and Life Safety Educator level 1 & 2
- NFPA 1035 – Public Information Officer
- NFPA 1041 – Fire Instructor Level 1 & 2
- NFPA 1061 – Emergency Communicators Level 1 & 2
- NFPA 1521 – Incident Safety Officers

## **12. Communications**

The Brockville Fire Department Communications Division provides a public service responsible for effective 911 fire call handling and dispatching of the required fire resources in order to mitigate emergencies and monitor emergency responders and the public during an emergency call for assistance.

As a secondary public safety answering point (PSAP) our Communications centers coordinates the response of fire protection resources, manage the flow of incident-related information to and from emergency responders and/or community agency resources. Monitor the status of emergency responders, assign additional resources as required; all the while emphasizing the safety of the public and emergency responders.

The primary PSAP is Orillia Ontario Provincial Police Dispatch services in Orillia.

The City of Brockville provides 911 fire call handling and dispatching services for the United Counties of Leeds and Grenville, Arnprior, Town of Renfrew and South Dundas.

### **13. Maintenance**

The Brockville Fire Department works with the Fleet and Facilities divisions to provide a maintenance program for apparatus, equipment and facilities that ensures the appropriate quantity, quality, and reliable condition to meet the needs of the community and the operations of the fire department. These responsibilities include following:

- a) Maintaining fleet and equipment (both routine and emergency).
- b) Providing periodic inspection and testing programs.
- c) Complying with the requirements of provincial regulations.
- d) Providing annual pump capacity and certification testing.
- e) Developing specifications for new apparatus and equipment.
- f) Acceptance testing of new apparatus and equipment.
- g) Maintaining, testing and calibrating specialized equipment.
- h) Arranging for maintenance and repair of fire station infrastructure.
- i) Providing input regarding design and construction of fire stations.

For the purposes of this Establishing and Regulating By-Law, "Appendix A" may be subject to change as per City Council approved service delivery levels.



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	June 18, 2024
<b>Prepared By:</b>	Lynda Ferguson, Director of Finance & IT Services
<b>Report Number:</b>	2024-116
<b>Subject:</b>	2024 Budget Impacts on the 2025 Budget

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## Recommendation

THAT this report be received for information.

## Background

Each year, City staff begin working on the Budget over the summer and fall months and each department reviews its activities and plans for the year ahead. Current and prior year's actual expenditures are taken into consideration on each line item. This information is used to project the required budget for the following year while considering required service levels, Council priorities, work plans and critical asset replacement.

There have been numerous challenges within the 2023 and 2024 budgets that required higher than normal tax levy increases of 8.19% in 2023 and 6.65% in 2024.

The challenges within the 2023 Budget included:

- Solid waste contract cost increase of \$1.2 million
- Fuel cost increases of \$133,000
- benefits increase including, part-time OMERS pension costs, CPP, and WSIB of \$359,582, and
- Community Partners' net increase of 8.49%.

The 2023 Budget challenges were mitigated by:

- Removing the contribution of \$100,000 to the Fiscal Policy Reserve
- Removing the contribution of \$400,000 to the Arena Reserve, and
- Contribution of \$650,000 from the Fiscal Policy Reserve

The challenges within the 2024 Budget included:

- The 'jump-gap' created by utilizing \$650,000 from reserves
- The 'jump-gap' created by removing annual contributions of \$500,000 into reserves

- insurance and insurance deductibles of \$120,000
- Solid Waste contract increase of \$132,000
- Vacancy rebates increase of \$95,000
- Crossing guards contract increase of \$84,000, and
- Community Partners' net increase of 12.22%, which included a 63.15% increase, or \$1,039,768 for the St. Lawrence Lodge levy.

The 2024 Budget challenges were mitigated by:

- Contribution of \$400,000 from the Fiscal Policy Reserve for the City Operating budget
- Contribution from of \$400,000 from the Fiscal Policy Reserve for the St. Lawrence Lodge levy increase.

*Recently St. Lawrence Lodge provided an update for their 2024 requirements. When the St. Lawrence Lodge passed their budget, it had been created very conservatively, as the Provincial allocation was unknown at that time as well as facing added staffing pressures. In a recent announcement, the provincial allocation came in higher than anticipated which has created a \$700,000 reduction in the required 2024 levy. This means that the contribution from fiscal policy of \$400,000 will not be required and it will create a \$300,000 surplus on their budget line.*

- A reduction in the 2024 Capital Budget was also made to reduce the tax levy. A total of \$4.2 million in capital projects were deferred to 2025. Though, not all the \$4.2 million was proposed to be funded by the tax levy, the deferral represents approximately \$1 million that had been proposed to be funded on the tax levy. These deferred projects will add pressure on the 2025 Budget as there are many new projects that are planned to be completed in 2025, as well.

## **Analysis**

Challenges that will be affecting the 2025 Budget include:

- a Jump-gap of \$400,000 on the City Operating budget created by using \$400,000 from the Fiscal Policy Reserve;
- Capital Budget deferrals of \$4.2 million, \$1 million of which was on the tax levy. The 2024 Capital Budget included tax levy funding of \$964,166.
- Property re-assessments by MPAC are further delayed
- Consumer price index (CPI) has reduced to 2.7% for April 2024 and is expected to reach 2% in 2025
- Collective Agreements negotiations
  - CUPE Inside and CUPE Outside contracts expired in March 2024
  - Fire Services contracts expired at the end of 2023
  - Police Civilian contract expires at the end of 2024
  - Police Uniform contract expires at the end of 2024

- Infrastructure Ontario interest rates have started to decline, but only slightly since September 2023 and as of June 6, 2024 are at 4.48% to 4.38%. More decreases are expected as the Bank of Canada rate decreases.
- Community Partners' 2025 increases or challenges are unknown at this time

The 2023 and 2024 Budgets were both mitigated through contributions from the Fiscal Policy reserve as well as deferring much needed capital projects. The expected balance of the Fiscal Policy Reserve at the end of 2023 is \$2.5 million before considering any surplus or deficit. The budgeted reductions to the Fiscal Policy reserve from the 2024 Budget of \$400,000 for City Operating and \$120,000 for 2024 Capital projects would bring the balance of the reserve to \$1.98 million.

To date, subsequent to the 2024 Budget approval, a total of approximately \$400,000 was further approved to be funded by the Fiscal Policy reserve for unforeseen repairs. This would reduce the Fiscal Policy reserve to approximately \$1.6 million prior to any surplus or deficit for 2024. It is not sustainable to balance the budget with reserves. At some point reserves will have to be replenished and the budget balanced. An insufficient increase could mean service cuts to balance the budget.

## **Financial Implications**

The annual budget directly affects service levels as well as the financial health and sustainability of the City.

Approximately \$436,000 represents a 1% increase on the tax levy. As presented during the 2024 Budget discussions, approximately \$22 million in assessment is needed to represent 1% of growth on the tax levy. The growth for 2024 will be determined later in the year.

The jump-gap from 2024 of \$520,000, (\$400,000 for the operating levy, \$120,000 for capital on the tax levy) represents a 1.19% increase on the tax levy. If the deferred capital, which proposed \$1 million to be funded by the tax levy is also considered, the percent increase to the tax levy, before anything else is taken into consideration, would be 3.48%.

## **Policy Alignment**

There are no direct policy implications with this report.

## **Conclusion**

The purpose of this report is to explain impacts of previous budget decisions on the upcoming 2025 Budget.

Approved by:

Lynda Ferguson, Director of Finance & IT  
Services

Sandra MacDonald, City Manager

Status:

Approved - 13 Jun 2024

Approved - 13 Jun 2024



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	June 18, 2024
<b>Prepared By:</b>	Lynda Ferguson, Director of Finance & IT Services
<b>Report Number:</b>	2024-117
<b>Subject:</b>	Sherwood Park Manor Accelerated Funding Request

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## Recommendation

THAT Council approve distributing the approved \$500,000 donation to the Sherwood Park Manor Redevelopment and Expansion project in full in 2024; and

THAT staff be directed to proceed with the debenture application.

## Background

In May 2023, Council approved a request from Sherwood Park Manor for a contribution towards their Redevelopment and Expansion project. Council approved \$500,000 of the \$1 million request. At the time, the \$500,000 contribution was to be spread over five years, with each \$100,000 allocation to be funded by reserves or the tax levy, budget permitting for the applicable year.

On June 6, 2024, Sherwood Park Manor requested that the payments be accelerated to be over two years, prior to the end of 2025, citing some financing difficulties.

## Analysis

The attached letter from Sherwood Park Manor explains the following challenges:

*“The most significant issue has been cash-in-hand values for the duration of construction. Although our Municipal donors have been very generous, the five-year debenture terms have frustrated our cash flow projections for our financing. Therefore, we are looking for strategic solutions, with assistance from the Townships/Counties/Cities.”*

The letter further requests:

*“We are requesting consideration of a reduced payment term of 2 years, beginning in 2024. This would imply the entire pledged amount before the end of 2025.”*

In the 2024 Budget, an allocation of \$100,000 was approved to be funded by debt. Both the 2023 and 2024 budgets had significant pressures on both the tax levy and reserves, hence the recommendation of debt financing. As 2025 will likely be another challenging budget year, it is recommended that the entire contribution of \$500,000 be financed by debt. Also, as 2024 is already at the mid-point, and Sherwood Park Manor requires the amount to be paid in full prior to the end of 2025 it is recommended that the \$500,000 be paid in 2024.

## **Financial Implications**

As only \$100,000 for Sherwood Park Manor had been approved in the 2024 Budget, and it was to be funded by debt, any payment over the annual amount paid early would need to be funded by the Fiscal Policy Reserve. The Reserve funded multiple projects and needs during both the 2023 and 2024 budgets, as well as unexpected costs in 2024, such as for the railway tunnel repairs, it is recommended that the \$500,000 contribution be funded by debt. If the debenture is taken out in late 2024, debt payments will not start until 2025, allowing them to be included in the 2025 Budget.

Predictions are that the Bank of Canada rate could start to decrease in mi-2024, the interest rate at the time of securing the debenture will likely be lower than the examples of possible debt costs below. The Infrastructure Ontario sample interest rates are:

- 5-year debenture 4.31%
- 10-year debenture 4.38%
- 15-year debenture 4.56%

The annual payments and total interest cost, of the above examples would be:

- 5-year, \$112,231 per year, \$61,156 total interest
- 10-year, \$62,284 per year, \$122,837 total interest
- 15-year, \$46,387 per year, \$195,808 total interest.

The term of the debenture could be approved at the time of securing it when the interest rates are known and will be incorporated within the 2025 Budget.

## **Policy Alignment**

Council must approve payments outside of the approved budget per Budgetary Control Policy POL.F.20.181.

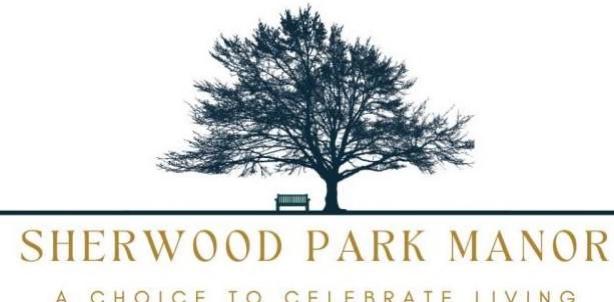
## **Conclusion**

Sherwood Park Manor has requested that the payments for the City's contribution to their Redevelopment and Expansion project of \$500,000 be accelerated to be fully funded prior to the end of 2025. As it is already June of 2024, staff are recommending that the full amount be paid in 2024 with an application to fund the contribution by debentures be completed later this year to coincide with the 2025 Budget.

Approved by:	Status:
Lynda Ferguson, Director of Finance & IT Services	Approved - 13 Jun 2024
Sandra MacDonald, City Manager	Approved - 13 Jun 2024

Attachments:

[City of Brockville Timing re Sherwood Park Manor](#)



6/6/2024

Attention: Council and Management

City of Brockville

1 King Street West,

Brockville, ON K6V 7A5

Council and Management,

As of date, the largest financial hurdle for our redevelopment project has been securing financing from a 3<sup>rd</sup> party. TD has refused involvement in our project, along with Infrastructure Ontario. RBC and Stoneridge financing are still vested.

The most significant issue has been cash-in-hand values for the duration of construction. Although our Municipal donors have been very generous, the five-year debenture terms have frustrated our cash flow projections for our financing. Therefore, we are looking for strategic solutions, with assistance from the Townships/Counties/Cities.

We are requesting consideration of a reduced payment term of 2 years, beginning in 2024. This would imply the entire pledged amount before the end of 2025.

The Manor understands such requests may come with adjustments to pledged amounts. That said, we rely on and value our working partnership with every municipal entity and express our sincerest gratitude for all contributions, regardless of their final monetary value.

Warmest Regards,

A handwritten signature in black ink, appearing to read "Blu Des".

Blu Desrosiers,

Corporate Services Manager

bdesrosiers@sherwoodparkmanor.com

613-342-5531  
613-342-3767

Sherwoodparkmanor.com

1814 County Road 2,  
Brockville, ON K6V 5T1



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	June 18, 2024
<b>Prepared By:</b>	Andrew McGinnis, Chief Planning Officer Robert Nolan, Director of Economic and Development Services
<b>Report Number:</b>	2024-112
<b>Subject:</b>	Procurement Results Development Charges Background Study

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## Recommendation

THAT Watson & Associates be awarded the contract to undertake a Development Charges Background Study in accordance with the City Procurement Policy for tenders that result in less than three tender submissions.

## Background

Development Charges are fees imposed by by-law and collected by municipalities to help offset costs associated with increased municipal services required for new developments. Municipalities are given the authority to impose such fees by the Development Charges Act. Section 10 of the Act requires that prior to passing a by-law to collect development charges, a Development Charges Background Study must be completed.

In 2019, the City of Brockville completed a Development Charges Background Study. On February 11, 2020, Council adopted the proposed Development Charges By-law, being By-law 012-2020. This came into effect February 11, 2020 and will expire at 12:01 AM on January 14, 2025. As there are no provisions in the Act to extend the term of the by-law, another Development Charges Background study needs to be completed prior to establishing new development charges.

During the 2024 Budget, Council approved the capital budget of \$40,000 for the completion of a Development Charges Background Study.

On May 10, 2024, staff issued a closed invitation tender (tender 240068) to five consultants with the expertise and experience to undertake this study. The tender resulted in a submission from only one (1) consultant. In accordance with Procurement Policy POL.F.20.139 Appendix A - Purchasing Authority, requests for tender for materials and services in excess of \$25,000 require a minimum of three bids. Council approval is required if less than three bids are received.

The purpose of this report is to obtain Council approval to proceed with appointing Watson & Associates to complete the Development Charges Background Study.

## **Analysis**

An invitation to tender for this contract was sent five consultancies with the expertise and experience in conducting Development Charges Background Studies. Although firms did express interest, at the close of the submission deadline, one proposal from Watson & Associates was received.

The tender documents included a detailed description of proposal requirements and evaluation criteria. Utilizing the evaluation criteria staff assessed the submission from Watson & Associates. All staff involved in the review concluded that the proposal met the requirements of the tender. The proposed cost of completing the work is \$35,000, within the budget allocated for this project in the 2024 Budget.

## **Financial Implications**

The approved 2024 capital budget for the Development Charges Background Study was \$40,000. Watson & Associates submission was for a cost of \$35,000 (excl of HST). There is sufficient budgeted funding to proceed with this contract.

## **Policy Alignment**

All procurement activities related to tender 240068 Development Charges Background Study have been completed in accordance with:

- Procurement Policy POL.F.20.139
- Budgetary Control Policy POL.F.20.181

This staff report is provided to Council in accordance with Procurement Policy POL.F.20.139, seeking Council authority to proceed.

## **Conclusion**

Staff have evaluated the proposal submitted by Watson & Associates for the undertaking of a Development Charges Background Study and deemed that it has met the requirements of the tender documents. The proposal is also within the budget approved for this project in the 2024 Budget.

Staff are recommending that Watson & Associates be awarded the contract to undertake a Development Charges Background Study, as is required by the City Procurement Policy.

Approved by:

Andrew McGinnis, Chief Planning Officer

Status:

Approved - 12 Jun 2024

Robert Nolan, Director of Economic and  
Development Services

Approved - 12 Jun 2024

Lynda Ferguson, Director of Finance & IT  
Services

Approved - 13 Jun 2024

Sandra MacDonald, City Manager

Approved - 13 Jun 2024



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	June 18, 2024
<b>Prepared By:</b>	Phil Wood, Director of Operations Vince Wijsman, Arenas and Facilities Supervisor
<b>Report Number:</b>	2024-113
<b>Subject:</b>	Arena Canteen Operating Plan

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## Recommendation

THAT the Arena Canteen Operating Plan be approved as outlined in Report 2024-113; and

THAT revenues of \$160,671 and \$160,671 of expenses in accordance with the Arena Canteen operating plan be included in the 2024 operating budget as they have a net zero effect on the established 2024 tax levy; and

THAT \$91,812 regarding the Arena Canteen operating Plan, proportional to the canteen operation for September, October, November and December of 2024 be approved and be funded by the Fiscal Policy reserve; and

THAT \$57,393 in new capital expenses to purchase ventless fryers and instant hot beverage brewers identified as optional capital expenses in the Arena Canteen Operating Plan funded by the Arena Reserve be approved.

## Background

At the May 21, 2024 General Committee meeting, staff provided report 2024-90 Options for Arena Canteen Food Services. The report illustrated two options for the future of canteen operations at City arenas. The recommendation of that report was as follows:

*"THAT Council direct staff to develop a detailed operation plan for City staff operated arena canteens to be presented to the General Committee in June."*

The report and recommendation were approved by the General Committee and approved at the following May 29, 2024 Council meeting.

The objective of this report is to provide Committee and Council with an operating plan detailing the costs and methods of how City arena canteens can be staffed, budgeted and operated moving forward and obtain approval to proceed.

## Analysis

### Past Operating Configuration:

For more than 30 years, the operating model of City canteens has been by third party food services contractor. Leased canteen spaces at the Memorial Centre and Youth Arena have generated annual revenue values of:

- \$9,600 at the Memorial Centre
- \$3,600 at the Youth Arena

The common shortfalls of the third-party food services contractor model is that the required hours of operation conflict with the objective of profitability for the contractor. In the case of the previous lease, the contractor opted to greatly reduce hours of operations at the Memorial Centre to only Jr. A games to remain profitable. Conversely, the Youth Arena canteen was not opened at all from 2023 through 2024. The lack of access to the canteen services and circumstances surrounding the leases are the common aggravating factor among arena patrons who have voiced their unhappiness with this situation.

To make the arena canteens palatable to food service contractors in the past, the canteens were publicly tendered in conjunction with the Blockhouse Island waterfront patio. Ultimately, this configuration although suitable for the first years of the lease agreement did not prove viable for the lease contractor. The much more attractive Blockhouse Waterfront Patio has been separated from the arena canteens as a result.

### Proposed Operating Configuration:

To address this challenge, staff were directed by Council to consider and summarize an operating plan as to how the City could operate the arena canteens. Attached to this report is the first draft of an Arena Canteen Operating Plan. Within that operating plan, staff have provided:

- A list of City-owned equipment for both arena canteens
- A menu of food, beverage and snack offerings utilizing existing equipment
- Hours of operations and staff compliments
- Summary of projected expenses and strategy for revenue budgeting
- Required training and other considerations
- Optional capital investments to enhance the arena canteens

### Operating Objectives:

In cooperation with arena stakeholders including sports user groups, team owners, arena patrons, arena staff and the Arena Advisory Committee, staff defined three primary objectives of a City-operated canteen:

1. Consistent service level by offering a simplified menu of food, snacks and beverages that align with expectations of an arena patron
2. Consistent availability through standardized hours of operation that provide service during known ice booking times.
3. Good value of operation through a positive balance of expense and revenue.

The Arena Canteen Operating Plan provides details and methods to achieve these three primary objectives.

#### Comparable Operating Examples:

In development of the operating plan as well as during the design work being done for the Multi-Use Recreation Facility (MURF), staff have spent considerable time evaluating how comparable municipalities operate their canteen facilities and how they have performed.

In two particular examples, near-by municipalities operate canteens offering comparable menus in similar venues. The operations are not without challenge, but the model of operation is virtually the same. In both cases, municipalities were willing to share their financial data which, illustrated that the operations operated with:

- Budgets between \$75,000 and \$115,000 in projected and observed expenses
- Offsetting revenues that resulted in approximately 2.5-3.5% profit (essentially a break-even).

By standards of a private operator 2.5-3.5% profit is unacceptable. By municipal standards for public service delivery, 2.5-3.5% profit or breaking-even is successful.

#### Optional Capital Expenses:

The attached Arena Canteen Operating Plan details a list of currently owned City equipment and details the menu options that are available utilizing that equipment. The operating plan also indicates the intention to not re-use the gas fired hot oil fryers due to cost, complicated maintenance and regulatory requirements as well as elevated exposure to hazards for a casual operator. As such, unless additional capital items are purchased as outlined below, the arena canteens will not offer French fries, poutines or other fried food options. The current City-owned coffee making equipment is also banquet style, brewed by the pot and not ideal for making modern hot beverages.

To position the arena canteens to be able to offer French fries and other fried foods and high-quality coffee and other hot beverages, staff have recommended the purchase of a ventless electric fryer and instant hot beverage brewer for each arena canteen. The make, models and quantity of the proposed items are consistent with the make, model and quantity designed to be utilized in the MURF project canteen. As a result, purchase

of these equipment items will be utilized in the future MURF project reducing the number of equipment items that will need to be purchased for the MURF project.

The two equipment items are:



1. Perfect Fry PFA ventless fryer



2. Bunn Crescendo instant brewer

The total cost to purchase one of each of these units for each arena canteen is \$57,392.64.

Currently, the Perfect Fry PFA ventless fryer is on sale for approximately 25% off which would result in a reduced purchase price of \$43,146.24 including net HST.

#### Arena Advisory Committee:

The issues related to the poor past performance of arena canteens has been an issue that the Arena Advisory Committee has been made aware of by users and patrons. As such the Arena Advisory Committee has worked with staff on the format of possible solutions. The Arena Advisory Committee worked with staff to develop the Arena Canteen Operating Plan and related objectives in its current form. During the meeting of June 13, 2024, the Arena Advisory Committee unanimously approved the recommendation to Council to proceed with the operating plan.

#### **Alternatives**

On May 21, 2024, staff provided the General Committee with staff report 2024-90 - Options for Arena Canteen Food Services. That report provided the option of developing an in-house operating plan or alternatively seeking request for quotes from potential food service operators with the objective of forming a new lease.

Committee and Council may direct staff to proceed with seeking a new private food services contractor to lease and operate the arena canteen spaces.

Staff and the Arena Advisory Committee suggest that without drastic reduction in canteen service delivery, the past challenges of sublet canteen operations remain likely for a different private canteen operator.

## **Financial Implications**

The below Arena Canteen Operating Plan provides detailed estimated expenses to operate the two canteen spaces:

### Operating Expenses:

A summary of the estimated expenses is summarized below:

- Direct labor: \$ 56,271
- Indirect labor: \$ 1,400
- Materials and supplies: \$100,000
- Contracted Services: \$ 2,000
- Bank service charges: \$ 1,000

The total annual estimate budget to operate both arena canteen spaces is \$160,671. Staff recommend an equivalent projected revenue budget be established to offset the operational costs. This strategy is consistent with the practices and observations of nearby municipalities that operate canteen spaces in their arenas.

### Capital Expenses:

As detailed in the Analysis section, staff recommend the purchase of two (2) items for each City arena canteen. The price breakdown of each it provided below:

1. Perfect Fry PFA ventless fryer: \$22,000
2. Bunn Crescendo instant brewer: \$ 6,200

The total cost including net HST to purchase one of each of these units for each City arena Canteen is \$57,393. Currently, the Perfect Fry PFA ventless fryers are on sale for \$15,000 which would result in a total purchase cost including net HST of \$43,146. The purchase of these additional equipment items is optional.

## **Policy Alignment**

Council approval is required to proceed with any revenues or expenses outside of the approved annual budget.

## Conclusion

On May 21, 2024 Council approved a motion directing staff to prepare an operational plan for City arena canteens. Staff in cooperation with the Arena Advisory Committee have prepared an Arena Canteen Operation plan that details, objectives, menu offerings, equipment, hours of operations, staff requirements, budget implications and optional capital purchases.

The Arena Canteen Operation Plan was unanimously supported by the Arena Advisory Committee. Staff recommend Council approve the plan and direct staff to enact the measures within the plan.

Approved by:

Phil Wood, Director of Operations  
Lynda Ferguson, Director of Finance & IT Services  
Sandra MacDonald, City Manager

Status:

Approved - 13 Jun 2024  
Approved - 14 Jun 2024  
Approved - 14 Jun 2024

Attachments:

[Arena Canteen Operating Plan](#)



**Arena Canteen Operating Plan**

**June 2024**

**1. Introduction:**

The City of Brockville has canteen facilities at the Memorial Centre and Centennial Youth Arena. The Memorial Centre has a small canteen located near the front lobby with a larger, more well-equipped canteen beneath the grandstands. The Centennial Youth Arena has a typical front lobby canteen. Both arena canteens have been operated through different arrangements that saw a variety of modest snack and food options provided.

Until the end of the 2023/2024 winter sports seasons, the canteen areas were leased by a private food services operator who had autonomy with operating hours and services offered. Unfortunately, the lack of profitability resulted in the operator tenant to restrict hours of operation which in turn reduced the public user experience at the two arena facilities.

As a result, staff in accordance with Council direction have prepared a draft operating plan to detail how the arena canteens can be operated using City staff, available equipment and existing venues to adequately provide food services at City arenas.

**2. Objective:**

Canteens at City recreational facilities are intended to provide options for food, snacks and beverage purchase and consumption at City facilities. The existence of a canteen arguably enhances the value of the facility or venue to the user and spectator.

In the case of canteen services at a municipal arena, the vision of the Facilities and Arenas Division staff is a food services operation that adds value to the arena facility. The objective of this operating plan to define several characteristics of canteen operation such that several key service targets can be met. The key service targets are:

1. Consistent service level by offering a simplified menu of food, snacks and beverages that align with expectations of an arena patron;
2. Consistent availability through standardized hours of operation that provide service during known ice booking times; and
3. Good value of operation through a positive balance of expense and revenue.

### **3. Menu and Offerings:**

The menu and offerings of past canteen operators has been that of a common canteen that includes:

- Hotdogs
- French fries and poutine
- Popcorn
- Candy and other confectionary
- Baked goods, donuts, tarts, cookies
- Sodas, sports drinks, and water
- Coffee, tea, hot chocolate

The facilities at both the Memorial Centre and Centennial Youth Arena are currently equipped to offer these listed menu items using city-owned equipment. Staff propose that this simple menu meets the needs of the average arena patron and as such be the basis of a future City operated canteen.

### **4. Equipment Specifications:**

#### **4.1 Existing Equipment:**

Both the Memorial Centre and Youth Arena have a variety of City-owned equipment to provide the proposed menu. The following is a list of City owned equipment by location:

Memorial Centre:

- (2) Hotdog rollers
- (1) popcorn machine
- (1) Oil deep fryer
- (1) 36"x32" gas grill cook top
- (1) Small Pepsi refrigerator
- (2) large double-door Pepsi refrigerator
- Coffee maker

Centennial Youth Arena:

- (1) Hotdog rollers
- (1) popcorn machine
- (1) Small Pepsi refrigerator
- (2) large single-door Pepsi refrigerator
- Coffee maker

Based on the equipment available at each facility, the proposed menu items, except for French fires can be provided without additional required equipment.

The existing oil deep fryer at the Memorial Centre requires significant care and experience to operate and maintain. The cost of operating a larger oil fryer depends on high volume of throughput to offset the costs of maintenance and operations. Additionally, a gas fired oil fryer and gas grill cook top both require NFPA compliant overhead ventilation, ducting and fire suppression systems which increase the cost and complexity of operation and maintenance.

Due to the listed challenges of the gas fired fryer and grill top, staff propose this equipment is not utilized in the initial operating plan. The results of this will be that French fries, poutine etc. would not be part of the default menu unless capital investment be made.

#### 4.2 Proposed Capital Investment:

Staff recommend a few Capital purchases to support an improved level of service at the arena canteens. The proposed capital purchases are optional additions and not required to move forward. In both cases each piece of equipment is specified to be used in the future MURF canteen design and if purchased, would be moved to be used in the future MURF canteen.

Staff recommend the purchase of the following equipment, one of each item for the Memorial Center and Youth Arena respectively:



- Perfect Fry model PFA automatic ventless electric countertop fryers
- Bunn Crescendo on demand coffee, espresso, hot chocolate brewer

For the MURF design project, staff have investigated what equipment and methods have been employed at other comparable canteen facilities. Taking advantage of the proximity to new canteens in the Town of Prescott and the Township of Edwardsburgh Cardinal, staff have been able to gain insight into experiences at those facilities and where value can be obtained. Through these efforts, staff have included both the Perfect Fry ventless fryer and the Bunn Crescendo on demand brewer to the configuration of the MURF canteen design. As such, these two equipment items are being proposed for the interim operation of the Memorial Centre and Centennial Youth Arena canteens.

#### 4.3 Perfect Fry PFA

The design of the MURF canteens includes a total of three (3) large capacity Perfect Fry PFA ventless fryers to facilitate fried foods for the canteen menu. The ventless fryers have been chosen to provide high quality functionality in lieu of a hot oil fryer. Without a hot oil fryer, the MURF canteen will not require the additional maintenance that comes with an oil fryer and further will reduce the risks of hazards like burn injuries to the canteen operator. A ventless fryer system does not require the NFPA compliant ventilation and fire suppression systems that are needed for a hot oil fryer which simplifies the construction and mitigates costs to the project.

For all the reasons listed, staff recommend the purchase of one (1) Perfect Fry PFA ventless fryers for each of the Memorial Centre and Centennial Youth Arena canteens. Purchase of these units will allow the existing canteens to provide fried foods to the canteen menu. The purchase of ventless fryers aligns with the future needs and application of the MURF project.

The unit cost of the Perfect Fry PFA ventless fryer is \$22,000

Staff recommend purchasing two (2) units for a total cost of \$44,774.4 including net HST.

#### 4.4 Bunn Crescendo Coffee Maker

Each of the Memorial Center and Centennial Youth Arena canteens have an existing coffee maker. The current coffee makers brew pots of coffee that can be sold by the cup. These styles of coffee makers are typically underutilized and undesirable for a modern canteen offering. Again, referring to the example of both Prescott and Edwardsburgh

Cardinal, staff have selected an instant brewer that can produce a variety of high quality and desirable hot beverages. The Crescendo by BUNN is the ideal unit to provide this menu offering.

The design of the canteen space of the MURF project accounts for two (2) instant brewer units. As is the case with the proposed purchase of ventless fryer units, purchase of one (1) unit for each of the Memorial Centre and the Centennial Youth Arena canteens aligns with the needs and application of the MURF project.

The unit cost of each instant brewer hot beverage is \$6,200

Staff recommend purchasing two (2) units for a total cost of \$12,618.24 including net HST.

The total optional capital purchases total \$57,392.64 including net HST

##### **5. Hours of Operation:**

For a canteen to truly add value to a recreation facility, the canteen must be available during the general hours of operation of the facility. Being available during both busy and slower hours of operation permits transient customers to access the canteen any time they are at the facility. Coming out of the restrictions of the COVID 19 pandemic from 2021 to 2024, the canteen at the Memorial Centre was only opened during the busiest times during Jr. A games, while the Centennial Youth Arena canteen was not open at all. The result was a reduction in service levels which led to numerous complaints to arena staff by patrons. The feedback from the existing tenant was that the hours of canteen operation were not profitable.

While investigating canteen operations in comparable neighbouring municipalities, the sentiment was similar. While municipal canteens are not generally profitable as a private enterprise, they trend toward breakeven. For a municipally-run service delivery, the objective is quality public service where a breakeven financial environment would characterize success.

In accordance with the stated objective of consistent service and consistent availability, staff propose that canteen operations be scheduled to operate during all standard ice times. Beginning in September when the ice is installed to April when the ice is removed, the canteens at both facilities will carry the following default schedule:

5.1 Memorial Centre Canteen Hours of Operation: Total 42 hrs. per week

Day:	Open Hours:	Total Hours
Monday	4:00-8:00 PM	4 hrs.
Tuesday	4:00-8:00 PM	4 hrs.
Wednesday	4:00-10:00 PM	6 hrs.
Thursday	4:00-8:00 PM	4 hrs.
Friday	4:00-10:00 PM	6 hrs.
Saturday	7:00 AM-7:00 PM	12 hrs.
Sunday	12:00-6:00 PM	6 hrs.

5.2 Centennial Youth Arena Canteen Hours of Operation: Total 48 hrs. per week

Day:	Open Hours:	Total Hours
Monday	4:00-9:00 PM	5 hrs.
Tuesday	4:00-9:00 PM	5 hrs.
Wednesday	4:00-9:00 PM	5 hrs.
Thursday	4:00-9:00 PM	5 hrs.
Friday	4:00-9:00 PM	5 hrs.
Saturday	7:00 AM-5:00 PM	10 hrs.
Sunday	8:00 AM-9:00 PM	13 hrs.

5.3 Tournament or Special Events Canteen Hours of Operation:

Day:	Open Hours:	Total Hours
Friday	8:00 AM-10:00 PM	14 hrs.
Saturday	7:00 AM-10:00 PM	15 hrs.
Sunday	7:00 AM-6:00 PM	11 hrs.

Total of 40 hrs. per week during special events such as tournaments

5.4 Summary of operating hours

In summary, the projected staffing levels must account for a total of 42 overlapping hours. This constitutes the following number of shifts at each canteen facility:

- (9) 4-6 hour shifts at the Memorial Centre
- (9) 4-6 hour shifts at the Youth Arean

## 5.5 Staffing Compliment

The staffing compliment to fill a minimum of (18) shifts needed can be varied to be filled by seasonal employees and students. The number of regular operating hours and shifts are predetermined and would only need to be modified for larger tournaments and other special events. Since the hours and number of shifts is flexible, staff estimate the following number and configuration of staff would suitably be able to staff the canteens at both arenas:

- (2) Seasonal staff each scheduled up to 20-24 hours per week
- (4) Student staff positions scheduled fill the remaining 50 hours

Seasonal staff positions in the City typically work semi-autonomously with guidance through training and in accordance with policies overseen by a foreman position.

Student positions in the City typically work semi-autonomously and fill a more transient status role that is secondary to seasonal staff positions.

A leadership position will be required to facilitate administrative, scheduling, purchasing and logistics tasks. The City arenas have an existing onsite leadership position currently in place to oversee arena operations. The current leadership role has responsibilities and job description that could be amended to fulfill the administrative and oversite requirements for canteen staff operations.

## 5.6 Staff Training

In accordance with provincial regulation O.Reg.493/17 as identified by the Leeds, Grenville & Lanark District Health Unit;

*"Food premises requires at least one (1) certified food handler or supervisor present at all times during hours of operation."*

To comply with this regulatory requirement, staff will require training in food handling which is available through an in-person or online course that includes an exam. The cost of the online exam is \$25.00 and all materials are available through the Leeds, Grenville & Lanark District Health Unit.

Staff anticipate that all new canteen positions will require a minimum training and onboarding regiment provided to all new City employees.

In addition to the standard onboarding training, new canteen Staff along with select existing arena staff, could be scheduled to complete the Provincial Food Handler Training.

#### **6. Projected Expenses:**

Expenses that will require operating budget lines will include at the following at a minimum:

1. Direct labor costs
2. Indirect labor costs
3. Material & supply
4. Contracted services
5. Bank service charges
6. Utilities
7. Insurance

Each of the anticipated costs have been addressed individually below to provide an estimated costs based on assumed operational factors.

##### **6.1 Direct labor costs**

Direct labor costs include hourly wages and benefits associated with the hours worked by canteen staff. These costs are budgeted annually based on provincial standards, annual cost of living metrics, costs of City provided benefits and the collective bargaining agreement (CBA) where applicable.

The current CBA including jurisdiction of Arena Staff expired in April of 2024. As such, the current labor rates are valid for 2024 but are subject to renegotiation for 2025 and beyond. In 2024 the following wage rate structure exists for assistant facility operators. This wage rate shall be assumed for arena canteen positions:

Retention Metric:	2024
1 <sup>st</sup> Season	\$17.99
2 <sup>nd</sup> Season	\$20.22
3 <sup>rd</sup> Season and beyond	\$23.69

For the first year of canteen operation, all employees will qualify for \$17.99 per hour wage rate. The benefit ratio applied to seasonal or temporary labor is approximately 23% applied to the hourly wage rate. The collective bargaining agreement also stipulates wage modifiers for premiums which apply on weekends.

Utilizing the hourly wages, the approximate wage budget can be estimated referring to previously stated hours, and compliment:

- (2) Seasonal staff positions scheduled up to 10-15 hours per week
- (4) Student staff positions scheduled fill the remaining 22 hours

For simplicity of calculations, unilateral loaded wage rates will be used as follows for budget estimations:

- \$22.02 for weekday/night work hours
- \$22.70 for weekend work hours

The total proposed hours of operation for both locations equates to 90 hours per week which can be further delineated as follows:

- 49 hours of work at the weekday rate
- 41 hours of work at the premium weekend rate

Compiling the assumed variables, the estimated direct labor costs to operating the canteens are proposed will have an annual budget of \$56,271.

#### 6.2 Indirect labor costs

Indirect costs associated with labor includes training, uniform and personal protective equipment (PPE). These costs are annually budgeted by each department to suit the needs for each operational division. Budgets are modified annually to reflect actual costs often observed from the previous fiscal year. Specifically, items like PPE and uniforms are estimated annually based on assumption, observation or prescriptive measures listed in the CBA.

A baseline estimate for indirect labor costs for the canteen positions is proposed as follows and would comprise one operating budget line:

- Personal Protective Equipment: \$500
- Uniform per staff member: \$100 per staff member
- Training per staff member: \$50 per staff member

Compiling the assumed variables, the estimated direct labor costs to operating the canteens are proposed will have an annual budget of \$1,400.

#### 6.3 Material & Supply costs

Material and supply costs are planned to account for the food supplies to operate the canteens. This budget line is estimated to comprise the balance of expenses. As no previous operating data is available to propose a budget for supply of food, staff are only able to make an estimation for food costs per month based on assumptions derived from the proposed menu offerings detailed in Section 3 – Menu and Offerings. Facilities staff have access to preferred pricing from bulk food distributors through the municipal Canoe/LAS group procurement program and intend to utilize this avenue for supply and logistics of food supply. Facilities staff have investigated and understand that neighboring municipalities also purchase food through bulk suppliers. Referring to the menu items, the following raw material costs can be presented:

- Hot dog - associated costs:
  - Protein: \$0.75
  - Bun: \$0.50
  - Condiments: \$0.10
  - Packaging: \$0.15
  - Total estimated cost: \$1.65
  - Proposed price: \$4.00
- French fries - associated costs:
  - Raw fries: \$1.50
  - Salt: \$0.05
  - Packaging: \$0.15
  - Total estimated cost: \$1.70
  - Proposed price: \$3.50
- Poutine - associated costs:
  - Raw fries: \$1.50
  - Curd: \$1.50
  - Gravy: \$0.50
  - Packaging: \$0.25
  - Total estimated cost: \$3.75
  - Proposed price: \$6.00
- Popcorn – associated costs:

- Popping corn: \$0.50
- Oil/butter: \$0.15
- Packaging: \$0.15
- Total estimated cost: \$0.80
- Proposed price: \$2.00
- Candy and other confectionary
  - Staff propose that candy and confectionary be purchased in bulk.
  - Staff would propose a general minimum markup of 100% on all candy and confectionary
- Baked goods, donuts, tarts, cookies
  - Staff propose that baked goods can be sourced from local bakeries and shops to be sold in City canteens
  - Staff would propose a general minimum markup be established that reflected comparable prices for the items
- Soda, sports drinks, and water
  - Staff propose that soda and other cold beverages be supplied in bulk through the City's existing agreements with Pepsi.
  - Staff would propose a general minimum markup be established in cooperation with Pepsi and market rates
- Coffee, tea, hot chocolate
  - Staff propose that coffee and other hot beverages be supplied in bulk.
  - Staff would propose a general minimum markup be established that reflects common prices for the related hot beverages.

In total, staff recommend that a baseline, first year budget be established in the amount of \$50,000 for each canteen for a cumulative material and supply budget of \$100,000. Staff propose that a minimum offsetting \$100,000 revenue budget be established to offset the cost of materials

#### 6.4 Contracted services

Contracted services budgets are operation budget lines that account for repairs and other services that are contracted out. Typically, contracted services budgets are reserved for specialty trades such as electricians, plumbers, HVAC technicians and carpenters which the City does not provide in house.

Staff recommend a baseline of \$2,000 be budgeted to provide minor repairs and maintenance as needed for the canteen facilities.

#### 6.5 Bank service charges

Bank service charges are a budget line created to account for the cost to the City from banking institutions for transactions. Examples of this are the incremental service charges applied when using point of sale equipment such as debit terminals. Fees for this service vary proportionally with use and are often estimated as a flat rate of \$500 or \$1,000 depending on trends observed in the previous fiscal year.

As a base budget line staff recommend that a budget line of \$500 be made or each of the Memorial Centre and Centennial Youth Arena canteen.

#### 6.6 Utility costs

Utility costs associated with each of the Memorial Centre and Youth Arena canteen would account for a group of standard utility expenses such as:

- Electricity
- Water
- Natural Gas
- Internet services

In both the Memorial Centre and Youth Arena, these utility costs are already accounted for in the overall operation budgets. As it relates to each individual cost:

- Electricity costs for the canteens are expected to be minimal, negligible when compared to the high costs of operating the respective ice plant at each facility;
- Water costs are already accounted for in the overall operating budget for each facility;
- Natural gas is not needed at either canteen facility; therefore the canteens will have no direct impact on the natural gas budget;

- Internet services are already accounted for in the overall operating budget for each facility.

Staff propose negligible impact to the existing operating budget due to the operating of canteens at each respective facility.

#### 6.7 Insurance costs

Insurance costs are accounted for by Finance Department staff. Canteen operations are included within the coverage of the City's municipal liability insurance policy. As a result, operations of canteens by City staff are not projected to incur additional costs at this time.

### 7. Projected Revenue:

Through cooperation with the City's neighboring municipalities who operated comparable canteens, staff have been provided with approximate revenue figures. In two separate cases, a typical month of operating yielded \$14,000 to \$16,000 in net revenue.

As no previous operating data is available to propose a budget for supply of food, Facilities staff are only able to make an estimation of revenue per month based on assumptions.

In section 6.3 Material & Supply, staff recommend a baseline, first year total material and supply budget be established in the amount of \$100,000. Staff propose that a minimum offsetting \$100,000 revenue budget be established to offset the cost of materials.

To establish a baseline for the first year of operation of canteens by the City, staff recommend that a revenue budget be established that is equivalent to the total of all projected costs to operate the canteens.

#### 7.1 Summary of estimated expenses:

Staff propose the summary of all estimated expenses is as follows:

- Labor Costs (Direct) \$56,271
- Labor Costs (Indirect) \$1,400
- Material & Supply \$100,000
- Contracted services \$2,000
- Bank S/C \$1,000

The total estimated cost to operate both arena canteens is \$160,671

Staff recommend a first-year, baseline revenue budget be established that correlates to a break-even financial balance. As such, staff propose a revenue budget be established in the amount of \$160,671

**8. Summary:**

Following the implementation of the Arena Canteen Operating Plan, Operations staff will take the necessary steps to have two (2) functioning canteens operating in time for the fall start to the 2024/2025 ice seasons. As proposed, the canteens will offer simple but adequate menus to arena patrons.

The points below summarize the estimated cost, revenue, staff and budget implications and provide a summary of the proposed capital purchases that will see the canteens able to adequately operate.

For operation of canteens at the Memorial Centre and Youth Arena:

- Projected annual expenses for budget are:           \$160,671
  - Direct labor:               \$56,271
  - Indirect labor:           \$1,400
  - Material and supply:   \$100,000
  - Contracted Services:   \$2,000
  - Bank service charges:   \$1,000
- Proposed revenue budget is:                           \$160,671
- Proposed staffing compliment is:
  - Two (2) seasonal employees
  - Four (4) student employees (Minimum)
- Large capital investment is not required to move forward as much of the required equipment already exists in the canteen areas.
- Staff recommend the optional capital purchase of two separate equipment items that will enhance the canteen menu and are components designed into the canteen schedule in the MURF project.
- Utilizing the only existing equipment owned by the City, arena canteen menus will include the following items:
  - Hotdogs

- Popcorn
- Candy and other confectionary
- Baked goods, donuts, tarts, cookies
- Sodas, sports drinks, and water
- Coffee, tea, hot chocolate
- Capital investment will be required to provide French fries and poutine through purchase of:
  - (2) Perfect Fry PFA ventless food fryers for \$22,000 each
  - (2) Bunn Crescendo Instant Brewers for \$6,200 each
- The total optional capital purchases total \$57,392.64 including net HST



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	June 18, 2024
<b>Prepared By:</b>	Peter Raabe, Director of Engineering & Infrastructure Services
<b>Report Number:</b>	2024-122
<b>Subject:</b>	Main Sewage Pump Station Exterior Design Renderings

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## Recommendation

THAT three (3) architectural renderings for the city's proposed Main Pump Station based on the preferred results from the on-line survey be prepared by J.L. Richards for a future public information centre presentation.

## Background

In March 2024, City Council made the decision to construct the city's new Main Pump Station above ground. Through this process, it was clear that Council and residents deemed the visual aesthetics of the proposed station as being very important.

As a result, on May 21, 2024, the city posted an on-line survey on EngageBrockville.com to obtain the public's opinion on the visual aesthetics of the proposed Main Sewage Pump Station. The survey consisted of six (6) questions, see attached for a copy of the questionnaire.

The survey closed on June 7, 2024, with 607 surveys completed and 27 comments made.

## Analysis

The results of the survey are as follows:

Q1 – What type of architecture do you prefer?

1. Industrial – 7.6%
2. Contemporary – 46.4%
3. Modern – 5.4%
4. Neo-classical – 40.6%

Q2 – What type of exterior finish do you prefer?

1. Siding – 7.8%
2. Brick – 36%
3. Wood – 12.2%
4. Stone – 75.4%

Q3 – What type of roof do you prefer? (Note, a pitched roof will increase the overall building height)

1. Flat – 18.3%
2. Pitched – 44.7%
3. Curved – 37%

Q4 – What layout do you prefer?

1. The building and outdoor equipment to be contained within a fence to separate it from the park. – 7.5%
2. Contain more equipment within the building to have the area as open as possible within the park? – 92.5%

Q5 – If fencing is preferred, which type would you choose?

1. Wood – 15.3%
2. Chain-link – 12%
3. Steel/wrought iron – 42%
4. Simulated stone – 30.7%

Q6 – What type of landscaping features would you like to see around the building?

1. None – 3%
2. Flower beds – 56%
3. Shrubs – 57%
4. Hedges – 37%
5. Planted trees – 60%
6. Walking paths – 62%
7. Benches – 60%

The survey also gave the public the ability to add any additional comments regarding the design of the station. A total of 27 comments were received (see attached) with varying recommendations such as:

1. Use of an artist to create a pictorial on the exterior.
2. Inclusion of bathroom facilities.
3. Pollinator friendly gardens.
4. Use of roof as a look out platform or a green roof.
5. Incorporate an amphitheater.
6. Affordable – keep it simple, add trees.

Based on the preferred options and comments received, city staff will have J.L. Richards prepare three (3) architectural renderings to be presented to the public at a future public information centre where the preferred option be selected, and a recommendation made to Council to move forward with a final design.

### **Financial Implications**

There will be additional costs associated with the preparation of the three (3) architectural renderings for presentation at a public information centre. J.L. Richards submitted a scope of change request reflecting the additional work at a cost of \$39,495 plus taxes.

There are sufficient funds in the account to accommodate the change in scope and additional work.

### **Policy Alignment**

For this project to proceed to the next steps in the design process, Council must approve J.L. Richards to prepare architectural renderings for consideration.

### **Conclusion**

City staff and J.L. Richards will work together to ensure that the architectural renderings reflect the preferred options from the survey and that public comments be taken into consideration.

Approved by:

Peter Raabe, Director of Engineering &  
Infrastructure Services

Lynda Ferguson, Director of Finance & IT  
Services

Sandra MacDonald, City Manager

Status:

Approved - 13 Jun 2024

Approved - 13 Jun 2024

Approved - 13 Jun 2024

Attachments:

[MPS Survey Questions - 2024](#)

[MPS Survey Additional Comments - 2024](#)

# Help Us Design the New Main Pumping Station!

The City of Brockville is seeking public input on the visual aesthetics of the Main Pumping Station which is to be built in Centeen Park. The information gathered in this survey will be used to present multiple design options in a Public Information Center to be hosted later this year.

**The survey will be open until June 7, 2024.**

Closed

## Question #1

What type of architecture do you prefer?



Industrial (Functional)



Contemporary



Modern



Neo-Classical

## Question #2

What type of exterior finish do you prefer? (Select one or more)

- Siding
- Brick
- Wood
- Stone

### Question #3

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What type of roof do you prefer? (Note, a pitched roof will increase the overall building height)



Flat



Pitched



Curved (Architectural)

### Question #4

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What layout do you prefer?

- The building and outdoor equipment to be contained within a fence to separate it from the park
- Contain more equipment within the building to have the area as open as possible within the park

### Question #5

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If fencing is preferred, which type would you choose?

- Wood
- Chain-link
- Steel/ Wrought-Iron
- Simulated Stone Fence

### Question #6

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What type of landscaping features would you like to see around the building? (Select one or more)

- None
- Flower Beds
- Shrubs
- Hedges
- Planted Trees
- Walking Paths
- Benches

## **Thanks for your Feedback!**

If you would like to discuss additional details regarding the design of the Main Pumping Station, please reach out to Peter Raabe at [praabe@brockville.com](mailto:praabe@brockville.com)

**Submit**

## Main Pumping Station

Title/Question: Untitled  
 Tool Type: Form  
 Activity ID: 3  
 Report Date Range: 21 May 2024 - 7 Jun 2024  
 Date Exported: 10 Jun 2024 08:38 am

ID	Date Submitted	Contribution
691	Jun 05, 2024, 06:02 PM	I think modern with see True glass siding and colored equipment.
677	May 30, 2024, 08:50 AM	Another option is to bring in an artist that can transform the sides of the building into a pictorial historic piece of art that will complement the waterfront experience while maintaining its functional purpose.
670	May 29, 2024, 10:07 AM	(email address provided)
663	May 28, 2024, 10:39 PM	(email address provided)
653	May 28, 2024, 06:07 PM	No sure why the small existing building is being replaced with such a large building, but assume it's needed. Cost during these inflationary times should be top priority and part of this survey.
649	May 28, 2024, 04:38 PM	Please ensure bathroom facilities are available during daytime hours.
644	May 28, 2024, 09:00 AM	I would like to propose adding some pollinator friendly gardens to the area (ex: black eyed Susan's, milkweed, asters, etc)
634	May 27, 2024, 06:29 PM	Is there any chance the building will have public bathroom and possibly showers ( for swimmers and divers) users of the park.
632	May 27, 2024, 05:48 PM	Lets keep it as low as possible and not spread out over the hillside. No fencing please and lots of grass. Thanks for your work.
631	May 27, 2024, 03:20 PM	Why would fencing be "preferred"? It's either a requirement or it isn't.
600	May 26, 2024, 08:32 AM	The photo of the contemporary style shows the appropriate finishings.
551	May 24, 2024, 01:53 PM	Are there not local graffiti artist(s) to commission for this? Or at least reach out to for design ideas? How about someone give those walls a pressure wash pass and then re-evaluate the situation? Basic maintenance goes a long way.
546	May 24, 2024, 09:17 AM	Keep and reclaim as much grass as possible
480	May 23, 2024, 12:21 PM	I feel like a more classic roof would be best with my choice
479	May 23, 2024, 12:15 PM	Bury the building as much as possible to reduce height
440	May 23, 2024, 07:22 AM	It would be great to see steps put in between the steps at Centeen. On the slope for people to access the water. To be honest we have seen a number of people fall there. Short sighted of city planning.
282	May 22, 2024, 06:31 PM	Don't allow the one neighbour to dictate the final outcome. One voice is not speaking for the majority.
238	May 22, 2024, 04:54 PM	I think if the earth could be built up on the east west and north sides and the building somewhat underground and above ground then you could make the top a look out area and the people looking at it from the back side just see a grass hill ..
219	May 22, 2024, 04:30 PM	A porch like area on three sides facing the water with tables in shade would be a really great addition
201	May 22, 2024, 04:03 PM	Suggestions: Incorporate an amphitheater for live music / movies-in-the-park, festival events, etc.
197	May 22, 2024, 04:02 PM	Would prefer a below ground building. Above ground will block river view and take up valuable park space.
190	May 22, 2024, 03:56 PM	Would it be possible to integrate benches in the design of the building? A smart amphitheater style of design or something since the park is used a lot for viewing fireworks and watching the river.
187	May 22, 2024, 03:45 PM	Please consider a rooftop that is green and has live plantings. It would be fantastic to creatively reflect the portion of the river that the building hides within the industrial design of the structure(horizon line, sky, ground) This may appease concerns

- 171 May 22, 2024, 03:24 PM with Brockville being a tourist destination it's important to retain as much class and charm as possible. Drab modern buildings won't tend to attract return business.
- 129 May 22, 2024, 02:52 PM Want I like and what is affordable is the issue. Make it nice and simply add trees. Thanks for the opportunity to respond!
- 92 May 22, 2024, 02:20 PM ALL of these items should contain additional information so people can make informed choices. I have chosen based on what looks good, or what I like, but if the cost is way too much, or causes issues elsewhere, I may have chosen something else (roof)
- 82 May 22, 2024, 02:13 PM The building should look like what it is: a sewage pumping station. No more, no less. Residents should be under no illusion about what happens to their waste when they flush the toilets.



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	June 18, 2024
<b>Prepared By:</b>	Phil Wood, Director of Operations
<b>Report Number:</b>	2024-109
<b>Subject:</b>	Procurement Results GWMC HVAC Replacement Project

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## Recommendation

THAT staff bring a follow-up project to the 2025 capital budget to adequately fund the HVAC replacement capital project at Gord Watts Municipal Centre.

## Background

Council approved \$110,000 to replace the rooftop HVAC unit at Gord Watts Municipal Centre (GWMC) through the 2023 Capital Budget. Through 2023, staff retained an engineering consultant to prepare a detailed design and scope of supply for tender in 2024. The scope of work was publicly tendered in 2024. The results of the public tender are not within the approved budget. As such, work cannot proceed without adequate, Council approved funding.

The objective of this report is to seek Council direction for staff to come back during the 2025 Capital Budget process seeking funding to complete the HVAC replacement work at GWMC.

## Analysis

The scope of project to replace the existing HVAC unit at GWMC was designed in detail by engineer consultant Goodkey Weedmark. The scope was publicly tendered in April 2024 and yielded four (4) tenders for consideration ranging from \$325,000 to \$590,000. The lowest acceptable tender had a cost of \$325,632 including net HST.

The budget is not sufficient to complete the project. As such, staff propose pausing the project in 2024, returning to the 2025 capital budget process with a proposal to adequately fund the project.

## Alternatives

As an alternative, Council could choose to fully fund the project in 2024 by approving the necessary additional expenses of \$236,700 to complete the work as quoted.

## **Financial Implications**

The proposed capital project to replace the GWMC HVAC unit was approved in 2023 with a budget of \$110,000.

To date, project expenses total \$21,064.32 including net HST. Project expenses are summarized below (without applicable tax):

- Review of building envelope for design: \$ 6,500
- Detailed design drawings for tender: \$12,500
- Designated substance survey/report: \$ 1,700

The lowest acceptable tender was valued at \$325,632 including net HST. Additional expenses required to complete the work as currently tendered amounts to \$236,700.

Staff recommend returning to Council during the 2025 capital budget seeking approval to increase funding to complete the scope of work.

## **Policy Alignment**

All procurement activities associated with the public tendering of the GWMC HVAC replacement capital project have been completed in accordance with:

- City Procurement Policy POL.F.20.139; and
- City Budgetary Control Policy POL.F.20.181

In accordance with Budgetary Control Policy POL.F.20.181, section 5.1, Council approval is required for projects requiring known additional expenditures, pre-procurement. As such, this purchase cannot be completed without Council approval for adequate funding.

## **Conclusion**

The scope of the 2023 capital project to replace the existing HVAC unit at GWMC was publicly tendered in April 2024. The budget for this work was \$110,000. The result of the public tender was a lowest acceptable tender with a cost of \$325,632 including net HST. In accordance with the City Budgetary Control Policy, the purchase cannot be complete without approval from Council to fund additional known expenses.

Staff recommend that this capital project scope be brought back to Council during the 2025 capital budget process seeking approval to adequately fund the project.

Approved by:	Status:
Phil Wood, Director of Operations	Approved - 04 Jun 2024
Lynda Ferguson, Director of Finance & IT Services	Approved - 04 Jun 2024
Sandra MacDonald, City Manager	Approved - 13 Jun 2024



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	June 18, 2024
<b>Prepared By:</b>	Peter Raabe, Director of Engineering & Infrastructure Services
<b>Report Number:</b>	2024-124
<b>Subject:</b>	Water Systems Purchase of Bulk Water Fill Station

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## Recommendation

THAT the purchase of an insulated bulk fill water station from Flowpoint Environmental Systems at a cost of \$55,548.14 (including net HST) be approved.

## Background

The City of Brockville Water Systems Division currently deploys five bulk water stations at various points throughout the city. Four of these are owned by private industry customers who have paid for the necessary hardware and annual administrative fees. The fifth station is deployed at the Gord Watts Municipal Centre (GWMC) for use by city staff. These bulk water stations, generally referred to as "hydrant shacks" are deployed seasonally in late spring and are removed from service in late fall (April through October). The stations are installed at/on fire hydrants and are billed at current fire hydrant water use rates (\$1.87/m<sup>3</sup> in 2024). Other outside customers searching for access to bulk water are directed to these companies and are sold water at market rates determined by the individual owners.

A secure, year-round accessible self-serve bulk water station deployed in Brockville's industrial park (Broome Road) would ensure equal access to bulk water for outside customers and provide a year-round access point for city staff as well.

The use of a point-of-sale system at the station would reduce risk of theft as no cash is in use at the payment terminal. Administrative costs to establish and maintain customer accounts is largely negated as the system would rely on established credit or debit payment network systems at the point of sale. The industrial park would be an ideal location for a station to prevent the movement of large trucks all through the city, as the access to bulk water will be where it is needed for the coming years with development in that area. The area is currently in use by larger trucks for bulk water needs and can accommodate a reasonable increase in vehicle traffic without disrupting normal operations.

Revenue from the four bulk stations in use by private enterprise generated approximately \$25,000 in water sales for the city in 2022 despite the limited access and

duration the stations are in use. It is most likely that a year-round, self-serve station will generate more revenue.

## **Analysis**

This project was prepared by staff and distributed to vendors as a request for tender in accordance with the City's Procurement Policy. Three (3) companies were requested to provide prices but only two (2) provided a bid.

The following is a summary:

- |  |             |
|--|-------------|
| 1.) Flowpoint Environmental Systems..... | \$54,587.40 |
| 2.) SCG Process.....                     | \$68,000.00 |
| 3.) Cancoppas Limited.....               | No bid      |

## **Financial Implications**

This project was approved in the 2023 Water Capital Budget with a budget of \$70,000. The cost to purchase the bulk water is \$55,548.14 (including net HST). There are sufficient funds in account 07-5-864290, cost centre 23WA23, to accommodate the purchase. The remaining funds in the account will be consumed by the installation of site servicing including hydro and water.

## **Policy Alignment**

This report is in accordance with the City's Procurement and Budget Control policies.

## **Conclusion**

It is recommended that Council approve the proposal from Flowpoint Environmental systems for the supply and installation of a bulk water fill station.

Approved by:	Status:
Peter Raabe, Director of Engineering & Infrastructure Services	Approved - 14 Jun 2024
Lynda Ferguson, Director of Finance & IT Services	Approved - 14 Jun 2024
Sandra MacDonald, City Manager	Approved - 14 Jun 2024



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	June 18, 2024
<b>Prepared By:</b>	Sheena Earl, City Clerk Sandra MacDonald, City Manager
<b>Report Number:</b>	2024-120
<b>Subject:</b>	Integrity Commissioner Appointment

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## Recommendation

THAT Ellen Fry of ADR Chambers be appointed as Integrity Commissioner for a five year term effective August 1, 2024.

## Background

Sections 223.3, 223.4, and 223.4.1. of the Municipal Act, 2001 require that all municipalities make arrangements for all of the responsibilities set out in subsection 223.3(1) to be provided by an Integrity Commissioner and outlines the roles and responsibilities of an Integrity Commissioner once appointed. The Integrity Commissioner has the power to assess and investigate complaints received and make penalty recommendations when it is determined that a complaint is valid and there has been a violation of a Code of Conduct or other ethical breach. The Integrity Commissioner can also provide advice to Council members about their own situation respecting the Code of Conduct and other procedures, rules, policies, etc., governing ethical behaviour.

## Analysis

As the five-year term for the City's appointment of Tony Fleming of Cunningham Swan has come to an end, staff issued a Request for Proposals for the provision of Integrity Commissioner services on February 7, 2024.

Five proposals were received from firms across the province. Submissions were evaluated based on the following criteria:

- Proposed Services such as the protocol followed for investigations, timeliness, confidentiality, communication methods and approach the fulfilling duties of the role;
- Experience and Qualifications including experience in Municipal Law, previous and current experience as an Integrity Commissioner, mediation and adjudicative skillset
- Fees Structure and Hourly Rate

- Public Relations including verbal and written communication skills and experience and confidence in relations with elected and appointed representatives and the press.

References for the top scoring proposal were contacted and an in-person interview was conducted. Staff recommend appointing Ellen Fry of ADR Chambers as the top scoring proponent. Ms. Fry's Curriculum Vitae is included as Attachment 1.

## **Financial Implications**

ADR Chambers offers an hourly rate of \$350 for Integrity Commissioner services, as required. There is no retainer charged. This fee is charged on an as needed basis when training, review, advice or an investigation is required.

## **Policy Alignment**

The appointment of an Integrity Commissioner provides an opportunity to undertake a fulsome review of the Council Code of Conduct and to provide training to members of Council and Committees, including Advisory Committees.

## **Conclusion**

The adoption of a Council Code of Conduct and the appointment of an Integrity Commissioner are mandated by the Municipal Act. The appointment of Ellen Fry of ADR Chambers as Integrity Commissioner will fulfil this obligation and will provide a resource for ethics related training and advice for members of Council and Committees.

Approved by:	Status:
Sheena Earl, City Clerk	Approved - 14 Jun 2024
Lynda Ferguson, Director of Finance & IT Services	Approved - 14 Jun 2024
Sandra MacDonald, City Manager	Approved - 14 Jun 2024

Attachments:

[Attachment 1](#)



## EDUCATION

MBA - Queen's University, 1999

LL.B. - University of Ottawa, 1977

B.A. (Honours) - Carleton University, 1974

Advanced mediation training accredited through  
the University of Windsor Faculty of Law

Member of Law Society of Ontario since 1979

## PROFESSIONAL EXPERIENCE

### Investigator, Mediator and Arbitrator

ADR Chambers Inc. | 2010 - Present

- Integrity Commissioner for 2 Ontario Municipalities and Associate Integrity Commissioner Investigator for 7 others and 2 Ontario school boards
- Investigated Integrity Commissioner complaints involving Codes of Conduct, Integrity Commissioner Procedures, the *Municipal Act, 2001*, the *Municipal Conflict of Interest Act* and education legislation.
- Investigated over 200 complaints against major banks and municipalities; this involved determining whether complainants were treated fairly in accordance with bank/municipal policies and law and principles of good service; mediated where appropriate
- Mediation and arbitration of a range of disputes.

### Ombudsman

National Capital Commission (NCC) | 2012 – 2017

- Investigated complaints by individuals against a federal agency with major land holdings; this involved determining whether complainants were treated fairly in accordance with NCC and government policies and regulations and principles of good service; mediated where appropriate
- Prepared investigation reports and Annual Reports for the NCC Board of Directors

### Member of the Ontario Energy Board | 2012 - 2017

- Quasi-judicial adjudication of issues concerning municipal and provincial utilities.

### Member of Canadian International Trade Tribunal (CITT) |

2001 - 2010

- Quasi-judicial adjudication of complaints and other issues concerning trade and customs.
- Investigation of complaints concerning major government procurements

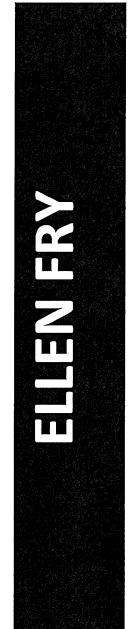
### Legal Counsel and Director of Legal Services

Federal Department of Justice | 1981 - 2001

- Legal advice to government departments including regulatory, commercial and ethics issues:
  - Director, Environment Canada Legal Services (1994-1997)
  - Director, Industry Canada Legal Services (1988-1994)
  - Senior Counsel, Transport Canada (1987-1988)
  - Counsel, Department of Regional Industrial Expansion (1981-1987)

### Lawyer

Watson & Farber, Ottawa | 1979 - 1980



## RELEVANT EXPERIENCE FOR INTEGRITY COMMISSIONER SERVICES

### **1. Advanced mediation skills**

Ms. Fry has been a mediator at ADR Chambers since 2010 and received advanced mediation training accredited through the Faculty of Law at the University of Windsor. During more than 10 years of investigating complaints at ADR Chambers and the National Capital Commission (NCC), Ms. Fry consistently identified situations where mediation was appropriate and addressed those situations productively through mediation.

### **2. Excellent oral and written communication skills**

Since 2001, Ms. Fry has written hundreds of reports, both confidential and public, explaining her determinations in investigations and quasi-judicial decisions. As Ombudsman of the NCC, she made oral presentations concerning investigations to the NCC Board of Directors and issued public Annual Reports. Ms. Fry has also made presentations on complaint investigation and tribunal processes in a number of venues, including the Forum of Canadian Ombudsman.

### **3. Conducting Investigations**

Ms. Fry has approximately 20 years of experience conducting investigations. At ADR Chambers, she has investigated complaints against municipal councillors for the Office of the Integrity Commissioner in respect of several Ontario municipalities and conducted over 200 investigations of complaints against major banks and municipalities for the Banking Ombuds and Municipal Ombuds Offices. In her 5 years as Ombudsman of the NCC, she investigated complaints by individuals against the NCC. In her 9 years as a Member of the Canadian International Trade Tribunal (CITT), she investigated complaints about major government procurements and trade issues.

### **4. Adjudicative Experience**

Ms. Fry has 14 years of experience as a quasi-judicial adjudicator. As a Member of the Ontario Energy Board, she adjudicated issues concerning municipal and provincial utilities. As a Member of the CITT, she adjudicated issues concerning major government procurements, trade, and customs.

### **5. Background in law or judiciary experience**

Ms. Fry has been a lawyer in Ontario for over 40 years, including over 20 years providing advice to various federal government departments. She has 14 years of experience as a quasi-judicial adjudicator, as outlined above under "Adjudicative Experience".

### **6. Knowledge of municipal government and municipal law, including conflict of interest legislation**

As an investigator at ADR Chambers, Ms. Fry has investigated complaints against municipal councillors and governments. This has involved the *Municipal Act, 2001* and *Municipal Conflict of Interest Act*. As a Member of the Ontario Energy Board, Ms. Fry adjudicated issues concerning municipal utilities.



# Staff Report

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<b>Report To:</b>	General Committee
<b>Meeting Date:</b>	June 18, 2024
<b>Prepared By:</b>	Lynda Ferguson, Director of Finance & IT Services
<b>Report Number:</b>	2024-125
<b>Subject:</b>	2024 Variance-April 30

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## Recommendation

THAT Council receives report 2024-125, 2024 Variance April 30 for information.

## Background

The City's Budgetary Control policy adopted in February 2020 requires that staff report variances for the periods ending April, June, September, November and December.

Staff continue to work on improving internal processes to enhance the value, relevance, and oversight that variance reporting provides. This will be an ongoing process with the goal of providing council with accurate forecasts backed by the best available information.

A change in the presentation and reporting of variance is starting with the April 2024 variance to streamline the process. The intended result of a variance report is to highlight items that might result in either a surplus or deficit. This provides transparency regarding the expected results for the year as well as providing opportunity for mitigation measures where possible. The same highlights will be provided within the written report; however, the variance summary report will show year-to-date actuals, 2024 budget and percentage used. This variance report, as of the end of April, represents 33% of the year.

## Analysis

### City Departments

City departments are currently projecting a surplus of \$254,464. As the year progresses and as additional information becomes available, the projections will change accordingly.

The notable items attributing to the surplus are:

- \$20,000 deficit in Fleet due to staff absence \$15,000 and emergency repair of the generator for the Gord Watts Municipal Centre
- \$60,000 surplus in Parks for grass cutting contract.

- \$25,000 deficit for tunnel repairs including emergency repairs due to the generator failure.
- \$94,527 surplus in Economic Development re wages for staff vacancy
- \$85,045 surplus in Planning due to large application fee \$45,000 and \$40,045 in wages due to staff vacancy.
- \$80,842 surplus in Public Works mainly contracted services attributed to utilizing staff where possible in winter control.
- \$12,500 net deficit in Transit due to coverage of staff absences, \$7,500, and \$5,000 for additional equipment on startup of para-transit service.

### **Water & Wastewater Budgets**

The Water department is projecting a minimal deficit of \$8,398 due to:

- \$4,120 for iPads and chargers for iWater upgrade
- \$4,280 for contracted services and safety equipment.

The Wastewater department is projecting a very minimal net variance composed of a \$11,804 deficit on the operations of the Water Pollution Control Centre and a surplus of \$12,000 for the main pumping station.

### **Capital Budgets**

At this time there are no notable variances within the capital budgets that have not already been pre-approved by Council.

### **Community Partners**

The Community Partners that are reporting at this time have a net surplus of \$350,000.

- \$50,000 Brockville Police Service - wages due to secondment
- \$300,000 St. Lawrence Lodge.

Recently St. Lawrence Lodge provided an update for their 2024 requirements. When the St. Lawrence Lodge passed their budget, it had been created very conservatively, as the Provincial allocation was unknown at that time as well as them experiencing staffing pressures. The 2024 Provincial funding has since been announced with a higher allocation than expected which has created a \$700,000 reduction in their 2024 levy to the City. Therefore, the contribution from fiscal policy of \$400,00 will not be required and it will create a \$300,000 surplus on their budget line.

## **Financial Implications**

The total projected surplus for City Departments is \$604,604, (City Departments \$254,464 + Community Partners 350,000). Any net surplus or deficit on the tax levy flows to the Fiscal Policy Reserve. It is still early in the year and the final variance can be expected to change as the year progresses.

Water and wastewater surplus and deficits are funded through water and wastewater reserves respectively.

## **Policy Alignment**

The City's Budgetary Control policy adopted in February 2020 requires that staff report variances for the periods ending April, June, September, November and December.

## **Conclusion**

This variance report is being provided to Council for information and states the City's financial position as of April 30, 2024. It is still early in the year and the final variance can be expected to change as the year progresses.

Approved by:

Lynda Ferguson, Director of Finance & IT  
Services

Sandra MacDonald, City Manager

Status:

Approved - 14 Jun 2024

Approved - 14 Jun 2024

Attachments:

[City Department Variance April 30 2024](#)

[Water Department Variance April 30 2024](#)

[Wastewater Department Variance April 30 2024](#)



**City of Brockville  
Operations Variance  
as at April 30, 2024**

	<b>2024 Budget</b>	<b>2024 Actual</b>	<b>% Used</b>
<b>Corporate Administration</b>			
City Manager	581,402	154,824	26.63%
Clerk	245,322	78,153	31.86%
Council	191,784	55,710	29.05%
Finance	938,979	281,940	30.03%
Human Resources	575,890	147,499	25.61%
Information Services	531,111	172,053	32.39%
Mayor	68,285	17,188	25.17%
<b>Corporate Administration Total</b>	<b>3,132,773</b>	<b>907,368</b>	<b>28.96%</b>
<b>Cemetery</b>			
Cemetery	216,436	68,463	31.63%
<b>Cemetery Total</b>	<b>216,436</b>	<b>68,463</b>	<b>31.63%</b>
<b>Cultural Services</b>			
Brockville Arts Centre	189,356	46,156	24.38%
Cultural Services	168,795	28,151	16.68%
Museum	410,938	106,220	25.85%
<b>Cultural Services Total</b>	<b>769,089</b>	<b>180,528</b>	<b>23.47%</b>
<b>Debt Charges</b>			
Debt Charges	2,265,834	152,237	6.72%
<b>Debt Charges Total</b>	<b>2,265,834</b>	<b>152,237</b>	<b>6.72%</b>
<b>Economic &amp; Development Services</b>			
Building	(116,964)	(1,777)	1.52%
Bylaw	113,271	35,969	31.75%
Committee of Adjustment	-	(5,201)	0.00%
Economic Development	628,721	164,062	26.09%
Heritage Brockville	15,902	328	2.06%
Planning	349,184	16,044	4.59%
<b>Economic &amp; Development Services Total</b>	<b>990,114</b>	<b>209,425</b>	<b>21.15%</b>
<b>Engineering &amp; Infrastructure</b>			
Engineering	328,462	80,820	24.61%
GIS	217,362	75,302	34.64%
Solid Waste	2,612,613	593,655	22.72%
<b>Engineering &amp; Infrastructure Total</b>	<b>3,158,437</b>	<b>749,776</b>	<b>23.74%</b>
<b>Fire Department</b>			
Fire Department	6,277,735	1,894,682	30.18%
<b>Fire Department Total</b>	<b>6,277,735</b>	<b>1,894,682</b>	<b>30.18%</b>
<b>Operations &amp; Public Works</b>			
Airport	161,372	74,119	45.93%
Facilities	144,774	121,136	83.67%
Fleet	315,576	143,241	45.39%
Operations	263,683	72,985	27.68%
Pedestrian Vehicle Infrastructure	667,293	78,884	11.82%
Public Works	3,680,607	1,105,406	30.03%
Transit	938,565	301,621	32.14%
<b>Operations &amp; Public Works Total</b>	<b>6,171,871</b>	<b>1,897,391</b>	<b>30.74%</b>
<b>Parking</b>			
Parking	56,936	11,906	20.91%
<b>Parking Total</b>	<b>56,936</b>	<b>11,906</b>	<b>20.91%</b>
<b>Parks &amp; Recreation</b>			
Arenas	653,795	350,182	53.56%
Parks	1,993,727	145,880	7.32%
<b>Parks &amp; Recreation Total</b>	<b>2,647,522</b>	<b>496,062</b>	<b>18.74%</b>
<b>Taxation &amp; Fiscal Management</b>			
Taxation & Fiscal Management	(1,902,508)	898,060	-47.20%
<b>Taxation &amp; Fiscal Management Total</b>	<b>(1,902,508)</b>	<b>898,060</b>	<b>-47.20%</b>
<b>Tourism</b>			
Tourism	286,770	48,519	16.92%
<b>Tourism Total</b>	<b>286,770</b>	<b>48,519</b>	<b>16.92%</b>
<b>Grand Total</b>	<b>24,071,008</b>	<b>7,514,416</b>	



**City of Brockville  
Water Variance  
as at April 30, 2024**

	<b>2024 Budget</b>	<b>2024 Actual</b>	<b>% Used</b>
Administration	111,346	30,060	27.00%
Debt Charges	81,513	-	0.00%
Engineering	177,462	53,734	30.28%
Finance	(2,906,377)	(1,182,971)	40.70%
Fleet	-	470	0.00%
Water Distribution Maintenance	1,169,436	299,654	25.62%
Water Treatment	1,366,620	342,798	25.08%
<b>Grand Total</b>	<b>0</b>	<b>(456,255)</b>	



**City of Brockville  
Wastewater Variance  
as at April 30, 2024**

	<b>2024 Budget</b>	<b>2024 Actual</b>	<b>% Used</b>
ADMINISTRATION	99,801	29,332	29.39%
DEBT CHARGES	567,048	-	0.00%
ENGINEERING	200,697	50,692	25.26%
FINANCE - WASTEWATER	(4,464,050)	(1,995,601)	44.70%
WASTEWATER COLLECTION	327,116	72,047	22.02%
WATER POLLUTION CONTROL	3,269,388	757,521	23.17%
<b>Grand Total</b>	<b>0</b>	<b>(1,086,009)</b>	



# Brockville Public Library

have courage | act responsibly | pursue knowledge | push boundaries | welcome everyone

## **Minutes: April 22nd, 2024**

Present: Chair M. Wicklum, Vice Chair R. Stobo, C. Wales, Zoom: C. Quick, L. Pennell, J. Schoemaker-Holmes, L. Rayvals.

Regrets: C. Wells

1. Call to Order 5.30pm
2. Land acknowledgement:

In the spirit of reconciliation, the Brockville Public Library acknowledges the land on which it was originally established, and the work that it does, takes place on the territories of the Huron-Wendat, Haudenosaunee, and Anishinabek Peoples.

We are grateful for the significant and invaluable contributions First Nations, Inuit and Métis Peoples have made and continue to make across Turtle Island despite the historic and ongoing effects of colonialism.

As part of the Ontario Library Association, the staff and leadership at the Brockville Public Library are committed to active participation in reconciliation by amplifying Indigenous voices year-round, listening, learning, and providing resources so that we may work towards fulfilling [CFLA-FCAB's Truth & Reconciliation Committee Recommendations](#).

3. Introductory Remarks (information/announcements)
4. Approval of Agenda R. Stobo, L. Pennell
5. Declaration of Conflict of Interest
6. Consent Agenda
  - a. March 25th, 2024 Board minutes amended C. Wales, C. Quick
7. For discussion
  - a. Executive Report
  - b. InvestorLine update - R. Stobo to contact BMO
  - c. CEO annual review

- i. Report from committee - feedback forms to be distributed to Board
  - d. Financial Audit update - still ongoing
  - e. Accreditation - submitted, waiting for OLS
  - f. Board Bylaws review - subcommittee of L. Rayvals, R. Stobo, C. Wells
  - g. Board Workplan - councilor advocacy relationships:
    - i. C. Wales - His Worship M. Wren
    - ii. R. Stobo - P. Deery
    - iii. C. Quick - L. Severson
    - iv. L. Rayvals - M. Kalivas
    - v. J. Schoemaker-Holmes - N. Lavergne
    - vi. L. Pennell - J. Earle
    - vii. C. Wells - K. Hobbes
    - viii. M. Wicklum - J. Fullerton
8. Items for next agenda (add as identified)
- Board Bylaws
  - Board Workplan
  - Talking points for Council relationships
9. Meeting evaluation/roundtable discussion
11. Adjournment 6.58pm – Next meeting: Monday, May 27nd, 2024: 5:30pm.

**2024 Meeting Dates at 5.30pm at the Brockville Library Buell Street Room :**

January 22nd  
February 26th (Due to Feb 19 being Family Day)  
March 25th  
April 22nd  
May 27th (due to May 20 being Victoria Day)  
June 24th  
NO July Meeting  
August 26th  
September 23rd  
October 28th  
November 25th  
NO December meeting.

# Brockville Museum Advisory Committee Meeting Minutes

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April 9, 2024 at 1pm, Microsoft Teams

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Present: P. Naylor, D. Buck, D. Hamilton, J. Watt, H. Cody, K. Hobbs (Council Representative), N. Wood (Staff)

## 1.0 Land Acknowledgement

*We acknowledge that the land on which we gather, exchange ideas, and share our past, present, and future is the traditional territory of the Anishinaabe, Haudenosaunee and Wendat people.*

## 2.0 Call to Order

1:01pm

## 3.0 Additions to/Approval of Agenda

None.

## 4.0 Discussion and Approval of Minutes of the Last Meeting

March 12, 2024 Meeting Minutes – *approved as presented*

## 5.0 Executive Reports

### 5.1 Chair

- Presented a few thoughts on the future of AI and the value of the complex research involved in museum work (which cannot be reproduced by AI).
- Offered positive remarks regarding the completion of the lobby ceiling.

### 5.2 Curator

#### 5.2.1 Discussion of March Staff Report

- There was a brief discussion about the City's new Strategic Plan. Both Committee Members and the Curator expressed optimism for the museum's position in the new plan.

##### 5.2.1.1 Discussion of the March Break Report

- Committee members remarked at the early positive outcomes from the museum's new membership with the Kingston Association of Museums (KAM), which clearly helped drive admissions during March Break.
- Committee members suggested re-naming "Exhibit Activation Stations" to make it more clear to the general public what they are.

- Committee members asked for examples of the activities presented; the Curator elaborated on the River Timeline activity and the Guess the Artifact activity.
- Committee members agreed that they appreciated the supplementary “March Break Report” and the detailed statistics and evaluation it provided.

#### 5.2.2 May is Museum Month

- The Committee approved a request to Council to declare “May is Museum Month”, which was previously circulated email. The request will be discussed at the April 9<sup>th</sup> Council meeting.

### **6.0 New and Ongoing Business**

There was a brief discussion about the success of the Eclipse that took place in Brockville on April 8. The museum was open special hours ahead of the eclipse and was well attended. With the Hardy Park washrooms closed, the museum did see a large number of people coming in just to use the washroom.

### **7.0 Date, Time, Location of Next Meeting**

May 14 @ 1pm via Teams (Second Tuesday of the month)

### **8.0 Adjournment**

1:32pm

# Brockville Museum Advisory Committee Meeting Minutes

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May 14, 2024 at 1pm, Microsoft Teams

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Present: P. Naylor, D. Buck, D. Hamilton, J. Watt, H. Cody, N. Wood (Staff)

Regrets: K. Hobbs (Council Representative),

## 1.0 Land Acknowledgement

*We acknowledge that the land on which we gather, exchange ideas, and share our past, present, and future is the traditional territory of the Anishinaabe, Haudenosaunee and Wendat people.*

## 2.0 Call to Order

1:02pm

## 3.0 Additions to/Approval of Agenda

None.

## 4.0 Discussion and Approval of Minutes of the Last Meeting

April 9, 2024 Meeting Minutes – *approved as presented*

## 5.0 Executive Reports

### 5.1 Chair

- Remarked that April was a fun month for Brockville with both the solar eclipse and the Netflix movie filming on Courthouse Ave.
- Suggested that Committee members consider how the committee can better engage with the community to raise awareness about the museum.

### 5.2 Curator

#### 5.2.1 Discussion of April Staff Report.

- There was a brief discussion about the Curator's meeting with the City Manager.
- There was a discussion about the summer student grant program and hiring process that results in the museum hiring late in the season, missing out on the best candidates.
- There was a discussion about the People of Brockville panel sponsorship campaign, with committee members offering suggestions on businesses to approach.

#### 5.2.2 2024 Goal Tracking Check-in

- The Curator made a few remarks about the overall success thus far of progressing on goals, but also identified two objectives that are less likely to be achieved in 2024 due to available resources and other projects that have come up.

#### 5.2.3 Update re: hours of operation

- The Curator reviewed the updated plan for hours of operation for 2024 with the Committee.
  - As per a decision made in 2023, the museum will be closed on statutory holidays in keeping with other city services.
- The Curator discussed the current posting for additional Visitor Services Attendants, and how current staffing levels are impacting hours of operation.

## 6.0 New and Ongoing Business

None.

## 7.0 Date, Time, Location of Next Meeting

June 11 @ 1pm via Teams (Second Tuesday of the month)

## 8.0 Adjournment

1:34pm



# **City of Brockville**

## **Railway Tunnel Committee**

### **Minutes**

**9:00 AM - Thursday, May 9, 2024**

City Hall, Council Chambers

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The Railway Tunnel Committee meeting was called to order on Thursday, May 9, 2024, at 9:00 AM, in the City Hall, Council Chambers, with the following present:

**Members**

Doug Grant, Lynne Houldsworth, Jack Kenny, Brian Porter, and George A. Smith

**Present:**

Louise Severson

**Regrets:**

Chad Davis, Supervisor of Parks & Cemetery Services, Phil Wood, Director of Operations, Tara Laberee Bondi, Clerks Assistant, and Kelly Brintnell, Tourism Development Coordinator

### **Disclosure of Interest**

Nil.

### **Chair's Remarks**

B. Porter emphasized his support of the City issuing press releases to communicate the Tunnel updates, noting he feels the message has been well communicated as he read an article in the Ottawa Citizen and saw Kingston TV news coverage regarding the delayed opening.

### **Adoption of the Minutes**

Moved by: G. Smith

Seconded by: L. Houldsworth

THAT the minutes of the Brockville Railway Tunnel Committee meeting dated April 11, 2024, be adopted as circulated.

**CARRIED**

### **New Business Arising from the Minutes**

Nil.

### **Staff Reports**

1 Short term solutions for the tunnel

P. Woods provided a summary of his report for the May 14, 2024 Council meeting detailing immediate short term remedial solutions for the tunnel

lighting. ACF Electric (ACF) was the successful contractor awarded the public tender to replace failed lighting components in the tunnel. Lights have been ordered with an estimated delivery date of 8 to 10 weeks. There will need to be a major overhaul of the tunnel's lighting system in the long term however staff are currently working on short term solutions with ACF. Committee and staff discussed the solutions presented and the associated costs.

K. Brintnell updated members that the tunnel will be opening on May 17, 2024, with white lights and will feature local radio station 104.9FM. J. Kenny would like to see some signage explaining the modified light show. K. Brintnell said the tourism office has received many questions from visitors about the tunnel status so they will be working on signage.

## **Sub-Committee and Member Reports/Project Updates**

### 1 Model Railway show update

J. Kenny said the event was very well attended and the committee was happy to be able to participate. Members L. Houldsworth and B. Porter also volunteered at the event. Many attending the event were from outside the region, so it was a chance to promote the tunnel to many new visitors. The committee has been invited back next year and due to the success of the event, it may be expanded to two days.

## **Parking Lot**

### 1 Parking lot signage update

C. Davis worked with K. Lorimer to have the committee's design meet the City's standards. Ketchum manufactured the signs and now they are with the Parks staff getting ready for installation. Members and staff discussed the placement of the sign on Pearl Street at the end of Victoria Avenue.

## **New Business**

### 1 J. Kenny asked for an update on the landscaping at the North entrance. C. Davis said the contractors will be starting soon and will work at cutting the grass back. When time permits, staff will work to level area with soil.

## **Adjournment**

THAT the Brockville Railway Tunnel Committee be adjourned until its next regular meeting scheduled for June 13, 2024.

*The meeting adjourned at 10:15am.*



# St. Lawrence Lodge Committee of Management Meeting Minutes

2024

Tuesday, March 26, 2024  
St. Lawrence Lodge Boardroom & Zoom  
0900 Hours

## Present were:

Representing the United Counties:	Robin Jones
Representing Brockville:	Mike Kalivas
Representing Prescott:	Ruth Lockett
Representing St. Lawrence Lodge:	Lisa Harper Sherry Canning

## Attendees via Zoom:

Representing the United Counties:	Herb Scott Corinna Smith-Gatcke
Representing Brockville:	Jane Fullarton
Representing Gananoque:	Colin Brown

**Guests:**  
Gananoque Mayor John S. Beddows  
Trevor Dean – Support Services Manager SLL

**Call to Order** – meeting called to order at 9:00 am.

Motion that the March 26, 2024 agenda be adopted as presented.

Moved by: Robin Jones  
Seconded by: Colin Brown  
Motion Carried

**Disclosure of Pecuniary Interest** – None noted.

## **Approval of Previous Minutes:**

Motion that the minutes of the November 28, 2023 and December 13, 2023 St. Lawrence Lodge Committee of Management meetings be adopted as presented.

Moved by: Corinna Smith-Gatcke  
Seconded by: Robin Jones  
Motion Carried



## St. Lawrence Lodge Committee of Management Meeting Minutes

2024

Introduction of Trevor Dean, Support Services Manager of St. Lawrence Lodge.

### **Financial:**

Tanya Dallaire presented the Statement of Operations and Statement of Financial Position as of December 31, 2024.

Motion that the St. Lawrence Lodge November financial statements be accepted as presented.

Moved by: Colin Brown  
Seconded by: Ruth Lockett  
Motion Carried

### **In Camera:**

Motion that the March 26, 2024 meeting of St. Lawrence Lodge Committee of Management, as provided in Section 239 (2) of the Municipal Act, 2001 S.O. 2001, Chapter 25 move into an in camera session meeting at 9:32 am to address matters pertaining to: legal and personnel matter.

Moved by: Jane Fullarton  
Seconded by: Colin Brown  
Motion Carried

Legal and Personnel Matter – Monetary Penalty 4961559F – direction given.

Motion that the March 26, 2024 meeting of St. Lawrence Lodge Committee of Management does now resume at 9:45 am be accepted.

Moved by: Corinna Smith-Gatcke  
Seconded by: Colin Brown  
Motion Carried

### **Information Items:**

Motion that the Administrator's report for March 2024 be adopted as circulated.

Moved by: Corinna Smith-Gatcke  
Seconded by: Herb Scott  
Motion Carried



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## St. Lawrence Lodge Committee of Management Meeting Minutes

2024

### **Adjournment:**

That the March 26, 2024 Committee of Management meeting does now adjourn at 9:50 am and that the Committee of Management will meet next on April 23, 2024 at 9:00 am.

Moved by: Ruth Lockett  
Seconded by: Corinna Smith-Gatcke  
Motion Carried



## St. Lawrence Lodge Committee of Management Meeting Minutes

2024

Tuesday, April 23, 2024  
St. Lawrence Lodge Boardroom & Zoom  
0900 Hours

### **Present were:**

Representing Brockville:	Mike Kalivas
Representing Prescott:	Ruth Lockett
Representing St. Lawrence Lodge:	Lisa Harper Sherry Canning

### **Attendees via Zoom:**

Representing the United Counties:	Robin Jones
Representing Brockville:	Jane Fullarton
Representing Gananoque:	Colin Brown

**Call to Order** – meeting called to order at 9:01 am.

Mike Kalivas welcomed everyone and let everyone know the information session from the previous day went very well. Thank you to the staff.

Motion that the April 23, 2024 agenda be adopted as presented.

Moved by: Ruth Lockett  
Seconded by: Jane Fullarton  
Motion Carried

**Disclosure of Pecuniary Interest** – None noted.

### **Approval of Previous Minutes:**

Motion that the minutes of the March 26, 2024 St. Lawrence Lodge Committee of Management meeting be adopted as presented.

Moved by: Robin Jones  
Seconded by: Colin Brown  
Motion Carried



## St. Lawrence Lodge Committee of Management Meeting Minutes

2024

### **Financial:**

Tanya Dallaire presented the Statement of Operations and Statement of Financial Position as of February 29, 2024.

Motion that the St. Lawrence Lodge February financial statements be accepted as presented.

Moved by: Colin Brown  
Seconded by: Ruth Lockett  
Motion Carried

### **In Camera:**

Motion that the March 26, 2024 meeting of St. Lawrence Lodge Committee of Management, as provided in Section 239 (2) of the Municipal Act, 2001 S.O. 2001, Chapter 25 move into an in camera session meeting at 9:32 am to address matters pertaining to: legal and personnel matter.

Moved by: Jane Fullarton  
Seconded by: Colin Brown  
Motion Carried

Legal and Personnel Matter – Monetary Penalty 4961559F – direction given.

Motion that the March 26, 2024 meeting of St. Lawrence Lodge Committee of Management does now resume at 9:45 am be accepted.

Moved by: Corinna Smith-Gatcke  
Seconded by: Colin Brown  
Motion Carried

### **Information Items:**

Monetary Penalty Repayment Policy – Lisa will make some revisions and bring back to the Committee for review.

Motion that the Administrator's report for April 2024 be adopted as circulated.

Moved by: Colin Brown  
Seconded by: Ruth Lockett  
Motion Carried



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## St. Lawrence Lodge Committee of Management Meeting Minutes

2024

### **Adjournment:**

That the April 23, 2024 Committee of Management meeting does now adjourn at 9:38 am and that the Committee of Management will meet next on May 28, 2024 at 9:00 am.

Moved by: Colin Brown  
Seconded by: Ruth Lockett  
Motion Carried