



## **Finance, Administration and Operations Committee**

Tuesday, January 17, 2017, 4:15 pm  
City Hall, Council Chambers

### Committee Members

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

### Areas of Responsibility:

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

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

Page

## **AGENDA**

### **DISCLOSURE OF INTEREST**

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

4 - 16

1. Brockville Railway Tunnel Committee  
Mr. Jack Kenny

*Mr. Kenny will update the committee on the Tunnel project.*

### **CORRESPONDENCE**

1. Nil.

Finance, Administration and Operations Committee  
January 17, 2017

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## STAFF REPORTS

- 17 - 38     1. 2017-003-01  
Water & Wastewater Systems  
Quarterly Report (Oct.-Dec. 2016)
- THAT Report 2017-003-01 Water & Wastewater Systems Quarterly Report (Oct. – Dec. 2016) be received for information purposes.*
- 39 - 42     2. 2016-157-12  
Architectural Services  
Railway Tunnel Phase 2
- THAT MTBA Associates Inc. be retained to develop concepts for the former railway lands northeast of William and Brock Streets, including a public consultation process, for a fee of \$84,764.85 plus HST; and*
- THAT this expenditure be charged to account 9701101-9037001*
- 43 - 59     3. 2017-007-01  
Railway Tunnel - Project Update
- That Report 2017-007-01 be received for information purposes.*
- 60 - 63     4. 2017-008-01  
Cycling Advisory Committee  
Waterfront Bicycle Parking
- THAT bicycle parking/corras be added to the Water Street Parking Lot, Hardy Park, Rotary Park, St. Lawrence Park and Memorial Park; and*
- THAT 1% of City-developed parking lots be designated to include bicycle parking corras.*

Finance, Administration and Operations Committee  
January 17, 2017

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- 64 - 81      5.      2017-005-01  
2018 Municipal Election Ranked Ballot Election

*THAT Staff Report No. 2017-005-01, 2018 Municipal Election Ranked Ballot Election be received and no further action be taken.*

- 82 - 120      6.      2017-006-01  
2016 Departmental Work Plan Q4 Report

*THAT Council approve the 2016 Departmental Work Plans Fourth Quarter Report as outlined in Schedule 1, Report 2017-006-01.*

**NEW BUSINESS**

- 121      1.      Hydro One Rates  
Councillor Bursey

*WHEREAS there is inequity between the cost of hydro for rural residents as compared to urban residents due to higher distribution charges;*

*AND WHEREAS this practice targets and negatively affects rural residents, especially those who are already unable to pay for the high cost of hydro;*

*NOW THEREFORE BE IT RESOLVED THAT the Township of Georgian Bay request the Province to re-evaluate the structural changes to address the unfair practice of charging more for delivery for rural residents.*

**FAO - CONSENT AGENDA**

**ADJOURNMENT**

*THAT the Finance, Administration and Operations Committee adjourn its meeting until the next regular meeting scheduled for February 21, 2017.*



# Brockville Railway Tunnel Restoration Project Update

Financial Administration & Operations Committee Meeting - January 17, 2017

## Update Objectives

- \* Answer questions from December 6<sup>th</sup> EDP meeting
- \* Summarize Tunnel activities to date
- \* Note - handout document contains additional detail

## Railway Tunnel Committee

\*Active for over 6 years



Additional Members: Doug Smith, Brian Porter, Jim Rawlings,  
Mike McClintock, Conal Cosgrove, Lynn Murray

## Committee Sub-Committees

\* Full committee meets every month

\* Funding Sub-Committee:

Linda Eyre – Chair

Mike McClintock – Fundraising Manager

Dave LeSueur

Jack Kenny

Meets every 2<sup>nd</sup> Week

\* Marketing Sub-Committee:

Jack Kenny – Chair

Mike McClintock; Doug Grant; Doug Smith; George Smith;  
Brian Porter; Keith Hare

Meets every 2<sup>nd</sup> Week

\* Others as needed

## Initial Tunnel Project Activities

- \* Engineering work

Yes Open; Some work needed; Initial costs

- \* Overall concept plan developed

Plan recommendation – More than Tunnel

- \* Brock Trail connection



- \* Market Assessment Study

- \* Tunnel Park illustrations

- \* Fundraising started

## Overall Project – What's Included

### Phase 1

- \* Restore & repurpose railway Tunnel
- \* Open Tunnel end-to-end for residents & visitors
- \* Gorge area clean-up & pathway development
- \* Soft-Tired Tour Train
- \* Brockville's birthday present to Canada



## Overall Project (Cont'd)

### Phase 2

- \* Conceptual at this stage
- \* GTR/CN property redevelopment
- \* Parking buses & cars
- \* Restrooms
- \* Tour train area
- \* Ticket office/cafe
- \* Roundhouse building



## Overall Project (Cont'd)

### Future

- \* Very conceptual at this stage
- \* Armagh Sifton Price Park improvements
- \* Train Path
- \* Overall - Brockville's New Railway Tunnel Park



## Tunnel Project Costs

- \* Phase 1 initial cost estimate of \$2.5 M
- \* Based on initial Engineering report
- \* Phase 1 revised cost to \$3.975 M based on RFP's and enhanced lighting – Council approved
- \* Phase 2 cost estimates will be based on accurate design concepts by an Urban Planner
- \* Phase 2 will go to Council for approval

## Fundraising to Date

**Over past 2 years raised:**

As announced at Nov. 4<sup>th</sup> Arts Centre community launch



\*Currently at over **\$3.5** Million

## Major Donors to Date

### \$500K and Over

- \* Carolyn Sifton Foundation
- \* Philips Lighting Canada



### \$50 to \$499K

- \* David & Ann Beatty; The Beatty Family Charitable Foundation, & Canarm Ltd.
- \* Bank of Montreal
- \* Ford Electric & Bouwers Family
- \* City of Brockville
- \* Canadian National Railways
- \* Government of Canada – Canada 150
- \* The Joyce Family
- \* Rotary Clubs of Brockville
- \* Armagh L. Sifton Foundation
- \* 1000 Islands CDC
- \* VIA Rail

## Supplier Selection

### RFP Process

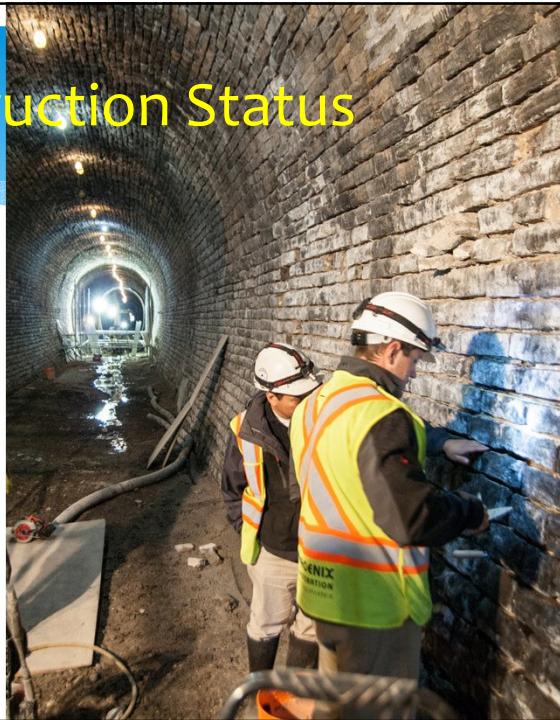
- \* Masonry Upgrade
  - \* Phoenix Restoration
- \* Gorge Tree Clearing
  - \* Glenmore Enterprises
- \* RTC Web Site Refresh
  - \* Henderson Digital Marketing
- \* Urban Planner – Phase 2

### Consortium Selection

- \* Local Electrical, Eng & Lighting
- \* Partners Include:
  - \* Ford Electric
  - \* Eastern Engineering
  - \* Morris Engineering
  - \* GerrAudio
  - \* Nedco
  - \* Secureway
  - \* Hendrix Restaurant Supply

## Construction Status

- \* Masonry upgrade underway: August to end of February
- \* Rock Bolting to be coordinated by Phoenix
- \* Gorge Tree Removal by end of March
- \* Electrical infrastructure install to start early March. Drainage, lighting, concrete path.



## Tunnel Construction

BrockvilleRailwayTunnel.com

momentsbyKeith



## Project Financing

### Infrastructure Ontario

- \* Interim financing secured by pledges committed to date.

### Monies Committed So Far

- \* Masonry
- \* Tree removal
- \* Infrastructure for:  
Lighting, Safety, Sound
- \* Lighting
- \* Marketing



## Operating Costs/Revenues

### Expenses

- \* Electricity
- \* Light system management
- \* Security monitoring
- \* Summer staffing
- \* Tour Train operation
- \* Tourism marketing
- \* Grounds up-keeping

### Revenues

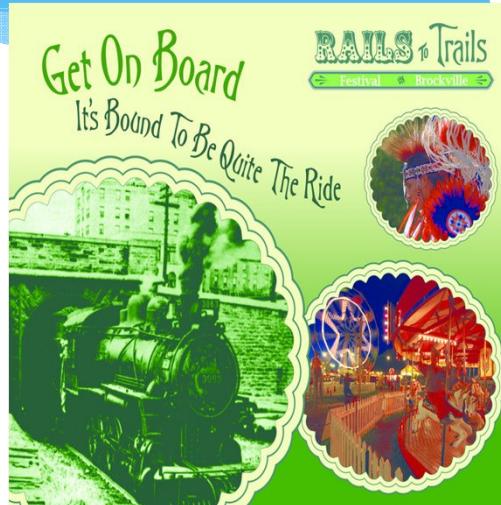
- \* Donations & sponsors
- \* Student employment grants
- \* Advertising
- \* Tour Train revenues
- \* Bus parking revenues
- \* Car parking revenues
- \* Facility rental fees



## Opening Schedule for Phase 1

### On Target

- \* Weekend of August 10-13, 2017
- \* Rails to Trails Festival
- \* Tunnel Opening Parade & Ceremony Part of Event
- \* Tunnel Portion Being Coordinated with The WORKS Group



## Potential Phase 2 Elements



- Parking for buses & cars
- Public restrooms/office
- Tour Train turning/service
- Ticket Depot Tour Train/Café
- Roundhouse visitor's centre
- Display rail cars/museum

# Phase 2 Urban Planner

## Why an Urban Planner/Architect for Phase 2

- Design to standards
  - Design innovations
  - Environmental issues
  - Accurate cost estimates
  - Project illustrations
  - Enables fundraising goal
  - Community consultations
  - Meet City Council's needs



## Phase 2 Urban Planner RFP

# Request for Proposal (RFP) Process

- \* Draft RFP prepared July, 2016 (Jim, Dave)
  - \* August 2016 draft review by City staff & committee (Conal)
  - \* RFP issued September 19, 2016
  - \* September 28, 2016 – Bidder site review – **14 companies**
  - \* October 17, 2016 – RFP deadline – **4 detailed responses**
  - \* October 27, 2016 – Bid review, criteria checklist (Conal, Jim)
  - \* November 10, 2016 - RFP recommendation to Tunnel Committee
  - \* Mark Thompson Brandt Architect & Associate - Ottawa, Ontario



## Phase 2 Planning

- \* Needed to maintain momentum
- \* Essential to fundraising process
- \* Starting now, still a couple of years out
- \* Railway Tunnel Park essentially a 10 year project
- \* Require a site plan before any paving
- \* Sequence & Coordinate
- \* One-at-a-Time aspects
- \* Funds raised and City Council approval before moving forward



## Tunnel Project Community Benefits Brockville's New Railway Tunnel Park

- \* Put Brockville on international map as home of Canada's First Railway Tunnel
- \* Put long unused Heritage Railway Properties to use
- \* New recreational place for local residents and visitors – and very importantly - of all ages
- \* Create new central corridor for Brock Trail System
- \* Attract more tourists and tourism revenues
- \* Support other attractions; Aquatarium, 1000 Island Boat Tours, Museum, Arts Centre, Fulford Place
- \* Synergy downtown shopping, dining, entertainment
- \* Provide parking for tour buses and cars
- \* Improve neighbourhood at north end of Tunnel

## Committee Information Centre



\* 66 King St. West – Donated by Preston Family – Drop in!

## Save the Date

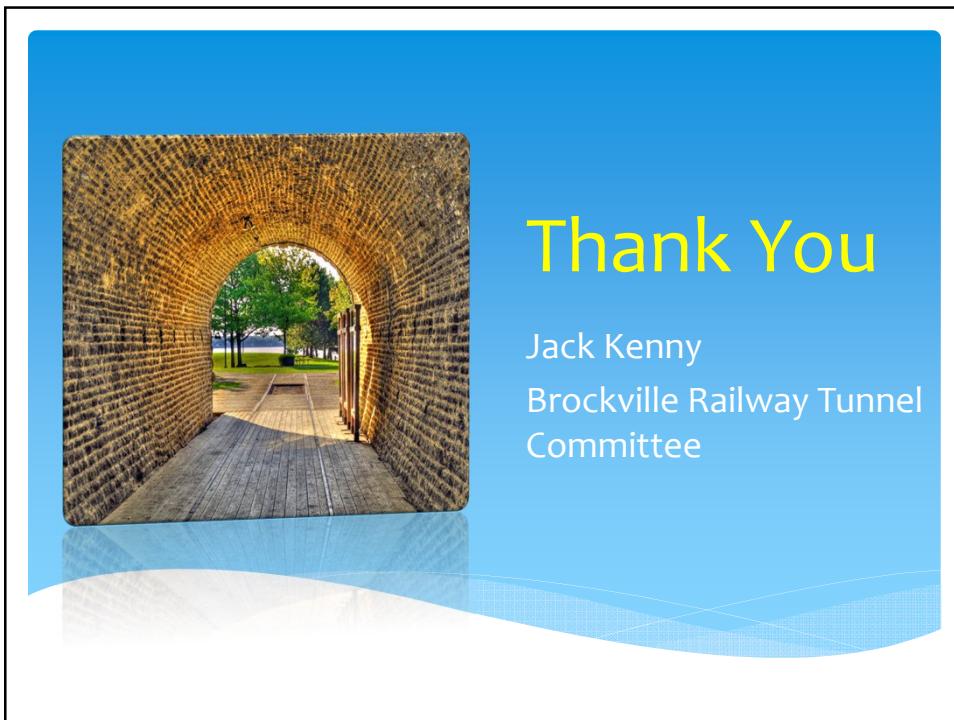
Railway Tunnel Re-Opening Ceremonies

Weekend of August 10-13, 2017

The Tunnel re-opening ceremonies and parade are being co-ordinated with The WORKS Group and Brockville's Canada 150 Rails to Trails Festival

**RAILS TO TRAILS**

Festival      Brockville



January 6, 2017

**REPORT TO FINANCE, ADMINISTRATION, OPERATIONS COMMITTEE – JANUARY  
17, 2017**

**2017-003-01  
WATER & WASTEWATER  
SYSTEMS QUARTERLY REPORT  
(OCT. – DEC. 2016)**

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

**RECOMMENDED**

THAT Report 2017-003-01 Water & Wastewater Systems Quarterly Report (Oct. – Dec. 2016) be received for information purposes.

**PURPOSE**

This report covers the months of October, November and December 2016. The intent of the report is to keep the Committee, Council, and the public current with performance and major operational aspects of the Water Treatment Plant, Water Distribution System, Water Pollution Control Centre (wastewater treatment system), and Wastewater Collection System, including any notable highlights, MOECC inspections and adverse conditions.

**BACKGROUND**

This report is submitted quarterly, and represents the fourth quarter of 2016.

**ANALYSIS/OPTIONS**

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

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

Adverse Water Quality Incidents: No incidents to report

2017-003-01

**Water & Wastewater Systems Quarterly Report (Oct. – Dec. 2016)****Page 2****Items of Note:****1. Flows - Water Treatment Plant**October

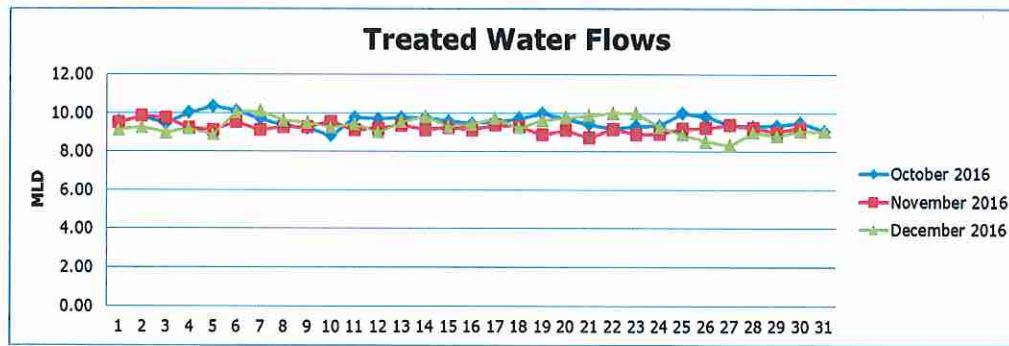
Total Volume Treated: 296.719 ML  
 Average Daily Flow: 9.572 ML/d  
 Average F12 Residuals: 0.58 mg/l  
 Distribution Free Cl2 Res: Min 0.75, Max 1.90, Avg 1.40 mg/l

November

Total Volume Treated: 277.327 ML  
 Average Daily Flow: 9.244 ML/d  
 Average F12 Residuals: 0.54 mg/l  
 Distribution Free Cl2 Res: Min 0.89, Max 2.00, Avg 1.53 mg/l

December

Total Volume Treated: 289.386 ML  
 Average Daily Flow: 9.335 ML/d  
 Average F12 Residuals: 0.57 mg/l  
 Distribution Free Cl2 Res: Min 0.89, Max 2.00, Avg 1.53 mg/l

**2. Main Treatment Plant**

- Exterior brick repairs completed (Capital)
- Infrared scanning/inspection completed on all MCC units
- External analysis of energy consumption completed - operational changes to pump operation resulted in a reduction of daily peak demand and hydro consumption
- Mezzanine/Workshop construction completed (Capital)
- Repairs to pre-chlorine supply line completed

**3. Booster Stations & Parkedale Reservoir:**

- Infrared scanning/inspection completed on all MCC units

2017-003-01

**Water & Wastewater Systems Quarterly Report (Oct. – Dec. 2016)****Page 3****Flows - Parkedale Reservoir****October**

Total Flow Zone 2: 173.772 ML

Average Daily Flow: 5.61 ML/d

**November**

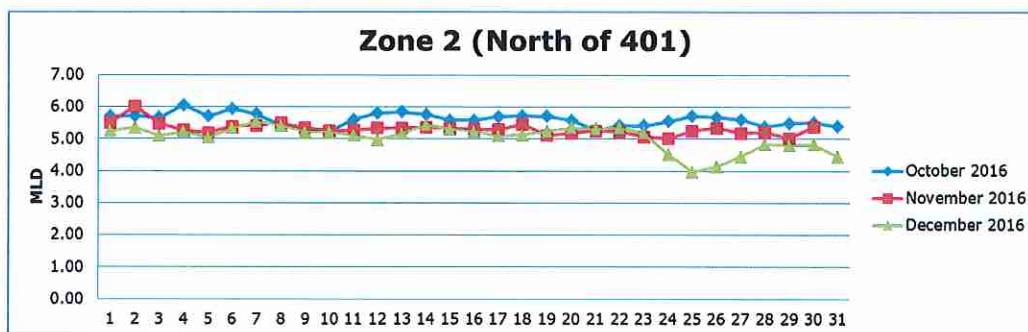
Total Flow Zone 2: 159.559 ML

Average Daily Flow: 5.32 ML/d

**December**

Total Flow Zone 2: 156.635 ML

Average Daily Flow: 5.05 ML/d



4. **Filters:**
  - GAC filter media topped up
  - Victaulic couplings on surface wash supply lines replaced
5. **Overhead Tank:**
  - Wood retaining wall replaced (Capital)
6. **Low Lift Pump Station:**
  - Roof leak repaired
  - Infrared scanning/inspection completed on all MCC units
7. **Drinking Water Quality Management System:**
  - DWQMS Management Review Meeting was held on November 29<sup>th</sup>, 2016 (see Attachment #2)
8. **MOECC Inspections:**
  - No inspections scheduled
9. **Regulatory Updates:**
  - Application for lead sampling relief submitted to MOECC
  - City of Brockville qualifies for further reduced lead sampling
  - Elizabethtown-Kitley is required to continue with residential plumbing sampling (winter and summer 2017)

2017-003-01

**Water & Wastewater Systems Quarterly Report (Oct. – Dec. 2016)****Page 4****10. Regulatory Sampling:**

- All regulatory weekly bacti sampling for Brockville and Elizabethtown-Kitley completed
- All regulatory quarterly sampling for THM's Nitrate, Nitrite for Brockville and Elizabethtown-Kitley completed
- Regulatory lead sampling completed for Brockville and Elizabethtown-Kitley

**11. Trunk Water Distribution:**

- Feedermain condition assessment completed from Charles Street to North Augusta Road

**12. Elizabethtown-Kitley Distribution:**

- Infrared scanning/inspection completed on all MCC units

**Flows - Elizabethtown-Kitley****October**

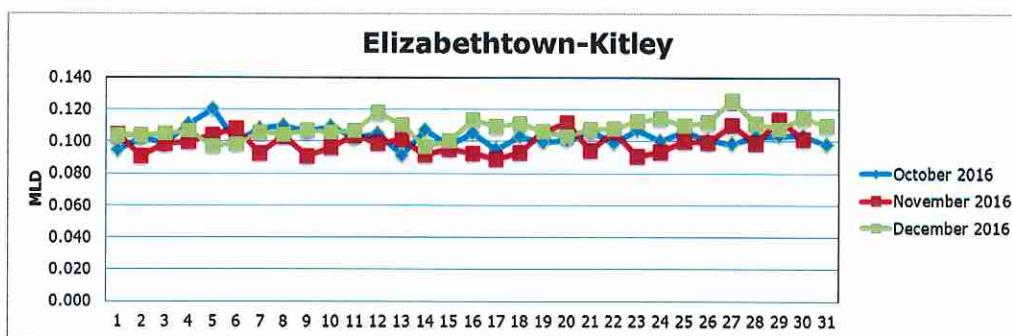
Total flow: 3.189 ML  
 Average daily flow: 0.103 ML/d

**November**

Total flow: 2.979 ML  
 Average daily flow: 0.099 ML/d

**December**

Total flow: 3.344 ML  
 Average daily flow: 0.108 ML/d

**13. Local Water Distribution:****• Service Calls**

October (total 51 service calls)

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

2017-003-01

**Water & Wastewater Systems Quarterly Report (Oct. – Dec. 2016)****Page 5**

- 9 other inquiries
- 1 valve repair
- 1 water main break inquiry
- 0 water meter/inside valve leaks
- 11 water quality complaints (dirty water/low pressure)

November (total 39 service calls)

- 0 bleed valves
- 21 curb stop repairs
- 0 Fire Dispatch
- 1 general inquiry
- 0 hydrant repairs
- 6 other inquiries
- 3 valve repairs
- 0 water main breaks
- 2 water meter/inside valve leaks
- 6 water quality complaints (dirty water/low pressure/no water)

December (total 135 service calls)

- 100 bleed valves
- 17 curb stop repairs
- 1 Fire Dispatch
- 3 general inquiries
- 0 hydrant repairs
- 8 other inquiries
- 3 valve repairs
- 2 water main breaks
- 0 water meter/inside valve leaks
- 1 water quality complaint (dirty water/low pressure/no water)

- Water Main Breaks:

October

- No breaks to report

November

- No breaks to report

December

- Byng Avenue 100 mm "shear"
- Stewart Boulevard 200 mm "hole-split"

- Flushing Program:

- Ontario Pipeline Fall 2016 edition (see Attachment #3)

2017-003-01

**Water & Wastewater Systems Quarterly Report (Oct. – Dec. 2016)****Page 6**

- Service Repairs/Replacement:
  - New service for Armories building on King Street East
  - New service for Royal Brock on Stewart Boulevard
- Valves/Hydrant Inspection/Leak Detection:
  - Non-draining hydrants pumped out for winter
- Capital Projects WD:
  - Centre Street reconstruction completed (Capital)

**B. WASTEWATER TREATMENT PLANT AND COLLECTION SYSTEM**

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

Please refer to Attachment #4 – Brockville WPCC Sewage Plant Performance Assessment Report for all Operational Data for the quarter.

**Items of Note:****1. Main Plant:**

- Primary Clarifier 4 is currently not in use (on standby)
- Primary Clarifiers 1, 2 and 3 are on line
- Secondary Clarifier 2 is currently not in use (on standby)
- 2016 3<sup>rd</sup> Quarter Federal Wastewater Systems Effluent Regulations (WSER) Report submitted to Environment Canada
- Boiler 503 is installed and running (Capital)
- Dewatering cake conveyor chute gate rebuild complete (Capital)
- Primary clarifier chain wear components purchased (Capital)
- PLC 5 upgrade (Dewatering and East Service Building) complete (Capital)
- New replacement heaters installed in East Service Building (Capital)
- New heater installed in alum bay in the Dewatering Building (Capital)

**2. Main Pumping Station:**

- Bypasses: No bypasses to report
- The 8" bypass valve is leaking and can't be taken out of service for repair without incurring a bypass.
- The City has applied for CWWF funding for the replacement of the Main Pumping Station
- Roof repairs were completed (Capital)

**3. Pumping Stations:**

- WPCC Staff responded to two (2) mechanical problems
- WPCC Staff responded to five (5) communication calls

2017-003-01

**Water & Wastewater Systems Quarterly Report (Oct. – Dec. 2016)****Page 7**

- Communication failures were occurring at the following pumping stations: West End, Central Avenue, Georgina Street and Chelsea Street. New wireless equipment was purchased, installed and commissioned at West End, Central and Georgina Pumping Stations and has currently run without interruption since commissioning.
- All remote pumping station wet wells were cleaned
- West End Pumping Station Pump #1 rebuild complete (Capital)
- New Flygt pumps have been purchased for Bayview and Elizabeth Street Pumping Stations installation in progress (Capital)
- Riverview Pumping Station level transmitter failed. A new one to be installed.
- Leachate Pumping Station Pump #4 was disassembled and found to be worn out beyond repair and requires replacement (Capital)

**4. Power Outages:**

- There was one (1) power outage - no issues to report

**5. Wastewater Collection System:**

- 76 blocked sewer/camera inspections
- 3 sanitary sewer lateral dig-ups and repairs
- 1 blocked main

**POLICY IMPLICATIONS**

No policy implications at this time.

**FINANCIAL CONSIDERATIONS**

No financial considerations at this time.

**CONCLUSION**

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

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

E. Malcomson  
Supervisor – Wastewater Systems

D. Richards  
Supervisor - Water Systems

B. Casselman  
City Manager

**BROCKVILLE DRINKING WATER SYSTEM  
PERFORMANCE ASSESSMENT REPORT**

| Month<br>2016 | CITY OF BROCKVILLE           |                           |                             |                        | ELIZABETHTOWN-KITLEY |                           | BACTERIOLOGICAL SAMPLING |                         |                         |
|---------------|------------------------------|---------------------------|-----------------------------|------------------------|----------------------|---------------------------|--------------------------|-------------------------|-------------------------|
|               | Total Volume<br>Treated (ML) | Avg. Daily<br>Flow (ML/d) | Avg. F12<br>Residual (mg/L) | WDS Avg. FCR<br>(mg/L) | Total Flow<br>(ML)   | Avg. Daily<br>Flow (ML/d) | BROCKVILLE WDS           |                         |                         |
|               |                              |                           |                             |                        |                      |                           | EC                       | TC                      | HPC                     |
| OCT           | 296.72                       | 9.57                      | 0.58                        | 1.40                   | 3.19                 | 0.10                      | 36<br>36 out of 36 safe  | 36<br>36 out of 36 safe | 16<br>16 out of 16 safe |
| NOV           | 277.33                       | 9.24                      | 0.54                        | 1.53                   | 2.98                 | 0.10                      | 45<br>45 out of 45 safe  | 45<br>45 out of 45 safe | 20<br>20 out of 20 safe |
| DEC           | 289.39                       | 9.34                      | 0.57                        | 1.54                   | 3.34                 | 0.11                      | 35<br>35 out of 35 safe  | 35<br>35 out of 35 safe | 16<br>16 out of 16 safe |

FCR - Free Chlorine Residual

WDS - Water Distribution System

EC - E. coli

TC - Total Coliform

HPC - Heterotrophic Plate Count

ML - Million Litres

ATTACHMENT #2



**Minutes**  
**DWQMS Management/Infrastructure Review Meeting**  
**Brockville Drinking Water System**  
**November 29, 2016**

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**Present:** Dave Henderson, Mayor City of Brockville  
Bob Casselman, City of Brockville Manager  
Peter Raabe, Director of Environmental Services  
David Dick, Director Corporate Services  
Don Richards, Supervisor Water Systems (DWQMS Rep)

**Absent:** Jeff Earle, City of Brockville Councillor,  
Yvonne Robert, Administrator Clerk Elizabethtown-Kitley  
Jim Pickard, Mayor Elizabethtown-Kitley

***Location: City Hall Council Chambers***

- Meeting commenced at 10:30hrs.
- D. Richards welcomed everyone to the meeting and provided a brief overview of the 2<sup>nd</sup> annual DWQMS meeting requirements.

**Old Business:**

- D. Richards reviewed the action items from the last management review meeting on June 15, 2016. All items have been addressed with the exception of the following:
  - Backflow Prevention By-Law – completion date moved to Jan/Feb 2017
  - Master Water Plan update – completion date on going into 2017/2018

**New Business:**

- D. Richards reviewed the 2016/2017 capital projects for water treatment and distribution.
- D. Henderson recommended providing more detail when large infrastructure renewal projects are due (i.e. water tower, twinning feedermain) and identifying them in a long-term capital plan or strategic plan similar to the City of London or Ottawa. D. Dick indicated there is a 30 year capital plan for both water and wastewater, however, direction needs to be given on how the projects should be funded (annual contributions or one time expenditure). D. Henderson and B. Casselman recommended using condition assessment reports and risk assessments in budget presentations to help justify large projects for Council approval. D. Richards & P. Raabe recommended having Master Water Plan updated to include larger capital projects for both water & wastewater to assist with long-term capital planning. P. Raabe indicated he will be including a request in the 2018 budget to proceed with an Environmental Assessment (EA) for the twinning of the water feedermain project.

## ATTACHMENT #2

DWQMS Management/Infrastructure Review Meeting  
Nov 29, 2016

Page | 2

- D. Henderson indicated DWQMS top management committee members, Jane Fullerton and Tom Blanchard have been appointed to the committee for 2017.
- P. Raabe reviewed issues the City is having with private water services not being repaired by property owners. Water service leaks discovered on private property needs to be managed through a by-law or other means. D. Richards recommended the City implement a financing policy to assist owners with water service repairs/replacement (lead services). B. Casselman recommended staff to draft a report to council to authorize the City to request property owners to repair leaking water services or the City will apply charges for water loss. Report to also include approval for a Financing Policy to assist homeowners with the repairs.
- D. Richards reviewed progress on energy conservation measures at the WTP. In September an energy conservation pilot project was implemented at the water treatment facility to reduce the weekly peak demand and consumption by shutting down high lift pumps during backwashes. This pilot project resulted in a maximum peak demand reduction of 43% (303 kW to 195 kW), and a weekly electricity consumption reduction of 7% (from 30,000 kWh to 28,000 kWh). D. Richards and P. Raabe will review recommendations in Energy Audit report for further energy conservation measures.
- Meeting adjourned at 12:15 hrs.

Prepared by: D. Richards, Water Systems Supervisor

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



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

Meeting Date: Nov 29, 2016

Operational Plan: City of Brockville & Elizabethtown-Kitley

Attendees: Dave Henderson, Mayor City of Brockville, Bob Casselman, Manager City of Brockville, Peter Raabe, Director of Environmental Services City of Brockville, David Dick, Director of Corporate Services, Don Richards, Supervisor Water Systems (DWQMS Rep),

| # | ACTION ITEM | RESPONSIBLE INDIVIDUAL | DU DATE | COMPLETION DATE | Comments |
|---|-------------|------------------------|---------|-----------------|----------|
|---|-------------|------------------------|---------|-----------------|----------|

|   |   |                         |                                 |  |  |
|---|---|-------------------------|---------------------------------|--|--|
| 1 | Report to FAO for homeowner financial assistance program to upgrade residential water services/sewer laterals.  | D. Richards<br>P. Raabe | Dec 31, 2016                    |  | Council approval for Financing Policy for homeowners. Jan 2017 FAO meeting. Financing for service upgrades to be repaid on monthly installments on customer's water bills.         |
| 2 | Provide 30 year capital plan for all water projects during budget presentation. Use risk assessments and condition assessments in capital budget presentations. | P. Raabe<br>D. Dick     | 2018 capital budget (Fall 2017) |  | Long term plan will allow Council to be better informed of large projects in outgoing years. Risk assessments and condition assessments will convey urgency for project approvals. |
| 3 | Backflow Prevention By-Law approved by Council  | P. Raabe                | Feb 28, 2017                    |  | Finalize by-law with Planning Dept.  |
| 4 | Master Water Plan Update, recommendation to Council to have Master Water Plan updated.  | B. Casselman            | 2018 Capital budget (Fall 2017) |  | Providing future water/wastewater services to region and include large capital projects i.e. feedermains and water tower.  |
| 5 | Review recommendations in EMIS Energy report and proceed with energy monitoring equipment if costing is justifiable.  | D. Richards<br>P. Raabe | Jan 2017                        |  | Report to FAO if additional funds are required for energy monitoring equipment.  |

## ATTACHMENT #2

# MEETING AGENDA



## WATER SYSTEMS DIVISION

|           |  |
|-----------|--|
| MEETING   | DWQMS Management/Infrastructure Review Meeting<br>Brockville Drinking Water System<br>Elizabethtown-Kitley Water Distribution System   |
| DATE      | November 29, 2016  |
| LOCATION  | City Hall<br>Boardroom   |
| TIME      | 10:30 a.m. to 11:45 a.m.   |
| ATTENDEES | Dave Henderson, Mayor City of Brockville<br>Jim Pickard, Mayor Elizabethtown-Kitley<br>Jeff Earle, City of Brockville Councillor<br>Bob Casselman, Manager City of Brockville<br>Yvonne Robert, Administrator Clerk Elizabethtown-Kitley<br>Peter Raabe, Director of Environmental Services City of Brockville<br>David Dick, Director of Corporate Services<br>Don Richards, Supervisor Water Systems (DWQMS Rep) |

## AGENDA

| TIME  | DESCRIPTION  |
|-------|--|
| 10:30 | Review action items from June 2016 meeting.                                  |
| 10:35 | 2016 capital project update / overview of proposed 2017 capital projects.    |
| 10:45 | Feedermain Condition Assessment Report.                                      |
| 11:00 | Repair of water mains/services on private property.                          |
| 11:15 | Energy conservation – EMIS Audit Report.                                     |
| 11:45 | Lead Sampling Relief Applications – City of Brockville/Elizabethtown-Kitley. |
| 11:55 | Open Discussion.   |
| 12:00 | Meeting adjourned.   |

**ATTACHMENT #2**



# Drinking Water Quality Management System

## Brockville Water Systems Division – Operational Plan

|  |   |                               |
|--|---|-------------------------------|
| <b>PROCEDURE TITLE:</b> DWQMS Management Review Meeting Attendance Form  | <b>FORM NO.:</b> 017<br><b>ISSUED BY:</b> D. Richards   |                               |
| <b>AUTHORIZED BY:</b> D. Richards<br><b>SIGNATURE:</b><br>Don Richards  | <b>REV. DATE:</b><br><br><b>REVISED BY:</b> D. Richards | <b>ISSUE DATE:</b> 2013-06-19 |

**Meeting Location:** City Hall Boardroom

Date: November 29, 2016

ATTACHMENT #2

| PROJECT ACCOUNT:       | PROJECT DESCRIPTION:  | 2016 CAPITAL BUDGET | JAN       | FEB       | MAR      | APR       | MAY      | JUNE      | JULY     | AUG      | SEPT     | OCT    | NOV      | DEC       | 2016 YTD SPENT CAPITAL | (+/-) VARIANCE |          |
|------------------------|---|---------------------|-----------|-----------|----------|-----------|----------|-----------|----------|----------|----------|--------|----------|-----------|------------------------|----------------|----------|
|                        | WATER TREATMENT: BLDG. & PROPERTY MNTCE:                                |                     |           |           |          |           |          |           |          |          |          |        |          |           |                        |                |          |
| 9403010- 9940398 -3010 | Security Measures & Monitoring (Access Door Locks)                      | 9,500               |           |           |          |           |          | 8,767.64  |          |          |          |        |          |           | 8,767.64               | 732.36         |          |
| 9403010- 9940399 -3010 | Main Plant Brick Exterior   | 10,000              |           |           |          |           |          |           |          |          |          |        |          |           | 3,510.72               | 6,489.28       |          |
| 9403010- 9940392 -3010 | Heating Systems (Clara Vac - Basement Main Plant)                       | 25,000              |           | 22,025.95 | 2,014.85 |           |          |           |          |          |          |        |          |           |                        | 24,040.80      | 959.20   |
| 9403010- 9940400 -3010 | Building Structure (Workshop Mezzanine)                                 | 55,000              |           |           |          |           |          |           |          |          |          | 435.00 | 2,951.04 | 39,989.64 | 43,375.68              | 11,624.32      |          |
| 9403010- 9940401 -3010 | Fencing (Barrier gate main plant)                                       | 8,500               |           |           |          |           |          |           | 4,384.48 |          |          |        |          |           | 4,384.48               | 3,615.52       |          |
|                        | WATER TREATMENT PLANT:  |                     |           |           |          |           |          |           |          |          |          |        |          |           |                        |                |          |
| 9403010- 9940393 -2010 | Filter Surface Wash System  | 7,500               |           |           |          |           | 7,649.50 |           |          |          |          |        |          |           |                        | 7,649.50       | (149.50) |
| 9403010- 9940394 -3010 | Level Transmitters (5)  | 17,500              |           |           |          |           |          |           | 5,480.64 | 2,788.22 | 1,593.05 |        |          | 4,630.08  | 14,491.99              | 3,008.01       |          |
|                        | LOW LIFT PUMPING STATION:   |                     |           |           |          |           |          |           |          |          |          |        |          |           |                        |                |          |
| 9403010- 9940396 -3010 | PLC Expansion   | 20,000              |           |           |          | 4,762.37  |          |           |          |          |          |        |          |           | 4,762.37               | 16,237.63      |          |
| 9403010- 9940402 -3010 | Pump #2 Refurb  | 12,500              |           |           |          |           |          | 7,731.41  |          |          |          |        |          |           | 7,731.41               | 4,768.59       |          |
|                        | PARKEDALE BOOSTER STN. & RESERVOIR:                                     |                     |           |           |          |           |          |           |          |          |          |        |          |           |                        |                |          |
| 9403010- 9940397 -3010 | Zone II, Pump #1 Refurb   | 12,500              |           |           |          | 7,713.41  |          |           |          |          |          |        |          |           | 7,713.41               | 4,786.59       |          |
| 9403010- 9940395 -3010 | Electrical (Replace control switches Zone I Panel)                      | 10,000              |           |           |          | 11,464.28 |          |           |          |          |          |        |          |           | 11,464.28              | (1,464.28)     |          |
|                        | OVERHEAD TANK:  |                     |           |           |          |           |          |           |          |          |          |        |          |           |                        |                |          |
| 9403010- 9940403 -3010 | Retaining Wall  | 10,000              |           |           |          |           |          |           |          |          |          |        |          | 9,664.67  | 9,664.67               | 335.33         |          |
|                        |   |                     |           |           |          |           |          |           |          |          |          |        |          |           | 0.00                   | 0.00           |          |
|                        | TRUNK DISTRIBUTION:   |                     |           |           |          |           |          |           |          |          |          |        |          |           |                        |                |          |
| 9403015-9403353        | Leak Detection  | 25,000              | 21,369.60 |           |          |           |          |           |          |          |          |        |          |           | 21,369.60              | 3,630.40       |          |
|                        | OUTSTANDING CAPITAL PROJECTS:   |                     |           |           |          |           |          |           |          |          |          |        |          |           |                        |                |          |
| 9403010-9940344-2010   | Trunk Distribution Condition Assessment / Valves 2008-2009              | 16,500              |           |           |          |           |          |           |          |          |          |        |          |           | 0.00                   | 16,500.00      |          |
| 9403010- 9940365 -3010 | Engineering Technical Process Review (2014)                             | 35,000              |           |           |          |           |          | 10,165.82 |          |          |          |        |          |           | 10,165.82              | 24,834.18      |          |
| 9403010-9940333-3010   | Engineering services valve feeder main replacement (2010)               | 10,000              |           |           |          |           |          |           |          |          |          |        |          |           | 0.00                   | 10,000.00      |          |
| 9403010- 9940391 -3010 | Condition Assessment (2015)   | 35,000              |           |           |          |           |          |           |          |          |          |        |          | 24,047.13 | 24,047.13              | 10,952.87      |          |
| 9403010- 9940388 -3010 | Water Tower Paint/Recat - Cathodic Protection (Exterior Paint Touch Up) | 24,665              |           |           |          |           |          | 2,191.43  |          |          |          |        |          |           | 2,191.43               | 22,473.24      |          |
| 9403010-9940301-9431   | CONTINGENCY:  |                     |           |           |          |           |          |           |          |          |          |        |          |           |                        |                |          |
|                        | CONTINGENCY 2016  | 22,380              |           |           |          | 4,903.82  |          | 2,326.24  |          |          |          |        |          |           | 7,230.06               | 15,149.94      |          |
|                        | COMPLETED PROJECTS  |                     |           |           |          |           |          |           |          |          |          |        |          |           |                        |                |          |
|                        | UNABLE TO COMPLETE  |                     |           |           |          |           |          |           |          |          |          |        |          |           |                        |                |          |
|                        | CURRENTLY IN PROGRESS   | 366,545             |           |           |          |           |          |           |          |          |          |        |          |           | 213,061.05             | 153,483.68     |          |
|                        | CARRYOVER TO 2017   |                     |           |           |          |           |          |           |          |          |          |        |          |           |                        |                |          |

ATTACHMENT #2

| PROJECT ACCOUNT:       | PROJECT DESCRIPTION:   | 2017 CAPITAL BUDGET | JAN | FEB | MAR | APR | MAY | JUNE | JULY | AUG | SEPT | OCT | NOV | DEC | 2017 YTD SPENT CAPITAL | (+/-) VARIANCE |
|------------------------|--|---------------------|-----|-----|-----|-----|-----|------|------|-----|------|-----|-----|-----|------------------------|----------------|
|                        | <b>WATER TREATMENT: BLDG. &amp; PROPERTY MNTE:</b>                       |                     |     |     |     |     |     |      |      |     |      |     |     |     |                        |                |
| 9403010- 9940XXX -3010 | Gas Heating System - Filter Building                                     | 25,000              |     |     |     |     |     |      |      |     |      |     |     |     | 0.00                   | 25,000.00      |
|                        | <b>WATER TREATMENT PLANT:</b>  |                     |     |     |     |     |     |      |      |     |      |     |     |     |                        |                |
| 9403010- 9940XXX -2010 | Main Plant Pump #1 Refurb  | 13,000              |     |     |     |     |     |      |      |     |      |     |     |     | 0.00                   | 13,000.00      |
| 9403010-9940XXX -3010  | Backwash Pump #2 Refurb  | 19,500              |     |     |     |     |     |      |      |     |      |     |     |     | 0.00                   | 19,500.00      |
| 9403010-9940XXX -3010  | Filter #1 & #2 Effluent Flow Control Valve Actuators                     | 24,000              |     |     |     |     |     |      |      |     |      |     |     |     | 0.00                   | 24,000.00      |
| 9403010-9940XXX -3010  | Filter #1 & #2 Surfacewash Valve & Actuators                             | 17,000              |     |     |     |     |     |      |      |     |      |     |     |     | 0.00                   | 17,000.00      |
|                        | <b>LOW LIFT PUMPING STATION:</b>   |                     |     |     |     |     |     |      |      |     |      |     |     |     |                        |                |
| 9403010-9940XXX -3010  | Motor Refurb P1  | 3,000               |     |     |     |     |     |      |      |     |      |     |     |     | 0.00                   | 3,000.00       |
| 9403010-9940XXX -3010  | Programable Logic Controller   | 30,000              |     |     |     |     |     |      |      |     |      |     |     |     | 0.00                   | 30,000.00      |
|                        | <b>PARKEDALE BOOSTER STN. &amp; RESERVOIR:</b>                           |                     |     |     |     |     |     |      |      |     |      |     |     |     |                        |                |
| 9403010-9940397 -3010  | Zone 2 Pump #2 Refurbishment   | 12,500              |     |     |     |     |     |      |      |     |      |     |     |     | 0.00                   | 12,500.00      |
| 9403010-9940395 -3010  | MCC Arc Flash  | 25,000              |     |     |     |     |     |      |      |     |      |     |     |     | 0.00                   | 25,000.00      |
|                        | <b>OVERHEAD TANK:</b>  |                     |     |     |     |     |     |      |      |     |      |     |     |     |                        |                |
| 9403010-9940403-3010   | Safety Upgrades  | 50,000              |     |     |     |     |     |      |      |     |      |     |     |     | 0.00                   | 50,000.00      |
|                        | <b>TRUNK DISTRIBUTION:</b>   |                     |     |     |     |     |     |      |      |     |      |     |     |     |                        |                |
|                        | <b>OUTSTANDING CAPITAL PROJECTS:</b>                                     |                     |     |     |     |     |     |      |      |     |      |     |     |     |                        |                |
| 9403010-9940334-2010   | Trunk Distribution Condition Assessment / Valves 2008-2009               | 16,500              |     |     |     |     |     |      |      |     |      |     |     |     | 0.00                   | 16,500.00      |
| 9403010- 9940365 -3010 | Engineering Technical Process Review (2014)                              | 24,834              |     |     |     |     |     |      |      |     |      |     |     |     | 0.00                   | 24,834.18      |
| 9403010-9940333-3010   | Engineering services valve feeder main replacement (2010)                | 10,000              |     |     |     |     |     |      |      |     |      |     |     |     | 0.00                   | 10,000.00      |
| 9403010-9940391-3010   | Condition Assessment (2015)  | 10,953              |     |     |     |     |     |      |      |     |      |     |     |     | 0.00                   | 10,952.87      |
| 9403010-9940388-3010   | Water Tower Paint/Recoat - Cathodic Protection (Exterior Paint Touch Up) | 22,473              |     |     |     |     |     |      |      |     |      |     |     |     | 0.00                   | 22,473.24      |
| 9403010-9940301-9431   | <b>CONTINGENCY:</b>  |                     |     |     |     |     |     |      |      |     |      |     |     |     |                        |                |
|                        | CONTINGENCY 2016   | 21,900              |     |     |     |     |     |      |      |     |      |     |     |     | 0.00                   | 21,900.00      |
|                        | <b>COMPLETED PROJECTS</b>  |                     |     |     |     |     |     |      |      |     |      |     |     |     |                        |                |
|                        | <b>UNABLE TO COMPLETE</b>  |                     |     |     |     |     |     |      |      |     |      |     |     |     |                        |                |
|                        | <b>CURRENTLY IN PROGRESS</b>   | 325,660             |     |     |     |     |     |      |      |     |      |     |     |     | 0.00                   | 325,660.29     |
|                        | <b>CARRYOVER TO 2018</b>   |                     |     |     |     |     |     |      |      |     |      |     |     |     |                        |                |

## ATTACHMENT #2

## Usage &amp; Variance Analysis



|                 |                         |
|-----------------|-------------------------|
| Report Date     | 10/18/2016 6:29 AM      |
| Report Span     | 10/10/2016 - 10/16/2016 |
| Comparison Span | 9/1/2016 - 9/30/2016    |
| Total Days      | 7                       |
| Customer        | CITY OF BROCKVILLE LOAD |

## Meter Description

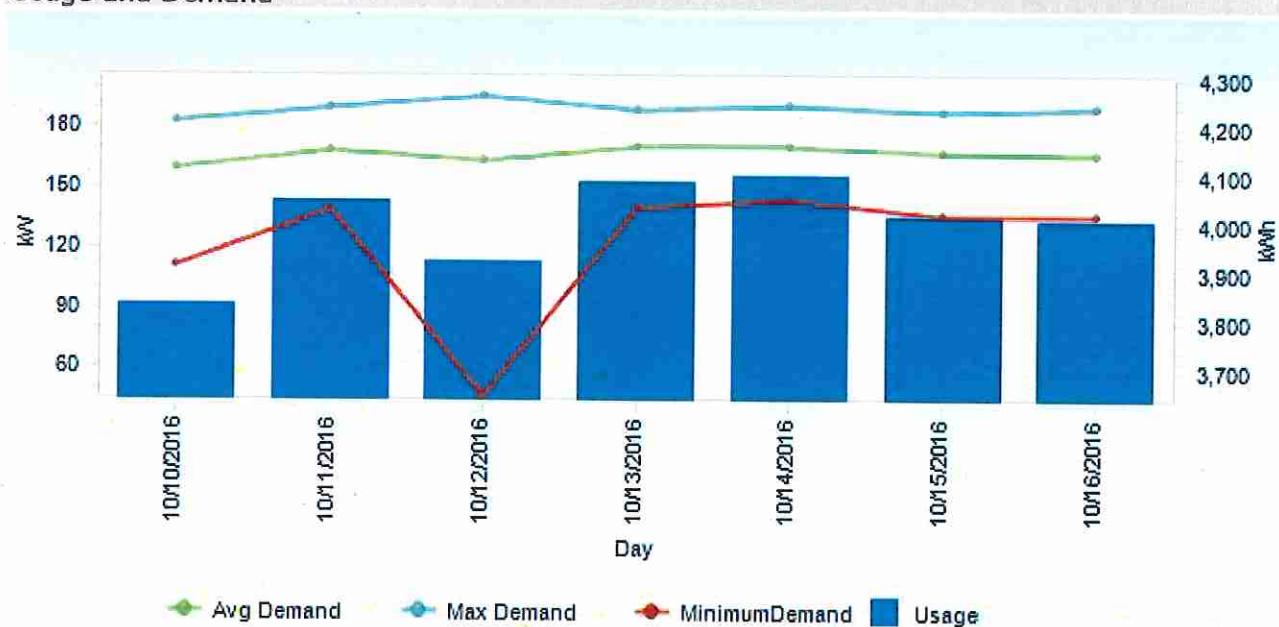
0200700695

## Summary Statistics

| Energy Statistic                       | Value     | Load Statistics                      | Value  |
|--|-----------|--------------------------------------|--------|
| Weekday Energy Usage (kWh)             | 19,992.96 | Load Factor %                        | 85.15  |
| Weekend and Holiday Energy Usage (kWh) | 8,023.68  | Weekend and Holiday Load Factor %    | 87.94  |
| Total Energy Usage (kWh)               | 28,016.64 | Weekday Load Factor %                | 85.07  |
|  |           | Avg Demand (kW)                      | 166.77 |
|  |           | Min Demand (kW)                      | 47.04  |
|  |           | Max Demand (kW)                      | 195.84 |
|  |           | Power Factor At Maximum Demand       |        |
|  |           | Weekday Max Demand (kW)              | 195.84 |
|  |           | Weekend and Holliday Max Demand (kW) | 190.08 |

## ATTACHMENT #2

## Usage and Demand

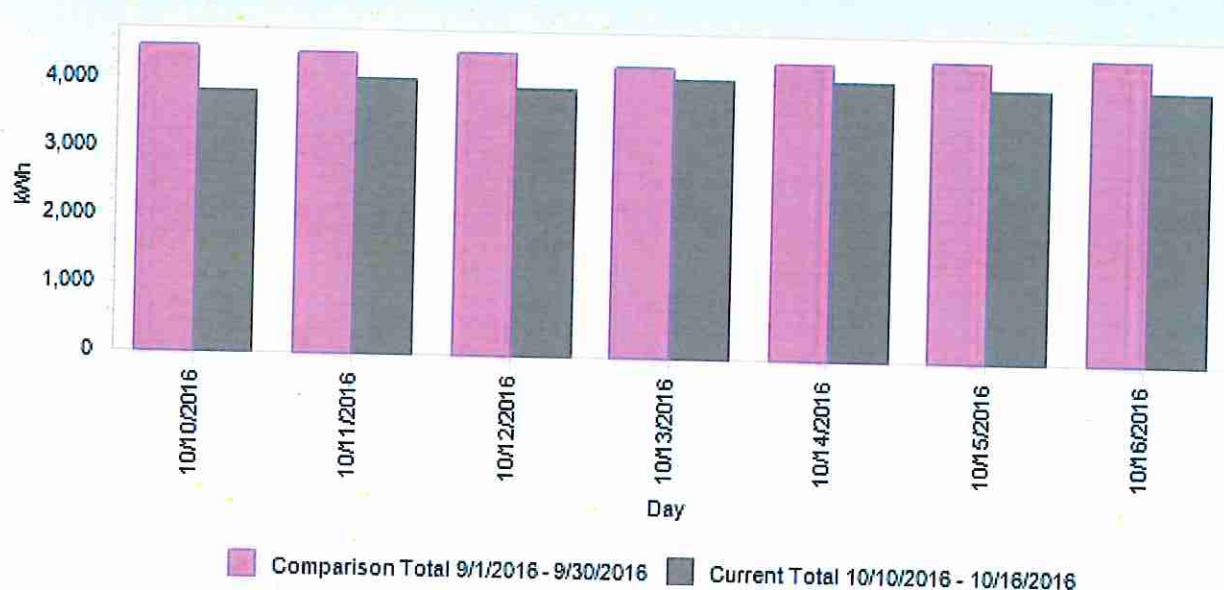


## Data Summary

| Period Ending | Usage (kWh) | Min Demand (kW) | Max Demand (kWh) | Avg Demand (kW) |
|---------------|-------------|-----------------|------------------|-----------------|
| 10/10/2016    | 3,837.12    | 111.36          | 183.36           | 159.88          |
| 10/11/2016    | 4,048.32    | 139.20          | 190.08           | 168.68          |
| 10/12/2016    | 3,923.52    | 47.04           | 195.84           | 163.48          |
| 10/13/2016    | 4,086.48    | 140.16          | 189.12           | 170.27          |
| 10/14/2016    | 4,097.52    | 144.00          | 191.04           | 170.73          |
| 10/15/2016    | 4,015.20    | 136.32          | 188.16           | 167.30          |
| 10/16/2016    | 4,008.48    | 136.32          | 190.08           | 167.02          |

## ATTACHMENT #2

## Usage Variance



## Data Summary

| Comparison Period | Comparison Total (kWh) | Current Period | Current Total (kWh) | Variance | Variance % |
|-------------------|------------------------|----------------|---------------------|----------|------------|
| 9/1/2016          | 4,500.48               | 10/10/2016     | 3,837.12            | -663.36  | -14.74     |
| 9/2/2016          | 4,397.76               | 10/11/2016     | 4,048.32            | -349.44  | -7.95      |
| 9/3/2016          | 4,440.72               | 10/12/2016     | 3,923.52            | -517.20  | -11.65     |
| 9/4/2016          | 4,264.32               | 10/13/2016     | 4,086.48            | -177.84  | -4.17      |
| 9/5/2016          | 4,354.80               | 10/14/2016     | 4,097.52            | -257.28  | -5.91      |
| 9/6/2016          | 4,398.24               | 10/15/2016     | 4,015.20            | -383.04  | -8.71      |
| 9/7/2016          | 4,459.92               | 10/16/2016     | 4,008.48            | -451.44  | -10.12     |

# THE CITY OF BROCKVILLE BENEFITS FROM AUTOMATED EQUIPMENT AND FLUSHING PROGRAMS

BY JASON BARLOW, DIPLOMM, CITY OF BROCKVILLE

**O**n the St. Lawrence River, the City of Brockville operates a Class III Water Treatment Facility, Class III Trunk Distribution Facility and Class II Water Distribution Facility. With a population of 22,000 residents, the Brockville Water System has a rated treatment capacity of 36,400 m<sup>3</sup>/day with an average demand of 10,495 m<sup>3</sup>/day in 2014. Conservation initiatives, in conjunction with the downward trend in manufacturing, have reduced demand, resulting in a consistent, gradual decrease in overall production. In 2010, the average demand was 11,296 m<sup>3</sup>/day, whereas in 2006 the average demand was 14,544 m<sup>3</sup>/day. This trend has placed a greater emphasis on reducing non-revenue water and water loss while maintaining water quality above minimum standards in an efficient and affordable manner within the municipality.

Brockville's distribution system consists of approximately 135 km of watermain ranging in sizes from 100 mm to 600 mm of various materials including PVC, cast iron, ductile iron, steel, HDPE, and asbestos cement. The water system also consists of 8,330 service connections ranging from 15 mm to 300 mm, approximately 3,600 valves and 890 fire hydrants.

The City of Brockville is also the Operating Authority for a Class I Distribution Facility located in the Township of Elizabethtown-Kitley, providing service to approximately 350 residents. The Township of Elizabethtown-Kitley system purchases its water from the City of Brockville, and has an average demand of 172 m<sup>3</sup>/day, with a total volume of 62,873 m<sup>3</sup> pumped in 2014. The Elizabethtown-Kitley distribution system consists of approximately 14 km of PVC and HDPE watermain ranging in size from 150 mm to 250 mm.

In the late 1990s to early 2000s, the City and Township installed 12 flushing (bleeder) stations. These stations included service connections through  $\frac{3}{4}$ " meters that operate continuously to maintain water quality and ensure a secondary disinfection residual. A weekly sampling routine was incorporated and continues to ensure that the minimum water quality parameters are being achieved (free Cl<sub>2</sub> above 0.20 mg/L). These stations are connected to the wastewater (sewer) system as there was no opportunity in these areas to dechlorinate effectively prior to discharging into the local water sources.



Clay Sluytman, Water Systems Operator, City of Brockville

Between 2011 and 2014 the average yearly demand for Elizabethtown-Kitley Township was 69,433 m<sup>3</sup>;

- The non-revenue water (metered) usage from one bleeder (flushing station) located at the end of the water system was 9,568 m<sup>3</sup> or 13.8 per cent of the purchased (metered) water.
- A weekly manual flush in two other areas was also required to maintain water quality which, accounted for 7,000 m<sup>3</sup>/year. Similarly within the City of Brockville there were 11 bleeder flushing stations located in various areas around the city, strategically placed to improve water quality in certain areas due to dead ends or poor watermain conditions.

Brockville first introduced its watermain flushing program in 2012 to meet the Fire Code requirements for hydrant inspections and flow testing, which utilized 35,050 m<sup>3</sup> of water. At that time, turbidity levels were not electronically monitored. New distribution parameters were introduced in 2013 by the City of Brockville providing minimum targets for water quality, which exceed the minimum requirements as set by the Ministry of the Environment & Climate Change (MOECC). These parameters were as follows;

- Turbidity at or below 3.0 NTU
  - Free Chlorine residual of 0.50 mg/L or greater.
- This flushing program has resulted in the following water usage and distribution system turbidity;
- (2013) the total volume used was 34,099 m<sup>3</sup> with turbidity averaging 2.51 NTU.

## ATTACHMENT #3

- (2014) the total volume used was 32,392 m<sup>3</sup> with turbidity averaging 2.10 NTU.
- (2015) the total volume used was 25,352 m<sup>3</sup> with turbidity averaging 1.33 NTU.

The flushing program has reduced the number of dirty water complaints while improving the water quality within the distribution system. Brockville has also established a leak detection program that helps reduce water losses and enhances the ability to detect other distribution systems issues.

Since Brockville is the Operating Authority for both of the aforementioned systems, it was recognized that improvements dealing with water quality and non-revenue water usages should be sought to reduce or eliminate the impact on budgets and user fees. The Elizabethtown-Kitley Township owner agreed with the operating authorities' recommendation and decided to install an automated flushing system to provide increased control over the volume of water being flushed to maintain water quality. The new automated

station in the Elizabethtown-Kitley distribution system was implemented in June, 2015 and utilizes only 31.5 m<sup>3</sup>/week or 1,638 m<sup>3</sup>/year, a savings of approximately 7,930 m<sup>3</sup> when compared to the one bleeder originally installed.

Following this success in the Township, the City of Brockville decided to take a closer look at its own bleeders and came to the conclusion that flushing station upgrades should be considered to reduce non-revenue water while maintaining or increasing water quality. The 2014 data shows;

- A total plant production of 3,822,726 m<sup>3</sup>.
- Non-revenue water totals for the same year were 1,007,000 m<sup>3</sup> or 26%.
- Metered non-revenue water volume associated with authorized distribution system usages was 464,157 m<sup>3</sup> or 12 per cent.
- Water loss (unmetered or unknown areas of loss) from that source of non-revenue water was 542,000 m<sup>3</sup> or 14 per cent of the total plant flow.

The flushing station bleeders accounted for a total of 154,662 m<sup>3</sup> of the metered non-revenue water in 2014. During further investigation of the bleeders, it was observed that three of these flushing stations were consuming 74,204 m<sup>3</sup>/year or 48 per cent of all the flushing stations' yearly metered volume.

Brockville elected to install the automated flushing equipment for the benefit of the owner, operating authority and systems users. These automated flushing stations use only 366 m<sup>3</sup> week for a yearly consumption of 17,433 m<sup>3</sup>. This constitutes a reduction of 56,771 m<sup>3</sup>/year or 1.5 per cent of the total system production.

The estimated variable production cost of water (electrical and chemical) for the City of Brockville water systems is \$0.125/m<sup>3</sup>. Therefore, the yearly savings from the reduction of the non-revenue water is estimated to be approximately \$7,100 per year. This is expected to provide a payback for the purchase and installation of the automated flushing stations in less than three and a half years. The water discharged by the bleeders was also connected directly to the wastewater system at a treatment cost of \$0.215 m<sup>3</sup> for a projected savings of \$12,200 per year. With an estimated cost of \$0.56/m<sup>3</sup> for the water used in the Elizabethtown-Kitley systems, the annual savings amount to an estimated

*Continued on page 35*



### School of Environmental & Natural Resource Sciences

Frost Campus | Fleming College

[flemingcollege.ca/senrs](http://flemingcollege.ca/senrs)

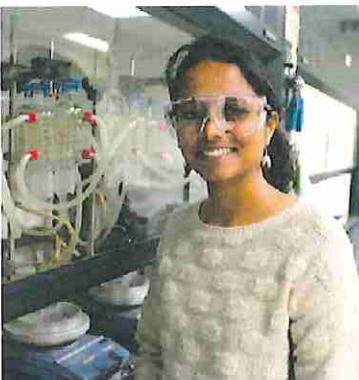
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Ken MacDonnell, program coordinator  
1-866-353-6464 x3029  
[ken.macdonnell@flemingcollege.ca](mailto:ken.macdonnell@flemingcollege.ca)



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Centre for Alternative  
Wastewater Treatment

[cawt.ca](http://cawt.ca)

## REPORT | COMMITTEE

# Construction Committee Report

The OWWA Construction Committee consists of five consultants, five owners, five contractors and one operator. At each meeting, the Committee discusses common construction issues. The conclusions/recommendations arising from those discussions are not necessarily agreed upon by all members, but reflect the opinions of the majority of the Committee members. For a concise summary of these discussions, please visit the Construction Committee page of the OWWA website at: <http://www.owwa.ca/committees/construction-committee/>

Please check back regularly, as recommendations will be updated over time. 

*These recommendations by the Committee members do not constitute a recommendation by the OWWA.*

*Continued from page 30*

\$4,440, allowing the Township to recover the cost of its investment in less than three years.

By incorporating automated flushing equipment into their established watermain flushing programs, the City of Brockville and the Township of Elizabethtown-Kitley have, and will continue to benefit financially while ensuring water quality for their consumers. This initiative considered the need for water conservation while reducing the impact to the users from flushed non-revenue water required to maintain water quality within the water systems. 

*Jason Barlow is the Chief Operator, Water Systems, at the City of Brockville, Ontario. He may be reached at [jbarlow@brockville.com](mailto:jbarlow@brockville.com)*

*This article was reviewed and recommended by the OWWA Water Distribution Committee. [distribution@owwa.ca](mailto:distribution@owwa.ca).*

## ATTACHMENT #3

**WCWC** Walkerton Clean Water Centre  
An agency of the Government of Ontario  
**CWAE** Centre de Walkerton pour l'amélioration de l'eau  
Un organisme du gouvernement de l'Ontario

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**ATTACHMENT #4**

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

|               |            |              |  |                       |                                  |
|---------------|------------|--------------|--|-----------------------|----------------------------------|
| MUNICIPALITY: | BROCKVILLE | DESCRIPTION: | A Secondary Treatment Facility, complete with two anaerobic digesters, two centrifuges for sludge thickening and two RDT's for sludge co-thickening and utilizing Alum for phosphorus removal and UV for effluent disinfection | YEAR:                 | 2016                             |
| PROJECT:      | BROCKVILLE |              |  | WATER COURSE:         | ST. LAWRENCE RIVER               |
| WORKS NUMBER: | 120000122  |              |  | DESIGN CAPACITY:      | 21,800 x 1000m <sup>3</sup> /day |
|               |            |              |  | PEAK DESIGN CAPACITY: | 62,500 X 1000m <sup>3</sup> /day |

| MONTH            | FLOWS                            |                                    |                                    | BOD/CBOD              |                        |                                    | SUSPENDED SOLIDS     |                      |                                  |                 | PHOSPHORUS              |                         |                                     |                 | TOTAL AMMONIA NITROGEN |   | E. COLI   |     |
|------------------|----------------------------------|------------------------------------|------------------------------------|-----------------------|------------------------|------------------------------------|----------------------|----------------------|----------------------------------|-----------------|-------------------------|-------------------------|-------------------------------------|-----------------|------------------------|---|---|-----|
|                  | TOTAL FLOW<br>1000M <sup>3</sup> | Avg Day Flow<br>1000M <sup>3</sup> | Max Day Flow<br>1000M <sup>3</sup> | Avg Raw BOD<br>(mg/L) | Avg Eff CBOD<br>(mg/L) | Total Loading Eff CBOD<br>(kg/day) | Avg Raw SS<br>(mg/L) | Avg Eff SS<br>(mg/L) | Total Loading Eff SS<br>(kg/day) | Percent Removal | Avg Raw Phos.<br>(mg/L) | Avg Eff Phos.<br>(mg/L) | Total Loading Eff Phos.<br>(kg/day) | Percent Removal | Avg Eff Tan<br>(mg/L)  | Total Loading Eff Tan<br>(kg/day)               | E. Coli<br>(Org/100 ml)<br>(GEO MEAN)                                   |     |
| DEC 16           | 492.22                           | 15.878                             | 22.589                             | 241.00                | 5.57                   | 88.44                              | 270.29               | 8.57                 | 136.07                           | 96.8            | 3.24                    | 0.36                    | 5.72                                | 88.9            | 7.94                   | 126.07  | 2   |     |
| NOV 16           | 402.28                           | 13.409                             | 21.555                             | 306.50                | 4.20                   | 56.32                              | 357.20               | 8.50                 | 113.98                           | 97.6            | 4.22                    | 0.53                    | 7.11                                | 87.4            | 3.23                   | 43.31   | 2   |     |
| OCT 16           | 413.66                           | 13.344                             | 24.917                             | 299.33                | 4.25                   | 56.71                              | 384.89               | 10.00                | 133.44                           | 97.4            | 4.36                    | 0.61                    | 8.15                                | 86.0            | 3.85                   | 51.37   | 2   |     |
| SEP 16           | 335.41                           | 11.180                             | 13.315                             | 333.20                | 3.11                   | 34.77                              | 447.30               | 6.00                 | 67.08                            | 98.7            | 4.44                    | 0.39                    | 4.36                                | 91.2            | 1.63                   | 18.22   | 1   |     |
| AUG 16           | 365.87                           | 11.802                             | 14.966                             | 313.62                | 4.54                   | 53.58                              | 410.38               | 6.08                 | 71.76                            | 98.5            | 4.59                    | 0.59                    | 6.96                                | 87.1            | 1.86                   | 21.95   | 1   |     |
| JUL 16           | 390.99                           | 12.613                             | 21.592                             | 214.10                | 3.80                   | 47.93                              | 271.10               | 6.90                 | 87.03                            | 97.5            | 3.64                    | 0.64                    | 8.07                                | 82.4            | 1.94                   | 24.47   | 1   |     |
| JUN 16           | 408.71                           | 13.624                             | 20.156                             | 218.89                | 5.56                   | 75.75                              | 269.22               | 8.78                 | 119.62                           | 95.7            | 3.56                    | 0.54                    | 8.72                                | 82.0            | 1.96                   | 26.70   | 1   |     |
| MAY 16           | 450.37                           | 14.528                             | 16.674                             | 156.00                | 3.44                   | 49.98                              | 205.17               | 6.89                 | 100.10                           | 96.6            | 3.01                    | 0.61                    | 8.86                                | 79.7            | 7.57                   | 109.98  | 6   |     |
| APR 16           | 602.14                           | 20.071                             | 30.321                             | 124.50                | 5.29                   | 106.18                             | 145.63               | 8.63                 | 178.21                           | 94.1            | 2.24                    | 0.60                    | 12.04                               | 73.2            | 1.84                   | 36.93   | 15  |     |
| MAR 16           | 750.30                           | 24.205                             | 41.116                             | 108.36                | 4.78                   | 115.69                             | 116.09               | 7.11                 | 172.08                           | 93.9            | 2.07                    | 0.46                    | 11.13                               | 77.8            | 2.76                   | 66.80   | 1   |     |
| FEB 16           | 561.40                           | 19.359                             | 33.330                             | 136.38                | 5.67                   | 109.77                             | 157.00               | 10.67                | 206.56                           | 93.2            | 2.39                    | 0.43                    | 8.32                                | 82.0            | 1.90                   | 36.78   | 2   |     |
| JAN 16           | 498.10                           | 16.068                             | 29.755                             | 144.64                | 6.10                   | 98.01                              | 162.18               | 13.00                | 208.88                           | 92.0            | 2.75                    | 0.52                    | 8.36                                | 81.1            | 1.50                   | 24.10   | 4   |     |
| AVG              |                                  | 15.507                             |                                    | 216.38                | 4.69                   | 74.43                              | 266.37               | 8.43                 | 132.48                           | 96.08           | 3.38                    | 0.53                    | 8.15                                | 83.25           | 3.17                   | 48.89   | 3   |     |
| MAX              |                                  |                                    |                                    | 41.116                | 333.20                 | 6.10                               | 115.69               | 447.30               | 13.00                            | 208.88          | 98.66                   | 4.59                    | 0.64                                | 12.04           |                        | 7.94  | 126.07  |     |
| Objective Limit  |                                  |                                    |                                    |                       |                        |                                    | 15.00                |                      |                                  |                 |                         |                         |                                     |                 |                        | 12.0 (Nov. 1 to Apr. 30) 8.0 (May 1 to Oct. 31) |   |     |
| Compliance Limit |                                  |                                    |                                    | 21.800                |                        |                                    | 25.00                | \$45.00              |                                  | 25.00           | \$45.00                 |                         |                                     |                 |                        |   | 18.0 (Nov. 1 to Apr. 30) 16.0 (May 1 to Oct. 31) 349 (May 1 to Oct. 31) | 200 |

| MONTH  | TOTAL LOADINGS            |                          |                             |
|--------|---------------------------|--------------------------|-----------------------------|
|        | TOTAL RAW BOD<br>(kg/day) | TOTAL RAW SS<br>(kg/day) | TOTAL RAW PHOS.<br>(kg/day) |
| DEC 16 | 3,827                     | 4,292                    | 51                          |
| NOV 16 | 4,110                     | 4,790                    | 57                          |
| OCT 16 | 3,994                     | 5,136                    | 58                          |
| SEP 16 | 3,725                     | 5,001                    | 50                          |
| AUG 16 | 3,701                     | 4,843                    | 54                          |
| JUL 16 | 2,700                     | 3,419                    | 46                          |
| JUN 16 | 2,982                     | 3,668                    | 49                          |
| MAY 16 | 2,266                     | 2,981                    | 44                          |
| APR 16 | 2,499                     | 2,923                    | 45                          |
| MAR 16 | 2,623                     | 2,810                    | 50                          |
| FEB 16 | 2,640                     | 3,039                    | 46                          |
| JAN 16 | 2,324                     | 2,606                    | 44                          |
| AVG    | 3,116                     | 3,792                    | 49                          |
| MAX    | 4,110                     | 5,136                    | 58                          |

COMMENTS:

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**November 29, 2016**

**REPORT TO FINANCE, ADMIN. AND OPERATIONS COMMITTEE – DEC. 7, 2016**

**2016-157-12  
ARCHITECTURAL SERVICES  
RAILWAY TUNNEL PHASE 2**

**COUNCILLOR D. LESUEUR, CHAIR  
BROCKVILLE RAILWAY  
TUNNEL COMMITTEE  
C.J. COSGROVE, DIRECTOR  
OPERATIONS DEPARTMENT**

**RECOMMENDED**

THAT MTBA Associates Inc. be retained to develop concepts for the former railway lands northeast of William and Brock Streets, including a public consultation process, for a fee of \$84,764.85 plus HST; and

THAT this expenditure be charged to account 9701101-9037001.

**PURPOSE**

The purpose of this report is to retain an architectural firm to prepare design concepts for the former railway lands at the north end of the Railway Tunnel.

**ANALYSIS**

Phase 2 of the Railway Tunnel project will be the development of the former railway lands northeast of William and Brock Streets. It is envisioned to include parking for cars and tour buses, a multi-purpose building for tourism/performing arts/meeting space/tour train administration, and other railway themed and heritage context-sensitive structures and displays (see Attachments 1 and 2).

A Request for Proposals was issued for architectural firms to develop at least three conceptual plans for the property, and to facilitate consultation with the public and stakeholders in order to ultimately propose a final concept plan with a construction cost estimate.

Proposals were received from Barry Padolski Associates Inc. (\$104,585), Civitas Architecture Inc. (\$45,000), MTBA Associates Inc. (\$84,764.85) and +VG Architects (\$49,440). The proposals were evaluated based on company and principal staff experience (10%), project team (20%), references (5%), understanding of project objectives (15%), quality of approach and work plan (15%), schedule, and level of effort (15%) and cost (20%).

The proposal from MTBA Associates Inc. received the highest ranking.

2016-157-12

Architectural Services – Railway Tunnel Phase 2

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## POLICY IMPLICATIONS

The Purchasing By-Law (090-2005) and Procedure No. 1012 require Council approval for the retention of a consultant following the receipt of written proposals for all assignments in excess of \$30,000.

## FINANCIAL CONSIDERATIONS

\$400,000 has been raised towards the Phase 2 project. \$240,000 has been paid, \$60,000 is in pledges and \$100,000 is a grant from a senior level of government. The grant can be used to cover the cost of this assignment.

## CONCLUSION

MTBA Associates Inc. should be retained to develop concepts for the former railway lands northeast of William and Brock Streets.



Councillor D. Lesueur, Chair  
Brockville Railway Tunnel Committee



C.J. Cosgrove, Director  
Operations Department



D. Dick, CPA, CA  
Director of Corporate Services



B. Casselman  
City Manager

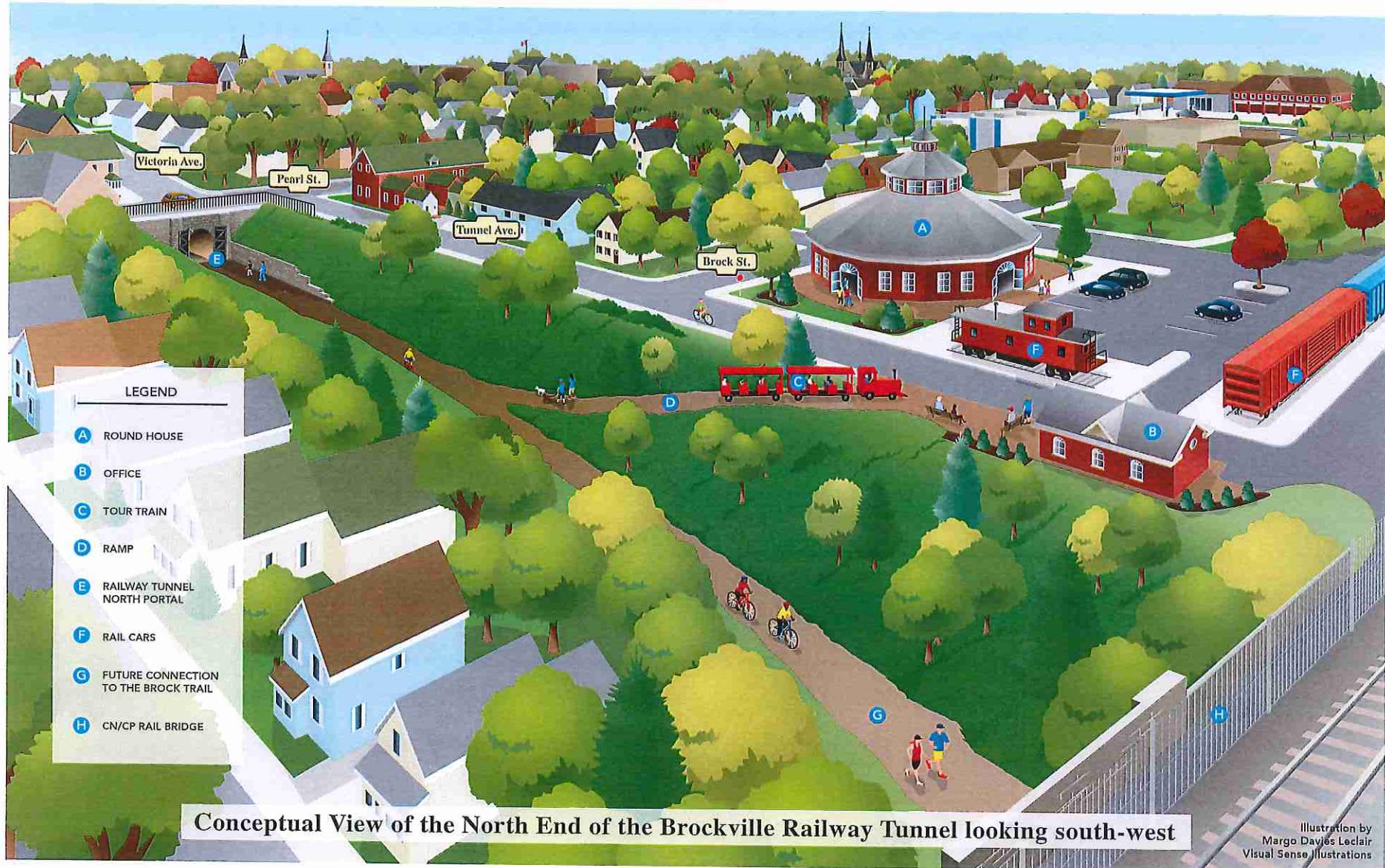




Illustration credit: Margo Davies Leclair, Visual Sense Illustrations

## NORTH END OF THE RAILWAY TUNNEL AND THE ADJACENT PROPERTY

**January 11, 2017**

**REPORT TO FINANCE, ADMIN & OPERATIONS COMMITTEE – JANUARY 17, 2017**

**2017-007-01  
RAILWAY TUNNEL  
PROJECT UPDATE**

**COUNCILLOR D. LESUEUR, CHAIR  
BROCKVILLE RAILWAY TUNNEL COMMITTEE  
C.J. COSGROVE, DIRECTOR  
OPERATIONS DEPARTMENT**

**RECOMMENDED**

That Report 2017-007-01 be received for information purposes.

**PURPOSE**

This report is intended to summarize the activities and progress of the City of Brockville Railway Tunnel Committee in restoring Canada's First Railway Tunnel and creating Brockville's new Railway Tunnel Park, and to address specific questions raised by Councillors at the December 6, 2016 meeting of the Economic Development and Planning Committee. The Tunnel Committee is asking for Council's approval to hire development consultants MTBA of Ottawa to assist in planning phase two of the project - the proposed redevelopment of the former Grand Trunk Railway/Canadian Pacific property west of the Tunnel.

**BACKGROUND**

Since 2011, the City of Brockville Railway Tunnel Committee has been working to restore and repurpose Canada's First Railway Tunnel and neighbouring former railway properties for the benefit of recreation, tourism and economic development. The project is being referred to as Railway Tunnel Park for fundraising and marketing purposes.

The Tunnel Committee's mandate from Council is to undertake these restoration and redevelopment activities with a capital fundraising campaign.

Following a special grant of \$75,000 per year for four years committed by Council in 2014, the Tunnel Committee commenced its fundraising campaign in the spring of 2015 with a focus on solicitation of early leadership gift commitments. The public phase of the campaign was launched at a special concert celebration on November 4, 2016 at the Brockville Arts Centre at which fundraising results were announced and early major donors were recognized. The Tunnel Committee opened a store front information centre at 66 King Street West in July 2016 to promote community awareness of the project, with this space generously donated by the Preston family.

To date, the Tunnel Committee has secured donations and pledges of more than \$3.5 million for the project, from governments, charitable foundations, businesses and corporations, service clubs and other organizations, and generous local individuals. A list of the campaign's largest donors to date is appended and can also be viewed at the

2017-007-01

## Railway Tunnel – Project Update

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Tunnel Committee's website at [www.brockvillerailwaytunnel.com](http://www.brockvillerailwaytunnel.com) . We express sincere gratitude to all of our donors for their generous support.

The Tunnel Committee's immediate objective is to open the Tunnel for public recreational use as Phase One of Railway Tunnel Park in celebration of Canada's 150<sup>th</sup> birthday in 2017. The Tunnel is on schedule to be opened officially during Brockville's Canada 150 "Rails to Trails" festival now being planned for August 10-13, 2017. The Prime Minister and other senior government representatives have been invited to participate in this official opening. Tunnel Committee representatives are meeting regularly with "Rails to Trails" organizers The Works Events Canada, to coordinate these plans.

The Tunnel Committee expresses its appreciation for the partnership and cooperation of the Brock Trail Committee, the Brockville Cycling Advisory Committee, the Tourism Office, the Chamber of Commerce, the Downtown Business Improvement Area, the Frontenac Arch Biosphere Amazing Places program, and the Aquatarium, among many other friends in helping us promote our vision for Canada's First Railway Tunnel and Brockville's new Railway Tunnel Park.

## **ANALYSIS**

The following are answers to key questions being asked regarding the project:

### ***What is included in the project?***

The Tunnel Committee's vision for Railway Tunnel Park includes these components:

#### **Phase One**

- Restoration of Canada's First Railway Tunnel (former Brockville and Ottawa Railway/Canadian Pacific (B&O/CP) property) - with a smooth concrete floor, an energy efficient LED lighting system for safety and to highlight the Tunnel's architectural and geological features, as well as other safety and security features
- Redevelopment of the "Gorge" property immediately north of the Tunnel (former B&O/CP property), in order to connect the Tunnel with future sections of the Brock Trail to be established north of the CN railway corridor
- Acquisition of a rubber-tired tour train to operate between Brock Street and Tunnel Avenue through the Tunnel to downtown attractions;

#### **Phase Two**

- Proposed redevelopment of the former Grand Trunk Railway/CN property west of the Tunnel and Gorge – with a bus parking area, car parking area, public restrooms, a tour train arrivals and departures area, and a tour train ticket office as the essential elements.

2017-007-01

## Railway Tunnel – Project Update

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- A proposed replica railway roundhouse building on the Grand Trunk/CN property would provide a multi-purpose community space for events, meetings and arts and cultural activities, as well as for an indoor farmers market during the winter months;

**Future Phase**

- Proposed improvements at Armagh Sifton Price Park (former B&O/CP property).

Planning and implementation of the Tunnel Committee's full vision for Railway Tunnel Park depends on sustained fundraising and awareness. The Tunnel Committee's vision is integrated but still flexible, with each additional component adding value to the previous ones. Momentum from the success of phase one will help assure the success of the phases to follow.

***What is the budget for the project?***

Council has approved an expenditure budget of \$3.975 million for Phase One, revised on November 8, 2016 based on new estimates of the project's electrical infrastructure and lighting systems costs (explained below). The Tunnel Committee has so far secured more than \$3 million in donations and pledges toward Phase One.

A budget for the proposed Phase Two redevelopment of the Grand Trunk/CN property has not yet been proposed and is contingent on a planning and community consultation exercise to be conducted by the Tunnel Committee with the aid of a development consultant. The Tunnel Committee undertook a tendering process last fall to select the urban planning firm of MTBA to undertake the Phase Two planning exercise. Community input is needed to determine the appropriate scope of Phase Two and the commensurate fundraising goal. The Tunnel Committee has been working to secure donated funds to underwrite all activities proposed for Phase Two, with more than \$500,000 secured to date.

***How much money has been spent thus far?***

See Appendix B.

***How are suppliers being selected?***

The Tunnel Committee is working within the parameters set out in the City's Purchasing By-law. Competitive tendering processes and requests for proposals/quotations have been initiated depending on the requirements of the particular project activity. Single-source suppliers have been approved in specific cases. Suppliers are being asked to consider a donation or discount off the cost of goods and services in order to support the project.

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Railway Tunnel – Project Update

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***Who is the general contractor and what is their role in the project?***

The City of Brockville is coordinating the various contractors working on the project, under the supervision of Director of Operations Conal Cosgrove and staff, with the assistance of Jim Rawlings of the Tunnel Committee. The Tunnel Committee receives regular progress reports.

***How were Ford Electric and Philips Limited (etc) selected as suppliers?***

Ford Electric of Brockville has committed a substantial in-kind donation of electrical contracting services and has assembled a consortium of other suppliers of electrical systems and infrastructure including several local companies to provide products and services at discounted rates in order to support the project. The participating companies include Eastern Engineering, Morris Engineering, GerrAudio, Nedco, Secureway and Hendrix Restaurant Supply.

Various LED lighting manufacturers were considered by the project's electrical contractor Ford Electric, working with Morris Engineering, and the City's Director of Operations, with regard to product suitability within the integrated design planned for the Tunnel's concrete floor, drainage systems, and other electrical and safety infrastructure. The Philips product was recommended as it meets the project criteria for energy efficiency, safety, security, durability, and flexibility and has a favourable ten-year cost compared with the other products evaluated. Philips' LED lighting technology is now installed in many world-famous landmarks including the Eiffel Tower, the Empire State Building, Madison Square Garden, the St. Louis Gateway Arch, the San Francisco Bay Bridge, the CN Tower, and the Welland Canal Bridge. The technology is highly programmable to allow for a variety of lighting effects in addition to ensuring overall safety. Philips has committed to provide lighting product valued at \$1.9 million at a cost of \$1.1 million for a donation of approximately \$800,000. Philips will be working with the Tunnel Committee to jointly promote the Philips Light Show at Canada's First Railway Tunnel as an international attraction once the Tunnel is open to the public.

The Tunnel Committee is most grateful to Ford Electric and to Philips Lighting Canada for their extraordinary in-kind generosity.

***Why do we need to hire a development consultant for Phase Two?***

The essential elements of the Tunnel Committee's vision for phase two are a bus parking area, car parking area, public restrooms, a tour train arrivals and departures area, and a tour train ticket office. A replica roundhouse building is also proposed as a multi-purpose community space. Additional planning and consultation is necessary to determine the project components Council and the community want, the most effective way to situate these elements on the former Grand Trunk/CN property, their estimated cost, and therefore the fundraising goal necessary to pay for them. The Tunnel Committee conducted an open tendering process in the fall with 30 architectural and planning firms expressing initial interest, of which fourteen attended site briefings, and

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**Railway Tunnel – Project Update****Page 5**

four submitted formal bids. No Brockville firms expressed interest as the lead consultant. The Tunnel Committee is recommending that the architecture and urban planning firm of MTBA (Ottawa) be hired to undertake a planning and consultation exercise in order to design options for the site, and with regard to the most appropriate and cost-effective uses of the property as an environmental brownfield. MTBA would also provide planning illustrations that will be useful to the Tunnel Committee for fundraising and marketing purposes.

***What are the environmental issues to be addressed in the Phase Two the Grand Trunk/CN property redevelopment?***

A full environmental assessment of the former Grand Trunk/CN property was conducted in 2010 when the City was considering purchase of the property for a new athletic field. The soil and water samples taken at that time provide data applicable to any new environmental remediation criteria (see Appendix C). The Tunnel Committee is confident that its proposal to pave and landscape the property for use as a bus and car parking area and tour train arrivals and departures area will be the simplest and most cost-effective use of the property compared with other development options. MTBA would have a mandate to determine any additional environmental issues to be addressed in the course of Phase Two planning and the applicable costs.

***How will the tour train operate?***

The Rotary Clubs of Brockville have generously committed \$100,000 to support acquisition of one or more rubber-tired tour train vehicles. A tour train is essential to allow for convenient and frequent transportation of visitors from the proposed bus/car parking area on the former Grand Trunk/CN property, through the Tunnel, to Brockville's downtown attractions, such as Blockhouse Island and the Aquatarium. The tour train will also attract families and children of all ages to explore the Tunnel and experience the Philips Light Show. The vehicle type selected as the tour train will be narrow enough to travel through the Tunnel while safely passing beside pedestrians. The tour train will be operated either by the City or a private contractor. Depending on demand, up to four tour train units may ultimately be required, in order to allow for back and forth trips through the Tunnel at fifteen minute intervals, and to allow for a second, longer route through Brockville's downtown, with stops at various attractions and businesses. The Tunnel Committee will provide a business case for the tour train to Council prior to proceeding with this element.

***Is the project on schedule?***

Yes

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Railway Tunnel – Project Update

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***What about interim financing?***

Council has given approval for the Tunnel Committee to obtain interim financing from Infrastructure Ontario secured by pledges confirmed to the campaign. This is common practice in institutional capital fundraising campaigns.

***What are the risks to the City and to taxpayers?***

The restoration of the Tunnel and neighbouring properties is being undertaken with each element being completed in sequence based on fundraising results. There is no risk to the City unless particular donors default on their pledge commitments, and this risk is being pro-actively monitored by the Tunnel Committee's Fundraising Sub-Committee.

***Will the Tunnel be safe?***

Yes. Features installed will ensure that the Tunnel and neighbouring properties will be safe, bright, and fully accessible to all.

***What will be the annual costs of operating the Tunnel and Railway Tunnel Park once it is open to the public?***

See Appendix D.

***How will the project benefit the community?***

Restoration of Canada's First Railway Tunnel and creation of Brockville's new Railway Tunnel Park will provide an innovative solution to several community needs. The project will:

- Be enjoyed by more than 30,000 residents and tourists each year
- Put Brockville on the international map as home of Canada's First Railway Tunnel
- Put our long unused heritage railway properties to use for recreation, tourism and economic development
- Provide a new community place for people of all ages to enjoy regularly during the warm months
- Create a new central corridor for the Brock Trail, allowing passage from our waterfront, north to the Mac Johnson Conservation Area
- Attract more tourists and more tourism revenues, adding to the reasons for people to visit and stay in Brockville
- Create synergy with other downtown attractions, such as the Aquatarium, 1000 Islands boat tours, the Brockville Museum, and the Brockville Arts Centre, Rotary Park, and the Fulford Place Museum
- Create synergy with downtown shopping, dining, and entertainment businesses
- Provide desperately-needed parking for tour buses and cars to attract out of town visitors to explore Brockville's waterfront and downtown
- Improve the neighbourhood at the north end of the Tunnel.

2017-007-01

Railway Tunnel – Project Update

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## POLICY IMPLICATIONS

None.

## FINANCIAL CONSIDERATIONS

As summarized in the Analysis section and the Appendices.

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Councillor D. LeSueur, Chair  
Brockville Railway Tunnel Committee

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D. Dick, CPA, CA  
Director of Corporate Services

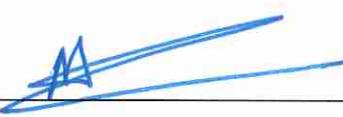


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*Coral Cosgrove*  
C.J. Cosgrove, P.Eng.  
Director of Operations

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B. Casselman  
City Manager



## APPENDIX A

### LIST OF MAJOR CAMPAIGN DONORS, AS AT JANUARY 11, 2017

#### ***Senior Benefactors (\$500,000 and above)***

Philips Limited  
Carolyn Sifton Foundation

#### ***Benefactors (\$50,000-\$499,999)***

Beatty Family Charitable Foundation, Canarm Limited, and David and Anne Beatty  
BMO – Bank of Montreal  
Ford Electric and the Bouwers family  
City of Brockville  
Canadian National Railway  
Government of Canada – Canada 150 Community Infrastructure Program  
The Joyce family  
Rotary Clubs of Brockville  
Armagh L. Sifton Foundation  
Thousands Island Community Development Corporation  
VIA Rail

**APPENDIX B**

**City of Brockville Railway Tunnel Committee - Financial Summary as at 2017-01-11**

| REVENUE                              | BUDGET Revised 2016-11-08 | PLEDGED to date     |
|--------------------------------------|---------------------------|---------------------|
| <b>PHASE ONE</b>                     |                           |                     |
| City of Brockville (2014 commitment) | \$ 300,000                | \$ 300,000          |
| Other fundraising - phase one        | \$ 3,675,000              | \$ 2,707,212        |
| <b>SUB-TOTAL PHASE ONE</b>           | <b>\$ 3,975,000</b>       | <b>\$ 3,007,212</b> |
| <b>PHASE TWO</b>                     |                           |                     |
| Other fundraising - phase two        | \$ -                      | \$ 500,000          |
| <b>SUB-TOTAL PHASE TWO</b>           |                           | <b>\$ 500,000</b>   |
| <b>TOTAL REVENUES</b>                | <b>\$ -</b>               | <b>\$ 3,507,212</b> |

| EXPENSES   | BUDGET Revised 2016-11-08 | ACTUAL to 2016-11-30 |
|--|---------------------------|----------------------|
| <b>PHASE ONE</b>   |                           |                      |
| Masonry repair   | \$ 1,050,000              |                      |
| Rock stabilization   | \$ 50,000                 |                      |
| Electrical infrastructure - powerhouse, lighting, safety, security, sound, generator | \$ 775,000                |                      |
| LED lighting (Philips)   | \$ 1,083,000              |                      |
| Ventilation  | \$ 65,000                 |                      |
| Travel surface - concrete, drainage  | \$ 300,000                |                      |
| Gorge - tree cutting   | \$ 32,000                 |                      |
| Gorge restoration  | \$ 250,000                |                      |
| Engineering  | \$ 100,000                |                      |
| Marketing  | \$ 35,000                 |                      |
| Tour train   | \$ 100,000                |                      |
| Financing (Infrastructure Ontario)   | \$ 134,496                |                      |
| <b>SUB-TOTAL PHASE ONE</b>   | <b>\$ 3,974,496</b>       | <b>\$ 459,278</b>    |
| <b>PHASE TWO</b>   |                           |                      |
| Purchase of Grand Trunk Railway/CN property  |                           | \$ 208,490           |
| <b>SUB-TOTAL PHASE TWO</b>   | <b>\$ -</b>               | <b>\$ 208,490</b>    |
| <b>TOTAL EXPENSES</b>  | <b>\$ 3,974,496</b>       | <b>\$ 667,768</b>    |

## APPENDIX C

### **Environmental Site Assessment for Lands West of Tunnel Gorge (Former CN Yards)**

Extensive soil testing was conducted in July of 2010 by Paterson group on behalf of the City of Brockville. Eighteen test pits and three boreholes on the subject land yielded the following:

- 1) "The majority of the contaminated soil on the site was identified in the shallow subsurface approximately 0.1 to 1.5 m below surface grade. A layer of coal and slag contaminated with metals and polycyclic aromatic hydrocarbons (PAHs) is present across the entire footprint of the site at an approximate average thickness of 0.6 m." This is consistent with the former use of this land by CN Railway as a train yard. There is no requirement to excavate and remove this soil if it is in areas that will be paved for parking or landscaped.
- 2) A small area (approx 50 m<sup>2</sup>) in the northwest corner of the property is contaminated by petroleum hydrocarbons (PHCs). This contaminated area has an approximate thickness of 1.5 m. "Based on these dimensions, a preliminary estimate of PHC contaminated soil would be approximately 75 m<sup>3</sup> (5 or 6 dump trucks)." This is a minor quantity to remove from the site if required.
- 3) Groundwater samples were recovered from monitoring wells installed in two boreholes. "None of the PHC, PAH or volatile organic compound (VOC) concentrations detected in the groundwater samples exceed the current Ministry of Environment (MOE) Table 3 Standards. All analyzed parameters are also in compliance with the proposed 2009 MOE Standards." This indicates that there are no groundwater contaminates attributable to soil contamination in the area.

The RFP response by MTBA also addresses the issue of contaminated land and cost-effective ways to deal with this issue. Their concept designs will also take into consideration the environmental assessment already done. They have an experienced Environmental Engineer on their team that can be used by the City if it so desires. The optional cost for Environmental Engineering is quoted within the MTBA proposal at \$6,105.

In summary, because of the amount of environmental testing already done on the site and the fact that a great deal of the site will be dedicated to parking, there should be little concern about costly surprises related to contaminated soil.

Jim Rawlings  
Brockville Tunnel Committee

## APPENDIX D

### Annual Operating Budget

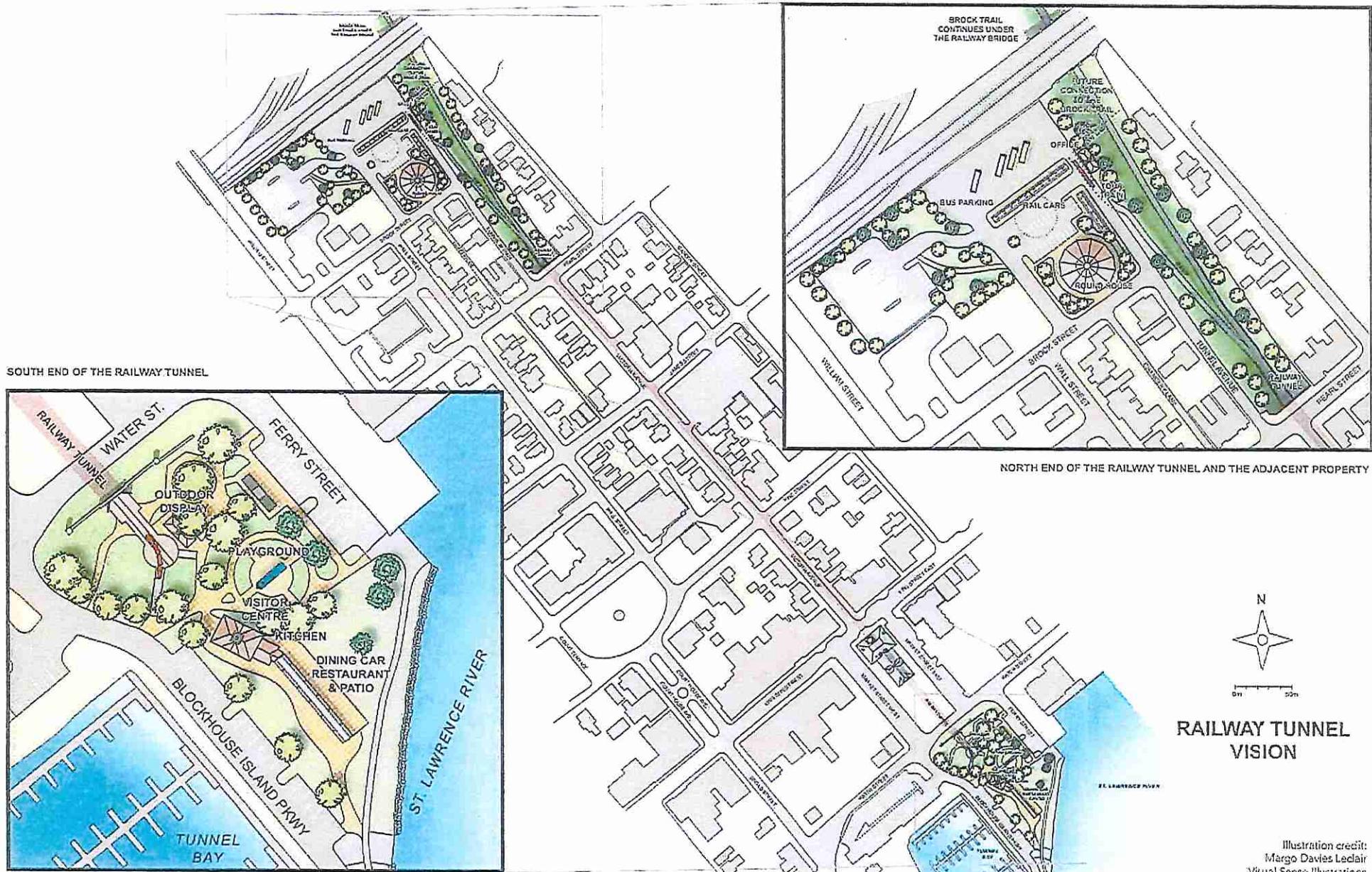
The Tunnel Committee's plan for operation of Canada's First Railway Tunnel and Railway Tunnel Park anticipates these categories of annual expenses and revenues:

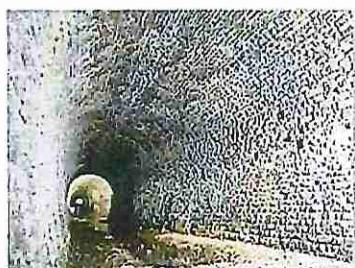
#### EXPENSES

- Electricity
- Electrical and lighting systems management, including light show programming for the Tunnel
- Safety/security monitoring
- Summer staffing – safety/security patrols, interpretive tour guides
- Tour train operation and maintenance
- Tourism marketing and promotion
- Grounds keeping and general maintenance
- Management costs

#### REVENUES

- Donations and sponsorships
- Advertising revenues
- Student summer employment grants
- Tour train ticket revenues
- Bus parking revenues (optional)
- Car parking revenues (optional)
- Facility rental fees for special events (e.g. weddings, receptions, dinners, dances)





A STONE BLOCK WALLS



B VENT SHAFT OPENING



C NATURAL BEDROCK

## Lengthways View of the Brockville Railway Tunnel showing its existing features

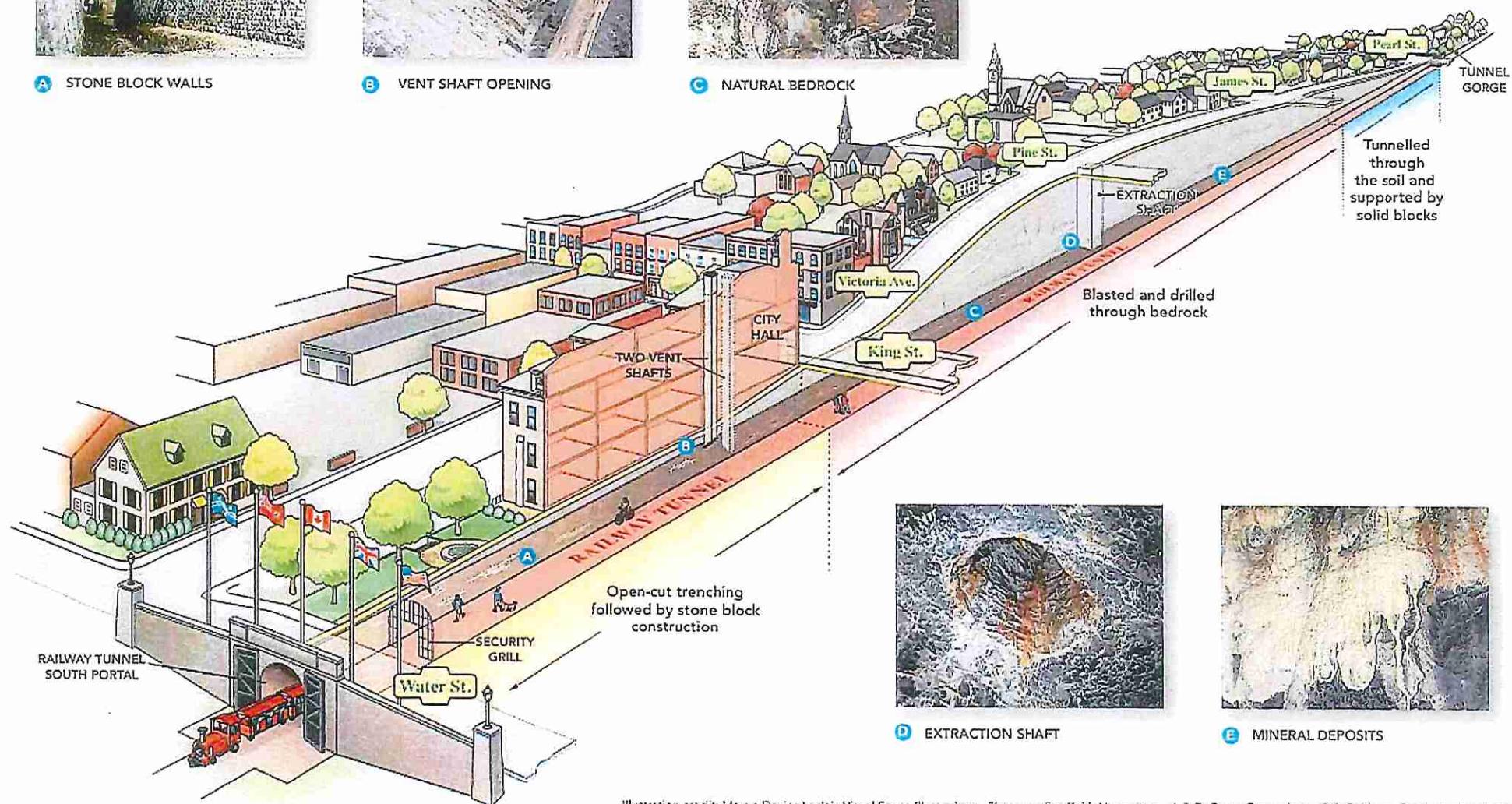


Illustration credit: Margo Davies Leclair, Visual Sense Illustrations. Photo credits: Keith Hare photos A & D, Doug Grant photos B & C, Margo Davies Leclair photo E

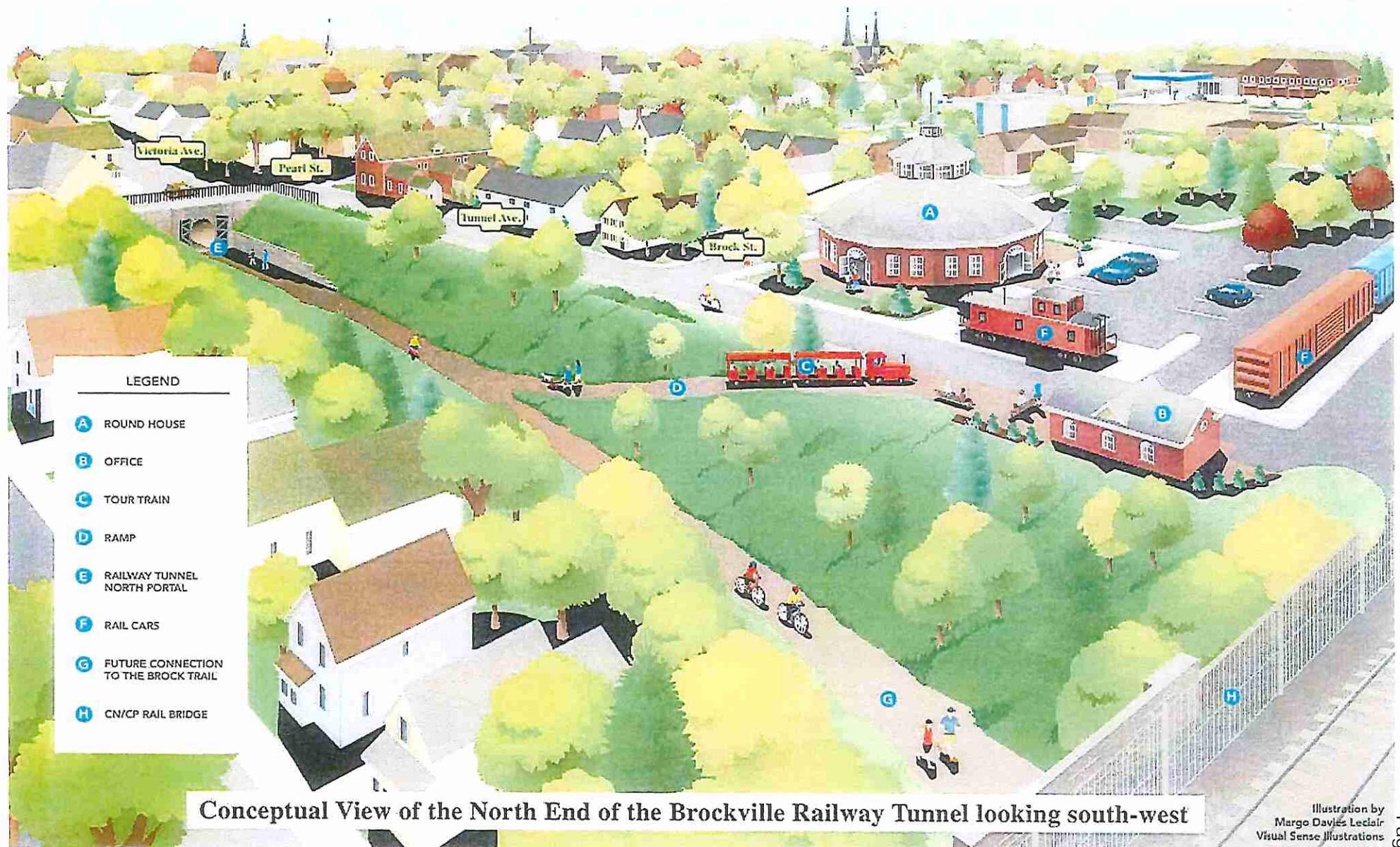


Illustration by  
Margo Daviles Leclair  
Visual Sense Illustrations

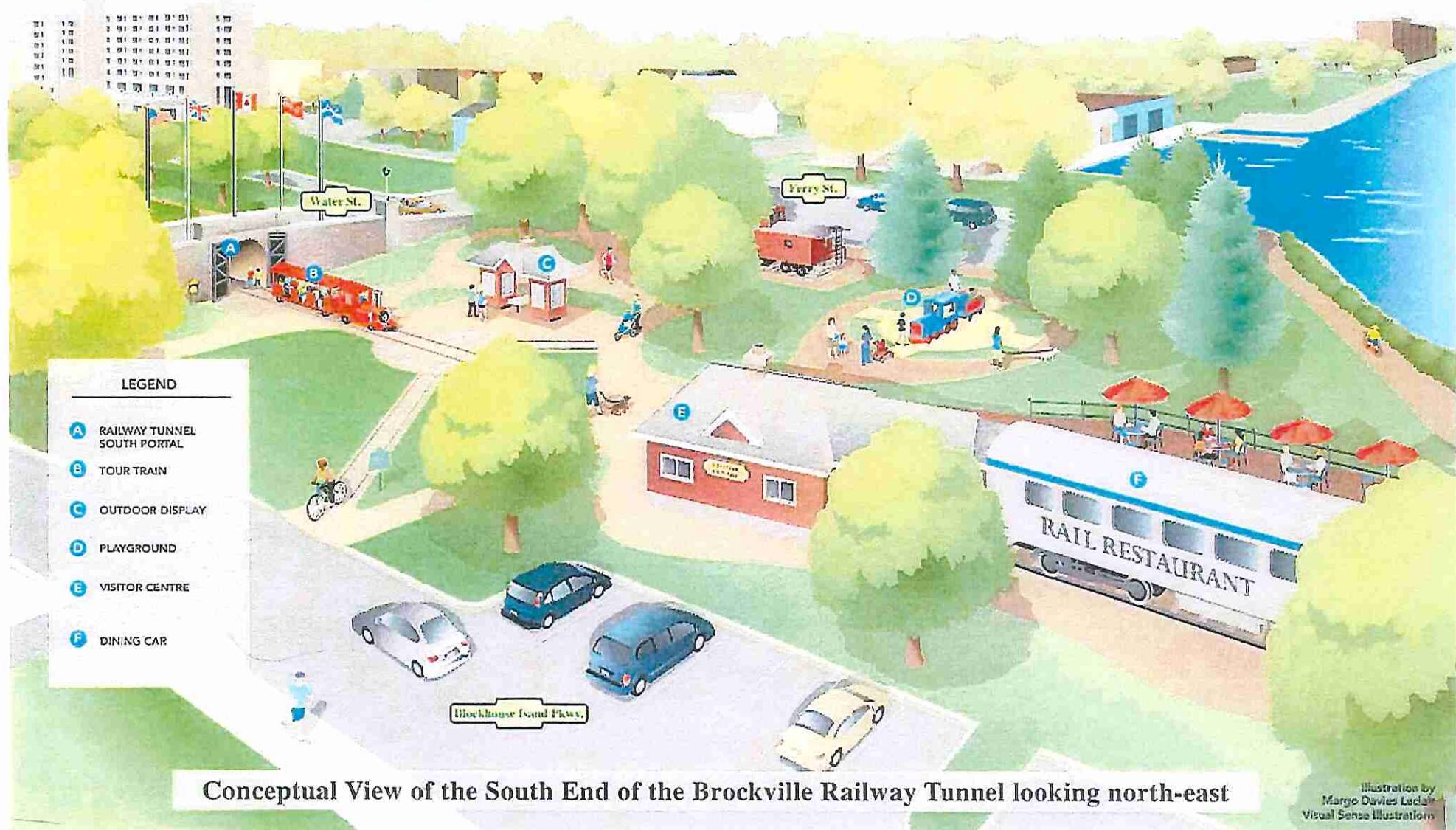


Illustration by  
Marge Davies Leclair  
Visual Sense Illustration

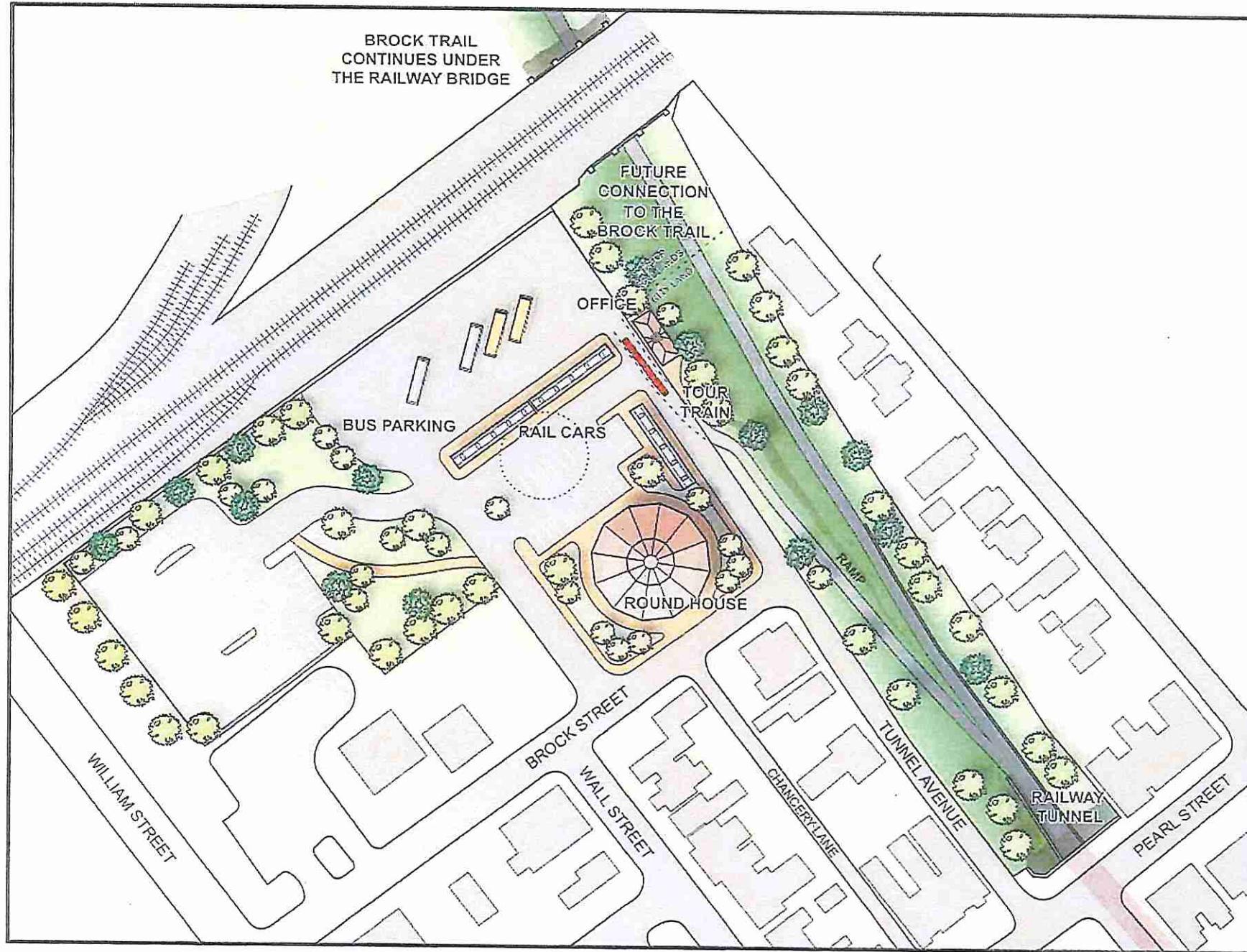


Illustration credit: Margo Davies Leclair, Visual Sense Illustrations

## NORTH END OF THE RAILWAY TUNNEL AND THE ADJACENT PROPERTY

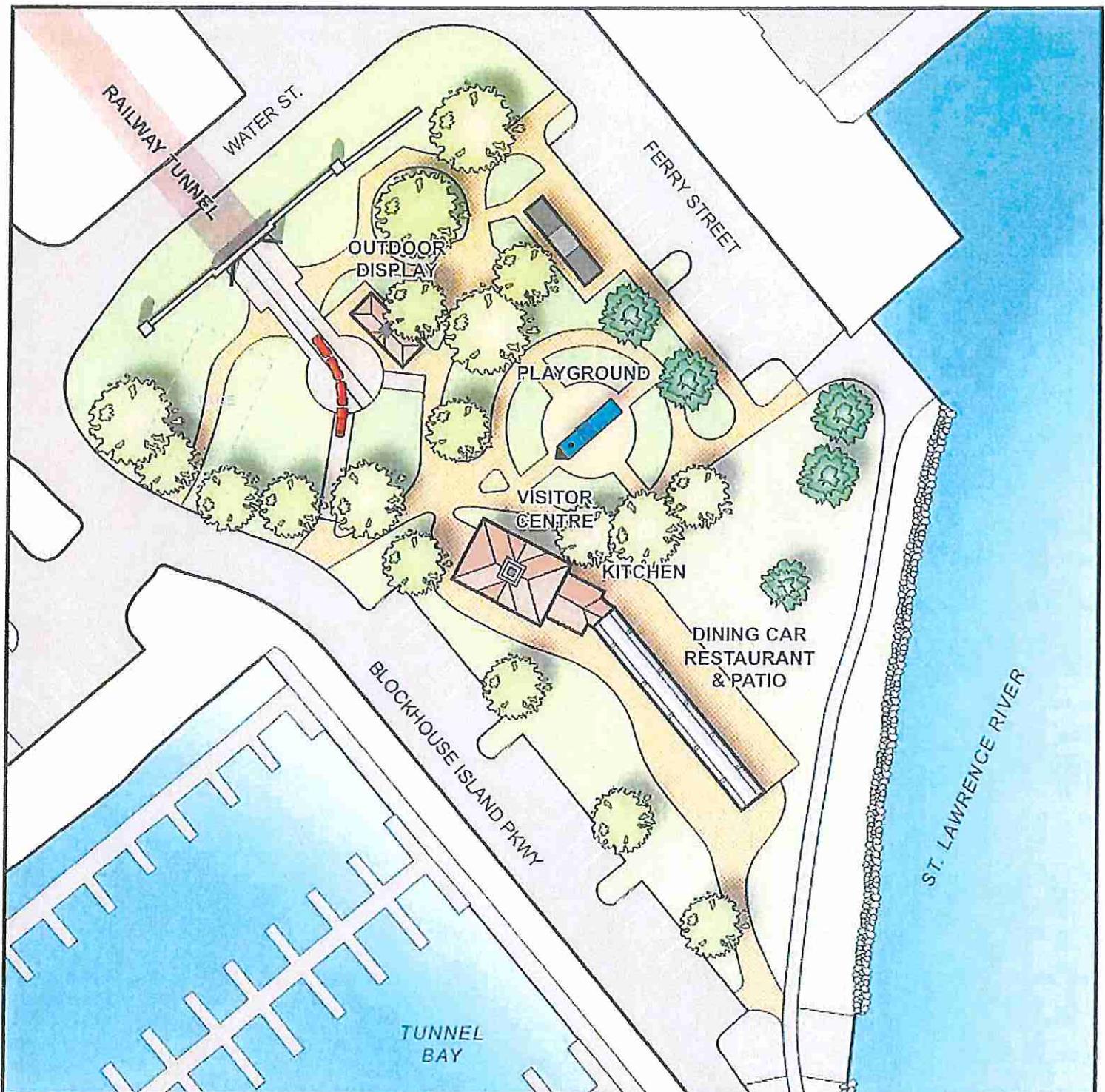


Illustration credit: Margo Davies Leclair, Visual Sense Illustrations

## SOUTH END OF THE RAILWAY TUNNEL

January 12, 2017

**REPORT TO FINANCE, ADMIN & OPERATIONS COMMITTEE – JANUARY 17, 2017**

**2017-008-01  
BROCKVILLE CYCLING ADVISORY  
COMMITTEE - WATERFRONT  
BICYCLE PARKING**

**L. SAMPLE, CHAIR  
BROCKVILLE CYCLING ADVISORY  
COMMITTEE  
C.J. COSGROVE, DIRECTOR  
OPERATIONS DEPARTMENT**

**RECOMMENDED**

THAT bicycle parking/corrals be added to the Water Street Parking Lot, Hardy Park, Rotary Park, St. Lawrence Park and Memorial Park; and

THAT 1% of City-developed parking lots be designated to include bicycle parking corrals.

**PURPOSE**

Supported by the Downtown/Waterfront Strategy, Official Plan, Sustainability Plan and Healthy Communities Vision, bicycle parking should be included and added to City parking lots and be added to future planning and construction of new parking lots.

**BACKGROUND**

Recently a significant amount of vehicle parking has been created on the waterfront by the City. The City's Zoning By-law requires the inclusion of bicycle parking in new developments, but it does not apply to the development of parking lots *without buildings* (which would trigger the minimum parking requirements).

**ANALYSIS**

Section 3.33 of the Zoning By-law governs vehicle parking and the least onerous requirement is 1.5 spaces per 100 m<sup>2</sup> for "wholesale establishment".

New lots without accompanying development are Reynolds Park at approximately 700 m<sup>2</sup> and the former EIT property at roughly 2,700 m<sup>2</sup>. That is a total of 3,400 m<sup>2</sup> which will conservatively provide parking for about 136 cars (using parking lot densities common to mid-sized lots – about 25 m<sup>2</sup> per space, including access space).

A parking lot to hold 136 cars would result from a wholesale establishment of  $100*136/1.5 = 9,066 \text{ m}^2$  floor space.

2017-008-01

Brockville Cycling Advisory Committee – Waterfront Bicycle Parking

Page 2

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**Transfer to parking requirements for bikes:**

Section 3.9 of the Zoning By-Law stipulates that the least onerous requirement for bike parking is 1 space per 1,000 m<sup>2</sup> for “other non-residential” uses, which could be applied to the new parking lots.

Under Section 3.9’s least onerous requirement, a 9,600 m<sup>2</sup> space would generate a requirement for 9 bike parking spaces, or the equivalent of 1 car parking space.

Requiring 1 parking space for a bike parking corral at each of the Reynolds Park and the former EIT property lots is consistent with a reasonable interpretation of the Zoning By-law, and would represent less than 1% of the new parking lot space. This seems reasonable in view of the City’s policies encouraging active transportation.

**Related Bicycle Rack requirements beyond the waterfront/downtown:**

The following analysis and conclusion preceded the establishment of the Reynolds Park and the former EIT property parking lots and offers an alternative to the above.

An analysis of all Brockville’s parks and their uses, and the need for secure bicycle parking was undertaken.

That analysis identified 5 parks which should be considered for 1 or 2 bike racks:

1. Blockhouse Island Parkway (Water Street Parking Lot area)
  - a. 2 racks in corral at Water Street Parking Lot
  - b. Relocate rack near canteen
2. Hardy/Centennial Park
  - a. 2 racks in corral near washrooms/play structure
3. Rotary Park
  - a. 1 rack near washrooms & splash pad
  - b. 1 rack near basketball court & pump track
4. St Lawrence Park
  - a. 1 rack near canteen/washrooms
5. Memorial Park (north)
  - a. 1 rack near fieldhouse/washrooms

This totals 8 new racks (approx. \$4,000) plus 1 rack relocation.

The bicycle parking at Blockhouse and Hardy Park can be accommodated with no loss of vehicle parking.

2017-008-01

Brockville Cycling Advisory Committee – Waterfront Bicycle Parking

Page 3

Both sites have current grassed areas, adjacent to vehicle parking.

With the addition of a concrete pad and 2 racks, 10 bikes can be accommodated at each location.

**Water Street Parking Lot – 2 rack corral** - on the grassed north-east corner of the Water Street Parking Lot, see Attachment 1 (yellow circle). Alternatively, the corral could be accommodated in 1 asphalt parking spot as shown by orange circles in picture.

**Hardy Park – 2 rack corral** - on the grassed, bulbed-out section that separates the 2 east side of Kincaid parking areas or at the south of the parking spaces, see Attachment 1 (yellow circle). Alternatively, the corral could be accommodated in 1 asphalt parking spot as shown by orange circles in picture.

## POLICY IMPLICATIONS

Council direction is required to mandate that bicycle parking be incorporated in City parking lots.

## FINANCIAL CONSIDERATIONS

Funding for public parking lots comes from the Parking Reserve Fund. It is appropriate that bicycle parking also be funded from the same reserve.

## CONCLUSION

Parking for bicycles, and bike parking corrals, are necessary and integral parts of the overall strategy supported by Council.

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L. Sample, Chair  
Brockville Cycling Advisory Committee




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D. Dick, CPA, CA  
Director of Corporate Services

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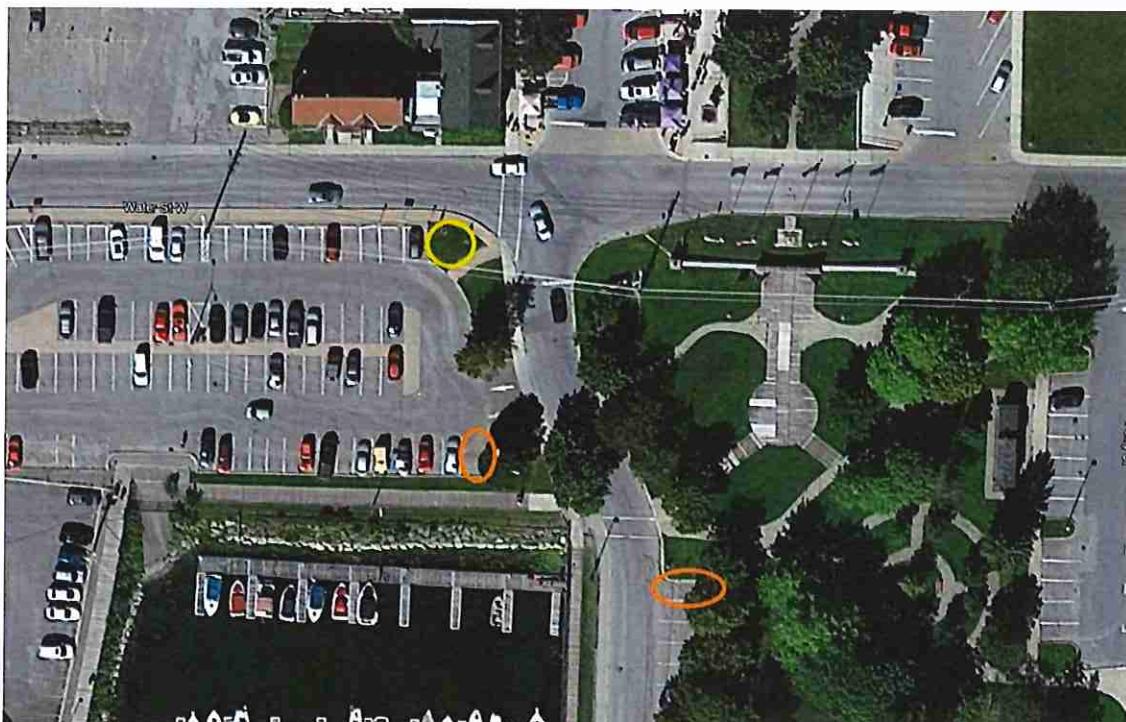
*Janis Webster*  
C.J. Cosgrove, P.Eng.  
Director of Operations

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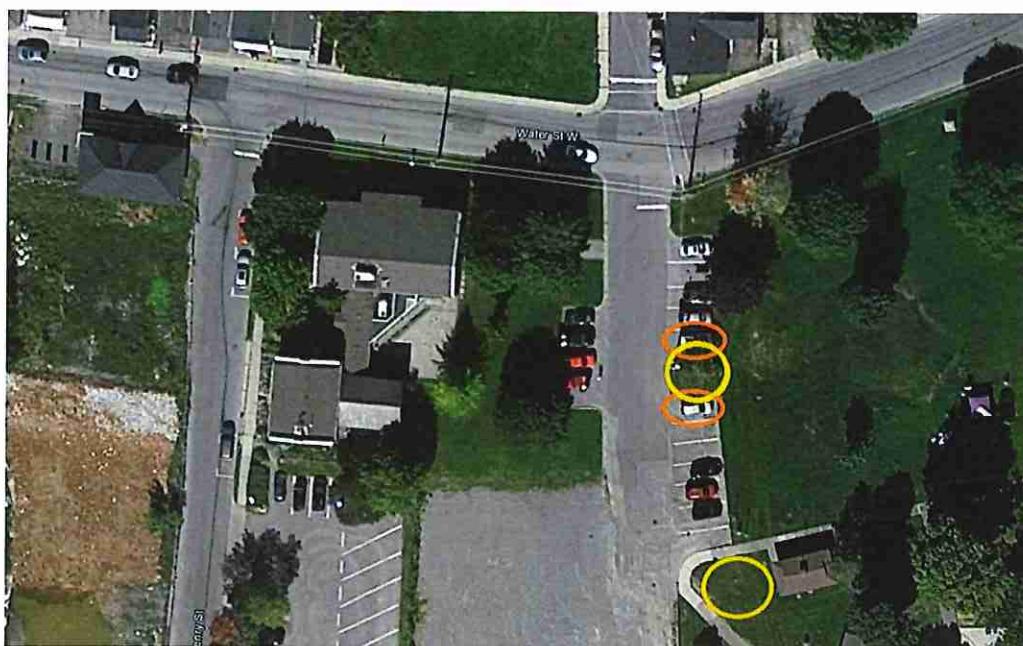
*B. Casselman*  
B. Casselman  
City Manager

## ATTACHMENT 1

Some of the proposed sites for bicycle racks:



Tunnel Bay



Hardy Park / Museum

**January 3, 2017**

**Report to Finance, Administration and Operations Committee**  
**January 17, 2017**

**2017-005-01**  
**2018 Municipal Election**  
**Ranked Ballot Election**

**Sandra MacDonald**  
**City Clerk**

**RECOMMENDED**

THAT Staff Report No. 2017-005-01, 2018 Municipal Election Ranked Ballot Election be received and no further action be taken.

**PURPOSE**

To provide information related to the newly established framework to permit a ranked ballot municipal election.

**BACKGROUND**

The Ministry of Municipal Affairs and Housing launched a review of the Municipal Elections Act in 2015. Input was received from the general public, the Association of Municipalities of Ontario (AMO) and the Association of Managers, Clerks and Treasurers of Ontario (AMCTO). During this time the Province also established a Ranked Ballot Steering Committee whose mandate was to review and report on implementation of an optional ranked ballot process. The consultation process ended in July, 2015.

On April 4, 2016 Bill 181, the Municipal Elections Modernization Act, 2016, was introduced and subsequently received Royal Assent on June 9, 2016. Among other changes, which will be provided to Council under a separate report, the legislation established a framework to permit a ranked ballot election in Ontario for the first time. This change can be made based on a Council decision and the passing of a by-law. For the 2018 municipal election, this by-law must be passed by early 2017.

**ANALYSIS/OPTIONS**

The Ontario government had committed to provide municipalities with the option of using ranked ballots in future elections as an alternative to the current first past the post system. Ranked ballots allow a voter to rank candidates in order of preference (first choice, second choice, third choice, etc.).

In Canada, no other jurisdiction, including the municipal level, use ranked ballot elections systems and only two cities in the United States use this system.

The *Municipal Elections Act* (MEA) has been amended to include the following definition:

**Section 1(1)**

*"ranked ballot election: means, with respect to an office on the council of a municipality, an election authorized under subsection 41.1(1);*

Section 41.1 of the MEA sets out the framework for ranked ballots as follows:

*41.1(1) The Lieutenant Governor in Council may, by regulation, authorize elections for the offices on a municipal council to be conducted in accordance with the following rules:*

1. *Electors vote by ranking candidates for an office in order of the elector's preference.*
2. *Votes are distributed to candidates based on the rankings marked on the ballots.*
3. *The counting of votes is carried out in one or more rounds, with at least one candidate being elected or eliminated in each round.*

Regulations have recently been released by the province further stipulating how the process will work.

With the amendments, the use of ranked ballot is optional for municipalities, but if chosen it must be used for all offices. Ranked ballots are not permitted for school board elections.

There are two types of ranked ballot election systems: single member ranked ballot election (instant runoff voting, IRV) and multi-member ranked ballot elections (single transferable vote, STV). Under the City's current governance structure, IRV would apply to the office of Mayor and the STV process would apply for member of Council.

According to the ranked ballot approach, a candidate would have to cross a threshold of votes to be elected. In the IRV election system, the threshold to be elected is 50 per cent of the total votes cast for contest position plus one.

$$\text{Threshold} = \frac{\text{100\% of the cast votes}}{\text{1 candidate to be elected plus 1}} + 1 = 50\% \text{ plus 1}$$

For example, if 50 voters cast votes for two candidates in the Mayor contest

$$\frac{50}{2} + 1 = 26 = \text{threshold to be elected}$$

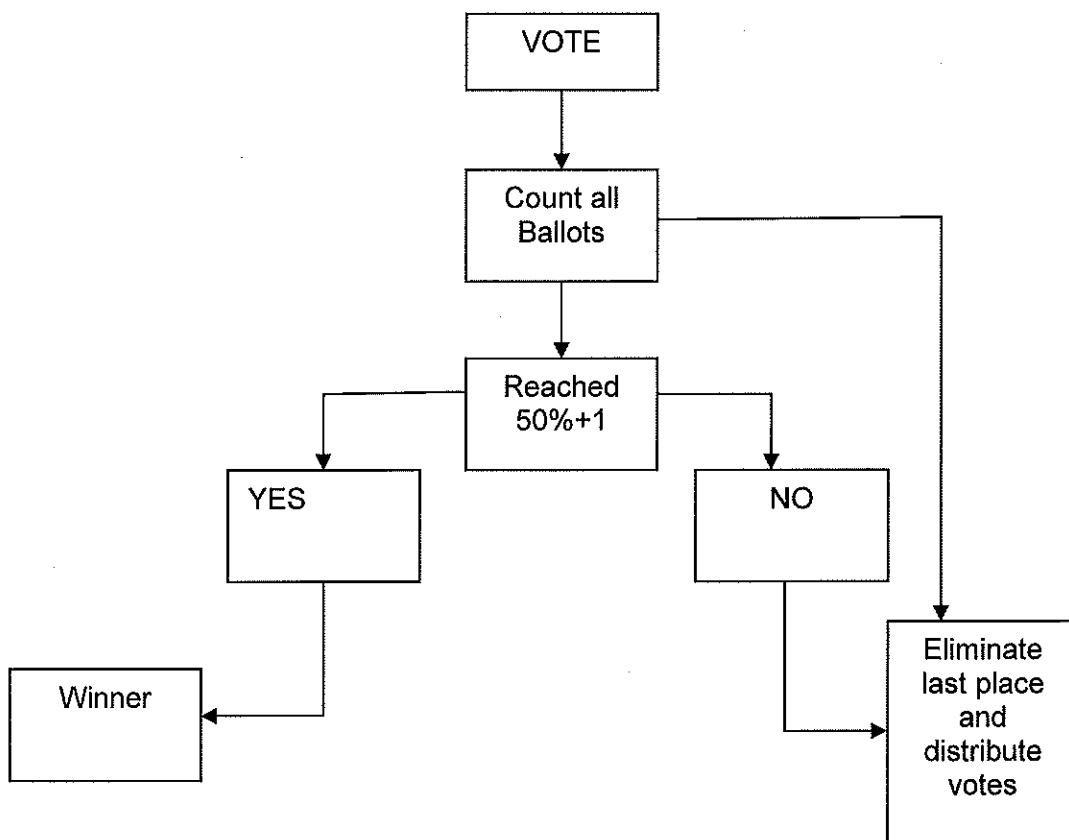
In a STV ballot election, the threshold to be elected is calculated as follows:

$$\text{Threshold} = \frac{\text{100\% of the cast votes}}{\# \text{ Candidates to be elected plus 1}} + 1$$

(Attachment A is an example of a ranked ballot election).

#### Single Member Ranked Balloting (IRV)

To cross the threshold in an IRV ballot election, votes would be distributed among candidates based on the rankings indicated by the voter on the ballot. If a candidate does not receive enough votes to pass the threshold, subsequent rounds of vote counting would be conducted where the candidate(s) who receive the lowest number of votes would be dropped from future counts with their votes being redistributed based on the ranking assigned to their candidates on the same ballot until the threshold is met.



#### Multi-Member Ranked Ballot (STV)

To cross the threshold in a STV election, votes would be similarly distributed among candidates based on the ranking indicated by the voter on the ballot. Unique to multi-member elections, if any candidate received more than the number of votes that they need to be elected, their surplus votes are redistributed according to each voter's next choice. This ensures that there are enough votes remaining to elect all candidates with the same threshold.

Report 2017-005-01  
 2018 Municipal Election  
 Ranked Ballot Election

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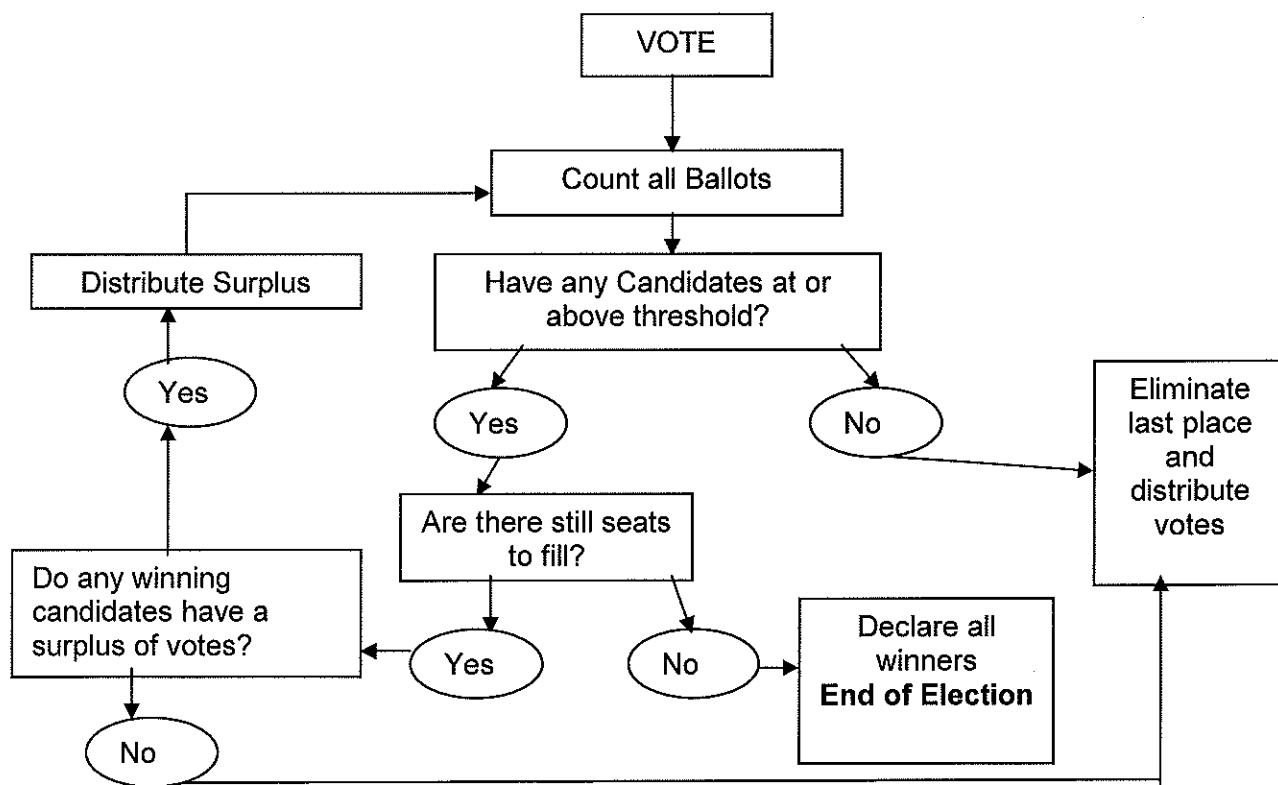
Where a candidate receives more votes than they need to cross the threshold, known as surplus votes, then the voters for the first winning candidate receives a fraction of their vote back to be re-distributed to their second choice candidate based on the number of total voters who voted for that candidate. Surplus votes must be redistributed before eliminating the candidate with the fewest votes. Subsequent rounds of elimination would continue until the required number of candidates cross the threshold and are elected.

To put STV ballot election calculation for the office of Councillor into context, the threshold in the 2014 municipal election would have been 5,180 or 11.1% based on the following calculation:

$$\begin{aligned} \text{Total votes cast for the position of Councillor} &= 46,619 \\ \text{Total number of candidates to be elected} &= 8 + 1 = 9 \end{aligned}$$

$$\text{Therefore, the threshold is } 46,619 / 9 = 5,179.8 + 1 = 5,180.8 \text{ or } 11.1\%$$

The 2014 municipal election results for the positions of Councillor Candidates received between 1.1% and 10.4%. In this municipal election, each candidate for office of councillor would have been below the required threshold to be elected in the first round. Subsequent rounds of vote counting would have been required in order to determine the successful candidate for the office of Councillor.



## **Considerations and Impacts of Ranked Balloting**

### **Public Consultation and Support**

Substantial public consultation and engagement is recommended before implementing such a significant change to the current electoral system. If Council directs staff to proceed with a ranked ballot as an option for the 2018 municipal election, a thorough public consultation process is recommended to gather public feedback. The results of this consultation would be one of several factors taken into consideration in the future decision report that would need to come before Council by April 2017.

The ranked ballot system is a fundamental departure from the voting experience of the average voter who is used to selecting a specific number of candidates for each office. For example; the voter chooses one candidate for the office of Mayor, not a first, second and third choice for this contest. This is also true for federal and provincial elections.

The 2014 municipal election had three (3) candidates for the office of Mayor, and eighteen candidates (18) for eight (8) members of Councillor. Voters could have easily ranked the three candidates for office of Mayor, but it would have been time consuming and confusing to rank eight of eighteen candidates for the office of Councillor.

A change to the ranked ballot approach may be confusing to experienced and new voters alike. A significant amount of time, effort and election funding would have to be put towards public education and resources to inform voters about this new system. A change to ranked balloting could lead to public confusion and may have a negative impact on an already low voter turnout. Effective communication and public education would be essential to informing the public.

If Council directs staff to pursue the option of a ranked ballot election significant staff time will be required to conduct and document public consultation and engagement. It is estimated that between preparation, public meetings and final report preparation, staff time could be as high as 100 hours.

### **Voting Equipment and Systems**

A change to a ranked ballot approach would affect the amount of time needed to prepare and test vote counting systems. Ranked balloting involves multiple rounds of vote counting based on a complex mathematical calculation. As with any election, testing would have to be conducted on all vote-counting systems to ensure that votes are counted correctly as well as ensuring the security and integrity of the systems. The logic and accuracy testing phase for voting systems would need to develop new testing procedures, would take longer as it would have to test for multiple rounds of vote counting and would require additional audit time. As the

City auditor is used to complete the systems audit for the telephone/internet voting, there would be increased costs associated with the extra time that will be needed to perform these tasks.

#### Ballot

The “ballots” using ranked voting will be significantly different than the ballot that voters are familiar with and may cause confusion and increase the time it takes each voter to cast their ballot electronically. At voting help centre(s) longer wait times may result.

*(Attachment B is an example of a single member ranked ballot)*

#### Election Results and Recount

In order to be transparent with voting results, more in depth information would need to be available with ranked ballots. In addition to the candidates who have been elected and the number of ballots cast, which are currently reported, the Clerk would also have to report on the number of ballots that were declined or rejected, the threshold for each office, the number of votes each candidate received in the first round of vote counting and the results of each round of vote counting including the number of votes received by each remaining candidate and the number of exhausted ballots.

In the event of a tie and it cannot be determined which of the candidates has enough votes to meet or exceed the threshold, Regulation stipulates that the following method will be used to determine the successful candidate:

- The tied candidate with the highest number of votes in the previous round will be considered to have the highest number of vote,
- If candidates are tied in the previous rounds, the vote totals in the earlier rounds are used,
- If the candidates were to tie in all previous rounds, the name of the candidate who will be considered to have the highest number of votes is chosen by lot in a draw and
- The same process is applied to ties for candidates with the lowest number of votes in determining which candidate will be eliminated.

In addition, ranked ballot processes may delay the time between the close of voting and the release of official results from the Clerk’s office. With the current voting system, election results are typically generated very quickly with unofficial results announced at the end of voting day and official results announced the following business day. With ranked voting, unofficial results may still be available the same night; however, the verification of official results is likely to require more time.

### **2018 Election:**

In accordance with Section 41.2(1) of the Municipal Election Modernization Act, Council has the option to pass a future by-law with respect to ranked ballot elections for the offices of Council. While the 2018 municipal election may seem far away, if a ranked ballot election is to be implemented it must be passed by a by-law no later than May 1, 2017. In reality, this decision would need to be made earlier in order to allow staff the time required to properly implement such a change.

If a ranked ballot election is not pursued in 2018, staff will continue to monitor its growth and implementation in Ontario for future municipal elections. A report updating Council on the 2018 experience by other municipalities will be forthcoming following the election event.

### **FINANCIAL CONSIDERATIONS**

As noted in the report, significant public education and awareness would need to be undertaken in addition to the increased amount of staff time to commence this initiative in 2017. The exact financial impact of this change is unknown at this time. Should Council wish to consider a ranked ballot election, the anticipated cost of the election would be provided to council in a report prior to passing the bylaw.

### **CONCLUSION**

Staff recommends that Council maintain the current first-past-the-post election model for the 2018 municipal election. This recommendation is based on four main points as follows:

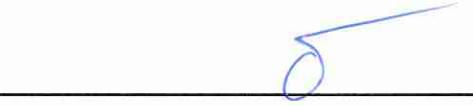
1. It is estimated that there will be significant additional costs associated with a ranked ballot election as set out in this report including staff time, audit feed, election equipment/services, and public consultation.
2. The ranked ballot system is a fundamental departure from the experience of the average voter. No municipality in Ontario currently conducts ranked ballot elections and, as a result, there is a significant lack of public knowledge on this system among experienced and new voters alike. A significant amount of time, effort and election funding would have to be put toward public education and resources to inform voters about this new system. A negative impact could result in a lower voter turnout.
3. Election system and equipment will need to be upgraded with extensive testing and auditing. Further equipment and programming upgrades and changes will need to be completed by vendors prior to determining if current systems can be adapted.

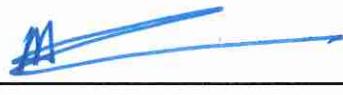
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4. Prior to adopting internet/telephone voting systems, the City monitored the success other Ontario municipalities experienced. We learned from their achievements and failures prior to introducing the system to City voters. In the case of ranked ballot elections, there are no provinces or municipalities across Canada, let alone in Ontario that are currently using this election system. Only two municipalities in the United States have implemented multi-member ranked balloting processes (Cambridge, MA and Minneapolis, MN). Based on this, it is suggested a cautious approach be taken, allowing the City to learn from the implementation experiences of other municipalities in 2018 to ensure that additional costs, consideration of public interest and risks are identified and mitigated prior to implementation.

  
S. MacDonald  
City Clerk

  
D. Dick, *CDA CA*  
Director of Corporate Services

  
B. Casselman  
City Manager

**Ministry of Municipal Affairs and Housing**

[\(http://www.mah.gov.on.ca/Page11118.aspx\)](http://www.mah.gov.on.ca/Page11118.aspx)

**Follow Your Ballot: An example of a ranked ballot election**

Follow a ballot and learn what happens in a single-member and multi-member ranked ballot election.

**Single-member election: an election where one candidate is elected**

In this election, you are being asked to vote on the kind of fruit that will be served as a snack.

**Ranking the ballot**

With ranked ballots you can rank your choices from your most preferred to least preferred option. You rank the choices as follows:

- Cherry 1
- Pear 2
- Strawberry 3
- Apple 4

**Calculate the threshold to be elected**

Thirty people voted, and only one fruit can be chosen. Sixteen votes are needed for a fruit to be elected (50 per cent of 30 votes is 15 votes, plus one makes it a majority).

### Count the first choice votes

After the ballots are distributed according to first choices, the vote count looks like this:

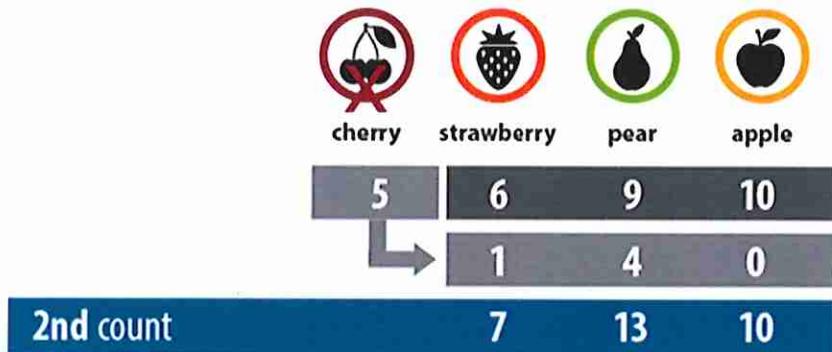


None of the fruits has received enough votes to be elected.

### Eliminate the option in last place and redistribute those ballots to other candidates

Your first choice, Cherry got the fewest votes. Your ballot will now be given to your second choice, Pear. (The ballots of everyone else who voted for Cherry as their first choice will also be redistributed to their second choices).

After the 5 Cherry ballots are distributed, the new vote count is:



After the second round of counting, none of the fruits has received enough votes to be elected.

### Drop the last place and redistribute those ballots

Strawberry now has the fewest votes. Your ballot stays with your second choice, Pear.

After the 7 Strawberry ballots are redistributed, the new vote count is:

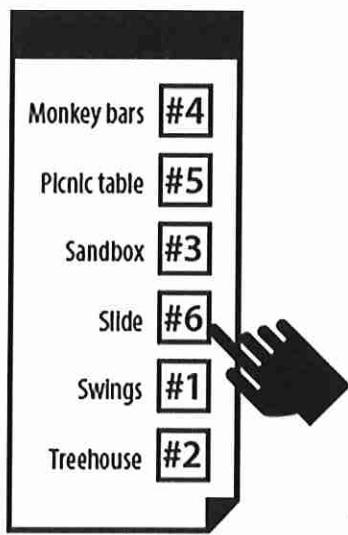


Pear is elected with 17 votes. Even though your first choice didn't get elected, your ballot helped your second choice to win.

### Multi-member Election: an election where more than one candidate is elected

In this election, you are being asked to vote on what new equipment should be installed in your neighbourhood park. Three pieces of equipment will be chosen out of a possible six.

#### Ranking the ballot



With ranked ballots you can rank your choices from your most preferred to least preferred option. You rank your choices as follows:

- Monkey bars 4
- Picnic Table 5
- Sandbox 3
- Slide 6
- Swings 1

- Treehouse 2

### Calculate the threshold to be elected

In a multi-member ranked ballot election, the number of votes needed to be elected will depend on how many seats are being filled.

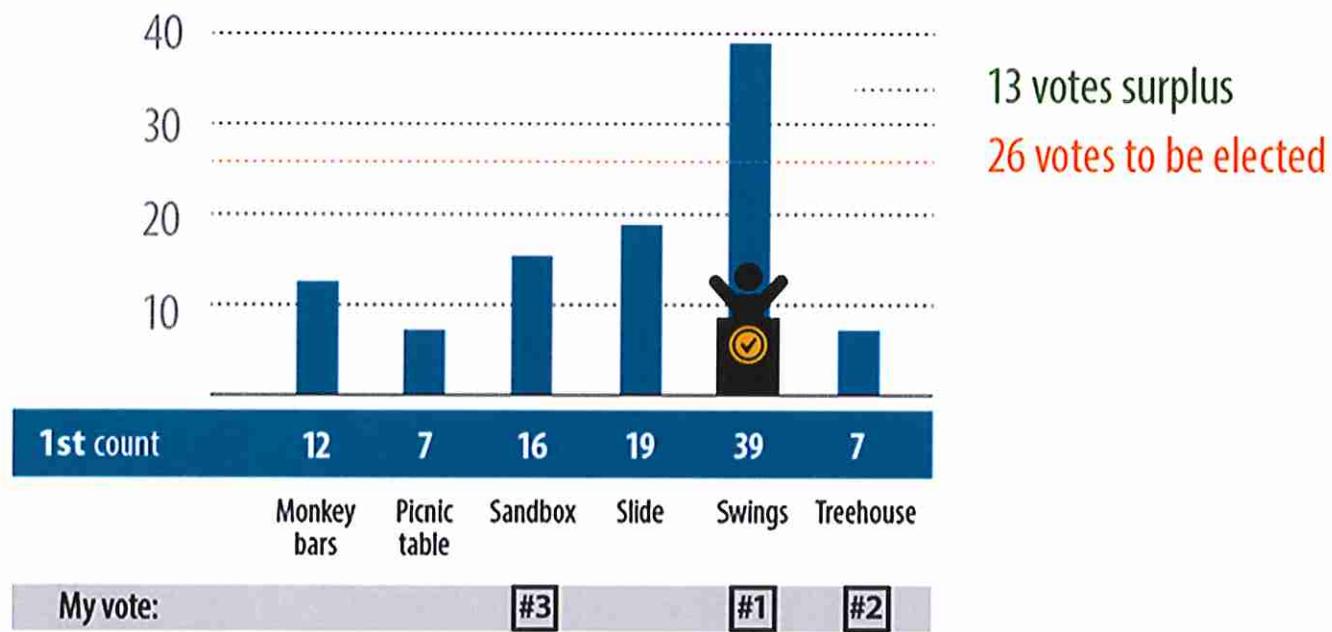
In this example, one hundred people voted, and three pieces of equipment will be chosen.

In order to be elected, a piece of playground equipment must earn twenty-six votes.

To do the math, one hundred votes divided by 4(3 pieces of equipment will be chosen, plus one is 4) is 25 votes, plus one is 26.

### Count the first choice votes

After the ballots are distributed according to first choices, the vote count looks like this:



Swings has received more than 26 votes, and is declared the winner.

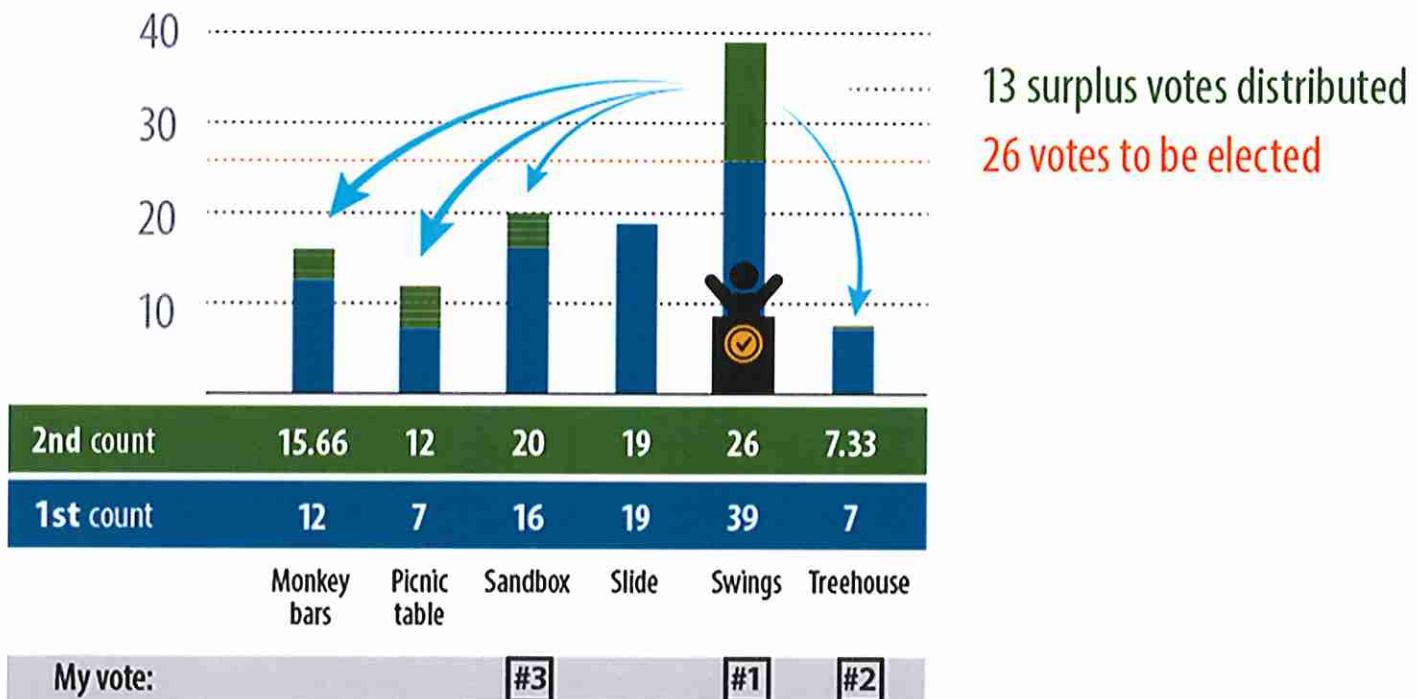
### Distribute the surplus

Since the threshold is 26 votes, and Swings got 39 first choice votes, Swings got 13 more votes than is needed to be elected.

Swings has a surplus of 13 votes. Thirteen divided by 39 is one-third. This means that Swings only needed two-thirds of your vote (along with two-thirds of the vote of everyone else who had Swings as a first choice) to be elected.

The two-thirds of your vote that Swings needs to be elected will stay with Swings. The other one-third of your vote will be given to your second choice, Treehouse. Each ballot that had Swings as the first choice will give one-third of their vote to their second choice.

After the ballots are redistributed, the new vote count is:



|              | Round 1<br>total | Votes added                            | New total  |
|--------------|------------------|--|------------|
| Monkey Bars  | 12               | 11 ballots worth 1/3 each: 3.66 votes  | 15.66      |
| Picnic Table | 7                | 15 ballots worth 1/3 each: 5 votes     | 12         |
| Sandbox      | 16               | 12 ballots worth 1/3 each: 4 votes     | 20         |
| Slide        | 19               | 0 votes                                | 19         |
| Swings       | 39               | - 39 ballots worth 1/3 each: -13 votes | 26 elected |
| Treehouse    | 7                | 1 ballots worth 1/3 each: 0.33 votes   | 7.33       |

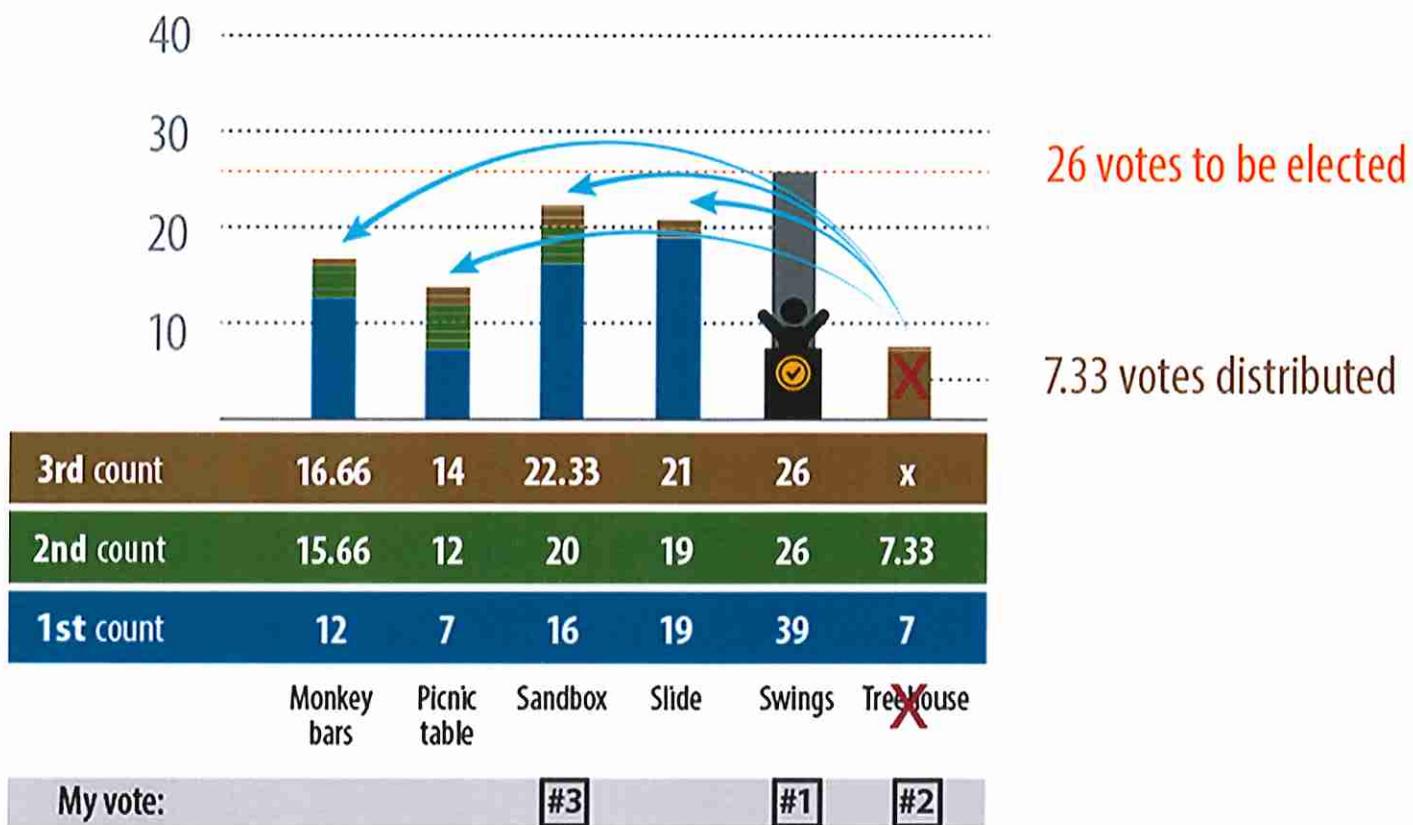
As it turns out, yours was the only ballot of the one hundred votes that chose Swings as the first choice and Treehouse as a second choice. Treehouse's vote total increased by one-third of a vote.

None of the candidates other than Swings has earned the 26 votes needed to be elected.

### **Drop the last place and redistribute those ballots**

Treehouse got the fewest votes, so it is eliminated. Treehouse's votes are now redistributed. Your one-third of a vote will be transferred to your third choice, Sandbox.

After the Treehouse votes are redistributed, the new vote count is:

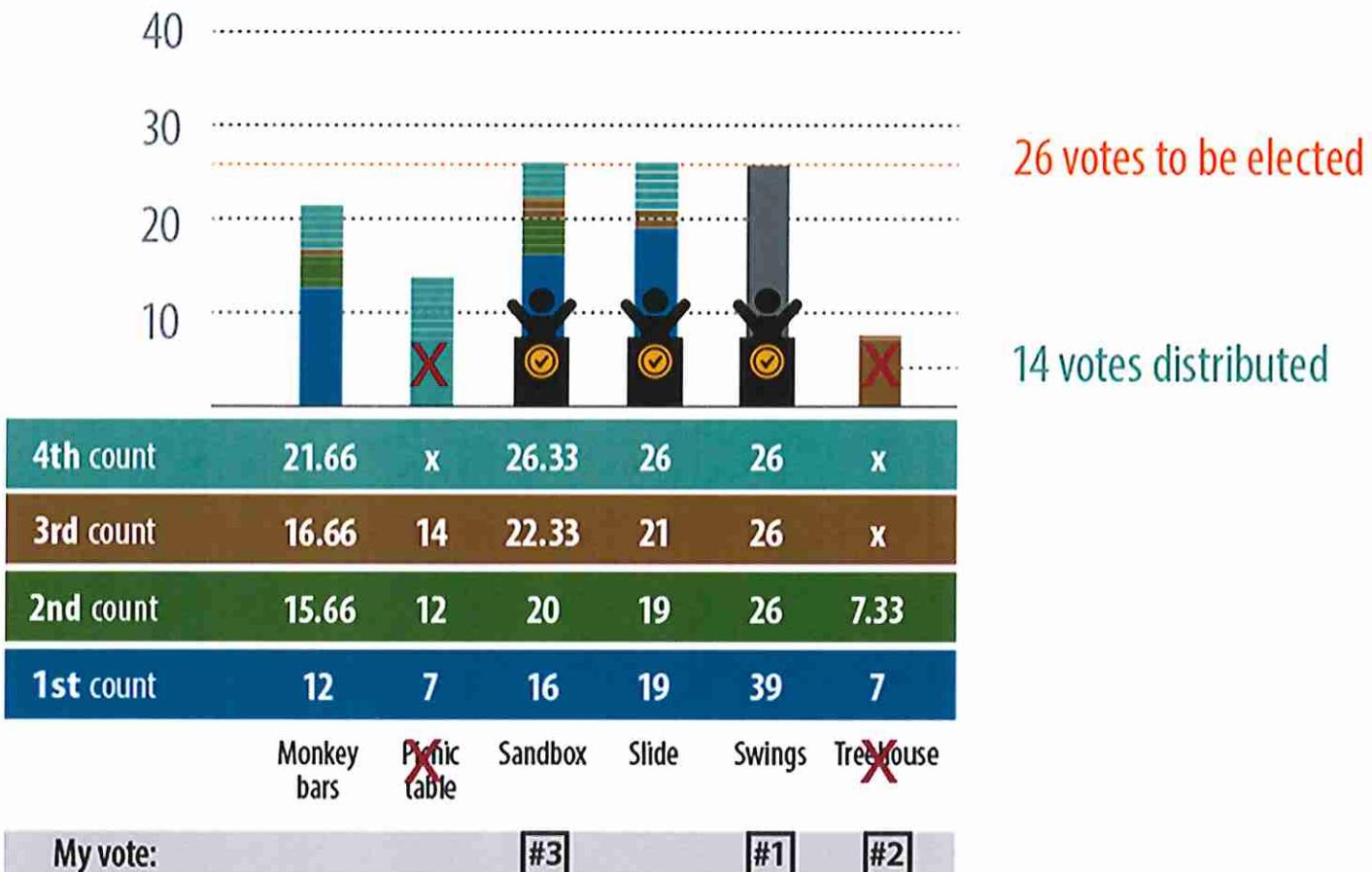


|              | Round 2 total | Votes added               | New total  |
|--------------|---------------|---------------------------|------------|
| Monkey Bars  | 15.66         | 1                         | 16.66      |
| Picnic Table | 12            | 2                         | 14         |
| Sandbox      | 20            | 2.33                      | 22.33      |
| Slide        | 19            | 2                         | 21         |
| Swings       | 26            | elected                   | 26 elected |
| Treehouse    | 7.33          | -7.33 votes redistributed | 0          |

None of the other candidates has earned the 26 votes needed to be elected.

### Drop the last place and redistribute those ballots

Picnic Table has the fewest votes, so it is now eliminated. Picnic Table's votes are now redistributed according to their next choice.



|              | Round 3 total | Votes added | New total     |
|--------------|---------------|-------------|---------------|
| Monkey Bars  | 16.66         | 5           | 21.66         |
| Picnic Table | 14            | -14         | 0             |
| Sandbox      | 22.33         | 4           | 26.33 elected |
| Slide        | 21            | 5           | 26 elected    |
| Swings       | 26 elected    | 0           | 26 elected    |
| Treehouse    | 0             | 0           | 0             |

Sandbox and Slide have each earned 26 votes, so they have reached the threshold to be elected.

Recall that in this election, three pieces of equipment were to be elected out of a possible six. Since three candidates have reached the threshold, the counting stops.

The three winning candidates are Sandbox, Slide and Swings.

**Attachment B****SAMPLE RANKED BALLOT EXAMPLE – MAYOR ONLY****Special Instructions for Ranked Choice Voting:**

1. Pick your first choice and completely fill in the square next to that candidate under **1<sup>st</sup> Choice**.
2. If you have a second choice candidate completely fill in the square next to that candidate under **2<sup>nd</sup> Choice**.
3. Your third choice candidate, if you have one, works the same way

**Fill in no more than 1 square per candidate****Instructions spéciales pour le vote préférentiel.**

1. Choisissez votre premier choix et remplir complètement dans square à cote de ce candidat au titre **1<sup>er</sup> choix**.
2. Si vous avez une deuxième candidate de choix, remplie complètement dans square a cote de cette candidate en vertu de **2e choix**.
3. Votre troisième candidat de choix, si vous au avez un, fonctionne de la même façon.

**Remplissez pas plus de 1 carre par candidate.**

| Office of/Poste de<br><b>MAYOR</b><br>Vote for no more than 1<br>Ne noter que pour 1 |  |               |   |               |   |
|--|--|---------------|---|---------------|---|
|  | <b>1<sup>st</sup><br/>Choice<br/>1er Choix</b> |               | <b>2<sup>nd</sup> Choice<br/>2e Choix</b> |               | <b>3<sup>rd</sup><br/>Choice<br/>2e Choix</b> |
| John CENTRE  | <input type="checkbox"/>                       | John CENTRE   | <input type="checkbox"/>                  | John CENTRE   | <input type="checkbox"/>                      |
| Judy LEFT  | <input type="checkbox"/>                       | Judy LEFT     | <input type="checkbox"/>                  | Judy LEFT     | <input type="checkbox"/>                      |
| Jordon WRIGHT  | <input type="checkbox"/>                       | Jordon WRIGHT | <input type="checkbox"/>                  | Jordon WRIGHT | <input type="checkbox"/>                      |
| Jamie WRONG  | <input type="checkbox"/>                       | Jamie WRONG   | <input type="checkbox"/>                  | Jamie WRONG   | <input type="checkbox"/>                      |

**January 11, 2017**

**Report To Finance Administration Operations – January 17, 2017**

**2017-006-01**

**2016 Departmental Work Plans  
Fourth Quarter Report**

**Bob Casselman  
City Manager**

**RECOMMENDATION**

THAT Council approve the 2016 Departmental Work Plans Fourth Quarter Report as outlined in Schedule 1, Report 2017-006-01.

**BACKGROUND**

The City of Brockville adopted a Corporate Strategic Plan in April 2009. The Strategic Plan established Goals/Objectives to be achieved during a five (5) year period of 2009-14. The Strategic Plan was updated and approved for implementation by Council in 2015. To accomplish these goals, a number of strategic initiatives have been developed and are incorporated into the annual budget process through the use of Departmental Work Plans.

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

The City Manager reports on the status of Departmental Work Plans on a quarterly basis throughout 2016.

**1) Financial Matters**

- Significant time spent on preparation of 2015 year-end statements; \$100,000 Operations surplus
- 2017 budget guidelines presented/adopted by Council
- 2017 operating/capital budget prepared/adopted by Council

2017-006-01 Departmental Work Plans  
Fourth Quarter Report

Page 2

**2) Economic Development Initiatives**

- Staff focused on land acquisition/planning process associated with development of new employment lands
- Sub-consultant reports on traffic and environmental impacts have been completed
- Draft Secondary Plan, Official Plan Amendment, Zoning Bylaw Amendment, presented to Council December 13/16
- Staff focused on adoption of old Subdivision files (Bridlewood, Phase 1-4)
- Significant staff resources focused on management of Tall Ships Festival, scheduled for September 16-18, 2016. Successful event.
- Regional economic development service model under discussion between partner municipalities

**3) Aquatarium Project**

- Opened to public, March 2, 2016
- Title transfer – March 31, 2016
- Significant staff resources/legal costs associated with title transfer
- Additional \$1 million allocated to project, funding sources determined
- Staff focus on downtown parking needs, including enforcement, signage, creation of alternative parking lots
- Significant staff resources/legal costs association with preparation for arbitration
- 76,000 patrons to December 31, 2016

**4) Fire Master Plan**

- Consultant retained to assist in completion of Fire Master Plan
- Stakeholder meetings underway
- To be completed first quarter, 2017

**FINANCIAL IMPLICATIONS**

- Increased financial contribution of \$1 million made to Aquatarium project
- Year-end surplus of +/- \$100,000
- 2017 Operating/Capital Budget adopted

**CONCLUSION**

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



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B. Casselman, City Manager

## 2016 ADMINISTRATION DEPARTMENT GOALS/OBJECTIVES

| <b>Administration Department</b>  | <b>1<sup>st</sup> Qtr</b>  | <b>2<sup>nd</sup> Qtr</b>   | <b>3<sup>rd</sup> Qtr</b>   | <b>4<sup>th</sup> Qtr</b>   |
|---|--|---|---|---|
| a) Define recommendations to Council &/or options   |  |   |   |   |
| b) Assist Council in negotiating the Elizabethtown-Kitley boundary restructuring plan   | Finalization of Minutes of Settlement<br>- leave to appeal – ARB decision  | Finalization of Minutes of Settlement<br>ARB – to be heard in 3 <sup>rd</sup> Quarter | Finalization of Minutes of Settlement - Leave to Appeal – favourable decision: Sept 20/16 |   |
| c) Quarterly status reporting to Council of corporate work plans and activity   | April 19/16  | July 19/16  | October 19/16   | January 17/17   |
| a) Direct, motivate & work with City staff to ensure that the required municipal services are in place & delivered efficiently to the community | Weekly senior management meetings<br><br>Staff recognition events  | Weekly senior management meetings<br><br>Staff recognition events                     | Weekly senior management meetings<br><br>Staff recognition events                         | Weekly senior management meetings<br><br>Staff recognition events                 |
| a) Annual Operating Budget preparation & Oversight  | Completed 2016   | 2017 budget guidelines approved by Council  | 2017 budget prepared<br>Council presentation October 18/16                                | 2017 operating/capital budget adopted by Council December 13/16                   |
| b) Annual Capital Budget preparation & Oversight  | Completed 2016   |   | Completed 2017  |   |
| c) Direct development of long-term financial forecasts  | Updated 5-yr forecast, presented to Council  |   |   |   |
| d) Direct implementation of Asset Management Plan   | Phase 2 of Asset management Plan, part of 2016 Workplan schedule   |   | Consultant retained to complete Phase 2 of Asset Management Plan by year end              | Phase 2 of asset management plan to be presented to Council first quarter of 2017 |
| <b>Leadership</b>   |  |   |   |   |
| a) Eastern Ontario Mayor's Committee participation  | Member of E.O. Economic Development Strategy Leadership Council<br><br>Briefing note preparation for O.G.R.A. conference |   |   |   |
| b) Joint Services Budget, cooperation discussions   | Draft 2016 budget  |   | Sharing of municipal staffing being formalized  | JSC – 2017 budget consultation ongoing  |
| a) Fire Operations Model change - Shift from Full time to Hybrid  | N/A  | Negotiation strategy approved by Council<br>2016 Fire Dept. work plan included        | Consultant retained to assist in preparation of Master Plan Stakeholder                   | Master plan to be presented to Council first quarter of 2017                      |

| <b>Administration Department</b>  | <b>1<sup>st</sup> Qtr</b>  | <b>2<sup>nd</sup> Qtr</b>   | <b>3<sup>rd</sup> Qtr</b>   | <b>4<sup>th</sup> Qtr</b>   |
|---|--|---|---|---|
|   |  | components of background reports necessary to facilitate change in operations model   | input/meetings with Council/senior staff/Fire association underway                                |   |
| b) Facilitate OPP Costing acquisition and disposition   | Moratorium lifted, first orientation meeting held March 7/16         | Second meeting held – June 20/16  | Meetings held September 7 <sup>th</sup> , 26 <sup>th</sup> , 27 <sup>th</sup> 2016                | Meeting held Oct 21/16 OPP costing proposal to be presented to Council in January 2017  |
| a) Docking  | N/A  |   |   |   |
| b) Parking  | 2 year interim parking agreement negotiated                          |   |   |   |
| c) Marina Lease   | Existing marina lease expired  | One year extension to existing marina lease   |   |   |
| d) Harbour Ownership  | N/A  | N/A   | 3 year DFO lease extension negotiated   |   |
| e) Outstanding Agreements   | Title Transfer – 03/31/16  | Preparation for arbitration on outstanding matters  | Significant staff resources/legal costs in various procedural steps leading to formal arbitration | Significant staff resources/legal costs in various procedural steps leading to formal arbitration   |
| f) Facilitation - Opening   | A/Q opened to public 02/01/16 – significant staff resources utilized | 20,000 patrons in 1 <sup>st</sup> quarter   | 64,000 patrons to end of 3 <sup>rd</sup> quarter  | 76,000 patrons to end of 2016   |
| <b>Official Plan</b>  |  |   |   |   |
| a) Facilitation of goals re active transportation / waterfront / downtown / increased density | Part of Manager of Strategic Initiatives 2016 Workplan               | Manager of Strategic Initiatives redirected to A/Q arbitration preparation  |   |   |
| <b>Strategic Plan</b>   |  |   |   |   |
| a) Window Replacement Program   | N/A  | The City Hall window project has resumed. Windows on the 1st and 2nd floors of the east and south facades 1st and 2nd floors as well as some ground floor windows should be | Windows on the 1 <sup>st</sup> and 2 <sup>nd</sup> floors of east and south facades completed     | All the windows in Market Hall have been completed except for 8 on the ground floor which will be completed in the spring of 2017. Once completed, the focus will turn to Victoria Building windows that will |

| <b>Administration Department</b>                 | <b>1<sup>st</sup> Qtr</b>  | <b>2<sup>nd</sup> Qtr</b>  | <b>3<sup>rd</sup> Qtr</b>  | <b>4<sup>th</sup> Qtr</b>   |
|--|--|--|--|---|
|  |  | completed by mid-August.   |  | commence in 2018  |
| b) Water Meter Replacement Program               | 5100 meters replaced   | 5444 meters replaced   | 5867 meters replaced   | 6171 meters replaced  |
| c) Blockhouse Square Development - facilitation  | Conditional extension granted to April 18/16. Condition not met.               | Conditional extension granted to August 5/16   | File closed  |   |
| d) Employment lands certification - facilitation | Transportation study completed. Land acquisition – one parcel being negotiated | Environmental impact statement: background documentation/field work being completed.   | Traffic study completed<br>Environmental impact statement completed<br>Draft official plan/zoning bylaw being prepared | Draft secondary plan, Official Plan Amendment, Zoning Bylaw Amendment, presented to Council December 13, 2016 |
| e) Energy Auditor                                |  | A Consultant has been engaged and provided with historical data on energy consumption at City buildings. They will be completing an energy audit over the summer. The audit will indicate if the City has the potential to reduce sufficient energy consumption to allow for funding to hire an Energy Auditor, through a program from Save On Energy. | Site visitation completed<br>Audit to be completed by October 31/2016  | Audit report completed. Recommendations presented to Council.   |

| FIRE DEPARTMENT 2016   | 1 <sup>ST</sup> QTR.  | 2 <sup>ND</sup> QTR.   | 3 <sup>RD</sup> QTR.  | 4 <sup>TH</sup> QTR.  |
|--|---|--|---|---|
| <b>1. People</b>   |   |  |   |   |
| - Home Inspection Program – this is a multi year project that identifies areas of concern for fire prevention education and enforcement. We will be increasing the number of inspections to attain 2,000 visits per year. Every home of a five year period, this will be a gradual increase from our present status. | The Home Inspection program will commence in May. Crews will continue to complete their assigned zones. They will continue to educate the public on fire safety issues. | Home inspection program is progressing as required   | Home inspection program is continuing as required   | Home inspection program completed for 2016, statistics compiled will form part of annual FD report.                                       |
| - Vulnerable Occupancy program, mandated by Province, involves educating and enforcement of Provincial regulation. Three steps are required annually in each building designated as a vulnerable occupancy. Our compliance is a priority.  | Fire Prevention staff will continue to work collaboratively with the Vulnerable Occupancies within the Municipality.  | Fire Prevention staff are requesting operators to comply earlier in the course of the year and not wait for year end to comply | Program is progressing well and all occupancies will be completed by year end   | Vulnerable occupancy inspections have been completed for 2016, statistics compiled will form part of annual FD report                     |
| - Apply Part 9 retrofit compliance and enforcement to specific geographic areas, historical, high risk, close proximity, etc.  | Fire Prevention has commenced an inspection blitz of King St. occupancies   | Project on King Street is progressing well with positive results and mostly good cooperation for building owners               | King Street program is progressing well were over 25 buildings have been inspected,   | King street program is progressing, statistics compiled of this specific area will form part of the annual FD report                      |
| - Sightline to Safety Program – continue participation and guidance with the Can. Hearing Society re: fire safety, alarm notification systems for deaf and hard of hearing.  | Ongoing   | Ongoing, discussed and offered at every public ed. opportunity   | Ongoing through every opportunity available   | Ongoing through every opportunity available   |
| - Public Safety Awareness Campaigns – focus on seniors and multiple unit dwellings – Fire Safety Information Sessions. Fire Safety Programs with primary grades in city schools.   | Fire Prevention will coordinate public education opportunities with Crews and target audience groups.   | Ongoing at pub-ed campaigns addressing these specific groups, schools programs will relaunch when school returns this fall     | Prevention week underway next week with more emphasis on specific programs, locally cooking safety will be encouraged                 | All 2016 Public Safety Awareness Campaigns have been completed, a complete report will for part of the annual FD report                   |
| - Application of CO Alarm Legislation, promotion and education of requirements and enforcement where applicable.   | Ongoing in conjunction with the Home Inspection program.  | Ongoing in conjunction with the Home Inspection program.   | Ongoing, free CO combination alarms are being provided to specific group of home owners in Cooperation with the Enbridge Zero project | CO alarm legislation is applied in conjunction with Smoke alarm legislation, statistics for these will form part of the annual FD report. |

| FIRE DEPARTMENT 2016  | 1 <sup>ST</sup> QTR.   | 2 <sup>ND</sup> QTR.  | 3 <sup>RD</sup> QTR.   | 4 <sup>TH</sup> QTR.  |
|---|--|---|--|---|
| - Introduction of scheduled T9-1-1 system upgrade (texting capability) for deaf, hard of hearing and speech impaired.                           | T9-1-1- system in place, training has been conducted for communications staff. | T-9-1-1 system is in place, further integration will go forward with upgrades and interface of CAD system | T-9-1-1 in place for specific groups, program will be proceeding further as Telco Companies are mandated                   | Phase 1 of 9-1-1 NG completed, further integration of this technology with Crisys will be completed in Q1 of 2017             |
| - Generate supplementary revenues from fire prevention, training divisions.   | Ongoing, Fees by-law 2016,   | Ongoing, approved fees by-law increase, revenue being tracked   | Ongoing  | Ongoing, Move of FP to Station 2 will assist in this endeavor   |
| <b>2. Suppression</b>   |  |   |  |   |
| - Initiate strategy re: composite Fire Department   | Will form part of negotiations and other actions                               | Will be integrated in master fire plan (FMP) and negotiation  | Recently consulted with Hicks Morley regarding negotiation strategy and FMP.   | Ongoing, negotiation process as started, will advanced simultaneously with FMP.   |
| - Completion of Fire Master Plan  | Initial stages of research   | Set to begin in fall. Consultant has been retained  | Chief and Deputy working with the consultant, Chris Powers   | Ongoing, aiming to complete by the end of Q1 2017   |
| - Determine implications of introduction of a composite Fire Department with the Fire Marshall's office and Insurance Bureau of Canada.         | Ongoing  | OFM will be consulted through the FMP process   | Met with OFM Field Officer Scott Hayes regarding the Composite issue and the MFP, received info from IAO regarding project | Work is continuing with both these stakeholders to ensure completed FMP will coordinate with guidelines of these two agencies |
| - Development of a communication strategy For the implementation of a composite Fire Department in partnership with like-minded municipalities. | Ongoing  | Ongoing   | Ongoing  | Ongoing discussion with other municipalities whom are experiencing same issues  |
| - Establish response protocols that ensure adequate staffing and resources  | Ongoing  | Mutual Aid would presently be activated should additional staffing be required,                           | Mutual aid has been activated recently. Chief to meet with Chief Donovan of ETFD   | Ongoing, arbitration of this item has been adjourned, Association backed away, our position is maintained                     |
| <b>3. Administration</b>  |  |   |  |   |

| FIRE DEPARTMENT 2016  | 1 <sup>ST</sup> QTR.   | 2 <sup>ND</sup> QTR.   | 3 <sup>RD</sup> QTR.   | 4 <sup>TH</sup> QTR.  |
|---|--|--|--|---|
| - Continue to support tourism by attending events seeking or requiring F.D. presence.   | Staff will continue to support local events  | Ongoing, many events so far have been attended   | Staff attended numerous events including: Poker run, Hydroplane races.                     | All tourism activities were FD presence was requested, we attended, details will for part of the annual FD report                                 |
| - Prepare 2016 Annual Report  | The Administration will begin to compile information in Q2   | Will be completed in Q3  | Completed end Q4   | Will be completed and submitted in Q1-2017  |
| - Monitor the 2016 Budget and Variance – report concerns as required  | Prioritizing depts. equipment, training & supplies needs for year  | 2016 budget and variance have been reviewed with treasury  | 2016 variance reviewed. Complied and submitted draft 2017 budget                           | Ongoing, variance reviewed through 2016, budget submitted and approved 2017   |
| - Work with HR on outstanding contract bargaining and negotiation issues  | Some ideas exchanged with HR Labour relations seminar.   | Plan prepared and presented to Council   | Ongoing with City negotiating team   | Ongoing, negotiations have stated in Dec 2016, grievances addressed as required, open communication is encourage                                  |
| - Switch over from provincial to NFPA training standards. We will be receiving an audit of our record for compliance early in 2016. One completed, we will provide direction to staff training requirements for future years. Some provincial testing may be required. Enrollment of qualified staff in OFM office training programs, through Ontario Fire College. | Staff is currently enrolled in the NFPA courses at the Ontario Fire College. Waiting for OFMEM to complete Audit               | Personnel training continues, OFMEM audit documents requested and submitted, waiting for approval, | Ongoing training continues<br><br>Still waiting for OFMEM to grant NFPA approval           | On Training continues with crews,<br><br>OFMEM still has not completed Audit, Specific training goals and objectives will be established for 2017 |
| - Maintain the City's annual compliance with the Emergency Management & Civil Protection Act. Additional training requirements will be introduced.  | Continued contact with EMO Sector Rep and current information as received. Mandatory training directives received from OFMEMO. | Ongoing, training will be completed this fall, annual EOCG training in Q4                          | County Wide Emergency exercise completed on September 20, 2016                             | Annual exercise was completed, Chief attended mandated Note Taking course, documents will be submitted to OFMEM to wrap up 2016                   |
| - Maintain the City's compliance with the Fire prevention & Protection Act, Sections 2(1)(a) 2(1)(b)  | Continue to actively promote/conduct public education in prev. & fire safety.  | Ongoing, all request and complaints addressed as required  | Compliance documents to be reviewed with Lisa Harvey, prior to submission to the Province. | Ongoing, monitored closely, will be facilitated with Fire Prevention coming to Station 2  |
| - Develop a centralized filing system: physical/electronic  | Ongoing  | Ongoing, filing system will follow prevention  | Renovations to commence. Prevention  | Renovations completed, new filing system to begin   |

| FIRE DEPARTMENT 2016  | 1 <sup>ST</sup> QTR.                                       | 2 <sup>ND</sup> QTR.  | 3 <sup>RD</sup> QTR.  | 4 <sup>TH</sup> QTR.  |
|---|--|---|---|---|
| - Review/update the outdated Fire Dept. by-laws                     | Review E&R with Council, and identify areas to be revised. | integration   | relocated by the end of Q4  | Q1-2017   |
| <b>4. Communication Division</b>                                    |  |   |   |   |
| - Secure existing clientele, 5 year contract renewal                | Meeting with SD&G to secure a new 5 yr contract.           | Secured UCLG RFP, agreement to be negotiated                                      | Recently received the UCLG RFP. Review of the document ongoing                  | UCLG agreement almost complete, South Dundas have confirmed a 5 year deal, RFP sent to Algonquin Highlands, ongoing discussions with UCPR clients |
| - Promote and develop sustainable strategy for fire dispatch system | Addition of new clients.                                   | Proposal to UCPR underway   | Waiting for response from UCPR  | Ongoing, respond to all RFPs we are invited to or informed of, and promote our service at every opportunity.                                      |
| - Streamline workload through interfacing systems                   | Working with Crisys, Bell, Motorola, and Fluent IMS.       | Interfacing of systems in Q3  | Ongoing   | Ongoing, delayed to end of Q1-2017 to correlate with UCLG agreement   |
| - Reorganize proper response protocols and boundaries               | Ongoing  | Response protocols will be addressed in Q4 and Q1-2017                            | Ongoing   | Ongoing, delayed to end of Q1-2017 to correlate with UCLG agreement   |
| - Address deficiencies NFPA, etc.                                   | Initiated communication staff training per NFPA standards. | Ongoing, staff are receiving training, deficiencies will be addressed in Q3 ad Q4 | Training Officer overseeing the Communications staff training to NFPA standards | Staff are all registered on APCO-NFPA training courses, building and equipment issues to be completed by end of Q1-2017                           |
| - Identify new revenue streams                                      | Ongoing  | Ongoing   | Ongoing   | Ongoing   |

## 2016 DEPARTMENT GOALS/OBJECTIVES

| OPERATIONS DEPARTMENT  | 1 <sup>ST</sup> QTR.   | 2 <sup>ND</sup> QTR.  | 3 <sup>RD</sup> QTR.  | 4 <sup>TH</sup> QTR.   | COMMENTS |
|--|--|---|---|--|----------|
| <b>Corporate Objectives</b>  |  |   |   |  |          |
| <p><b>1. People</b></p> <p>a. In partnership with community groups, enhance existing and plan for new facilities to draw families and seniors ie Rotary Park, Brock Trail, Railway Tunnel, new arena/recreation facility, scuba diving (dive tokens), marina expansion feasibility</p> <p>b. Facilitate departmental support for festivals and events which benefit residents and draw visitors ie Ribfest, hydroplane regatta, Tourism signature festivals (linkage to Economy objectives)</p> <p>c. Complete review of Non-resident User Fee</p> | <p>a. Ongoing collaboration with Rotary Park Committee, Brock Trail Committee, Railway Tunnel Committee, Twin Pad Arena Committee, Save Ontario Shipwrecks – Thousand Islands Chapter, Waterfront Committee</p> <p>b. Departmental support initiated for Tall Ships Festival, Hydroplane Regatta, Ribfest and smaller events</p> <p>c. 2<sup>nd</sup> quarter activity</p> | <p>a. Ongoing collaboration with Rotary Park Committee, Brock Trail Committee, Railway Tunnel Committee, Twin Pad Arena Committee, Save Ontario Shipwrecks – Thousand Islands Chapter, Waterfront Committee</p> <p>b. Departmental support ongoing for Tall Ships Festival, Hydroplane Regatta, Ribfest and smaller events</p> <p>c. 3rd quarter activity</p> | <p>a. Ongoing collaboration with Rotary Park Committee, Brock Trail Committee, Railway Tunnel Committee, Twin Pad Arena Committee, Save Ontario Shipwrecks – Thousand Islands Chapter, Waterfront Committee</p> <p>b. Departmental support completed for Tall Ships Festival, Hydroplane Regatta, Ribfest and smaller events</p> <p>c. 3rd quarter activity</p> | <p>a. Ongoing collaboration with Rotary Park Committee, Brock Trail Committee, Railway Tunnel Committee, Twin Pad Arena Committee, Save Ontario Shipwrecks – Thousand Islands Chapter, Waterfront Committee</p> <p>b. Planning for 2017 events commenced</p> <p>c. Deferred pending Elizabethtown-Kitley agreement</p> |          |
| <p><b>2. Economy</b></p> <p>a. Facilitate/monitor brownfield remediation projects (TSL, Blockhouse Square, Junic etc.) and linkages with City amenities associated with or adjacent to these developments</p> <p>b. Provide technical support to industrial park land assembly initiative</p> <p>c. Finalize agreements for Reticle development at the airport</p>   | <p>a. Ongoing – Lighthouse/Blockhouse Square</p> <p>b. Traffic Impact Study report being finalized</p> <p>c. Proposed agreements to be presented to Council in April</p>   | <p>a. Ongoing – Lighthouse/Blockhouse Square</p> <p>b. Traffic Impact Study report complete</p> <p>c. Agreements signed</p>   | <p>a. Ongoing</p> <p>b. Traffic Impact Study report complete</p> <p>c. Construction of development initiated</p>  | <p>a. Ongoing</p> <p>b. Traffic Impact Study report complete</p> <p>c. First phase of construction completed</p>   |          |

| 2016 DEPARTMENT GOALS/OBJECTIVES  |   |  |   |  |          |
|---|---|--|---|--|----------|
| OPERATIONS DEPARTMENT   | 1 <sup>ST</sup> QTR.  | 2 <sup>ND</sup> QTR.   | 3 <sup>RD</sup> QTR.  | 4 <sup>TH</sup> QTR.   | COMMENTS |
| <b>3. Amenities</b> <ul style="list-style-type: none"> <li>a. Brock Trail expansion/upgrades</li> <li>b. 2016 Capital Projects – roads, bridges, fleet, parkland, facilities</li> <li>c. Completion of Reynolds Park Risk Assessment</li> <li>d. Rotary Park ice pad roof</li> <li>e. Initial phase – cycling network (link to Sustainability)</li> <li>f. Transit evening service trial – analysis/reporting</li> <li>g. Waterfront Action Plan – staff resource to Waterfront Adhoc Committee</li> <li>h. New Arena facility – staff resource to Twin Pad Committee</li> <li>i. Railway Tunnel restoration project</li> </ul> | <ul style="list-style-type: none"> <li>a. Planning for 2016 projects underway. Ontario Municipal Cycling Infrastructure Program grant announced</li> <li>b. 2016 projects initiated</li> <li>c. Revised Risk Assessment report submitted to the MOECC</li> <li>d. Footings to be installed 2<sup>nd</sup> quarter. Roof to be installed 4<sup>th</sup> quarter</li> <li>e. Planning for King St, Central/Ormond sections underway. Public consultation for Laurier section ongoing</li> <li>f. Complete</li> <li>g. Ongoing</li> <li>h. Ongoing</li> <li>i. Phase I project report to Council in April</li> </ul> | <ul style="list-style-type: none"> <li>a. Design of 2016 projects underway.</li> <li>b. 2016 projects underway</li> <li>c. MOECC comments received late June</li> <li>d. Footings to be installed 3<sup>rd</sup> quarter. Roof to be installed 4<sup>th</sup> quarter</li> <li>e. Design for King St, Central/Ormond sections underway.</li> <li>f. Complete</li> <li>g. Ongoing</li> <li>h. Ongoing</li> <li>i. Initiating tenders for Phase I project</li> </ul> | <ul style="list-style-type: none"> <li>a. Construction underway.</li> <li>b. 2016 projects underway</li> <li>c. Response to MOECC comments submitted</li> <li>d. Footings and roof to be installed 4<sup>th</sup> quarter or spring 2017</li> <li>e. Design for King St complete, Central/Ormond section underway.</li> <li>f. Complete</li> <li>g. Ongoing</li> <li>h. Ongoing</li> <li>i. Phase I construction commenced</li> </ul> | <ul style="list-style-type: none"> <li>a. 2016 construction complete.</li> <li>b. 2016 projects ongoing.</li> <li>c. 2016 projects complete</li> <li>c. Awaiting response from MOECC</li> <li>d. Footings and roof to be installed spring 2017</li> <li>e. King St bike lanes implemented, design of Central/Ormond section underway.</li> <li>f. Complete</li> <li>g. Ongoing</li> <li>h. Ongoing</li> <li>i. Phase I construction ongoing</li> </ul> |          |
| <b>4. Sustainability</b> <ul style="list-style-type: none"> <li>a. WPCC Secondary Treatment - close file</li> <li>b. Participate in the Energy Management Committee – development of City's Energy Management Plan (in conjunction with Manager of Strategic Initiatives).</li> <li>c. Asset Management – expand on base asset management report</li> </ul>   | <ul style="list-style-type: none"> <li>a. Coordinating wrap-up of WPCC funding agreement</li> <li>b. Ongoing</li> <li>c. 3<sup>rd</sup> quarter activity</li> </ul>   | <ul style="list-style-type: none"> <li>a. Coordinating wrap-up of WPCC funding agreement</li> <li>b. Ongoing</li> <li>c. 3<sup>rd</sup> quarter activity</li> </ul>  | <ul style="list-style-type: none"> <li>a. Coordinating wrap-up of WPCC funding agreement</li> <li>b. Ongoing</li> <li>c. Work commenced</li> </ul>  | <ul style="list-style-type: none"> <li>a. Coordinating wrap-up of WPCC funding agreement</li> <li>b. Ongoing</li> <li>c. Work ongoing</li> </ul>   |          |

| 2016 DEPARTMENT GOALS/OBJECTIVES   |  |  |  |   |          |
|--|--|--|--|---|----------|
| OPERATIONS DEPARTMENT  | 1 <sup>ST</sup> QTR.   | 2 <sup>ND</sup> QTR.   | 3 <sup>RD</sup> QTR.   | 4 <sup>TH</sup> QTR.                          | COMMENTS |
| <b>Departmental Objectives</b>   |  |  |  |   |          |
| 1. Assist City Manager in completion of:<br>- Implementation/monitoring of 2016 Budget<br>- Preparations for 2017 Budget<br>- Implement next steps of succession planning as necessary | - Ongoing<br><br>- 3 <sup>rd</sup> quarter activity<br><br>- Ongoing | - Ongoing<br><br>- 3 <sup>rd</sup> quarter activity<br><br>- Ongoing | - Ongoing<br><br>- Complete<br><br>- Complete<br><br>- Ongoing | - Complete<br><br>- Complete<br><br>- Ongoing |          |
| <b>Personal Development</b><br><br>Parks/recreation/facilities workshops/conferences – continue to expand knowledge base; networking opportunities                                     | - Ongoing  | - Ongoing  | - Ongoing  | - Ongoing                                     |          |

## 2016 DEPARTMENT GOALS/OBJECTIVES – Clerk's Department

| Clerk's Department   | 1 <sup>st</sup> Qtr   | 2 <sup>nd</sup> Qtr   | 3 <sup>rd</sup> Qtr  | 4 <sup>th</sup> Qtr   | Comments/Barriers |
|--|---|---|--|---|-------------------|
| <b>1. People</b>   |   |   |  |   |                   |
| a. Integrated Accessibility Standard Regulation (IASR) compliance; implement, review and update policies, programs, procedures and training programs | No action   | No action   | No action  | Reviewing existing policies for necessary updates and drafting new policies |                   |
| b. Bill 8 Accountability and Transparency Act – develop customer complaint policy and access   | Attended workshop re Bill 8.  | No action   | No action  | No action   |                   |
| <b>2. Economy</b>  |   |   |  |   |                   |
| a. <b>Parking</b> – replace (circa 1998) parking administrative software   | RFPs received and reviewed. Matter on hold pending resource review. |   | No action. Parking being transitioned to Finance department. | No action. Parking being transitioned to Finance department.                |                   |
| b. Implement online ticket payment option for improved customer service and accessibility  | Matter on hold pending resource review.                             |   | No action. Parking being transitioned to Finance department. | No action. Parking being transitioned to Finance department.                |                   |
| <b>3. Amenities</b>  |   |   |  |   |                   |
| a. <b>Parking</b>  |   |   |  |   |                   |
| i. review downtown unmetered and metered areas   | Review started.   | Reviewed and changes approved by Council for some areas of downtown | No action. Parking being transitioned to Finance department. | No action. Parking being transitioned to Finance department.                |                   |
| ii. consider meters in Courthouse area   |   |   | No action. Parking being transitioned to Finance department. | No action. Parking being transitioned to Finance department.                |                   |
| iii. review parking infrastructure for repairs, replacement and beautification   |   |   | No action. Parking being transitioned to Finance             | No action. Parking being transitioned to Finance                            |                   |

| Clerk's Department  | 1 <sup>st</sup> Qtr   | 2 <sup>nd</sup> Qtr                                     | 3 <sup>rd</sup> Qtr | 4 <sup>th</sup> Qtr  | Comments/Barriers |
|---|---|---|---------------------|--|-------------------|
|   |   |   | department.         | department.  |                   |
| <b>4. Sustainability</b>  |   |   |                     |  |                   |
| a. Records management   |   |   |                     |  |                   |
| i. Review record retention bylaw. Include retention scheduled for electronic records  | New Records Retention bylaw passed by Council.<br><br><b>COMPLETE</b>                           |   |                     |  |                   |
| ii. Work with departments to implement TOMRMS (The Ontario Municipal Records Management System)   | New bylaw passed by Council.<br>Implementation plan under development, including staff training | Attended training session. Drafting implementation plan | No action           | Drafting implementation plan   |                   |
| b. MFIPPA   |   |   |                     |  |                   |
| i. Training for staff   | Awaiting new policies re Bill 8.  |   |                     |  |                   |
| ii. Develop routine disclosure policy to lessen staff time processing MFIPPA requests and ease the public's process to request records without the need to submit an MFIPPA request | No action.  |   |                     | Working with departments to determine where/when routine disclosure would be beneficial. |                   |
| c. Council, Standing Committees, Boards and Committees  |   |   |                     |  |                   |
| i. Council Procedural By-law  | Awaiting new policies re Bill 8.  |   |                     |  |                   |
| ii. Review of board and committee establishing bylaws<br>- board and committee training   | No action.  | BIA board procedural trained                            |                     | Reviewing Cemetery bylaw   |                   |
| d. 2016 Budget monitoring   | On-going  | On-going  | On-going            | On-going   |                   |

| <b>Clerk's Department</b>  | <b>1<sup>st</sup> Qtr</b> | <b>2<sup>nd</sup> Qtr</b> | <b>3<sup>rd</sup> Qtr</b> | <b>4<sup>th</sup> Qtr</b> | <b>Comments/Barriers</b> |
|----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|--------------------------|
| e. 2017 Budget preparation | No action                 | No action                 | Complete                  |                           |                          |

| 2016 DEPARTMENT GOALS/OBJECTIVES                                  |   |  |   |  |          |
|---|---|--|---|--|----------|
| ENVIRONMENTAL SERVICES<br>DEPARTMENT                              | 1 <sup>ST</sup> QTR.  | 2 <sup>ND</sup> QTR.   | 3 <sup>RD</sup> QTR.  | 4 <sup>TH</sup> QTR.   | COMMENTS |
| <b><u>Corporate Objectives</u></b>                                |   |  |   |  |          |
| 1. Wastewater System Main Pumping Station – Preliminary Design    | Staff is in the process of preparing an RFP for engineering design services. It is anticipated that the RFP will be advertised in early May.  | The RFP is in draft form and is schedule to be advertised in mid-August.                       | The RFP is in draft form but will not be advertised until Council gives some direction on the project. It is anticipated that a discussion on the MPS will occur during the budget process. | The RFP is in draft form and is to be advertised in Q1 of 2017.  |          |
| 2. Implementation/Improvement of City's Operational Plan (DWQMS). | On-going. An external audit was completed in January with very good results. An internal review of the risk assessment matrix was completed and updated accordingly. The first Management Review meeting is scheduled for June. | On-going. A management review meeting was held in June. The plan has been updated accordingly. | On-going.   | On-going. A management review meeting was held in November 2016.   |          |
| 3. Completion of a new Water By-law.                              | A draft Water By-law has been completed. It is currently being reviewed and revised. It is anticipated that it will be implemented by the end of the year.  | On-going.  | Staff has decided to concentrate on a Backflow Prevention and Cross Connection By-law. The by-law is in draft format and is currently being reviewed by various                             | On-going. A draft copy of a Backflow Prevention and Cross Connection By-law has been completed. It is to be brought to Council in February 2017. |          |

## 2016 DEPARTMENT GOALS/OBJECTIVES

| <b>ENVIRONMENTAL SERVICES<br/>DEPARTMENT</b>  | <b>1<sup>ST</sup> QTR.</b>  | <b>2<sup>ND</sup> QTR.</b>  | <b>3<sup>RD</sup> QTR.</b>  | <b>4<sup>TH</sup> QTR.</b>   | <b>COMMENTS</b> |
|---|---|---|---|--|-----------------|
|   |   |   | city departments.   |  |                 |
| 4. Condition Assessment of the City's Water Feedermain.   | The third phase of an on-going condition assessment of the City's water feedermain is scheduled to be completed later in 2016.        | On-going.   | On-going.   | Completed. The feedermain condition assessment report has identified some areas of concern which are to be addressed in future capital projects. |                 |
| 5. Assist in the implementation of the Source Water Protection Plan policies.                                     | Staff is actively in the process of implementing a number of policies which will continue through 2016.                               | On-going.   | On-going.   | On-going. The MOECC has recently extended the deadline for municipalities to spend funding money until the end of March 2018.                    |                 |
| 6. Development/implementation of a solid waste/recycling curriculum for elementary students.                      | The Solid Waste Officer will review the need for the development of a solid waste/recycling curriculum for elementary students.       | On-going.   | On-going.   | On-going.  |                 |
| 7. Completion of 2016 Environmental Services Department's Capital Projects<br><br>1. Centre Street Reconstruction | Tender drawings and documents have been completed. Tender to be advertised in May with construction scheduled to start in early July. | The tender has been awarded to Cruickshank Construction with work to start in early July. | Construction is underway and going well. The work is scheduled to be completed by the end of October. | Completed.   |                 |

## 2016 DEPARTMENT GOALS/OBJECTIVES

| <b>ENVIRONMENTAL SERVICES<br/>DEPARTMENT</b>  | <b>1<sup>ST</sup> QTR.</b>   | <b>2<sup>ND</sup> QTR.</b>  | <b>3<sup>RD</sup> QTR.</b>  | <b>4<sup>TH</sup> QTR.</b>  | <b>COMMENTS</b> |
|---|--|---|---|---|-----------------|
| 2. Victoria Avenue Reconstruction             | Tender has been awarded to Ken Miller Excavating. Construction is scheduled to start in May.   | Project is underway and going well. Work is scheduled to be completed by late August.                                   | The project has been completed.   | Completed.  |                 |
| 3. James Street Reconstruction                | Tender drawings and documents have been completed. Tender has been advertised and scheduled to be opened on April 18 <sup>th</sup> . | The tender has been awarded to Miller Excavating and is underway. Work is scheduled to be completed by early September. | The project has been completed.   | Completed.  |                 |
| 4. Stewart Boulevard Watermain Reconstruction | In the design phase. Construction is scheduled to be completed in September.   | Staff is still evaluating design options. Work is expected to be done in October.                                       | Staff has deferred this project until 2017 for more favorable conditions. | Staff has deferred this project until 2017 for more favorable conditions.             |                 |
| 5. Brock Street Watermain Reconstruction      | Tender drawings and documents have been completed. Tender is scheduled to be advertised in May with construction in July.            | The tender has been awarded to Miller Excavating and scheduled to start in early August.                                | The project has been completed.   | Completed.  |                 |
| 6. Fire Hydrant Replacement Program           | Work to be completed throughout the summer by Water Systems staff.   | On-going.   | On-going.   | Completed.  |                 |
| 7. Lead Service Replacement Program           | Work to be completed throughout the summer by Water Systems staff.   | On-going.   | On-going.   | Completed.  |                 |
| 8. WTP Capital projects                       | On-going.  | On-going.   | On-going.   | Most of the capital projects at the Water Treatment Plant were completed in 2016 with |                 |

| 2016 DEPARTMENT GOALS/OBJECTIVES   |  |  |  |   |          |
|--|--|--|--|---|----------|
| ENVIRONMENTAL SERVICES<br>DEPARTMENT   | 1 <sup>ST</sup> QTR.   | 2 <sup>ND</sup> QTR.   | 3 <sup>RD</sup> QTR.   | 4 <sup>TH</sup> QTR.  | COMMENTS |
| 9. WPCC Capital projects   | On-going.  | On-going.  | On-going.  | only a couple being carried into 2017.<br><br>Most of the capital projects at the Water Pollution Control Centre were completed in 2016 with only a couple being carried into 2017. |          |
| 8. Provide technical assistance with the development of employment lands.      | On-going.  | On-going.  | On-going.  | On-going.   |          |
| 9. Participate in the annual update of the City's Asset Management Plan.       | On-going.  | The City has retained a consultant to update and expand the City's AMP and have it completed by December 31, 2016. | Staff is currently working with the consultant to update and expand the City's AMP.                                  | On-going. It is anticipated that the updated report will be finalized in January 2017.  |          |
| 10. Participate in the Implementation of a Geographic Information System (GIS) | On-going. It is anticipated that a basic GIS system with water and sewer layers will be up and running by May. | On-going.  | A trial version of a GIS system with water and wastewater layers is up and running and being used by selected staff. | On-going.   |          |
| 11. Participate in the review of private subdivisions for their assumption.    | On-going. Staff has completed the review of Bridlewood subdivision and is onto the next                        | On-going. Bridlewood subdivision has a few outstanding   | There are still several outstanding deficiencies but staff continues to work   | On-going. Bridlewood Subdivision has been assumed by the City. Staff continues to work  |          |

## 2016 DEPARTMENT GOALS/OBJECTIVES

| <b>ENVIRONMENTAL SERVICES<br/>DEPARTMENT</b>  | <b>1<sup>ST</sup> QTR.</b>  | <b>2<sup>ND</sup> QTR.</b>  | <b>3<sup>RD</sup> QTR.</b>  | <b>4<sup>TH</sup> QTR.</b>   | <b>COMMENTS</b> |
|---|---|---|---|--|-----------------|
|   | outstanding developments in the Millwood/Cuthbertson area.  | deficiencies but staff is working with the developer to resolve. Assumption of phases 1-4 is expected by September. | with the developer to have them completed.  | on assuming a number of other developments.  |                 |
| 12. Continued Monitoring of Brownfields Remediation Projects.                       | On-going.   | On-going.   | On-going.   | On-going.  |                 |
| 13. Amendment of Landfill Certificate of Approval – Employment Lands                | On-going. A surveyor has been retained to prepare a register plan and a meeting with MOECC has been scheduled to discuss the details. | On-going. Staff is working toward amending the City landfill's ECA.   | Council recently gave staff authorization to amend the City's ECA and have the lagoon area removed. | City staff submitted the proposed amendment to the MOECC in early December 2016. The amendment is to have the lagoon area removed from the official landfill property. |                 |
| 14. Renewal of Drinking Water License   | Completed.  | Completed.  | Completed.  | Completed.   |                 |
| 15. Condition Assessment of Pumping Station and Force mains.                        | On-going. Work to be started later this year.   | On-going.   | On-going.   | On-going.  |                 |
| <b><u>Department Objectives</u></b>   |   |   |   |  |                 |
| 1. Assist City Manager in completion/implementation of:<br>→ Performance Reviews on | Scheduled to be   | On-going.   | On-going.   | Completed.   |                 |

## 2016 DEPARTMENT GOALS/OBJECTIVES

| <b>ENVIRONMENTAL SERVICES<br/>DEPARTMENT</b>  | <b>1<sup>ST</sup> QTR.</b>  | <b>2<sup>ND</sup> QTR.</b>   | <b>3<sup>RD</sup> QTR.</b>        | <b>4<sup>TH</sup> QTR.</b>                           | <b>COMMENTS</b> |
|---|---|--|-----------------------------------|--|-----------------|
| <p>Supervisory Staff</p> <ul style="list-style-type: none"> <li>→ Implementation/Monitoring of 2016 Budget</li> <li>→ Preparation of 2017 Budget</li> </ul> <p>2. On-going monitoring/implementing of departmental succession planning.</p> | <p>completed by the end of the 2<sup>nd</sup> quarter.</p> <p>Ongoing. Supervisory staff is responsible for completing capital projects and monitoring operating budgets.</p> <p>Preparation of the 2017 budget is anticipated to start in the 3<sup>rd</sup> quarter.</p> <p>On-going.</p> | <p>On-going.</p> <p>Staff is working on their 2017 capital and operating budgets.</p> <p>On-going.</p> | <p>On-going.</p> <p>On-going.</p> | <p>Completed.</p> <p>Completed.</p> <p>On-going.</p> |                 |

| 2016 DEPARTMENT GOALS/OBJECTIVES   |   |                                     |  |   |          |
|--|---|-------------------------------------|--|---|----------|
| Corporate Services Department  | 1 <sup>st</sup> Qtr   | 2 <sup>nd</sup> Qtr                 | 3 <sup>rd</sup> Qtr  | 4 <sup>th</sup> Qtr   | Comments |
| <b>1. People</b>   |   |                                     |  |   |          |
| - Move to centralized client service area along with Clerk and Manager of Accounting, including departmental service review options to enhance both efficiencies and effectiveness, to move towards client service representatives | Ongoing along with succession planning                      | Presently drafting job description  | Staffing now completed<br>Transistion and training has begun | Tranistion complete.<br>Software for enhanced service delivery ordered or on order to be completed in 1 <sup>st</sup> qtr, 2017 |          |
| - Completion of annual staff performance reviews both formal and informal  | Continuing process  | Ongoing                             | Ongoing  | Continual   |          |
| - Assist City Manager in implementation of future service delivery enhancements as well as other identified operational changes that can improve effectiveness and efficiencies  | Ongoing   | Ongoing                             | Ongoing  | Ongoing   |          |
| - Involvement with collective bargaining process, arbitration meetings and general employee/employer related concerns  | ongoing   | Fire negotiation strategy confirmed | Exchange of contract demands                                 | Next round of negotiations to be commenced in Jan 2017  |          |
| - Continue to work on finalizing agreement with Elizabethtown on shared services including water and wastewater services, along with appeal on ARB decision  | Near completion on agreement, leave to appeal on ARB ruling | Latest update received late June    | Continuing this process                                      | Nearing completion  |          |
| - Assist in determining funding arrangement needed for Aquatarius along with   | Awaiting year-end financial results                         | Council approved on June 28th       | Completed  | Completed   |          |

## 2016 DEPARTMENT GOALS/OBJECTIVES

| <b>Corporate Services Department</b>  | <b>1<sup>st</sup> Qtr</b>              | <b>2<sup>nd</sup> Qtr</b>  | <b>3<sup>rd</sup> Qtr</b>         | <b>4<sup>th</sup> Qtr</b>                    | <b>Comments</b> |
|---|--|--|-----------------------------------|--|-----------------|
| maximizing tax strategy   |  |  |                                   |  |                 |
| <b>2. Economy</b>   |  |  |                                   |  |                 |
| - Continued promotion and review of the CIP and Brownfield programs   | Ongoing and reviewing TSL agreement    | Ongoing  | Ongoing, new application received | Ongoing                                      |                 |
| - Development of BFTIP By-Laws  | Ongoing                                | Ongoing  | Ongoing                           | Ongoing                                      |                 |
| - Involvement in local MUSH sector purchasing group along with other joint service delivery sharing of services   | Ongoing                                | Ongoing  | Ongoing                           | Ongoing discussions                          |                 |
| - Review third party funding opportunities to either enhance existing services or mitigate cost to the local tax payer  | Continuing process                     | Ongoing  | Ongoing                           | Continuing process                           |                 |
| - Assist Director of Ec. Dev. Where applicable in providing resources for future economic expansion   | Continuing process                     | Continual process  | Continual process                 | Ongoing                                      |                 |
| <b>3. Amenities</b>   |  |  |                                   |  |                 |
| - Implement GIS options and strategies including development of technical committee, development of apps for internal and external use, including revenue generating opportunities to third parties | Ongoing with applications and training | Committee established Summer students assisting with moving project ahead        | Continuing process                | Ongoing, expected completion in January 2107 |                 |
| - Continue expanding use of other technologies to provide efficiencies throughout corporation including the use of VOIP technology throughout the corporation                                       | Negotiation final terms of agreement   | Implementation of all City sites by first week of August Annual savings of \$80K |                                   |  |                 |

## 2016 DEPARTMENT GOALS/OBJECTIVES

| <b>Corporate Services Department</b>   | <b>1<sup>st</sup> Qtr</b>                | <b>2<sup>nd</sup> Qtr</b>                 | <b>3<sup>rd</sup> Qtr</b>      | <b>4<sup>th</sup> Qtr</b>                    | <b>Comments</b> |
|--|--|---|--------------------------------|--|-----------------|
| - Implement Phase II of asset management plan to include non-core assets as well as update existing cost analysis of core assets | To commence after completion of year-end | Consultant hired                          |                                |  |                 |
| <b>4. Sustainability</b>   |  |   |                                |  |                 |
| - Full responsibility for annual budget process  | Completed for 2016                       | Guidelines presented                      | 2017 document ready for Oct 18 | Completed in December                        |                 |
| - Completion of annual financial statements along with annual reporting requirements   | Audit to commence April 11, 2016         | Completed in June, 2017 process commenced | Completed                      | Plan to deliver by April 30th                |                 |
| - Presentation of quarterly interim variance reports   | To be presented in May                   | July                                      | October                        | December last 2016 interim report in January |                 |
| - Updating and monitoring of ten-year capital plan   | Continuing process                       | Ongoing                                   | Continual process              | Ongoing                                      |                 |
| - Continue implementation of water meter replacement program   | Ongoing                                  | Ongoing                                   | Continuing                     | Ongoing                                      |                 |

## 2016 DEPARTMENT GOALS/OBJECTIVES

| ECONOMIC DEVELOPMENT<br>DEPARTMENT | 1 <sup>ST</sup> QTR. | 2 <sup>ND</sup> QTR. | 3 <sup>RD</sup> QTR. | 4 <sup>TH</sup> QTR. | COMMENTS/<br>BARRIERS |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
|------------------------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|

|  |  |   |  |   |  |
|--|--|---|--|---|--|
| <b>Workplan : 2016 Draft</b>   |  |   |  |   |  |
| <b>1. People</b>   |  |   |  |   |  |
| <p><b>Immigration Initiatives- 4.5/pg31</b></p> <ul style="list-style-type: none"> <li>• Committee membership on coordination for Syrian Refugee settlement with target of 10 families to Brockville area.</li> <li>• Growing regional immigration partnership through social media by 10%.</li> <li>• Updating of all immigration attraction and settlement materials.</li> </ul> | <p>Settlement of 5 refugee families to Brockville area. Housing and support networks secured</p> <p>Partnership has increased to 18 members.</p> <p>Updating of settlement materials under development with released targeted for June</p> | <p>Thirteen embassies have been interviewed on our Foreign Direct Investment initiative Strategy for immigrant attraction and investment targeted for completion in fall</p> <p>Immigration awareness Presentations commenced to all municipal councils</p> <p>Full stakeholder session scheduled for August</p> <p>New settlement materials updated and ready for printing and electronic posting over summer</p> <p><b>On the refugee project:</b></p> <p>1 Liberian man: arriving July 7, 2016</p> <p>2 Eritrean families: Mom &amp; 2 adult daughters. Mom, adult brother, 3 teenage children.</p> <p>3 Syrian families: Husband, wife, young</p> | <p>The Immigrant Entrepreneur Attraction Initiative is on track, and ahead of schedule in many ways, in terms of the overall project plan. The research phase, which included interviews with 20 local immigrant entrepreneurs, consultation with regional economic development offices, and discussion with Ottawa-area embassies and provincial ethnic chambers of commerce, has concluded. The project is now moving into the data analysis and write-up stages. Embassy and ethnic business association outcomes have been analyzed and write-up has begun on the overall Best Practices Toolkit, the overall output of this project. An initial article from the toolkit has been published on the Ontario East Economic Development Association website and e-newsletter (the link can be found here: <a href="http://ontarioeast.ca/news/why-city-brockville-needs-immigrant-entrepreneurs">http://ontarioeast.ca/news/why-city-brockville-needs-immigrant-entrepreneurs</a>) and</p> | <p>Immigrant training workshops completed and partnership with EEC in 2017 confirmed for continued training programming</p> <p>Immigrant Investment project completed and presented to Council in December.</p> <p>Recommendations and implementation under review/ priority setting. Grant requirement to execute some initiatives with existing resources assuming task</p> <p>90% of all recommendations from initial 2013 immigration strategy now implemented/completed</p> <p>Refugee support programming ongoing for 7 families being 32 refugees.</p> |  |

## 2016 DEPARTMENT GOALS/OBJECTIVES

| ECONOMIC DEVELOPMENT<br>DEPARTMENT  | 1 <sup>ST</sup> QTR.   | 2 <sup>ND</sup> QTR.  | 3 <sup>RD</sup> QTR.   | 4 <sup>TH</sup> QTR.  | COMMENTS/<br>BARRIERS |
|---|--|---|--|---|-----------------------|
|   |  | <p>child. Husband, wife, 3 young children. Family of 10.<br/> <b>TOTAL:</b> 27 people<br/> 3 families are in progress, with no news on potential arrival dates.</p>   | <p>is being considered in a number of other local, regional, provincial and national publication venues. The project is gaining traction and awareness within community-based organizations and in the regional economic development world.</p>              |   |                       |
| <u><b>Entrepreneurship Development-4.2/pg21</b></u> <ul style="list-style-type: none"> <li>Exceed enrollment in both Summer and Starter company entrepreneurship membership by 10%</li> <li>Metrics for centre operation include 20 summer and 28 starter company entrepreneurs, 160 business consultations, 80 business start-ups and 100 new employees</li> </ul> | <p><b>Starter company targets on track. Summer company applications being received. Business metrics for next report</b></p> | <p><b>Final numbers for Summer company business start-ups at 16, with Starter Company new businesses at 6 and other new business start-ups at 7 for total of 29 new business this quarter for total employment at 38.</b></p> | <p>New grant program for adult entrepreneurs to be announced in 2017 replacing Starter Company. Inputted into program design through Enterprise Centre<br/> Leeds Grenville Enterprise Centre promoted as one of the model centres by Ontario Government</p> | <p>Entrepreneurship Centre summary results include:<br/> Summer Co 16 participants over \$75 000 in sales in 2016 for the 3 months. Highest earner \$21 000.<br/> Starter Co – 2016 only - 18 trained and 11 participants each receiving \$5000 - \$55 000 in grant money distributed<br/> Starter Co Program to date since 2015 – 41 trained, 29 grants = \$145 000 in grant money distributed. Over \$1.2 million in revenue created as of Aug 2016</p> |                       |

## 2016 DEPARTMENT GOALS/OBJECTIVES

| ECONOMIC DEVELOPMENT<br>DEPARTMENT                                     | 1 <sup>ST</sup> QTR.   | 2 <sup>ND</sup> QTR.   | 3 <sup>RD</sup> QTR.   | 4 <sup>TH</sup> QTR.  | COMMENTS/<br>BARRIERS  |
|--|--|--|--|---|--|
|  |  |  |  | 210 business consultations<br><br>60 businesses started<br><br>65 jobs created  |  |
|  |  |  |  |   |  |
| <b>2. Economy</b>  |  |  |  |   |  |
| <b><u>Investment Attraction/Economic Diversification-4.1/pg 18</u></b> | <ul style="list-style-type: none"> <li>Initiate a value-chain analysis utilizing EDAT with corporate calls to 60 local firms.</li> <li>Investigate and execute appropriate first stage programming for Lone Eagle attractions including recommendations to Council on zoning.</li> <li>Complete lead generation program with CIDEP and EDCO and participate at minimum of 3 external investment functions</li> <li>Continue with Angel Investor Network and target 3 new projects at \$400K per project of new angel contributions.</li> </ul> | <p>4 corporate call completed. Most of calls scheduled for 2<sup>nd</sup> and 3<sup>rd</sup> quarter.<br/>Lone Eagle initiative under review for execution by EDAT.<br/>Lead Generation contract has generated 11 prospects. One external investment forum completed/MIPIM. No angel investment this quarter</p> | <p>Completion of our 12 month Lead Generation contract in partnership with Kington and Leeds Grenville. One scheduled visit for late July and one prospect still under consideration</p> <p>Business proposal for Centre of Excellence by private sector under development</p> | <p>Focus on P&amp;G, Canadian Milk Manufacturing and Newterra on both growth and expansion planning. Facilitated government program funding bundle options which have been presented to Management</p> <p>Business plan completed for Centre of Excellence. Property options under review</p> <p>Hosted 7 US site locators on food investment processing/logistics opportunities</p> <p>Canadian Milk Manufacturing have completed all outstanding compliance and should receive license this quarter enabling production</p> | <p>Manufacturing employment year end summary near completion and to be presented at February EDP.</p> <p>Canadian Milk Manufacturing has completed test milk production. Inspection for license production pending. Employment at 16 FT and 6 PT with 30 to 40 once production commences</p> <p>Seven new/expanded small retail and service business established generating 59 new jobs from local angel investment.</p> |

## 2016 DEPARTMENT GOALS/OBJECTIVES

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|---|--|--|--|---|-----------------------|
|   |  |  | thereafter and next round of hiring  | Coordination and funding secured for Business plan on feasibility and required compliance process towards a Brockville-Morristown passenger ferry service. Briefing at February EDP.<br><br>Three new product lines now in production at three local manufacturing firms  |                       |
| <p><b>Retail Commercial Attraction-</b></p> <ul style="list-style-type: none"> <li>• Complete third year of ICSC partnership attending minimum of 2 investment functions and secure 2 new retail investments with target on replacement grocery firm.</li> <li>• Complete process towards repurposing/redevelopment of The Brockville Centre and assist on retail recruitment and incentive programming.</li> </ul> | <p><b>1 retail investment ICSC forum completed. Grocery replacement unlikely in short term.</b></p> <p><b>Brockville Centre project continues to refine concept. Planning application for submission by second quarter</b></p> | Ongoing facilitation with owners of former Reliable Furniture for community hub concept with local agencies and this occupying large downtown vacant space | <p>Commencing review of Community Hub assessment for vacant commercial properties. Decision by late October on preferred site</p> <p>Secured financial contribution from angel network for one client in Shopping Centre proposing expansion of footprint Anchor tenant for 1000 Islands Mall to be announced shortly and City assisted with resolution to site issues</p> | <p>Community Hub assessment completed. Announcement by February 2017. Potential 60K of consolidated lease space by local agencies in one building.</p> <p>Revised plans and uses for Brockville Centre to be announced in January/February period. One new anchor tenant close to confirmation.</p> <p>1000 Island Mall anchor tenant delayed due to MTO issues on interchange changes</p> <p>Year-end vacancy report of downtown</p> |                       |

## 2016 DEPARTMENT GOALS/OBJECTIVES

| ECONOMIC DEVELOPMENT<br>DEPARTMENT   | 1 <sup>ST</sup> QTR.   | 2 <sup>ND</sup> QTR.  | 3 <sup>RD</sup> QTR.   | 4 <sup>TH</sup> QTR.  | COMMENTS/<br>BARRIERS  |
|--|--|---|--|---|--|
|  |  |   |  |   | core at 15 with two being occupied in first quarter and potential sports store under review. |
| <b>Business Retention &amp; Expansion/Aftercare-4.2/pg 21</b> <ul style="list-style-type: none"> <li>Corporate Calling on required aftercare resulting from the 60 EDAT supply chain visits.</li> <li>Project Isaac, Summit Energy, Northern Cables and Shell will be priority aftercare firms.</li> </ul> | <b>No action this quarter</b><br><br><b>Summit Energy short term/working capital in legal stage for completion</b> | 4 corporate aftercare calls completed. Working with P&G for major August presentation to Global President. <p>Transcom proceeding with new contract considerations . Up to 500 jobs in total anticipated over medium term with new contracts. Collaboration with Smiths Falls on labour requirement</p> | Smiths Falls working with Brockville on labour needs for Transcom Announcement on details pending and likely during 4 <sup>th</sup> quarter <p>Renergy/Summit Energy secured short and long term financing and is reviewing City site locations in October</p> <p>Repurposing of Brockville Centre continues with several local introductions to new owner</p> | Continued facilitation on financing packaging for government funding for two of our multi-national firms. Applications submitted    |  |
| <b>Employment Lands-4.3/pg24</b> <ul style="list-style-type: none"> <li>Complete Ontario Government process towards park certification</li> </ul>  | <b>Awaiting zoning process prior eligibility for certification and</b>   | Still awaiting Zoning. All studies to be completed by August. Public meetings to be scheduled in fall.  | Public meeting stage on zoning of employment lands. Target still late 2016 <p>Provincial Certification process for new lands will be executed upon rezoning and servicing of property</p>  | Presentation to Council in December meeting by MMM. Awaiting public meeting process. Certification and Marketing following rezoning |  |

| 2016 DEPARTMENT GOALS/OBJECTIVES  |  |   |  |   |                       |
|---|--|---|--|---|-----------------------|
| ECONOMIC DEVELOPMENT<br>DEPARTMENT  | 1 <sup>ST</sup> QTR.   | 2 <sup>ND</sup> QTR.  | 3 <sup>RD</sup> QTR.   | 4 <sup>TH</sup> QTR.  | COMMENTS/<br>BARRIERS |
| <ul style="list-style-type: none"> <li>following rezoning.</li> <li>Initiate new marketing plan and awareness outreach for new park</li> <li>Review medium term options for additional employment lands</li> <li>Advocacy on addressing LTD issues with 401 interchanges and logistics capacity.</li> </ul> | <b>marketing</b><br><b>No action on additional employment lands options. Await completion of zoning</b><br><br><b>No action on LTD</b> | Assuming no appeals, we could have employment lands for certification, marketing and sale by early 2017.  | Marketing of new park contingent on above process  |   |                       |
| <b>3. Amenities</b><br><br><b>Waterfront-4.4/pg27- hosting and coordination for September Tall Ships Festival and generating \$250k in revenues with net contribution towards future festivals.</b>   | <b>On track with both government grant applications submitted and corporate funding raising secured to \$27K limit.</b>                | Over 50% of revenue secured on total project cost. Government grants secured and announced including corporate sponsors achieving surplus on their target by \$20K<br><br>Nine ships/vessels confirmed and all entertainment reserved<br><br>Passports and Charter cruise sales have been launched<br><br>Draken Viking Vessel visit in June prompted positive media relations, good attendance and commenced sales | Successful Tall Ships Festival with performance measures under review. Financials in the black. Reserve fund recommendation for future festival/events under development for Council consideration by year end | No activity on this item in final quarter. New inputs for 2017 plan completed.<br><br>Coordination with The Works on the August 2017- 150 Canada celebrations for Brockville/Rails to Trails. Recommendation on scale and venue by February as per April Council report. All government grant applications submitted<br><br>Assistance/presentation on site selection process for potential OPP station<br><br>Age Friendly contract completed. |                       |

## 2016 DEPARTMENT GOALS/OBJECTIVES

| ECONOMIC DEVELOPMENT<br>DEPARTMENT   | 1 <sup>ST</sup> QTR.   | 2 <sup>ND</sup> QTR.   | 3 <sup>RD</sup> QTR.   | 4 <sup>TH</sup> QTR.   | COMMENTS/<br>BARRIERS   |
|--|--|--|--|--|---|
|  |  |  |  |  | Recommendations for consideration for EDP February meeting. Community certification process towards Ontario Age Friendly community status pending Council direction |
| <b>4. Sustainability-</b>  |  |  |  |  |   |
| <b>Succession</b><br><br>Complete with City Manager a succession plan for the department | Preliminary training outline completed. One session completed. | Planning on search options has been finalized and an outline under development<br><br>Initiation through EDAT a hybrid corridor model for economic development delivery with the conversation/dialogue scheduled for late July with potential municipal partners | Positive progress associated with establishment of hybrid corridor initiative with all 7 mayors endorsing concept. Early 2017 operation pending budget approvals | 5 municipalities committed to regional econ dev/concept and budget request. Augusta and Edwardsburg pending<br><br>Completion on facilitation process towards UNESCO International Centre for Sustainable Communities Centre linked with Aquatarium. February EDP briefing on project. Item from Econ Dev Strategy 2015. |   |
|  |  |  |  |  | Succession- orientation and introduction plan completed pending completion of recruitment process for   |

## 2016 DEPARTMENT GOALS/OBJECTIVES

| ECONOMIC DEVELOPMENT<br>DEPARTMENT | 1 <sup>ST</sup> QTR. | 2 <sup>ND</sup> QTR. | 3 <sup>RD</sup> QTR. | 4 <sup>TH</sup> QTR. | COMMENTS/<br>BARRIERS      |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------------|
|                                    |                      |                      |                      |                      | next Director of Econ Dev. |
| .                                  |                      |                      |                      |                      |                            |

## 2016 DEPARTMENT GOALS/OBJECTIVES

| PLANNING DEPARTMENT | 1 <sup>ST</sup> QTR. | 2 <sup>ND</sup> QTR. | 3 <sup>RD</sup> QTR. | 4 <sup>TH</sup> QTR. | COMMENTS/BAR RIERS |
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|---------------------|----------------------|----------------------|----------------------|----------------------|--------------------|

|  |  |   |   |   |  |
|--|--|---|---|---|--|
| <b>1. People</b>   |  |   |   |   |  |
| - Investigate option for contracting out pet licensing   | Discussions held with one service provider. Determining next steps.  | Follow up meeting held between service provider and City reps. Draft agreement under review.  | Support obtained from Council for 5 year contract with DocuPet Inc. for online dog licensing  | DocuPet active from 01 Nov 2016   |  |
| - Continue training of CBO and Inspection Officers to ensure full compliance with Ontario Building Code Act, and to provide for cross-training | CBO and Inspector attended OBOA training courses (Structural and Building Services respectively)   | No training opportunities in Q2.  | No training opportunities in Q3   | Inspectors attend OBOA Training (3 courses)   |  |
| - Ensure opportunities for Continuous Professional Learning for planners to comply with OPPI membership requirements.                          | Planners participated in webinars offered during Q1  | All planners attended MMAH workshop. Training via webinar as available  | Webinar training opportunities pursued  | Webinar training opportunities pursued. AODA Design training through OPPI pursued and completed by one staff member.  |  |
| - Continue subdivision file closure and assumption   | Brockwoods Brock St. assumption endorsed by Council. Continuing priority and developer communication on acceptance of first 4 phases of Bridlewood and multiple developments along Cuthbertson and Millwood Ave. | Wildwood Ph. 1 determined to be ready for acceptance. Ongoing discussions respecting Bridlewood Ph. 1-4, and next steps for Cuthbertson, Millwood and Steacy Gardens. | Wildwood Ph. 1 accepted. Final considerations completed for acceptance of Bridlewood Ph. 1-4. Three Cuthbertson and Millwood Ave. subdivisions ready. Final considerations for Regency Pl. underway. Ongoing dialogue re: outstanding issues for Steacy Gardens and Stonebridge Crossing. | Bridlewood Ph. 1-4, incl., accepted. Three Cuthbertson and Millwood Ave. subdivisions ready - associated By-laws ready for execution upon receipt of PIN's from developer. Final considerations for Regency Pl. underway. On-going dialogue re: outstanding issues for Steacy Gardens and Stonebridge Crossing. |  |

## 2016 DEPARTMENT GOALS/OBJECTIVES

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|---|---|--|--|--|--------------------|
| <b>2. Economy</b>   |   |  |  |  |                    |
| <i>Community Improvement Plans<br/>(Downtown &amp; Brownfields)</i>   |   |  |  |  |                    |
| - Continue administration of applications for program assistance under Downtown and Brownfields CIP's.                        | 13 active files   | 13 active files.<br>Working with Wall St/Marguerita Residence Re: Intent to Participate            | 11 active files; 3 pending   | 12 active files (payments being issued).<br><u>CIP-TIERR</u> : 4 outstanding, 1 pending.<br><u>CIP-BRNFLD</u> : 0 outstanding, 2 pending.<br><u>CIP-TIERR/BRNFLD</u> : 3 outstanding (Working with Margarita Residence incl BFTIP) |                    |
| - Promote and implement all programs with particular attention to Façade and RCCR Grant Programs using 2016 budget allocation | Working with DBIA on promotion of grant opportunities. Contacted known interested parties about 2016 participation. | Applications for 2016 FIG and RCCR grants received. Eligibility for participation now under review | 3 Applications for FIG, with 2 underway. 2 applications for RCCR, both underway. | 4 active files:<br><u>CIP-FIG</u> : 2013 1 outstanding;<br><u>CIP-FIG 2015</u> : 1 outstanding;<br><u>CIP-FIG 2016</u> : 1 outstanding;<br><u>CIP-RCCR 2016</u> : 1 outstanding  |                    |
| <i>Planning &amp; Building Review / Approvals<br/>(Ongoing &amp; as needed)</i>   |   |  |  |  |                    |
| - TSL   | Occupancy inspections for commercial and restaurant space.  | Occupancy confirmed for commercial space   | Inspections for occupancy of residential units conducted as needed.              | Inspections for occupancy of residential units conducted as needed.  |                    |

## 2016 DEPARTMENT GOALS/OBJECTIVES

| PLANNING DEPARTMENT                        | 1 <sup>ST</sup> QTR.  | 2 <sup>ND</sup> QTR.  | 3 <sup>RD</sup> QTR.   | 4 <sup>TH</sup> QTR.   | COMMENTS/BARRIERS |
|--|---|---|--|--|-------------------|
| - Junic Subdivision                        | Meeting held with CRCA regarding stormwater management design for subdivision.  | On-going discussions with consulting planner and engineers. Another public meeting to be scheduled on submission of revised applications.               | No activity in Q3  | No activity in Q4. Applicant indicates intent to re-activate of files upon decision of City regarding arena lands.   |                   |
| - Centre Street Subdivision                | Applicant working towards clearing of draft plan conditions. Cost sharing discussions on road reconstruction.                                 | Applicant continues towards final approval. Subdivision agreement being finalized   | Draft Subdivision Agreement to developer. Alternative option for repayment of developer share of Centre St. reconstruction floated by developer.                   | Applicant notified City of delay in proceeding to Final Subdivision Approval. Alternative option for repayment of developer share of Centre St. reconstruction floated by developer & under consideration by City. |                   |
| - Aspen Drive Subdivision                  | No action Q1  | No action Q2  | No action in Q3  | Extension of Draft Approval Granted until 04 Feb 2020.   |                   |
| - Rockford Forest Subdivision – OMB Appeal | OMB response received. No further hearing to be held and appeal file closed. Applicant working towards clearing conditions of draft approval. | No action Q2  | Developer working through conditions of approval. Pre-servicing option sought – staff recommendation prepared for EDP/Council consideration                        | Pre-servicing Agreement endorsed and sent to applicant for review and execution  |                   |
| - BGH Expansion                            | Site Plan approval delayed. Resubmission required respecting stormwater design. Assisting with Charles St. closure.                           | Stormwater design to be finalized. Facilitation on transfer of Charles St. to BGH and land from BGH and UCDSB to City at Pearl/Bartholomew intersection | Recommendations to Council Re: stop-up, close and convey part of Charles St. to BCH, and to accept land transfers for Pearl/Bartholomew intersection improvements. | No action in Q4  |                   |

## 2016 DEPARTMENT GOALS/OBJECTIVES

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|---|--|--|--|---|--|
|   |  |  | Stormwater design still to be finalized.   |   |  |
| - Blockhouse Square Development                                 | No planning discussions in Q1  | No planning discussions in Q2  | No planning discussions in Q3  | File Closed.  |  |
| - Wall Street Village (Marguerita Village Corporation)          | CIP and BFTIP program applicability confirmed.   | Site plan application received and in progress.  | Site Plan drawings being finalized. Council consideration of request for reduced permit fees.  | Site Plan Executed. Site work underway. Building Permit issued (Spring start)   |  |
| - Royal Brock Retirement Home                                   | Rezoning finalized. Inspections of renovations ongoing.                                  | Inspections of interior renovations ongoing  | Inspections on-going as needed   | Inspections on-going as needed  |  |
| - Retail Expansion (TD Bank & Dollarama)<br>1972 Parkedale Ave. | Site Plan application received for additional retail space and bank under review         | Site plan approval granted and permits issued for new bank and retail expansion.   | Inspections on-going as needed.  | TD Bank occupancy granted.<br>Dollarama inspections on-going as needed  |  |
| - 1000 Islands Mall   | Inspections of renovations for RBC continuing.   | RBC occupancy finalized. Ongoing discussions regarding potential tenancies for mall  | Minor Change approval sought for new tenant in west end of mall. MTO's short term interchange upgrades requiring redesign of proposed mall improvements  | On-going discussions with MTO, City and 1000 Islands Mall Management.   |  |
| - Brockville Shopping Centre                                    |  |  |  | Periodic discussions and draft concept evaluation with developer for future redevelopment   |  |
| - Other:  | -Site Plan application received for new commercial building (500 Stewart Blvd. - Benson) | -Second submission review underway for 500 Stewart Blvd.(Benson)<br>-New site plan applications:<br>Wall St. Village;<br>Northern Cables;<br>10 John St. offices | Site Plan approval granted for Northern Cables expansion.<br>Review underway<br>Re:<br>Benson;<br>Wall St. Village;<br>10 John St..<br>New applications: | - Site Plan Approval granted for Northern Cables expansion.<br>- Site Plan Approval granted for Benson (500 Stewart Blvd.) but not yet executed by applicant.<br>- Site Plan Approval | - Addition slab complete. Occupancy granted. |

| 2016 DEPARTMENT GOALS/OBJECTIVES  |   |  |  |  |                   |
|---|---|--|--|--|-------------------|
| PLANNING DEPARTMENT   | 1 <sup>ST</sup> QTR.  | 2 <sup>ND</sup> QTR.   | 3 <sup>RD</sup> QTR.   | 4 <sup>TH</sup> QTR.   | COMMENTS/BARRIERS |
|   |   |  | 1500 California<br>(Ont. Rental Supply);<br>1115 Millwood Ave.<br>(townhomes);<br>1380 California Ave<br>(Waste Management)                      | completed for 1115<br>Millwood but not yet<br>executed by<br>applicant.<br>- Site Plan Approval<br>completed for 1380<br>California Ave and<br>permit issued for<br>Phase 1 of the<br>development.<br>- New application<br>received for Hyundai<br>Dealership, required<br>studies are<br>underway.<br>- Previous Q3 site<br>plans still underway. | - Work commenced. |
| <i>Employment Lands</i><br>- Lead advancement of future employment lands in Brockville, and associated secondary plan and Official Plan and zoning amendments | Draft of planning documents awaiting sub-consultant reports on traffic and environmental impact | Field studies underway for EIS   | EIS draft report under review; Traffic study completed; Fiscal Impact Study being prepared as background to Draft Secondary Plan, OPA and Zoning | ELR Draft Secondary Plan, OPA, ZBLA Report to Council (2016-159-12). Documents available on City website. EIS under review for per review consideration. Proposed Open Space/Park under review prior to providing Report to MMA for review. Schedule of Public consultation under development.   |                   |
| Approval & implementation of 2016 budget & preparation of 2017 budget   | With 2016 budget approval, notice of revised user fees provided to clients. Commenced           | Applications being received for use of CIP funding. Review of eligibility commenced. | Planning working with Treasury on eligibility for 2016 CIP grants. 2017 budget submitted to  | Complete   |                   |

## 2016 DEPARTMENT GOALS/OBJECTIVES

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|---|---|--|--|--|--------------------|
|   | promotion of funded CIP programs.   |  | Treasury.  |  |                    |
| <b>4. Sustainability</b>  |   |  |  |  |                    |
| <i>Source Water Protection</i>  |   |  |  |  |                    |
| - Implement applicable policies and regulations from approved Source Water Protection Plan through amendments to the Official Plan and Zoning By-law.   | Draft policies being completed.   | Draft policies and zoning being completed.   | Continuing work on draft OP policies and zoning  | Continuing work on draft OP policies and zoning.   |                    |
| <i>Official Plan/Downtown &amp; Waterfront Master Plan &amp; Urban Design Strategy</i>  |   |  |  |  |                    |
| - Work with Waterfront Ad Hoc Committee to prioritize items from DWMPUDS and to develop action plan<br>- Develop a Municipal Housing Strategy to establish appropriate targets and encouragement for affordable housing | -No Planning Dept. participation in WAC in Q1<br>-Initial research and consideration of contents of MHS                               | -Assisting WAC with project ranking tool<br>-Investigation of affordable housing options such as inclusionary zoning | -Assisting WAC as needed<br>-Limited investigation on affordable housing in Q3                             | Available to assist WAC as needed.   |                    |
| <i>New Comprehensive Zoning By-law</i>  |   |  |  |  |                    |
| - Monitor implementation of new zoning by-law, and if needed, prepare housekeeping amendment.   | Ongoing   | Commenced review of items for housekeeping amendment   | Internal discussions underway  | Internal discussions underway  |                    |
| <i>Amendments to Development Charges Act and Planning Act</i>   |   |  |  |  |                    |
| - Monitor proposed legislative amendments in Bill 73 and its implications for Brockville  | Review of implications underway awaiting proclamation of Bill 73. Staff to attend MMAH workshop in March was cancelled due to weather | Attendance at MMAH workshop on Bill 73. Preparing for proclamation July 1  | Implementation of procedural changes from revised regulations. Other considerations to be reported to EDP. | Implementation of procedural changes from revised regulations. Other considerations to be reported to EDP. |                    |

## 2016 DEPARTMENT GOALS/OBJECTIVES

| PLANNING DEPARTMENT                         | 1 <sup>ST</sup> QTR.                        | 2 <sup>ND</sup> QTR.                           | 3 <sup>RD</sup> QTR.                    | 4 <sup>TH</sup> QTR.                    | COMMENTS/BAR<br>RIERS |
|---|---|--|---|---|-----------------------|
| <b><u>Personal Development</u></b>          |   |  |   |   |                       |
| Continuous Professional Learning (OPPI/CIP) | Self-directed opportunities completed in Q1 | Self-directed and organized learning completed | Self-directed learning activities in Q3 | Self-directed learning activities in Q4 |                       |

Issued By: J. Faurschou, 04 January 2017

C-291 -2016

**THE TOWNSHIP OF GEORGIAN BAY**  
**Council Agenda**

DATE: 14 November 2016

|                    | YEA   | NAY   |
|--------------------|-------|-------|
| Councillor Bochek  | _____ | _____ |
| Councillor Cooper  | _____ | _____ |
| Councillor Douglas | _____ | _____ |
| Councillor Edwards | _____ | _____ |
| Councillor Kay     | _____ | _____ |
| Councillor Wiancko | _____ | _____ |
| Mayor Braid        | _____ | _____ |

MOVED BY:

SECONDED  
BY:**REFERRED** \_\_\_\_\_ **CARRIED**  **DEFEATED** \_\_\_\_\_ **REFERRED** \_\_\_\_\_

WHEREAS there is inequity between the cost of hydro for rural residents as compared to urban residents due to higher distribution charges;

AND WHEREAS this practice targets and negatively affects rural residents, especially those who are already unable to pay for the high cost of hydro;

NOW THEREFORE BE IT RESOLVED THAT the Township of Georgian Bay request the Province to re-evaluate the structure of hydro in terms of access and delivery and implement structural changes to address the unfair practice of charging more for delivery for rural residents;

AND THAT this resolution be circulated to all municipalities in the Province of Ontario as well as Ontario Small Urban Municipalities (OSUM) and Association of Municipalities of Ontario (AMO).



MAYOR