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Committee Members

Councillor J. Fullarton, Chair  
Councillor L. Bursey  
Councillor D. LeSueur  
Councillor M. McFall  
Mayor D. Henderson,  
Ex-Officio

Areas of Responsibility:

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

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

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

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**November 21, 2011**

**REPORT TO FINANCE AND OPERATIONS COMMITTEE – December 7, 2011**

**2011-126-12  
AIRPORT MANAGEMENT CONTRACT**

**BROCKVILLE AIRPORT COMMISSION  
B. WILLIAMS, CHAIR**

**RECOMMENDED**

THAT Council accept the proposal from Brock Air Services Limited in the amount of One Hundred and Four Thousand Eight Hundred and Sixty Eight Dollars (\$104,868.00) excluding HST with an annual CPI adjustment for Contract 2011-23 for the Operation and Management of the Brockville 1000 Islands Regional Tackaberry Airport for a three (3) year period commencing January 1, 2012.

**PURPOSE**

To retain the services of a qualified and licensed contractor for the operation and management of the Brockville – 1000 Islands Regional Tackaberry Airport. This ensures the airport is professionally operated in accordance to Transport Canada and NavCanada rules and regulations.

**BACKGROUND**

Brock Air Services holds the existing contract for the operation and management of the airport which expires on December 31, 2011. The 2011 contract price is \$101,814 excluding HST. The Airport Commission was confident that the City is receiving good value for dollars spent but to ensure this a tender for a new contract was released and bids were opened on October 24, 2011. Brock Air Services did submit a bid in the amount of \$107,865 excluding HST however it was deemed ineligible as there was no Agreement to Bond. The only valid tender received was in the amount of \$202,943 excluding HST. As specified in the tender document the City was not bound to accept this or any tender and may reject all tenders if it is deemed advisable to do so. Due to the cost, the Airport Commission's report to Council in November 2011 recommending the rejection of the tender bid was approved.

The Airport Commission and Brock Air Services have now negotiated a price for the contract in the amount of \$104,868 excluding HST. This amount is based on the 2011 contract price plus a 3% increase which is the same % increased used for the development of the 2012 City Operating Budgets.

**ANALYSIS/OPTIONS**

Brock Air Services has provided the service related to the operation and management of the airport for the City for over 28 consecutive years during which time the Airport Commission has been satisfied with their performance. With the exception of a performance bond, the terms and conditions of the new contract are the same as the

current contract with only minor modifications that do not impact the overall operation and management of the airport. The performance bond was placed in the tender to ensure that any contractor being awarded the contract could fulfill their contractual obligations. As Brock Air Services has provided the service to the airport for in excess of 28 years, we know that they can fulfill their contractual obligations. In addition to this the City is further protected as the contract has a termination clause that stipulates at any time the City has the right to terminate the agreement for non-compliance with any of the terms of this contract.

Services that are currently provided by Brock Air and will continue to be provided include the following:

- Provision of qualified staff at the airport from 7:30 a.m. to 4:30 p.m., seven days a week with the exception of Christmas Day.
- Trained staff as Approach Unicom Radio Operators with Restricted Aeronautical Radio Certificates to operate the airports communication equipment in accordance with Transport Canada and NavCanada regulations.
- Complete inspection of runway lighting and non-directional beacon.
- Required to issue notices to airmen through NavCanada.
- Dispense aviation fuel in accordance with federal guidelines.
- Supply and operate snow removal and grass cutting equipment (a \$70,000 investment).
- Collect and remit all user fees and rentals payable to the City.
- Collect and transport waste to an acceptable disposal site.
- Supervise and coordinate agricultural land leases.
- Ensure that approach slope gradients are free of vegetation through the use of a sight inclinometer and remove any vegetation in violation of the gradient.
- Manage wildlife control.

## **POLICY IMPLICATIONS**

In accordance with the City's Purchasing By-law, acceptance of sole source quotations requires Council's approval.


## FINANCIAL CONSIDERATIONS

The airport budget is included as a standalone division in the Operations Department. The current draft of the City's 2012 Operating Budget indicates the 2012 airport budget at \$94,760 which is a .09% increase over the 2011 budget.

As a result of some further changes to the airport budget, when the Airport Commission presents their budget at Council a revised airport budget will be introduced at a new amount of \$88,560 which is a -6.46% decrease over the 2011 budget. This contract amount is included in this new draft.

## CONCLUSION

With the excellent service provided by Brock Air Services in the past, the Airport Commission recommends that they be awarded the airport management contract.

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

  
per B. Williams  
Airport Commission Chairman

  
per D. Cyr  
Director of Finance

  
per B. Casselman  
City Manager

**November 21, 2011**

**REPORT TO FINANCE AND OPERATIONS COMMITTEE – December 7, 2011**

**2011-127-12  
SALE OF AIRPORT HANGAR**

**BROCKVILLE AIRPORT COMMISSION  
B. WILLIAMS, CHAIR**

**RECOMMENDED**

That Council does not exercise its right to purchase the Bouchard airplane hangar at the Brockville -1000 Islands Regional Tackaberry Airport.

**PURPOSE**

To comply with the terms of the Hangar Land Lease Agreement.

**BACKGROUND**

Currently there are 5 Hangar Land Lease Agreements at the airport. The hangars are privately owned and the land is leased from the city. The lease agreements stipulate that "The Lessee agrees that they shall not sub-lease or rent the leased area without the expressed written consent of the City, which consent will not be arbitrarily withheld and that the City shall be given the first refusal to buy the building if the Lessee decides to sell."

The Airport Commission has received written notice from Mr. A. Bouchard that he is interested in selling his hangar and has a potential purchaser. In order to comply with the terms of his land lease agreement, the City is being provided the first right of refusal.

The Airport Commission is recommending that the City not purchase the hangar as the facility would not enhance the City's operation of the airport.

**POLICY IMPLICATIONS**

At the discretion of Council.

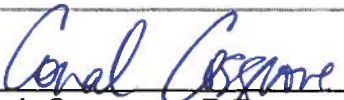
**FINANCIAL CONSIDERATIONS**

In 2011 the Bouchard land lease agreement will generate \$825 per year. If the City purchases the hangar this revenue source will be eliminated and the 2012 airport budget will have to be adjusted accordingly. If the hangar is sold to another purchaser a new lease agreement will be entered into and the revenue source will continue.



**CONCLUSION**

The City should not purchase the Bouchard airport hangar.

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

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per B. Williams  
Airport Commission Chairman  
for D. Cyr  
Director of Finance  
per B. Casselman  
City Manager

**November 22, 2011**

**REPORT TO FINANCE, ADMINISTRATION & OPERATIONS COMMITTEE –  
December 7, 2011**

**2011-130-12**

**2011 TAX REDUCTIONS AND CANCELLATIONS**

**FILE:F23-01**

**D. CYR  
DIRECTOR OF FINANCE  
L. FERGUSON  
SUPERVISOR OF ACCOUNTING SERVICES  
M. MCDONALD  
FINANCIAL ADMINISTRATIVE ANALYST  
D. SMITH  
TAX COLLECTOR**

**RECOMMENDED**

THAT Council authorizes the cancellation, reduction or refund of taxes pursuant to provisions of The Municipal Act, 2001 in the amount of \$22,117.36 and charge the municipal portion of \$18,042.43 to Tax Write Off Account 01-5-032006-2041.

**PURPOSE**

To adjust taxes and penalties as approved under Section 357, 358 and 359 of The Municipal Act.

**BACKGROUND**

The municipality levies and collects taxes for the municipality, school boards and the downtown board of management (DBIA). Taxes are calculated based on the assessed value of the property, as determined by MPAC. The assessed values are delivered annually to the municipality in the assessment rolls. These rolls are available to be reviewed by the public in the Revenue Office.

A property owner may initiate an assessment appeal through the City by submitting an application to the Revenue office by no later than February 28<sup>th</sup> of the year following the current levy. The application must detail the reason for the appeal. The criteria for appeal are set out in Section 357 of the Municipal Act. Reasons for the appeals may include: building demolished, razed or damaged by fire, property became exempt or property classification change due to a change in usage.

The applications are reviewed by the Tax Collector and then forwarded to MPAC for approval and assessment evaluation. Once returned to the Revenue Office the taxes are recalculated based on the revised assessment.

A "Notice of Hearing" must be sent to the applicant by the municipality 14 days before the date of the hearing. The notices of hearing are to be mailed November 29, 2011 to comply with a hearing (Council) date of December 13, 2011. Taxpayers may attend the



Council meeting to explain their appeal. If they are in agreement with the recommendation it is not necessary for them to attend. Should the applicant wish to appear, they must contact the City Clerk in writing no later than December 5, 2011. There are seldom appearances by the applicant.

Once the decision is made by Council, a "Notice of Decision" must be mailed to the applicant within 14 days of the decision. This notice shall state the decision and the fact that the decision may be appealed within 35 days to the Assessment Review Board.

### ANALYSIS/OPTIONS

All cancellations, reductions and refunds are charged back to the appropriate tax body; municipal, school board or DBIA. [See Attachment 1 to Report 2011-130-12] as follows:

Municipal	\$ 18,042.43
School Boards	4,074.93
DBIA / Parking	-0-
Capping	-0-
	<u>\$ 22,117.36</u>

### POLICY IMPLICATIONS

It is the City of Brockville's policy that these types of tax write offs are brought before Council at an annual public hearing for approval.


### FINANCIAL CONSIDERATIONS

Budgeted Municipal Write Offs	\$195,000.00
Actual Write Offs to November 14, including this report	<u>43,665.70</u>
<b>Variance</b>	<u><b>\$151,334.30</b></u>

  
\_\_\_\_\_  
D. Smith  
Tax Collector

  
\_\_\_\_\_  
L. Ferguson  
Supervisor of Accounting Services

  
\_\_\_\_\_  
M. McDonald  
Financial Administrative Analyst

  
\_\_\_\_\_  
D. Cyr  
Director of Finance

  
\_\_\_\_\_  
B. Casselman  
City Manager

## TAX WRITE OFF'S AS AUTHORIZED BY THE MUNICIPAL ACT (Section 357)

Application #	Tax Roll #	Person Assessed	Property Location	Details for Reductions/Cancellation	Effective Date	Tax Adjustment	
						Municipal	School
2009-1	010 030 45820	SGS Holdings Inc	1600 California Ave	change in property class	Aug 1 to Dec 31 2009	(\$3,482.88)	(\$422.25)
2009-12	010 020 01910	BACLA	19 Karolina Ave	became exempt	Aug 31 to Dec 31 2009	(\$630.88)	(\$118.76)
2009-13	010 020 01909	BACLA	17 Karolina Ave	became exempt	Aug 31 to Dec 31 2009	(\$625.29)	(\$117.71)
2009-14	010 025 20800	BACLA	110 Salisbury Ave	became exempt	Sept 24 to Dec 31 2009	(\$698.16)	(\$131.43)
2010-25	020 053 02600	J & H Chawla	110 Fraser Crt	change in property class	July 1 to Dec 31 2010	(\$416.06)	(\$585.64)
2010-26	020 045 41500	1157082 Ontario Limited	78 Wall St	building demolished	Jan 1 to Dec 31 2010	(\$921.01)	(\$168.00)
2010-27	020 045 15000	1157082 Ontario Limited	16 Brock St	building demolished	Jan 1 to Dec 31 2010	(\$327.90)	(\$256.34)
2011-02	030 065 16400	S Cooper	137 Pearl St W	change in property class	Dec 1 to Dec 31 2010	(\$12.61)	(\$7.68)
2011-04	010 025 20800	BACLA	110 Salisbury Ave	became exempt	Jan 1 to Dec 31 2010	(\$2,675.50)	\$488.03
2011-05	010 020 01910	BACLA	19 Karolina Ave	became exempt	Jan 1 to Dec 31 2010	(\$1,968.64)	(\$359.09)
2011-06	010 020 01909	BACLA	17 Karolina Ave	became exempt	Jan 1 to Dec 31 2010	(\$1,935.61)	(\$353.07)
2011-07	010 030 17230	Brockville City	Broome Rd	became exempt	Jan 1 to Dec 31 2010	(\$1,140.95)	(\$891.96)
2011-08	010 030 17230	Brockville City	Broome Rd	became exempt	Jan 1 to Dec 31 2011	(\$1,176.76)	(\$793.24)
2011-09	030 070 22000	Scotia Bank	16 Lancaster St	building demolished	June 29 to Dec 31 2011	(\$480.17)	(\$84.62)
2011-10	010 010 17300	1085488 Ontario Ltd	171-173 James St E	damaged by fire	Jan 1 to Dec 31 2011	(\$1,550.01)	(\$273.17)
						(\$18,042.43)	(\$4,074.93)
							(\$22,117.36)

**November 22<sup>nd</sup> , 2011**

**REPORT TO FINANCE, ADMINISTRATION & OPERATIONS COMMITTEE -  
DECEMBER 7, 2011**

**2011-131-12  
TEMPORARY BORROWING BY-LAW**

**D. CYR  
DIRECTOR OF FINANCE  
L. FERGUSON**

**FILE: CO1-07**

**SUPERVISOR OF ACCOUNTING SERVICES**

**RECOMMENDATION**

THAT Council hereby authorizes the passing of a Temporary By-Law providing for the Mayor and the Treasurer to borrow temporary working capital, as may be required for the Current Fund Operations, of up to \$5,000,000 for the year 2012; and

THAT the necessary by-law be enacted.

**PURPOSE**

This temporary by-law gives the Mayor and Treasurer the ability to borrow funds for current operations if required.

**BACKGROUND**

Municipalities are required annually to pass a temporary borrowing by-law for funds it deems it may require to accommodate operating expenditures until taxes are levied. The City of Brockville levies their taxes in two installments – currently the interim bill is due in late February and the second final bill is due in late August.

This by-law authorizes both external borrowing from a financial institution and internal borrowing from our reserve fund accounts. Internal borrowing rates are based between the prime bank rate and the current investment rate. In this way, the reserve funds and the current fund investments / borrowing are optimized.

**ANALYSIS**

Cash flow has become tighter in the last few years due to the size of capital projects – specifically the WPCC upgrade project and the Maritime Discovery Centre – as well as the impact of reduced City reserves – Fiscal Policy.

Borrowing requirements are dependent upon spending requirements, debt repayment and the collection of taxes. Historically the City has not found it necessary to exercise the use of this by-law. It is necessary that a sufficient borrowing limit be established with the bank in order to make available a draw should it be needed.

### **FINANCIAL CONSIDERATIONS**

There are no financial considerations at this time as there is no immediate requirement for borrowing.

### **CONCLUSION**

This by-law is a contingency plan allowing the City to be prepared in the event of a short-fall in funds between tax billing due dates.



L. Ferguson, Supervisor of  
Accounting Services



D. Cyr, Director of Finance



B. Casselman, City Manager

**November 22, 2011**

**REPORT TO THE FINANCE, ADMINISTRATION & OPERATIONS COMMITTEE –  
DECEMBER 7, 2011**

**2011-132-12  
2012 INTERIM TAX LEVY  
AND ESTABLISHMENT OF  
DUE DATES**

**FILE: F22-18**

**D. CYR  
DIRECTOR OF FINANCE  
L. FERGUSON  
SUPERVISOR OF ACCOUNTING SERVICES  
M. MCDONALD  
FINANCIAL ADMINISTRATIVE ANALYST  
D. SMITH  
TAX COLLECTOR**

**RECOMMENDED:**

THAT Council authorize the City to impose its 2012 interim tax levy with a due date of February 24<sup>th</sup>, 2012; and

THAT Council establish the due date of August 24<sup>th</sup>, 2012 for the second and final tax levy for 2012; and

THAT the necessary by-law be enacted.

**PURPOSE:**

To authorize the interim tax levy for 2012 and establish the due dates for both instalments of 2012 tax levy in an effort to assist ratepayers in their financial plans.

**BACKGROUND:**

Municipalities traditionally levy interim taxes in order to have operating funds until the annual budget is approved. A by-law must be passed to allow for the billing of these tax bills.

**ANALYSIS / FINANCIAL IMPLICATIONS:**

The interim taxes will be levied at 50% of the 2011 annualized taxes.

By establishing the two tax due dates at this time, property tax owners will have additional time to assist in their financial planning in regard to their property taxes.

**POLICY IMPLICATIONS:**

Section 317 of the Municipal Act establishes the rules for an interim tax levy.

317. (1) A local municipality, before the adoption of the estimates for the year under section 290, may pass a by-law levying amounts on the assessment of property in the local municipality rateable for local municipality purposes. 2001, c. 25, s. 317 (1).


**By-law**

(2) A by-law under subsection (1) shall be passed in the year that the amounts are to be levied or may be passed in November or December of the previous year if it provides that it does not come into force until a specified day in the following year. 2001, c. 25, s. 317 (2); 2006, c. 32, Sched. A, s. 132.

**CONCLUSION:**


Upon approval of this by-law the interim tax due date will be February 24<sup>th</sup>, 2012 and the due date for the second and final tax levy for 2012 will be established as August 24<sup>th</sup>, 2012.

  
\_\_\_\_\_  
D. Smith, Tax Collector

  
\_\_\_\_\_  
L. Ferguson, Supervisor of  
Accounting Services

  
\_\_\_\_\_  
M. McDonald, Financial  
Administrative Analyst

  
\_\_\_\_\_  
D. Cyr, Director of Finance

  
\_\_\_\_\_  
B. Casselman, City Manager

**November 29, 2011**

**REPORT TO FINANCE ADMINISTRATION & OPERATIONS COMMITTEE –  
DECEMBER 7, 2011**

**2011-133-12  
VARIANCE REPORTS  
AT NOVEMBER 30, 2011**

**D. CYR, DIRECTOR OF FINANCE  
D. GORDON, FINANCIAL ANALYST –  
GENERAL  
C. WARD, TREASURY OFFICER –  
CAPITAL AND RESERVES**

**FILE: F05-43**

**RECOMMENDATION**

THAT Council receives the Variance Reports as of November 30<sup>th</sup>, 2011 for information purposes.

**PURPOSE**

To report to Council the City of Brockville's financial position as of November 30<sup>th</sup>, 2011.

**BACKGROUND**

The City's Corporate Financial Controls which Council adopted on April 26<sup>th</sup>, 2005 requires that a variance analysis of forecasted year-end surpluses/deficits be conducted as of June 30<sup>th</sup>, September 30<sup>th</sup> and November 30<sup>th</sup>. An interim year end variance is to be prepared by January 31<sup>st</sup>. The analysis is to be conducted at a sufficient level of detail so that variances of line item activities may be identified in conjunction with the parameters set by the Budgetary Control By-Law.

Staff has prepared internal variances for the 2011 fiscal year for review as well as Council's review due to the previously projected deficit as well as to receive updated information in conjunction with the 2012 budget process which commenced in October.

**ANALYSIS / FINANCIAL IMPLICATIONS**

This report represents the Analyses of Operating Budgets – General, Water and Wastewater which is provided for information purposes. Attachments #1 and 2 are detailed variance analysis for each department.

As per Council direction, staff reviewed the financial status of their departments to plan and implement the appropriate actions necessary to mitigate any shortfalls as were projected in the May 2011 variance report.

### Operating Budget

The current projection for the City is a surplus of \$33,167 – a turnaround of approximately \$43,049. The main contributors to the change in the variance are as follows:

- ◆ Shortfall in Supplementary Taxes of \$24,000 and Post Capping Revenues of \$30,000 offset by fewer applications for Tax Write-offs resulting in a surplus of \$100,000
- ◆ Increase in anticipated surplus of Interest and Penalty Revenue of \$100,000
- ◆ Due to delay of implementation of Solar Project increase of deficit by \$30,000
- ◆ Hazardous Waste Day is not being held in 2011 resulting in surplus of \$14,500
- ◆ Reduction in Facilities electricity deficit by \$11,000
- ◆ Increase in building burden deficits for Youth Arena and Memorial Centre, in amounts \$25,000 and \$30,000 respectively, for unexpected repairs and TSSA inspection
- ◆ Docking revenues at Tunnel Bay / Price Park less than anticipated \$12,240
- ◆ Costs associated with unbudgeted docks anchor chain inspection \$2,850
- ◆ Surplus in building/plumbing permit fees of \$13,000
- ◆ Less labour required to clean programs 8600 LM of storm mains resulting in surplus of \$9,000
- ◆ Less vehicle repairs completed than anticipated resulting in additional savings of \$11,000
- ◆ Increased repairs required to maintain bus safety and performance + fuel costs higher than budgeted result in deficit of \$21,800
- ◆ Increase in deficit associated with street lighting concrete poles of \$19,000
- ◆ Net deficit of \$5,400 for the cemetery the result of lower sales and repairs to the cemetery house mitigated by bequeathed donation and reduced grounds expenses
- ◆ Reduction in Police surplus by \$20,000 attributed to increase of \$70,000 in criminal record check revenues offset by overtime costs and Health and Safety modifications to cell area
- ◆ Debt charge surplus of \$23,600 due to debentures not yet issued



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Water Rate Administration Budget

Anticipated variance for the water rate administration is a surplus of \$30,307 – a turnaround of \$64,000 attributed to:

- ◆ \$29,000 surplus of debt charges due to debentures not issued
- ◆ Reduction of deficit associated with reallocation of treatment staff for distribution work by \$5,000
- ◆ Projected surplus due to decrease in service repair work of \$10,000
- ◆ Projected deficit associated with annual fire hydrant inspection reduced by \$5,000
- ◆ Surface repair costs lower than anticipated by \$10,000
- ◆ Increase in re-billable customer service work results in net surplus of \$5,000

Waste Water Rate Administration Budget

The anticipated variance for the wastewater rate administration is a deficit of \$269,500 – an increase of \$48,000 attributed to mainly attributed to:

- ◆ Revenue deficit of \$390,000 due to decreased water consumption by Elizabethtown customers as well as anomalies not fully taken into consideration in budget formulas
  - special rates for Class I / II Elizabethtown customers and large commercial / industrial accounts
  - clients who have water services only
- ◆ \$23,000 surplus of debt charges due to debentures not issued
- ◆ No training provided for Public Works staff with Collection Licenses resulting in surplus of \$15,000
- ◆ Additional savings within wastewater mainline cleaning and connection maintenance of \$17,000
- ◆ Increase in chemical costs by \$40,000 due to hot, dry fall as well as new polymer as part of upgrade

Capital Budget

Attachment 3 to Report 2011-133-12 illustrates all outstanding capital projects. Please note that not all of the debentures associated with these projects have been issued but are included as part of the carry-forward balances from previous years.

Reserve Funds

Attachment 4 to Report 2011-133-12 is a list of all City Reserve Funds. Staff is not recommending at this time to close any of these reserve funds.

## CONCLUSION

Staff has been working diligently in attempts to mitigate their shortfall variances in order to avoid a deficit at yearend. It is also important for Council to be updated on the City's financial position in order to assist in their decision making processes – especially with the early commencement of the 2012 budget process.



D. Gordon  
Financial Analyst – General



C. Ward  
Treasury Officer – Capital and Reserves



D. Cyr, Director of Finance



B. Casselman, City Manager



City of Brockville  
Treasurer's Report  
Projected Year End Surplus (Deficit)  
Operating Budget - Tax Rate  
For the period ending November 30, 2011

**Attachment 1 to Report 2011-133-12**

	EXPENDITURES	REVENUES	PROJECTED NET YEAR END SURPLUS (DEFICIT)
<b>CITY MANAGEMENT &amp; SERVICES</b>			
Administration	0	0	0
Animal Control	0	5,500	5,500
Arts Centre	1,500	(11,042)	(9,542)
Clerk	8,300	(63,526)	(55,226)
Computer Services	0	0	0
Corporate Finance	51,015	7,028	58,043
Economic Development	7,500	0	7,500
Environmental Services	33,800	(21,000)	12,800
Facilities	(74,700)	25,000	(49,700)
Finance - Administration	6,112	500	6,612
Fire	(12,480)	32,988	20,508
Fleet	(36,737)	41,813	5,076
Human Resources	6,135	5,487	11,622
Mayor and Council	(800)	0	(800)
Operations Administration	3,000	0	3,000
Parking	25,400	(25,400)	0
Parks	8,863	(14,305)	(5,442)
Planning	45,699	5,329	51,028
Public Works	17,515	(15,959)	1,556
Tourism	0	0	0
Transportation Services	(87,894)	15,157	(72,737)
	<b>2,228</b>	<b>(12,430)</b>	<b>(10,202)</b>
<b>CITY BOARDS &amp; COMMISSIONS</b>			
Airport	4,221	4,283	8,504
Cemetery	5,700	(11,100)	(5,400)
Committee of Adjustment	0	0	0
Heritage Brockville	0	0	0
Library	0	0	0
Museum	575	(3,400)	(2,825)
Police	(180,800)	200,300	19,500
	<b>(170,304)</b>	<b>190,083</b>	<b>19,779</b>
<b>Outside Boards</b>			
Conservation Authority	0	0	0
Downtown Board (DBIA)	0	0	0
Health Unit	0	0	0
St. Lawrence Lodge	0	0	0
	<b>0</b>	<b>0</b>	<b>0</b>
<b>Joint Service Charges</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Charges</b>	<b>23,590</b>	<b>0</b>	<b>23,590</b>
<b>PROJECTED YEAR END SURPLUS/(DEFICIT)</b>	<b>(144,486)</b>	<b>177,653</b>	<b>33,167</b>

**VARIANCE ANALYSIS  
FOR THE MONTH ENDING NOVEMBER 30, 2011**

**Projected for December 31st**

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>ADMINISTRATION (City Manager)</b>					
No variances to report at this time.					
<b>TOTAL VARIANCE FOR ADMINISTRATION</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ANIMAL CONTROL</b>					
Dog Licences - Successful door to door sales			5,500		5,500
<b>TOTAL VARIANCE FOR ANIMAL CONTROL</b>	<b>0</b>	<b>0</b>	<b>5,500</b>	<b>0</b>	<b>5,500</b>
<b>BROCKVILLE ARTS CENTRE</b>					
<b>Fees and Service Charges</b>					
More revenue than anticipated for Hall-Room Rental			9,078		9,078
<b>Human Resources Management</b>					
Surplus due to cancellation of software training session	1,500				1,500
<b>Office Expenses</b>					
Credit Card Recovery			2,500		2,500
<b>Canteens</b>					
More revenue in Bar Sales than anticipated			3,000		3,000
<b>City Sponsored Shows</b>					
Less revenue than anticipated				(12,138)	(12,138)
<b>Summer Theatre</b>					
Ticket sale revenue less than expected				(13,482)	(13,482)
<b>TOTAL BROCKVILLE ARTS CENTRE VARIANCE</b>	<b>1,500</b>	<b>0</b>	<b>14,578</b>	<b>(25,620)</b>	<b>(9,542)</b>
<b>CLERK</b>					
<b>Licences</b>					
Bingo licence revenue - closure of Bingo Hall				(56,765)	(56,765)
General licences - new license (refreshment cart) and patio licences			1,339		1,339
Vital Statistics - marriage licences (budgeted 230 y/e estim. 180)				(3,600)	(3,600)
Nevada licences - unpredictable				(5,000)	(5,000)
Raffle licences - unpredictable				(500)	(500)
Wedding Ceremonies			1,000		1,000
<b>Wages and Benefits</b>					
Adjust one position to part-time	6,500				6,500
Less spending to offset deficit	800				800
<b>Office Expense</b>					
Less spending to offset deficit	800				800
<b>BMAAC expenses</b>					
Less spending to offset deficit	200				200
<b>TOTAL VARIANCE CLERK'S DEPARTMENT</b>	<b>8,300</b>	<b>0</b>	<b>2,339</b>	<b>(65,865)</b>	<b>(55,226)</b>

**VARIANCE ANALYSIS  
FOR THE MONTH ENDING NOVEMBER 30, 2011**

**Projected for December 31st**

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>COMPUTER SERVICES</b>					
<b>Wages and Benefits</b>					
Overtime/benefits due to vacancy in Network Analyst position		(2,622)			(2,622)
<b>Human Resource Management</b>					
Increase in membership fees		(140)			(140)
<b>Office Expense</b>					
Software - Radio failure. Holding off on purchase of management tools offset impact of licensing costs and overtime.	2,762				2,762
<b>TOTAL VARIANCE COMPUTER SERVICES DEPARTMENT</b>	<b>2,762</b>	<b>(2,762)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CORPORATE FINANCE</b>					
<b>Money Management</b>					
Took advantage of investment opportunities to maximize interest revenue			14,000		14,000
Taxes recovered on City Land				(192)	(192)
Taxes on City Owned Land				(289)	(289)
<b>Recoveries and Adjustments</b>					
Tax sale cost recovery generating more revenue than anticipated			1,500		1,500
Taxes on City Owned Land - assessment increase on Victoria Hall		(2,985)			(2,985)
<b>Supplementary Tax</b>					
Charity Rebate applications higher than anticipated		(11,000)			(11,000)
Supplementary Taxes -				(24,230)	(24,230)
Current Taxes Written Off - less applications	100,000				100,000
Vacancy Rebates - more applications		(35,000)			(35,000)
Post Capping - moving out of postcapping, less accounts are applicable				(30,000)	(30,000)
Interest on Taxes Written Off			250		250
<b>Payment in Lieu</b>					
St Lawrence College - more students than forecasted			600		600
Municipal Tax Assistance (Provincial)			4,237		4,237
Ontario Hydro				(7,236)	(7,236)
Post Office/Armouries (Federal)				(4,318)	(4,318)
Jail - Ministry removed reduced the number of beds				(750)	(750)
Municipal Tax - Provincial Support Program				(618)	(618)
<b>Other Revenue</b>					
Interest and Penalty revenue higher than anticipated			134,074		134,074
<b>Capital Administration</b>					
Deficit anticipated due to Solar Project delay				(80,000)	(80,000)
<b>TOTAL CORPORATE FINANCE VARIANCE</b>	<b>100,000</b>	<b>(48,985)</b>	<b>154,661</b>	<b>(147,633)</b>	<b>58,043</b>

**VARIANCE ANALYSIS  
FOR THE MONTH ENDING NOVEMBER 30, 2011**

Projected for December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>ECONOMIC DEVELOPMENT</b>					
<b>Human Resources</b>					
Reduced travel, cancelled OEEDC conference Registration	1,000				1,000
<b>Office Expense</b>					
Print and publication expenses more efficient, reduced telephone expense	1,600				1,600
<b>Regional Promotions</b>					
Reduced advertising and contracted services to alleviate City deficit	2,000				2,000
<b>Fireworks/Canada Day</b>					
Barge costs for Fireworks higher than anticipated		(1,000)			(1,000)
<b>Investment Attraction</b>					
Reduce attraction activities due to City Deficit	1,500				1,500
<b>Special Projects</b>					
Post-poned initiatives due to deficit	2,400				2,400
<b>TOTAL ECONOMIC DEVELOPMENT VARIANCE</b>	<b>8,500</b>	<b>(1,000)</b>	<b>0</b>	<b>0</b>	<b>7,500</b>
<b>ENVIRONMENTAL SERVICES DEPARTMENT</b>					
<b>ADMINISTRATION</b>					
No variance to report at this time					0
<b>ENGINEERING</b>					
<b>Administration</b>					
1) Staff off on long-term disability, resulting in a projected surplus	2,000				2,000
2) Increase in computer software expenses		(1,300)			(1,300)
<b>Design Engineering</b>					
1) No overtime staff, resulting in a projected surplus	1,600				1,600
2) Reduction in staff training and subscription renewals	800				800
3) Drafting - reduction in sale of tender documents				(1,000)	(1,000)
4) Drafting - reduction in drafting supplies	2,000				2,000
<b>Field Engineering</b>					
1) Reduction in staff training	500				500
2) Reduction in purchases of supplies and repairs to survey equipment	2,000				2,000
<b>SOLID WASTE</b>					
<b>Garbage-Landfill</b>					
1) Staff off on long-term disability, resulting in projected surplus	1,200				1,200
2) Resignation of staff; not being replaced, resulting in projected surplus	5,000				5,000
<b>Waste Collection/Disposal</b>					
1) Reduction in sale of Bag tags and large item bag tags, resulting in a deficit.				(20,000)	(20,000)
2) Reduction in advertising, resulting in projected surplus	2,500				2,500
<b>Waste Diversion</b>					
1) Hazardous Waste Day - will not be held this year, therefore, no expenses, no subsidy from S.O.	14,500				14,500
<b>Waste Management Recycling</b>					
1) Staff off on long-term disability, resulting in projected surplus	3,000				3,000
<b>TOTAL ENVIRONMENTAL SERVICES VARIANCE</b>	<b>35,100</b>	<b>(1,300)</b>	<b>0</b>	<b>(21,000)</b>	<b>12,800</b>

**VARIANCE ANALYSIS  
FOR THE MONTH ENDING NOVEMBER 30, 2011**

**Projected for December 31st**

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>FACILITIES</b>					
<b>Administration</b>					
1) Did not attend training as expected for 2011 due to workload/schedule.	2,000				2,000
<b>GWMC Building Maintenance</b>					
1) Electricity cost higher than budgeted amount.		(6,000)			(6,000)
2) Repairs to building cost lower than budgeted amount.	5,000				5,000
<b>Victoria Building Maintenance</b>					
1) Wages and Benefits lower than anticipated.	8,000				8,000
2) Cellular charges higher than anticipated.		(200)			(200)
3) Electricity cost higher than budgeted amount.		(3,500)			(3,500)
<b>Youth Arena</b>					
1) (a) Surplus reflects minimum staff at facilities during the day time shifts. (b) Day time rentals moved to Memorial Centre were possible.	50,000				50,000
2) (a) Reduced the purchases of uniforms, safety clothes. (b) Surplus being reported under training and professional development.	1,000				1,000
3) Office expenses - has been keep to a minimum including general advertising of Events.	500				500
4) Building Burden - Unexpected repairs & TSSA Inspection.		(25,000)			(25,000)
5) Canteen revenues higher than expected.			2,500		2,500
<b>Memorial Centre</b>					
1) (a) Deficit due to staff necessary to cover off unforeseen sick leave (Jan/Feb/March/Nov./Dec.) and vacation time. Projected surplus at Youth Arena at \$50,000 will help off set the deficit being reported under the Memorial Centre.		(78,000)			(78,000)
2) (a) Reduced the purchases of uniforms, safety clothes. (b) Surplus being reported under training and professional development.	1,000				1,000
3) Office expenses - (a) General expenses kept to minimum for facility. (b) No major ads for Home Show - deferred to 2012.	5,000				5,000
4) Building Burden - (a) Unforeseen major expenses. (b) Windstorm. (c) Major repairs/upgrade re TSSA Inspection.		(30,000)			(30,000)
5) Canteen revenue higher than expected.			2,500		2,500
6) Snow Removal - Deficit due to excessive snowfall during January to March.		(4,500)			(4,500)
7) Community Hall - Rentals reflect increased in facility usage.			20,000		20,000
<b>TOTAL FACILITIES DIVISION VARIANCE</b>	<b>72,500</b>	<b>(147,200)</b>	<b>25,000</b>	<b>0</b>	<b>(49,700)</b>

**VARIANCE ANALYSIS  
FOR THE MONTH ENDING NOVEMBER 30, 2011**

**Projected for December 31st**

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>FINANCE</b>					
<b>Fees and Service Charges</b>					
Revenues higher than anticipated			500		500
<b>Human Resources</b>					
Training and Development reduced to alleviate deficit	2,000				2,000
<b>Wages and Benefits</b>					
Part-time employee hours lower than budget	4,112				4,112
<b>TOTAL VARIANCE FOR FINANCE</b>	<b>6,112</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>6,612</b>
<b>FIRE</b>					
<b>Administration</b>					
Telephone maintenance agreement more than anticipated		(2,660)			(2,660)
Due to recovery of expense from WSIB			38,488		38,488
Crisis Report Fees - less revenue than anticipated				(3,000)	(3,000)
<b>Fire Prevention</b>					
Fees and Service Charges - less revenue than anticipated				(2,500)	(2,500)
NFPA Fire Codes subscription cost higher than budgeted		(470)			(470)
<b>Communications</b>					
Uniform Cleaning Allowance higher than expected due to additional personnel hired to cover leave		(350)			(350)
Increased part time hours to cover maternity leave; non-standard higher than anticipated		(9,000)			(9,000)
<b>TOTAL VARIANCE FOR FIRE</b>	<b>0</b>	<b>(12,480)</b>	<b>38,488</b>	<b>(5,500)</b>	<b>20,508</b>
<b>FLEET &amp; LOGISTICS DIVISION</b>					
<b>Fleet Administration</b>					
1) Projected surplus under Non-Standard Hours due to less after hour calls.	500				500
2) Additional cost for Safe Driver Awards recognition due to number of qualifying employees.		(273)			(273)
3) Reduced the purchase of training materials and supplies.	200				200
4) Office Expenses - (a) Modem and computer line expenses higher than anticipated. (b) Reduced expenditures and purchases in office Equipment Maintenance.		(847)			(847)
<b>Inventory Control &amp; Mgmt</b>					
1) Projected surplus under Non-Standard Hours due to less after hour calls	400				400
2) Did not attend training courses.	319				319
3) Inventory Control - (a) Additional sales of parts (b) Less obsolete parts sold. (c) Unscheduled upgrade/training required for Coencorp Fuel Management System. (d) Reduced purchases and expenditures under maintenance, stock room repairs, contract services and small equipment.	400	(3,600)	2,500	(220)	(920)



**VARIANCE ANALYSIS  
FOR THE MONTH ENDING NOVEMBER 30, 2011**

Projected for December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>FLEET &amp; LOGISTICS (cont'd)</b>					
<b>Fleet Maintenance</b>					
1) (a) Service Maintenance Revenues from out side agents are higher due to increased costing of fuel purchases. (b) Higher service maintenance revenues for internal departments/divisions.			39,533		39,533
2) Indirect Vehicle Accounts - (a) Increased cost of maintaining and operating of second life vehicles. (b) Less after hour calls.	2,100	(16,436)			(14,336)
3) Direct Vehicle Accounts - a) Fuel prices higher than budgeted. B) Surplus being reported under training and professional development	11,500	(31,000)			(19,500)
<b>TOTAL FLEET SECTION VARIANCE</b>	<b>15,419</b>	<b>(52,156)</b>	<b>42,033</b>	<b>(220)</b>	<b>5,076</b>
<b>HUMAN RESOURCES</b>					
Unbudgeted grant received			5,487		5,487
Bereavement Costs lower than anticipated	120				120
Tuition Aid Plan (no applications in 2011)	300				300
In House training	11,000				11,000
Professional Services	1,000				1,000
Advertising - no further requirements for 2011	1,715				1,715
Professional Services		(8,000)			(8,000)
<b>TOTAL VARIANCE FOR HUMAN RESOURCES</b>	<b>14,135</b>	<b>(8,000)</b>	<b>5,487</b>	<b>0</b>	<b>11,622</b>
<b>MAYOR/COUNCIL</b>					
<b>Mayor</b>					
Telecommunications equipment costs higher than budget.		(800)			(800)
Training and professional development and business travel costs higher than budget.		(1,500)			(1,500)
<b>Council</b>					
Training expenses less than budget.	1,500				1,500
<b>TOTAL VARIANCE FOR MAYOR AND COUNCIL</b>	<b>1,500</b>	<b>(2,300)</b>	<b>0</b>	<b>0</b>	<b>(800)</b>
<b>OPERATIONS ADMINISTRATION</b>					
<b>Operations Administration</b>					
Printing, postage and stationary higher than expected.		(2,000)			(2,000)
<b>PARKS SECTION</b>					
<b>Administration</b>					
1) Training/subscription expenditures reduced	1,500				1,500
2) Professional services expenditures reduced	3,500				3,500
<b>TOTAL ADMINISTRATION DIVISION VARIANCE</b>	<b>5,000</b>	<b>(2,000)</b>	<b>0</b>	<b>0</b>	<b>3,000</b>

**VARIANCE ANALYSIS  
FOR THE MONTH ENDING NOVEMBER 30, 2011**

Projected for December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>PARKS DEPARTMENT</b>					
<b>Administration</b>					
1) Human Resource Mgt - (a) No replacement safety clothing required for staff. (b) Non mandatory training deferred.	1,500				1,500
<b>Garage Maintenance</b>					
1) Human Resource Mgt - (a) Less replacement safety clothing required for union personnel. (b) Annual clothing issued cost less than budgeted amount.	1,450				1,450
2) Equipment Training - Non-mandatory training deferred.	4,574				4,574
3) Garage Maintenance - Additional repairs required to work boat outdrive.		(14,576)			(14,576)
3) Grass Cutting - Unbudgeted cutting of Gainford & Legion ball fields.		(5,471)			(5,471)
<b>Green House</b>					
1) Plants - Cost of tulip bulbs and bedding plants less than budgeted amount.	3,431				3,431
<b>Priority Parks</b>					
1) Grounds Maintenance - (a) No material or contract services utilized for weed control. (b) Less fountain work required. (c) Less temporary labour utilized.	11,000				11,000
<b>Community Parks - Operating</b>					
1) Grounds Maintenance - (a) No material or contract services utilized for weed control. (b) Less fulltime labour required than budgeted for.	16,478				16,478
<b>Athletic Fields - Operating</b>					
1) Fees & Services Charges - Field usage revenue slightly less than anticipated due to wet spring.				(447)	(447)
2) Ground Maintenance (a) Brushing at fence lines at soccer fields/ball fields cost more than budgeted amount. (b) Cleanup at swales between M2 & M3 incurred additional costs.		(8,000)			(8,000)
<b>Community Rinks</b>					
1) Outdoor Ice Maintenance - Mild weather in late December/early January resulted in late January rinks start up and resulted in less labour expended.	5,329				5,329
2) Snow Plowing - Parking lots plowing initiated as per other parking lots in winter maintenance policy, therefore, less plowing for small snowfalls required.	5,510				5,510
<b>St. Lawrence Park</b>					
1) Fees & Service Charges - Dive charter and loading passes slightly higher number than anticipated.			313		313
2) Building Burden - Less material purchases required.	317				317
3) Canteen - revenues slightly higher than anticipated.			166		166

**VARIANCE ANALYSIS  
FOR THE MONTH ENDING NOVEMBER 30, 2011**

Projected for December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>PARKS DEPARTMENT (cont'd)</b>					
4) Grounds Maintenance - (a) Additional fulltime labour required to carry out beach/docks and land maintenance operations. (b) One month unbudgeted outhouse rentals.		(2,867)			(2,867)
<b>Trees</b>					
1) Tree Maintenance - Cleanup/removal of downed/damaged trees due multiple windstorms in to April, May and June resulted in unbudgeted charges.		(6,800)			(6,800)
<b>Islands</b>					
1) Fees & Service Charges - Slightly less revenue required from transient camping and docking fees.				(1,356)	(1,356)
2) Grounds Maintenance - No additional labour required to assist regular crew with brushing/crib repairs, islands set up/take down.	10,000				10,000
<b>Aquatics</b>					
1) Two lifeguards left employment one week early.	499				499
<b>Recreational Programs</b>					
1) Riverfest - Less labour expended as Riverfest one day shorter than previous years.	679				679
1) Special Events - Additional labour required (particularly overtime) to carry out required event duties.		(5,342)			(5,342)
<b>Tunnel/Bay/Price Park</b>					
1) Less laundry and ice sale revenues than anticipated due to reduction in transient boaters.				(1,412)	(1,412)
2) Unbudgeted replacement of window plaque in building resulted in contract services deficit.		(3,470)			(3,470)
3) Canteen revenues slightly higher than anticipated.			671		671
4) Additional full time labour required to irrigation and dock repairs/maintenance.		(2,528)			(2,528)
5) (a) Docking revenue was less than budgeted amount. (b) Unbudgeted docks anchor chain inspection.		(2,850)		(12,240)	(15,090)
<b>TOTAL PARKS DEPARTMENT VARIANCE</b>	<b>60,767</b>	<b>(51,904)</b>	<b>1,150</b>	<b>(15,455)</b>	<b>(5,442)</b>
<b>PARKING</b>					
Boat Ramp Parking - additional revenue from new fees			5,000		5,000
Parking Passes - increase in sales			3,000		3,000
Meters - Parking Lots			800		800
Meters - Street				(10,000)	(10,000)
Fines				(24,200)	(24,200)

**VARIANCE ANALYSIS  
FOR THE MONTH ENDING NOVEMBER 30, 2011**

Projected for December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>PARKING (cont'd)</b>					
Wages and Benefits - reduce to part-time	1,800				1,800
Human Resource Management - less spending	800				800
Office expense - Software	6,000				6,000
Office Expense - Contracted Services - online ticket service - delayed to 2012)	5,000				5,000
Signs - Metered areas - less work undertaken in 2011 - short staffed	2,100				2,100
Contribution to parking reserve decrease	9,700				9,700
<b>TOTAL PARKING/RENTAL PROPERTIES VARIANCE</b>	<b>25,400</b>	<b>0</b>	<b>8,800</b>	<b>(34,200)</b>	<b>0</b>
<b>PLANNING</b>					
<b>Fees and Service Charges</b>				(12,000)	(12,000)
<b>Wages and Benefits</b>					0
Recovery of expense			4,329		4,329
Part time wages		(2,836)			(2,836)
<b>BUILDING</b>					
Permit Fees - Building			11,000		11,000
Permit Fees - Plumbing			2,000		2,000
<b>Wages and Benefits</b>					
Full time wages - Contract position postponed to alleviate deficit	32,821				32,821
Benefits	8,714				8,714
Training and professional development	7,000				7,000
<b>TOTAL PLANNING &amp; BUILDING SECTIONS VARIANCE</b>	<b>48,535</b>	<b>(2,836)</b>	<b>17,329</b>	<b>(12,000)</b>	<b>51,028</b>
<b>PUBLIC WORKS</b>					
<b>Roadside Maintenance</b>					
1) (a) Work & Customer Services - Less work, ie. Curb cutting, required by outside agencies/individuals. (b) Less Work requested by outside agencies/individuals.	3,248			(6,152)	(2,904)
2) Boulevards – (a) Unbudgeted repair on Scace Avenue (b) Additional expenses incurred repairing areas damage during winter maintenance operations.		(4,974)			(4,974)
3) DBIA Area -(a) Replacement of damage granite tree protector resulted in additional expenditures. (b) Additional finger signs requested to be installed by DBIA.		(456)			(456)
4) Litter Pickup - a) Spring roadside pickup incurred additional man hours to complete. B)With elimination of temporary for Sept. - Nov., full time operator has to be assigned. Offset by reduced labour costs in other areas.		(3,217)			(3,217)
5) Guard Rails/Fencing - Fencing at GWMC compound deferred. (b) No further materials purchased.	11,912				11,912

**VARIANCE ANALYSIS  
FOR THE MONTH ENDING NOVEMBER 30, 2011**

**Projected for December 31st**

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>PUBLIC WORKS (cont'd)</b>					
6) Railway Crossing Improvement - (a) Perth Street Crossing rehab carried out by CN (b) Pedestrian gate crossing maintenance fee less than initially advised by CN.	12,116				12,116
7) Riverfest Activities - Less labour expended as Riverfest 1 day shorter than previous years. (no activities on Thursday).	1,144				1,144
8) Internal Concrete Program - No contract service for concrete testing was carried out.	2,108				2,108
<b>Roadway Maintenance</b>					
1) Hot Patch - Unable to complete total program due to manpower allotment reduction and commitment to other projects.	8,201				8,201
2) Cold Patch - A wet spring resulted in major frost-related pothole reoccurrences in roadways.		(23,801)			(23,801)
3) Road Grading - No crossfall improvements carried out this year, resulting in a projected year end surplus.	3,194				3,194
4) Dust Control - No dust control anticipated to be carried out, resulting in a projected year end surplus.	609				609
5) Street Cleaning - Students decided to terminate employment one week early.	2,668				2,668
<b>Traffic Maintenance</b>					
1) Zone Painting - (a) Wet weather incurred additional labour costs. (b) Additional hand machine painting for micro seal and asphalt overlay areas.		(2,311)			(2,311)
2) Signs Street Name - Less street name sign replacement required.	1,367				1,367
<b>Winter Control – Roads</b>					
1) Snow Removal -If average snowfall for November/December occurs a deficit will result.		(35,917)			(35,917)
2) Abrasive Application - (a) More minor plowing utilized as numerous snowfalls less than 2.5" minimum to undertake major plowing operation. (b) Budget based on 178 cm yearly snowfall.		(6,710)			(6,710)
<b>Winter Controls – Sidewalks</b>					
1) Snow Plowing - (a) More sidewalk plowing due to frequent snowfalls. (b) Budget based on 178 cm yearly snowfall.		(4,200)			(4,200)
3) Abrasive Application - (a) Less sidewalk sanding due to snowfall covering sidewalks. (b) Budget based on 178 cm yearly snowfall.	5,706				5,706
<b>Administration</b>					
1) Human Resources - (a) Less replacement safety clothing required. (b) Non mandatory training deferred.	2,940				2,940
<b>Public Works Garage Operating</b>					
1) Additional work requested by other departments with cost to be absorbed by Public Works.		(2,863)			(2,863)

**VARIANCE ANALYSIS  
FOR THE MONTH ENDING NOVEMBER 30, 2011**

**Projected for December 31st**

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>PUBLIC WORKS (cont'd)</b>					
2) Human Resources - (a) Less replacement safety clothing required. (b) Annual Shirt and pant allotment cost less than budgeted amount.	2,230				2,230
3) Equipment Training - Insufficient contract funding for contract trainer. Surplus labour resulted.	6,799				6,799
4) Yard Maintenance - Due to labour allotment reduction, unable to complete total program.	3,000				3,000
5) Work & Customer Services - (a) Charges not being inputted when other Department employees utilized equipment. (b) Due to vacation/sick days/other work commitments so work requested by other Department had to be contracted out which reduced equipment revenue.				(9,807)	(9,807)
6) Vehicle Maintenance - Less equipment repair required to be carried out than anticipated between May and August.	16,134				16,134
<b>Storm Water Maintenance</b>					
1) Catch Basin Cleaning - Less labour than anticipated to carry out cleaning program.	2,336				2,336
2) System Maintenance - Additional expenditure incurred for a) MH/CB repair in overlay areas. B) Unbudgeted redirect of Wedgewoods Street service from sani main to storm main.		(12,771)			(12,771)
3) Main Line clearing - less labour than anticipated was required to clean programs 8600 LM of storm mains.	9,084				9,084
4) Ditches and Culverts - (a) Cost for Fairway ditching projects less than budgeted. (b) Hillcrest ditching project deferred.	23,730				23,730
5) Creek Maintenance - Numerous severe windstorms caused additional fallen tree removal from creek system.		(3,791)			(3,791)
<b>TOTAL PUBLIC WORKS SECTION VARIANCE</b>	<b>118,526</b>	<b>(101,011)</b>	<b>0</b>	<b>(15,959)</b>	<b>1,556</b>
<b>TOURISM</b>					
No variances to report at this time.					
<b>TOTAL VARIANCE FOR TOURISM</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSPORTATION DIVISION</b>					
<b>TRANSIT SECTION</b>					
<b>Transit Administration</b>					
1) Projected year end ridership up 5,000 rides over last year			18,000		18,000
2) Human Resource - did not attend meeting	1,500				1,500
3) Office expenses - reduced printing cost	1,500				1,500
<b>Transit Operating</b>					
1) Promotional cost reduced	1,250				1,250
2) Bus Stop Signs - Projected surplus at year end provided no vandalism	3,500				3,500
3) Winter Control Bus Stop - Projected deficit being reported based on estimated winter control in November and December		(3,500)			(3,500)
4) Vehicle maintenance higher than anticipated due to increased repairs required to maintain bus safety and performance b) Fuel cost higher than budgeted		(21,810)			(21,810)

**VARIANCE ANALYSIS  
FOR THE MONTH ENDING NOVEMBER 30, 2011**

**Projected for December 31st**

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>TRANSPORTATION DIVISION (cont'd)</b>					
<b>Transit – Para</b>					
1) Projected year end ridership 1,580 below budget estimate due to first complete year with new contract and 2 buses				(2,843)	(2,843)
2) Human Resource - did not attend meeting	1,600				1,600
<b>PEDESTRIAN &amp; VEHICLE INFRASTRUCTURE</b>					
<b>PVI- Supervisory Administration</b>					
1) Software renewal less than budget amount	250				250
2) Human Resources - expenses more than budget		(285)			(285)
<b>PVI- Field Services</b>					
1) Field Services - (a) Wages & Benefits - Student (b) Full time hours actual vs. budget estimated c) Overlap of replacement wages to cover maternity leave. (d) Offset by surplus in other wages & benefit accounts.		(31,910)			(31,910)
2) Human Resource - attend two workshops		(227)			(227)
<b>Traffic Control</b>					
1) Traffic Signals - a) Damages due to windstorms. b) Vehicle hit and damaged signals - driver/car not known, unable to recover costs. C) Old controllers		(21,691)			(21,691)
2) Traffic & Transportation Survey - based on anticipated year end hours	3,392				3,392
3) Traffic Counting program - a) Completed for the year, expenses lower than anticipated. B) actual hours vs. budgeted hours	1,094				1,094
<b>Crossing Guards</b>					
Within budget at this time.					0
<b>Street Lighting</b>					
1) Street Light Maintenance - a) Concrete pole purchased & installed. B) Hydro One transformers charge out. C) Wind damage		(31,000)			(31,000)
2) Street Lighting Improvements - Not to be spent to overall City deficit.	3,931				3,931
<b>Roadways</b>					
1) Bridges and Culvert Inspection - actual hours vs. budget estimated, resulting in surplus	3,178				3,178
2) Roads Reconstruction - actual hours vs. budget estimated, resulting in surplus	1,334				1,334
<b>TOTAL TRANSPORTATION VARIANCE</b>	<b>22,529</b>	<b>(110,423)</b>	<b>18,000</b>	<b>(2,843)</b>	<b>(72,737)</b>
<b>AIRPORT</b>					
1) New rentals in City hanger.			1,938		1,938
2) Human Resource expenses less than budget amount.	200				200
3) Contract tender ads and new Xplornet monthly charge.		(479)			(479)
4) Management Cont. - Extra work not required and full HST rebate.	2,000				2,000
5) (a) Increase fuel sales. (b) Full HST ITC on fuel purchases.	5,000		2,345		7,345
6) Navigational Aids - windstorm damage repairs.		(2,500)			(2,500)
<b>TOTAL AIRPORT VARIANCE</b>	<b>7,200</b>	<b>(2,979)</b>	<b>4,283</b>	<b>0</b>	<b>8,504</b>

**VARIANCE ANALYSIS  
FOR THE MONTH ENDING NOVEMBER 30, 2011**

**Projected for December 31st**

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>CEMETERY</b>					
<b>Revenue</b>					
Grave sales lower than anticipated				(4,000)	(4,000)
Columbarium sales lower than anticipated				(7,000)	(7,000)
Fewer Interments than anticipated				(8,000)	(8,000)
Miscellaneous Revenue surplus due to unanticipated donation			7,900		7,900
<b>Office Expense</b>					
Stationery, Advertising, and Contracted Services less than anticipated	5,000				5,000
<b>Building Burden</b>					
Repairs to Cemetery House required		(9,300)			(9,300)
<b>Grounds Maintenance</b>					
Reduced expenditures in grounds maintenance to offset revenue shortfalls	10,000				10,000
<b>TOTAL CEMETERY VARIANCE</b>	<b>15,000</b>	<b>(9,300)</b>	<b>7,900</b>	<b>(19,000)</b>	<b>(5,400)</b>
<b>COMMITTEE OF ADJUSTMENT</b>					
No Variance to report at this time					
<b>TOTAL COMMITTEE OF ADJUSTMENT VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>HERITAGE BROCKVILLE</b>					
No Variance to report at this time					
<b>TOTAL HERITAGE BROCKVILLE VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>LIBRARY</b>					
No Variance to report at this time					
<b>TOTAL LIBRARY VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>MUSEUM</b>					
<b>Fees and Service Charges</b>					
Bequests, pledges and donations less than anticipated				(3,000)	(3,000)
Hall Rentals increased			600		600
<b>Human Resource Management</b>					
Reduced training and professional development	700				700
Received Grant from CMA which was not budgeted			1,000		1,000
<b>Office Expense</b>					
Over expenditure in advertising		(525)			(525)
Printing, postage and stationery supplies	1,000				1,000
<b>Building Burden</b>					
Electricity consumption less than anticipated	2,000				2,000
Natural Gas consumption less than anticipated	1,500				1,500
Water expenses higher than anticipated		(300)			(300)
<b>Curatorial</b>					
Purchases required for the care of unanticipated donated collections including Recorder and Times negatives, St. Lawrence Shipping Collection, and the Ian Innis negative collection. Assistance with these expenses will be requested from the Friends of the Brockville Museum.		(2,800)			(2,800)
<b>Programming</b>					
Anticipating shortfall in Programming revenues for the end of the year				(2,000)	(2,000)
Contracted services for programming higher than anticipated		(1,000)			(1,000)
<b>TOTAL MUSEUM VARIANCE</b>	<b>5,200</b>	<b>(4,625)</b>	<b>1,600</b>	<b>(5,000)</b>	<b>(2,825)</b>



**VARIANCE ANALYSIS  
FOR THE MONTH ENDING NOVEMBER 30, 2011**

Projected for December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>POLICE</b>					
<b>Administration</b>					
In-car laptops not included in Capital Budget - funded through operating expenses		(9,000)			(9,000)
Computer equipment purchased as per E-Crimes Grant		(12,000)			(12,000)
Building supplies and maintenance (includes required Health and Safety modifications to cell area)		(15,000)			(15,000)
<b>Criminal Checks &amp; Records</b>					
Surplus due to increase in criminal record checks			170,000		170,000
Part-time position required to keep up with CRC demand		(28,500)			(28,500)
<b>Court Services</b>					
Personnel - part-time employee required due to personnel issue		(23,000)			(23,000)
<b>Enforcement</b>					
E-Crimes Grant			30,300		30,300
Additional Training - E-Crimes		(18,300)			(18,300)
Overtime required		(75,000)			(75,000)
<b>TOTAL POLICE VARIANCE</b>	<b>0</b>	<b>(180,800)</b>	<b>200,300</b>	<b>0</b>	<b>19,500</b>
<b>Debt Charges</b>					
Surplus for estimated debt charges that were budgeted in 2011 but not debentured	23,590				23,590
<b>TOTAL DEBT CHARGES VARIANCE</b>	<b>23,590</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>23,590</b>
<b>ANTICIPATED Y/E VARIANCE FOR THE CITY OF BROCKVILLE</b>	<b>597,575</b>	<b>(742,061)</b>	<b>547,948</b>	<b>(370,295)</b>	<b>33,167</b>



**City of Brockville**  
**Treasurer's Report**  
**Projected Year End Surplus (Deficit)**  
**Water and Wastewater Budgets**  
**For the period ending November 30, 2011**

	EXPENDITURES	REVENUES	PROJECTED NET YEAR END SURPLUS (DEFICIT)
<b><u>WATER</u></b>			
Treasury - Revenue Department	750	(5,000)	(4,250)
Water Rate Administration			
Environmental Services			
Administration	0	0	0
Fleet & Inventory Control	1,056	3,001	4,057
Engineering	1,500	0	1,500
Water Distribution	(10,000)	10,000	0
Water Treatment	0	0	0
Debt Charges	29,000	0	29,000
<b>PROJECTED YEAR END SURPLUS/(DEFICIT)</b>	<b>22,306</b>	<b>8,001</b>	<b>30,307</b>

<b><u>WASTEWATER</u></b>			
Treasury - Revenue Department	10,500	(390,000)	(379,500)
Environmental Services			
Administration	0	0	0
Engineering	0	0	0
Wastewater Collection	69,000	2,000	71,000
Water Pollution Control	16,000	0	16,000
Debt Charges	23,000	0	23,000
<b>PROJECTED YEAR END SURPLUS/(DEFICIT)</b>	<b>118,500</b>	<b>(388,000)</b>	<b>(269,500)</b>

**VARIANCE REPORT AS AT NOVEMBER 30, 2011**

**WATER RATE ADMINISTRATION**

**Projected to December 31st**

Department/Board/Division	EXPENSE		REVENUE		Impact
	Surplus	(Deficit)	Surplus	(Deficit)	on Budget Surplus (Deficit)
<b>FINANCE - WATER REVENUE</b>					
<b>Water Revenue Rural</b>					
Consumption is down for E-town clients				(5,000)	(5,000)
<b>Water Revenue</b>					
Training and professional development	750				750
<b>TOTAL WATER REVENUE VARIANCE</b>	<b>750</b>	<b>0</b>	<b>0</b>	<b>(5,000)</b>	<b>(4,250)</b>
<b>ENVIRONMENTAL SERVICES DEPARTMENT – WATER DISTRIBUTION ADMINISTRATION DIVISION</b>					
Within budget at this time.					0
<b>TOTAL ADMINISTRATION DIVISION VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FLEET INVENTORY CONTROL &amp; MGMT DIVISION</b>					
1) Projected year end surplus being reported under Non-Standard Hours.	400				400
2) Human Resources - (a) Projected year end surplus being reported under training and professional development due to work load, therefore reducing the number of training courses taken by Inventory/Payroll Clerk. (b) Reduced the purchase of uniforms and safety shoes, therefore resulting in a projected surplus at year end.	550				550
3) Inventory Control - (a) Surplus under Inventory Control is due to sale of parts to outside agents. (b) Reduced the repairs, maintenance and contracted services to the Water Stock room, therefore projected year end surplus being reported. (c) Reduced the purchase of materials and supplies, resulting in a projected year end surplus. (d) Freight charges higher than budgeted amount.	1,300	(194)		3,001	4,107
4) Fleet maintenance charges to maintain and operate second life water vehicles.		(1,000)			(1,000)
<b>TOTAL FLEET INVENTORY CONTROL &amp; MGMT DIVISION VARIANCE</b>	<b>2,250</b>	<b>(1,194)</b>	<b>0</b>	<b>3,001</b>	<b>4,057</b>
<b>ENGINEERING DIVISION</b>					
1) Reduction in materials and supplies and printing, postage and stationery.	1,500				1,500
<b>TOTAL ENGINEERING DIVISION VARIANCE</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500</b>

**VARIANCE REPORT AS AT NOVEMBER 30, 2011**

**WATER RATE ADMINISTRATION**

**Projected to December 31st**

<b>Department/Board/Division</b>	<b>EXPENSE</b>		<b>REVENUE</b>		<b>Impact</b>
	<b>Surplus</b>	<b>(Deficit)</b>	<b>Surplus</b>	<b>(Deficit)</b>	<b>on Budget Surplus (Deficit)</b>
<b>WATER SYSTEMS DIVISION</b>					
<b>WATER DISTRIBUTION</b>					
<b>Administration</b>					
1) Projected deficit due to reallocation of treatment staff for distribution work.		(20,000)			(20,000)
<b>Main Repair/Replacement</b>					
Within budget at this time.					0
<b>Service Repair/Replacement</b>					
Projected surplus due to decrease in service repair work.	10,000				10,000
<b>Cleaning/Disinfect</b>					
Within budget at this time.					0
<b>Inspection/Leak Detect</b>					
Projected surplus in leak detection.	1,000				1,000
<b>Water Quality/Sampling</b>					
Increase samples due to construction project and main repairs.		(1,000)			(1,000)
<b>Hydrants/Water</b>					
Projected deficit due to increased overtime to remain compliant with annual fire hydrant inspection regulations.		(5,000)			(5,000)
<b>Works/Customer Service</b>					
(a) Increase in re-billable customer service work- construction projects, tapping watermain for other Municipalities. (b) Increase in materials purchased for customer service work.		(5,000)	10,000		5,000
<b>Surface Repair</b>					
Expenses lower than budget amount, therefore resulting in a projected surplus at year end.	10,000				10,000
<b>TOTAL WATER DISTRIBUTION MAINTENANCE VARIANCE</b>	<b>21,000</b>	<b>(31,000)</b>	<b>10,000</b>	<b>0</b>	<b>0</b>

**VARIANCE REPORT AS AT NOVEMBER 30, 2011**

**WATER RATE ADMINISTRATION**

**Projected to December 31st**

<b>Department/Board/Division</b>	<b>EXPENSE</b>		<b>REVENUE</b>		<b>Impact</b>
	<b>Surplus</b>	<b>(Deficit)</b>	<b>Surplus</b>	<b>(Deficit)</b>	<b>on Budget Surplus (Deficit)</b>
<b>WATER TREATMENT PLANT Administration</b>					
1) (a) Wages & Benefits - Projected surplus due to treatment operators time reallocated to distribution work. (b) Reporting a projected deficit under non-standard hours due to vacant operator position. (c) OIT in training unable to assume OIC dues. (d) Payout of retirement.	25,000	-25,000			0
2) Small deficit due to increase in Fees/Subscriptions (operator licensing and DWQMS Operational Plan submission charges).		-1,000			-1,000
3) (a) Projected surplus in chemicals due to lower plant production and new coagulant chemical used in summer months. (b) Projected surplus in lab services due to revision of sampling schedule.	7,000				7,000
4) Projected deficit due to increase in fuel cost and maintenance and repairs on older fleet equipment.		-6,000			-6,000
<b>TOTAL WATER TREATMENT PLANT VARIANCE</b>	<b>32,000</b>	<b>-32,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL WATER SYSTEMS DIVISION VARIANCE</b>	<b>53,000</b>	<b>-63,000</b>	<b>10,000</b>	<b>0</b>	<b>0</b>
<b>DEBT CHARGES</b>					
Surplus for estimated debt charges that were budgeted in 2011 but not debentured	29,000				29,000
<b>TOTAL DEBT CHARGES VARIANCE</b>	<b>29,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29,000</b>
<b>TOTAL VARIANCE FOR WATER RATE ADMINISTRATION</b>	<b>86,500</b>	<b>(64,194)</b>	<b>10,000</b>	<b>(1,999)</b>	<b>30,307</b>

# VARIANCE REPORT AS AT NOVEMBER 30, 2011

## WASTEWATER RATE ADMINISTRATION

Projected to December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>FINANCE - WASTEWATER REVENUE</b>					
<b>Wastewater Revenue</b>				(350,000)	(350,000)
Revenue deficit of wastewater billing due to anomalies not fully taken into consideration in budget formulas					
<b>Wastewater Revenue - Elizabethtown</b>				(40,000)	(40,000)
Revenue deficit of wastewater billing due to anomalies not fully taken into consideration in budget formulas and decreased water consumption					
<b>Office Expense</b>	9,500				9,500
Limited spending to mitigate revenue shortfall					
<b>Training &amp; Professional Development</b>	1,000				1,000
Limited spending to mitigate revenue shortfall					
<b>TOTAL WASTEWATER REVENUE VARIANCE</b>	10,500	0	0	(390,000)	(379,500)
<b>OPERATIONS DEPARTMENT – WASTEWATER DISTRIBUTION</b>					
<b>ADMINISTRATION DIVISION</b>					
Within budget at this time.					0
<b>TOTAL ADMINISTRATION VARIANCE</b>	0	0	0	0	0
<b>ENGINEERING</b>					
Within budget at this time.					0
<b>TOTAL ENGINEERING VARIANCE</b>	0	0	0	0	0
<b>Wastewater Collection System</b>					
<b>Wastewater Collection</b>					
<b>Administration</b>					
Within budget at this time.					0
<b>Garage-Operating</b>					0
Within budget at this time.					
<b>Equipment Training</b>					
Training is complete for WPCC staff no training was provided for Public Works Staff with Collection Licenses.	20,000				20,000
<b>Work &amp; Customer Services</b>					
Call volumes higher than anticipated.		(6,000)	2,000		(4,000)
<b>Surface Repair</b>					
Within budget at this time.					0
<b>Wastewater Mainline Cleaning</b>					
(a) Better rate for Contracted cleaning . (b) Reduction in staff time required to complete in-house work.	15,000				15,000
<b>Wastewater Connection Maintenance</b>					
(a) Reduction in number of service repairs made. (b) Reduction in Materials/Supplies purchased. (c) Only the most urgent services were repaired.	40,000				40,000
<b>Debt Charges</b>					
Within budget at this time.					0
<b>TOTAL WASTEWATER COLLECTION VARIANCE</b>	75,000	(6,000)	2,000	0	71,000

# VARIANCE REPORT AS AT NOVEMBER 30, 2011

## WASTEWATER RATE ADMINISTRATION

Projected to December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>WATER POLLUTION CONTROL CENTRE</b>					
<b>Sewage Plant</b>					
1) Wages and Benefits (a) Will be a deficit at the WPCC and a surplus at the Main Pumping Station, Leachate and Pumping Station for both full and part time staff. (b) Overtime to be credited from upgrade project.		(60,000)			(60,000)
2) Reduction in out of town conferences and training as per budget cut backs.	10,000				10,000
3) Plant Operations - (a) Chemical costs higher due to new polymer as part of the Upgrade and hot dry fall using more Ferric and Sodium. (b) Reduction of material & supplies Facility Contracted Services due to cut backs.	25,000	(40,000)			(15,000)
<b>Abatement</b>					
Within budget at this time.					0
<b>Main Pumping Station</b>					
1) Wages and Benefits - Full time and part time staff will be reporting a surplus as more time allocated to the WPCC.	16,000				16,000
2) Reduction of Materials and supplies and contracted services.	10,000				10,000
<b>Pump Stations</b>					
1) Wages and Benefits - Full time and part time staff will be reporting a surplus as more time allocated to the WPCC.	30,000				30,000
<b>Leachate Station</b>					
1) Wages and Benefits - Full time and part time staff will be reporting a surplus as more time allocated to the WPCC.	20,000				20,000
2) Reduction of Materials and supplies and contracted services required at the Leachate Station.	5,000				5,000
<b>TOTAL WATER POLLUTION CONTROL CENTRE VARIANCE</b>	116,000	(100,000)	0	0	16,000
<b>TOTAL WASTEWATER SYSTEMS VARIANCE</b>	191,000	(106,000)	2,000	0	87,000
<b>DEBT CHARGES</b>					
Surplus for estimated debt charges that were budgeted in 2011 but not debentured	23,000				23,000
<b>TOTAL DEBT CHARGES VARIANCE</b>	23,000	0	0	0	23,000
<b>TOTAL VARIANCE FOR WASTEWATER RATE ADMINISTRATION</b>	224,500	(106,000)	2,000	(390,000)	(269,500)

**Corporation of the City of Brockville**  
**Capital Variance Report**  
**For the period ending November 30, 2011**

Project	Budget Carry-Forward (from previous years- <i>UNAUDITED</i> )	2011 Budget	Unspent Funds Surplus/ (Deficit)	Projected Variance	Notes / Comments
BMAAC	19,786	45,000	55,026	-	Projects are on-going.
BMHC Business Plan		7,500	-	-	Project is complete. No variance anticipated.
Building Maintenance	205,945	150,750	115,938	16,987	Projects are on-going and it is anticipated that they will be completed within budget. Approved 2010 budget included the issuance of \$150,000 debenture for the BAC Fire Escape which is reflected in the amount carried forward from previous years.
Brockville History Book	(74,409)	0	(72,997)	-	Deficit to be offset by future book sales. Prices have been lowered to encourage sales.
Fleet	524,053	792,820	980,039	141,426	Surplus to be distributed back to original source - Water/Wastewater/Fleet Reserve Fund.
GIS Engineering	(22,097)	-	(32,273)	-	Work is in progress. Status of COMRIF funding is being investigated.
GWMC Solar Project	469,000	-	458,315	-	Project was awarded to Four-O-One Electric for \$469,000.
Corporate Systems Upgrade	91,959	230,000	(43,629)	-	Work is continuing on the Fire Console, 911 upgrade, ERP, Planning Dept. project, Disaster Recovery System and the Document Management System. Revenue from cost-share agreement has not been factored into this variance for the Fire Console. Dictaphone project is approximately \$5,000 over budget and it is anticipated that this deficit will be offset by surplus's in other projects within the Corporate Systems Upgrade umbrella.
Computer Replacement Program	79,153	127,925	31,467	-	Project is on-going and it is anticipated that it will be completed within budget.
Land Sales			15,000	-	
Energy Retrofits / Powerblitz/Lighting Retrofit	-		(10,886)	-	Project to be funded from Federal Gas Tax funds.
MC 45		600,000	522,737	-	Includes the purchase of 45 Water St.
2006 Minor Capital	3,864	-	3,864	(139)	The Telecom redundancy project is on-going.
2008 Minor Capital	(6,285)	-	(8,832)	-	Projects are on-going and anticipated to come in on budget.
2009 Minor Capital	(7,857)	-	(7,857)	-	Deficit due mainly to "electrical reconnection of streetlights project" that was approx. \$11,000 over budget in 2010. As well, partner municipalities to be billed for share of X-Pert loader software.
2010 Minor Capital	10,332	-	10,332	-	Projects are on-going and anticipated to come in on budget.





**Corporation of the City of Brockville**  
**Capital Variance Report**  
**For the period ending November 30, 2011**

Project	Budget Carry-Forward (from previous years-UNAUDITED)	2011 Budget	Unspent Funds Surplus/ (Deficit)	Projected Variance	Notes / Comments
2011 Minor Capital	-	91,000	52,774	-	Projects are on-going and anticipated to come in on budget. (a) The Road Weather Information Station installation has now been completed at a cost of \$23,096 (after HST rebate), (b) 2 - Traffic Controllers - Purchased and at contractors location, still require installation. An estimated surplus of \$7,215.74 is being reported for this project.
Protective and Security Measures	11,378	-	11,378	-	Funds to be used in 2011 for security related projects.
Brockville Cemetery Property Survey		5,000	-	-	Project is complete. No variance anticipated.
Brockville Memorial Centre Solar Project		-	183,936	-	Memorial Centre Solar originally budgeted for \$1,100,000 from FGT (\$800,000 in 2009 and \$300,000 in 2010). This project was awarded to Upper Canada for \$1,429,000. This project was approved for a FCM loan. The City will repay the loan from FGT. No variance anticipated.
Replace Portable & Mobile radios	-	53,900	53,900	-	It is anticipated that the project will be completed within budget.
Scott Air Pack		40,000	40,000	-	It is anticipated that the project will be completed within budget.
Landfill Site Closure	(3,304)		(15,445)	-	Funds of \$46,498 were approved in late 2009 to fund a Waste Management Sustainability Study. Study has cost \$47,825. In addition, the 2010 Operating Budget included a contribution of \$147,000 from this project.
Asphalt/Concrete Program	(120)	450,000	12,527	13,701	Project is complete.
Bridge Inspection Services	20,613	-	19,830	11,633	Surplus from 2009 will be the funding source for the required 2011 bridge inspections. Tender awarded. Completion prior to year end.
Broad Street		275,000	271,599	-	
Brockville Transportation Planning Study	76,100		76,100	76,100	Project on-going. The study to be completed in conjunction with Official Plan update. Possible funding source of Official Plan.
Centre Street Reconstruction	-	283,971	279,115	-	It is anticipated that the project will be completed within budget.
Ernst Fox Quay	40,000	-	37,010	6,419	Work almost completed. Project to be funded from Federal Gas Tax.
Fencing - CN Railways	3,225	-	3,225	-	Used continuously to make repairs to fences from vandalism.
Grenville Court Reconstruction		400,000	101,918	-	Project has been completed. Follow-up camera inspection work to be completed in 2012.
Kingston Bridge Repairs	27,000		27,000	-	Work is anticipated to be completed within budget. Debentures of \$40,000 were approved to be issued in the 2010 Capital Budget. Deferred to 2012.
King St. West Reconstruction	123,973	-	123,973	123,973	Project complete. Funds can be used to help offset deficits in George St. and Jessie St. projects.



# **BROCKVILLE**

CITY OF THE 1000 ISLANDS

## **Corporation of the City of Brockville** **Capital Variance Report** **For the period ending November 30, 2011**

<b>Project</b>	<b>Budget Carry-Forward (from previous years-UNAUDITED)</b>	<b>2011 Budget</b>	<b>Unspent Funds Surplus/ (Deficit)</b>	<b>Projected Variance</b>	<b>Notes / Comments</b>
Louis Street Reconstruction	6,148		6,148	6,148	Project is complete. Project can be closed and the surplus can be used towards other projects.
Parking Meters	22,678		22,678	-	Project delayed due to delay in release of meter technology. Plan to complete in 2011.
North Augusta Rd culvert repairs		170,000	170,000	-	It is anticipated that the project will be completed within budget. Deferred to 2012.
Opticom Equipment - vehicular and traffic light		33,500	26,981	-	It is anticipated that the project will be completed within budget.
Pre-Engineering Services	20,125		14,930	-	On-going. \$5,000 has been budgeted to be used for the Cemetery lot survey.
Parkedale Avenue Realignment	162,084		162,084	-	Project is complete. Funds have been held to offset the future cost of traffic signals, if mandated, to install.
Parkview Blvd. Reconstruction		350,000	76,017	-	Project has been completed. Follow-up camera inspection work to be completed in 2012.
Parking Lot Improvements	-	74,183	47,499	40,009	Project completed.
Roads & Bridges Funding	5,743		5,743	5,743	Interest earned on subsidy funds. Funds can be used to help offset the deficit of road related capital projects.
Energy Efficient Street Light Conversion		428,591	44,168	(9,899)	Project to be funded from Federal Gas Tax Funds. Tender \$421,178 + HST, City Hall Globes \$1,165 + HST, Labour Hardy Park to tip over poles \$2,400 + HST, 12 new fixtures Hardy Park \$5,484 + HST, 4 extra fixtures not in tender \$679.32. Current Hold Back of \$42,117.80 for defective parts replacement.
Traffic and Transportation Master Plan	-	75,000	75,000	-	It is anticipated that the project will be completed within budget.
Dechlorination Station Equipment	50,283		50,283	-	On-going. Engineering staff researching for a suitable solution.
Waste management study	18,819	10,000	15,929	-	Sufficient funds to cover carrying costs for several years. 2011 budget funded from previous years surplus.
Elmhurst water distribution	12,761		12,761	-	
Ferguson Drive - Pressure Reducing Valve Installation	(12,240)		(12,240)	(12,240)	Project complete.
George Street Sewer Separation	(14,742)		(15,462)	(15,462)	Carry-forward amount includes debentures in the amount of \$58,288 that have not yet been issued.
Front Ave Railway Crossing	(1,378)	-	(1,378)	-	Project to be funded by debentures when complete.
Jessie Street Sewer Separation	(104,627)		(104,627)	(104,627)	Carry-forward amount includes debentures in the amount of \$151,711 that have not yet been issued.

**Corporation of the City of Brockville**  
**Capital Variance Report**  
**For the period ending November 30, 2011**

Project	Budget Carry-Forward (from previous years- <i>UNAUDITED</i> )	2011 Budget	Unspent Funds Surplus/ (Deficit)	Projected Variance	Notes / Comments
Landfill Leachate Treatment System	298,982		298,982	-	Project is on-going. Carry forward amount includes \$280,000 in debentures that have not yet been issued.
Central Ave. West Manhole/Sewer Rehabilitation		150,000	150,000	-	It is anticipated that the project will be completed within budget.
North Trunk Sanitary Sewer		110,000	110,000	-	It is anticipated that the project will be completed within budget.
Ormond Street Watermain	34,080		34,080	-	Project is complete. Project to be funded from the issuance of debentures in the amount of \$260,000.
Sewer Inflow/Infiltration Analysis	129,853		128,972	-	Project is on-going
Service Upgrades	41,891		24,852	-	Project is on-going.
Stewart Blvd	78,447		78,447	-	Work is in progress.
Water Pollution Control Plant Equipment	666,502	312,500	812,967	30,463	Projects are on-going.
Water Pollution Control Plant Secondary Treatment Upgrade	13,929,466	13,055,000	16,490,436	-	Project is on-going. Project has been approved for 50% Federal funding and 16.67% Provincial funding.
Water Service Hydrant Leads	(8,022)		(10,572)		Work is complete. Deficit will be funded from Services Upgrade account.
Water Systems Master Plan		50,000	50,000	-	Projects are on-going.
Water Treatment Plant Work	303,815	390,000	391,879	58,332	Projects are on-going.
Expansion of the Zone 3 pressure area	40,452		40,452	-	Project is on-going.
Buckingham Canada Intake #2	1,823		1,823	-	Funding for this project is 1/3 federal, 1/3 provincial, 1/3 municipal. No variance anticipated.
Brimley - Community Park	31,667		31,667	(10,572)	Project complete. Additional sand fill was required to level the site for the play structure.
Leash-Free Dog Park	874		1,418	-	
Electricity at Court House Green	(1,579)		(1,579)	(1,579)	Project is complete. Deficit caused by tree removal.
Project Encore - Including Theatre Manager Software	(18,849)		(18,675)	-	Grand Opening was October 3, 2009.
Fire Curtain at BAC			16,676	16,676	Costs were less than budget resulting in a surplus.



**BROCKVILLE**  
CITY OF THE 1000 ISLANDS

**Corporation of the City of Brockville**  
**Capital Variance Report**  
**For the period ending November 30, 2011**

Project	Budget Carry-Forward (from previous years-UNAUDITED)	2011 Budget	Unspent Funds Surplus/ (Deficit)	Projected Variance	Notes / Comments
Fulford Fountain	3,500		3,500	3,500	Project is complete. Project to be closed at year end.
HVAC System at Brockville Arts Centre	214		214	214	Project is complete.
Islands Environmental Assessment	11,282		11,282	-	Project is complete. Surplus can be used to fund other deficits.
Pedestrian Pathway Linkage	10,831		10,831	-	Funds have been held for possible future phases.
Pedestrian Bridge Repairs	27,581		27,581	13,533	Debentures in the amount of \$40,000 were approved in the 2010 Capital Budget. Deferred \$9,000 (estimated cost) , to install a wall on the south side of the structure for runoff and overlay 100' of asphalt sidewalk from the west end of Downy Street to the bridge; to be completed in 2012.
Parkland Equipment Management Program	112,387	89,405	32,869	(9,064)	Projects have been completed, reported deficit of (\$9,064).
Power Pedestals - Centeen Park	-	45,000	45,000	-	No variance anticipated. Deferred \$45,000 pending on grant money.
RinC - Memorial Centre	(23,937)		(2,216)	-	Project complete.
RinC - Youth Arena	(28,242)		(50,650)	(10,000)	Project complete. Two-thirds funding was maximized which resulted in a deficit.
Skatepark	(53,193)		(53,193)	-	Deficit slated to be covered from future capital budgets.
Rotary Park Splash-Pad	-	180,000	180,871	-	Contribution to community project. No variance anticipated.
St. Lawrence Park Design	16,951		16,951	-	Project is on-going.
Tunnel Tourism	193,631		193,631	-	Railway Tunnel committee has been re-established.
Waterfront Public Use Study	5,459		5,459	5,459	Project is on-going in conjunction with the Official Plan and can be used towards any deficit incurred in that project.
Water Street Park Development (Rogersolds Park)	21,446		21,446	-	Project is on-going.
Development Charge Background Study	20,000		20,000	-	Project on hold until Council decision on pursuing study is made.
Comprehensive Zoning By-law		79,746	79,746	-	Possible funding sources of the deficit are the Transportation Study project or the Federal Gas Tax Fund.
Official Plan Update	-		(2,353)	-	Possible funding sources of the deficit are the Transportation Study project or the Federal Gas Tax Fund.



**BROCKVILLE**  
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Corporation of the City of Brockville  
Capital Variance Report  
For the period ending November 30, 2011

Project	Budget Carry-Forward (from previous years- <i>UNAUDITED</i> )	2011 Budget	Unspent Funds Surplus/ (Deficit)	Projected Variance	Notes / Comments
Bridlewood Subdivision	99,365		99,365	-	Funds received from developers.
Stormwater Management - Brockwoods	3,536		3,536	-	Funds received from developers.
Sidewalk contributions	49,859		49,859	-	Funds received from developers.
St. Lawrence Lodge Redevelopment Project	179,520		179,520	-	Brockville's share of this project is 60.26%.
	17,937,553	19,155,791	23,396,671	396,733	

**RESERVE FUND REPORT****AS AT****11/30/11 - UNAUDITED**

NAME OF RESERVE FUND	ACCOUNT NUMBER	BALANCE OF ACCOUNT BEFORE COMMITMENTS	RESTRICTED AND COMMITTED AMOUNTS	USABLE BALANCE** <i>Within the Confines of the Establishing By-Law</i>
<b>Statutory Reserve Funds</b>				
<b>Development Charges: Bylaw 145-93</b>				
GROWTH MANAGEMENT	RL410-8600-L958	34,876	20,000	14,876
TRANSPORTATION SERVICES	RL410-8600-L968	31,910	0	31,910
WPCP DEVELOPMENT CHARGES	RL410-8600-L983	48,282	48,282	0
		<b>115,068</b>	<b>68,282</b>	<b>46,786</b>
<b>Development Agreement Reserve Funds</b>				
NORTH TRUNK SANITARY SEWER	RL410-8600-L972	111,726	111,726	0
MILLWOOD AVENUE EXTENSION	RL410-8790-L979	523	523	0
CENTRE STREET DEVELOPMENT	RL410-8600-L999	172,833	172,833	0
		<b>285,083</b>	<b>285,083</b>	<b>0</b>
<b>Other Statutory Reserve Funds</b>				
PARKLAND	RL410-8790-L953	278	0	278
FEDERAL GAS TAX ( <i>includes Transit subsidies</i> )	RL410-2490-L978	1,886,518	1,886,518	0
		<b>1,886,797</b>	<b>1,886,518</b>	<b>278</b>
		<b>2,286,947</b>	<b>2,239,882</b>	<b>47,065</b>
<b>HYDRO ONE PROCEEDS MANAGEMENT</b>	RL410-7790-L945	<b>515,846</b>	<b>515,846</b>	<b>0</b>
<b>Tax Rate Smoothing Reserve Funds</b>				
ELECTION	RL410-8790-L954	93,409	93,409	0
SELF INSURANCE (RISK MANAGEMENT)	RL410-8790-L956	232,283	232,283	0
RETIRED ELECTRIC EMPLOYEE'S BENEFITS	RL410-8790-L965	201,176	201,176	0
SICK LEAVE CREDIT	RL410-8790-L967	63,355	63,355	0
OCCUPATIONAL HEALTH & SAFETY	RL410-8790-L974	3,046	3,046	0
INDUSTRIAL LAND SITES	RL410-8790-L982	295,622	150,000	145,622
SANITARY LANDFILL SITE	RL410-8600-L992	201,774	201,774	0
		<b>1,090,666</b>	<b>945,044</b>	<b>145,622</b>
<b>Boards &amp; Commissions Reserve Funds</b>				
HERITAGE BROCKVILLE	RL410-8950-L984	8,423	0	8,423
BROCKVILLE PUBLIC LIBRARY	RL410-8950-L987	39,663	0	39,663
DBIA ASSESSMENT ADJUSTMENTS SMOOTHING	RL410-8950-L990	22,150	0	0
T.C. COSSITT	RL410-8950-L993	119,522	0	119,522
BROCKVILLE MUSEUM BOARD	RL410-8950-L994	22,504	0	22,504
AIRPORT COMMISSION	RL410-8950-L995	3,795	0	3,795
LEEDS AND GRENVILLE SMALL BUSINESS ENTERPRISE	RL410-8950-L943	35,694	0	35,694
		<b>251,751</b>	<b>0</b>	<b>229,601</b>
<b>Equipment Reserve Funds</b>				
EMERGENCY PLANNING & COMMUNICATION EQPT.	RL410-8870-L948	28,150	0	28,150
OPERATIONAL FIRE EQUIPMENT	RL410-8870-L959	8,495	0	8,495
FLEET ADMINISTRATION MANAGEMENT	RL410-8870-L961	145,530	145,530	0
BUILDING & EQUIPMENT MAINTENANCE	RL410-8600-L966	41,534	41,534	0
PARKING	RL410-8790-L969	359,659	331,283	28,376
PARKLAND EQUIPMENT	RL410-8870-L977	49,245	49,245	0
MAJOR OFFICE EQUIPMENT	RL410-8870-L981	51,780	51,780	0
		<b>684,394</b>	<b>619,373</b>	<b>65,021</b>
<b>TOTAL RESERVE FUNDS</b>		<b>4,829,604</b>	<b>4,320,145</b>	<b>509,459</b>

**NOVEMBER 29, 2011**

**REPORT TO FINANCE & ADMINISTRATION – DECEMBER 7, 2011**

**2011-138-12**

**2012 DEPARTMENTAL WORK PLANS**

**BOB CASSELMAN  
CITY MANAGER**

**RECOMMENDATION**

THAT Council approve the 2012 Departmental Work Plans as outlined in Schedule 1, Report 2011-138-12.

**BACKGROUND**

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

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

The City Manager will report on the status of Departmental Work Plan on a quarterly basis throughout 2012.

**FINANCIAL IMPLICATIONS**

None at this time.

**CONCLUSION**

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

A handwritten signature in black ink, appearing to be 'B. Casselman', written over a horizontal line.

B. Casselman, City Manager





2012 DEPARTMENT GOALS/OBJECTIVES				
ADMINISTRATION	1 <sup>ST</sup> QTR.	2 <sup>ND</sup> QTR.	3 <sup>RD</sup> QTR.	4 <sup>TH</sup> QTR.
				COMMENTS/BARRIERS
5. Jointly administer inter-municipal Physician Recruitment Program.				
6. Facilitate Maritime Discovery Centre project where possible to move forward.				
7. Facilitate Brockville Landing Inc. project where possible and move forward.				
8. Complete review of Non-Resident User Fees to ensure access to recreation facilities while recovering costs in a fair manner.				
9. Assist Council in negotiating the Elizabethtown-Kitley boundary restructuring plan.				
10. Negotiate terms/conditions for acquisition of Brockville Small Craft Harbour.				
11. Negotiate terms/conditions for the relocation of tenant of 45 Water Street.				

2012 DEPARTMENT GOALS/OBJECTIVES					
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. AODA Integrated Accessibility Standard – planning & implementation					
b. Improve public's access to documents via website					
<b>2. Economy</b>					
a. Review & Update Corporate By-laws (Traffic; Care and Use of Streets' Sewers)					
b. Complete (Department) trial of iCompass Action Tracking module and introduce/train other departments on module					
c. Corporate Policies – Communication and Alcohol					
<b>3. Amenities</b>					
a. Effect of new AODA regulations will begin to take effect over the longer term					
b. Implementation of Parking Master Plan initiatives (after completion of Plan)					
c. Complete implementation of parking program initiatives from the departmental Service Delivery Review (new fines; on-line ticket payments; new meters in Court House area)					
<b>4. Sustainability</b>					
a. Assist Governance Committee with procedural by-law review/automation of council procedures/activities					
b. Development of Routine Disclosure Guidelines & delivery training to Corporation staff (MFIPPA)					
c. Prepare plan for centralize records					

2012 DEPARTMENT GOALS/OBJECTIVES					
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
management program (including electronic records					
d. Implement TOMRMS (filing classification system)					
e. 2012 Budget monitoring					
f. 2013 Budget preparation					

2012 DEPARTMENT GOALS/OBJECTIVES				
ECONOMIC DEVELOPMENT DEPARTMENT	1 <sup>ST</sup> QTR.	2 <sup>ND</sup> QTR.	3 <sup>RD</sup> QTR.	4 <sup>TH</sup> QTR.
				COMMENTS/BARRIERS

1. People				
• Immigration Initiatives				
• People Attraction Program				
• Entrepreneurship Development/Economic Gardening				
2. Economy				
• Investment Attraction-OEEDC Food Sector Program				
• Water Street Realignment & Investor Sourcing				
• China & Russian Mission Clients				
• Business Retention & Expansion/Aftercare-Corporate Calling				
• General Brock/1812 Festival Development & Grant Assistance				
Brockville Mental Health Centre				
Community Improvement Plan				

2012 DEPARTMENT GOALS/OBJECTIVES					
ECONOMIC DEVELOPMENT DEPARTMENT	1 <sup>ST</sup> QTR.	2 <sup>ND</sup> QTR.	3 <sup>RD</sup> QTR.	4 <sup>TH</sup> QTR.	COMMENTS/BARRIERS
<b>3. Amenities</b>					
• Brock Trails & potential linkage with Tunnel proposal pending positive Engineer report					
• Waterfront enhancements & Tall Ship servicing capacities from 1812 grants including grant submissions & community fund raising					
• Buddhism Temple					
<b>4. Sustainability</b>					
• Tomlinson Project/Central Avenue					
• Tourism Delivery with Chamber/MDC/RT09					
• Workforce Development					

2012 DEPARTMENT GOALS/OBJECTIVES					
HUMAN RESOURCES 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> <ul style="list-style-type: none"> <li>Negotiate 3 Collective Agreements (Fire, CUPE Inside CUPE Outside)</li> <li>Complete re-organization as per adopted plan</li> <li>Develop Transition Plan for H.R. Department</li> <li>Recruit Senior Manager (Fire)</li> <li>Continue Professional Development of I.T. Staff</li> <li>Present Draft Communications Policy</li> <li>Develop H &amp; S Policies &amp; Corporate Management Policies</li> <li>Address additional development needs for Succession Planning</li> </ul>					
<b>2. Economy</b> <ul style="list-style-type: none"> <li>Clothing Allowance Standardization</li> <li>Market Group Benefits with LAS</li> <li>Negotiate Cost Containment language for benefits</li> <li>Review and recovery WSIB NEER Surcharges</li> </ul>					
<b>3. Amenities</b> <ul style="list-style-type: none"> <li>Implement first phase of Corporate GIS Strategy</li> <li>Identification and timing of additional resources necessary for continued implementation</li> <li>Input into technology concepts to reduce operating costs, i.e. pay direct, etc.</li> </ul>					

2012 DEPARTMENT GOALS/OBJECTIVES				
HUMAN RESOURCES DEPARTMENT	1 <sup>ST</sup> QTR.	2 <sup>ND</sup> QTR.	3 <sup>RD</sup> QTR.	4 <sup>TH</sup> QTR.
				COMMENTS/BARRIERS
4. 2013 Budget Preparation				
• 2012 Budget Monitoring				

2012 DEPARTMENT GOALS/OBJECTIVES				
FINANCE 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. ECONOMY</b>				
<ul style="list-style-type: none"> <li>Continued promotion &amp; review of the Community Improvement Plan including Brownfield Tax Incentives for environmental remediation &amp; the effectiveness for new development</li> </ul>				
<ul style="list-style-type: none"> <li>Continued involvement in local MUSH Sector Purchasing Group</li> </ul>				
<b>2. SUSTAINABILITY</b>				
<ul style="list-style-type: none"> <li>Development, implementation, monitoring of annual city budget</li> </ul>				
<ul style="list-style-type: none"> <li>Completion of annual year-end statements such as FIR &amp; MPMP, or any other Annual Reports pursuant to legislated requirements</li> </ul>				
<ul style="list-style-type: none"> <li>The continuation &amp; monitoring of the Ten Year Capital Plan which includes the information technology master plan</li> </ul>				
<ul style="list-style-type: none"> <li>Continued development &amp; implementation of Corporate Strategy of new practices involved with PSAB requirements (tangible capital assets)</li> </ul>				
<ul style="list-style-type: none"> <li>Complete implementation of new Financial System – specifically the Utilities Module &amp; adjustments to Payroll Module – and monitor its effectiveness</li> </ul>				



2012 DEPARTMENT GOALS/OBJECTIVES				
FINANCE DEPARTMENT	1 <sup>ST</sup> QTR.	2 <sup>ND</sup> QTR.	3 <sup>RD</sup> QTR.	4 <sup>TH</sup> QTR.
<ul style="list-style-type: none"> <li>Review Water / Wastewater Rate Structure</li> </ul>				

2012 DEPARTMENT GOALS/OBJECTIVES					COMMENTS/BARRIERS	
PLANNING DEPARTMENT	1 <sup>ST</sup> QTR.	2 <sup>ND</sup> QTR.	3 <sup>RD</sup> QTR.	4 <sup>TH</sup> QTR.		
<b>1. People</b>						
- Continue review of Noise By-law, giving consideration to input to be received from DBIA & other interested parties						
- Fill vacancy in Inspection Officer position						
- Continue training of CBO & Inspection Officers to ensure full compliance with Ontario Building Code Act						
- Renewal of Pound contract						
<b>2. Economy</b>						
<i>Community Improvement Plans (Downtown &amp; Brownfields</i>						
- Complete assessment of existing Downtown & Brownfields CIP's, including stakeholder input						
- Provide recommendations to Council respecting extension and/or modifications to programs						
- Continue administration of existing applications for current program assistance						
<i>Planning &amp; Building Review / Approvals (Ongoing &amp; as needed)</i>						
- TSL/MDC						
- Brockville Landings						
- Sleazy Gardens Subdivision						
- Aspen Subdivision						
- 137 George Street/Trinity Church/Upper Canada Condominiums						
- Junic Lands						
- GPHC						
- BGH						
- George Gabriel						

2012 DEPARTMENT GOALS/OBJECTIVES					COMMENTS/BARRIERS			
PLANNING DEPARTMENT	1 <sup>ST</sup> QTR.	2 <sup>ND</sup> QTR.	3 <sup>RD</sup> QTR.	4 <sup>TH</sup> QTR.				
Employment Lands - Assist in identification of potential future employment lands in Brockville or in association with Elizabethtown-Kitley								
Establish the Ad Hoc Committee on Portable Signs & its Terms of Reference, & commence a review of existing regulations & objectives in order to report to Council on potential amendments to the Sign By-law								
Approval & implementation of 2012 budget, & preparation of 2013 budget								
Continue subdivision file closure & assumption								
<b>3. Amenities</b>								
Improve response times to Property Standards complaints, & investigate further opportunities to integrate Animal Control with By-law Enforcement functions								
<b>4. Sustainability</b>								
<i>Official Plan</i>								
- Respond to Draft Decision from MMAH on the adopted Official Plan & provide any follow up needed to obtain approval								
- Defend the approved Official Plan at the OMB, if appealed								
- Obtain direction from Council with respect to prioritization of actions to be undertaken within the life of the Official Plan as identified therein								
to update planning applications & procedures related thereto for consistency with new Official Plan								
<i>Integrated Community Sustainability Plan</i>								
of 69								

2012 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
- Coordinate next steps respecting the draft ICSP as identified by Council				
- Assist consultants with any modifications & public consultation				
- Provide document to Council for adoption				
- Assist City Manager & Manager of Strategic Initiatives to identify sustainability actions & programs to be implemented in the immediate to short term & commence implementation				
<i>New Comprehensive Zoning By-law</i>				
- Develop Terms of Reference for updating the City's comprehensive Zoning By-law				
- Seek approval on consultant selection				
- Commence project				

2012 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/BARRIERS
<b>1. People</b> a. In partnership with community groups, enhance existing & plan for new facilities to draw families & seniors, ie. Rotary Park, athletic field, Brock Trail, Railway Tunnel, kayaking, water taxi (link to amenities) b. Facilitate departmental support for festivals & events which benefit residents & draw visitors, ie. Ribfest, 1812 Bicentennial Celebrations, OFSSA Track & Field championships, Great Waterfront Trail Adventure (link to Economy) c. Complete review of Non-resident User Fee				
<b>2. Economy</b> a. Facilitate/monitor brownfield remediation projects (TSL, Brockville Landings, Junic, etc.) & linkages with City amenities associated with or adjacent to these developments				
<b>3. Amenities</b> a. Complete harbour sub-leases b. Participate in negotiation of harbour divestiture c. Relocation of Boardwalk docking to east wall d. Facilitate TSL/MDC related projects – docking, Broad Street e. 2012 Capital Projects – roads, bridges, fleet, parkland, facilities				
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2012 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/BARRIERS
<b>4. Sustainability</b> a. Transportation Master Plan Update b. Participate in Sustainability Plan review c. WPCC Secondary Treatment – commissioning, scope of project d. GWMC rooftop solar panel project – assist Manager of Strategic Initiatives					
<b>Departmental Objectives</b>					
Assist City Manager in completion of: <ul style="list-style-type: none"> <li>• Performance Reviews for Supervisory Staff</li> <li>• Implementation/monitoring of 2012 budget</li> <li>• Preparations for 2013 budget</li> <li>• Implement next steps of Corporate Reorganization as necessary</li> </ul>					

2010 DEPARTMENT GOALS/OBJECTIVES				
ENVIRONMENTAL SERVICES DEPARTMENT	1 <sup>ST</sup> QTR.	2 <sup>ND</sup> QTR.	3 <sup>RD</sup> QTR.	4 <sup>TH</sup> QTR.
COMMENTS/BARRIERS				
<b><u>Corporate Objectives</u></b>				
1. WPCC Secondary Treatment				
- Construction Project Management				
- Environmental Assessment of Main Pumping Station				
- Construction of Engineering wing Of new Operations Centre				
- Commissioning of secondary Treatment & ongoing monitoring of plants performance				
2. Wastewater System Capacity Analysis				
- Ongoing completion of corrective Actions as per Report 2007-144-08				
3. Ongoing Implementation/Improvement of City's Operational Plan (DWQMS)				
4. Water Systems Master Plan				
- Water Distribution System Hydraulic Modeling Review				
5. Continued Implementation of Long Term Solid Waste Management Study				
- Secure long term contract with a Solid Waste Contractor				
- Work with new contractor in preparation of July 1 <sup>st</sup> start-up date				
6. Completion of 2012 Environmental Services Department's Capital Projects				
- Ongoing Updating of City's Asset Inventory				
- Complete Risk Assessment of Reynolds Park				

2010 DEPARTMENT GOALS/OBJECTIVES				
ENVIRONMENTAL SERVICES DEPARTMENT	1 <sup>ST</sup> QTR.	2 <sup>ND</sup> QTR.	3 <sup>RD</sup> QTR.	4 <sup>TH</sup> QTR.
				COMMENTS/BARRIERS
9. Continued Monitoring of Brownfields Remediation Projects (TSL, Junic, Brockville Landings, etc)				
10. City liaison with CRCA to assist in the development & implementation of Source Water Protection Plan				
<b>Department Objectives</b>				
1. Assist City Manager in completion/implementation of: - Implement Services Delivery Review recommendations - Performance Reviews on Supervisory Staff - Implementation/Monitoring 2012 Budget - Preparation of 2013 Budget - Implement next steps of Corporate Reorganization				



2012 DEPARTMENT GOALS/OBJECTIVES								
FIRE 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>								
- Continue Home Inspection Program								
- Continue involvement with the resurgence of the Safe Community Program								
- Continue to assist those with impairments & seniors to ensure that they have working smoke alarms in accordance with the Ontario Fire Code								
- Public Safety Awareness Campaigns – posters on buses, at bus stops & the new digital sign board at the Fire Station on Laurier Blvd.								
<b>2. Economy</b>								
- Continue to promote remote access to our computer aided dispatch program Crisys to fire departments across Leeds & Grenville & S.D. & G								
- Provide dispatch services to South Dundas, South Stormont & South Glengary								
- Monitor the 2012 Budget & report variance concerns as required & as they occur								
- Work with City Manager & Finance Department staff to develop 2013 budget								
<b>3. Amenities</b>								
- Support tourism by attending festivals & events that require Fire Department presence								
- Maintain City's compliance with the Emergency Management & Civil Protection Act								
- Present new Fire Department Establishing & Regulating By-law to Council for adoption								

2012 DEPARTMENT GOALS/OBJECTIVES					
FIRE DEPARTMENT	1 <sup>ST</sup> QTR.	2 <sup>ND</sup> QTR.	3 <sup>RD</sup> QTR.	4 <sup>TH</sup> QTR.	COMMENTS/BARRIERS
- Maintain City's compliance with the Fire Protection & Prevention Act - Section 2(1)(a)					
- Complete telephone upgrade for Station #1 (Perth Street) to provide voice mail capabilities for Fire Prevention staff through the City Hall telephone switch					

**November 25, 2011**

**REPORT TO FINANCE, ADMINISTRATION & OPERATIONS COMMITTEE –  
DECEMBER 7<sup>TH</sup>, 2011**

**2011-141-12  
EXTENSION AGREEMENT AS  
AUTHORIZED BY THE  
MUNICIPAL ACT**

**D. CYR  
DIRECTOR OF FINANCE  
L. FERGUSON  
SUPERVISOR OF ACCOUNTING SERVICES  
M. MCDONALD  
FINANCIAL ADMINISTRATIVE ANALYST  
D. SMITH  
TAX COLLECTOR**

**RECOMMENDATION**

THAT Council authorizes to enter into a Tax Sale Extension Agreement with the property owners of Roll No. 0802 010 02028200.0000 to extend the period of time in which the cancellation price is to be paid; and

That the necessary By-Law and Schedule for such agreement be enacted.

**PURPOSE**

To extend the length of time given for property owners to pay the taxes on a property that has been registered for tax sale.

**BACKGROUND**

On June 29<sup>th</sup>, 2010 Council approved the registration of properties for tax sale for non-payment of taxes.

Prior to the account being sent to our lawyers for action, the property owners were given one last chance to pay the third year arrears and interest to stop the registration. At that time, they were advised that after registration no partial payments could be accepted and that payment in full must be received within a one year period from the date of registration to redeem the property.

The properties were forwarded to our lawyers and the tax arrears certificate was registered on title on December 29, 2010. Notices were sent to the property owners and all parties that had an interest in the property.

Section 378 of the Municipal Act provides that "a municipality, by a by-law passed after the registration of the tax arrears certificate and before the expiry of the one-year period mentioned in subsection 379 (1) may authorize an extension agreement with the owner of the land, the spouse of the owner, a mortgagee or a tenant in occupation of the land extending the period of time in which the cancellation price is to be paid". The cancellation price is current real property taxes owing, interest and penalties and all related costs.

### **ANALYSIS/OPTIONS**

The week of November 14, 2011 a young gentleman came into the revenue office with a 2009 tax reminder notice on this property and a cheque. The payment was refused as partial payments cannot be accepted on properties that have been registered for tax sale.

On November 18, 2011, Diana Smith, City Tax Collector, was contacted by one of the owners quite upset that the payment had been refused. The tax sale process was explained and options were outlined. The owners have sent, by email, a request for an extension and a schedule for payment. The payment schedule submitted by the registered owners will pay all arrears on the property by January 30<sup>th</sup>, 2012.

Should the owners default from the schedule as written, the Municipal Act provides for the tax sale to continue at the same point that it was stopped. When the payments are made per the agreement and the account is up to date, a cancellation certificate will be registered to clear the title to the property.

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### **POLICY IMPLICATIONS**

This process is following the authority of the Municipal Act sections 371 to 389.


### **FINANCIAL CONSIDERATIONS**

As taxes owing are deemed a preferred lien on the property, there is no detrimental cost to the City for entering into an extension agreement with the property owners. All costs incurred, once a property has been registered for tax sale, are recovered as part of the cancellation price.

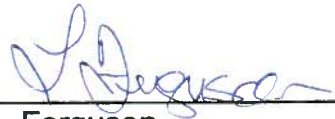
Interest on these tax arrears are still accumulated at 1.25% on the first day of every month. As payments are received, interest is charged only on the declining balance.

## CONCLUSION


Entering into an agreement provides the opportunity for the owners to retain ownership of their property and allows the City to collect part of the taxes and arrears sooner than if the agreement was denied and the City waited for the proceeds of a Tax Sale. The City's objective is to collect taxes as efficiently as possible and to force the sale of a taxpayer's property only as a last resort.

  
\_\_\_\_\_  
D. Smith  
Tax Collector

  
\_\_\_\_\_  
M. McDonald  
Financial Administrative Analyst

  
\_\_\_\_\_  
L. Ferguson  
Supervisor of Accounting Services

  
\_\_\_\_\_  
D. Cyr  
Director of Finance

  
\_\_\_\_\_  
B. Casselman  
City Manager