

## Finance, Administration and Operations Committee

Tuesday, September 18, 2012, 4:15 pm.  
City Hall, Council Chambers

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### Committee Members

Councillor D. Beatty, Chair  
Councillor J. Earle  
Councillor J. Fullarton  
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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## **AGENDA**

Page

### **DISCLOSURE OF INTEREST**

### **MOTION TO MOVE INTO CLOSED SESSION**

*THAT pursuant to Municipal Act, 2001, Section 239 Sub. 2 (b), Committee resolve itself into closed session to consider:*

1. *personal matters about an identifiable individual, including municipal or local board employees.*

### **REPORT OF THE COMMITTEE OF THE WHOLE IN CAMERA**

*THAT the Committee rise from Closed Session and the Chairman report that all recommendations adopted in the Closed Session be adopted.*

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

- 4 - 9            1.    Jean Paquin, Developer, Waterpower Development  
                         Northland Power

*Mr. Paquin will present a power point presentation to the Committee members.*

- 10 - 11      2.      Municipal Property Assessment Corporation  
                 Ms. Beverley Disney

*This presentation will be at the conclusion of the regular business of the Committee.*

*Ms. Disney will present "Introduction fo Property Assessment/Assessment101" for Council education.*

## CORRESPONDENCE

Nil.

## STAFF REPORTS

- 12 - 42      1.      **2012-155-09**  
**Community Strategic Plan Progress Update**

*THAT the contents of Report 2012-155-09 Community Strategic Plan be received for information purposes.*

- 43 - 46      2.      **2012-148-09**  
**Winter Maintenance Policy Amendments**

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

1. *Schedule A - Roadway Snow Cleaning System*
2. *Schedules B1 & B2 - Sidewalk Snow Clearing System*
3. *Schedule K - Snow Removal at Cul-de-Sacs*

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

- 47 - 49            3.    **2012-154-09**  
**Request for No Parking Area on Hill Street**

*THAT parking be prohibited on the west side of Hill Street 8.1 meters to 14.1 meters south of Pearl Street from November 1st to March 31st; and*

*THAT Schedule "2" Subsection 74 of By-law 119-89 is amended accordingly.*

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4. **2012-152-09**  
**Request to Ban Tractor Trailers on Perth Street**

*THAT staff be directed to work with the DBIA and its member businesses to divert tractor trailer trucks from Perth Street, where possible.*

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5. **2012-153-09**  
**2011 Development Charges Annual Report**

*THAT Council receives the 2011 Annual Report and Continuity Financial Statement with respect to the City's Development Charge Reserve Funds (Attachment 1 to Report # 2012-153-09); and*

*THAT this be forwarded as required to:  
Municipal Finance Branch  
Ministry of Municipal Affairs & Housing  
777 Bay Street, 13th Floor  
Toronto, Ontario M5G 2E5*

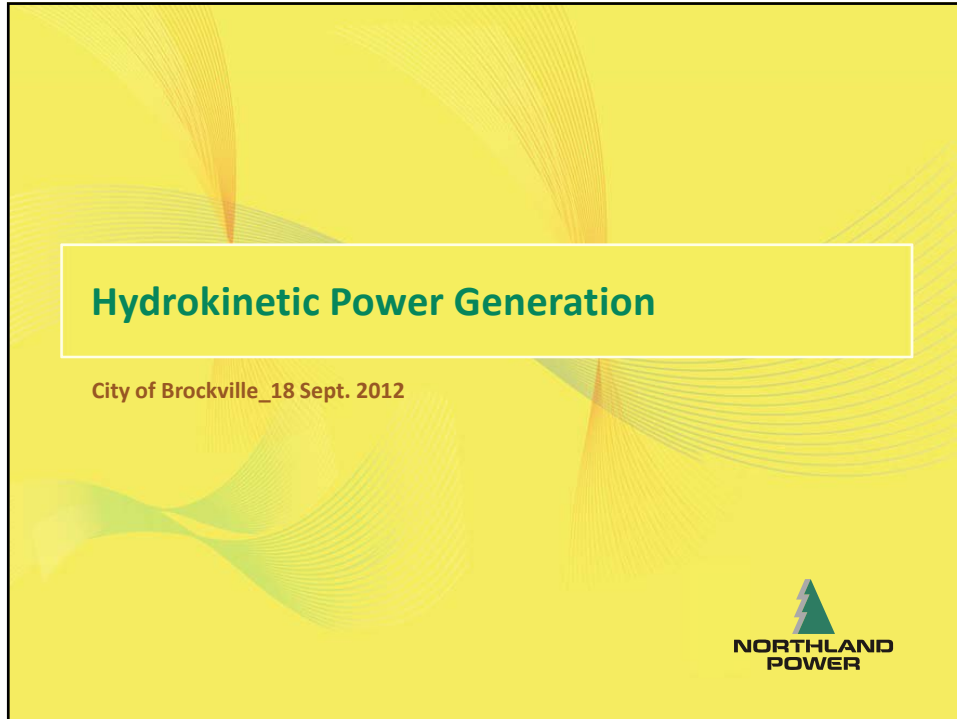
73 - 99

6. **2012-157-09**  
**Treasurer's Report & Financial Statistics at August 31, 2012**

*THAT Council receives the Treasurer's Report & Financial Statistics as of August 31, 2012 for information purposes.*


**NEW BUSINESS**

**FAO - CONSENT AGENDA**



**Hydrokinetic Power Generation**

City of Brockville\_18 Sept. 2012



### Northland Power: Overview

Develop
Build
Own
Operate

- Canadian-based, Independent Power Producer since 1987
- Well-diversified earnings stream across many geographical jurisdictions using clean and green generation technologies
- Strategic growth platform, based on stable, long-term relationships
- 95%+ of total revenue stream is contracted
- Market Cap **~\$CAD 2.39 billion\***
- Revenue **~\$CAD 345+ million**
- 235 employees
- Core team consisting of 50 personnel in its headquarters based in Toronto
- Another 150 operators working in their facilities.

\* Closing Sept.10 2012

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## Northland Power: Project Portfolio

- **+1,100 MW** (net 872 MW) of ownership or economic interests in 10 power projects
- **+2,400 MW** development pipeline:
  - 683 MW comes from power contracts
  - 446 MW is still being constructed.
- *Plants are located in Canada, the United States and Germany*

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## TREK: Canadian Technology

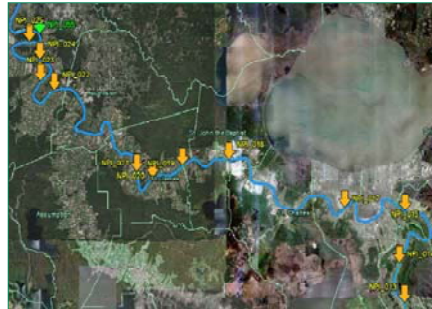
- TREK turbine <sup>TM</sup> captures energy directly from the river flow
- On-site Montreal installation connected to Hydro-Quebec grid since August 2010
- Over 15,000 hours of maintenance-free operation
- Northland Power is the exclusive developer of TREK in all of North America for projects over 8 MW



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## TREK: Current Status

- Operational TREK turbine deployed in the St-Lawrence River - in the old port of Montreal (Quebec)
- Actively pursuing projects feasibility assessment on the Lower Mississippi through our US subsidiary
- 16 active preliminary permits issued by FERC



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## TREK: Advantages

- Clean & green power: zero impact footprint
- Fast and easy installation :
  - No complex infrastructure required
  - Easily deposited on the river bed from a barge
  - Simple electrical connection to the local grid
- Continuously generating energy all year around
- No effect on ice cover during winter (northern areas)
- Maintenance-free for numerous years of operations

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## TREK: Continuous Laboratory Testing

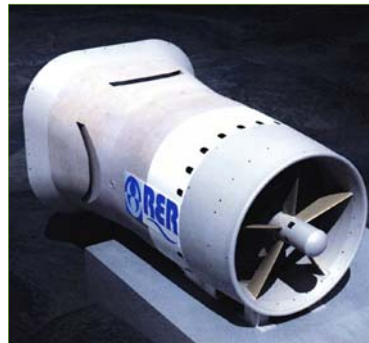
- Water tightness testing on :
  - Sealing System
  - Biodegradable Lubricants
- Power train testing
- Fatigue testing
- Integrity Testing & Qualification test bed



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## TREK: Performance

Description	Unit
Nominal nameplate capacity (at 4 m/s)	250 kW
Rated output power full duty (at 4.5 m/s)	340 kW
Nominal RPM	60
Minimum water depth	5.5 m
River stream velocity	$\geq 1.5$ m/s



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## Development approach

- Define key constraints
- Identify proper contacts at the agency level
- Gather specific site-related information
- Determine feasible sites and locations (quick process)
- Develop license applications for selected sites

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## TREK: Statistics & Operational Data

Event		
Installation date	August 17, 2010	
Successful river operation (1 unit)	760	Days
	18,250	Hours
Fatigue loading & thermal cycling operation (2 units)	3,170	Days
	76,085	hours
Water volume passed through the turbine	195	billion litres
The emission of CO2 avoided	1,268	Metric tons (coal)

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## Contact information

**Jean Paquin**  
**Waterpower Development**  
**514.589.7045**  
jean.paquin@northlandpower.ca

**[www.northlandpower.ca](http://www.northlandpower.ca)**

INTELLIGENT **ENERGY** for a GREENER PLANET





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MUNICIPAL PROPERTY ASSESSMENT CORPORATION

August 23, 2012

To: All Municipal Clerks & Treasurers  
From: Arthur Anderson, Director, Municipal Relations  
Subject: Council Presentations

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This year, the Municipal Property Assessment Corporation (MPAC) will complete its second province-wide Assessment Update under the four-year cycle introduced by the Government of Ontario in 2008. The 2012 Current Value Assessments will reflect a January 1, 2012 legislated valuation date and will be in place for the 2013 to 2016 property taxation years. Property owners will be notified of their updated assessments when Property Assessment Notices are mailed this fall, from early September through to November.

MPAC has a very active outreach program with our municipal partners to ensure we are providing information in support of the assessment and speaking directly with municipal councils and staff on assessment matters. In support of this outreach program, we have prepared two Council presentations to provide an introduction to MPAC and an overview of our core business.

Specifically, we have created a short (10 minute) *About MPAC* Council Delegation presentation, and a more comprehensive (45 minute) *Introduction to Property Assessment/Assessment 101* presentation for Council Education Sessions.

If you would like to arrange to have a representative from MPAC present at a Council Meeting or Municipal Council Education Session, or speak to a topic of interest to Council, please contact your local Municipal Relations Representative.

Thank you.

Arthur Anderson  
Director, Municipal Relations

Copy Account Managers, MPAC  
Municipal Relations Representatives, MPAC  
Municipal Liaison Group/Assessment

## Sandra Seale

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**From:** Disney, Beverley <Beverley.DISNEY@mpac.ca>  
**Sent:** September 12, 2012 4:07 PM  
**To:** Sandra Seale  
**Subject:** Re: MPAC presentation

Hi, Sandi!

All looks good for next Tuesday at 5:00.

See you then!  
Bev.

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**From:** Sandra Seale [<mailto:SSeale@brockville.com>]  
**Sent:** Wednesday, September 12, 2012 03:42 PM  
**To:** Disney, Beverley  
**Subject:** MPAC presentation

Hi Bev,

I wonder if you would please call me. I would like to talk to you about a presentation to Council.

Thanks,

Sandi

*Sandra M. Seale*, AMCT

City Clerk  
**City of Brockville**  
1 King Street West  
Brockville, ON K6V 7A5  
613-342-8772 ext. 461

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**SEPTEMBER 13, 2012**

**REPORT TO FINANCE/ADMINISTRATION/OPERATIONS – SEPTEMBER 18, 2012**

**2012-155-09  
COMMUNITY STRATEGIC PLAN  
PROGRESS UPDATE**

**B. CASSELMAN  
CITY MANAGER  
L. WHITE  
MANAGER STRATEGIC  
INITIATIVES**

**RECOMMENDATION:**

THAT the contents of Report 2012-155-09 Community Strategic Plan be received for information purposes.

**PURPOSE**

The purpose of this report is to formally report to Council and the Public of the progress achieved to date of the actions contained in the Community Strategic Plan.

**BACKGROUND**

The Community Strategic Plan (**Attachment 1**) for the City of Brockville was designed with a five (5) year time margin of 2009-14. The Plan is based on the long-term development of four (4) areas: People, Amenities, Economy and Sustainability designed with enduring outcomes and a performance measurement framework to allow the City the ability to report on the Plan's progress.

The Strategic Plan provides a series of recommendations on the strategic initiatives to move the Community forward in building a more diverse population, an innovative economy and sustainable amenities. The Strategic Plan also provides a checkpoint from which Council can examine other opportunities to evaluate how they could contribute to the ongoing well being and development of the City.

**Attachment 2** of Report 2012-155-09 provides both Council and the Public with a status report on the progress to date relative to the various performance targets outlined in the Community Strategic Plan.

## **ANALYSIS**

### **Observations on 2011 data:**

#### **Sustainability – Environmental and Financial**

- Green House Gas Emissions – Reduction of 10%
- Transit Ridership – 3 Bus initiatives continues to increase ridership, an increase of 7.5% in 2011.
- Waste Diversion – Static at 43%, Waste Management Master Plan was completed. Source Separation Organics Program was considered and found to be cost prohibitive.

#### **Economy – Innovation, Creativity, Entrepreneurial Capacity**

- The community has embarked on new directions to diversify its engines of economic wealth with a focus on “people attraction” using the area’s lifestyles attributes. Community Champions have been mobilized and task teams populated to invite new creative activities to address the various strategic directions identified in the Economic Development and Waterfront Strategy documents.

#### **Amenities – Infrastructure, Health, Arts and Recreation**

- Focus on completion of the Wastewater Secondary Treatment Project and the construction of the Aquatarium.
- Phase 1 of the Rotary Park Rehabilitation, led by the Rotary Club, completed.
- 2013 Tall Ships Festival has received provincial funding and planning is underway.

#### **People – Family Focus**

- Lifestyle Task Team has been formed with representatives from many sectors. Publication will be released later in 2012.

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## **POLICY IMPLICATIONS**

There are no policy implications.

## **FINANCIAL IMPLICATIONS**

There are no financial implications.

## **CONCLUSIONS**

Annually, staff are responsible for the development of Work Plans in support of strategic initiatives identified within the Strategic Plan. The Work Plans identify the necessary services/timelines to carry out the activities identified in the Strategic Plan.

Annual reporting of the progress of strategic initiatives associated with the Community Strategic Plan provides Council and staff an opportunity to assess the relative success to date and to adjust strategy as a means of achieving corporate targets.



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L. White  
Manager Strategic Initiatives



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B. Casselman  
City Manager

## COMMUNITY STRATEGIC PLAN UPDATE REPORT

Sustainability - Environmental Indicators	Target	Actual		
		2009	2010	2011
Energy used by municipal operations				
Electricity	less than 10,963,348	8,941,236	9,579,975	9,381,858
Natural Gas	less than 331,833	348,424	316,540	364,867
Fuel - Clear diesel	less than 221,864	212,651	157,094	125,781
Total Gigajoules of energy	66,227	59,997	59,791	59,702
Greenhouse gas (GHG) emissions by municipal operations	less than 3,903,678	3,538,350	3,516,677	3,481,410
Total transit ridership	more than 91,290	95,780	103,201	110,948
Per capita transit ridership	more than 4.18	5.01	5.70	6.13

\* Restated from original report to reflect only City operations and not outside services.

Sustainability - Financial Indicators *	Target	Actual		
		2009	2010	2011
Net Municipal Levy per capita	less than \$1,143	\$1,172	\$1,227	\$1,290
Reserves as a % of Total Own Source Revenues	more than 29.2%	26.4%	7.0%	TBD
Reserves as a % of Taxation (Excl. Water & Sewer)	more than 52.7%	38.8%	11.0%	TBD
Debt as a % of Taxation (Excl. Water & Sewer)	less than 11.3%	11.8%	8%	TBD
Debt Interest as a % of Own Source Revenues	less than 3.1%	3.5%	3.1%	TBD
Outstanding Debt to Reserve Ratio	less than 2.1	2.4	7.7	TBD
Debt Per Capita	less than \$1,257.00	\$1,121.00	\$1,099.67	TBD
Reserves Per Capita	more than \$726.00	\$467.00	\$253.34	TBD
Taxes Receivable as a % of Tax Levies	less than 4.5%	4.8%	7.0%	TBD
Property Taxes as a % of household income	less than 4.6%	4.1%	4.1%	4.1%
Total Municipal and Property Tax Burden as Percentage of Income (includes Water & Wastewater costs)	less than 5.4%	4.9%	5.0%	5%
Financial position per capita	less than (696)	(862)	(1118)	TBD

Financial Position - A municipality's financial position is defined as the total fund balances including equity in business government enterprises less the amount to be recovered in future years associated with long term liabilities.

Source: Annual BMA Study available by request at the office of the City Manager

\*Note: 2011 column will be determined once yearly Financial Information Return is completed

## COMMUNITY STRATEGIC PLAN UPDATE REPORT

### Strategic Initiatives and Timelines for Environmental and Financial Indicators

2009 – 2014

Status	
Complete Strategic Plan for Solid Waste Services	Completed 1st quarter 2010.
Complete Energy Management Action Plan	To be completed 4th quarter 2012.
Complete ISO quality management regulatory compliance for Municipal Water System	Completed 1st quarter 2010.
Draft a new Official Plan including sustainability policy framework	Council adoption June 2011.
Establish a municipal carbon baseline	To be addressed through Energy Management Action Plan.
Develop a carbon reduction action plan	To be addressed through Energy Management Action Plan.
Increase available hydraulic capacity at WPCP	Pending re-rating of WPCPP upon completion of secondary treatment upgrade.
Implement a new financial system	Implementation of the new financial system commenced in 2009. All of the major components of the system were installed as of spring 2012. Fixed Asset Accounting is installed with assets as of January 1, 2009. Work will continue to keep asset listing up to date.
Develop and implement a plan for Public Sector Accounting (PSAB) asset reporting	Adopted by Council in 2009.
Update capital program based upon identified strategic plan initiatives, building and energy audits	10 year Capital Program updated as part of annual budget process.
Complete Information Technology master plan	Draft Master Plan completed and reviewed by Senior Management.
Monitor activities and carbon footprint trends in operations	Ongoing training with respect to regulatory requirements of Green Energy Act.
<b>Goals for Environmental and Financial Indicators</b> 10% decrease in municipal carbon footprint	Initiatives to reduce the municipal carbon footprint to date include: energy-efficient lighting retrofits in all City buildings, traffic lights, arenas and streetlights.



## COMMUNITY STRATEGIC PLAN UPDATE REPORT

### Strategic Initiatives and Timelines for Amenities

2009-2014

Establish and implement a Downtown Revitalization & Waterfront Development Plan	Status
<p>A Tall Ships Festival with an antique boat exhibition is scheduled for weekend of June 15, 2013. Funding applications submitted and volunteer committee partially established. Ongoing planning and development. Chamber Wine and Food Festival very successful with 10% increase in attendance. Tentative planning for relocation to waterfront for 2013. Hydroplane Races re-established with new timing on Canada Day weekend. 2012 was first profitable year with strong visitation numbers. Already committed for 2013. All visitation estimates noted on the 2011 Economic Indicator report. Endeavoring to connect Food &amp; Wine Festival under new banner festival with external organizations, coordination in 2014.</p>	
<p>The Brockville Chamber of Commerce has created a Wine and Cheese Festival. Plans are proceeding for a Tall Ship rendezvous festival as part of the celebrations to commemorate the War of 1812.</p>	
<p>Brock Trail expansion and enhancements design plans have been completed. The grant application to Canadian Heritage is to be submitted in August 2012. City Capital Budget commitment tentatively approved for 2013 to 2015.</p>	
<p>Rotary Park project under construction with grand opening for August 2012 for Phase 1. Phase 2 scheduled for 2013. Fundraising have achieved 90% to date. Enhancements to Brock Trail by Brockville Roadrunners completed with new sign erected.</p>	<p>Farmer's Market have incorporated more them events and entertainment including expanded vendors with close to 100% vendor capacity. Tunnel Committee have submitted \$5 million project yet City Council priority direction still required. Maintenance of south tunnel facing completed in 2012. Aquatarium tourism anchor attraction under construction with target opening by June 2013.</p>
<p>Tall ship capital infrastructure enhancements completed for upcoming festival, i.e. electrical and bollards. Introduction of 3D sound and light attractions on Courthouse dependent on Federal Government grant funding.</p>	<p>Brockville Arts Centre retrofit completed through Project Encore!</p>
<p>Centre retrofit completed through Project Encore!</p>	<p>A two-year pilot program ended in 2010 due to insufficient participation from the vendors. Artisans have joined the Brockville Farmer's Market with great success.</p>
<p>As identified with EDAT committee and external waterfront/downtown special interest groups.</p>	

## Strategic Initiatives and Timelines for Amenities

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## COMMUNITY STRATEGIC PLAN UPDATE REPORT

### Strategic Initiatives and Timelines for People

2009 - 2014	Status
Develop strategic alliances with relevant community partners including educational institutions, YMCA and Realtors	Lifestyle Task Team have completed this target populating their primary team and outreach team with key residential relocation influencers from various factions of the community. YMCA, education, health and real estate are represented in the membership. Lifestyle publication is first phase with first release expected in fourth quarter 2012.
Create promotional materials positioning Family Friendly focus	Under development as part of Quality of life Task Group. Firm selection in August 2012.
Implement a Family Ambassador Program where local families host potential recruits for a tour of the city, meetings with civic, education, recreation, cultural contacts integrated into the ongoing promotion and relocation program of the City.	Revised Relocation publication to be published in 2012 to be released in 2013. New focus on "Zoomers."
<b>Goals for People</b> The goals of this initiative are to achieve a net family unit growth rate of 1% each year over 10 years, with an average of 2.1 people per family.	2011 Census data states a population the population of Brockville is 21,870 compared to 21,957 in 2006, a decrease of 87.
The key performance indicators will be net increase of families measured over the projected period of this plan. The initial target is 50 family units per year.	Renewed focus on attracting families through Lifestyle Committee established through EDAT. Difficult to measure new families to City, hoping for assistance from local realtors.

## COMMUNITY STRATEGIC PLAN UPDATE REPORT

Economy	Target	Actual	
		2009	2010
Business Formation	20	39	22
Assessment Growth	1 % growth	.75 % growth	.75 % growth
Retail Sales per Capita	Average increase of 3% (over census period)	9%	1%
Employment Generation	75 positions	-824	250
Industrial Property Sales of City-owned property	3 acres	0 acres	2 acres
Housing Starts	40 homes	19 homes	37 homes
Commercial Vacancy Rate	5%	3.8%	3.9%
Industrial Vacancy Rate	4%	3.0%	3.1%
Exporting Capacity	3-5% increase	0% increase	3% increase

Note: 58% of City firms export

### Strategic Initiatives and Timelines for Economy

2009 - 2014

Repositioning Brockville as a centre of excellence in the creative economy, and as a centre of innovation and entrepreneurial capacity

This will be supported through strategic alliances with source of business capital for start up growth or commercialization of concepts and ideas

Establish a Community Economic Development Committee

Partnership the development of the County strategic sustainability plan

Evaluate the Community Improvement and Brownfields Remediation Program

Encourage a local procurement initiative between area food and beverage processors and area food and service providers in partnership with Arch Biosphere

Stabilize jobs to net neutral

### Status

One proposal by community group awaiting detailed business plan. Currently in the development stage.

Ongoing linkages with local stakeholders groups all of which are included in the Economic Development Department work plan.

Completed in June 2010 by resolution of Council.

No activity with County on this task. Offer has been extended to County on sharing of data but no activity to date.

Report of CIP review and recommendations presented to Council in June 2012 with two new programs to be introduced in October 2012.

Completed with the Local Biosphere with additional local membership and producers.

First gain in Manufacturing jobs in 2011 to 138 noted on annual tracking of this sector. 2012 report will have tracking expanded to some other sectors of community.

## COMMUNITY STRATEGIC PLAN UPDATE REPORT

### Strategic Initiatives and Timelines for Economy continued

Status	
Chamber Awards Gala has been expanded to incorporate additional categories for 2012.	Recommend the incorporation of innovation awards for companies, community organizations and individuals with annual Chamber gala awards event
This focus has been the target theme and audience for the Lifestyle task team currently compiling the create strategy and content for the primary lure piece that will target this identified community group. Additionally, a report by the Martin Institute of the University of Toronto release on May 2, 2012, a report entitled "Insight, A focus on Eastern Region and Brockville". The benchmarking report on the creative class noted very positive base in Brockville relative to Eastern Ontario.	Begin employment growth by high promotion of creativity and innovation community culture supported by case studies and examples from the Brockville community
Brockville has benefited from the Great Waterway Travel area promotions specifically on video features and highway signage programs. Arts and Culture packages have been one key themed area of the marketing programming. Brockville is well represented on both the board and the various marketing committees. The annual report on the travel association activities will be prepared by year end.	Encourage partnerships with the tourism industry to enhance a collaborative Marketing Strategy with regional partners and penetrate new market opportunities
Completed with some good success with key food establishments. Local Flavours program coordinated by Frontenac Arch Biosphere who facilitates this initiative.	Encourage residents to incorporate local ingredients in their menus
Ongoing with good success with enhancements to Farmers Market. Major shift in interest with full capacity at current location.	Continue to support a summer and fall Farmer's Market in the downtown area
EDAT Manufacturing Task Team undertaking negotiations and facilitation on regional cooperation. Waste Management Master Plan discussions with County. New Fire Dispatch services agreement in place with SD&G.	Partner with neighbouring communities on a shared approach to reducing infrastructure costs and enhancing economic development (including tourism opportunities)
The Local Labour Market Planning report, March 2012 identifies the outreach initiatives by various organizations and partners to provide awareness of education opportunities and challenges. Brockville is one of the primary partners on their execution of various labour force objectives.	Raise awareness of education, learning and training opportunities outside the public school curriculum
Queens University interest has changed to due shift in provincial post-secondary educational policy and austerity focus. Currently secured interest from Algoma University for consideration for 2013/2014 pending approval from Province and the required due diligence necessary to promote the Brockville options for extended learning initiative.	Identify and partner with higher education institutions to provide post-secondary education opportunities in Brockville

## COMMUNITY STRATEGIC PLAN UPDATE REPORT

Goals for Economy	Status
Stabilize the current economy and stop job loss	Will identify in December report on Employment. Most recent 2011 Manpower 2nd quarter 2011 outlook noted Brockville as one of leading Canadian areas with positive employment outlook.
Foster job growth in the target areas and areas of future growth opportunities	Food, Logistics and Residential/Commercial service focus on employment growth. Year end data will provide the quantifiable measurement .
Endeavour to attain a 10% growth target in high value/high quality employment by Year 5	1000 Labour Board preparing a regional synopsis on this item for release in Spring 2012. March Canada Census release will provide accurate base line data. Statistical data not available on community basis at this time.
10% increase in average family income by Year 5	Increase in household income of \$3,141 from 2008 to 2011 or 4.8% based on immediate K6V postal code area. Brockville data specific, to be released in March 2012.



## **City of Brockville**

### **Community Strategic Plan Version 4.4**

**February 2009**



## Introduction

The City of Brockville can be truly called a beautiful city. With a combination of historic buildings, an attractive downtown, a bustling retail area, a variety of affordable accommodation, and with access to extraordinary recreation, education and community amenities; Brockville provides a unique environment in which to live, work and play.

At the same time, the City faces the challenges of manufacturing downsizing, economic restructuring, and shifting demographics. This situation provides both threats and opportunities for the community. The purpose of this Strategic Plan is to use the unique assets of the City to create new opportunities for growth and development in the future.

This Strategic Plan was initiated by Mayor and Council in the summer of 2008, as part of a desire to bring the City's Vision, Mission and Official Plan up to date. The strategic priorities described herein are designed to meet community needs for the next five years: 2009 to 2014.

Implementation of this strategic plan is based on ongoing input and dialogue with the citizens of Brockville. Their needs are at the heart of everything the City of Brockville undertakes.





## **Guiding Principles and Vision**

The following Guiding Principles were used in developing this Strategic Plan:

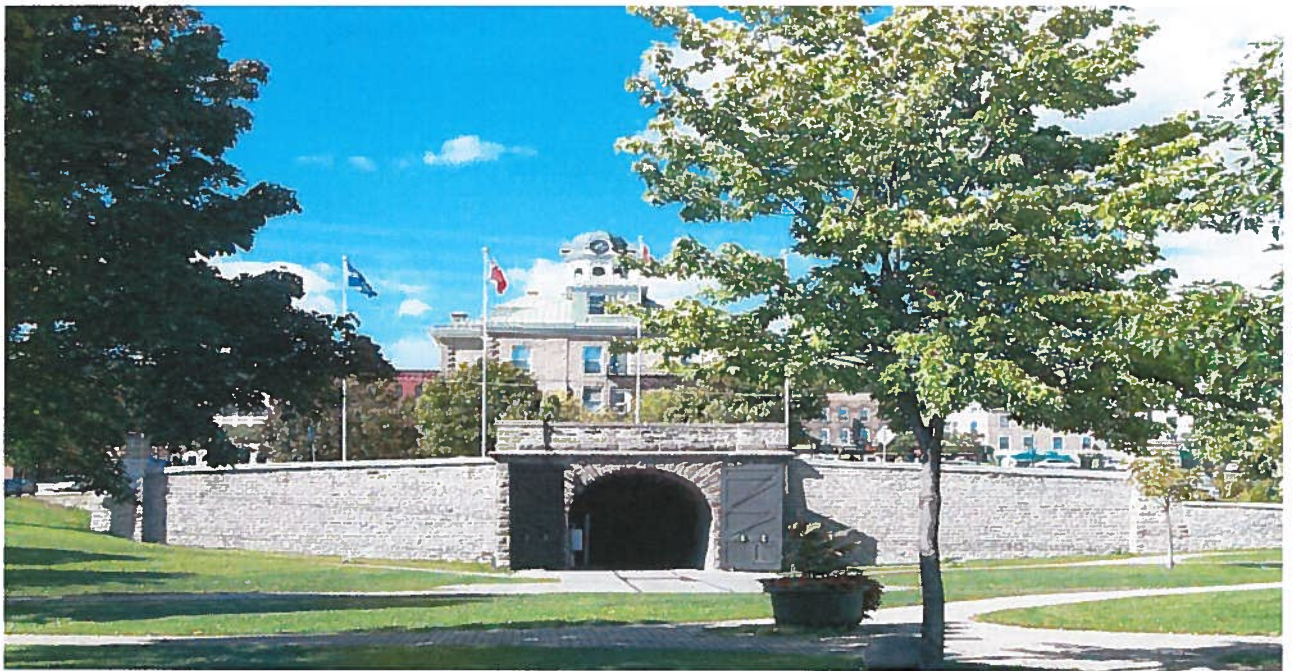
### **Guiding Principles**

- Consultative: the planning process included in depth meetings and interviews with:
  - Community leaders and stakeholders
  - City Manager and staff
  - Mayor and Council
  - An open public meeting
- Inclusive: the process had broad representation from across the community with open dialogue and discussion
- Community focus:
  - this strategic plan is a community based initiative
- Outcome based: this plan is designed to provide Council and residents with:
  - Enduring long term results and outcomes for Brockville
  - Performance measurement frameworks for reporting on progress
  - Continuous community improvement concepts to move the City of Brockville forward
- A strategic framework for Mayor and Council with linkages to
  - Ten year capital plan
  - Official Plan
  - The long term management agenda of the City Manager
- Transparency: the planning process was
  - open to all citizens for discussion and input
  - a blank page approach
    - no forbidden topics
    - open to all ideas and commentary

The strategic role of Mayor and Council is developing and guiding the implementation of the Change Agenda: where the City needs to go in the future. This agenda is expressed in the Vision Statement:

### **City of Brockville Vision Statement**

**Mayor and Council are committed to making Brockville a better place to live, work and play and to enjoy an exceptional quality of life. Brockville is committed to families, to an economy that offers opportunities to grow and prosper, to providing amenities that are second to none and conducting our business in a way that is both environmentally and financially sustainable. We encourage the guidance and assistance of our citizens to make this happen.**



## **Mission and Core Values**

With the direction of Mayor and Council, the City Manager and City Staff oversee the Sustaining Agenda; to ensure that the required municipal services are in place and delivered efficiently to the community. The Sustaining Agenda is guided by the following Mission and Core Values:

### **Mission Statement**

The City will apply resources, effort and focus on the areas that will move the City towards our vision, keeping in mind our underlying strategic initiatives and the balance needed between competing goals. We will utilize professional management and systems to be leaders in the municipal field. We will promote community and environmental sustainability within a framework of fiscal responsibility and a commitment to customer service.

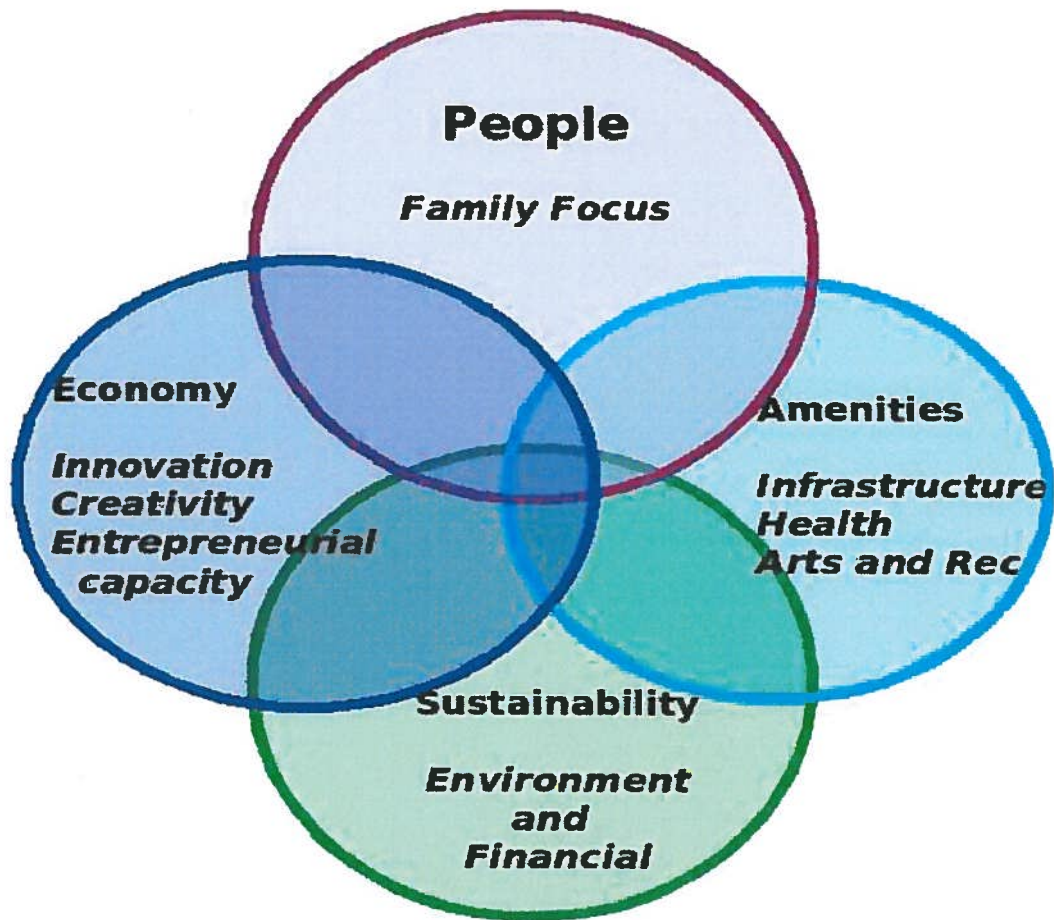
### **Core Values**

This Mission Statement is supported by the following Core Values in reviewing or undertaking actions in the City:

- Citizens – we will work for the common good of the citizens of Brockville
- Community Partnerships – we will work in partnership with community organizations, private companies or other stakeholders in enhancing the community.
- Leadership – informed direction tested by debate and discussion
- Fiscal Sustainability – value for money in all aspects of city operations and fiscal security for current and future citizens based on financial controls, capital plans and processes that ensure accountability
- Integrity – to guide all decisions and actions
- Communications and Transparency - sharing information between council, staff and citizens

## Strategic Plan Model

The following diagram represents the key elements of the City of Brockville Strategic Plan



The strategic plan is built on four enduring community **focal points**, with corresponding strategic initiatives, projects and performance measurement metrics:

- People: people are one of the City of Brockville's key assets. This focal point will concentrate on a strategic priority built on promoting a Family Focus – to attract young families to Brockville to promote long term demographic sustainability and community diversity.
- Economy: Brockville is making the transition to a knowledge, service and information economy. This focal point will emphasize fostering innovation, creativity and entrepreneurial capacity.
- Amenities: the City of Brockville is blessed with unique quality of life attributes that are second to none. This focal point includes health care, social services, parks, recreation, waste and water treatment, culture, and libraries. The strategic initiative in this focal point is developing and promoting the downtown as a key destination.
- Sustainability: a key component of this strategic plan is a recognition that the community exists within an environmental and fiscal sustainability framework. The City recognizes its responsibility to maintain our environment and promote development and projects that protect our physical environment for future generations. At the same time, the City of Brockville recognizes a stewardship responsibility in ensuring that tax monies are invested prudently and with accountability.

## **Strategic Initiative Outcomes**

This plan is an enduring strategic framework designed to contribute to long term outcomes in the **focal points** of People, the Economy, Amenities and Sustainability. The performance measurement goals allow Council the ability to report on progress in contributing to these outcomes. The following chart illustrates the linkages within each of the **focal points**:

<b>Strategic Outcome</b>	<b>Brockville is city of vibrancy, diversity and sustainability whose citizens enjoy an exceptional quality of life.</b>			
<b>Focal Point</b>	<b>People</b>	<b>Economy</b>	<b>Amenities</b>	<b>Sustainability</b>
<b>Ultimate Outcome</b>	Brockville has a balanced and tolerant demographic profile	Brockville has a diverse, creative, innovative and entrepreneurial economy	Brockville is recognized as a quality of life community	Brockville is a sustainable community
<b>Intermediate Outcome [citizen focused back to the community]</b>	Citizens have the capacity to lead productive lives through their talents, abilities and community contributions	Citizens apply their innovative, creative and entrepreneurial skills to take advantage of employment opportunities	Brockville amenities contribute to citizen well being and citizens contribute to the development of amenities	Brockville conducts its business in a sustainable manner and citizens embrace environmental/ fiscal sustainability
<b>Immediate Outcome</b>	Brockville is inviting to families and other residents	Citizens have access to well paying employment opportunities	Citizens have access to health care, education, recreation and cultural facilities and services	Sustainability planning is in place
<b>Goal/Target (Annual)</b>	- 1% growth per year	- 2% growth in net new employment  - 2% increase in average family income	- 2% increase in community visitation and expenditures	- 2% decrease in municipal carbon footprint financial - sustainability in all aspects of municipal government
<b>Strategic Initiative</b>	Family Friendly Focus – recruitment of young families	Innovation, Creativity and Entrepreneurial Capacity - attracting young professionals and creatives.	Downtown Revitalization – creating a unique experience built on culture, shopping and attractions	Promote Sustainability Focus in all aspects of City Administration – environmental and financial
<b>Inputs and Activities</b>	Departmental Business Plans, Community Partnerships, Resources (People and Budget)			



## Strategic Priorities:

The following tables outline each **focal point** in detail

	<b><i>People</i></b>
Overview	<p>The citizens of Brockville are one of the key assets of the community. The community exists for them. The primary purpose of the City is to meet the needs of the citizens, and to ensure an environment exists in which the city can continue to grow and develop.</p> <p>Brockville is attractive to families for its safety, security and the ability to access education, health care and other recreational and cultural amenities easily. For the same reasons, Brockville is attractive to retirees. In looking at the community demographics and the requirement to develop long term focus for the City; Mayor and Council have identified a strategic priority in recruiting young families who will provide the long term stability and growth in the City.</p>
Focus and Outcomes	<p>The strategic priority in this area is to position Brockville as a "Family Friendly" community, building on the Amenities and assets of the community. The objective of this strategic initiative is to appeal to young professionals who wish to find a community in which they can raise their families. This strategy takes a long term view: there will always be a niche of people looking to raise a family in a safe and secure environment, with a high quality of life.</p> <p>Ultimate Outcome: Brockville has a balanced and tolerant demographic profile</p> <p>Intermediate Outcome: Citizens have the capacity to lead productive lives</p> <p>Immediate Outcome: Brockville is inviting to families and other residents</p>
Strategic Priority	<ul style="list-style-type: none"><li>•an active recruitment campaign to highlight Brockville as a Family Friendly community, with an objective of recruiting and retaining young families ages, 25 to 38 years of age, with a target profile of young professionals, knowledge workers, entrepreneurs, creatives and trades</li></ul>

	<ul style="list-style-type: none"> <li>•a focus on immigration will be implemented</li> </ul>
Goals	The goals of this initiative are to achieve a net family unit growth rate of 1% each year over 10 years, with an average of 2.1 people per family unit.
Key Performance Indicator	The key performance indicators will be net increase of families measured over the projected period of this plan. The initial target is 50 family units per year.
Strategic Initiatives and Timelines	<p>2009</p> <ul style="list-style-type: none"> <li>•develop strategic alliances with relevant community partners including:             <ul style="list-style-type: none"> <li>- educational institutions</li> <li>- YMCA</li> <li>- Realtors</li> </ul> </li> <li>•develop promotional materials positioning Family Friendly focus</li> <li>•expand a Family Ambassadors Program where local families host potential recruits for a tour of the city, meetings with civic, education, recreation, cultural contacts.</li> <li>•integrated into the ongoing promotion and relocation program of the City</li> <li>•launch program</li> </ul> <p>2010 - 2014</p> <ul style="list-style-type: none"> <li>•assess feedback and targets</li> <li>•refocus if required</li> <li>•maintain initiative</li> <li>•annually report on progress</li> </ul>



	<b><i>Economy</i></b>
Overview	<p>Brockville and Eastern Ontario is in a “post-manufacturing” economy. While there remains a strong manufacturing element in the local Brockville economy, increasingly it is the service sector and other economic sectors that will carry the employment and tax burden.</p> <p>Long term economic resilience will be built on a foundation of creativity, innovation, and entrepreneurial capacity. Brockville has a strong reputation and history of promoting this agenda. A focus on creativity, innovation, and entrepreneurial capacity allows the community to respond to shifts in the economic climate.</p>
Focus and Outcomes	<p>The objectives of this focal point are to ensure the current local employment environment is stable, with the ability to then work to attract new opportunities and foster the high value, high tech creative/entrepreneurial employment opportunities as a unique niche. This initiative will focus on fostering the creative economy as a high value economic sector.</p> <p>The target market will be young entrepreneurs, knowledge based individuals and professionals wishing to establish themselves in Brockville. A second focus will be on promoting innovation with existing companies and local organizations, with a specific focus on public recognition of those companies, organizations and individuals who demonstrate the qualities of innovation and creativity in the development of new market opportunities.</p> <p>Ultimate Outcome: Brockville has a diverse, creative, innovative and entrepreneurial economy</p> <p>Intermediate Outcome: Citizens apply their innovative, creative and entrepreneurial skills to take advantage of employment opportunities</p> <p>Immediate Outcome: Citizens have access to well paying employment opportunities</p>
Strategic Priority	<p>Strategic priority is based on promoting and recruiting employment opportunities with an entrepreneurial capacity in the following creative/innovation sectors:</p> <ul style="list-style-type: none"> <li>• telework</li> </ul>

	<ul style="list-style-type: none"> <li>centres of excellence</li> <li>research and development focus</li> <li>tourism/ biosphere and eco-tourism</li> </ul>																								
Goals	<p>The goal of this initiative is broken down as follows:</p> <ul style="list-style-type: none"> <li>stabilize the current economy and stop job loss</li> <li>foster job growth in the target areas and areas of future growth opportunities</li> <li>endeavour to attain a 10% growth target in high value/high quality employment by year 5</li> <li>10% increase in average family income by year 5</li> </ul>																								
Key Performance Indicator	<p>The key performance indicators will be:</p> <table> <thead> <tr> <th><b><u>Indicators</u></b></th><th><b><u>Targets</u></b></th></tr> </thead> <tbody> <tr> <td>- business formation</td><td>- 20 new businesses</td></tr> <tr> <td>- assessment growth</td><td>- 1% growth</td></tr> <tr> <td>- retail sales per capita</td><td>- average increase of 3%</td></tr> <tr> <td>- employment generation</td><td>- 75 positions</td></tr> <tr> <td>- employment retention</td><td>- 50 positions</td></tr> <tr> <td>- investment growth</td><td>- \$25 million</td></tr> <tr> <td>- absorption rate per year</td><td>- 3 acres</td></tr> <tr> <td>- housing starts</td><td>- 40 homes</td></tr> <tr> <td>- commercial vacancy rate</td><td>- 5% reduction</td></tr> <tr> <td>- exporting capacity</td><td>- 3-5% increase</td></tr> <tr> <td>- tourism visitation/expenditure</td><td></td></tr> </tbody> </table>	<b><u>Indicators</u></b>	<b><u>Targets</u></b>	- business formation	- 20 new businesses	- assessment growth	- 1% growth	- retail sales per capita	- average increase of 3%	- employment generation	- 75 positions	- employment retention	- 50 positions	- investment growth	- \$25 million	- absorption rate per year	- 3 acres	- housing starts	- 40 homes	- commercial vacancy rate	- 5% reduction	- exporting capacity	- 3-5% increase	- tourism visitation/expenditure	
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Strategic Initiatives and Timelines	<p>2009 – 10</p> <ul style="list-style-type: none"> <li>repositioning Brockville as a centre of excellence in the creative economy, and as a centre of innovation and entrepreneurial capacity</li> <li>this will be supported through strategic alliances with source of business capital for start-up, growth or commercialization of concepts and ideas</li> <li>establish a Community Economic Development Committee</li> <li>partnership the development of the County strategic sustainability plan</li> <li>evaluate the Community Improvement and Brownfields Remediation Program</li> <li>encourage a local procurement initiative between area food and beverage processors and area food and service providers in partnership with Arch Biosphere</li> </ul> <p>2011 – 14</p> <ul style="list-style-type: none"> <li>stabilize jobs to net neutral</li> </ul>																								

- recommend the incorporation of innovation awards for companies, community organizations and individuals with annual Chamber gala awards event
- begin employment growth by high promotion of creativity and innovation community culture supported by case studies and examples from the Brockville community
- encourage partnerships with the tourism industry to enhance a collaborative Marketing Strategy with regional partners and penetrate new market opportunities
- encourage restaurants to incorporate local ingredients in their menus
- continue to support a summer and fall farmers market in the downtown area
- Partner with neighbouring communities on a shared approach to reducing infrastructure costs and enhancing economic development (including tourism opportunities)
- raise awareness of education, learning and training opportunities outside the public school curriculum
- identify and partner with higher education institutions to provide post-secondary education opportunities in Brockville

	<b><i>Amenities</i></b>
Overview	Over the past decade, Brockville has invested in a solid social, cultural, recreational and physical infrastructure that provides a quality of life that is second to none in the country. Brockville has a unique combination of history, family safety, recreation, cultural institutions, architecture and topography. Brockville will leverage these assets as a key component supporting the Family Focus recruitment and the establishment of the creative/innovation/entrepreneurial capacity.
Focus and Outcomes	<p>The strategic priorities in this focal point are focused on revitalizing the downtown, while ensuring that community partnerships are engaged to maintain and enhance community infrastructure, security, cultural activities, recreational opportunities, education, and healthcare.</p> <p>Ultimate Outcome: Brockville is recognized as a quality of life community</p> <p>Intermediate Outcome: Brockville amenities contribute to citizen well being and citizens contribute to the development of amenities</p> <p>Immediate Outcome: Citizens have access to health care, education, recreation and cultural facilities and services</p>
Strategic Priority	<p>The number one strategic priority in enhancing Amenities is Downtown Revitalization.</p> <ul style="list-style-type: none"> <li>• downtown revitalization/waterfront development <ul style="list-style-type: none"> <li>• to create a unique experience that is attractive to creatives/entrepreneurs, and families.</li> <li>• linked to the Family Focus concepts and the establishment of an economic hub related to the creative/innovation culture</li> <li>• leverage the Arts Centre as a downtown anchor to proactively promote festivals, events and projects that bring in visitors to the City. Create a downtown creative hub that features niche retail, food and social activities.</li> </ul> </li> </ul> <p>This strategic priority will be supported by:</p> <ul style="list-style-type: none"> <li>• a communications program that positions Brockville</li> </ul>

	<p>as a unique city that promotes family safety and security, access to community amenities, and an economy that is innovative and entrepreneurial with long term employment prospects</p> <p>A number of projects are already being undertaken within the community in this area including the Maritime Discovery Centre, Waterfront Public Use Strategy, the Biosphere project, etc. Council will ensure that these projects are designed to enhance the process of downtown revitalization.</p>																										
Goals	<p>2% increase in attendance/utilization of existing amenities</p> <p>Assess and develop enhanced amenities based upon community requirements and feedback.</p> <p>Maintain the favourable benchmark standards within the Community Vitality Index (CVI)</p>																										
Key Performance Indicator	<p>The following have been identified as key indicators in the Amenities:</p> <table> <tr> <td>Community Vitality Index (CVI)</td><td><b>Targets</b></td></tr> <tr> <td>- Personal &amp; Economic Security</td><td>&gt; 67.4</td></tr> <tr> <td>- Lifelong Learning</td><td>&gt; 77.3</td></tr> <tr> <td>- Wellness</td><td>&gt; 67</td></tr> <tr> <td>- Leadership, Teamwork Networking</td><td>&gt; 67</td></tr> <tr> <td>- Environment</td><td>&gt; 74.9</td></tr> <tr> <td>- Art, Heritage, Culture</td><td>&gt; 79.5</td></tr> <tr> <td>- Community Entrepreneurship</td><td>&gt; 65.6</td></tr> <tr> <td>- Physical Space</td><td>&gt; 77.3</td></tr> <tr> <td>- Sense of Community</td><td>&gt; 64.1</td></tr> <tr> <td>Canadian Council of Learning Index</td><td>&gt; 85.0</td></tr> <tr> <td>Downtown/Waterfront Investment Dollars</td><td></td></tr> <tr> <td>Attendance/Utilization trends of existing amenities</td><td></td></tr> </table>	Community Vitality Index (CVI)	<b>Targets</b>	- Personal & Economic Security	> 67.4	- Lifelong Learning	> 77.3	- Wellness	> 67	- Leadership, Teamwork Networking	> 67	- Environment	> 74.9	- Art, Heritage, Culture	> 79.5	- Community Entrepreneurship	> 65.6	- Physical Space	> 77.3	- Sense of Community	> 64.1	Canadian Council of Learning Index	> 85.0	Downtown/Waterfront Investment Dollars		Attendance/Utilization trends of existing amenities	
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Strategic Initiatives and Timelines	<p>2009-2014</p> <ul style="list-style-type: none"> <li>• establish and implement a Downtown Revitalization &amp; Waterfront Development Plan</li> <li>• establishment of two new festivals with community partners that are attractive to transient visitors within a one hour drive</li> <li>• promote the downtown as a destination within the</li> </ul>																										

community and to key target markets within a one hour drive of Brockville

- launch Artisans Village Program
- completion and implementation of Waterfront Public Use Strategy
- develop and open Maritime Discovery Centre of the 1000 Islands
- complete Master Plan for St. Lawrence Park
- complete environmental assessment of Reynolds Park to determine future use
- complete connectivity of trail system

	<b><i>Sustainability</i></b>
Overview	The City recognizes its responsibility to maintain our environment and promote development and projects that protect our physical environment for future generations. At the same time, the City of Brockville recognizes a stewardship responsibility in ensuring that tax monies are invested prudently and with accountability.
Focus and Outcomes	<p><b><u>Financial:</u></b></p> <ul style="list-style-type: none"> <li>• property taxes/fees are competitive with comparable municipalities</li> <li>• diversify the revenue base through levying user fees and selling our services to other municipalities</li> <li>• seek out cost sharing or service delivery partnerships to reduce costs or improve services</li> <li>• maintain and improve community infrastructure</li> <li>• grow the tax base by enhancing the existing business sector and creating new opportunities for business</li> <li>• continually review operational processes, searching out redundancies, changing conditions or improved technologies to reduce cycle time and improve service to deliver best value for money</li> <li>• diversify choice of service delivery through use of best practices and regional cooperation</li> <li>• recruit and retain a workforce that is committed to and accountable for quality and value in the services it provides</li> </ul> <p><b><u>Environmental:</u></b></p> <p>The basic energy needs of residents, visitors, and businesses are met reliably, affordably, efficiently and equitably.</p> <p>The City's policies and decision making processes are guided by the desire to maximize environmental benefits while minimizing and mitigating negative environment impacts. Local renewable energy opportunities are utilized.</p> <p>Every municipal building meets or exceeds minimum standards for energy efficiency.</p> <p>The water, wastewater and storm water systems adequately service residents, visitors, and businesses, and meet basic needs in a reliable, efficient, affordable and equitable manner.</p> <p>Storm water management and flood control measures are designed to replicate natural hydrological systems and maintain the integrity of streams, rivers, and</p>

	<p>wetlands.</p> <p>Water users are responsible citizens who conserve potable water and reserve the highest quality water for the uses demanding such quality.</p> <p>Recycling, reuse and reduction of materials has reduced the need for a landfill and created local employment opportunities.</p> <p>Promote environmental stewardship amongst residents and businesses</p>
Strategic Priority	Promote Sustainability Focus in all aspects of City Administration
Goals	<ul style="list-style-type: none"> <li>- 10% decrease in municipal carbon footprint</li> <li>- continuous improvement in all aspects of municipal government sustainability</li> </ul>



Key Performance Indicators	<b><u>Environmental Indicators</u></b>	<b><u>Benchmarks</u></b>
	Kilograms of residential waste generated per person per year	0.168
	Average number of litres of potable water consumed per person per day	188
	Energy used by municipal operations	
	- Electricity	30,933,000 kwh
	- Natural Gas	282,500 m <sup>3</sup>
	- Fuel (oil, gas, diesel)	416,981 litres
	Greenhouse gas (GHG) emissions by municipal operations	113,818 kg/yr
	Tonnes of waste diverted from landfill per household per year/diversion rate	1668 tonne/42%
	Total and per capita annual transit ridership	91,290/4.18
	<b><u>Financial Indicators</u></b>	
	Net Municipal Levy Per Capita	\$1,143
	Reserves as a % of Total Expenditures	30.7%
	Reserves as a % of Taxation (Excl. Water & Sewer)	52.7%
	Debt as a % of Taxation (Excl. Water & Sewer)	11.3%
	Outstanding Debt to Reserve Ratio	2.1
	Debt Per Capital	1,257
	Reserves Per Capita	726
	Taxes Receivable as a % of Tax Levies	4.5%
	Taxes as a % of Income (Excl. Water & Sewer)	4.6%
	Taxes as a % of Income (Incl. Water & Sewer)	5.4%
	Percentage of taxes/fees judged comparable	
	Financial position per capita	(696)
Strategic Initiatives and Timelines	<p>2009</p> <ul style="list-style-type: none"> <li>• complete Strategic Plan for solid waste services</li> <li>• complete Energy Management Action Plan</li> <li>• complete ISO quality management regulatory compliance for Municipal Water System</li> <li>• draft a new Official Plan including a sustainability policy framework</li> <li>• establish a municipal carbon baseline</li> <li>• develop a carbon reduction action plan</li> <li>• increase available hydraulic capacity at WPCP</li> <li>• implement new financial system</li> <li>• develop and implement a plan for Public Sector Accounting Board (PSAB) asset reporting</li> <li>• update capital program based upon identified strategic plan initiatives, building and energy audits</li> <li>• complete information technology master plan</li> </ul> <p>2010 -2014</p> <ul style="list-style-type: none"> <li>• monitor activities and carbon footprint trends in operations</li> <li>• achieve target</li> </ul>	

## **Implementation of Strategic Plan**

Approved by Council of the City of Brockville's initial Strategic Plan will provide a future outlook for the organization.

The successful implementation of the Strategic Plan is dependent on four (4) key elements:

1. Council adoption of the Strategic Plan including support and direction to focus on a long term perspective of program and service planning, delivery and evaluation.
2. Annually, the City Manager and Senior Management Team is responsible for developing strategic initiatives in support of strategic initiatives identified within the Strategic Plan. The business plan will identify the necessary resources/timelines to carry out the activities that support the Strategic Plan.
3. Continued involvement from City employees, residents, businesses and key stakeholders to ensure that the City of Brockville remains current in program and service delivery.
4. Continued monitoring and reporting of the progress of the Strategic Plan each year through the annual budget process. The budget process will provide an update on the achievement of the actions contained in the Strategic Plan and outline the initiatives and resources to move forward within the future.

**07SEP2012**

**REPORT TO FINANCE, ADMIN. & OPERATIONS COMMITTEE – SEPTEMBER 18, 2012**

**2012-148-09  
WINTER MAINTENANCE  
POLICY AMENDMENTS**

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

**RECOMMENDATION**

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

1. Schedule A – Roadway Snow Cleaning System
2. Schedules B1 & B2 – Sidewalk Snow Clearing System
3. Schedule K – Snow Removal at Cul-de-Sacs

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

**PURPOSE**

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

**BACKGROUND**

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

**ANALYSIS**

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

## 1. SCHEDULE A – ROADWAY SNOW CLEANING SYSTEM

### Additions

<u>Street Name</u>	<u>Location</u>	<u>Class</u>
McClure Crescent	Aspen Dr. to temporary cul-de-sac	5
Steacy Gardens	Liston Ave. to cul-de-sac	5

### Explanatory Details

The above roadways are new roadways constructed in 2012.

### Classification Changes

<u>Street Name</u>	<u>Location</u>	<u>Current Class</u>	<u>Revised Class</u>
Centre St.	King St. to Baxter Dr.	4	3
Centre St.	Baxter Dr. to Brock St.	5	3
Brock St.	Centre St. to Wolthausen St.	5	3
Brock St.	Wolthausen St. to Cedar St.	4	3

### Explanatory Details

The above classification changes are a result of changes to the Brockville Transit bus routes.

## 2. SCHEDULES B1 & B2, SIDEWALK SNOW CLEARING SYSTEM

### Additions

<u>Street Name</u>	<u>Location</u>	<u>Class</u>
Brock Trail	Parkedale Ave. to Laurier Blvd.	4 (to be serviced)
Wolthausen St.	Pearl St. West to Brock St.	3

### Explanatory Details

The section of the Brock Trail between Parkedale Avenue and Ormond St. was a request of a north end resident and can be serviced with mechanical equipment under the same conditions as the rest of the trail (lowest priority; no overtime expended).

Wolthausen St. and Aspen Drive are new sidewalks that were constructed in preceding years.

### Classification Changes

<u>Street Name</u>	<u>Location</u>	<u>Current Class</u>	<u>Revised Class</u>
<i>Brock St.</i>	<i>Cedar St. to Wolthausen St.</i>	<i>3</i>	<i>1 (Transit)</i>

### Explanatory Details

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

## **3. SCHEDULE K – SNOW REMOVAL AT CUL-DE-SACS**

### Additions

- a) Steacy Gardens*
- b) Donaldson Court*

### Explanatory Details

Snow storage limitations at the above locations have resulted in these additions to this schedule.

## **POLICY**

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


## FINANCIAL ANALYSIS

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

## CONCLUSION

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

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

  
\_\_\_\_\_  
C. J. Cosgrove  
Director of Operations

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

  
\_\_\_\_\_  
R. Fraser  
Public Works/Parks Supervisor

**10SEPT2012**

**REPORT TO FINANCE, ADMIN. & OPERATIONS COMMITTEE – SEPT 18, 2012**

**2012-154-09  
REQUEST FOR  
NO PARKING AREA  
ON HILL STREET**

**C. J. COSGROVE, P. ENG.  
DIRECTOR OF OPERATIONS  
V.B. HARVEY, SUPERVISOR  
TRANSPORTATION SERVICES**

**RECOMMENDATION**

THAT parking be prohibited on the west side of Hill Street 8.1 meters to 14.1 meters south of Pearl Street from November 1<sup>st</sup> to March 31<sup>st</sup> and,

THAT Schedule “2” Subsection 74 of By-law 119-89 is amended accordingly.

**PURPOSE/BACKGROUND**

Concern has been raised by the Public Works Division about snow plow trucks having difficulty turning off Pearl Street onto Hill Street due to the location of a hydro pole and vehicles parked on the street. Public Works asked that staff investigate creating a No Parking Zone on the west side of Hill Street 8.1 meters to 14.1 meters south of Pearl Street from November 1<sup>st</sup> to March 31<sup>st</sup>.

Staff sent letters to residents in the immediate area requesting feedback on the idea of creating a No Parking Zone in this area during the winter months to facilitate snow plowing. Staff received 4 responses agreeing with the proposed change.

**ANALYSIS/OPTIONS**

After reviewing the site and feedback from residents, the Transportation Services Division has made the following observations:

- Current municipal by-laws prohibit vehicles from parking within 6 meters of any intersection for visibility/safety reasons and the new no parking zone would be located immediately south of this area.
- Per the attached photo (Schedule A) when a vehicle is parked on the west side of the street and the location of the hydro pole on the east side of the street, there is limited space to safely maneuver a snow plow around the corner. There is potential to damage either the vehicle or the pole.

## POLICY IMPLICATIONS

Amendments to the City's Parking By-Law 119-89 require Council authorization.

## FINANCIAL CONSIDERATIONS

Annually Public Works budgets for the installation of a variety of signs throughout the City including stop, yield, parking, directional, etc. There are sufficient funds in the Public Works 2012 Proposed Operating Budget, account 01-5-245436-2010 to supply and install the necessary sign.

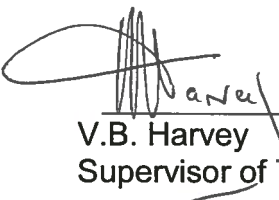
## CONCLUSION

It is recommended that a No Parking Zone be implemented at the above noted location.

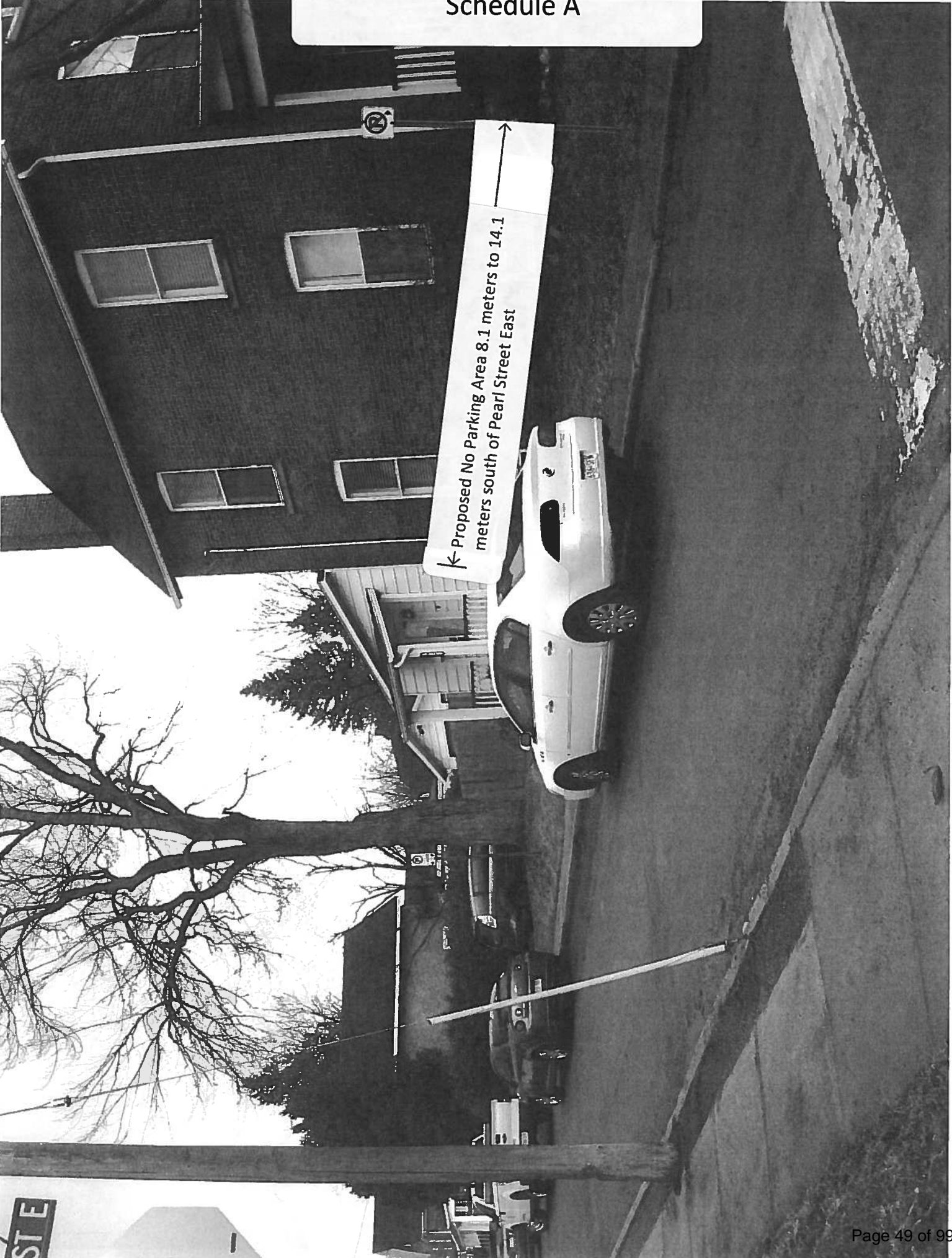
  
\_\_\_\_\_  
D. Cyr  
Director of Finance

  
\_\_\_\_\_  
C. J. Cosgrove  
Director of Operations

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

  
\_\_\_\_\_  
V.B. Harvey  
Supervisor of Transportation Services





← Proposed No Parking Area 8.1 meters to 14.1 meters south of Pearl Street East →

**11SEP2012**

**REPORT TO FINANCE, ADMIN. & OPERATIONS COMMITTEE – SEPT. 18, 2012**

**2012-152-09  
REQUEST TO BAN TRACTOR  
TRAILERS ON PERTH STREET**

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

**RECOMMENDATION**

THAT staff be directed to work with the DBIA and its member businesses to divert tractor trailer trucks from Perth Street, where possible.

**PURPOSE**

The purpose of this report is to provide a review of the request to prohibit tractor trailer trucks on Perth Street from Brock Street to King Street.

**BACKGROUND**

At the June 19, 2012 meeting, the Finance, Administration and Operations Committee heard a presentation from Mr. Steve Lapp, on behalf of area residents, requesting that tractor trailer trucks be prohibited from using Perth Street from Brock Street to King Street (Attachment 1).

The Committee referred the request to staff for review and a report back to the Committee.

**ANALYSIS**

At the June 19, 2012 meeting, Mr. Lapp inferred that his requests for an explanation of the permissive truck route directing trucks exiting Highway 401 at Stewart Boulevard to Parkedale Avenue and North Augusta Road had gone unanswered. Attachment 2 is an October 23, 2009 e-mail to Mr. Lapp from Peter Raabe providing the explanation which was reiterated at the June 19, 2012 meeting.

On July 4, July 6, and July 10, 2012, the DBIA arranged for counts of tractor trailer trucks at the Perth Street/King Street intersection utilizing students from the Youth Intern Police Initiative. The results are shown in Attachment 3. In addition, the DBIA conducted a survey of member businesses to determine the number and type of trucks used for deliveries, and the typical route used by the delivery trucks. The results are shown in Attachment 4.

The most recent full traffic counts by the City that included heavy vehicle counts were conducted in 2007 at the Perth Street/Pearl Street intersection and the North Augusta Road/Pearl Street intersection (heavy vehicles include not only tractor trailers trucks but all heavy vehicles including construction vehicles, buses, large cube vans, etc.). In the peak hour, 14 heavy vehicles travelled through the Perth Street/Pearl Street intersection (137 total vehicles) and 26 heavy vehicles travelled through the North Augusta Road/Pearl Street intersection (290 total vehicles).

The following observations are made based on the above information:

- An average of 8 tractor trailers (2/hour) travelled through the Perth Street/King Street intersection during the 8 a.m. to 12 p.m. timeframe of the 2012 survey. An average of 6 tractor trailers (1.5/hour) made some kind of turning movement at the intersection.
- 10 of the 23 tractor trailers counted in the 2012 survey were identifiable as making deliveries at businesses near the intersection. It should be noted that a heavy truck prohibition in our existing By-Law permits trucks to make local deliveries.
- 2 DBIA businesses (Metro, Beattie Dodge) indicate that tractor trailers make deliveries using Perth Street.
- Tractor trailers from 4 DBIA businesses were identifiable as travelling through the Perth Street/King Street intersection.
- Of the 23 tractor trailers counted in the 2012 survey, only one trucking company had more than one truck counted (Leon's – 2).
- Based on the 2007 counts, approximately twice as many heavy vehicles travel North Augusta Road in comparison to Perth Street.
- While not counting the same group of vehicles, the 2007 and 2012 counts for Perth Street can be considered consistent.

It also should be noted that the existing permissive truck route directs trucks to North Augusta Road, and that North Augusta Road is part of the Highway 401 Emergency Detour Route (EDR) system.

It is the City's desire that the only transport trucks travelling in the downtown area are those making deliveries in the downtown area, except when the Highway 401 EDR is being used. The main access routes to the downtown area are: North Augusta Road/King Street East, William Street/Pearl Street/Buell Street, and Perth Street. Each of these routes travel through residential areas, and have less than optimum road widths and turning radii for tractor trailer trucks.

Some tractor trailer trucks may be diverted from Perth Street through dialogue between the City, the DBIA and member businesses.

Should Council wish to consider a prohibition of heavy trucks on Perth Street, it is recommended that this not be done without considering the potential impact on the other access routes to the downtown area. A public consultation process would be a recommended part of this review. Ideally, this should be considered within the context of a City-wide Transportation Plan, which would include public consultation. For example, is diverting all tractor trailer truck traffic to North Augusta Road preferable to removing on-street parking from Perth Street to improve lane widths and turning radii? Would a heavy truck prohibition on Perth Street result in tractor trailer trucks travelling in other areas where they would create resident concerns (Attachment 5)?

## **POLICY**

An amendment of the Traffic By-Law would be required to enact a heavy truck prohibition.

## **FINANCIAL CONSIDERATIONS**

None at this time.

## **CONCLUSION**

The City should work with the DBIA and its member businesses to divert tractor trailer trucks from Perth Street, where possible.

Access to the downtown area for tractor trailer trucks should be considered as part of a City-wide Transportation Plan.

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

  
\_\_\_\_\_  
C. J. Cosgrove  
Director of Operations

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

City of Brockville

Finance, Administration & Operations Committee Minutes, Tuesday, June 19, 2012

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

1. Mr. Robert Millar  
Need for a Transportation Plan.

Mr. Millar gave a Power Point presentation.

Mayor Henderson stated that the Transportation Plan would be considered in the 2013 budget.

2. Mr. Steve Lapp  
Prohibition of tractor trailer trucks on Perth Street from Brock St to King St

Moved by: Councillor LeSueur

THAT this matter be referred to the Director of Operations for review and report back to the Finance, Administration & Operations Committee.

CARRIED

Mr. Lapp discussed the memo from Mr. R. Fraser dated March 2, 2006 (attached to the agenda).

Mayor Henderson asked for clarification of the exact problem concerning the trucks on Perth Street. Mr. Lapp explained that Perth Street was too narrow to handle the tractor trailer trucks particularly at the corner of Perth and King Streets. He said that because of this problem, the tractor trailer trucks were using side streets to compensate. Mr. Lapp stated that the existing conditions were also unsafe and impaired driver's vision.

Mayor Henderson stated that the memo dated March 2, 2006 concerns a specific situation and it was being used out of context. Mr. Lapp stated that the intersection could not accommodate tractor trailer traffic.

Councillor McFall asked if research had been done concerning the destination of the trucks and where they originated from, and if the trucks were rerouted, how this would affect the downtown merchants.

Mr. Lapp stated that preliminary research had been done but did not know the affect this would have on the downtown merchants.

Councillor Blanchard asked if the tractor trailer trucks were prohibited on Perth Street how would this be enforced. Mr. Lapp suggested using signage. Mr. Cosgrove stated that there were streets in the City that prohibited truck traffic.

Mr. Lapp stated that the tractor trailer trucks that service the west end businesses could access them via Long Beach.

### **CORRESPONDENCE**

1. Correspondence from Downtown Brockville  
Prohibition of tractor trailer trucks on Perth Street

Moved by: Councillor LeSueur

THAT the correspondence received from Downtown Brockville dated May 28, 2012 regarding tractor trailer trucks on Perth Street be received.

CARRIED

### **STAFF REPORTS**

1. 2012-110-06  
Arena Revenue Generation Program

Moved by: Councillor McFall

THAT a new revenue program be established for the replacement of ice resurfacers and ice edger equipment which includes a specific capital reserve account for this program; and

THAT the following yearly rate schedule be established:

	Memorial Centre	Youth Arena
A. Ice Resurfacer Ad	\$2,000 minimum or as negotiated	\$1,000 minimum or as negotiated
B. In-Ice Logo Ad	\$1,000	\$600
C. Wall Banner Ad	n/a	\$400

CARRIED

Councillor Earle inquired if in-ice logos would require managing the ice differently and need additional maintenance. Mr. Cosgrove stated that it would not require additional maintenance.

Councillor Earle asked who would be responsible for the sales of the advertising. Mr. Cosgrove stated that it would be the Arena/Facilities Supervisor.

**Conal Cosgrove**

---

**From:** Conal Cosgrove  
**Sent:** September 7, 2012 10:41 AM  
**To:** Conal Cosgrove  
**Subject:** FW: heavy truck traffic on Perth Street

**From:** Peter Raabe  
**Sent:** October-23-09 1:07 PM  
**To:** Stevan Lapp  
**Subject:** RE: heavy truck traffic on Perth Street

As requested.

1. As stated in the my previous email, the signs that Public Works installed are to assist out of town truck drivers who are not familiar with Brockville, in getting from Highway 401 to County Road 2 and vice versa by using the easiest possible route rather than trying to use streets such as Court House Avenue where trucks are prohibited. Again, trucks are not required to follow these routes but it could be helpful if they do so.
2. The other signs were not accomplishing the task and it was felt by the Public Works supervisor that the additional signage would be of assistance.
3. The trucks are being directed to use North Augusta Road as opposed to Stewart/William because Stewart/William take the trucks to Pearl Street where they have to make either a right or left turn. If they are going to the east end of the City, North Augusta Road is the best choice as it reduces the number of trucks on Pearl Street.
4. The City does not control signage on Highway 401 and would require permission and pay a fee to the Ministry of Transportation to erect any signs. The current configuration only inconveniences the truck driver. Also, there is no official truck route.
5. Trucks travelling eastbound along King Street and wanting to get to the north end have very few options. Perth Street, although, not ideal, does provide this route. There are a few alternative routes to consider but they all direct trucks through residential areas.
6. The steps in getting an officially designated truck route would be to submit a proposal to my office identifying the proposed route. Engineering staff would review the proposal and determine if it meets the appropriate criteria. If staff is in agreement a report would be prepared for the Operations Committee (who meet once a month) for their review and approval. It would then be presented to Council for their review and approval. Once Council has approved the request, a directive would be sent out to the appropriate departments advising them of the decision and to proceed with the ordering and installation of the required signage.

I trust this clarifies the situation.

Peter Raabe, P.Eng.  
 Municipal Engineer  
 City of Brockville  
 1 King Street West  
 P.O. Box 5000  
 Brockville, Ontario  
 K6V 7A5  
 Telephone (613) 342-8772 ext. 8257



Wed. July 4, 2012

## Tractor Trailer Count

8:00 am- 12:00 pm

	East Bound on King	West Bound on King	South Bound on Perth	North Bound on Perth	License Plate	Truck Company
1		x	x		734 1XT	The Smart Exchange
2				x (from Metro)	488 3HH	APEX
3		x			668 67B	Leons
4	x			x	8B 54073	K Town
5		x	x		124 8WY	R&D Dairies
6			x	(went to Metro)	729 0JJ	Coca Cola
7			x	(went to Metro)	270 DYM	Metro
8	x		x		731 0W0	Apex Motors
9		x		x	AB 7963	The Beer Store
10		x		x	L364303	Bruno and Nicki Inc
11				x (from Metro)	871 2PJ	didn't get name
12	x		x		7G8 8PC	Grant Transport
13	x			x	895 1VE	Superior Propane
14	x			x	J18 120	didn't get name

2 tractor Trailers south bound on Perth went West on King

2 tractor Trailers south bound on Perth went East on King

3 tractor trailers east bound on King went North on Perth

2 tractor trailers west bound on King went North on Perth

2 tractor trailers south bound on Perth went to Metro

2 tractor trailers north bound on Perth from Metro

1 tractor trailer west bound on King



Friday July 6, 2012

**Tractor Trailer Count**

8:00 am- 12:00 pm

	East Bound on King	West Bound on King	South Bound on Perth	North Bound on Perth	License Plate	Truck Company
1			x	went to Metro	207 0YW	Wilson
2	x				039 302	Tombro
3		x	x			Chatel
4	x			x	685 27Y	Leons
5		x		x	132 6ZN	
6	x			x	896 IVY	Home Hardware
7		x	x		644 OYP	Sysco
8		x			719 918	Enbridge

3 tractor Trailers south bound on Perth went West on King

2 tractor trailers east bound on King went North on Perth

1 tractor trailer west bound on King went North on Perth

1 tractor trailer east bound on King

1 tractor trailer west bound on King

	East Bound on King	West Bound on King	South Bound on Perth	North Bound on Perth	License Plate	Truck Company
		x			46J 5ZP	
		x		x	PX4 843	
	x			x	311 42T	MacCartney's
	x			x	J39 59N	Day and Ross
			x	to Metro	994 9PJ	Westchester

1 tractor Trailers south bound on Perth

2 tractor trailers east bound on King went North on Perth

1 tractor trailer west bound on King went North on Perth

1 tractor trailer west bound on King

### Tractor Trailers

Below is a summary of the number of tractor trailers that deliver to the businesses in Downtown Brockville. We have also included larger delivery trucks to provide a complete picture of the truck use in this area.

Island Delight: No tractor trailers

4 deliveries (refrigerated trucks) per week and the use both Perth and Buell

Healthy Pets: 3 Tractor trailer deliveries per week they enter/ exit by way of North Augusta, Buell and Long Beach.

2 deliveries in a refrigerated truck which use both Buell and Perth.

Army Surplus: Has tractor trailer delivery to warehouse on Perth. This Tractor trailer exits the 401 at Stewart, then makes the turn on to Strowger Blvd. to Perth, then returns to the 401 the same way. It is never in the downtown.

Billings Hardware: One tractor trailer per week. The tractor trailer comes from the steward blvd store, where the driver drops one of the trailers and continues down steward to pearl to Buell. The driver usually returns via the same route. This tractor trailer is never on king or Perth.

Seaway Kitchen & Bath: 1 delivery a week the route is usually to and from Buell.

Golden Gate: No tractor trailers

5 deliveries/ week refrigerated trucks which use both Perth and Buell.

Beattie Dodge: 6 deliveries per month. They have a second lot on Perth Street where most of the cars are delivered to. The car carriers do use Perth street but, not to or from King. They come from Stewart blvd. If they have to deliver to the Chase St. Dealership, they use Perth to George, or Buell, depending on which way the car carrier is parked will determine if it exits through Perth or Buell. Again, the car carriers do not use Perth and King.

Leon's: indicated that their trucks arrive in Brockville from Long Beach at 8:30 to 9:30am every Monday, Wednesday and Friday. Then it leaves town using North Augusta on its way to Cornwall. Then it returns between 1pm and 2pm and comes in off of North Augusta and leaves by way of Long Beach.

Metro: received trucks approximately 10 times during the week. They use Perth St. the majority of the times as their merchandise are at the back of the truck they then head up Perth to Food Basics. Their trucks come from Ottawa and does not turn onto King St. Their trucks occasionally go onto Kingston, but use the parking lot to King and then proceed to Long Beach.

**Conal Cosgrove**

---

**From:** pam mckinnon [REDACTED]  
**Sent:** August 20, 2012 8:54 PM  
**To:** Conal Cosgrove  
**Subject:** signage on Church

Conal

City council has decided to delay the decision to act until a traffic study is done in 2013. We have already waited eighteen months.

Could we post a "no truck" sign on Church St. before school starts? I watched a child get hit by a car on June 6th at 3:19 and on August 18th another accident occurred. A tractor trailer driver won't see the child. I'm really worried someone is going to get killed. Church Street is a residential Street. I don't see why the trucks have to use **both** Perth and Church.

I'm sorry this message is so blunt. After 18 months of struggle with Council the people in our neighborhood are upset. Living on one of the poorer streets in Brockville we feel discriminated against.

We've seen mountains moved for the big box stores.

Pam McKinnon  
 [REDACTED]

----- Original Message -----

**From:** Conal Cosgrove  
**To:** 'pamela@ripnet.com'  
**Sent:** Friday, July 06, 2012 4:17 PM  
**Subject:** RE: signage

Pam

Thank you for your e-mail.

We are also considering Church Street as we are looking at the request from Perth Street residents to ban trucks from Perth Street south of Pearl Street. It would be premature to post signs on Church Street until it is decided what to do about the issue in general. We will be reporting to City Council in August with a recommendation. Thank you for your patience until that time.

Please contact me if you have any questions.

Conal Cosgrove, P. Eng.  
 Director of Operations  
 City of Brockville

**From:** pam mckinnon [REDACTED]  
**Sent:** Thursday, July 05, 2012 2:53 PM  
**To:** GWMC  
**Subject:** signage

Dear Mr. Watts

Could we have a No Tractor Trailer sign posted at the corner of Perth Street and Church Street, going west onto Church Street? It is a residential street in Brockville, Ontario that is used by Tractor Trailers that are afraid to turn at Perth and King Street (there is no room to make that corner)

In order to turn onto Church Street from Perth Street they use the sidewalk to get around the corner and come within a 1/2" of the

telephone pole on the south side of Church. There are many children on Church Street and a new splash pad ,opening soon, one block south of Church.

I've seen a Tractor Trailer back up on Church in order to turn north onto Perth with a tricycle inches behind the truck.

Thank you for reading my note.

Sincerely,

Pam McKinnon

[REDACTED]

Brockville, Ontario

[REDACTED]

[REDACTED]

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Information from ESET NOD32 Antivirus, version of virus signature database 7274 (20120705)

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The message was checked by ESET NOD32 Antivirus.

<http://www.eset.com>

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The message was checked by ESET NOD32 Antivirus.

<http://www.eset.com>

**SEPTEMBER 6, 2012**

**REPORT TO FINANCE, ADMINISTRATION & OPERATIONS COMMITTEE –  
SEPTEMBER 18, 2012**

**2012-153-09  
2011 DEVELOPMENT CHARGES  
ANNUAL REPORT  
FILE: F21-02**

**D. CYR  
DIRECTOR OF FINANCE  
L. FERGUSON  
SUPERVISOR OF ACCOUNTING SERVICES  
C. WARD  
TREASURY OFFICER - RESERVES & CAPITAL**

**RECOMMENDATION**

THAT Council receives the 2011 Annual Report and Continuity Financial Statement with respect to the City's Development Charge Reserve Funds [Attachment 1 to Report # 2012-153-09];

AND THAT this be forwarded as required to:

Municipal Finance Branch  
Ministry of Municipal Affairs & Housing  
777 Bay Street, 13<sup>th</sup> Floor  
Toronto, ON M5G 2E5

**PURPOSE**

To provide Council with a financial statement relating to development charge by-laws and the associated reserve funds, as stipulated in the *Development Charge Act, 1997*.

**BACKGROUND**

Development Charges are fees imposed and collected by municipalities to help offset the capital costs associated with growth related infrastructure projects. Municipalities are given the authority to impose such fees by the Development Charges Act of 1997.

On June 22, 2004, the Corporation of the City of Brockville passed by-law 076-2004 under Section 2(1) of the Development Charges Act of 1997. This by-law established development charges upon all lands within the boundaries of the City of Brockville. It exempted these fees from developments in the downtown area (Part II Item 15) and industrial land uses (Part III Item 22). Fees imposed through Development Charges were payable upon the issuance of the first building permit.

Development Charge by-law 076-2004 expired in June of 2009. A background study, as well as at least one public meeting, has to be completed before the next Development Charge by-law can be passed. In addition, the Development Charge by-law must be passed within one year of the completion of the background study.

In June 2011, Council was presented with report # 2011-056-05, Development Charges Background Study. This report recommended "that the City retain Hemson Consulting Ltd. to complete a development charges background study as well as to develop a proposed by-law based upon the results of the study." At the meeting of June 28, 2011, Council passed a motion to refer the Development Charge Background Study to the Finance, Administration, and Operations Committee meeting of December 2012.

The Treasurers of Ontario municipalities are required to file with Council an annual report and financial statements on the purpose and activities associated with Reserve Funds for which Development Charges have been initiated. As well, a copy of this report must be sent to the Minister of Municipal Affairs and Housing within 60 days of Council receiving the aforementioned report.

A copy of Ontario Regulation 82/98 which outlines the reporting requirements is provided as [Attachment 2 to Report # 2012-153-09].

## **ANALYSIS**

The City of Brockville has provided for the following Development Charges Reserve Funds:

- A. Growth Management Development Charge Reserve Fund
- B. Transportation Development Charge Reserve Fund
- C. Water Pollution Control Plant Development Charge Reserve Fund

Attachment 1 to Report 2012-153-09 is the statement of continuity which shows the revenues, deposit interest earned and monies paid for each Development Charges Reserve Fund during the 2011 fiscal year.

## **Purpose**

The purpose of each Development Charge Reserve Fund is as follows:

- A. **Growth Management Development Charge Reserve Fund**  
For the provision of services related to designated growth as defined in the Development Charges By-Law 70-99.
- B. **Transportation Development Charge Reserve Fund**  
For the provision of transportation services related to designated growth, as defined in the Development Charges By-Law 70-99.
- C. **Water Pollution Control Plant Development Charge Reserve Fund**  
For the upgrade / expansion of the Water Pollution Control Plant, as defined in the Development Charges By-Law 70-99.

## FINANCIAL CONSIDERATIONS


There are no financial considerations associated with this report.

## CONCLUSION

After Council has received and reviewed this report, a copy will be sent to the Minister of Municipal Affairs and Housing.



C. Ward, Treasury Officer –  
Reserves & Capital



L. Ferguson, Supervisor of Accounting  
Services



D. Cyr, Director of Finance



B. Casselman, City Manager



**Corporation of the City of Brockville**  
**Development Charge Reserve Funds**  
**As at December 31, 2011**

**By-Law 076-2004**

	2011			Total
	958 Growth Management Development Charge Reserve Fund	968 Transportation Development Charge Reserve Fund	983 Water Pollution Control Plant Development Charge Reserve Fund	
Opening	35,079	32,096	41,641	108,816
Interest income	889	813	1,479	3,182
Developers' Charges	0	0	9,808 *	9,808
Transfers to capital	0	0	0	0
Transfers to current	0	0	0	0
Closing	<b>35,968</b>	<b>32,909</b>	<b>52,928</b>	<b>121,806</b>

\*Payment of Impost Fees

Français

**Development Charges Act, 1997****ONTARIO REGULATION 82/98****GENERAL**Consolidation Period: From July 22, 2004 to the e-Laws currency date.

Last amendment: O.Reg. 206/04.

*This is the English version of a bilingual regulation.***DEFINITIONS****1. (1)** For the purposes of the Act and in this Regulation,

“existing industrial building” means a building used for or in connection with,

- (a) manufacturing, producing, processing, storing or distributing something,
- (b) research or development in connection with manufacturing, producing or processing something,
- (c) retail sales by a manufacturer, producer or processor of something they manufactured, produced or processed, if the retail sales are at the site where the manufacturing, production or processing takes place,
- (d) office or administrative purposes, if they are,
  - (i) carried out with respect to manufacturing, producing, processing, storage or distributing of something, and
  - (ii) in or attached to the building or structure used for that manufacturing, producing, processing, storage or distribution; (“immeuble industriel existant”)

“gross floor area” means the total floor area, measured between the outside of exterior walls or between the outside of exterior walls and the centre line of party walls dividing the building from another building, of all floors above the average level of finished ground adjoining the building at its exterior walls. (“surface de plancher hors oeuvre brute”) O. Reg. 82/98, s. 1 (1).

**(2)** For the purposes of paragraph 3 of subsection 2 (4) of the Act,

“land for parks”,

- (a) includes land for woodlots and land that is acquired because it is environmentally sensitive, and
- (b) does not include land for an enclosed structure used throughout the year for public recreation and land that is necessary for the structure to be used for that purpose, including parking and access to the structure. O. Reg. 82/98, s. 1 (2).

**EXCEPTION RELATING TO THE CREATION OF ADDITIONAL DWELLING UNITS**

**2.** For the purposes of clause 2 (3) (b) of the Act, the following table sets out the name and description of the classes of residential buildings that are prescribed, the maximum number of additional dwelling units that are prescribed for buildings in those classes and the restrictions for each class.

Name of Class of Residential Building	Description of Class of Residential Buildings	Maximum Number of Additional Dwelling Units	Restrictions
Single detached dwellings	Residential buildings, each of which contains a single dwelling unit, that are not attached to other buildings.	Two	The total gross floor area of the additional dwelling unit or units must be less than or equal to the gross floor area of the dwelling unit already in the building.
Semi-detached dwellings or row dwellings	Residential buildings, each of which contains a single dwelling unit, that have one or two vertical walls, but no other parts, attached to other buildings.	One	The gross floor area of the additional dwelling unit must be less than or equal to the gross floor area of the dwelling unit already in the building.
Other residential buildings	A residential building not in another class of residential building described in this table.	One	The gross floor area of the additional dwelling unit must be less than or equal to the gross floor area of the smallest dwelling unit already in the building.

O. Reg. 82/98, s. 2.

#### WHEN INTENTION TO MEET INCREASED NEED IS SHOWN

3. For the purposes of paragraph 3 of subsection 5 (1) of the Act, the council of a municipality has indicated that it intends to ensure that an increase in the need for service will be met if the increase in service forms part of an official plan, capital forecast or similar expression of the intention of the council and the plan, forecast or similar expression of the intention of the council has been approved by the council. O. Reg. 82/98, s. 3.

#### LEVEL OF SERVICE

4. (1) For the purposes of paragraph 4 of subsection 5 (1) of the Act, both the quantity and quality of a service shall be taken into account in determining the level of service and the average level of service. O. Reg. 82/98, s. 4 (1).

(1.1) In determining the quality of a service under subsection (1), the replacement cost of municipal capital works, exclusive of any allowance for depreciation, shall be the amount used. O. Reg. 206/04, s. 1.

(2) A geographic area of the municipality may be excluded in determining the service and average level of service if,

(a) the service is not provided in the excluded geographic area; and

(b) the excluded geographic area is identified in the by-law. O. Reg. 82/98, s. 4 (2).

(3) If the average level of service determined is lower than the standard level of service required under another Act, the standard level of service required under the other Act may be deemed for the purposes of paragraph 4 of subsection 5 (1) of the Act to be the average level of service. O. Reg. 82/98, s. 4 (3).

(4) Subject to subsection (2), if a development charge by-law applies to a part of the municipality, the level of service and average level of service cannot exceed that which would be determined if the by-law applied to the whole municipality. O. Reg. 82/98, s. 4 (4).

#### UNCOMMITTED EXCESS CAPACITY

5. For the purposes of paragraph 5 of subsection 5 (1) of the Act, excess capacity is uncommitted excess capacity unless, either before or at the time the excess capacity was created, the council of the municipality expressed a clear intention that the excess capacity would be paid for by development charges or other similar charges. O. Reg. 82/98, s. 5.

#### REDUCTIONS IN RESPECT OF CAPITAL GRANTS, ETC.

6. (1) If a capital grant, subsidy or other contribution has been made in respect of capital costs and, at the time the grant, subsidy or other contribution was made, the person making it expressed a clear intention that all or part of the grant, subsidy or other contribution be used to benefit existing development or new development, the capital costs determined under paragraph 7 of subsection 5 (1) of the Act shall be reduced by the amount of the grant, subsidy or other contribution, but only to the extent that the grant, subsidy or other contribution was intended to benefit new development. O. Reg. 82/98, s. 6 (1).

(2) If subsection (1) does not apply, the capital costs determined under paragraph 7 of subsection 5 (1) of the Act shall be reduced by the amount of any grant, subsidy or other contribution made in respect of the capital costs in the same proportion as the increase in the need for service was reduced under paragraph 6 of subsection 5 (1) of the Act. O. Reg. 82/98, s. 6 (2).

#### PRESCRIBED INDEX

7. The Statistics Canada Quarterly, *Construction Price Statistics*, catalogue number 62-007 is prescribed as the index for the purposes of paragraph 10 of subsection 5 (1) of the Act. O. Reg. 82/98, s. 7.

#### BACKGROUND STUDY

8. A development charge background study under section 10 of the Act shall set out the following for each service to which the development charge relates:

1. The total of the estimated capital costs relating to the service.
2. The allocation of the costs referred to in paragraph 1 between costs that would benefit new development and costs that would benefit existing development.
3. The total of the estimated capital costs relating to the service that will be incurred during the term of the proposed development charge by-law.
4. The allocation of the costs referred to in paragraph 3 between costs that would benefit new development and costs that would benefit existing development.
5. The estimated and actual value of credits that are being carried forward relating to the service. O. Reg. 82/98, s. 8.

#### NOTICE OF PUBLIC MEETING

9. (1) The notice of the public meeting the council is required to give under clause 12 (1) (b) of the Act shall be given in one of the following ways:

1. To every owner of land in the area to which the proposed by-law would apply, by personal service, fax or mail.

2. By publication in a newspaper that is, in the clerk's opinion, of sufficiently general circulation in the area to which the proposed by-law would apply to give the public reasonable notice of the meeting. O. Reg. 82/98, s. 9 (1).
- (2) For the purposes of paragraph 1 of subsection (1), the owners are the owners shown on the last revised assessment roll, subject to any written notice of a change of ownership of land the clerk of the municipality may have received. A notice given by mail to an owner shall be mailed to the address shown on the last revised assessment roll or, if applicable, to the address shown on the notice of a change of ownership of land received by the clerk. O. Reg. 82/98, s. 9 (2).

#### NOTICES OF DEVELOPMENT CHARGE BY-LAWS

10. (1) This section applies to the notices relating to the passage of a development charge by-law that the clerk of a municipality is required to give under section 13 of the Act. O. Reg. 82/98, s. 10 (1).
- (2) Notice shall be given in one of the following ways:
  1. By personal service, fax or mail to every owner of land in the area to which the by-law applies.
  2. By publication in a newspaper that is, in the clerk's opinion, of sufficiently general circulation in the area to which the by-law applies to give the public reasonable notice of the passing of the by-law. O. Reg. 82/98, s. 10 (2).
- (3) Subsection 9 (2) applies, with necessary modifications, for the purposes of paragraph 1 of subsection (2). O. Reg. 82/98, s. 10 (3).
- (4) In addition to the notice under subsection (2), notice shall be given, by personal service, fax or mail, to the following:
  1. To every person and organization that has given the clerk of the municipality a written request for notice of the passing of the by-law and has provided a return address.
  2. In the case of a by-law passed by the council of an area municipality, to the clerk of the upper tier municipality that the area municipality is in.
  3. In the case of a by-law passed by the council of an upper tier municipality, to the clerks of the area municipalities within the upper tier municipality.
  4. To the secretary of every school board having jurisdiction within the area to which the by-law applies. O. Reg. 82/98, s. 10 (4).
- (5) Each notice shall set out the following:
  1. A statement that the council of the municipality has passed a development charge by-law.
  2. A statement setting out when the by-law was passed and what its number is.
  3. A statement that any person or organization may appeal the by-law to the Ontario Municipal Board under section 14 of the Act by filing with the clerk of the municipality a notice of appeal setting out the objection to the by-law and the reasons supporting the objection.
  4. A statement setting out what the last day for appealing the by-law is.
  5. An explanation of the development charges imposed by the by-law.
  6. A description of the lands to which the by-law applies.
  7. A key map showing the lands to which the by-law applies or an explanation of why a key map is not provided.
  8. An explanation of where and when persons may examine a copy of the by-law. O. Reg. 82/98, s. 10 (5).

#### MINIMUM INTEREST RATE

11. (1) The minimum interest rate that a municipality shall pay under subsections 18 (3) and 25 (2) of the Act and section 36 of the Act, in relation to a development charge by-law, is what the Bank of Canada rate is on the day the by-law comes into force. O. Reg. 82/98, s. 11 (1).
- (2) Despite subsection (1), if the by-law so provides, the minimum interest rate is what the Bank of Canada rate is on the day the by-law comes into force updated on the first business day of every January, April, July and October. O. Reg. 82/98, s. 11 (2).

#### TREASURER'S STATEMENT

12. (1) The information described in subsection (2) is prescribed as information to be included in the statement of the treasurer of a municipality under section 43 of the Act. The information is in addition to the opening and closing balance for the previous year and the transactions relating to the year, as required by subsection 43 (2) of the Act. O. Reg. 82/98, s. 12 (1).
- (2) The information referred to in subsection (1) is the following, for each reserve fund:
  1. A description of the service for which the fund was established. If the fund was established for a service category, the services in the category.

2. For the credits in relation to the service or service category for which the fund was established,
    - i. the amount outstanding at the beginning of the previous year, given in the year, used in the year and outstanding at the end of the year,
    - ii. the amount outstanding at the beginning of the previous year and outstanding at the end of the year, broken down by individual credit holder.
  3. The amount of any money borrowed from the fund by the municipality during the previous year and the purpose for which it was borrowed.
  4. The amount of interest accrued during the previous year on money borrowed from the fund by the municipality.
  5. The amount and source of any money used by the municipality to repay, in the previous year, money borrowed from the fund or interest on such money.
  6. A schedule that identifies credits recognized under section 17 and, for each credit recognized, sets out the value of the credit, the service against which the credit is applied and the source of funds used to finance the credit. O. Reg. 82/98, s. 12 (2).
- (3) The following is also prescribed as information to be included in the statement of the treasurer of a municipality under section 43 of the Act:
1. For each project that is financed, in whole or in part, by development charges,
    - i. the amount of money from each reserve fund established under section 33 of the Act that is spent on the project, and
    - ii. the amount and source of any other money that is spent on the project. O. Reg. 82/98, s. 12 (3).
13. (1) The treasurer of a municipality shall, on or before such date as the council of the municipality may direct in each year that reserve funds described in subsection 63 (3) of the Act exist, give the council a financial statement relating to those reserve funds. O. Reg. 82/98, s. 13 (1).
- (2) A statement must include, for the preceding year, statements of the opening and closing balances of the reserve funds and of the transactions relating to the funds and the information required by subsections 12 (2) and (3), with necessary modifications. O. Reg. 82/98, s. 13 (2).

#### PAMPHLET EXPLAINING BY-LAW

14. (1) A municipality shall prepare a pamphlet for each development charge by-law in force setting out,
- (a) a description of the general purpose for which the development charges under the by-law are being imposed;
  - (b) the rules for determining if a development charge is payable in a particular case and for determining the amount of the charge;
  - (c) a list of the services to which the development charges relate; and
  - (d) a description of the general purpose of the statement of the treasurer of the municipality and the place where it may be reviewed by the public. O. Reg. 82/98, s. 14 (1).
- (2) The municipality shall prepare the pamphlet,
- (a) if the by-law is not appealed to the Ontario Municipal Board, within 60 days after the by-law comes into force;
  - (b) if the by-law is appealed to the Ontario Municipal Board, within 60 days after the Board's decision or, if the Board orders the municipality to amend the by-law, within 60 days after the municipality does so. O. Reg. 82/98, s. 14 (2).
- (3) If a development charge by-law is amended, the municipality shall revise the pamphlet for the by-law as necessary. O. Reg. 82/98, s. 14 (3).
- (4) If the municipality is required to revise the pamphlet, it shall do so,
- (a) if the amendment is not appealed to the Ontario Municipal Board, within 60 days after the amendment comes into force;
  - (b) if the amendment is appealed to the Ontario Municipal Board, within 60 days after the Board's decision or, if the Board orders the municipality to amend the amendment, within 60 days after the municipality does so. O. Reg. 82/98, s. 14 (4).
- (5) The municipality shall give a copy of the most recent pamphlet, without charge, to any person who requests one. O. Reg. 82/98, s. 14 (5).
- (6) The municipality may charge a fee for additional copies of a pamphlet given to a person but the fee must be no more than is needed to pay for the cost of the additional copies. O. Reg. 82/98, s. 14 (6).
- (7) A person may reproduce and distribute the pamphlet in any form. O. Reg. 82/98, s. 14 (7).

#### NOTICE RELATING TO CREDITS UNDER SECTION 13 OF THE OLD ACT

15. (1) A notice required under paragraph 1 of subsection 64 (1) of the Act shall be given by the clerk of the municipality,
- (a) by personal service, fax or mail to every person who holds a credit from the municipality under section 13 of the *Development Charges Act* as it read immediately before March 1, 1998; and
  - (b) by publication in a newspaper that is, in the clerk's opinion, of sufficiently general circulation in the area to which the by-law applied to give the public reasonable notice of the right to apply for a refund of ineligible credits. O. Reg. 82/98, s. 15 (1).
- (2) A notice required under paragraph 1 of subsection 64 (1) of the Act shall contain the following:
- 1. A statement setting out the date the by-law expired or was repealed and what its number was.
  - 2. A statement setting out the last day for applying under section 64 of the Act for a refund of ineligible credits.
  - 3. A statement describing the credits for which refunds are available under section 64 of the Act, including a summary of the definition of "ineligible credit" in subsection 64 (2) of the Act and a list of the services referred to in paragraphs 1 to 7 of subsection 2 (4) of the Act.
  - 4. A statement that there is no right of appeal to the Ontario Municipal Board in respect of a claim under section 64 of the Act for a refund of ineligible credits. O. Reg. 82/98, s. 15 (2).

#### TRANSITION RULES FOR CREDITS UNDER SECTION 14 OF THE OLD ACT

16. In sections 17 to 20,
- "new Act" means the *Development Charges Act, 1997*; ("nouvelle loi")
- "old Act" means the *Development Charges Act* as it read immediately before March 1, 1998. ("ancienne loi") O. Reg. 82/98, s. 16.
17. The following rules apply with respect to credits given or required to be given under section 14 of the old Act:
- 1. The owner or former owner of land is entitled to the recognition of a credit towards a development charge imposed under a development charge by-law passed under the new Act by the council of the municipality that gave the credit.
  - 2. If there is a conflict between a development charge by-law passed under the new Act and an agreement referred to in paragraph 3, the provisions of the agreement prevail over the by-law to the extent of the conflict.
  - 3. Paragraph 2 applies with respect to an agreement made between a municipality and the owner or former owner of land if, before the coming into force of a development charge by-law under the old Act,
    - i. the owner or former owner of the land paid all or a portion of a charge related to development under the agreement with respect to the land and the land is within the area to which a development charge by-law passed under the new Act may apply, or
    - ii. the owner or former owner of the land provided services in lieu of the payment referred to in subparagraph i.
  - 4. If a credit has been recognized under this section with respect to a service referred to in paragraphs 1 to 7 of subsection 2 (4) of the new Act, the value of the credit cannot be recovered from future development charges.
  - 5. An application for the recognition of a credit under paragraph 1 must be made,
    - i. on or after March 1, 1998 and on or before March 1, 1999, or
    - ii. on or after September 27, 1999 and on or before October 31, 1999.
  - 6. An application for the recognition of a credit shall set out the amount of the credit that is sought and the services to which the applicant claims the credit should be applied.
  - 7. The municipality shall give each applicant written notice of whether the municipality agrees or refuses to recognize the credit in accordance with the application. The notice must be given,
    - i. on or before September 1, 1999 for an application made during the period described in subparagraph 5 i, and
    - ii. on or before December 31, 1999 for an application made during the period described in subparagraph 5 ii.
  - 8. If the municipality agrees to recognize a credit in accordance with an application, or does not give the applicant a notice within the time required under paragraph 7, the applicant is entitled to have the credit recognized for the services set out in the application in the amount set out in the application.
  - 9. A municipality may agree to recognize some credits in accordance with an application and refuse to recognize other credits and, if the municipality does so, paragraph 8 applies but only with respect to the credits that the municipality agrees to recognize.

10. If the municipality refuses to recognize a credit in accordance with an application, the applicant may appeal the municipality's decision to the Ontario Municipal Board by filing with the clerk of the municipality, within 30 days after the applicant receives the notice of the municipality's refusal, a notice of appeal.
11. If a notice of appeal under paragraph 10 is filed with the clerk of the municipality, the clerk shall,
  - i. compile a record that includes a copy of the application and the notice of the municipality's refusal,
  - ii. forward a copy of the notice of appeal and the record to the secretary of the Ontario Municipal Board within 30 days after the notice is received, and
  - iii. provide any other information and material that the Board may require in respect of the appeal.
12. The Ontario Municipal Board shall hold a hearing to deal with the notice of appeal.
13. The parties to the appeal are the appellant and the municipality.
14. The Ontario Municipal Board shall give notice of the hearing to the parties.
15. After the hearing, the Ontario Municipal Board shall determine whether the appellant is entitled to the recognition of a credit and, if so, shall determine the amount of the credit to be recognized and the services to which it relates.
16. Despite paragraph 12, the Ontario Municipal Board may, where it is of the opinion that the complaint set out in the notice of appeal is insufficient, dismiss the appeal without holding a full hearing after notifying the appellant and giving the appellant an opportunity to make representations as to the merits of the appeal.
17. An applicant and the municipality may, at any time before the commencement of the hearing before the Ontario Municipal Board, agree that the applicant is entitled to the recognition of a credit and may agree to the amount of the credit to be recognized and the service to which it relates.
18. If the applicant and the municipality enter into an agreement under paragraph 17, the applicant shall withdraw the appeal to the Ontario Municipal Board and the appeal shall be deemed to be terminated. O. Reg. 82/98, s. 17; O. Reg. 439/99, s. 1.

#### TRANSITION RULES FOR DEBTS UNDER THE OLD ACT

**18.** (1) This section applies with respect to a debt, other than credits, incurred with respect to a service referred to in paragraphs 1 to 7 of subsection 2 (4) of the new Act under a development charge by-law under the old Act that expires or is repealed during the transition period or expires, under section 63 of the new Act, at the end of the transition period. O. Reg. 82/98, s. 18 (1).

(2) For the purposes of developing a development charge by-law, the debt, reduced by the amount of any reserve funds held in respect of the same service, may be included as a capital cost if the following requirements are met:

1. The debt relates to a service contained in a development charge by-law on or before November 25, 1996.
2. The project for which the debt was incurred was tendered for construction on or before November 25, 1996.
3. The debt was either debentured or the subject of documented internal fund borrowing on or before November 25, 1996. O. Reg. 82/98, s. 18 (2).

#### TRANSITION RULES FOR DEVELOPMENT CHARGE BY-LAWS

**19.** (1) A development charge by-law passed under section 3 of the old Act before March 1, 1998 may be approved by the Minister after March 1, 1998 and before the end of the transition period. O. Reg. 82/98, s. 19 (1).

(2) Section 62 of the new Act applies to a by-law described in subsection (1). O. Reg. 82/98, s. 19 (2).

#### TRANSITION RULES FOR OLD FRONT-ENDING AGREEMENTS

**20.** (1) The old Act continues to apply to a front-ending agreement under Part II of the old Act if the agreement was entered into before March 1, 1998, even if the agreement is not yet in force on that day. O. Reg. 82/98, s. 20 (1).

(2) If an agreement mentioned in subsection (1) comes into force, it continues in force until it expires or otherwise ceases to be in force. O. Reg. 82/98, s. 20 (2).

(3) The following rules apply with respect to deductions under subsection 28 (9) of the old Act as it applies under subsection (1):

1. If a development charge by-law under the old Act applies, the deduction under subsection 28 (9) of the old Act shall be made from the amount otherwise payable under that by-law.
2. An amount not deducted under paragraph 1 shall be deducted from any applicable development charge under the new Act. Such an amount shall be deducted only from a development charge that is for the same development for which the payment being deducted was made.

3. A deduction is not a credit and the provisions of the new Act in relation to credits do not apply. O. Reg. 82/98, s. 20 (3).

21. OMITTED (PROVIDES FOR COMING INTO FORCE OF PROVISIONS OF THE ENGLISH VERSION OF THIS REGULATION).  
O. Reg. 82/98, s. 21.

Français

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September 14, 2012

**REPORT TO FINANCE, ADMINISTRATION & OPERATIONS COMMITTEE –  
SEPTEMBER 18, 2012**

**2012-157-09  
TREASURER'S REPORT & FINANCIAL  
STATISTICS AT AUGUST 31<sup>st</sup>, 2012**

**D. CYR, DIRECTOR OF FINANCE  
L. FERGUSON, SUPERVISOR OF  
ACCOUNTING SERVICES  
D. GORDON, FINANCIAL ANALYST  
– GENERAL  
C. WARD, TREASURY OFFICER  
– RESERVES & CAPITAL**

**FILE: F05-43**

**RECOMMENDATION**

THAT Council receives the Treasurer's Report & Financial Statistics as of August 31<sup>st</sup>, 2012 for information purposes.

**PURPOSE**

To report to Council the City of Brockville's financial position as of August 31<sup>st</sup>, 2012.

**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 continues to prepare the variances for the 2012 fiscal year for Council's review a month earlier than customary to provide for more time to mitigate shortfalls, if anticipated, as well as to receive updated information prior to commencing the 2013 budget process later this fall.

**ANALYSIS / FINANCIAL IMPLICATIONS**

This report represents the on-going, updated Financial Statements and Analyses of Budgets – General, Water, Wastewater and Capital which is provided for information purposes.

This reporting process ensures that staff are held responsible and accountable for thorough investigations and research in determining and reporting their department's variances – especially the identification of potential over-expenditures. A detailed variance analysis for each department has been included (pages TR9 – TR17 of Report 2012-157-09)

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### Operating Budget

The current projection for the City is a surplus of \$79,860. The main contributors to the change in the variance are as follows:

- ◆ Fees collected for bag tag sales are indicating an estimated shortfall in revenues of \$37,000
- ◆ An increase in the Arenas net deficit in wages and benefits from \$25,000 to \$53,000 due to the re-organization of staff structure and full time staff not being transferred to Public Works for the summer months.
- ◆ Retirement and sick leave in Fire Department Administration necessitated additional personnel coverage. A deficit of \$34,316 is projected in this area.
- ◆ An increase of the deficit for Armagh Sifton Price Park from \$7,806 to \$24,489 due to a decline in transient boaters and additional labour required for seaweed removal
- ◆ Public Works Garage anticipating a surplus of \$32,775 as less maintenance was required for vehicles.
- ◆ A deficit of \$33,000 due to workplace accommodation which was previously reported by Public Works in Garage Wages and Benefits was distributed to appropriate accounts in Water Distribution
- ◆ A Surplus increase of \$28,430 in Storm Water Maintenance due to North Augusta Road project cancellation and a reduction in labour in this area
- ◆ An increase in the deficit reported for Transit Wages and Benefits due to short and long term sick leaves from \$20,000 to \$40,654

### Waste Water Rate Administration Budget

The anticipated variance for wastewater rate administration is a surplus of \$75,000 mainly attributed to higher than average water usage and the late start-up of the Secondary Treatment Process.

### Water Rate Administration Budget

The anticipated variance for water rate administration is a surplus of \$67,648 mainly attributed to higher than average water consumption.

### Capital Budget

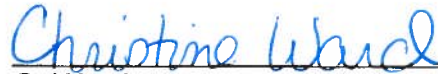
This report illustrates all outstanding capital projects. Please note that not all of the debentures associated with these projects have been issued.

### **CONCLUSION**

It is important that staff review their variances throughout the fiscal year in order to have time to implement any necessary actions to mitigate potential shortfalls, 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 upcoming 2013 budget process.



D. Gordon  
Financial Analyst – General



C. Ward  
Treasury Officer – Reserves & Capital



L. Ferguson  
Supervisor of Account Services



D. Cyr, Director of Finance



B. Casselman, City Manager

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**TREASURER'S REPORT**  
**AND**  
**FINANCIAL STATISTICS**

**For the period ending August 2012**

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## SUMMARY OF TAX LEVIES

	BALANCE OUTSTANDING January 1, 2012	LEVIED	COLLECTED TO DATE	BALANCE OUTSTANDING	
<b>2012 LEVY</b>		\$ 30,649,310	\$ 25,706,819	\$ 4,942,491	83.87% collected
<b>2011 LEVY</b>	\$ 1,502,508		\$ 576,852	\$ 925,656	
<b>2010 LEVY</b>	\$ 954,059		\$ 356,711	\$ 597,348	
<b>2009 LEVY AND PRIOR</b>	\$ 324,444		\$ 248,352	\$ 76,092	
	<u>\$ 2,781,010</u>	<u>\$ 30,649,310</u>	<u>\$ 26,888,733</u>	<u>\$ 6,541,587</u>	

	As At August 31, 2011	As At August 31, 2012
Percentage of Current Levy and arrears collected:	70.61%	80.43%
Percentage of Current Levy and arrears outstanding:	29.39%	19.57%
<b>Percentage of tax levies outstanding at December 31, 2011:</b>		<b>9.00%</b>

**City of Brockville  
Treasurer's Report  
Comparative Balance Sheet  
For the period ending August 31, 2012**

		<u>August 31, 2011</u>	<u>August 31, 2012</u>
<b><u>ASSETS</u></b>			
CASH	Current Fund (includes Debenture bank account)	11,768,980	16,386,943
	Capital Fund	400,112	417,826
	Reserve Funds	1,469,222	3,790,159
	Hydro One Reserve Fund	304,761	297,624
	Water	842,834	670,604
	Wastewater Funds	67,816	88,846
	Trust Funds	456,470	1,162,000
		<u>15,310,195</u>	<u>22,814,002</u>
INVESTMENTS	Current Fund		
	Capital Fund		0
	Reserve Funds	1,345,462	
	Hydro One Reserve Fund	203,643	70,761
	Water	400,000	
	Wastewater Funds		
	Trust Funds	839,859	36,695
		<u>2,788,964</u>	<u>107,456</u>
TAXES RECEIVABLE		9,860,240	6,862,786
ACCOUNTS RECEIVABLE	City - Receivable	1,235,857	1,686,694
	School Board Receivable		0
	Water / Wastewater Receivable	1,338,367	1,476,231
	Trust Funds	5,374	
		<u>2,579,598</u>	<u>3,162,925</u>
OTHER ASSETS	Inventory	593,314	626,297
	Prepays	410,241	25,058
		<u>1,003,555</u>	<u>651,355</u>
<b>TOTAL ASSETS:</b>		<u><u>31,542,552</u></u>	<u><u>33,598,524</u></u>
<b><u>LIABILITIES</u></b>			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES		6,366,709	6,019,548
CONSTRUCTION FINANCING		6,400,000	8,500,000
* EMPLOYEE BENEFITS / SPECIAL LIABILITIES		7,962,029	8,168,725
(as calculated and filed in the Audited Financial Statements)			
(see summary listing on next page)			
SPECIAL LIABILITY - WSIB		1,179,788	1,387,187
* NET LONG TERM LIABILITIES (Debenture Principal)		23,388,299	22,175,019
<b>TOTAL LIABILITIES</b>		<u>45,296,825</u>	<u>46,250,479</u>
<b><u>EQUITY (MUNICIPAL POSITION)</u></b>			
General Fund		15,946,730	19,151,546
Water / Wastewater		4,696,929	5,727,760
Reserves-General		532,641	916,591
Reserve Funds		4,726,808	4,232,237
Hydro One Reserve Fund		508,404	19,609
Trust Funds		1,260,891	1,124,971
Unexpended Capital Financing		40,522	40,522
Capital Fund (Deficit)		(8,937,082)	(12,134,260)
<b>TOTAL EQUITY</b>		<u>18,775,843</u>	<u>19,078,976</u>
<b>TOTAL LIABILITIES AND EQUITY:</b>		<u><u>64,072,668</u></u>	<u><u>65,329,455</u></u>
LESS: * Amounts to be recovered from the Revenue of Future Budgets		<u>(32,530,116)</u>	<u>(31,730,931)</u>
		<u><u>31,542,552</u></u>	<u><u>33,598,524</u></u>

**AMOUNTS TO BE RECOVERED  
FROM THE  
REVENUE OF FUTURE BUDGETS  
as at August 31, 2012**

These liabilities are required to be expressed under the Public Sector Accountability Board (PSAB).

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Employee Benefits	\$ 4,399,730
Landfill Closure ( General )	3,200,000
Landfill Closure ( Capital )	320,000
Accrued Debt Interest	<u>248,995</u>
Employee Benefits / Special Liabilities	\$ 8,168,725
Special Liability - WSIB	\$ 1,387,187
Debenture Principal	<u>22,175,019</u>
Total Amounts to be Recovered	<u><u>\$ 31,730,931</u></u>

**City of Brockville  
Cash Accounts  
As at August 31, 2012**  
(unaudited)

Interest Rate	Current & Reserves	Capital	Hydro One Proceeds	Reserve Funds	Water & Wastewater	Trust Funds	Total
1.20%	16,386,943	417,826	297,624	3,790,159	759,450	1,162,000	22,814,002
<b>Total Bank Accounts</b> (Bank of Montreal)							
	16,386,943	417,826	297,624	3,790,159	759,450	1,162,000	22,814,002

The numbers reflected above are actual G/L balances as the pertinent bank statements have not yet been received to complete a reconciliation. Some items such as interest have not yet been recorded to the G/L.

**City of Brockville  
Statement of Amounts Invested  
As at August 31, 2012**  
(unaudited)

Institution	Instrument	Investment Date	Term (Days)	Due Date	Interest Rate	Current & Reserves	Capital	Hydro One Proceeds	Reserve Funds	Water & Wastewater	Trust Funds	Total
City of Brockville	Debentures			2005-2013 Revolving			-	69,761	-			69,761
Scotia Trust	Investment Group Debentures					-	-	1,000				36,695
City of Brockville								-				1,000
						-	-					-
												-
<b>Total Investments</b>												107,456
								70,761	-	-	36,695	107,456
<b>Total Cash and Investments</b>												
						16,386,943	417,826	368,385	3,790,159	759,450	1,198,695	22,921,458



**City of Brockville  
Treasurer's Report  
Reserve Accounts  
As At August 31, 2012**

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	Balance at	
	<u>December 31, 2011</u>	<u>August 31, 2012</u>
Reserve for Fiscal Policy Financing (Surplus from the General Fund)	\$ 405,226	\$ 405,226
Reserve for Working Capital	430,373	430,373
Reserve for Outstanding Budget Items	<u>109,467</u>	<u>104,992</u>
	\$ 945,066	\$ 940,591
Capital Fiscal Management Reserve	40,522	40,522
NOTE: There are committed funds against this balance		
	<u>\$ 985,588</u>	<u>\$ 981,113</u>

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**FISCAL POLICY RESERVE ANALYSIS**

Balance at December 31, 2011	\$ 405,226
Commitments from 2012 Budget and Approvals to Date	
Anticipated Revenues from balance of 2012	<u>207,000</u>
Anticipated Balance as at December 31, 2012	\$ 612,226
Anticipated Revenue in Future Years ( 2013 to 2017)	8,000
Anticipated Commitments in Future Years ( 2013 to 2017)	<u>0</u>
<b>ESTIMATED USABLE BALANCE</b>	<b><u>\$ 620,226</u></b>

NOTE: Between \$1,000,000 and \$1,500,000 should be kept in this account for financial planning purposes.

**CORPORATION OF THE CITY OF BROCKVILLE**

**RESERVE FUND REPORT**

**AS AT**

**08/31/12 - 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	36,267	20,000	16,267
TRANSPORTATION SERVICES	RL410-8600-L968	33,183	0	33,183
WPCP DEVELOPMENT CHARGES	RL410-8600-L983	61,451	0	61,451
		<b>130,902</b>	<b>20,000</b>	<b>110,902</b>
<b>Development Agreement Reserve Funds</b>				
NORTH TRUNK SANITARY SEWER	RL410-8600-L972	9,545	0	9,545
MILLWOOD AVENUE EXTENSION	RL410-8790-L979	57,535	0	57,535
CENTRE STREET DEVELOPMENT	RL410-8600-L999	16,262	0	16,262
		<b>83,342</b>	<b>0</b>	<b>83,342</b>
<b>Other Statutory Reserve Funds</b>				
PARKLAND	RL410-8790-L953	7,127	0	7,127
FEDERAL GAS TAX ( <i>includes Transit subsidies</i> )	RL410-2490-L978	2,433,868	2,433,868	0
		<b>2,440,995</b>	<b>2,433,868</b>	<b>7,127</b>
		<b>2,655,239</b>	<b>2,453,868</b>	<b>201,371</b>
<b>HYDRO ONE PROCEEDS MANAGEMENT</b>	RL410-7790-L945	<b>19,610</b>	<b>19,610</b>	<b>0</b>
<b>Tax Rate Smoothing Reserve Funds</b>				
ELECTION	RL410-8790-L954	16,355	16,355	0
SELF INSURANCE (RISK MANAGEMENT)	RL410-8790-L956	168,050	168,050	0
RETIRED ELECTRIC EMPLOYEE'S BENEFITS	RL410-8790-L965	183,019	183,019	0
SICK LEAVE CREDIT	RL410-8790-L967	31,965	31,965	0
OCCUPATIONAL HEALTH & SAFETY	RL410-8790-L974	694	0	694
INDUSTRIAL LAND SITES	RL410-8790-L982	324,044	0	324,044
SANITARY LANDFILL SITE	RL410-8600-L992	22,170	0	22,170
		<b>746,297</b>	<b>399,390</b>	<b>346,907</b>
<b>Boards &amp; Commissions Reserve Funds</b>				
HERITAGE BROCKVILLE	RL410-8950-L984	8,901	0	8,901
BROCKVILLE PUBLIC LIBRARY	RL410-8950-L987	31,347	0	31,347
DBIA ASSESSMENT ADJUSTMENTS SMOOTHING	RL410-8950-L990	41,294	0	41,294
T.C. COSSITT	RL410-8950-L993	83,940	0	83,940
BROCKVILLE MUSEUM BOARD	RL410-8950-L994	23,248	0	23,248
AIRPORT COMMISSION	RL410-8950-L995	3,909	3,795	114
LEEDS AND GRENVILLE SMALL BUSINESS ENTERPRISE	RL410-8950-L943	58,084	0	58,084
		<b>250,722</b>	<b>3,795</b>	<b>246,927</b>
<b>Equipment Reserve Funds</b>				
EMERGENCY PLANNING & COMMUNICATION EQPT.	RL410-8870-L948	28,661	0	28,661
OPERATIONAL FIRE EQUIPMENT	RL410-8870-L959	18,106	0	18,106
FLEET ADMINISTRATION MANAGEMENT	RL410-8870-L961	156,141	156,141	0
BUILDING & EQUIPMENT MAINTENANCE	RL410-8600-L966	51,852	51,852	0
PARKING	RL410-8790-L969	190,696	190,696	0
PARKLAND EQUIPMENT	RL410-8870-L977	83,422	83,422	0
MAJOR OFFICE EQUIPMENT	RL410-8870-L981	31,682	31,682	0
		<b>560,560</b>	<b>513,793</b>	<b>46,767</b>
<b>TOTAL RESERVE FUNDS</b>		<b>4,232,428</b>	<b>3,390,455</b>	<b>841,973</b>



**City of Brockville  
Treasurer's Report  
Projected Year End Surplus (Deficit)  
Operating Budget - Tax Rate  
For the period ending August 15, 2012**

	EXPENDITURES	REVENUES	PROJECTED NET YEAR END SURPLUS (DEFICIT)
<b>CITY MANAGEMENT &amp; SERVICES</b>			
Administration	0	0	0
Animal Control	0	0	0
Arts Centre	10,000	(2,500)	7,500
Clerk	4,000	0	4,000
Computer Services	(11,450)	0	(11,450)
Corporate Finance	(71,712)	78,874	7,162
Economic Development	(3,000)	500	(2,500)
Environmental Services	17,400	(37,000)	(19,600)
Facilities	(23,500)	8,000	(15,500)
Finance - Administration	5,000	0	5,000
Fire	(38,474)	0	(38,474)
Fleet	(48,411)	72,491	24,080
Human Resources	0	0	0
Mayor and Council	(3,000)	3,472	472
Operations Administration	0	0	0
Parking	0	0	0
Parks	615	(16,489)	(15,874)
Planning	14,500	0	14,500
Public Works	293,660	(3,756)	289,904
Tourism	0	0	0
Transportation Services	(65,960)	0	(65,960)
			<b>183,260</b>
<b>CITY BOARDS &amp; COMMISSIONS</b>			
Airport	(4,000)	10,000	6,000
Cemetery	0	0	0
Committee of Adjustment			0
Heritage Brockville			0
Library			0
Museum	(2,500)	0	(2,500)
Police	(221,900)	115,000	(106,900)
			<b>(103,400)</b>
<b>Outside Boards</b>			
Conservation Authority			0
Downtown Board (DBIA)			0
Health Unit			0
St. Lawrence Lodge			0
			<b>0</b>
<b>Joint Service Charges</b>			
			0
<b>Debt Charges</b>			
			0
<b>PROJECTED YEAR END SURPLUS/(DEFICIT)</b>			
			<b>79,860</b>

**GENERAL VARIANCE ANALYSIS  
FOR THE MONTH ENDING AUGUST 15, 2012**

Projected for December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>ADMINISTRATION</b>					
Administration					
No variances to report at this time.					0
<b>TOTAL VARIANCE FOR ADMINISTRATION</b>	0	0	0	0	0
<b>ANIMAL CONTROL</b>					
Animal Control					
No variances to report at this time.					
<b>TOTAL VARIANCE FOR ANIMAL CONTROL</b>	0	0	0	0	0
<b>ARTS CENTRE</b>					
<b>Fees and Service Charges</b>			15,000		15,000
More revenue than anticipated for auditorium rentals and seat surcharge expected					
<b>Building Burden</b>	10,000				10,000
Decreased costs of natural gas and contracted services since renovation					
<b>City Sponsored Movies</b>			7,500		7,500
Good movie choices and effective marketing					
<b>Summer Theatre</b>				(25,000)	(25,000)
Soft tourism season combined with increased competition					
<b>TOTAL VARIANCE FOR ARTS CENTRE</b>	10,000	0	22,500	(25,000)	7,500
<b>CLERK</b>					
<b>Wages and Benefits</b>					
Surplus due to vacancy	4,000				4,000
<b>TOTAL VARIANCE FOR CLERK</b>	4,000	0	0	0	4,000
<b>COMPUTER SERVICES</b>					
<b>Wages and Benefits</b>		(1,328)			(1,328)
Overtime higher than expected due to communications installation, system updates in Finance, Theatre Manager upgrades, storage issues, viruses and additional demands for afterhours service					
<b>Human Resource Management</b>		-			-
<b>Office Expense</b>		(5,492)			(5,492)
Higher than expected increases in licensing and support costs for software applications. Planning software not installed on time - additional costs associated with purchasing license renewal of old software.					
<b>Inter Municipal Services</b>		(4,630)			(4,630)
Additional training for enhanced system including SD&G; additional equipment needed for workstation, video, cabling, reconfiguration; additional terminal, software, for web cam to Fire #1; additional terminal for 911 raw data screen plus associated installation and cabling.					
<b>TOTAL VARIANCE FOR COMPUTER SERVICES</b>	0	(11,450)	-	-	(11,450)

FOR THE MONTH ENDING AUGUST 15, 2012

Projected for December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact
	Surplus	(Deficit)	Surplus	(Deficit)	on Budget Surplus (Deficit)
<b>MAYOR/COUNCIL</b>					
<b>Mayor</b>					
Recovery of expense from HST higher than budgeted as regulations increase recovery from 5% to 13%.			800		800
Business travel expenses higher than budget due to trip to France.		(3,000)			(3,000)
<b>Council</b>					
Recovery of expense from HST higher than budgeted as regulations increase recovery from			2,672		2,672
<b>TOTAL VARIANCE FOR MAYOR AND COUNCIL</b>	<b>0</b>	<b>(3,000)</b>	<b>3,472</b>	<b>0</b>	<b>472</b>
<b>CORPORATE FINANCE (MONEY MANAGEMENT)</b>					
<b>Money Management</b>					
A surplus is estimated for Interest/Penalty on Overdue Taxes due to the economy and several large tax sales			75,590		75,590
<b>Recoveries and Adjustments</b>					
Tax Sale Recoveries higher than estimated			500		500
Miscellaneous Revenue - Stale dated cheques reversed			5,700		5,700
Unanticipated revenue from LAS electricity rebate			3,734		3,734
<b>Risk Management</b>					
Surplus in insurance fees due	3,843				3,843
<b>Municipal Tax</b>					
Supplementary taxes higher than estimated			25,000		25,000
Current taxes written off		(30,555)			(30,555)
Vacancy Rebates		(45,000)			(45,000)
Projected deficit in Post Capping Adjustments due to property re-assessment				(20,000)	(20,000)
Payments in lieu of taxes projecting slight deficit due to lower student forecast by College				(900)	(900)
Payments in lieu of taxes projecting deficit for Jail				(750)	(750)
<b>Other Revenue</b>					
Interest Revenue - higher bank balances and investment interest rates than estimated			10,000		10,000
Solar revenue reduced due to delays in Gord Watts Municipal Building project				(20,000)	(20,000)
<b>TOTAL VARIANCE FOR CORPORATE FINANCE</b>	<b>3,843</b>	<b>(75,555)</b>	<b>120,524</b>	<b>(41,650)</b>	<b>7,162</b>
<b>ECONOMIC DEVELOPMENT</b>					
<b>Office Expense</b>					
Reduced printing costs	1,000				1,000
<b>Fireworks</b>					
Increased Federal Grant			500		500
<b>Investment Attraction</b>					
Hosting Russian Delegation in October		(4,000)			(4,000)
<b>TOTAL VARIANCE FOR ECONOMIC DEVELOPMENT</b>	<b>1,000</b>	<b>(4,000)</b>	<b>500</b>	<b>0</b>	<b>(2,500)</b>

## FOR THE MONTH ENDING AUGUST 15, 2012

Projected for December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>ENVIRONMENTAL SERVICES DEPARTMENT</b>					
<b>SOLID WASTE</b>					
<b>Waste Collection/Disposal</b>					
1) Collection - Fees & Service Charges - Bag Tag sales lower than anticipated				(37,000)	(37,000)
2) Collection - Wages & Benefits - Solid Waste Officer not hired until June 2012 budget for full year.	10,000				10,000
<b>Garbage-Landfill</b>					
1) Landfill Operations /Monitoring Leachate - additional report required for Landfill monitoring		(11,500)			(11,500)
<b>Waste Diversion</b>					
1) Leaf & Yard Composting - Wages & Benefits - Solid Waste Officer not hired until June 2012 budget for full year.	2,500				2,500
2) Hazard Waste Day - Wages & Benefits - - Solid Waste Officer not hired until June 2012 budget for full year.	5,000				5,000
3) WEEE Program - Reduced advertisement requirements.	1,400				1,400
<b>Waste Management Recycling</b>					
1) Wages and Benefits - Solid Waste Officer not hired until June 2012 budget for full year.	10,000				10,000
<b>TOTAL SOLID WASTE VARIANCE</b>	<b>28,900</b>	<b>(11,500)</b>	<b>0</b>	<b>(37,000)</b>	<b>(19,600)</b>
<b>ENGINEERING</b>					
<b>Administration</b>					
Within budget at this time.					0
<b>Design Engineering</b>					
Within budget at this time.					0
<b>Field Engineering</b>					
Within budget at this time.					0
<b>TOTAL ENGINEERING VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL VARIANCE FOR ENVIRONMENTAL SERVICES</b>	<b>28,900</b>	<b>(11,500)</b>	<b>0</b>	<b>(37,000)</b>	<b>(19,600)</b>
<b>FACILITIES DIVISION</b>					
<b>Administration</b>					
Within budget at this time.					0
<b>GWMC Building Maintenance</b>					
Within budget at this time.					0
<b>Victoria Building Maintenance</b>					
Wages & Benefits - A surplus may result pending the demand for staffing needs to attend City Hall evening activities	2,500				2,500
<b>Youth Arena</b>					
1) Fees and Services - based on current details - a projected shortfall is expected due to cancelled ice at end of regular season and spring and summer ice.				(10,000)	(10,000)
2) Wages and Benefits - Due to reorganization of staff structure.	60,000				60,000
3) Building Burden - Utilities and building materials less than anticipated.	24,000				24,000

## FOR THE MONTH ENDING AUGUST 15, 2012

Projected for December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact
	Surplus	(Deficit)	Surplus	(Deficit)	on Budget Surplus (Deficit)
<b>Memorial Centre</b>					
1) Fees & Service Charges - based on current details and projections a surplus is expected			6,000		6,000
2) Wages and Benefits - (a) Reorganization of staff structure. (b) Full time staff remain in facilities division no transfer of staff to Public Works for the summer months.(c) More staff time allocated to Memorial Centre.		(113,000)			(113,000)
3) Snow Removal - Less snow removal during the first 3 months of 2012, therefore resulting in less services required.	3,000				3,000
8) Community Hall - Estimated hall rental activities booked to the end of year will generate revenue increase.			12,000		12,000
<b>Programs</b> Scheduled for August 2012. No expenses to-date.	0				0
<b>TOTAL FACILITIES DIVISION VARIANCE</b>	<b>89,500</b>	<b>(113,000)</b>	<b>18,000</b>	<b>(10,000)</b>	<b>(15,500)</b>
<b>FINANCE - ADMINISTRATION</b>					
Wages & Benefits - Using less part-time than budgeted	5,000				5,000
<b>TOTAL VARIANCE FOR FINANCE</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000</b>
<b>FIRE</b>					
<b>Administration</b> Telecommunications equipment upgrades required at Fire Station #1 Uniform cleaning expense higher because of additional personnel in Administration Retirement and sick leave necessitated additional personnel coverage in the administration area		(3,444) (300) (34,316)			(3,444) (300) (34,316)
<b>Fire Prevention</b> National Fire Protection Subscription more than anticipated		(414)			(414)
<b>TOTAL VARIANCE FOR FIRE</b>	<b>0</b>	<b>(38,474)</b>	<b>0</b>	<b>0</b>	<b>(38,474)</b>
<b>FLEET &amp; LOGISTICS DIVISION</b>					
<b>Fleet Administration</b> 1)Wages & Benefits - less part time coverage required	600				600
2) Human Resources - (a) Additional cost for Safe Driver Awards recognition due to number of qualifying employees. (b) Surplus being reported under training and professional development due to work load unable to attend training courses	26				26
<b>Inventory Control &amp; Mgmt</b> 1) Wages & Benefits - Surplus being projected under non-standard hours due to less after hour calls	200				200
2) Human Resources - (a) Did not attend training courses due to illness.	319				319
3) Inventory Control - (a) Additional sales of Parts & Accessories. (b) Parts and Accessories cost higher than anticipated.		(4,523)	3,810		(713)
<b>Fleet Maintenance</b> 1) (a) Service Maintenance Revenues from outside agents are higher due to increased costing of fuel prices and purchasing. (b) Projected year end surplus being reported under service maintenance revenues for internal departments/divisions for maintaining City vehicles and equipment.			68,681		68,681
2) Indirect Vehicle Accounts - (a)Cost of maintaining and operating of second life vehicles. (b) Surplus being projected under non standard hours due to less after hour calls. (c ) Projected year end surplus being reported under training and professional development due to workload unable to attend courses.		(11,308)			(11,308)
3) Direct Vehicle Accounts - (a) Fuel prices higher than budgeted. (b) Contract services higher than budgeted amount to maintain City Fleet. (c) Wages and benefits higher due to maintenance technician transfer to Water Treatment Plant. (d) Purchase of Parts and Accessories cost lower than anticipated.		(33,725)			(33,725)
<b>TOTAL FLEET &amp; LOGISTICS DIVISION VARIANCE</b>	<b>1,145</b>	<b>(49,556)</b>	<b>72,491</b>	<b>0</b>	<b>24,080</b>

## FOR THE MONTH ENDING AUGUST 15, 2012

Projected for December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>HUMAN RESOURCES</b>					
No variances to report at this time.					0
<b>TOTAL VARIANCE FOR HUMAN RESOURCES</b>	0	0	0	0	0
<b>OPERATIONS DEPARTMENT ADMINISTRATION DIVISION</b>					
<b>Operations Section</b>					
Human Resources - Association Fees/memberships greater than expected		(400)			(400)
<b>TOTAL OPERATIONS ADMINISTRATION SECTION</b>					(400)
<b>Parks Section</b>					
Human Resources - Training, association fees/memberships less than expected	400				400
<b>TOTAL PARKS ADMINISTRATION SECTION</b>					400
<b>TOTAL OPERATIONS ADMINISTRATION VARIANCE</b>	400	(400)	0	0	0
<b>PARKING</b>					
No variances to report at this time.					
<b>TOTAL VARIANCE FOR PARKING</b>	0	0	0	0	0
<b>PLANNING</b>					
<b>Building Services</b>					
<b>Wages and Benefits</b>					
Commencement date for replacement Building Officer later than anticipated	14,500				14,500
<b>TOTAL PLANNING VARIANCE</b>	14,500	0	0	0	14,500
<b>PUBLIC WORKS / PARKS DIVISION</b>					
<b>ROAD/STORM SEWER SECTION</b>					
<b>Roadside Maintenance</b>					
1) Work & Customer Services - Less work requested by outside agencies/individuals.	2,325			(3,756)	(1,431)
2) Boulevards - Unable to undertake boulevard repaving due to lack of available manpower and requests for men/equipment by other Department/Divisions.	7,536				7,536
3) DBIA Area - Unable to carry out painting of tree protectors due to lack of available manpower and requests for men/equipment by other Department/Divisions.	2,600				2,600
4) Special Events - Additional unbudgeted events (Isaac Brock Rededication, Gay Pride Parade, TISS Track Meet) resulted in over expenditure		(2,800)			(2,800)
5) Litter Pickup - Students commenced employment later and left earlier than budgeted for.	1,300				1,300
6) Guard Rails/Fencing - Unable to carry out bridge post replacement on Abbott Street bridge due to lack of available manpower and requests for men/equipment by other Department/Divisions.	11,945				11,945
7) Internal Concrete Program - Unable to carry out local roadway and driveway entrance upgrades due to lack of available manpower and requests for men/equipment by other Department/Divisions.	25,345				25,345
8) Riverfest Activities - Riverfest festival cancelled for 2012.	3,842				3,842
<b>Roadway Maintenance</b>					



## FOR THE MONTH ENDING AUGUST 15, 2012

Projected for December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
1) Hot Patch - Sectional mill/repave areas reduced due to lack of available manpower and requests for men/equipment by other Department/Divisions.	25,760				25,760
2) Cold Patch - Pothole repairs limited to those meeting Minimum Maintenance Standards (MMS) due to lack of available manpower and requests for men/equipment by other Department/Divisions.	6,000				6,000
3) Road Grading - Grading shoulders kept to minimum required as per MMS due to lack of available manpower and requests for men/equipment by other Department/Divisions.	4,938				4,938
4) Bridges & Culverts - Unable to carry out sidewalk replacement on North Augusta Road/ CNR overpass (22m2) due to lack of available manpower and requests for men/equipment by other Department/Divisions.	5,753				5,753
5) Dust control - no dust control required	305				305
6) Street Cleaning - Students commenced employment later and left earlier than budgeted for.	3,246				3,246
<b>Traffic Maintenance</b>					
1) Regulating Signs - Program reduced to minimum requirements as per MMS due to lack of available manpower and requests for men/equipment by other Department/Divisions.	10,549				10,549
2) Signs Street Name - Program reduced to replacement of damaged/stolen signs due to lack of available manpower and requests for men/equipment by other Department /Divisions.	1,595				1,595
3) Zone painting - a) additional labour required to complete spring painting of crosswalks/stop bars/arrows. Centre line and lane line contract over budget amount.		(11,806)			(11,806)
<b>Winter Control – Roads</b>					
1) Wages - Standby - Funds for 1 day of standby for 3 operators for 12 weekends between January 7 and March 25 was not included in budgeted funds.		(900)			(900)
2) Snow Plowing -Less major snowfalls resulting in less plowing operations.	8,075				8,075
3) Snow Removal - Minimal snowfall (64 cm) resulted in no major snow removal operations.	125,721				125,721
4) Abrasive Application - Milder winter temperatures resulted in more thaw/freeze cycles which necessitated additional mix/salting operations.		(1,649)			(1,649)
<b>Winter Controls – Sidewalks</b>					
1) Wages Standby - Funds for 1 day of standby for 3 operators for 12 weekends between January 7 and March 25 was not included in budgeted funds.		(900)			(900)
2) Snow Plowing - Less snowfall resulted in less plowing operations.	15,749				15,749
3) Abrasive Application - Milder winter temperatures resulted in more thaw/freeze cycles which necessitated additional sidewalk sanding operations.		(22,199)			(22,199)
<b>Administration</b>					
Human resources - a) less replacement clothing required to be purchased. B) No contract training carried out.	2,400				2,400
<b>Public Works Garage Operating</b>					
1) Additional work requested by other departments with cost to be absorbed by Public Works.		(7,394)			(7,394)
2) Human resources - (a) less replacement safety clothing required to be purchased. b) Annual shirt pant purchase less than budgeted amount.	4,946				4,946
3) Equipment Training - Additional contract services required for operators training on public works equipment.		(8,319)			(8,319)
4) Vehicle Maintenance - a) Insurance costs less than budgeted amount. b) less major repairs to equipment required.	32,775				32,775

## FOR THE MONTH ENDING AUGUST 15, 2012

Projected for December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
5) Yard Maintenance - Additional labour required for upper yard stock line transfer		(4,586)			(4,586)
<b>Storm Water Maintenance</b>					
1) System Maintenance - Unable to complete program due to lack of available manpower and requests for men/equipment by other Department/Divisions.	24,164				24,164
2) Ditches and Culverts - Surplus labour as ditching project on North Augusta Road cancelled.	24,344				24,344
3) Catch basin cleaning - Less labour than budgeted was required to clean the 1,083 catch basins identified in the program	3,000				3,000
<b>TOTAL PUBLIC WORKS VARIANCE</b>	<b>354,213</b>	<b>(60,553)</b>	<b>0</b>	<b>(3,756)</b>	<b>289,904</b>
<b>PARKS SECTION</b>					
<b>Administration</b>					
Human Resource Mgmt - Less training carried out than budgeted	1,182				1,182
<b>Garage Maintenance</b>					
1) Wages & Benefits - Less casual sick days taken by operators than budgeted for.	3,666				3,666
2) Human Resource Mgt - (a) Less replacement safety clothing required to be purchased. (b) Annual shirt/pant purchase less than budgeted amount	4,551				4,551
3) Garage Maintenance - More repairs to equipment required		(4,288)			(4,288)
<b>Green House</b>					
Supply of tulip bubs and bedding plants cost less than budgeted.	1,310				1,310
<b>Priority Parks</b>					
Grounds maintenance - Unbudgeted material purchased (ie \$1,000 for J.L. Jordan play structure, netting for Blockhouse play structure), resulting in over expenditure.		(2,371)			(2,371)
<b>Community Parks - Operating</b>					
Grounds maintenance - No fertilizer application or weed spraying carried out.	2,000				2,000
<b>Athletic Fields - Operating</b>					
Grounds Maintenance - (a) additional material required for top dressing of soccer fields. B) Hydro charges to provide 2 - 24 hour power outages on First Avenue to erect fence extension at Fulford Ball park.		(6,500)			(6,500)
<b>Community Rinks</b>					
1) Outdoor Ice Maintenance - Mild winter resulted in late start and early termination of rink operations.	13,340				13,340
2) Snow Plowing - Mild winter resulted in less plowing operations being carried out.	2,266				2,266
<b>St. Lawrence Park</b>					
1) Building burden - a) no ice purchases as freezer taken out of service. (b) no camping agreements required to be purchased.	1,755				1,755
2) Grounds Maintenance - a) Unbudgeted work required for kayak location. b) Unbudgeted removal and disposal of transformer from old Phillips Cable Pump house.		(8,549)			(8,549)
<b>Trees</b>					
1) Tree Maintenance - Freezing rain/heavy wet snow in January resulted in additional labour to clean up fallen limbs.		(9,217)			(9,217)
<b>Islands</b>					
Fees and Services - Hot dry summer resulted in increased island usage and subsequently increased revenue.			4,000		4,000
<b>Aquatics</b>					
A couple of rain days resulted in small labour reduction	278				278
<b>Recreational Programs</b>					
1) Riverfest - Festival cancelled for 2012.	5,192				5,192

## FOR THE MONTH ENDING AUGUST 15, 2012

Projected for December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
2) Special Events - Within budget at this time.					0
<b>Tunnel/Bay/Price Park</b>					
1) Deficit a result of decline in number of transient boaters using the laundry facilities and buying ice.				(1,615)	(1,615)
2) Grounds maintenance - Additional labour required (a) for seaweed removal (b) dock relocations		(4,000)			(4,000)
3) Docking facilities - Transient docking revenue less (-33%) than projected as fewer transient boaters requesting dockage.				(18,874)	(18,874)
<b>TOTAL PARKS SECTION VARIANCE</b>	35,540	(34,925)	4,000	(20,489)	(15,874)
<b>TOTAL PUBLIC WORKS/PARKS DIVISION VARIANCE</b>	389,753	(95,478)	4,000	(24,245)	274,030
<b>TOURISM</b>					
No variances to report at this time.					0
<b>TOTAL VARIANCE FOR TOURISM</b>	0	0	0	0	0
<b>TRANSPORTATION DIVISION</b>					
<b>Transit Section</b>					
<b>Transit Administration</b>					
1) Human resources - Annual Meeting to be held locally - no travel or hotel	1,000				1,000
2) Office Expenses - Projected deficit to print updated transit maps.		(1,000)			(1,000)
<b>Transit Operating</b>					
1) Wages & Benefits - Higher then budget amount due to 4 full time drivers on short term/long term sick leave.		(40,654)			(40,654)
2) Vehicle Maintenance - Unanticipated repairs.		(11,000)			(11,000)
<b>Transit - Para</b>					
Within budget at this time.					0
<b>TOTAL TRANSIT VARIANCE</b>					(51,654)
<b>PEDESTRIAN &amp; VEHICLE INFRASTRUCTURE</b>					
<b>PVI- Supervisory Administration</b>					
1) Human Resource - Courses for staff of electrician (traffic signals).		(1,506)			(1,506)
<b>Roadways</b>					
Within budget at this time.					0
<b>PVI- Field Services</b>					
1) Human Resource - Courses for staff of electrician (traffic signals).		(850)			(850)
<b>Traffic Control</b>					
1) Traffic Signals Maintenance - (a) Repairs due to aging components.		(16,000)			(16,000)
<b>Crossing Guards</b>					
Within budget at this time.					0
<b>Street Lighting</b>					
Street lighting improvements - Surplus in no new lights installed	4,050				4,050
<b>TOTAL PEDESTRIAN &amp; VEHICLE INFRASTRUCTURE</b>					(14,306)
<b>TOTAL TRANSPORTATION DIVISION VARIANCE</b>	5,050	(71,010)	0	0	(65,960)

## FOR THE MONTH ENDING AUGUST 15, 2012

Projected for December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>AIRPORT</b>					
<b>Office Expenses</b>					
Reduced insurance costs	1,000				1,000
<b>Fuel</b>					
Increased Fuel Sales			10,000		10,000
Increased Fuel purchases due to increased sales		(5,000)			(5,000)
<b>TOTAL AIRPORT VARIANCE</b>	<b>1,000</b>	<b>(5,000)</b>	<b>10,000</b>	<b>0</b>	<b>6,000</b>
<b>CEMETERY</b>					
Within budget at this time.					0
<b>TOTAL CEMETERY VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>MUSEUM</b>					
<b>Building Burden</b>					
Elevator repairs more than anticipated		(1,500)			(1,500)
Thorough safety inspections deemed necessary for sprinkler and fire alarms		(1,000)			(1,000)
<b>TOTAL VARIANCE FOR MUSEUM</b>	<b>0</b>	<b>(2,500)</b>	<b>0</b>	<b>0</b>	<b>(2,500)</b>
<b>BROCKVILLE POLICE SERVICE</b>					
<b>Administration</b>					
Legal Fees		(55,000)			(55,000)
Bell Annual Maintenance Fees higher than expected		(6,600)			(6,600)
In Car Laptop		(5,000)			(5,000)
Building Maintenance - Carpet replacement (Health & Safety \$4,400) and other repairs (\$7,000)		(11,400)			(11,400)
<b>Criminal Record Checks</b>					
Based on actual checks from January to July			104,000		104,000
<b>Court Services</b>					
Personnel - part-time employee required due to personnel issue		(15,000)			(15,000)
<b>Enforcement</b>					
YIPI Grant			11,000		11,000
Required Overtime		(115,000)			(115,000)
Investigation Costs		(4,000)			(4,000)
Ammunition and Tasers		(9,900)			(9,900)
<b>TOTAL VARIANCE FOR POLICE</b>	<b>0</b>	<b>(221,900)</b>	<b>115,000</b>	<b>0</b>	<b>(106,900)</b>
<b>TOTAL VARIANCE</b>	<b>554,091</b>	<b>(702,823)</b>	<b>366,487</b>	<b>(137,895)</b>	<b>79,860</b>

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# VARIANCE REPORT AS AT AUGUST 31, 2012

## WASTEWATER RATE ADMINISTRATION

Projected to December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact on Budget
	Surplus	(Deficit)	Surplus	(Deficit)	Surplus (Deficit)
<b>OPERATIONS DEPARTMENT – WASTEWATER SYSTEMS</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>  Within budget at this time.					0
<b>TOTAL WASTEWATER COLLECTION VARIANCE</b>	0	0	0	0	0
<b>WATER POLLUTION CONTROL CENTRE</b>					
<b>Sewage Plant</b> 1) Wages and Benefits - More time allocated to the WPCC and less to the Main Pumping Station, Pumping Station and Leachate.		(50,000)			(50,000)
2) Plant Operations - Projected surplus for hydro and chemicals due to the late start-up of the Secondary Treatment Process.	25,000				25,000
<b>Abatement</b> Within budget at this time.					0
<b>Main Pumping Station</b> Project.	10,000				10,000
<b>Pump Stations</b> Project.	20,000				20,000
<b>Leachate Station</b> Project.	20,000				20,000
<b>TOTAL WATER POLLUTION CONTROL CENTRE VARIANCE</b>	75,000	(50,000)	0	0	25,000
<b>TOTAL WASTEWATER SYSTEMS VARIANCE</b>	75,000	(50,000)	0	0	25,000
<b>FINANCE</b>					
<b>Wastewater Revenue</b>  Consumption higher than anticipated			50,000		50,000
<b>TOTAL FINANCE VARIANCE</b>	0	0	50,000	0	50,000
<b>TOTAL VARIANCE FOR WASTEWATER RATE ADMINISTRATION</b>	75,000	(50,000)	50,000	0	75,000

# VARIANCE REPORT AS AT AUGUST 31, 2012

## WATER RATE ADMINISTRATION

Projected to December 31st

Department/Board/Division	EXPENSE		REVENUE		Impact
	Surplus	(Deficit)	Surplus	(Deficit)	on Budget Surplus (Deficit)
<b>ENVIRONMENTAL SERVICES DEPARTMENT – WATER SYSTEMS ADMINISTRATION DIVISION</b> Within budget at this time.					0
<b>TOTAL ADMINISTRATION DIVISION VARIANCE</b>	0	0	0	0	0
<b>FLEET INVENTORY CONTROL &amp; MGMT DIVISION</b>					
1) Projected year end surplus being reported under Non-Standard Hours.	300				300
2) Human Resources - Projected surplus being reported under training and professional development due to illness unable to attend training courses.	348				348
3) (a) Deficit under Inventory Control (Recovery of Expenses) due to less obsolete parts sold at auction/outside agents. (b) Reduced the purchase of materials and supplies to help off set deficit.	500			(500)	0
<b>TOTAL FLEET INVENTORY CONTROL &amp; MGMT DIVISION VARIANCE</b>	1,148	0	0	(500)	648
<b>ENGINEERING DIVISION</b> Within budget at this time.					0
<b>TOTAL ENGINEERING DIVISION VARIANCE</b>	0	0	0	0	0
<b>WATER SYSTEMS DIVISION</b>  Within budget at this time.					0
<b>TOTAL WATER DISTRIBUTION MAINTENANCE VARIANCE</b>	0	0	0	0	0
<b>WATER TREATMENT PLANT Administration</b>					
1) Wages & Benefits - Project \$7,000 surplus due to delayed transfer of the Maintenance Mechanic from Fleet to Water Systems Division.	7,000				7,000
2) Vehicle Maintenance - Increase fuel cost and the cost of maintaining 2nd life vehicles higher than expected.		-5,000			-5,000
<b>TOTAL WATER TREATMENT PLANT VARIANCE</b>	7,000	-5,000	0	0	2,000
<b>TOTAL WATER SYSTEMS DIVISION VARIANCE</b>	7,000	-5,000	0	0	2,000
<b>FINANCE</b>					
<b>Water Revenue</b>  Consumption higher than anticipated			65,000		65,000
<b>TOTAL VARIANCE FOR FINANCE</b>	0	0	65,000	0	65,000
<b>TOTAL VARIANCE FOR WATER RATE ADMINISTRATION</b>	8,148	(5,000)	65,000	(500)	67,648



**Corporation of the City of Brockville**  
**Capital Variance Report**  
**Interim for the period ending August 15, 2012**

Project	Budget Carry-Forward (from previous years-UNAUDITED)	2012 Budget	Project Balance as at August 15, 2012	Projected Variance	Notes / Comments
BMAAC	(4,927)	45,000	40,073		Projects are on-going.
Building Maintenance	(57,510)	163,300	202,065	3,247	OILC debenture proceeds of \$142,588 for the BAC fire escape (completed in 2011) received Aug. 1/12. Surplus of \$3,247 attributed to the Museum furnace replacement and the brine pump-motor project at the Youth Arena.
Brockville History Book	(71,117)	0	(70,961)		Deficit to be offset by future book sales. Prices have been lowered to encourage sales.
Fleet	(314,873)	386,212	358,750	55,426	OILC debenture proceeds of \$318,873 received August 1, 2012. OILC financing of \$309,564 will be applied for once the Sewer Vector approved in 2011 is received. Surplus of \$55,426 reported for 2012 approved purchases and will be distributed according to funding source at year end.
GIS Engineering	(21,473)	-	(21,473)		Work is in progress. COMRIF-AMP funds of \$10,800 have been received.
GWMC Solar Project	458,315	-	18,971		Project was awarded to Four-O-One Electric for \$469,000.
Corporate Systems Upgrade	171,807	230,000	357,755		Projects are on-going.
Computer Replacement Program	10,876	122,600	42,883		Project is on-going and it is anticipated that it will be completed within budget.
Land Sales & Acquisitions	-	-	(13,309)		Project is on-going.
Minor Capital (pre-2011)	20,973	-	20,973		Telecom redundancy, portable photo I.D, parking meter purchase and breathing apparatus projects remain open.
2011 Minor Capital	44,870	-	2,086		Projects are on-going.
2012 Minor Capital	-	112,775	78,254	6,727	Projects are on-going and anticipated to be completed within budget. 1) Airport line painting budget \$16,275 - completed with zero balance. 2) Street Light Poles budget \$10,000 - project not yet done, scheduled for later in the fall. 3) 2 traffic controllers budget \$50,000, net expense \$43,273 - project is completed and reporting a surplus of \$6,727.
Aquarium	76,727	1,450,000	945,989		Project is on-going.
Protective and Security Measures	11,378	-	11,378		Funds to be used in 2012 for security related projects.
Brockville Memorial Centre Solar Project	(1,104,611)	-	131,289		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	17,542	24,000	41,542		Project is on-going. In 2011, the City received two grants totalling \$29,844.50.

**Corporation of the City of Brockville**  
**Capital Variance Report**  
**Interim for the period ending August 15, 2012**

Project	Budget Carry-Forward (from previous years-UNAUDITED)	2012 Budget	Project Balance as at August 15, 2012	Projected Variance	Notes / Comments
Breathing Apparatus	232	36,700	36,932		Project is on-going.
Waste management study	28,421	-	28,421		Sufficient funds to cover carrying costs for several years. 2012 budget funded from previous years surplus.
Landfill Site Closure	(15,300)	-	(15,300)		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	3,392	514,562	468,637		Project within budget at this time. Awaiting final invoices.
North August Rd. overpass	(22,367)	-	(22,367)		Project can be closed once a funding source for the deficit is identified.
Bridge Inspection Services	10,849	-	10,849		Project completed in November 2011, however funds will be retained for future bridge inspections.
Broad Street	275,000	-	275,000		
Brockville Transportation Planning Study	73,747	-	23,747		Funding of \$50,000 reallocated by Council resolution during the July 24, 2012 meeting. Previously used to fund the deficit incurred in the Official Plan project.
Centre Street Reconstruction	(122,302)	125,000	24,218		Received OILC debenture proceeds of \$84,866 on August 1, 2012. Project is on-going.
CN Railway Crossing Improvements	(2,504)	-	(2,504)		Project can be closed once a funding source for deficit is identified.
Fencing - CN Railways	3,225	-	3,225		Used continuously to make repairs to fences from vandalism.
Front Ave. railway crossing	(41,378)	-	166		OILC debenture proceeds of \$41,544 received August 1, 2012.
Grenville Court Reconstruction	(367,717)	-	2,283		Project has been completed. Debenture proceeds of \$370,000 received on August 1, 2012.
James Street Reconstruction	(3,626)	700,000	303,938		Project is on-going.
Kingston Bridge Repairs	27,000	-	25,588		Project to be completed in 2013.
Communic Equipment - vehicular and traffic light	26,981	33,500	36,679		Project is on-going.
Osmond Street Bridge Repairs	-	540,000	535,013		Project to be completed in 2013.





**BROCKVILLE**  
CITY OF THE 1000 ISLANDS

**Corporation of the City of Brockville**  
**Capital Variance Report**  
**Interim for the period ending August 15, 2012**

Project	Budget Carry-Forward (from previous years-UNAUDITED)	2012 Budget	Project Balance as at August 15, 2012	Projected Variance	Notes / Comments
Parking Meters	22,678	-	22,678		Project postponed due to delay in release of meter technology.
North Augusta Rd culvert repairs	170,000	-	167,985		Project to be completed in 2013.
Pre-Engineering Services	15,783	10,000	22,400		Continuing project.
Parkdale Avenue Realignment	107,084	-	107,084		Project is complete. Funds have been held to offset the future cost of traffic signals, if mandated, to install.
Parkview Blvd. Reconstruction	(335,170)	-	1,830		Project has been completed. Debenture proceeds of \$337,000 received August 1, 2012.
Parking Lot Improvements	-	18,300	18,300		Project is within budget at this time.
Energy Efficient Street Light Conversion	(16,092)	-	(33,955)	(33,955)	Project was completed in April 2012 with a deficit of \$33,955.
Traffic and Transportation Master Plan	75,000	-	75,000		Project deferred to a future date. Federal Gas Tax funds will be used to finance the project.
Central Ave. West Manhole/Sewer Rehabilitation	(7,891)	-	0		OILC debenture proceeds of \$12,221 received on August 1, 2012. Project is complete.
Dechlorination Station Equipment	50,283	-	50,283		On-going. Engineering staff researching for a suitable solution.
Ferguson Drive - Pressure Reducing Valve Installation	(12,240)	-	(12,240)		Project complete. May be closed once a funding source for the deficit is identified.
George Street Sewer Separation	(58,288)	-	-		Project is complete. OILC debenture proceeds of \$58,288 received August 1, 2012.
Jessie Street Sewer Separation	(151,711)	-	-		Project is complete. OILC debenture proceeds of \$151,711 received August 1, 2012.
North Trunk Sanitary Sewer	110,000	-	110,000		Project is on-going.
Ormond Street Watermain	(225,920)	-	0		Project is complete. OILC debenture proceeds of \$225,920 received August 1, 2012.
Ormond Street Watermain (2012 phase)	-	180,000	180,000		Project is on-going.
Sewer Inflow/Infiltration Analysis	129,853	-	128,174		Project is on-going



**BROCKVILLE**  
CITY OF THE 1000 ISLANDS

Corporation of the City of Brockville  
Capital Variance Report  
Interim for the period ending August 15, 2012

Project	Budget Carry-Forward (from previous years-UNAUDITED)	2012 Budget	Project Balance as at August 15, 2012	Projected Variance	Notes / Comments
Service Upgrades	14,280	-	14,280		Project is on-going.
Stewart Blvd	78,447	-	78,447		Project is on-going.
Water/Wastewater Meter replacement	-	140,000	126,466		
Water Pollution Control Plant Equipment	430,000	275,000	662,309		Projects are on-going.
Water Pollution Control Plant Secondary Treatment Upgrade	(7,158,631)	-	(10,010,023)		Project is on-going. Project has been approved for 50% Federal funding and 16.67% Provincial funding. Deficit from 2011 caused by delay in receiving subsidy funds. Temporary borrowing amounting to \$8M not shown in totals.
Water Systems Master Plan	48,422	-	34,888		Project is on-going.
Water Treatment Plant Work	46,281	435,000	342,396	303	Projects are on-going. A surplus of \$1,679.04 is being reported for the High Lift #2 Pump and Motor Rebuild, a surplus of \$141.59 in the contingency account, a surplus of \$1,852.74 for the Maintenance Plant #1 Pump and Motor Refurb and a deficit of \$3,370.22 for the Lighting Upgrades to the Main Plant. No variance to report at this time for the Water Distribution projects.
Expansion of the Zone 3 pressure area	40,452	-	40,452		Project is on-going.
Dredging	(189,783)	90,000	(99,783)		
Project Encore - Including Theatre Manager Software and Fire Curtain	(25,518)	-	3,853		Grand Opening was October 3, 2009. OILC debenture proceeds of \$28,371 for the fire curtain installation received August 1, 2012.
Island Environmental Assessment	6,424	-	6,424		Project is complete and will be closed in 2012. Surplus can be used to offset deficits in other projects.
Pedestrian Pathway Linkage	10,831	-	10,831		Funds have been held for possible future phases.
Pedestrian Bridge Repairs	(17,407)	-	60	60	OILC debenture proceeds of \$17,467 received August 1, 2012. Project is complete.
Parkland Equipment Management Program	17,253	92,160	97,368	1,981	Surplus will be transferred back to the funding source - Parkland Equipment Reserve Fund at year end. Surplus is the result of the dock, ramp and picnic table replacements at various locations.
Power Pedestals - Centeen Park	45,000	-	45,000		No variance anticipated. Deferred \$45,000 pending on grant money.
RIBC - Memorial Centre	(22,645)	-	(0)		Project complete and will be closed in 2012. Low-E ceiling costs to be funded from FGT.
Skatepark	(53,193)	53,193	-		Project is complete and will be closed in 2012. Deficit to be funded from Finance Plan contribution.



**BROCKVILLE**  
CITY OF THE 1000 ISLANDS

**Corporation of the City of Brockville**  
**Capital Variance Report**  
**Interim for the period ending August 15, 2012**

Project	Budget Carry-Forward (from previous years-UNAUDITED)	2012 Budget	Project Balance as at August 15, 2012	Projected Variance	Notes / Comments
Rotary Park Splash-Pad	95,559	-	98,332		City's contribution to community project was \$180,000. Project balance includes City's contribution, donations and expenses incurred to date. No variance anticipated. An additional contribution of \$50,000 approved by Council at the Council meeting held July 24, 2012.
St. Lawrence Park Design	16,951	-	16,951		Project is on-going.
Tunnel Bay Docking	(4,810)	50,000	10,367		Project is on-going.
Tunnel Tourism	176,628	-	150,110		Railway Tunnel committee has been re-established. Project is on-going.
Waterfront Public Use Study	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 (Reynolds 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	68,254	148,000		
Bridlewood Subdivision	99,365	-	99,365		Funds received from developers.
Stormwater Management - Brockwoods	3,536	0	3,536		Funds received from developers.
Sidewalk contributions	49,859	-	49,859		Funds received from developers.
St. Lawrence Lodge Redevelopment Project	179,520	0	179,520		Brockville's share of this project is 60.26%.
	(7,001,528)	5,895,556	(3,125,760)	33,789	