



## **COMMITTEE MINUTES**

## **Finance, Administration & Operations Committee**

Tuesday, September 20, 2011, 4:15 p.m.  
City Hall, Council Chambers

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### **Roll Call**

#### **Committee Members:**

Councillor J. Fullarton, Chair  
Councillor L. Bursey  
Councillor L. Journal  
Councillor D. LeSueur  
Councillor M. McFall (entered at 4:23 p.m.)

#### **Regrets:**

Mayor D. Henderson, Ex-Officio

#### **Staff:**

Ms. V. Baker, Secretary, Clerk (Recording Secretary)  
Mr. B. Casselman, City Manager  
Mr. C. Cosgrove, Director of Operations  
Ms. D. Cyr, Director of Finance  
Ms. D. Livingstone, Deputy City Clerk  
Mr. P. Raabe, Director of Environmental Services  
Ms. S. Seale, City Clerk

#### **Others:**

Mr. N. Gardiner, Recorder & Times

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The Chair called the meeting to order at 4:17 p.m.

### **DISCLOSURE OF INTEREST**

Nil

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**STAFF REPORTS**

2011-087-09

Community Strategic Plan 2009-2014

Moved by: Councillor Bursey

THAT the contents of Report 2011-087-09 Community Strategic Plan be received for information purposes.

Mr. Casselman spoke to the report.

*Councillor McFall entered the meeting at 4:23 p.m.*

Councillor Fullarton inquired if there were statistics of other municipalities and communities .

Mr. Casselman stated that the Service Delivery Review of 2008 compared the City of Brockville with other municipalities. The Treasury Department also does comparisons for financial statements and has data concerning this.

*The Community Vitality Index was distributed and a copy is attached to the minutes.*

*Mr. Casselman and Ms. White exited the meeting at 4:45 p.m.*

CARRIED

2011-091-09

Sale of Surplus City Owned Land (Perth St., Elizabethtown-Kitley)  
Airport Commission

Moved by: Councillor Bursey

THAT pursuant to By-law Number 103-2005 being a Bylaw to Establish Procedures for the Sale of Municipal Land that Council declare the City owned property located at 66 Perth St. located in the Village of Lyn, Elizabethtown-Kitley Township as property surplus to the City needs; and

THAT the City owned property located at 66 Perth St. located in the Village of Lyn, Elizabethtown-Kitley Township be sold; and

THAT the profits from the sale of the City owned property located at 66 Perth St. located in the Village of Lyn, Elizabethtown-Kitley Township be allocated to a Brockville -1000 Islands

Regional Tackaberry Airport capital budget reserve account to offset the cost of a capital project that will be presented during the 2012 Capital Budget process.

CARRIED

2011-092-09  
Statistical Comparisons of 2011 Tax Rates

Moved by: Councillor LeSueur

THAT the statistical comparison of 2011 Tax Rates be received [Attachment I to Report # 2011-092-09] for information purposes.

CARRIED

2011-094-09  
Variance Report at August 31, 2011

Moved by: Councillor Journal

THAT Council receives the Variance Report as of August 31<sup>st</sup>, 2011 for information purposes.

CARRIED

2011-095-09  
2011 City Debenture Issue and Construction Financing for WPCC Upgrade and MDC Projects

Moved by: Councillor McFall

THAT Council authorize staff to investigate the various loan programs available for all of the 2011 Capital Projects that are approved to be debentured; and

THAT Council authorize staff to obtain short term (construction) financing available for the Water Pollution Control Centre (WPCC) upgrade to secondary treatment project up to a maximum of 100%, or \$8 million, of proposed required debentures; and

THAT Council authorize staff to obtain short term (construction) financing available for the Maritime Discovery Centre (MDC) project up to a maximum of \$1 million; and  
THAT staff be authorized to submit applications to the various loan programs for the

2011 Capital Projects and WPCC upgrade project that meet the criteria set out in the lending guidelines; and

THAT Council authorize the Mayor and Director of Finance to enter into agreements with either the Ontario Infrastructure Projects Corporation (OIPC) or Federation of Canadian Municipalities (FCM) to provide such financing for the 2011 Capital Budget projects that are approved for loans under the lending program guidelines as well as short term (construction) financing for the WPCC upgrade and MDC projects; and

THAT in the event that some projects do not qualify, staff be directed to bring back a report to Council detailing alternate means of financing those projects.

CARRIED

2011-096-09

Recommendation for Brockville Ontario Waterfront Trail

Moved by: Councillor Bursey

THAT the Finance, Administration and Operations Committee recommend to Council to authorize an amendment to the Ontario Waterfront Trail through Brockville as follows:

From west to east: King St W at St. Lawrence Park – Rivers Ave – Hartley St – Grant St – Jessie St – St. Paul St – Water St – (optional loop around Blockhouse Island) – Orchard St – King Street E and then east on County Rd 2.

Councillor Journal stated that the walking and cycling on the path should be separated for safety reasons.

Mr. Medcalf stated that the speed for cyclist could be posted, twinning the path may be a possibility and sections of the trail could prohibit cyclists.

CARRIED

2011-097-09  
Lottery Licensing Fees - Bingo (Non-Pooling Hall)

Moved by: Councillor LeSueur

THAT a new fee be established for "bingo license (non-pooling hall)" in the amount of 2% of the prize board, effective September 23, 2011.

CARRIED

2011-098-09  
Railway Tunnel Phase 1 - Engineering Study

Moved by: Councillor LeSueur

THAT Stantec Consulting Ltd. be retained to conduct the preliminary engineering evaluation of the suitability of the Brockville Railway Tunnel for public access as per their September 8, 2011 proposal; and

THAT this expenditure be funded through account 9701101 9037001 3010.

CARRIED

Verbal Report on Centre Street  
Peter Raabe, Director of Environmental Services

Due to change in circumstance, the verbal report was withdrawn.

Proposed 2012 Budget Timetable Memo

This is for information purposes only. No action is required.

### **FAO - CONSENT AGENDA**

Moved by: Councillor Journal

THAT the following items be placed on the Consent Agenda:

1. 2011-091-09  
Sale of Surplus City Owned Land (Perth St., Elizabeth-Kitley)  
Airport Commission
2. 2011-092-09  
Statistical Comparisons of 2011 Tax Rates
3. 2011-95-09  
2011 City Debenture Issue and Construction Financing for WPCC Upgrade  
and MDC Projects
4. 2011-096-09  
Recommendation for Brockville Ontario Waterfront Trail
5. 2011-097-09  
Lottery Licensing Fees – Bingo (Non-Pooling Hall)
6. 2011-098-09  
Railway Tunnel Phase 1 – Engineering Study

The meeting adjourned at 5:27 p.m.



Centre for Innovative &  
Entrepreneurial Leadership

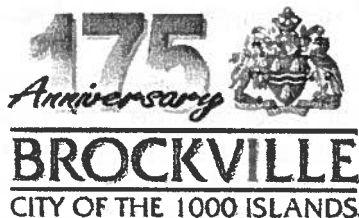
# **Community Vitality Initiative (CVI)**

## **Phase One SUMMARY Report**

### **Brockville, Ontario**

June 2007

**Local Sponsor: City of Brockville**



**Financially supported by:**

**Ontario Ministry of Agriculture,  
Food & Rural Affairs**



## **Brockville Community Vitality Initiative (CVI) Summary June 2007**

### **What is the Community Vitality Initiative?**

The Community Vitality Initiative (CVI) is an engaging group process which analyzes the perceptions of community leaders and citizens on key indicators that are known to affect community vitality. Through an innovative system of online surveys, questionnaires, live meetings and focus groups, citizens and community leaders are asked about everything from the community's economic state to its environmental health to its support for the arts. The surveys also ask about such things as safety, learning, leadership, physical space, sense of community, and entrepreneurship.

The CVI team met with a group of 23 Brockville citizens on May 16, 2007, and 9 other Brockville residents answered the CVI questionnaire on-line. The full report on the CVI process in Brockville comprises 70 pages of easy-to-read graphs, charts, lists, and analysis. The report will be available at [www.theCIEL.com](http://www.theCIEL.com).

The CVI was conducted in Brockville by the Centre for Innovative and Entrepreneurial Leadership (CIEL) in collaboration with the Ontario Ministry of Agriculture, Food, and Rural Affairs (OMAFRA). The Community Sponsor in Brockville was the City of Brockville Economic Development Office, led by Dave Paul.

### **Brockville's strengths: nature, geographic location, the arts, and heritage.**

Brockville participants in the CVI process are genuinely proud of the natural setting of the St. Lawrence River and the Thousand Islands, and they are optimistic about the benefits of that environment in terms of personal quality of life, tourism, recreation, and business opportunities. They have good access to health care, a strong arts and culture scene, and considerable faith in their civic and business leaders. All of these perceptions have lead to a relatively high overall score of 79.1 in the CVI.

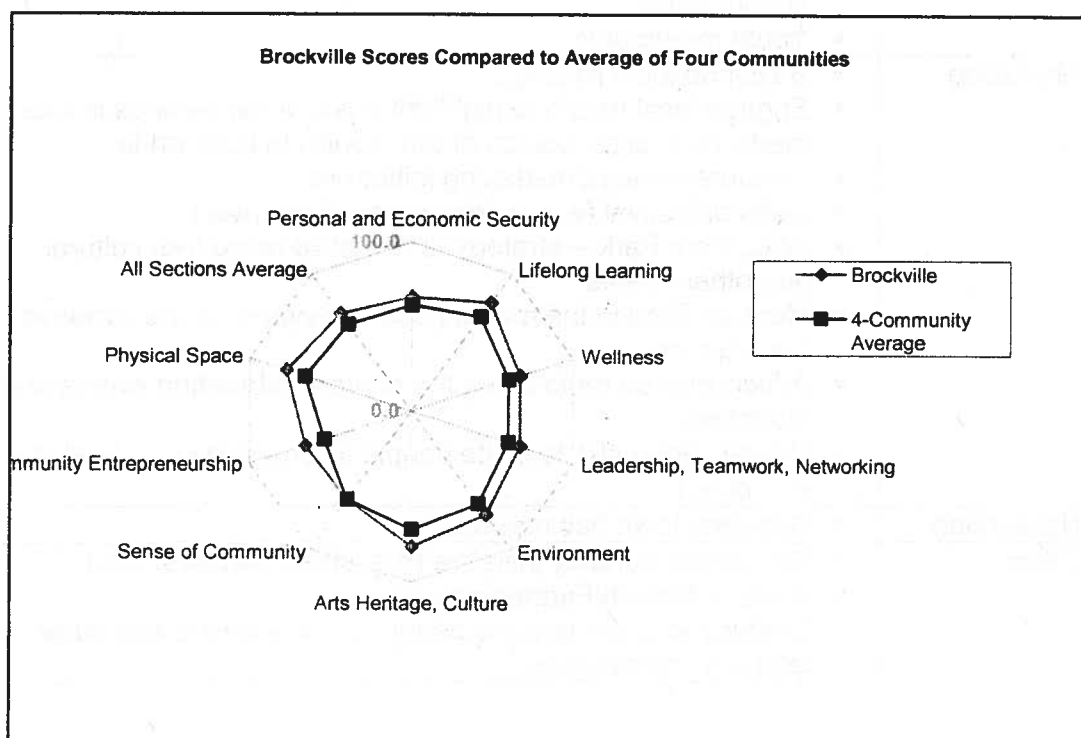
### **Needed: downtown revitalization, youth leadership, and a strategy to attract youth and young adults**



At the same time, Brockville participants think their downtown area needs revitalization. The city has suffered manufacturing plant closures and there is hope that it can remain as economically viable as in the past. There is a strong desire to attract new businesses and industries. And the CVI participants are concerned about creating enough employment to discourage young people from moving away. These concerns are balanced by the location of Brockville in a web of larger cities and transportation routes, which gives the participants a feeling of security and optimism.

There is a need in Brockville to develop a young adult culture-- an entrepreneurial, recreational, and artistic culture that will appeal to young adults age 24-35, to attract them to Brockville to start businesses and families.

The radial graph below shows Brockville's scores for the nine sections of the questionnaire compared to the average for Brockville and three other communities which recently completed the CVI. Higher scores indicate areas of greater (perceived) strength while lower scores indicate areas of (perceived) weakness.



## Possible Courses of Action

The following are some possible courses or action that Brockville could undertake to improve its vitality. CIEL offers these ideas based on an analysis of the responses received during the May 16th focus groups and survey and the subsequent on-line CVI survey. These are suggestions to get the discussion started in the community. On Wednesday, June 27, there will be a community meeting at which community members will respond to this report by identifying actions that will enhance community vitality in Brockville.

Possible Short Term Actions (actions completed in less than 12 months)	
Capacity Building	<ul style="list-style-type: none"> <li>▪ Youth and young adult recruitment and retention strategy (begin with research)</li> <li>▪ Welcoming strategy for newcomers to invite/engage</li> <li>▪ Youth entrepreneurship initiative (e.g. youth business incubator)</li> <li>▪ Youth opportunity identification session (e.g. entrepreneurial, educational, recreational, and entertainment opportunities)</li> <li>▪ Youth leadership and/or other volunteer building strategy for young adults</li> <li>▪ Youth mentorship</li> </ul>
Marketing	<ul style="list-style-type: none"> <li>▪ Buy/shop local strategy</li> <li>▪ Engage local media to highlight positive happenings in local media (e.g. organization of the month) to build pride</li> <li>▪ Cooperative/joint marketing initiatives</li> <li>▪ Cultural festival (e.g. a celebration of the river)</li> <li>▪ Waterfront Park -- strategy to revitalize using free cultural and other events</li> <li>▪ More profiling in the media (local &amp; beyond) of the dynamic newcomers</li> <li>▪ Advertizing on radio along the corridor promoting events and attractions</li> <li>▪ Visuals along 401 to invite people to Brockville (e.g. a statue of a diver).</li> </ul>
Networking	<ul style="list-style-type: none"> <li>▪ Quarterly town hall meetings</li> </ul>
Other	<ul style="list-style-type: none"> <li>▪ Downtown vibrancy initiative (e.g. street vendors, etc.)</li> <li>▪ Busking festival/Farmer's market</li> <li>▪ Strategy to make citizens better aware of online and other learning opportunities</li> </ul>

<b>Possible Long Term Actions (actions taking more than 12 months to complete)</b>	
Capacity Building	<ul style="list-style-type: none"> <li>▪ Medical recruitment strategy, possibly focused on aging/gerontology</li> <li>▪ More promotion of lifelong learning</li> </ul>
Marketing	<ul style="list-style-type: none"> <li>▪ Alliance between local businesses/industry and educational institutions within two hours distance (e.g. engage their business schools in strategic/business efforts)</li> <li>▪ Strategy to link strengths in affordable, diverse housing and indoor and outdoor recreational/fitness resources</li> </ul>
Research, Administration, and Planning	<ul style="list-style-type: none"> <li>▪ Waterfront/downtown core redevelopment strategy focusing on downtown vibrancy</li> <li>▪ Strategy for linking uptown to downtown</li> <li>▪ Parking strategy</li> <li>▪ Strategy to populate downtown with residents and businesses</li> <li>▪ Youth facilities downtown</li> </ul>
Other	<ul style="list-style-type: none"> <li>▪ Secondary treatment of waste</li> <li>▪ Waterfront restaurant as part of waterfront development strategy</li> <li>▪ Build on success of recycling program by analyzing what the next step might be, using an environmental consultant from The Natural Step or similar organization.</li> <li>▪ Waterpark</li> </ul>

### The Next Step

The purpose of the CVI report is not to present a final report card. Rather, it is a starting point for discussion and action. On Wednesday, June 27th, the CVI team will meet with Brockville citizens again to review the findings, pick actions and move to develop action groups for the community for the selected actions.

### Brockville: The "Gut-CheckTwelve"

The following questions provide a snap shot of a community's vitality. They are taken from among the 100 questions on the CVI. These key questions can be used to inform future efforts aimed at improving quality of life in the community. If all respondents strongly agreed to a positively worded statement, the question score would be 100. If all respondents strongly disagreed with the statement, the question score would be 0. A response of "neither agree nor disagree" would be

scored as 50. A score over 50 would indicate that there is a perceived good capacity, while a score less than 50 would indicate a perceived lower capacity.

#	Question	Score	4-Community Average	% Difference
1a	Local middle-income earners can afford to buy a house in this community.	82	73	12
3c	You see many active, healthy-looking seniors in this community.	78.9	67	18
3j	For newcomers to the community and those who wish to, there are meaningful opportunities to get involved and make a difference in the community.	72.7	65	11
4b	On divisive community issues, there is civilized debate, a good flow of information, and inclusive, respectful consultation.	68.8	48	43
4d	Citizens and local government have an active dialogue. Citizens feel welcome to participate in local government processes and decisions.	64.1	49	31
5h	The community considers environmental sustainability in its community planning.	69.4	55	27
6f	We have at least one public festival that generates a feeling of magic and excitement.	79	78	2
7f	Residents are proud of this community. They are always promoting it to outsiders.	74.2	67	10
7e	Young adults age 25-34 consider the community to be a desirable place to live.	36.2	46	-21
8c	There are formal and informal forums (conferences, workshops, meetings) on business innovation, technology and technology applications.	64.7	42	55
9e	There are friendly public spaces where a variety of kinds of people feel welcome: parks, squares, fountains, outdoor cafes, benches, playgrounds.	89.8	74	21
9f	There is a vibrant town centre or community core.	59.4	52	15
	<b>Average</b>	<b>69.9</b>	<b>59.6</b>	<b>17.2</b>