

**SPECIAL MEETING OF COUNCIL AT 4:30 P.M.**

073-2007      Moved by: Councillor Noble  
                    Seconded by: Councillor Journal

THAT Council resolve itself into the Committee of the Whole, In Camera,  
closed to the public to consider:

- i.       Legal Matters
- ii.      Property Matters

CARRIED

**REGULAR MEETING OF COUNCIL AT 6:00 P.M.**

**ROLL CALL**

**COUNCIL MEMBERS:**

Mayor D. Henderson  
Councillor J. Baker  
Councillor G. Beach  
Councillor J. Earle  
Councillor J. Fullarton  
Councillor L. Journal  
Councillor M. Kalivas  
Councillor H. Noble  
Councillor L. Severson  
Councillor S. Williams

**STAFF:**

Ms. J. Amini, Administrative Coordinator (Recording Secretary)  
Mr. J. Baker, Director of Human Resources  
Mr. B. Casselman, City Manager  
Mr. C. Cosgrove, Director of Operations  
Ms. D. Cyr, Director of Finance  
Mr. H. Jones, Fire Chief  
Ms. M. Pascoe Merkley, Director of Planning  
Mr. D. Paul, Director of Economic Development  
Mr. J. Peters, M.I.S. Manager  
Mr. D. Morgan, Director of Parks and Recreation  
Ms. S. Seale, City Clerk

**OTHERS:**

Mr. Ron Zajac, Recorder & Times

Mr. Andrew Cowan, Hometown Radio

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074-2007      Moved by: Councillor Earle  
                    Seconded by: Councillor Beach

THAT Council rise from Committee of the Whole, In Camera, and the Chairman report that all recommendations adopted in Committee of the Whole, be adopted.

CARRIED

**MAYOR'S REMARKS**

Mayor Henderson stated that former Mayor Ben TeKamp's transplant surgery was a success and that the former Mayor is recovering comfortably.

Mayor Henderson noted that Saturday, April 28<sup>th</sup> is the Community Clean Up Day for Brockville. The event will run from 9:00 a.m. until 12:00 p.m. ending with a barbeque at St. Lawrence Park. He encouraged all citizens to volunteer for the event. He further noted that on Sunday, May 6<sup>th</sup> will be the Bell Walk for Kids Help Phone which will be taking place at Hardy Park.

**DISCLOSURE OF INTEREST**

Nil

**ADOPTION OF COUNCIL MINUTES**

075-2007      Moved by: Councillor Journal

THAT the minutes of the Council meeting of April 10<sup>th</sup>, 2007 be adopted as circulated and read.

CARRIED

**COMMITTEE OF THE WHOLE COUNCIL**

076-2007      Moved by: Councillor Baker

THAT we adjourn and meet as Committee of the Whole Council, with the Mayor in the Chair.

CARRIED

**CORRESPONDENCE, COMMUNICATIONS AND PETITIONS**

**REQUEST FOR PROCLAMATIONS**

Moved by: Councillor Fullarton

THAT Council make the following proclamation[s]:

- National Organ and Tissue Donation Awareness Week April 22<sup>nd</sup> to April 29<sup>th</sup>, 2007  
(Trillium Gift of Life Network – Kingston General Hospital)
- National Nursing Week – May 7<sup>th</sup> to May 13<sup>th</sup>, 2007  
(Brockville General Hospital)

CARRIED

**CORRESPONDENCE RECEIVED FROM THE  
BROCKVILLE AND DISTRICT SHRINE CLUB  
REGARDING ITS ANNUAL STREET FAIR**

Moved by: Councillor Beach

THAT Council authorize a circus license to the Brockville and District Shrine Club for the Annual Shriners Street Fair event to be held on A & P parking lot at 3049 Jefferson Drive on Wednesday, May 30<sup>th</sup> to Sunday, June 3<sup>rd</sup>, 2007.

CARRIED

**APPOINTMENTS TO BOARDS AND COMMITTEES**

Moved by: Councillor Journal

THAT Council remove Mark Bailey and Joan Tallon from the Brockville Cemetery Board whose terms were to expire November 30, 2008; and

THAT By-Law 122-2006 be amended accordingly.

CARRIED

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## DELEGATIONS

**Herb Clement** of the Ontario Fire Marshall's Office presented Mayor Henderson with a Certificate of Compliance for the City of Brockville. He noted that he was in Brockville in January and carried out a fire prevention survey and noted that Brockville's survey was one of the best done to date.

**Tony Barnes**, Ontario Senior Winter Games, provided Council with a final report on the success of the Games, noting that the Games did end with a surplus. **Lawrence Bishop** further spoke of the Games and noted that these are the first that have taken place with a Regional approach, which received high praise from the Ontario Senior Games Association and the Ministry of Health.

*Council now moved to the Ontario Senior Winter Games Final Report, from the Operations Committee Report and Mayor Henderson called the motion.*

**Scott Wentworth**, Scott Wentworth Landscaping Limited, made a presentation to Council with respect to the Court House Green project.

*Council now moved to Staff Report No. 2007-082-04 Court House Green Enhancement - Landscape Development Project and Mayor Henderson called the motion.*

**Gord Cameron**, Chair, City of Brockville Corporate Service Review Task Group, Brockville and District Chamber of Commerce, spoke to Council with respect to the Staff Report 2007-069-04, Corporate Service Review and provided an overview of the letter which was addressed to Members of Council. (a copy of the letter is attached to the minutes)

**Jonathon Hack**, IBI Group provided Council with a power point presentation on the revised downtown Community Improvement Plan and the Brownfields Community Improvement Plan. He noted that this policy is a statement of intent and Council does have the option to manipulate it. He advised Council that each development should be assessed on its own merits.

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**CONSIDERATION OF STAFF REPORTS**

**2007-082-04  
COURT HOUSE GREEN  
ENHANCEMENT - LANDSCAPE  
DEVELOPMENT PROJECT**

Moved by: Councillor Journal

THAT Council approve the landscape design for Court House Green as prepared by Scott Wentworth Landscape Group Ltd; and

THAT Council authorize Scott Wentworth Landscape Group Ltd. to complete the Court House Green Parkland Development Budget for a fee of \$7,340.50 in order to meet a July 1, 2007 completion date for the 175<sup>th</sup>; Anniversary Celebrations; and

THAT the amount of \$7,340.50 be charged against Capital Account C7011 CHGR 3010; and

THAT Council request a staff report on a proposed fundraising strategy to assist in the capital costs of this project.

CARRIED AS AMENDED

Motion for Amendment

*Councillor Earle moved a motion to include an additional \$1007.00 to the original fee of \$6,333.50 to have the landscape designer complete the detailed budget for the entire Court House Green project.*

Moved by: Councillor Earle

THAT Council authorize and additional \$1007.00 expenditure for the design fee for the design of the entire Court House Green.

CARRIED

**2007-084-05  
PROPOSED BROWNFIELDS COMMUNITY  
IMPROVEMENT PLAN.  
REVISED DOWNTOWN COMMUNITY  
IMPROVEMENT PLAN, AND  
OFFICIAL PLAN AMENDMENT NO. 81  
(BROWNFIELDS)**

Moved by: Councillor Kalivas

THAT Brockville City Council receive:

- 1) proposed Official Plan Amendment No.81 to add a new policy on Brownfields Sites, and to modify Section 5.22 Community Improvement Policies and Schedule "H" Community Improvement Policy Area related thereto;
- 2) proposed Brownfields Community Improvement Plan; and
- 3) proposed amendments to the existing Downtown Community Improvement Plan, and

THAT a public meeting to gather ratepayer input relative to these matters be scheduled for May 17, 2007.

CARRIED

**2007-069-04  
CORPORATE SERVICE REVIEW  
CITY OF BROCKVILLE**

Moved by: Councillor Fullarton

THAT Council of the Corporation of the City of Brockville adopt the approach to the Corporate Service Review as described in Report 2007-069-04 Corporate Service Review City of Brockville.

CARRIED

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**REPORTS FROM BOARDS AND COMMITTEES**

**FINANCE AND ADMINISTRATION  
COMMITTEE MEETING  
APRIL 17, 2007**

**COUNCILLOR S. WILLIAMS  
COUNCILLOR J. FULLARTON  
COUNCILLOR L. SEVERSON**

Councillor Beach requested that Report 2007-076-04 Implementation of New Bingo Revenue Model (Bingo Licensing) be removed from the Consent Agenda.

**2007-075-04  
REVISIONS TO MUNICIPAL ACT, 2001  
(BILL 130)**

Moved by: Councillor Fullarton

THAT Report 2007-075-04, Revisions to the Municipal Act (Bill 130) be received for information purposes; and

THAT Council direct the City Manager, City Clerk and Director of Finance to take the necessary steps to achieve compliance with the mandatory provisions of Bill 130, Municipal Statute Law Amendment Act, 2006.

CARRIED

**2007-076-04  
IMPLEMENTATION OF NEW  
BINGO REVENUE MODEL  
(BINGO LICENSING)**

Moved by: Councillor Fullarton

THAT Report 2007-076-04, Implementation of New Bingo Revenue Model be received for information purposes; and

THAT Council approve a bingo licence fee of \$109 per event effective May 1, 2007.

CARRIED

**2007-070-04**  
**TELEPHONE UPGRADE**

Moved by: Councillor Fullarton

THAT Council authorize an agreement with Bell Canada for the purchase of hardware to upgrade the telephone system at the Gord Watts Municipal Centre at a cost of \$39,425.00 (tax included), with \$10,000 to be funded from the Major Office Equipment Reserve Fund and \$29,425 to be funded from the Fiscal Policy Reserve Fund.

CARRIED AS AMENDED

Motion for Amendment

*Councillor Fullarton moved a revised motion to purchase the telephone system rather than lease.*

Moved by: Councillor Fullarton

THAT Council authorize a purchase agreement with Bell Canada for the purchase of hardware to upgrade the telephone system at the Gord Watts Municipal Centre at a cost of \$39,425.00 (tax included), with \$10,000 to be funded from the Major Office Equipment Reserve Fund and \$29,425 to be funded from the Fiscal Policy Reserve Fund.

CARRIED

**2007-071-04**  
**LAPTOP COMPUTERS**  
**COUNCILLORS**

Moved by: Councillor Severson

THAT Council receive report 2007-071-04, Laptop Computers – Councillors, for information purposes.

CARRIED



**2007-078-04**  
**ST. LAWRENCE LODGE LEVY**  
**EFFECT ON THE 2007 BUDGET**  
**File: F05-26/07**  
**S03-02**

Moved by: Councillor Williams

THAT Council authorize an amendment to the 2007 budget as it pertains to St. Lawrence Lodge based upon the confirmed levy amount of \$832,194; and

THAT Council apply \$53,000 of budget surpluses, specifically, \$2,500 from Joint Services, \$20,000 from decreased snow removal, \$6,500 from new Bingo revenues, \$12,000 from new parking revenues, and \$12,000 from increased interest revenues towards the St. Lawrence Lodge levy; and

THAT Council receives the revised status of the budget as it now stands at approximately 4.08%; and

THAT Council authorizes the passing of an amendment to By-Law #009-2007 to adopt the 2007 budgets to reflect the increased levy amount.

Recorded Vote:	Yes	Councillors Earle, Fullarton, Journal, Kalivas, Noble, Severson, Williams and Mayor Henderson	8
	No	Councillors Baker and Beach	2

CARRIED ON A VOTE OF 8 TO 2

*Councillor Journal requested a recorded vote.*

Amendment to the Motion

Moved by: Councillor Fullarton

THAT Council apply \$53,000 of budget surpluses, specifically, \$2,500 from Joint Services, \$20,000 from decreased snow removal, \$6,500 from new Bingo revenues, \$12,000 from new parking revenues, and \$12,000 from increased interest revenues towards the St. Lawrence Lodge levy.

Recorded Vote:	Yes	Councillors Baker, Earle, Fullarton, Journal, Kalivas, Noble, Severson, Williams and Mayor Henderson	9
	No	Councillors Beach	1

CARRIED ON A VOTE OF 9 TO 1

*Councillor Journal requested a recorded vote.*

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**OPERATIONS COMMITTEE  
MEETING  
APRIL 18, 2007**

**COUNCILLOR L. JOURNAL  
COUNCILLOR J. EARLE  
COUNCILLOR H. NOBLE**

**CONSENT AGENDA**

Moved by: Councillor Journal

THAT the following items listed 2, 3, 4, 5 and 7 on the Operations Agenda of April 18, 2007 as recommended by the Committee be passed by Consent Agenda;

- 1) 2007-068-04  
WATER & WASTEWATER TREATMENT  
QUARTERLY REPORT (JAN. – MAR. 2007)**

THAT Report 2007-068-04 Water & Wastewater Treatment Quarterly Report (Jan. – Mar. 2007) be received for information purposes.

2)     **2007-072-04  
TENDER FOR CONTRACT 2007-04  
RECONSTRUCTION OF CONCRETE CURBING  
AND SIDEWALKS IN VARIOUS LOCATION**

THAT Council accept the tender from W. J. Sherwood & Sons Construction Limited in the amount of Eighty-five Thousand Dollars (\$85,000.00), excluding GST, for the reconstruction of concrete curbing and sidewalks in various locations; and

THAT the work be funded from account C-3011-ACPM-3001.

3)     **2007-073-04  
ENGINEERING DIVISION - QUARTERLY  
CAPITAL PROJECTS STATUS REPORT**

THAT Report 2007-073-04, Engineering Division, Quarterly Capital Projects Status Report, be received for information purposes.

4)     **2007-074-04  
ROUTING, CLEANING AND SEALING  
RANDOM CRACKS IN ASPHALT PAVEMENT  
CONTRACT NO. 2007-01**

THAT Council accept the tender from Roadlast 2000 Inc. in the amount of Seventeen Thousand (\$17,000.00), excluding GST, for routing, cleaning and sealing of random cracks in asphalt pavement.

THAT the work be funded from account C-3011-ACPM-3012.

5)     **2007-081-04  
ASSUMING AND DEDICATING ORMOND STREET  
AS PUBLIC HIGHWAY**

THAT a by-law be enacted to Assume and Dedicate Parts of Lots 19 through 23 inclusive, Block 19, Plan 67, described in Registered Instrument Number 34-5108 as public highway and name same as Ormond Street.

CARRIED

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\*\*\*\*\*END OF CONSENT\*\*\*\*\*

19

**ONTARIO SENIOR WINTER GAMES  
FINAL REPORT**

Moved by: Councillor Earle

1. THAT Council receive for information purposes, the "Statement of Direct Economic Impact" for the Ontario Senior Games Winterfest 2007.
2. THAT Council authorize the formation of an Ontario Senior Games Winterfest 2009 Games Organizing Committee as a sub-committee of the Operations Committee, and
3. THAT the 2009 Games Organizing Committee Executive Committee initially be comprised of the following members:
  - i. An appointed representative of the City of Brockville.
  - ii. Games Chair
  - iii. Games Treasurer
  - iv. Ontario Senior Games Association executive director
  - v. Ontario Senior Games Association executive board member
  - vi. A representative of the Ontario Sport Alliance.
4. THAT Council accept the offers from the recent Ontario Senior Games Winterfest 2007 Games Organizing Committee members, David Dargie to continue as chair and Tony Barnes to continue as treasurer.
5. THAT the 2009 Games Organizing Committee Executive Committee be tasked to:
  - i. In conjunction with the City Clerk, conclude a contract for the delivery of the 2009 Games with the Sport Alliance of Ontario and the Ontario Senior Games Association
  - ii. Recruit additional Committee members as required
  - iii. Recruit a Games General Manager
  - iv. Report on progress quarterly, or as required, to the Operations Committee

CARRIED

**2007-077-04  
AMENDMENTS TO PARKING BY-LAW 119-89  
CHARLES STREET; GEORGE STREET;  
ERNIE FOX QUAY; 10 HOUR PARKING**

Moved by: Councillor Noble

THAT Council authorize amendments to Parking By-law 119-89 as follows:

- THAT Schedule 9 Metered Parking, be amended by adding 20 two hour parking meters on the north side of Charles Street between Ormond Street and Bartholomew Street that Schedule 11 Disabled Persons Parking – Signs on Display, be amended to include a total of 3 spaces for disabled parking on Charles Street.
- THAT Schedule 9, Metered Parking, be amended by adding an additional 4 ten hour parking meters (for a total of 8) in the George Street Parking Lot along the wall of the Sheridan Mews Building.
- Introduction of 15 parking passes in the Market Street Parking Lot at a rate of \$40 per month and Schedule 10 be amended to include permit parking in the Market Street Lot.
- THAT Schedule 5, Time Limited Area – Signs on Display be amended by deleting Ernie Fox Quay
- THAT Schedule 13, Time Limited Area Mon – Sat Free 2 Hour Limit be amended by adding Ernie Fox Quay, with the introduction of 5 parking permits for Ernie Fox Quay at a rate of \$20 per month
- THAT Schedule 9, Metered Parking, be amended by deleting George Street from Perth Street 23m westerly and Perth Street from George Street to Church Street
- THAT Schedule 13, Time Limited Area Mon – Sat. Free 2 Hour Limit be amended by adding George Street from Perth Street 23m westerly and Perth Street from George Street to Church Street

CARRIED

**DISCUSSIONS ON ALTERNATIVES FOR WASTE DISPOSAL**

The motion was withdrawn as this will be handled through the Finance and Administration Committee

## **NEW BUSINESS - REPORTS FROM MEMBERS OF COUNCIL**

### **ELIMINATION OF COUNCILLOR FAX LINES**

Moved by: Councillor Noble

WHEREAS Council must do its part in reducing City expenses; and,

WHEREAS fax machine technology can be replaced by email; and  
WHEREAS the cost of provision of reports agendas etc to Councillors is a significant cost and much of it unread and unnecessary wasting staff time, money, copying costs and adds to waste of trees and energy and adds to city recycling; and

WHEREAS individual Councillors have differing styles of operation. Some like print materials to read and annotate. Some prefer executive summaries with back up detail should they wish to dig deeper. Some prefer an e mail whereas others want paper.

THEREFORE BE IT RESOLVED THAT

- A) THAT the provision of fax machines and fax lines to members of Council be terminated unless a Councillor wishes to pay for their own; and
- B) THAT Ms Robinson survey every individual Council members on a confidential basis to determine which items they actually read, what could be condensed or changed or amplified, or reformatted and what is helpful and what is unnecessary of the materials in the weekly packages for a four month period and thereafter periodically as she deems appropriate. As part of this Ms. Robinson will determine if an executive summary of one page on any item with backup attached or an executive summary with backup available on line or by e mail request would be appropriate and cost effective.
- C) THAT the City Manager direct city staff to implement the findings of the survey by Ms. Robinson as is appropriate; and

- D) THAT once it is determined what materials Councillors actually need and use that Ms. Robinson interview each Councillor as to their style of operation with a view to see if it is possible to eliminate the weekly package for one or more Councillors and if the materials should be reformatted along the lines of an executive summary with backup detail available as is appropriate to an individual Councillors preferred modus operandi..

REFERRED TO GOVERNANCE COMMITTEE

Motion to Refer

Moved by: Councillor Noble

THAT the motion respecting the Elimination of Councillor Fax Lines be referred to the Governance Committee.

CARRIED

#### **MOTION TO RETURN TO COUNCIL**

077-2007 Moved by: Councillor Baker

THAT we revert from Committee of the Whole Council to Council.

CARRIED

#### **ADOPTION OF REPORT OF THE COMMITTEE OF THE WHOLE COUNCIL**

078-2007 Moved by: Councillor Baker  
Seconded by: Councillor Fullarton

THAT the report of the Committee of the Whole Council be adopted and that the necessary actions or by-laws be enacted.

CARRIED

#### **EMERGENCY BUSINESS**

Nil

## **BY-LAW NUMBERS**

- 034-2007 By-law to amend City of Brockville Parking By-law 119-89 as it relates to Charles Street, George Street, Ernie Fox Quay, and Market Street Lot.
- 035-2007 By-law to Amend By-law Number 122-2006, being a by-law to Appoint Members to Various Boards and Commissions of the City of Brockville
- 036-2007 By-law to appoint Lynda Ferguson as Deputy Treasurer for the Corporation of the City of Brockville.
- 037-2007 By-law to dedicate Parts of Lots 19 through 23 inclusive, Block 19, Plan 67, described in Registered Instrument Number 34-5108 as public highway and name same as Ormond Street.

## **ADOPTION OF BY-LAWS**

- 079-2007 Moved by: Councillor Beach  
Seconded by: Councillor Earle

THAT By-laws Numbered 034-2007 to 037-2007 be introduced and the same be now read a first and second time.

CARRIED

- 080-2007 Moved by: Councillor Beach  
Seconded by: Councillor Earle

THAT By-laws Numbered 034-2007 to 037-2007 be now read a third time, signed by the Mayor and Clerk, sealed with the Seal of the Corporation and be recorded.

CARRIED

## **CONFIRMATORY BY-LAW**

- 081-2007 Moved by: Councillor Beach  
Seconded by: Councillor Earle

THAT By-law Number 038-2007 to Confirm the Proceedings of Council at its meeting held on April 24, 2007 be read a first and second time.

CARRIED



082-2007      Moved by: Councillor Beach  
                    Seconded by: Councillor Earle

THAT By-law Number 038-2007 to Confirm the Proceedings of Council at its meeting held on April 24, 2007 be now read a third time, signed by the Mayor and Clerk, sealed with the Seal of the Corporation and be recorded.

CARRIED

### MAYOR'S ANNOUNCEMENTS

The next regular Council meeting will take place on Tuesday, May 8<sup>th</sup>, 2007.

### ADJOURNMENT

083-2007      Moved by: Councillor Beach  
                    Seconded by: Councillor Earle

THAT Council adjourn its proceedings until the next regular meeting scheduled for May 8<sup>th</sup>, 2007.

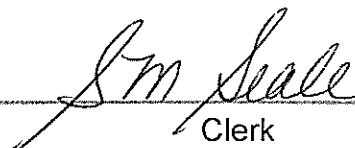
CARRIED

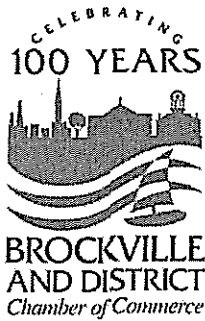
The meeting adjourned at 10:45 p.m.

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Mayor

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Clerk



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The Recorder & Times

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Templeman Menninga LLP

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Farm Mutual Financial Services

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Sean Somerville  
Somerville Accounting Services

Corporate Secretary

Tom Blanchard  
UMI Property Management

Past President

David Cybulski  
Clarica

Directors

Gary Brett  
Brett's Valu-Mart

Michael Dingman  
Leslee Sports Inc.

Sherri Fournier-Hudson  
Riverside Ford Sales Ltd.

Laura Good  
Employment & Education Centre

Lyne Henderson  
Henderson Printing Inc.

David Keeuleyside  
TD Canada Trust

Steve Mazurek  
Tait's Bakery

Mark Phillips  
Brockville & Area YMCA

*"Voice of Business"*  
Since 1906

April 24, 2007

Mayor and Council  
City of Brockville  
Box 5000  
Brockville, Ontario

Dear Sir or Madam:

The Brockville and District Chamber of Commerce acts as the 'Voice of Business' in this community serving over 560 members including businesses of all sizes and within all sectors. Our mission statement is to foster a competitive business environment in the Brockville region that benefits the people of this region through the growth of jobs, wealth and quality of life. This submission addresses the City of Brockville's Corporate Service Review.

The Corporate Service Review Report proposes using the template "Making Choices" developed by the Ontario Government. If this template is followed closely it will address the questions raised by the Brockville and District Chamber of Commerce 2007 Budget Study. However the template does not properly address how to implement the program. A municipality really only has one chance to do it well, otherwise the impact will be lost.

The Chamber commends Council for taking on this ambitious project. It will take a lot of resolve by Council to ensure that the implementation is not side tracked or watered down by resistance to going to the depth needed to achieve results. The Chamber would like to see an actual budget set for the Service Review as Council's commitment of money and resources to ensure this project's very high priority.

To implement the Corporate Service Review properly, it must involve every City employee. It is the employees, not the Supervisors or Department Heads that really know where the inefficiencies, waste, and roadblocks to carrying out their jobs are. Even in getting the data that will be needed to evaluate a particular service, the information lies with the employees on how much time a particular task takes. The accounting data only can provide costs of labour, materials, and some overheads. In almost all cases there is no data on how long a particular task takes, or how often the public calls for a service. City employees must be brought into the project in a positive way to get proper data.

The City employees need to be brought into the process in a meaningful way and have to be "on-side" with the idea of digging deeply into their operations and jobs to find the true costs, and to find alternative ways of doing things. It is those front line employees who will have creative and innovative ideas on how to provide a particular

service in another way. It is also those employees whose input is needed to evaluate, in detail, an alternative way of delivering a service proposed by Senior Staff.

The Corporate Service Review Project needs an internal Champion to drive the process so that the City gets real value from it. This Champion must ensure that the Project maintains its priority, its focus, its timeliness, and is able to communicate this to all involved. There is a large facilitation role in getting all of the employees to work positively on the project. The Champion would also have coordination and communication responsibilities both internally and externally. Because of the large amount of time required, and the need to have an open dialogue with all levels of employees, the Chamber does not see this as being done by the City Manager.

In addition to having an internal Champion to spearhead the process, keep it on track, and provide proper communication, there is a large facilitation role. While the internal Champion can do some of the facilitator's role, they will need additional help. The facilitation role will involve a large amount of time to set up the parameters in each service area, get buy in, and train and coach the staff and employees to get proper inputs and meaningful data. The facilitation role will also involve working with staff and employees in analyzing data, ideas and alternatives to that particular service being reviewed. An outside facilitator may be advantageous in providing an element of impartiality, which would lead to better buy-in by the employees.

There are many people from business and industry trained in this role. The Chamber believes that the City should look seriously at hiring outside help. In reviewing a particular service or area, a facilitator or consultant could be brought on to do a well-defined task because of his background, with his role limited to that task. For another area, a different consultant with different skills could be brought in. The use of an outside consultant would result in the timely completion of the process, be less of a burden to senior staff and less costly overall.

It is so important that the City get the Corporate Service Review done right the first time. If it isn't done right, besides not getting the savings the City is looking for, it will be a long time in the future before people will accept the process being tried again. Implementation is so important that Council shouldn't rush in without the confidence that the plan they are endorsing is going to be successful in achieving savings, and in having whatever changes resulting from the Corporate Service Review accepted by the public and by the employees.

The Chamber has talked to senior managers of some of Brockville's larger industrial employers about the process. These companies have been through similar processes and have experienced people who have facilitated and implemented these programs. The Chamber believes that Council and City Staff should talk to these people to get their experiences in a process such as this. The implementation is so important that discussion with these people will help Council and Staff with some key details and decisions that must be resolved before the process is started.

The Chamber is available to set up these discussions at any time, in any format that the Council and City Staff want. Again, we commend Council on taking on this process. If it is implemented well, we believe that the Corporate Service Review has the potential to find significant savings, and is key to finding creative ways of delivering services in the future. It is because of the potential of this project, and the resolve needed to get to the depth needed, that the Chamber has such an interest in its success.

Respectfully submitted,

Gord Cameron, Chair  
City of Brockville Corporate Service Review Task Group  
Brockville and District Chamber of Commerce