



# 2022 Tax Supported Draft Budget Presentation

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# 2022 Draft Tax Supported Annual Budget Update

# Agenda

## 1. Non-Tax Supported Budget

- Water & Wastewater Overview
- Capital Projects - Utilities
- Ontario Building Code Administration/Property Standards

## 2. Tax-Supported Operating Budget

- Council Budget
- General Government
- Human Resources
- ERBP
- EDC
- Tourism (VIC)
- Cemetery
- Animal Control/By-law Enforcement
- Heritage
- Library

# Agenda

## 2. Tax-Supported Operating Budget - continued

- Brockton Child Care
- Physician Recruitment
- OPP – Police Service Board
- Conservation Authority
- Planning
- Municipal Drains
- Recreation
- Materials Management
- Public Works
- Streetlights

# Agenda – Day 2

- Fire Services
- Emergency Measures
- Health & Safety
  
- Municipal Capital Requests
- Council Discussion on Budget and Consideration items
- Current Tax Rate Implications

# 2022 Tax Supported Budget Overview



# Overview

- The 2022 draft operating budget has been prepared using current level of services – with some increase in services based on Council direction.
- Effort has been made to keep the tax rate impact minimal:
  - Increased contribution from the Tax Mitigation Reserve
  - Utilize prior year funding for special projects with Reserve Fund transfers
  - Continue to plan for and address key priorities set by Council within the Strategic Action Plan
- Inflation increase effecting overall operating costs – including capital projects and services.

# 2021 In Review

- Ongoing Covid-19 Pandemic
  - Recreation facility closures & cancellation of programming
  - Decrease in program participation
  - Increased expenses for Vaccination passport screening and PPE
  - Increased challenges with procurement due to Covid, limited supplies, staffing and increased costs
  - MPAC Reassessments postponed



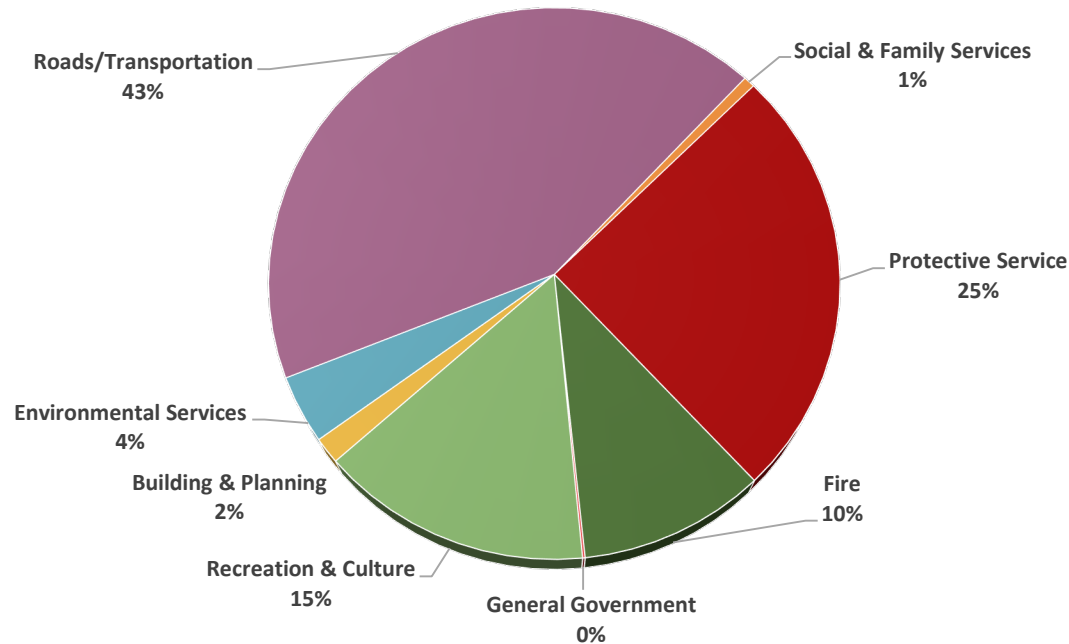
# 1% Tax Rate Increase

1% increase = \$100,782 in additional tax revenue

1% increase = \$23 per year for the average residential household assessed at \$262,322

# Where do our tax dollars go?

2021 Municipal Tax Dollars Allocated by Function



\*Based on the average residential property assessment of \$262,322, municipal taxes equal \$2,259 annually

# Brockton Tax Assessment

Due to COVID-19, the Ontario Government announced that the 2020 Assessment Update would be postponed.

Property assessments for the 2021 - 2023 taxation year will continue to be based on the fully phased-in January 1, 2016 current values (i.e., the same valuation date in use for the 2020/21 taxation year)



# Net Assessment Growth

- For 2021 - 2023, there is zero increase in the assessment equity growth as the Provincially mandated pause reassessment due to Covid-19.
- However, with the increased new development in Brockton, the municipality will realize a \$212,000 growth in revenue strictly from new development. This is equal to approximately 2% tax rate increase

# Reserve & Reserve Funds

A "**Reserve**" is an allocation from net revenues that makes no reference to any specific asset and does not require the physical segregation of money. They are established primarily for the purpose of providing working funds. A reserve cannot have a revenue or expense of itself.

A "**Reserve Fund**" is a fund that is segregated and restricted to meet a specified purpose and includes both an obligatory reserve fund and a discretionary reserve fund.

Obligatory Reserve Funds are required by legislation or agreement and are for works to be undertaken on behalf of the contributor.

Appendix A provides a brief description of the current Reserve Funds, a short description as to what the Reserve Fund is for, as well as a listing of the projected balances of the Reserve & Reserve Funds as of December 2021. Also included is what we are proposing for changes (additions and reductions) for 2022

# Current Long-term Debt Commitments

- Long term borrowing is one mechanism used for funding the large capital projects, along with capital levy and reserve funds.
- Brockton has issued debentures for long-term borrowing to provide financing for larger capital work. Each year Council approves the financing of the Municipalities Capital Plan during the budget deliberations.

# Current Long-term Debt Commitments

OUTSTANDING LOAN	2022	Completion Year	Annual Principal Repayment Amount
WALKERTON FIRE HALL & PROPERTY 2002-81 & 2003-56	129,096	2023	70,417
LOAN BY-LAW 2008-73 (NON-WATER/SEWER PORTION)	75,031	2023	37,515
JACKSON & YOUNGE STREET 2004-034	231,684	2024	74,978
SOCCER FIELDS 2016-057	165,220	2024	64,450
KAAKE DRAIN	7,441	2025	2,470
DE-OX WATER	24,000	2025	8,000
BALL DIAMOND ENTRANCE	64,993	2025	21,664
LANG DRAIN	37,064	2025	9,066
SIDE ROAD 10	101,391	2030	12,674
TRACKLESS	118,041	2030	14,755
PICK-UP TRUCK	84,000	2030	27,999
BRIDGE 11	186,465	2030	23,331
DS WEIS BRIDGE	579,657	2031	52,001
WALKERTON LANDFILL 2013-100	750,000	2034	62,500
McCURDY BRIDGE	211,497	2034	13,365
CAYLEY ST RECONSTRUCTION	338,394	2034	22,279
McCURDY BRIDGE #2	215,993	2035	13,924
CDCF ENTRANCE - MUNICIPAL SHARE	287,230	2035	18,433
CONCESSION 6W	297,775	2035	19,004
CONCESSION 10 BRANT/QUEEN	1,017,295	2036	55,822
SOUTH STREET PHASE I RECONSTRUCTION 2016-057	636,294	2037	20,748
LEE & COATS 2017-074	356,981	2037	34,521
TOTAL OUTSTANDING LONG-TERM DEBT	\$5,917,564		\$679,916

Legend	
	Expire within 2 years
	Expire within 3 – 9 years
	Expire in 10+ years

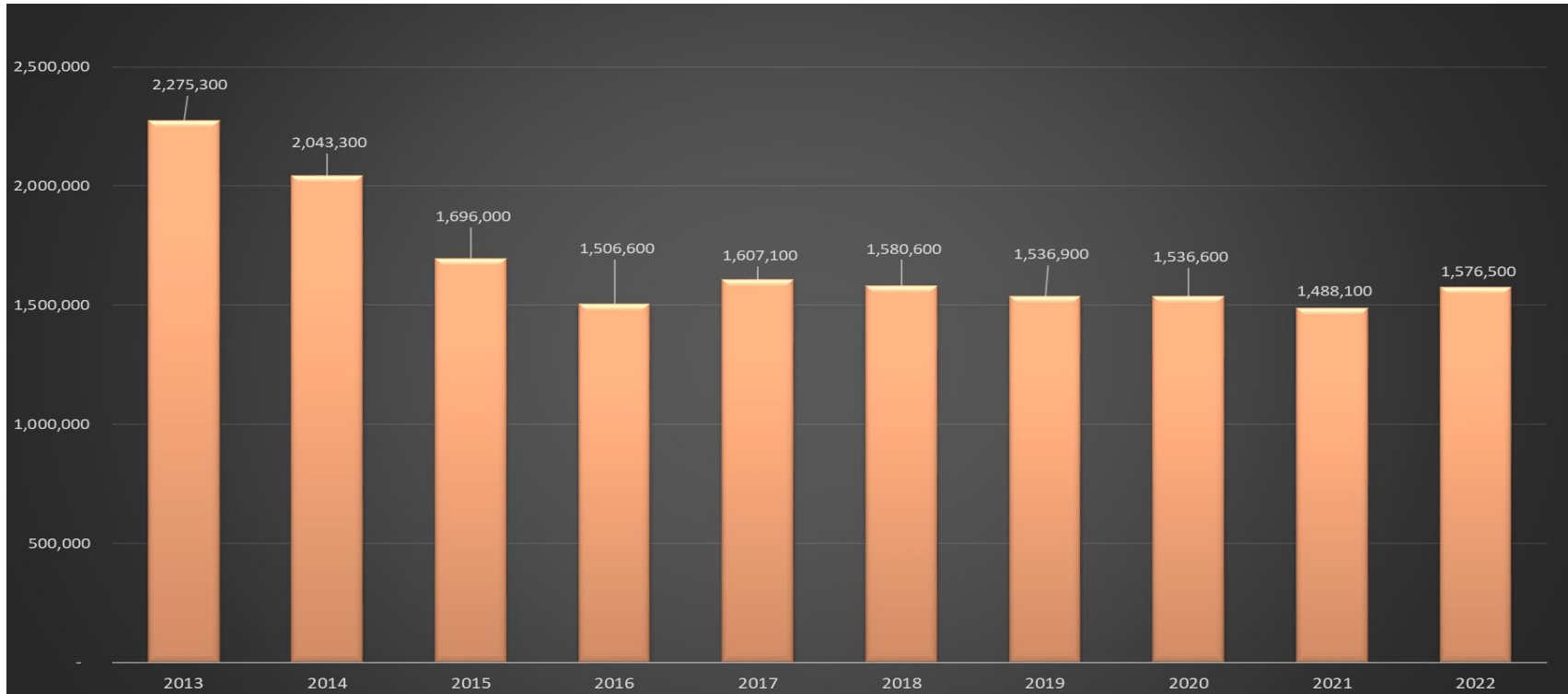
# Current Long-term Debt Commitments

In 2021, the total long-term debt repayment including P&I amounted to **\$1,087,791.51** – not including the payment within the non-tax rate supported budget. This amount includes the repayment of the Child Care Centre loan, as well as early repayment of the Zettler loan for ERBP land.

This also does not include any new long-term debt added in 2021 for capital funding. Such as loans for the East Ridge Expansion, D.S Weis Bridge reconstruction and Concession 10 Brant/Queen St.

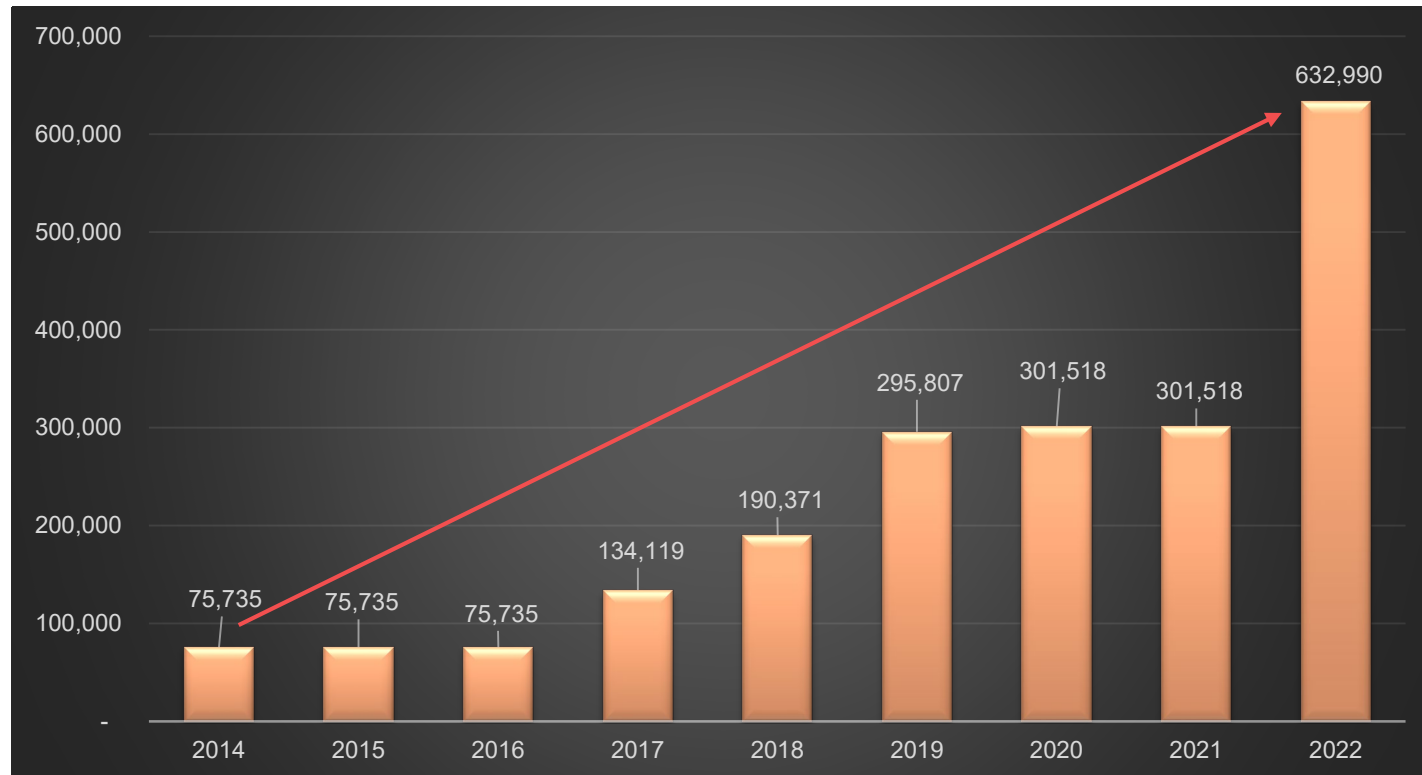


# OMPF Funding



In 2022, The Municipality will have an increase in funding of \$88,400

# Ontario Community Infrastructure Fund



The Municipality will have an increase to the OCIF Funding in 2022 totaling \$632,990

This additional funding has been directly allocated towards upcoming road reconstruction projects which are included in the 2022 budget.

# Federal Gas Tax



As per the agreement, Brockton will receive a total of \$300,057 gas tax funds allocated towards roads infrastructure.

# Overall Budget Impact

Draft budget includes a tax rate increase of 6.8%, inclusive of assessment growth.

# Summary of Significant Changes - Revenue

- Assessment growth – in 2022 the total revenue growth was \$212,000, strictly from new development
- Increased transfer from Tax Mitigation Reserve from \$200,000 to off-set increased tax rates
- No Safe Restart Funding in 2022
- Increase sales in East Ridge Business Park to help fund the new development
- Increase OCIF funding to help off-set increased Roads capital costs

# Summary of Significant Changes - Expenses

- Increase in General Government Part-time wages and equipment, pending grant application for Legislative Support position.
- Decrease in OPP funding to cover prior year deficit.
- Increase in insurance rates
- Increased services – extended cemetery services, recreation programs, services
- Increased long-term debt repayment \$228,013 (2.26% tax rate increase)– for capital infrastructure, including:
  - East Ridge expansion and future land investment;
  - Public Works (Roads) - \$153,000 increase for 2021 projects

# Summary of Municipal Projects and Initiatives

- Multiple projects in line for 2022, including:
  - New Brockton Dollars
  - Budgeting Software (funded by grant application),
  - Finalization of the updated Asset Management Plan,
  - Municipal App (funded by grant application)
  - E-permitting software (funded by grant application)
  - Market Garden (funded by grants and donation)
  - East Ridge Business Park expansion (funded by long-term debt and lot sales)
  - Natural Gas Project (ongoing legal-advice)
  - Update CIP
  - Updated Master Recreation Plan (grant application pending)
  - Increased contribution to Elmwood Community Centre capital work
  - Cargill Community Centre, operations through Municipality and not longer through volunteer group

# Council

## **2021 In Review**

Throughout 2021 Council continued to meet electronically via Zoom video-conferencing and live-streamed Council meetings. These changes have resulted in a significant increase in community engagement in the decision-making process. Committee Terms of Reference were further reviewed, and Committee Meetings were set up in eSCRIBE's Agenda Management Software to ensure a consistent appearance of Committee Agendas and Minutes.

Council also secured a permanent solution for broadcasting Council Meetings at the Bruce County Council Chambers. eSCRIBE's webcasting software will be used to facilitate hybrid or in-person meetings once renovations are completed at the Bruce County Council Chambers.



# Council

## **2022 Goals and Objectives**

- Hybrid and In-Person Council Meetings will be electronically broadcasted from the Bruce County Council Chambers
- Council will implement the Strategic Action Plan over the next five years
- The Municipal and School Board Election will be held in 2022

# Council

## Summary of Significant Changes

- Using video-conference to broadcast meeting and provide flexibility for participants
- Using eSCRIBE software for Committee Minutes and Agendas to assist with consistency and ease of use
- Updating Terms of Reference for Committees of Council
- Increase in wages to reflect election support
- Increase in revenue due to a transfer from Reserve Funds to support the 2022 Municipal Election

# Council Financial Summary

	2021 approved Budget	2022 draft Budget	2022 budget change	2022 budget change
<b>Revenue</b>				
General Revenue	\$10,000	\$45,000	\$35,000	350.00%
<b>Total Revenue</b>	<b>\$10,000</b>	<b>\$45,000</b>	<b>\$35,000</b>	<b>350.00%</b>
<b>Expense</b>				
Wages	\$131,516	\$163,477	\$31,961	24.30%
General Expense	\$43,405	\$90,135	\$46,730	107.66%
<b>Total Expense</b>	<b>\$174,921</b>	<b>\$253,612</b>	<b>\$78,691</b>	<b>44.99%</b>
<b>Net Difference</b>	<b>(\$164,921)</b>	<b>(\$208,612)</b>	<b>(\$43,691)</b>	<b>26.49%</b>

# General Government

CAO

Clerk

Finance

# General Government

## 2021 In Review

- Completion of the Strategic Action Plan
- Development and adoption of an updated Multi-Year Accessibility Plan for 2021-2025
- Implementation of an updated News Manager Module on the Municipal Website
- Implementation of an electronic Form repository (FormBuilder) on the Municipal Website
- Updated Municipal Procurement Policy and trained staff on new procurement process
- Provided IT Cyber training to all Municipal Staff

# General Government

## 2022 Goals and Objectives

- Manage the 2022 Municipal and School Board Election
- Implement an updated Records Retention Policy, Social Media Policy
- Focus on a Customer Service Policy and related values
- Implement Form Builder software on the Municipal Website
- Review and update Municipal Website content in preparation for the 2022 Election
- Implement a Municipal App representing the most frequent service needs, portray Brockton's best assets, and share news and service requests with the community
- Implement Budgeting Software System
- Enter into new term with Municipal Auditor
- Conduct a Market Review to support staff retention and pay equity

# General Government

## Summary of Significant Changes

- Increase in Wages and Equipment which is off-set with a fully funded grant application for the Municipal Modernization Funding Intake III. PT wages and Equipment will not be utilized if we are unsuccessful with the application.
- Grants and Donations – Increase for the Mammography donation
- Increase in Rate Stabilization transfer of \$200,000 to lower the impact of the increase and utilize prior year surplus.
- Advancement of various initiatives identified as priority items in the Strategic Action Plan related to customer service, employee retention and attraction and IT services

# General Government Financial Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
User Fees	\$299,625	\$222,475	(\$77,150)	(25.75%)
Grants	\$1,549,100	\$1,688,450	\$139,350	9.00%
Debt	\$0	\$0	\$0	0%
Investments	\$115,000	\$115,000	\$0	0%
Other Income	\$309,300	\$368,500	\$59,200	19.14%
<b>Total Revenue</b>	<b>\$2,242,775</b>	<b>\$2,394,425</b>	<b>\$121,400</b>	<b>5.34%</b>
<b>Expense</b>				
Wages	\$1,093,709	\$1,159,211	\$65,502	5.99%
Maintenance	\$33,285	\$39,285	\$6,000	18.03%
Utilities	\$1,560	\$1,560	\$0	0%
Special Projects	\$0	\$0	\$0	0%
General Expense	\$807,133	\$824,423	\$17,290	2.14%
<b>Total Expense</b>	<b>\$1,935,687</b>	<b>\$2,024,479</b>	<b>\$88,792</b>	<b>4.59%</b>
<b>Net Difference</b>	<b>\$337,338</b>	<b>\$369,946</b>	<b>\$32,608</b>	<b>9.67%</b>



# General Government Financial Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Taxation	\$100,000	\$100,000	\$0	0.00%
PIL	\$239,600	\$239,600	\$0	0.00%
<b>Total Revenue</b>	<b>\$339,600</b>	<b>\$339,600</b>	<b>\$0</b>	<b>0.00%</b>
<b>Expense</b>				
Write-off/Rebates	\$64,500	\$64,500	\$0	0.00%
<b>Total Expense</b>	<b>\$64,500</b>	<b>\$64,500</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net Difference</b>	<b>\$275,100</b>	<b>\$275,100</b>	<b>\$0</b>	<b>0.00%</b>

# Human Resources

## 2021 In Review

- The Human Resources Department had another unprecedented year adapting to the COVID-19 Pandemic including reviewing and revising pandemic policies to ensure their consistency with the changing pandemic conditions. The Human Resources Department assisted employees in various matters related to COVID-19, and maintained regular communications in a timely manner with a focus on employee wellness. Recruitment proved to be a challenge across all departments due to the current labour market shortage. The Human Resources Department supported all departments with employee relations matter.

# Human Resources

## 2022 Goals and Objectives

- To conduct a comprehensive review of all related policies and procedures to ensure legislative compliance and to contribute to continued positive workplace culture.
- Employee wellness will continue to be a focus to support staff through the COVID-19 pandemic and creating a shared vision for ongoing improvements to organizational culture and employee retention.
- The Human Resource Department will improve processes by stream lining the onboarding process and providing more online learning opportunities to employees to make more efficient use of staff resources.
- Increase in program fees for the Training Document Centre software
- Further development of an ambassador program for new employees and a focus on employee retention initiatives to align with Strategic Plan priorities.

# Human Resources

## **Summary of Significant Changes**

Increase in Professional Services for the Training Document Centre software

# Human Resources Financial Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Expense</b>				
Wages	\$91,847	\$95,532	\$3,685	4.01%
General Expense	\$53,742	\$61,031	\$7,289	13.56%
<b>Total Expense</b>	<b>\$145,589</b>	<b>\$156,563</b>	<b>\$10,974</b>	<b>7.54%</b>
<b>Net Difference</b>	<b>\$145,589</b>	<b>\$156,563</b>	<b>(\$10,974)</b>	<b>7.54%</b>

# East Ridge Business Park (ERBP)

## 2021 In Review

- In 2021, there has been over \$932,200 in revenue generated through the sale of lands in the East Ridge Business Park and just over 14.5 acres sold.
- Council approved moving forward with the Phase 1 expansion within the Phase 2 lands
- Currently there is 8.6 acres pending for sales closure at a value of \$1,054,000 with more lands being discussed for sale out of Phase 1.

# East Ridge Business Park (ERBP)

## 2022 Goals and Objectives

- Council approved moving forward with the Phase 1 expansion within the Phase 2 lands. Work will commence early in 2022 with full servicing of natural gas, hydro and fibre available to the lots.

# East Ridge Business Park (ERBP)

## Summary of Significant Changes

- Increase in long-term borrowing required to extend servicing to Phase 1 and 2 within the expanded East Ridge Business Park to open up further lots for sale
- Loan re-payment costs for the Ontario Infrastructure Funding for Phase 1 construction
- A new loan for the Purchase of 64 acres from the Kleist's to the North for future expansion of the business park.
- Inclusion of costs for the new sign for the East Ridge Business Park to showcase the additional business in the park, with the total cost funded from Reserve Funds
- Reduction in land rental revenues due to the construction proceeding



# East Ridge Business Park (ERBP)

## Financial Summary

	2021 approved Budget	2022 draft Budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Sale of Land	\$580,000	\$1,732,700	\$1,152,700	198.74%
Other Revenue	\$58,100	\$8,000	(\$50,100)	(86.23%)
<b>Total Revenue</b>	<b>\$638,100</b>	<b>\$1,740,700</b>	<b>\$1,102,600</b>	<b>172.79%</b>
<b>Expense</b>				
ERBP Development	\$50,000	\$10,000	(\$40,000)	(80.00%)
Utilities	\$3,000	\$6,000	\$3,000	100.00%
General Expense	\$639,198	\$1,859,076	\$1,219,878	190.86%
<b>Total Expense</b>	<b>\$692,198</b>	<b>\$1,875,076</b>	<b>\$1,182,878</b>	<b>170.91%</b>
<b>Net Difference</b>	<b>(\$54,098)</b>	<b>(\$134,376)</b>	<b>(\$80,278)</b>	<b>148.63%</b>

# Economic Development (EDC)

## 2021 In Review

- Staff assisted the Municipal Emergency Control Group and Bruce County Economic Recovery Committee
- Brockton's Strategic Planning Process for 2021-2025 presented an opportunity to solicit feedback from downtown businesses, developers, realtors, manufacturers and agricultural producers on issues pertaining to economic development and our future direction
- A new Community Improvement Plan for Brockton is in its final stages,
- Received a grant from Digital Main Street to share a Digital Squad Member with the Municipality of South Bruce for a four-month term
- Brockton's Façade Improvement Program awarded grants to eight (8) local business and commercial property owners,

# Economic Development (EDC)

## 2022 Goals and Objectives

- Assisting with coordination of special events and activities with community groups and the BIA to further promote Walkerton and the hamlets
- Launching the Brockton Residents Guide
- Rolling out a new Community Improvement Plan
- Promote the East Ridge Business Park
- Updating business listings and contact information
- A focus on attainable housing partnerships and initiatives that can be supported.

# Economic Development (EDC)

## Summary of Significant Changes

- East Ridge Industrial Park Sign and marketing campaign and Site Certified applications prepared
- Streamlined communications for Living, relocating to Brockton or doing business
- Monies to support the solicitor advice to continue to advance the natural gas project locally
- A Transfer from Reserve for monies not spent in 2021 on the natural gas project and due to the pandemic will help fund 2022 projects and initiatives

# Economic Development (EDC)

## Financial Summary

	2021 approved budget	2022 draft Budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$0	\$0	\$0	0%
Agreements	\$2,300	\$2,300	\$0	0%
Reserve Fund	\$40,000	\$40,000	\$0	0%
<b>Total Revenue</b>	<b>\$42,300</b>	<b>\$42,300</b>	<b>\$0</b>	<b>0%</b>
<b>Expense</b>				
Wages	\$88,557	\$95,532	\$6,976	7.88%
General Expense	\$104,102	\$105,602	\$1,500	1.44%
<b>Total Expense</b>	<b>\$192,659</b>	<b>\$201,602</b>	<b>\$8,476</b>	<b>4.40%</b>
<b>Net Difference</b>	<b>(\$150,359)</b>	<b>(\$158,834)</b>	<b>(\$8,476)</b>	<b>5.64%</b>

# Tourism

## 2021 In Review

- The Municipality established a Visitor Information Centre. We received a grant to hire one summer student under the provincial Summer Experience.
- The visitwalkerton.com site was enhanced with free listings for local businesses, and professionally shot photos.
- Brockton staff also assisted with the Walkerton BIA's spring Reopening Event, hosting a draw to help determine the number of shoppers from outside the region, which was substantial.

# Tourism

## 2022 Goals and Objectives

- Partner with Recreation to hire a dedicated tourism summer student to assist with visitor information at Lobies Park,
- The Municipality will continue to contract Tourist Town for the VisitWalkerton.com website, also working with Bruce County to ensure strong local content on the new Explore the Bruce website.
- We intend to replace the older Lobies Park entrance sign, and add wayfinding signage to promote the campground, visitor centre, skating oval, boat launch and other amenities.
- An updated Visitor Map will also be published, advertising local places to eat, shop and stay, to complement the website content.

# Tourism

## Summary of Significant Changes

- Brockton to directly oversee tourism activities
- Donation to Cargill Group same as last year included
- Hire and Supervise Seasonal Staff (students)
- Replace Visitor Guide with enhanced tourism website and digital marketing
- Continue work with Tourist Town site and business listing updates



# Tourism

## Financial Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$0	\$2,875	\$2,875	100%
Agreements	\$2,500	\$0	(\$2,500)	(100%)
Reserve Fund	\$0	\$0	\$0	0%
<b>Total Revenue</b>	<b>\$2,500</b>	<b>\$2,875</b>	<b>\$375</b>	<b>15.00%</b>
<b>Expense</b>				
Wages	\$0	\$5,750	\$5,750	100%
General Expense	\$20,978	\$19,936	(\$1,042)	0%
<b>Total Expense</b>	<b>\$20,978</b>	<b>\$25,686</b>	<b>\$4,708</b>	<b>22.44%</b>
<b>Net Difference</b>	<b>\$18,478</b>	<b>\$22,811</b>	<b>\$4,333</b>	<b>23.45%</b>

# Brockton Cemetery's

## **2021 In Review**

The operations of the Walkerton and Starkvale Cemetery were completed once again by an internal staff member. The Covid-19 Pandemic did not have an impact on operations at either Cemetery. Council did request staff put together a plan for a Pilot Project for winter internments (2021 and 2022 winter season). Staff did as directed. The BAO allowed Brockton to do the Pilot Project without changing the Cemetery Bylaw. The results of the Pilot Project will be presented to Council in 2022

# Brockton Cemetery's

## 2022 Goals and Objectives

- To continue to operate the Cemetery in the most cost effective manner without compromising the service we provide to the community.
- Staff will bring a report to Council for information related to the Winter Internment and to seek guidance related to the approved Winter Internment Pilot Project for the Walkerton Cemetery. If the Pilot Project becomes permanent, then staff will open up the Cemetery Bylaw and make budget and fee related changes as directed.
- Staff wish to do some more dead tree and limb removal, purchase a new lawn mower, and get the Chapel Roof replaced

# Brockton Cemetery's

## Summary of Significant Changes

Increase due to extended season and offering “interim” winter burials.

Increase in wages

# Brockton Cemetery's Financial Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
Total Revenue	\$44,176	\$44,176	\$0.00	0%
Total Expense	\$84,619	\$105,738	\$21,119	24.96%
Net Difference	(\$40,443)	(\$61,562)	(\$21,119)	52.22%

# Brockton Cemetery's Financial Summary

## CEMETERY - WALKERTON

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grave Opening	\$12,400	\$12,400	\$0	0%
Sale of Land	\$14,750	\$14,750	\$0	0%
Care and Maintenance	\$5,625	\$5,625	\$0	0%
Other Revenue	\$6,469	\$6,469	\$0	0%
<b>Total Revenue</b>	<b>\$39,244</b>	<b>\$39,244</b>	<b>\$0</b>	<b>0%</b>
<b>Expense</b>				
Wages	\$34,574	\$51,265	\$16,691	48.28%
Maintenance	\$20,550	\$25,550	\$5,000	24.33%
Utilities	\$1,300	\$1,300	\$0	0%
Other	\$20,047	\$20,913	\$886	4.32%
<b>Total Expense</b>	<b>\$76,471</b>	<b>\$99,028</b>	<b>\$22,557</b>	<b>29.50%</b>
<b>Net Difference</b>	<b>(\$37,227)</b>	<b>(\$59,784)</b>	<b>(\$22,557)</b>	<b>60.59%</b>

# Brockton Cemetery's Financial Summary

## CEMETERY – STARKVALE

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grave Opening	\$2,405	\$2,405	\$0	0%
Sale of Land	\$1,080	\$1,080	\$0	0%
Care and Maintenance	\$1,050	\$1,050	\$0	0%
Other Revenue	\$397	\$397	\$0	0%
<b>Total Revenue</b>	<b>\$4,932</b>	<b>\$4,932</b>	<b>\$0</b>	<b>0%</b>
<b>Expense</b>				
Wages	\$1,192	\$0	(\$1,192)	(100%)
Maintenance	\$5,000	\$5,000	\$0	0%
Other	\$1,956	\$1,710	(\$246)	(12.57%)
<b>Total Expense</b>	<b>\$8,148</b>	<b>\$8,148</b>	<b>(\$1,438)</b>	<b>(17.65%)</b>
<b>Net Difference</b>	<b>(\$3,216)</b>	<b>(\$3,216)</b>	<b>(\$1,438)</b>	<b>(44.72%)</b>

# Animal Control & By-Law Enforcement

## 2021 In Review

By-law Enforcement and Animal Control provided services for compliance, education and licensing and dogs found at large. Through the formal complaint policy staff responded, investigated and attended to By-Law Enforcement matters.



# Animal Control & By-Law Enforcement

## 2022 Goals and Objectives

The goal for 2022 is to continue to advance the overall operation of the Department in providing an education and voluntary compliance approach for addressing compliance matters. Administratively, full time By-Law Enforcement and Animal Control services will be available in 2022. The Department will continue review and update of Municipal By-Laws. Animal licensing through dog counting and kennel licensing will be a continued objective. Public outreach, engagement and education provide a positive and significant role in limiting potential compliance matters.

# Animal Control & By-Law Enforcement

## Summary of Significant Changes

- Updating of regulatory by-laws and administrative processes
- Continuation of dog count
- Full-time By-law Enforcement Officer

# Animal Control & By-Law Enforcement

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$2,000	\$2,000	\$0	0%
License	\$20,250	\$18,250	(\$2,000)	(9.88%)
Recovery	\$10,240	\$6,000	(\$4,240)	(41.41%)
<b>Total Revenue</b>	<b>\$32,490</b>	<b>\$26,250</b>	<b>(\$6,240)</b>	<b>(19.21%)</b>
<b>Expense</b>				
Wages	\$45,923	\$35,906	(\$10,017)	(21.81%)
General Expenses	\$7,745	\$4,826	(\$2,919)	(37.69%)
Service Agreement	\$0	\$0	\$0	0%
Live Stock Claims	\$2,500	\$2,500	\$0	0%
Other	\$1,950	\$1,950	\$0	0%
<b>Total Expense</b>	<b>\$58,118</b>	<b>\$45,182</b>	<b>(\$12,936)</b>	<b>(22.26%)</b>
<b>Net Difference</b>	<b>(\$25,628)</b>	<b>(\$18,932)</b>	<b>\$6,696</b>	<b>(26.13%)</b>

# Heritage

## 2021 In Review

- The Committee covered the printed Walking and Driving Tours into an electronic map on the Municipal Website.
- The Committee updated their Terms of Reference and further included researching and highlighting the history and legacy of Indigenous and Métis people in Brockton.
- The Committee ordered a historic plaque for Bridge 11 Concession 20 and determined the design of a historic plaque at the Truax Dam.
- The Committee assisted in providing historical books to be sold at the Millpond Gallery in Cargill.
- The Committee discussed archival storage with the Walkerton Library.
- The Committee was unable to hire a Summer Student due to the COVID-19 Pandemic.
- The Walkerton 2021 Homecoming Event was cancelled due to the COVID-19 Pandemic so the brochure project did not occur.

# Heritage

## 2022 Goals and Objectives

- The Committee will:
  - Research and highlight the history and legacy of Indigenous and Métis people in Brockton.
  - Install historic plaques at the Truax Dam, and Bridge 11 Concession 20.
  - Investigate alternative locations for historical murals.
  - Develop an Application Form for individuals wishing to have their property added to the Heritage Registry
  - Develop a policy for offering an Award for outstanding contributions in preserving and promoting Brockton local heritage.
  - Develop a new Cordwainer book.
  - Organize Doors Open 2022 (pending the COVID-19 pandemic)
  - Continue working with the archives, and developing a plan for future storage.

# Heritage

## Summary of Significant Changes

No significant changes are this time

# Heritage Financial Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$1,960	\$0	(\$1,960)	(100%)
Other Revenue	\$1,100	\$1,100	\$0	0%
<b>Total Revenue</b>	<b>\$3,060</b>	<b>\$1,100</b>	<b>(\$1,960)</b>	<b>(64.05%)</b>
<b>Expense</b>				
Wages	\$0	\$0	\$0	0%
General Expense	\$22,900	\$23,000	\$100	0.44%
<b>Total Expense</b>	<b>\$22,900</b>	<b>\$23,000</b>	<b>\$100</b>	<b>0.44%</b>
<b>Net Difference</b>	<b>(\$19,840)</b>	<b>(\$21,900)</b>	<b>(\$2,060)</b>	<b>10.38%</b>

# Brockton Library

## 2021 In Review

- Walkerton Branch – Repair/replacement of soffits and eaves trough on the addition part of building. Interior touch up painting, archives storage room tidy up. Re-opening of seniors room for programming.
- Cargill Branch – routine building and grounds maintenance



# Brockton Library

## 2022 Goals and Objectives

- Walkerton Branch – complete deferred building maintenance of painting of exterior doors, windows, bollards. Tree/shrub replacement in gardens. Book drop fire extinguisher system.
- Cargill Branch – routine minor building repairs and maintenance.

# Brockton Library

## Summary of Significant Changes

No significant changes

# Brockton Library Financial Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
Total Revenue	\$58,900	\$58,900	\$0.00	0%
Total Expense	\$95,987	\$93,761	(\$2,226)	(2.32%)
Net Difference	(\$37,087)	(\$34,861)	(\$2,226)	(6.00%)

# Brockton Library Financial Summary

## Library - Cargill

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Rent	\$9,000	\$9,000	\$0	0%
Other Revenue	\$5,000	\$5,000	\$0	0%
<b>Total Revenue</b>	<b>\$14,000</b>	<b>\$14,000</b>	<b>\$0</b>	<b>0%</b>
<b>Expense</b>				
Maintenance	\$3,375	\$3,375	\$0	0%
Utilities	\$3,335	\$3,335	\$0	0%
General Expense	\$9,802	\$6,489	(\$3,313)	(33.80%)
<b>Total Expense</b>	<b>\$16,512</b>	<b>\$13,199</b>	<b>(\$3,313)</b>	<b>(20.07%)</b>
<b>Net Difference</b>	<b>(\$2,512)</b>	<b>\$801</b>	<b>\$3,313</b>	<b>(131.88%)</b>

# Brockton Library Financial Summary

## LIBRARY - WALKERTON

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Rent	\$43,000	\$43,000	\$0	0%
Other Revenue	\$1,900	\$1,900	\$0	0%
<b>Total Revenue</b>	<b>\$44,900</b>	<b>\$44,900</b>	<b>\$0</b>	<b>0%</b>
<b>Expense</b>				
Wages	\$0	\$35,523	\$35,523	100.00%
Maintenance	\$12,750	\$12,750	\$0	0%
Utilities	\$21,750	\$21,750	\$0	0%
General Expense	\$44,975	\$10,539	(\$34,436)	(76.57%)
<b>Total Expense</b>	<b>\$79,475</b>	<b>\$80,562</b>	<b>\$1,087</b>	<b>1.37%</b>
<b>Net Difference</b>	<b>(\$34,575)</b>	<b>(\$35,662)</b>	<b>(\$1,087)</b>	<b>3.14%</b>

# Brockton Child Care Centre

## 2021 In Review

- The Covid-19 Pandemic definitely affected the Child Care Centre and the School Age programs. Slowly capacity levels were allowed to increase but due to physical distancing the Centre cannot be at full capacity. The Centre offered an Emergency School Age program from April until June to help families dealing with working and school closures. In July, the new Program/Administrative Coordinator position was filled internally. In September 3, new full- time teaching positions were developed and filled internally. Finding staff is an ongoing issue especially supply staff. The Centre received grants from the Province to help offset expenses due to the Pandemic.

# Brockton Child Care Centre

## 2022 Goals and Objectives

- The goals for 2022 will be very similar to 2021. To continue providing the best quality of care during and after the pandemic. Staff recruitment is still a challenge across all of Bruce/Grey counties and beyond for Child Care. We are working with partners on new approaches and with HR as well. Continuing to train for succession planning.

# Brockton Child Care Centre

## Summary of Significant Changes

- The first half of the year is budgeted anticipating the Covid-19 regulations will still be in place.
- In 2021, the School board kept our rent lower due to the pandemic, however in 2022 there is an increase.
- Increase in wages due to 3 new full-time positions
- Transfer to reserve fund, as per resolution 21-03-04 for \$50,000



# Brockton Child Care Centre Financial Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$250,000	\$280,000	\$30,000	12.0%
Fees	\$1,298,430	\$1,383,250	\$84,820	6.53%
Donations	\$0	\$0	\$0	0%
Other Revenue	\$258,000	\$0	(\$258,000)	(100.00%)
<b>Total Revenue</b>	<b>\$1,806,430</b>	<b>\$1,663,250</b>	<b>(\$143,180)</b>	<b>(7.93%)</b>
<b>Expense</b>				
Wages	\$1,505,604	\$1,590,562	\$84,957	5.64%
Maintenance	\$43,953	\$63,394	\$19,441	44.23%
Utilities	\$0	\$0	\$0	0%
General Expense	\$322,684	\$125,061	(\$197,623)	(61.24%)
<b>Total Expense</b>	<b>\$1,872,241</b>	<b>\$1,779,017</b>	<b>(\$93,225)</b>	<b>(4.98%)</b>
<b>Net Difference</b>	<b>(\$65,811)</b>	<b>(\$115,767)</b>	<b>(\$49,955)</b>	<b>(75.91%)</b>

# Physician Recruitment

## **2021 In Review**

- Successful recruitment of a physician

## **2022 Goals and Objectives**

- Currently working toward recruitment of 4 physicians

# Physician Recruitment

## Summary of Significant Changes

- Increase in budget is in line with historical budgets
- Anticipating increase recruitment efforts which include attending recruitment events once again.
- Increase in Reserve Fund contribution to support the financial needs for the four physicians required

# Physician Recruitment Financial Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Reserve Funds	\$0	\$0	\$0	0%
<b>Total Revenue</b>	\$0	\$0	\$0	0%
<b>Expense</b>				
Physician Agreements	\$11,550	\$64,350	(\$52,800)	457.14%
<b>Total Expense</b>	\$11,550	\$64,350	(\$52,800)	457.14%
<b>Net Difference</b>	(\$11,550)	(\$64,350)	(\$52,800)	457.14%

# O.P.P and PSB

## 2021 In Review

- The Board developed a Governance By-Law updating their Terms of Reference.
- The Board purchased two solar speed signs to assist with speeding enforcement and continued to use the Black Cat Radar software.
- The Board researched the impact of the Comprehensive Ontario Police Services Act, 2019 and submitted a proposal to form a joint South Bruce O.P.P. Police Services Board.
- The Board increased overall communications by advertising South Bruce O.P.P. campaigns and community safety measures.
- The Board assisted in implementing the Community Safety and Well-Being Plan.
- The Board investigated Brockton's highest Calls for Service, including Fail to Appear Charges and False Alarms.

# O.P.P and PSB

## 2021 In Review Continued

- The Board requested the inclusion of Calls for Service statistics, motor vehicle collisions, and false alarms in the Detachment Commander's monthly report.
- The Board reviewed Crime Stoppers of Grey Bruce statistics monthly.
- The Board began drafting a False Alarm By-Law to effectively respond to Calls for Service in this area, and reviewed By-Laws for inclusion in an Enforcement Agreement with the O.P.P. as per the Police Services Act.
- The Board received the 2020-2022 R.I.D.E. Grant

# O.P.P and PSB

## 2022 Goals and Objectives

- The Board will continue to monitor the Comprehensive Ontario Police Services Act, 2019 and its impact on the status of the Board.
- The Board will continue to address speeding enforcement concerns.
- The Board will continue implementing the Community Safety and Well-Being Plan.
- The Board will continue to strengthen communication with the South Bruce O.P.P.
- The Board will implement a False Alarm By-Law and an Enforcement Agreement with the O,P.P. in accordance with the Police Services Act.

# O.P.P and PSB

## Summary of Significant Changes

No significant Changes



# O.P.P and PSB

## Financial Summary

	2021 approved budget	2022 draft Budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$254,002	\$254,002	\$0	3.55%
Fines	\$2,500	\$2,500	\$0	0%
Reserve Funds	\$110,000	\$0	(\$110,000)	100.00%
<b>Total Revenue</b>	<b>\$366,502</b>	<b>\$256,502</b>	<b>(\$110,000)</b>	<b>47.91%</b>
<b>Expense</b>				
OPP Service Agreement	\$2,636,226	\$2,492,790	(\$143,436)	(5.44%)
By-Law Enforcement	\$0	\$0	\$0	0%
Police Service Board	\$26,450	\$26,450	\$0	0%
Employee Benefits	\$2,200	\$2,200	\$0	0%
<b>Total Expense</b>	<b>\$2,664,876</b>	<b>\$2,521,440</b>	<b>(\$143,436)</b>	<b>(5.38%)</b>
<b>Net Difference</b>	<b>(\$2,298,374)</b>	<b>(\$2,264,938)</b>	<b>(\$33,436)</b>	<b>(1.45%)</b>

# Saugeen Conservation

## 2022 Goals and Objectives

- Continued Dyke maintenance in Brockton
- Phase 2 of the Valley Side Cliff Erosion engineering study

# Saugeen Conservation Financial Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Reserve Funds	\$0	\$0	\$0	0%
<b>Total Revenue</b>	\$0	\$0	\$0	0%
<b>Expense</b>				
Service Agreements	\$181,947	\$207,901	\$25,954	14.26%
<b>Total Expense</b>	\$181,947	\$207,901	\$25,954	14.26%
<b>Net Difference</b>	\$181,947	\$207,901	\$25,954	14.26%

# Recreation

## 2021 In Review

- The Market Garden Park design, grants, fund raising.
- Centennial Park Pool change room renovations, roof replacement, boiler/heater replacement and lighting conversion to LED
- Arena Ice plant – header pipe repair, electrical panel repairs, VFD's installed (energy savings and \$2,300 rebate)
- Arena Central Hot Water Boiler system replacement (energy savings and \$4,700 rebate)
- Arena Office renovations, Armoury Building roof, doors, foundation repairs and replacement
- Walkerton Library fire alarm panel and eaves/facia replacement
- Lobies Park Gatehouse replacement and establishment of outdoor skating trail
- Replacement of a Zero turn mower – Cargill Community Centre
- Day Camp Storage Building at Centennial Park Pavillion
- Supported setup of BIA downtown events

# Recreation

## 2022 Goals and Objectives

Operations will continue adapt through 2022 with evolution of the COVID situation. There may still be some lag in uptake of Community hall rentals and programming in the first half of 2022. Most activity will be focused on an aggressive capital projects list per approved and pending grant applications and tax support as approved by Council.

The Parks, Recreation and Culture Master Plan as be identified as a priority in the Strategic Action Plan and will help to guide future decision making and planning around community development and Recreation amenities in the growing community of Brockton.

# Recreation

## Summary of Significant Changes

- Tennis Courts/Playgrounds surface rehabilitation pending OTF \$266,000 funding
- Facilities review and update of Master Recreation and Leisure Services Plan pending MMF III \$150,000 funding
- Phase II of Optimist Park Accessible Playground – Optimist Club \$85,000
- Bradley CC – Roof Replacement \$15,000
- Walkerton Library exterior painting of windows, doors
- Ongoing replacement and upgrading of deteriorated parks signage through municipality – inventory completed in 2020
- Ongoing maintenance of Saugeen River Access points as part of coordinated effort within the County, SVCA, municipal partners

# Recreation

## Summary of Significant Changes

- Ongoing removal of hazard tree and stump inventory from 2019 (95 of 120 trees remaining)
- Funding applications to Save on Energy, FCM, GICB retrofits, OTF, NHSP, Celebrate Canada, Spruce the Bruce
- Continue to build relationship with local service clubs
- Funding applications to Hydro One – Energizing Life Fund - \$25,000 for The Market Garden, Save on Energy for conversion to LED lighting – Cargill Community Centre and Walkerton Community Centre, FCM, GICB retrofits, OTF, NHSP - \$24,020 for Cargill Lawn Bowling Club greens equipment, Celebrate Canada for enhanced Canada Day, Spruce the Bruce - updated

# Recreation

## Financial Summary

### RECREATION – TOTAL OPERATING BUDGET SUMMARY

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
Total Revenue	\$918,050	\$876,628	(\$41,422)	(4.51%)
Total Expense	\$2,302,582	\$2,532,419	\$229,837	9.98%
Net Difference	(\$1,384,532)	(\$1,655,791)	(\$271,259)	19.59%



# Recreation

## Financial Summary

### RECREATION – ADMINISTRATION

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$50,000	\$50,000	\$0	0%
<b>Total Revenue</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$0</b>	<b>0%</b>
<b>Expense</b>				
Wages	\$365,762	\$388,121	\$22,359	6.11%
Maintenance	\$2,000	\$2,000	\$0	0%
General Expense	\$126,390	\$254,081	\$127,691	101.03%
<b>Total Expense</b>	<b>\$519,152</b>	<b>\$644,202</b>	<b>\$150,050</b>	<b>30.37%</b>
<b>Net Difference</b>	<b>(\$444,152)</b>	<b>(\$594,202)</b>	<b>(\$150,050)</b>	<b>33.78%</b>

# Recreation

## Financial Summary

### RECREATION – PARKS

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$0	\$0	\$0	0%
Parks	\$16,000	\$16,000	\$0	0%
Other Revenue	\$42,600	\$12,000	(\$30,600)	(71.83%)
<b>Total Revenue</b>	<b>\$58,600</b>	<b>\$28,000</b>	<b>(\$30,600)</b>	<b>(52.22%)</b>
<b>Expense</b>				
Wages	\$130,406	\$193,342	\$62,936	48.26%
Maintenance	\$88,000	\$91,000	\$3,000	3.41%
Utilities	\$8,000	\$8,000	\$0	0%
General Expense	\$107,608	\$138,045	\$30,437	28.29%
<b>Total Expense</b>	<b>\$334,014</b>	<b>\$430,387</b>	<b>\$96,373</b>	<b>28.85%</b>
<b>Net Difference</b>	<b>(\$275,414)</b>	<b>(\$402,387)</b>	<b>(\$126,973)</b>	<b>46.10%</b>

# Recreation Financial Summary

## RECREATION – POOL

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$8,000	\$8,000	\$0	0%
User Fees	\$47,500	\$47,500	\$0	0%
Other Revenue	\$15,500	\$5,500	(\$10,000)	(64.52%)
<b>Total Revenue</b>	<b>\$71,000</b>	<b>\$61,000</b>	<b>(\$10,000)</b>	<b>(14.08%)</b>
<b>Expense</b>				
Wages	\$72,474	\$67,246	(\$5,228)	(7.21%)
Maintenance	\$19,500	\$12,000	(\$7,500)	(38.46%)
Utilities	\$30,800	\$20,000	(\$10,800)	(35.06%)
General Expense	\$28,850	\$32,767	\$3,789	13.58%
<b>Total Expense</b>	<b>\$151,624</b>	<b>\$131,885</b>	<b>(\$19,739)</b>	<b>(13.02%)</b>
<b>Net Difference</b>	<b>(\$80,624)</b>	<b>(\$70,885)</b>	<b>\$9,739</b>	<b>(12.08%)</b>

# Recreation Financial Summary

## RECREATION – COMMUNITY CENTRE

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$0	\$0	\$0	0%
User Fees	\$245,200	\$245,200	\$0	(9.25%)
Other Revenue	\$102,000	\$57,000	(\$45,000)	41.67%
<b>Total Revenue</b>	<b>\$347,200</b>	<b>\$302,200</b>	<b>(\$45,000)</b>	<b>1.46%</b>
<b>Expense</b>				
Wages	\$283,162	\$199,155	(\$84,007)	(29.67%)
Maintenance	\$53,500	\$86,500	\$33,000	61.68%
Utilities	\$136,400	\$136,800	\$400	0.29%
General Expense	\$340,399	\$373,450	\$33,051	9.71%
<b>Total Expense</b>	<b>\$813,461</b>	<b>\$795,905</b>	<b>(\$17,556)</b>	<b>(2.16%)</b>
<b>Net Difference</b>	<b>(\$466,261)</b>	<b>(\$493,705)</b>	<b>(\$27,444)</b>	<b>5.89%</b>

# Recreation Financial Summary

## RECREATION – LOBIES OPERATING

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$0	\$3,700	\$3,700	100.00%
User Fees	\$55,000	\$65,000	\$10,000	18.18%
Other Revenue	\$2,000	\$4,500	\$2,500	125.00%
<b>Total Revenue</b>	<b>\$57,000</b>	<b>\$73,200</b>	<b>\$16,200</b>	<b>28.42%</b>
<b>Expense</b>				
Wages	\$11,787	\$22,903	\$11,116	94.31%
Maintenance	\$10,000	\$5,500	(\$4,500)	(45.00%)
Utilities	\$2,450	\$3,350	\$900	36.73%
General Expense	\$22,700	\$22,417	(\$411)	(1.25%)
<b>Total Expense</b>	<b>\$46,937</b>	<b>\$54,042</b>	<b>\$7,105</b>	<b>15.41%</b>
<b>Net Difference</b>	<b>\$10,063</b>	<b>\$19,158</b>	<b>\$9,095</b>	<b>90.38%</b>

# Recreation Financial Summary

## RECREATION – DAYCAMP

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$3,000	\$3,000	\$0	0%
Other Revenue	\$0	\$0	\$0	0%
User Fees	\$68,000	\$68,000	\$0	0%
<b>Total Revenue</b>	<b>\$71,000</b>	<b>\$71,000</b>	<b>\$0</b>	<b>0%</b>
<b>Expense</b>				
Wages	\$52,069	\$56,076	\$4,008	7.70%
General Expense	\$15,290	\$12,940	(\$2,350)	(15.37%)
<b>Total Expense</b>	<b>\$67,359</b>	<b>\$69,016</b>	<b>\$1,658</b>	<b>2.46%</b>
<b>Net Difference</b>	<b>\$3,642</b>	<b>\$1,984</b>	<b>(\$1,658)</b>	<b>(45.52%)</b>

# Recreation

## Financial Summary

### RECREATION – PROGRAMS

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$0	\$14,478	\$0	0%
User Fees	\$90,000	\$90,000	\$0	0%
<b>Total Revenue</b>	\$90,000	\$104,478	\$0	0%
<b>Expense</b>				
Wages	\$12,000	\$33,000	\$21,000	175.00%
Maintenance	\$0	\$0	\$0	0%
General Expense	\$55,240	\$35,940	(\$19,300)	(34.94%)
<b>Total Expense</b>	\$67,240	\$68,940	\$1,700	2.53%
<b>Net Difference</b>	\$22,760	\$35,538	\$12,778	56.14%

# Recreation Financial Summary

## RECREATION – CDCF

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$5,000	\$3,750	(\$1,250)	(25.00%)
Donation	\$1,000	\$5,000	(\$160,750)	(70.11%)
User Fees	\$152,250	\$45,500	\$4,000	400.00%
<b>Total Revenue</b>	<b>\$158,250</b>	<b>\$54,250</b>	<b>(\$104,000)</b>	<b>(65.72%)</b>
<b>Expense</b>				
Wages	\$19,250	\$93,226	\$73,976	384.29%
Maintenance	\$20,800	\$31,350	\$12,350	65.00%
General Expense	\$147,150	\$59,509	(\$89,441)	(60.05%)
<b>Total Expense</b>	<b>\$187,200</b>	<b>\$184,085</b>	<b>(\$3,115)</b>	<b>(1.66%)</b>
<b>Net Difference</b>	<b>(\$28,950)</b>	<b>(\$129,835)</b>	<b>(\$100,885)</b>	<b>348.48%</b>



# Recreation

## Financial Summary

### RECREATION – SOCCER FIELDS

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$0	\$0	\$0	0%
User Fees	\$9,000	\$9,000	\$0	0%
<b>Total Revenue</b>	\$9,000	\$9,000	\$0	0%
<b>Expense</b>				
Wages	\$13,595	\$14,178	\$583	4.29%
Maintenance	\$19,500	\$12,000	(\$7,500)	(38.46%)
General Expense	\$107,500	\$110,000	(\$2,500)	2.33%
<b>Total Expense</b>	\$140,595	\$136,178	(\$4,417)	(3.14%)
<b>Net Difference</b>	(\$131,595)	(\$127,178)	\$4,417	(3.36%)

# Planning

## **2021 In Review**

A large area of focus for the Municipality in 2021 was the Plan the Bruce, Bruce County Official Plan review. The consultation process for the review commenced with Municipal and Public engagement on eight discussion paper topics. The Plan the Bruce, Official Plan review will continue into 2022, where the Municipality will remain an active participant

# Planning

## 2022 Goals and Objectives

- Continued engagement on the Plan the Bruce, Bruce County Official Plan review.
- Following the adoption of the Official Plan review, undertake the Local Official Plan review which encompasses the town of the Walkerton and Comprehensive Zoning By-Law review. The Local Official Plan review and Comprehensive Zoning By-Law review are forecasted into the year 2023 as projects the Municipal will need to undertake.
- A theme throughout the Strategic Action Plan process related to the need ensure policy supported attainable housing initiatives and on farm diversified options. This will be a focus of amendments proposed to both plans

# Planning

## Summary of Significant Changes

- Allocating funds to support advancing developments approvals related to the residential proposals within the East Ridge Business Park area;
- Allocating funds for consultant fees with respect to supporting Municipal engagement related to the Plan the Bruce, Bruce County Official Plan Review and Minister's Zoning Order.
- Reserve Fund allocation to undertake a consolidation and review of the Comprehensive Zoning Bylaw in 2022, and will require a service agreement with a professional Planner.
- The adjustment in wages related to the Building and Planning Budget is a result of the requirement that Building Permit fees can only be used for the delivery of Building Department Services. Planning expenses and wages are therefore addressed separately from the Building Budget.

# Planning Financial Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$0	\$10,000	\$10,000	100.00%
<b>Total Revenue</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>100.00%</b>
<b>Expense</b>				
Wages	\$12,128	\$15,176	\$3,048	25.13%
Maintenance	\$200	\$200	\$0	0%
General Expense	\$16,865	\$46,694	\$29,829	176.87%
<b>Total Expense</b>	<b>\$29,193</b>	<b>\$62,070</b>	<b>\$29,877</b>	<b>112.62%</b>
<b>Net Difference</b>	<b>(\$29,193)</b>	<b>(\$52,070)</b>	<b>(\$22,877)</b>	<b>78.36%</b>

# Municipal Drains

## 2021 In Review

- The Russell Municipal Drain was completed;
- R.J. Burnside was appointed as the engineers for the Dales Municipal Drain
- Council accepted a petition for the Young Municipal Drain

# Municipal Drains

## 2022 Goals and Objectives

- Appointment of the Engineer for the Young Municipal Drain
- Acceptance of the Engineers Report for the Zettler Municipal Drain Improvements
- Preliminary work to plan for potential construction of the Dales Municipal Drain in 2023

# Municipal Drains

## Financial Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$319,000	\$310,000	(\$9,000)	(2.82%)
<b>Total Revenue</b>	<b>\$319,000</b>	<b>\$310,000</b>	<b>(\$9,000)</b>	<b>(2.82%)</b>
<b>Expense</b>				
Service Agreements	\$29,800	\$26,500	(\$3,300)	(11.07%)
Drains	\$310,000	\$310,000	\$0	0%
General Expense	\$5,644	\$5,644	\$0	0%
<b>Total Expense</b>	<b>\$345,444</b>	<b>\$342,144</b>	<b>(\$3,300)</b>	<b>(0.96%)</b>
<b>Net Difference</b>	<b>\$26,444</b>	<b>\$32,144</b>	<b>\$5,700</b>	<b>21.55%</b>



# Waste Management

## 2021 In Review

- Weekly Household Waste Pickup throughout the Year
- Continued with the EPS Recycling Program, E-waste, Scrap Metal, Corrugated Cardboard, and Battery Recycling
- Greenock Landfill was officially designated, by order of the Ministry of Environment, Conservation, and Parks as a Transfer Station.
- Partnered with CleanFarms, for a pilot project, to be a collection site for Bale Wrap, Twine, Silage Bags, and Bunker Cover.

# Waste Management

## 2022 Goals and Objectives

- Continue to maintain landfill operations at or exceeding regulatory standards
- Improve waste management signage at both landfills and the MTO Recycling Facility
- Introduce a new front security gate at the Brant Landfill
- Continue to partner with CleanFarms for the recycling of Agricultural Waste Materials.
- Reorganize collection area to more efficiently collect materials and provide residents with better traffic flow
- Continue to advance priorities identified in the Strategic Action Plan related to advancing waste collection options and methods.

# Materials Management

## Summary of Significant Changes

No significant changes

# Material Management Financial Summary

## MATERIALS MANAGEMENT – TOTAL OPERATING BUDGET SUMMARY

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Total Revenue</b>	\$477,942	\$514,942	\$37,000	7.74%
<b>Total Expense</b>	\$828,494	\$833,786	\$5,292	0.64%
<b>Net Difference</b>	(\$350,552)	(\$318,844)	(\$31,708)	(9.05%)

# Material Management Financial Summary

## MATERIALS MANAGEMENT – BRANT & GREENOCK

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
User Fees	\$246,260	\$261,260	\$15,000	6.09%
<b>Total Revenue</b>	\$246,260	\$251,260	\$15,000	6.09%
<b>Expense</b>				
Wages	\$71,993	\$80,311	\$8,318	11.55%
Service Agreements	\$128,015	\$129,700	\$1,685	1.32%
Utilities	\$1,400	\$1,400	\$0	0%
General Expense	\$122,597	\$127,753	\$5,156	4.21%
<b>Total Expense</b>	\$324,005	\$339,164	\$15,159	4.21%
<b>Net Difference</b>	(\$77,745)	(\$77,904)	\$15,159	0.20%

# Material Management Financial Summary

## MATERIALS MANAGEMENT – WALKERTON & HANOVER

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
User Fees	\$222,750	\$244,750	\$22,000	9.88%
Long-term Debt	\$0	\$0	\$0	0%
<b>Total Revenue</b>	\$222,750	\$244,750	\$22,000	9.88%
<b>Expense</b>				
Service Agreements	\$225,027	\$231,670	\$6,643	2.95%
General Expense	\$94,250	\$94,250	\$0	0%
<b>Total Expense</b>	\$319,277	\$325,920	\$6,643	2.08%
<b>Net Difference</b>	(\$96,527)	(\$81,170)	\$6,643	(15.91%)

# Material Management Financial Summary

## MATERIALS MANAGEMENT – RECYCLING

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Recoveries	\$8,932	\$8,932	\$0	0%
<b>Total Revenue</b>	\$8,932	\$8,932	\$0	0%
<b>Expense</b>				
Wages	\$0	\$0	\$0	0%
Utilities	\$5,000	\$5,000	\$0	0%
General Expense	\$180,212	\$163,702	(\$16,383)	(8.91%)
<b>Total Expense</b>	\$185,212	\$168,702	(\$16,383)	(8.91%)
<b>Net Difference</b>	(\$176,280)	(\$159,770))	(\$16,383)	(9.37%)

# Public Works

## 2021 In Review

- Completed George Street, needs a final lift of asphalt in 2022
- Completed Concession 10/ Queen Street in Elmwood, needs a final lift of asphalt in 2022
- Completed the final lift of asphalt on McGivern Street
- Completed the rehabilitation of the D.S. Weis Memorial Bridge and the Chepstow Culvert Replacement
- Purchased a new Agricultural Tractor



# Public Works

## 2022 Goals and Objectives

- Rehabilitation of the Concession 8 Bridge (Greenock)
- Rehabilitation of Yonge Street, between Jackson Street and Durham Street
- Purchase a Snow Plow Truck, One-Ton Truck, and a Snow Blower
- Rehabilitation of Concession 14
- Construction on the Riversdale Bridge
- Continued Road and Sidewalk Rehabilitation

# Public Works

## Summary of Significant Changes

- Price Increases due to supply shortages related to the COVID 19 Pandemic
- Large Capital Project list

# Public Works

## Financial Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Other Revenue	\$180,000	\$180,000	\$0	0%
User Fees	\$148,000	\$148,000	\$0	0%
<b>Total Revenue</b>	<b>\$328,000</b>	<b>\$328,000</b>	<b>\$0</b>	<b>0%</b>
<b>Expense</b>				
Wages	\$1,352,771	\$1,403,181	\$50,410	3.73%
Maintenance	\$1,110,000	\$1,114,000	\$4,000	0.36%
Winter Control	\$380,000	\$380,000	\$0	0%
General Expense	\$1,456,635	\$1,637,790	\$181,156	12.44%
<b>Total Expense</b>	<b>\$4,299,406</b>	<b>\$4,534,971</b>	<b>\$235,566</b>	<b>5.48%</b>
<b>Net Difference</b>	<b>(\$3,971,406)</b>	<b>(\$4,206,971)</b>	<b>(\$235,566)</b>	<b>5.93%</b>

# Street Lights

## 2021 In Review

- Minor street light repairs completed.
- Helped the Chepstow Lion's Club with their mission to introduce seasonal lighting to Chepstow.

## 2022 Goals and Objectives

- Complete the final phase of street light replacement to LED Streetlights.

# Street Lights

## Summary of Significant Changes

No significant changes to the overall budget

# Street Lights

## Financial Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Expense</b>				
Maintenance	\$13,000	\$16,000	\$3,000	23.08%
Utilities	\$154,848	\$155,378	\$530	0.34%
General Expense	\$10,000	\$10,000	\$0	0%
<b>Total Expense</b>	\$177,848	\$181,378	\$3,530	1.98%
<b>Net Difference</b>	\$177,848	\$181,378	\$3,530	1.98%

# BIA

## **2021 In Review**

- Appointment of a new Manager
- Comprehensive Member Engagement
- Termination of Lease Agreement for Office Space

# BIA

## 2022 Goals and Objectives

- Complete recruitment for Manager position
- Review use of Committees
- Provide business support to assist with Covid-19 recovery
- Build on successful promotions and events, such as the Christmas Market and Shop Walkerton and Win



# BIA

## Summary of Significant Changes

Over the past year, the BIA has focused on engaging the levied members to determine the best model to support businesses, and confirmed the boundaries for the levy. In 2022, the BIA will make use of the additional funds available from vacating the office space to focus on promotions and events that will support local businesses in their recovery efforts.

# BIA

## Financial Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
Revenue	\$153,075	\$134,290	(\$18,785)	(12.27%)
Expense	\$153,075	\$134,290	(\$18,785)	(12.27%)
Net Difference	\$0	\$0	\$0	0%



# Day 2 - Recap

## 2. Tax-Supported Operating Budget - continued

- Fire Services
- Emergency Measures
- Health & Safety
- Municipal Capital Requests
- Council Discussion on Budget and Consideration items
- Current Tax Rate Implications

# Brockton Fire Services

## 2021 In Review

- Continued focus on Employee Retention through flexibility by introducing zoom meetings and the FLMS online training tool.
- Continued focus on Health and Safety and Risk Management.
- Continued focus on the Alarmed for Life Program.
- Successful opening of the Brockton Regional Training Centre.
- Completion of the first year of active training at the Brockton Regional Training Centre. Courses included 2 online and one in person and demonstrated our partnership with Bruce Power in a successful NFPA Fire Fighter 1 training course.
- Hiring of 5 new Walkerton Fire Department members and 1 Elmwood Fire Department member.
- Successful RFP processes for a tanker truck in Elmwood and a pumper truck in Walkerton

# Brockton Fire Services

## 2022 Goals and Objectives

- Progress and growth with the Brockton Regional Training Centre and the certified training of our local fire fighters.
- Continued focus on Employee Retention, Health and Safety and Risk Management
- Continued focus on the Alarmed for Life Program
- Establish a truck committee for the purchase of a replacement pumper.
- Continued emphasis on firefighter certification.
- Radios (remaining analog) 100% replaced.
- Maintenance of Covid-19 protocols including masking, increased sanitizing and decontamination of building and equipment.

# Brockton Fire Services

## Summary of Significant Changes

- Increase in Reserve Fund contribution to full fund the purchase of the new Walkerton Fire Pumper Truck.

# Brockton Fire Services

## Financial Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Revenue</b>				
Grants	\$0	\$0	\$0	0%
Fire Calls and Agreements	\$77,950	\$77,950	\$0	0%
Other	\$1,500	\$1,500	\$0	0%
<b>Total Revenue</b>	<b>\$79,450</b>	<b>\$79,450</b>	<b>\$0</b>	<b>0%</b>
<b>Expense</b>				
Wages	\$304,585	\$342,784	\$38,199	12.54%
Service Agreement	\$289,741	\$293,483	\$3,741	1.29%
Maintenance	\$68,000	\$68,000	\$0	0%
Utilities	\$13,600	\$13,600	\$0	0%
General Expense	\$350,870	\$384,208	\$33,338	9.50%
<b>Total Expense</b>	<b>\$1,026,796</b>	<b>\$1,102,075</b>	<b>\$75,279</b>	<b>7.33%</b>
<b>Net Difference</b>	<b>(\$947,346)</b>	<b>(\$1,022,625)</b>	<b>(\$75,279)</b>	<b>7.95%</b>



# Emergency Measures

## 2021 In Review

- Focus on enhancing emergency planning in Brockton
- Immediate Emergency Management Response Team coordination to mitigate the impact of Covid-19

# Emergency Measures

## 2022 Goals and Objectives

- Continued focus on enhancing emergency planning in Brockton.
- Business continuity plans for key functions or positions have been identified and operations continue through the pandemic. .

# Emergency Measures

## Summary of Significant Changes

- Increase to Reserve Fund transfer to re-establish funding

# Emergency Measures

## Financial Summary

	2021 approved budget	2022 draft Budget	2022 budget change	2022 budget change
<b>Expense</b>				
Wages	\$3,300	\$3,300	\$0	0%
Service Agreement	\$800	\$800	\$0	0%
General Expense	\$32,500	\$32,500	\$0	0%
<b>Total Expense</b>	\$32,500	\$32,500	\$0	0%
<b>Net Difference</b>	\$32,500	\$32,500	\$0	0%

# Health & Safety

## 2021 In Review

- The Health and Safety Department assisted all departments with updating policies and procedures and made suggestions for improving processes. The Health and Safety Department completed workplace risk assessments and completed asbestos inspections.

# Health & Safety

## 2022 Goals and Objectives

- Continued updates of Policy and adaptations due to COVID pandemic
- Source 3rd party outside agency to do a complete Health and Safety Policy Audit
- First Aid Training
- Completion of workplace violence and harassment risk assessments
- Targeting of training based on 2021 trends

# Emergency Measures

## Summary of Significant Changes

- No significant changes

# Health & Safety Financial Summary

	2021 approved budget	2022 draft budget	2022 budget change	2022 budget change
<b>Expense</b>				
Wages	\$37,496	\$31,187	(\$6,309)	(16.83%)
Service Agreement	\$8,500	\$8,500	\$0	0%
General Expense	\$7,792	\$7,792	\$0	0%
<b>Total Expense</b>	\$53,788	\$47,479	\$0	(11.73%)
<b>Net Difference</b>	\$53,788	\$47,479	(\$6,309)	(11.73%)



# 2022 Proposed Capital Projects

Dept.	Project	Estimated Cost
General Government	Budgeting Software	80,000
Fire	Turn out Gear	30,000
Fire	Radio/Pager	3,500
Fire	PPE for new recruits	6,000
Fire	Portable Pumps	12,000
Fire	Building Maintenance	6,100
Public Works	Yonge St Reconstruction	1,820,000
Public Works	One Ton Cab	50,000
Public Works	Snow Blower	22,000
Public Works	Concession 14	
Public Works	Zettle Drain	45,000
Public Works	Riverdale Bridge	2,250,000
Public Works	Municipal Drains - Russel	58,000
Public Works	Bridge: Chepstow Bridge - Carry Over	50,000
Public Works	DS Weis Bridge - Carry Over	80,000
Public Works	Concession 10 Brant/Queen St Elmwood - Carry Over	180,000
Public Works	George Street - Carry Over	55,000
Public Works	Tandem Plow	325,000
Public Works	Sidewalk: Napier	60,000
Public Works	Concession 8 Bridge Repair - Greenock	475,000
Street Lights	Final Phase	25,000
Material Management - Brant/Green	New Sign - Carry Over	35,000
Recreation - Parks	Tennis Court Restoration	266,700
Recreation - Parks	The Market Garden	239,000
Recreation - Parks	Optimist Park Phase II	50,000
Recreation - Parks	Optimist Park - Retaining Wall/Fence	35,000
Recreation - Community Center	Dehumidifier replacement - End of Life per BCA - R22	35,000
Recreation - Community Center	Conversion to LED Lighting	50,000
Recreation - Lobbies	25 New picnic tables	15,000
Recreation - Soccer	Change Room/Concession - ICIP	880,000
Cemetery - Walkerton	New Lawn Mower	20,000
Cemetery - Walkerton	New Roof on Chapel	15,000
ERBP	Additional Entrance Sign	80,000
ERBP	East Ridge Road Construction	6,376,300

# Council Considerations

- Victoria Jubilee Hall increase funding
- Concession 14 – Capital estimated at \$700,000
- JDR Subdivision Park Development \$50,000
- Fenced Dog Park - \$50,000
- Ball Diamond Backstop - \$20,000
- Tennis Courts – included in budget with grant funding, however the application was unsuccessful.
- Development Charges \$30,000

# Questions

