

# 2019 Tax Supported Operating and Capital Budget Report

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## Definitions

Municipal budgets can be difficult to read and understand.

The following definitions, phrases and examples will help you navigate the budget.

### A

**Amortization** is the rates and capitalization thresholds are unique to each individual municipality and can lead to significant differences between operating cost and total cost

**Assessment** is the market value assigned to a property by the Municipal Property Assessment Corporation (MPAC) used as a basis for property taxation.

**Assessment Growth** is the amount of omitted and new assessments net of any tax or assessment appeals for a given year. These are changes made to the annual assessment roll after the roll has closed for a given year.

### C

**Consumer Price Index (CPI)** is an indicator of changes in consumer prices experienced by Canadians.

**Current Value Assessment (CVA)** as the amount of money a property would realize if sold at arm's length by a willing seller to a willing buyer. To calculate a property's assessed value, MPAC analyzes market information from similar types of property in the vicinity

### E

**Efficiencies** refer to the savings realized or additional revenue generated using existing resources.

**Effectiveness** refers to whether a goal or objective is achieved. For example, garbage is picked up on time; therefore, the program is effective

### G

**Gas Tax Funding** is funding provided by the Government of Canada. This federal initiative is based on a long-term vision of sustainability for Canadian cities and communities, including four interdependent dimensions—economic, environmental, social and cultural. The program is intended to achieve results leading to cleaner air, cleaner water and reduced greenhouse gas emissions.

**Grant** is a monetary contribution—typically from one level of government to another—as a means to lend support to a specific service, a program or function.

**Growth** is when additional costs are incurred in order to provide the same level of service to more citizens.

## I

**Inter-departmental Expenses** are expenses allocated from one department to another.

**Inter-departmental Revenue** is amounts recovered by one department from another.

## L

A **levy** is a percentage associated with property values to determine the taxes are owing which fund Municipal services.

**Long-term Debt** matures more than one year after it is an issue

## M

**Municipal Property Assessment Corporation (MPAC)** which is an independent body formed by the Provincial government. MPAC is the largest assessment jurisdiction in North America, responsible for accurately assessing and classifying more than five million properties in Ontario in compliance with the Assessment Act and regulations set by the Government of Ontario

## N

**Non-tax Supported Budget** is self-supporting and does not require a property tax transfer. The Municipalities Water Services, Wastewater, and the Ontario Building Code (OBC) are represented in this budget. The costs associated with their respective service areas are 100 percent recovered through user fees, permit fees or other non-tax sources.

## O

**Ontario Municipal Partnership Fund (OMPF)** is the Province's main general assistance grant to municipalities

**Ontario Community Infrastructure Fund (OCIF)** provides steady, long-term funding for small, rural and northern communities to develop and renew their infrastructure. Each year the Municipality is provided with a base amount of funding and can apply for "top-up funding" for capital projects.

**Obligatory** – created whenever a statute requires revenues for special purposes to be segregated, e.g., Utilities Reserve Funds, or

**Discretionary** – created whenever Council wishes to earmark revenues to finance a future project for which it has authority to spend money, e.g., Equipment Reserve Funds and the Asset Renewal Reserve Fund

## P

**Payment-in-lieu** is compensation from the federal, provincial and/or municipal governments in recognition of lost property tax revenue.

Federally and provincially owned land are exempt from taxation; however, they often compensate the municipality with 'payment-in-lieu of taxes.'

## R

A **Reserve** is an allocation of accumulated net revenue. Reserves don't refer to any specific asset and don't require the physical segregation of money or assets.

**Reserve Funds** are assets segregated and restricted to meet the purpose of the reserve fund. Reserve Funds may be:

## S

**Supplementary Revenue** is based on the supplementary and omitted assessments issued by MPAC for new properties or improvements to properties that were not assessed on the annual assessment roll. Omitted assessments can be issued as far back as the current year plus two years.

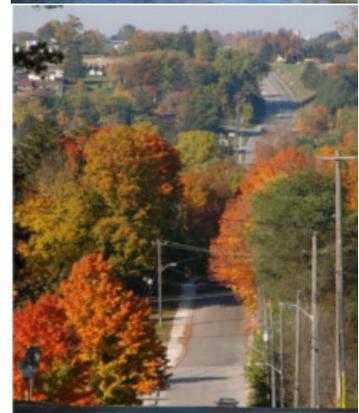
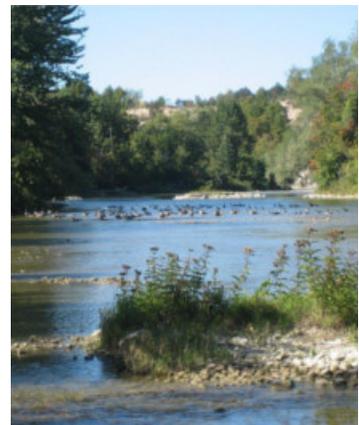
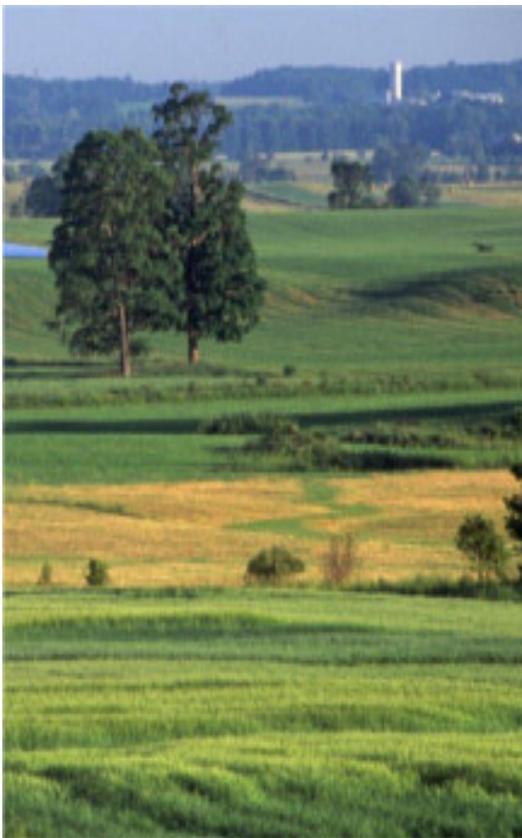
## About Brockton

We are a proud rural community strengthened by a balance of social equity, culture, environmental integrity, and progressive economic development.

Nestled in the rolling countryside of the Saugeen and Teeswater Rivers, the Municipality of Brockton is a friendly rural community with innovative industry and a vibrant downtown core.

The Municipality was incorporated in 1999 when the former municipalities of Brant, Greenock and Walkerton were amalgamated. The name Brockton was chosen as a combination of these names.

With a population nearing 9,500, Brockton is a wonderful place to live, work and play.



## Budgets Overview

Section 289, 290 and 291 of the Municipal Act outline the regulations for a municipality's yearly budget or multi-budget process. Brockton continues to operate on a single year budgeting process, while there are some larger municipalities, such as the City of London that has adopted their multi-year budget.

Each year department heads to review and revises their upcoming budget forecasts. They continue to provide services to residents with as little effect on the tax rate as possible and continue to sustain the level of services provided.

The budgets presented to Council will be broken down into three sections, first the Non-tax Support Budget; this will include a summary of expenses for the utilities and building department, which are legislated to be full cost recovery.

Secondly, the Council will review Brockton's Operating Budget. Each department, along with the Chief Financial Officer has reviewed their operating budgets and will be presenting to Council a sustainable draft 2019 Operating Budget.

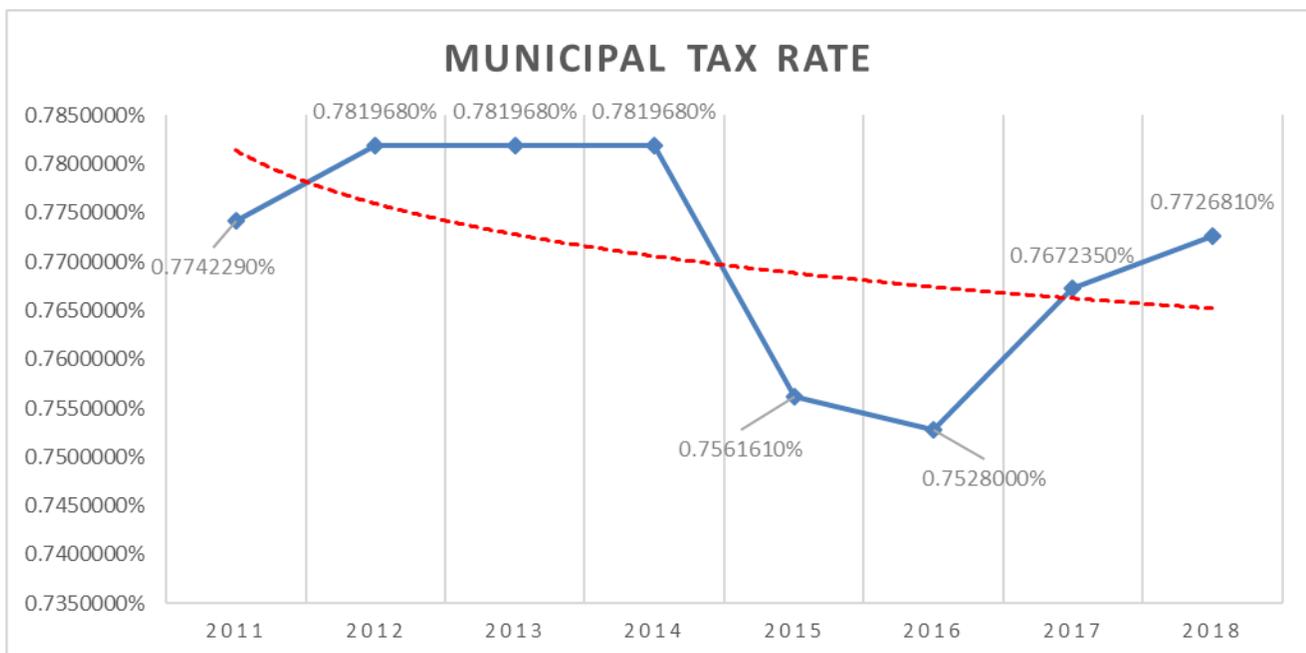
Third, Council will be presented with the 2019 Capital requirements of the Municipality.

## Tax Rate Effects

With increased operating costs, as well as increased needs to update our aging infrastructure it has made it difficult to continue to offer the same level of services without any compromising the ability to ensure the safety of the residents, and continuing to offer a high level of services to our ratepayers.

During the last term of Council, The Municipality of Brockton continued to provide quality services to residents with as little impact on the tax rate as possible, but the investment in infrastructure and reserves were limited.

A 1% increase on the municipal tax rate, equals \$83,000 for 2019. Below is a graph showing the Municipal tax rates from 2011 to 2018



Minimizing or decreasing the tax rate increases over the past six years has resulted in significant increase in the 2019 budget to continue to maintain infrastructure and offer adequate levels of required services while adhering to legislation. Planning for future infrastructure needs is essential, and this budget reflects the effects of minimal increases over an extended period of time.

Staff would also like to note that over the three years from 2014-2017, the Municipality operated in a deficit each year. This was a result of limited financial resources to provide the required levels of service required by the municipality, plus aging infrastructure and equipment requiring ongoing maintenance. In addition, requests from various organizations, committees and residents are received following budget approval and committed to affecting future budgets.

In summary, from 2014 – 2017 staff reported to Council the Municipal year-end deficit. Below outlines the results from each year.

2014 - (\$174,208)  
2015 - (400,583)  
2016 - (\$272,393)  
2017 - (\$89,158)

Currently, the Municipal Working Capital account, which has been used to fund the Municipal surplus and deficit is (\$20k). Should Brockton be in another year of a deficit, they will need to include this into the operating budget as per the Municipal Act.

To add to the financial burden, we are expecting a reduction on OMPF funding and the Federal Gas Tax Funds which is beyond staff or Council's control.

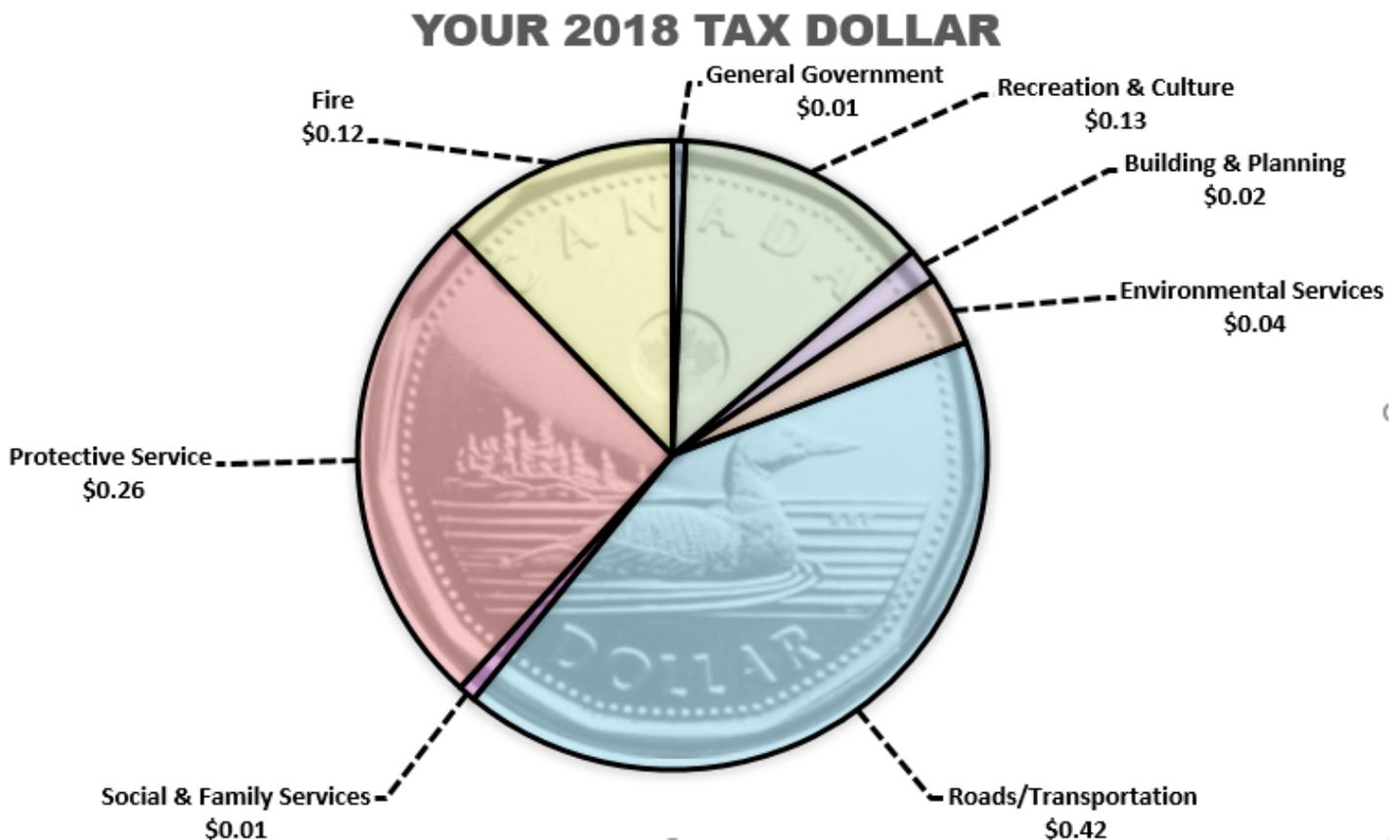
## Tax Dollar Allocation for Municipal Services

The Municipal tax rates are applied to the current value assessment (CVA) of each property as determined by the Municipal Property Assessment Corporation (MPAC), which is an independent body formed by the Provincial government. Any tax increase would be contributed to the following factors:

- Assessment value increase
- Municipal Tax Rate
- County Tax Rate
- Education Tax Rate

The Municipality of Brockton can only control one of those factors, the Municipal tax rate.

In 2018, the average household assessment in Brockton was \$237,090, which equalled municipal taxes of approximately \$1,832. Below is a breakdown of the Municipal services that were provided:



## Brockton Assessment

2017 was a new assessment year for all property owners; MPAC is responsible for assessing and classifying more than five million properties in Ontario to be in compliance with the Assessment Act and regulations set by the Government of Ontario. They are also legislatively responsible for updating this information throughout the four-year cycle so that property owners continue to pay their fair share based on accurate assessment values.

The 2019 operating budget includes \$414 thousand (5.22%) in revenue growth due to assessment increase. This includes supplementary tax billings issued in 2018; however, this does not take into assessment reductions from appeals, Request For Reconsideration (RFR), or S.358's.

Municipal Property Assessment Corporation (MPAC) determines the valuation of property within the Municipality, and additional assessment growth can be related to new development, change in property class information, change in market valuations, and other factors. While the Municipality receives a variety of planning applications, the time between the completion of the development project and the increase in assessment can take between 12 to 18 months before it is reflected in the Municipality's assessment records.



## Reserve & Reserve Funds

Reserves and Reserve Funds are an essential part of the Municipality of Brockton's finances. The purpose of the Reserve & Reserve Funds is to save for future infrastructure needs to avoid spikes and dips in the overall tax levy. By setting aside funds each year, we are able to spread out the cost for the maintenance or replacement of our assets.

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 2018. Also included is what we are proposing for changes (additions and reductions) for 2019.

## Current Long-term Debt Commitments

Debt financing is one mechanism used for funding large capital projects, along with capital levy and reserve funds. Generally, capital projects provide benefits to residents over a number of years and therefore it is appropriate to spread the cost over the benefit period to achieve "intergenerational equity."

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 deliberation. If Council elects to fund larger projects through borrowing, the CFO then investigates the most viable option available to the Municipality as well as being able to stay in line with the limitations of the Municipal Act. As of January 1, 2019, the Municipality of Brockton will have the following outstanding long-term loans:

OUTSTANDING LOAN	2019
SOUTH STREET PHASE I RECONSTRUCTION 2016-057 (Roads portion only)	744,000
LEE & COATS 2017-074 (Roads portion only)	558,900
WALKERTON FIRE HALL & PROPERTY - 2002 81 & 2003 56	340,344
JACKSON & YONGE STREET - 2004-034	345,381
LOAN BY-LAW 2008-73 (NON WATER/SEWER PORTION)	165,780
ZETTLER LAND - EASTRIDGE - 2013-037	309,550
WALKERTON LANDFILL -2013-100	937,500
WALKERTON DAYCARE-2014-077	387,000
SOCCER FIELDS 2015-83	359,883
McCURDY BRIDGE	250,000
CAYLEY STREET RECONSTRUCTION (ROADS ONLY)	400,000
<b>Total</b>	<b>\$4,798,338</b>

Estimated Debt per Household for 2019 is \$1,104.34, increased \$36.89 from 2018

\*based on 4,345 households in Brockton in 2018

TOTAL ANNUAL REPAYMENT	2019
SOUTH STREET PHASE I RECONSTRUCTION 2016-057	43,744
LEE & COATS 2017-074	60,900
WALKERTON FIRE HALL & PROPERTY - 2002 81 & 2003 56	82,717
JACKSON & YOUNGE STREET - 2004-034	62,695
LOAN BY-LAW 2008-73 (NON WATER/SEWER PORTION)	38,352
ZETTLER LAND - EASTRIDGE - 2013-037	39,888
WALKERTON LANDFILL -2013-100	86,500
WALKERTON DAYCARE-2014-077	76,500
SOCCER FIELDS 2015-83	82,200
McCURDY BRIDGE	22,356
CAYLEY STREET RECONSTRUCTION (ROADS ONLY)	35,770
<b>Total</b>	<b>\$631,623</b>

Estimated Debt repayment per Household for 2019 is \$145.37

Annual Repayment has increased from \$576,702 in 2018 by \$54,921.

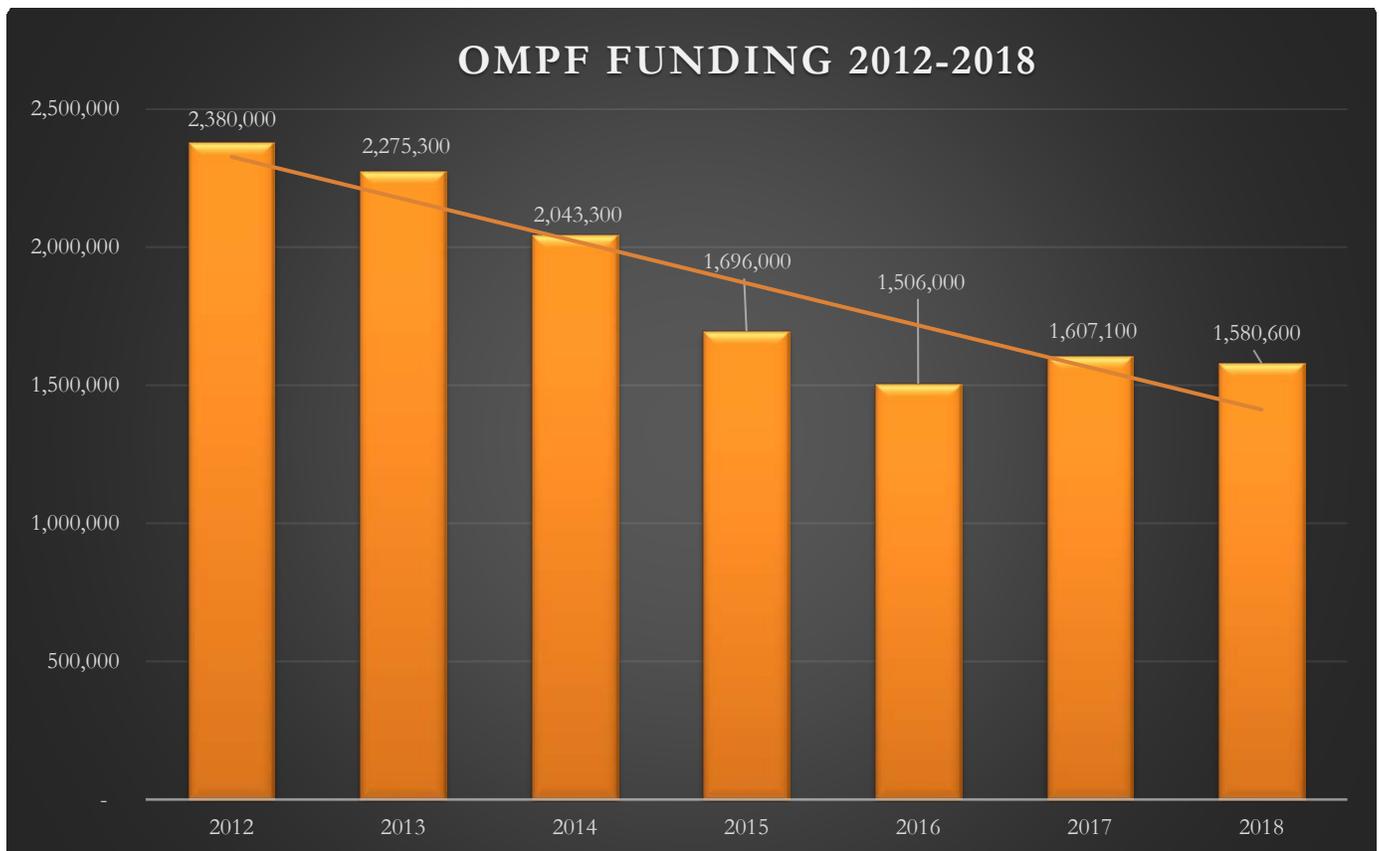
Which is equal to 0.66% tax rate increase, this does not include the \$803k for the CDCF Entrance Project.

## Grant Funding

### Ontario Municipal Partnership Fund (OMPF)

Historically the Municipality of Brockton has experienced a decrease in the Ontario Municipal Partnership Fund (OMPF) grant funding. Over the past seven years, Brockton has received a decrease of approximately \$799k (34%) from 2012- 2018.

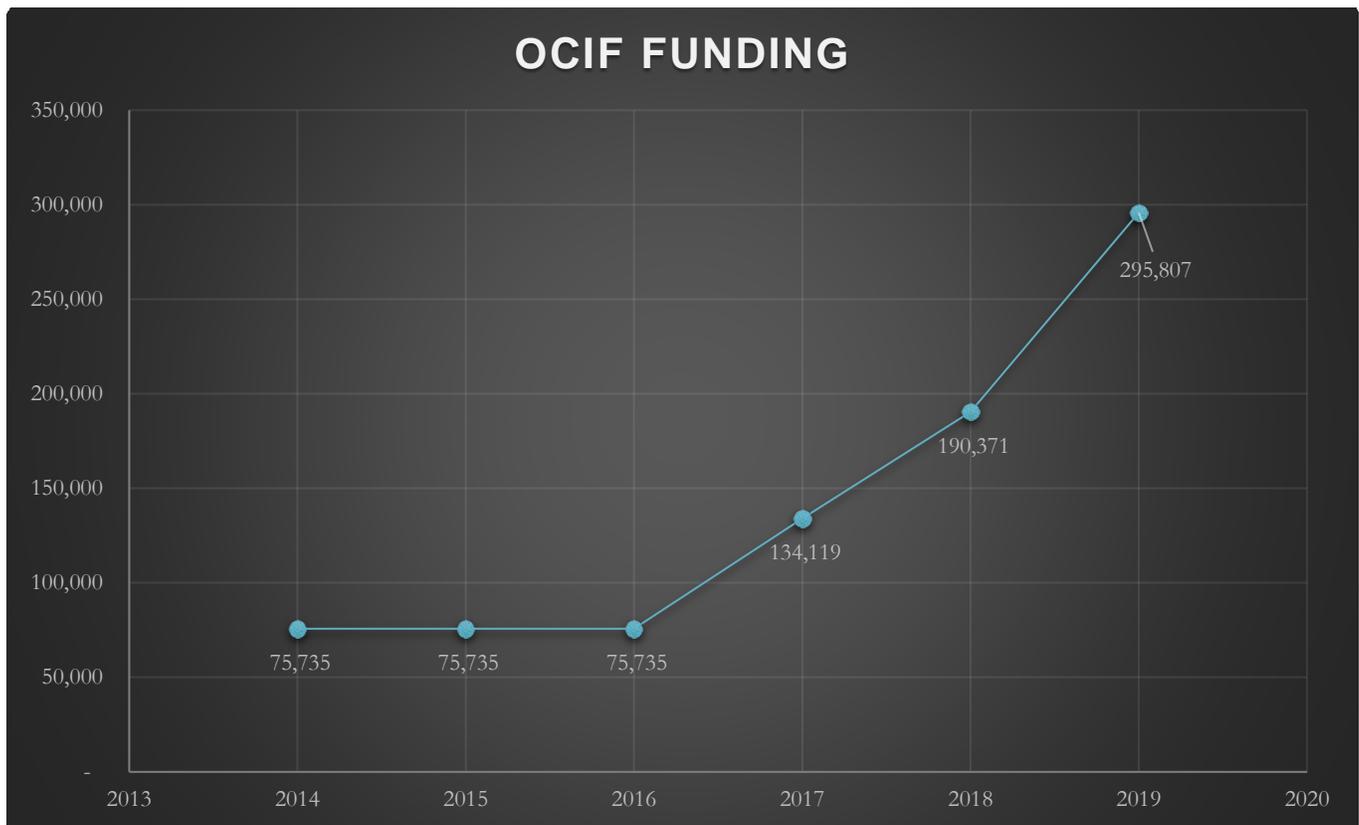
The Municipality has not received any notification yet regarding 2019 provincial grant allocations and has assumed a 10% reduction from what was received in 2018, and this is equal to \$158,060 which is a tax rate increase of 1.90%



## Ontario Community Infrastructure Fund (OCIF)

Each year the Municipality receives funding from Ontario Community Infrastructure Fund (OCIF) which is allocated towards the continuous updating of our municipal roads infrastructure. From 2014 – 2016, the Municipality of Brockton received \$75,735 each year.

For 2017 – 2019 there is an increase in our funding. Over the next three year, Brockton will receive an additional \$393k to go towards the municipal infrastructure improvements. Current for 2019, there is a proposed increase of \$105,436. The Municipality of Brockton has not received confirmation of these funds but has included the projected amount within the budget.

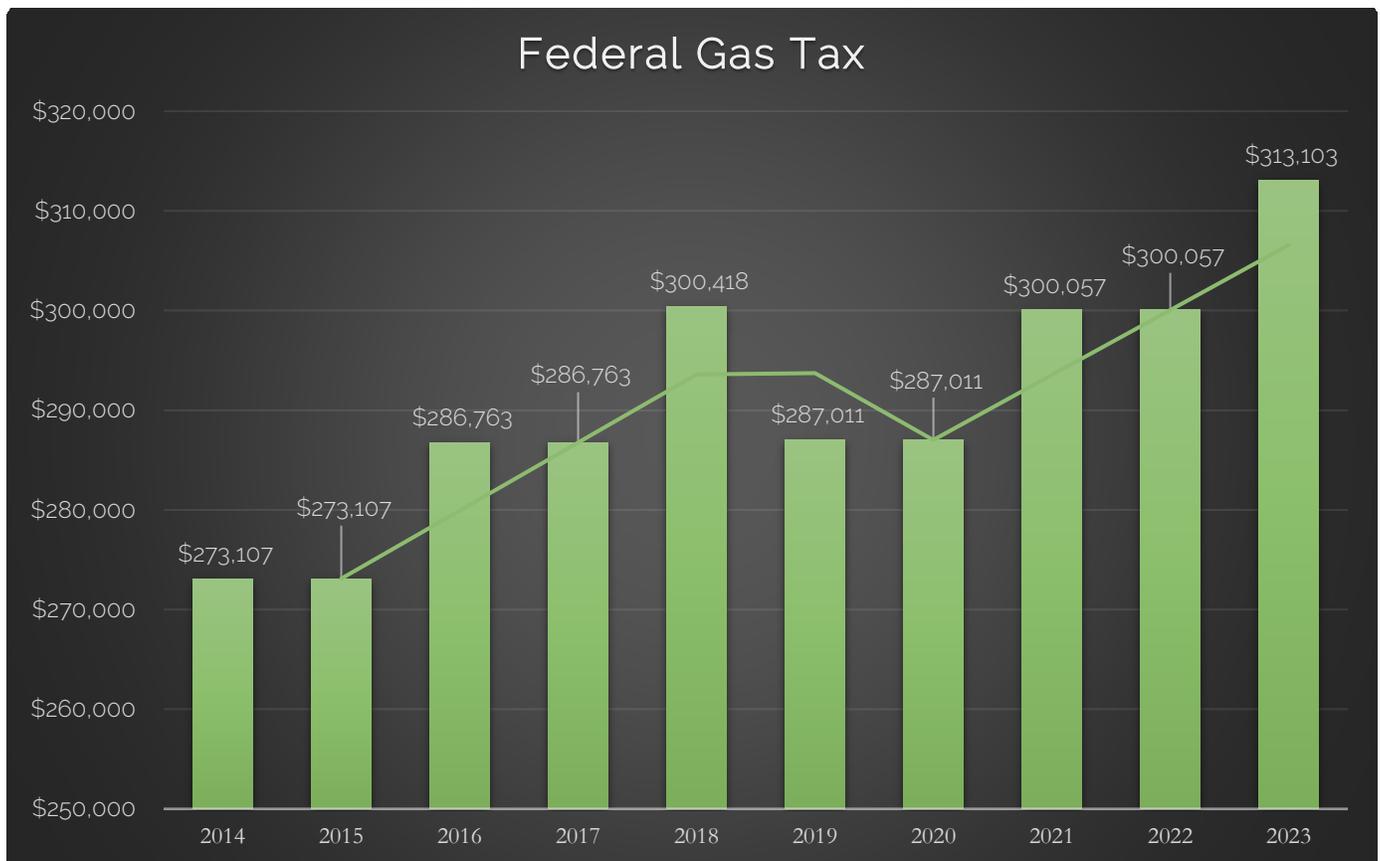


## Federal Gas Tax

In 2014, the Municipality of Brockton entered into a funding agreement with AMO for the transfer of Federal Gas Tax Funds. At that time the funding from 2014 – 2018 was already established.

2019 is the start of a new five-year funding agreement. The chart below illustrated the payment schedule from 2014 to 2018 and again from 2019 to 2023. The Municipality of Brockton did receive a decrease in funding from 2018 to 2019 of \$13,407.

As per the agreement with AMO, the Municipality of Brockton must sustain capital investments of \$2,799,181 annually to meet the incremental requirements of section 3.2 of the Funding Agreement.



## Message from CAO

The 2019 Budget marks the first budget with a new term of Council and the first budget with my tenure as Brockton, CAO. We have implemented and completed a number of projects in 2018 as a result of grant success and inclusion in the budget. The new Brockton Branding "Come Home to Community" was one of those projects and a freshly re-designed website to be more user-friendly to those seeking information on the Municipality of Brockton. We will continue to build on the fresh face of Brockton into 2019.

We continue to focus on Economic Development, Business Support and Community Collaborative initiatives with the addition of a permanent Community Development Coordinator. The Business Retention & Expansion Project completed an in-depth Business Review and was conducted throughout 2018. Selected action items are included in the 2019 budget and departmental work plans to help our urban and rural business to achieve competitiveness. We will continue to partner with the County of Bruce and area municipalities on the Nuclear Investment Initiative, a partnership between Bruce Power and the County of Bruce, to capitalize on the related activities driven by the nuclear sector.

The Municipality of Brockton has historically functioned with a lean staff compliment, and we continue to look for areas of process improvements to effectively manage the service levels and expectations without the need for a drastic increase in staff. In 2018 there was a notable change in staff in various departments throughout the organization. I remain focused on supporting our long-standing employees with a vast knowledge base and ensuring our new recruits are trained adequately to excel in their positions and help move the organization forward. The addition to the Walkerton Child Care Centre in 2019 is a much-needed service for the community that will help minimize the list of children waiting for space and support our local residents. We will see an increase in staffing levels in 2019 to support this expansion.

Brockton is experiencing a long-awaited increase in residential development activities and increased interest in serviced lands at the East Ridge Business Park. I will continue to encourage plans to look ahead and determine the long-term needs to support growth in the community, including the servicing and infrastructure needed to support and attract new families and alternative revenue sources to support continued growth.

I wish to thank Council for their support throughout 2018, and I look forward to our continued work throughout 2019. The Senior Management team has prepared a budget that aligns with projects already committed to and those that are required to ensure infrastructure is replaced or maintained based on capital planning strategies. The 2019 budget also includes elements of planning for future projects that will support community growth and infrastructure needs into the future.

As CAO, I am proud to work with a highly engaged and skill Senior Management Team. In 2019 we will all work together with the shared goal of serving our community in the most efficient and effective means possible and supporting and planning for the future of Brockton as we encourage people to "Come Home to Community...Come Home to Brockton"

## Departmental Changes

The Municipality of Brockton is a service-based organization in which people (staff) deliver valuable municipal services directly to residents. These services include but are not limited to; fire rescue and municipal enforcement, parks and trails service, roads and transportation including winter maintenance and recreation facilities and programming. In addition, the municipality also provides essential support services to the operational divisions; services including but not limited to human resources, finance, and information technology.

Full-Time Equivalent FTE stands for Full-Time Equivalent; it is a calculation of the number of hours a position works compared to the standard hours for the position (35/40 hours per week).

FTE includes both Full Time and Part Time, employees.

Full Time:

- Permanent Full-Time Employees
- Permanent Part-Time Employees

Part Time

- Seasonal Employees
- Outside Students
- Day Camp Leaders/Instructors/Lifeguards
- All other staff that are paid hourly that are not part of the Staff Association

2018 was an extremely busy year for the Municipality, with lots of changes. The municipality is currently at a stage of transition with a number of retirements amongst many departments. With these changes come new, fresh opportunities. There are 27 of 59 positions within the municipality that are at the lower end of our compensation grid; this means that 45% of the employees, upon successful performance evaluation will move up a step.

The following chart illustrates the staffing changes that have been approved by Council in 2018. These changes ensure more effective and efficient operations:

**The Municipality of Brockton  
2018 Approved Budget & 2019 Proposed Budget**

Dept	Division	2018 FT	2018 PT	2018 Total	2019 Base Adj FT	2019 Based Adj PT	2019 FT	2019 PT	2019 Total	Resolution	Position
Administration	CAO Office	0.5		0.5	1		1.5	0	1.5	18-13-211 19-01-13	CAO+ .5 CAO Administration Assistant, no longer CAO/Clerk
	Clerk	1.5		1.5	-0.5		1	0	1	18-13-211	Clerk, no longer Deputy Clerk
	Communications	1		1			1	0	1		
	Human Resources/H&S	1.5		1.5			1.5	0	1.5		
	CFO/Finance	6.2		6.2			6.2	0	6.2		
	Economic Development		1	1	1	-1	1	0	1	18-07-130	FT Community Development Coordinator vs PT contract position
<b>Total Administration</b>		<b>10.7</b>	<b>1</b>	<b>11.7</b>	<b>1.5</b>	<b>-1</b>	<b>12.2</b>	<b>0</b>	<b>12.2</b>		
Community Services	Recreation Services	6.33	43	49.33	-0.33		6	43	49	19-01-13	Realignment of DOO
	Daycare	10	18	28			10	18	28		
	Fire Services	1.5	28	29.5			1.5	28	29.5		
	Animal Control/By-law		1	1			0	1	1		
	Public Works (Roads)	11.53		11.53	1.67	3	13.2	3	16.2	19-01-03	One FT Heavy Equipment Operator (HEO) 3 PT season staff - 2 HEO, 1 Sidewalk Maintainer Realignment of DOO .5 Public Works Administration
	Cemetery		1	1			0	1	1		
	Waste Management		3	3			0	3	3		
	Custodial Staff	2		2			2	0	2		
	Utility	0.94		0.94	0.16		1.1	0	1.1	19-01-13	Realignment of DOO
	Building/Planning/Property Standards	2		2	0.5		2.5	0	2.5	Budget Consideration	Transitional period for retirement, 6 mths
<b>Total Community Services</b>		<b>34.3</b>	<b>94</b>	<b>128.3</b>	<b>2</b>	<b>3</b>	<b>36.3</b>	<b>97</b>	<b>133.3</b>		
<b>Grand Total</b>		<b>45</b>	<b>95</b>	<b>140</b>	<b>3.5</b>	<b>2</b>	<b>48.5</b>	<b>97</b>	<b>145.5</b>		

## 2019 Department Budgets

Each department head, along with the CFO has reviewed and compared the proposed 2019 budgets to the 2018 operations to date. The overall objective of the staff was to present to Council an operational budget that continued excellent customer service and continuous ability to deliver services with a minimal impact on the budget. As presented to you today, the operational budget for 2019.

### Summary of Significant Changes

#### Revenue changes

- OCIF Projected Funding increase of \$105,436 – these funds go towards roads capital infrastructure
- OMPF Funding – unknown at this time, budgeted a 10% reduction from 2018 funding, this equals \$158,060 which is a tax rate increase of 1.90%
- Reduction in grant funding received in prior year
- Reduction in transfers from Reserve Fund for special projects in 2018
- Gas Tax Funding – a decrease of \$13,407

#### Expenses

- Council Expenses increase due to an increase in benefits resulting from legislative changes and removing the 1/3 exemption
- Increase in wages due to permanent hires who are not at full market rate.
- Increase in long-term borrowing
- Reserve Fund transfers, increased amongst the various departments to support the replacement and maintenance of municipal assets, including infrastructure and equipment.
- Increase in maintenance costs for municipal soccer fields
- A 3% increase in Recycling collection
- Increase in equipment maintenance
- Increase in winter maintenance to reflect actual cost
- General Government building maintenance and rental contract increase
- O.P.P Contract increased 1.39% \$25,842

## Operating Budgets

### Council Goals and Objectives

#### Purpose

The Mayor and Council budgets exist to support the statutory obligations of the Municipal Act.

#### 2018 In Review

Over the past year, Council implemented a Council Code of Conduct with an increased role for the Integrity Commissioner as required by the Municipal Act, 2001.

Council also enacted an updated Procedural By-Law to align more closely with the Council Code Conduct and improve upon meeting process and meet legislative requirements.

The 2018 Municipal and School Board election occurred in October of 2018 with a new Mayor and Councillors being elected and many existing Councillors being re-elected.

#### 2019 Goals and Objectives

The goal for 2019 is to continue to review and adopt the policies required due to the amendments to the Municipal Act, 2001 and to undertake long-term strategic planning with a focus on required capital projects.

#### Summary of Significant Changes

- Increase in Wages as per By-Law 2018-060 in response to recommendations made by the Council Remuneration Review Committee
- An increase in benefits due to the provincial changes and removing the 1/3 exemption
- Increase in training for new members and increased interest and attendance to Municipal Conferences
- Office Supplies – items required for remote Council meetings
- Council Expenses – This is off-set by recoverable revenue for the Mayors breakfast
- Service Agreements – Reallocation of IT support & Integrity Commissioner
- Insurance – Council insurance costs being allocated to the proper department, previously lumped into General Government
- NEW Reserve Fund Transfer – for integrity commissioner expenses

**COUNCIL OPERATING BUDGET SUMMARY**

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
<b>Revenue</b>				
General Revenue	\$0	\$0	\$0	0.00%
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Expense</b>				
Wages	\$111,650	\$124,226	\$12,576	11.26%
General Expense	\$16,990	\$32,095	\$15,105	88.91%
<b>Total Expense</b>	<b>\$128,640</b>	<b>\$156,321</b>	<b>\$27,681</b>	<b>21.52%</b>
<b>Net Difference</b>	<b>(\$128,640)</b>	<b>(\$156,321)</b>	<b>(\$27,681)</b>	<b>21.52%</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR COUNCIL  
2019**

PARTICULARS 01-3107	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages - Council	1222	110,196	110,196	110,180	114,480	3.90%
Benefits - Council	1240	3,317	4,077	1,470	9,746	562.96%
Mileage	1270	1,540	2,651	4,000	4,000	0.00%
Training & Seminars	1271	2,977	3,231	5,000	6,000	20.00%
Memberships	1303	-	1,755	1,650	1,750	6.06%
Office Supplies	1305	-	-	-	1,100	100.00%
Expenses - Council	1309	(10,442)	589	516	1,000	93.80%
Payroll Services	1315	201	1,430	1,344	1,344	0.00%
Service Agreement	1344	1,400	5,459	4,000	6,900	72.50%
Telephone-Mayor	1350	583	515	480	-	-100.00%
Insurance	1380	-	-	-	8,001	100.00%
Transfer to Reserve Fund	1720				2,000	
<b>TOTAL COUNCIL</b>		<b>109,772</b>	<b>129,903</b>	<b>128,640</b>	<b>156,321</b>	<b>21.52%</b>

21.52% Increase/(Decrease)

27,681 Increase/(Decrease)

## General Government Goals and Objectives

### Purpose

General Government has many components;

### CAO Administration

The CAO's department oversees and coordinates all departmental activities in the Municipality of Brockton. The CAO's office conducts policy research, provides advice, ensures the effective and efficient administration of the Municipality and delivers the implementation of Council decisions and directions. Specifically, the CAO's office has direct oversight of human resource activities and economic development.

### Treasury Department

The Treasury Department is responsible for monitoring and implementing sound financial policies that support the Municipality as a whole. Treasury advises the Chief Administrative Officer and Council on the status of the Municipality's finances and actions required to meet financial obligations and objectives.

This department is also responsible for IT, insurance coverage related to general liability, municipal asset management and responsible for the administration and maintenance of all financial records.

### Clerks Department

The Clerk's Department is responsible for the development of practices and procedures that achieve transparency and lead to public confidence and trust in local government. The Clerk is a position required under the Municipal Act, 2001. Statutory duties include recording decisions and proceedings of Council and maintaining records of Council Minutes and By-laws. Appropriate records management policies must be in place to manage legal liability and risk. The Clerk's Department is also charged with accessibility, licensing and website maintenance.

## 2018 In Review

In 2018, the following projects were completed or currently in the process of completion:

- Update Phase I - AMP partial funding from the successful grant application
- New Computer Server as per IT agreement
- Roll out new payroll system
- Completed award-winning Brockton Branding
- Successful hired new staff throughout various departments
- Successfully rolled out a new agenda management system, eScribe
- Successfully completed the 2018 Elections
- Successfully launched the newly updated Brockton website
- Restructure within the Treasury Department

## 2019 Goals and Objectives

- Complete Phase 2 of the Asset Management Plan
- Continue to integrate the Brockton Branding throughout the community
- Continuous support and training of new and existing staff
- Improvements to the office for health and safety and confidential matters
- Complete the Search Engine optimization project as an identified outcome from the BR&E Project

## Summary of Significant Changes

- Phase 2 of the updated AMP – Grant funding is no longer available
- Building Maintenance – increased \$30k for the installation of walls between the Clerk and Deputy Treasurer/Tax Collector, updated carpet and building security.
- Office Rent – an annual increase
- Studies – Search Engine Optimization project – pending grant approval for 50% funding
- Donation increase – CT scan contribution reallocated to donation, not RF transfer. Plus an additional request from Museum for \$5k for 5 years

**GENERAL GOVERNMENT OPERATING BUDGET SUMMARY**

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
<b>Revenue</b>				
User Fees	\$198,350	\$180,350	(\$18,000)	(9.07%)
Grants	\$1,650,600	\$1,522,540	(\$128,060)	(7.76%)
Debt	\$0	\$0	\$0	0.00%
Investments	\$90,000	\$90,000	\$0	0.00%
Other Income	\$190,500	\$166,450	\$(24,050)	(12.62%)
<b>Total Revenue</b>	<b>\$2,129,450</b>	<b>\$1,959,340</b>	<b>(\$170,110)</b>	<b>(7.99%)</b>
<b>Expense</b>				
Wages	\$980,892	\$1,052,324	\$71,432	7.28%
Maintenance	\$21,185	\$49,285	\$28,100	132.64%
Utilities	\$5,760	\$5,760	\$0	0.00%
Special Projects	\$35,000	\$0	(\$35,000)	(100%)
General Expense	\$1,111,580	\$1,081,755	(\$29,825)	2.68%
<b>Total Expense</b>	<b>\$2,154,417</b>	<b>\$2,189,124</b>	<b>\$34,708</b>	<b>1.61%</b>
<b>Net Difference</b>	<b>(\$24,967)</b>	<b>(\$229,784)</b>	<b>(\$204,818)</b>	<b>820.36%</b>

**TAXATION BUDGET SUMMARY**

	2018 approved budget	2019 purposed budget	2019 budget change	2019 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	\$65,000	\$65,000	\$0	0.00%
<b>Total Expense</b>	<b>\$65,000</b>	<b>\$65,000</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net Difference</b>	<b>\$274,600</b>	<b>\$274,600</b>	<b>\$0</b>	<b>0.00%</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR GENERAL GOVERNMENT  
2019**

PARTICULARS 01-3108	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages - Administration	1200	629,435	674,901	673,253	779,494	15.78%
Wages - Overtime/sick pay	1204	28,281	31,136	34,000	34,000	0.00%
Wages - Custodian	1220	45,942	31,891	47,707	-	-100.00%
Wages - Part time - Office	1222	16,930	30,747	-	-	0.00%
Wages - Part time - Custodian	1225	3,150	2,039	1,400	-	-100.00%
Benefits	1240	241,303	242,371	224,532	238,831	6.37%
Gratuities	1250	12,938	9,803	12,500	-	-100.00%
Clothing Allowance	1260	472	-	506	-	-100.00%
Mileage	1270	2,791	3,414	4,000	4,000	0.00%
Training & Seminars	1271	24,432	40,781	36,000	37,100	3.06%
Bank Services	1272	3,024	2,423	2,880	2,880	0.00%
Long Term Debts-Princ.	1300	33,214	33,156	33,156	33,156	0.00%
Long Term Debts-Interest	1301	5,121	5,606	5,197	5,197	0.00%
Memberships	1303	7,252	7,086	6,445	8,654	34.27%
Supplies - Office	1305	11,843	12,649	12,000	14,000	16.67%
License & Permits	1308	21,802	21,376	15,750	15,750	0.00%
Legal Services	1310	31,084	64,719	25,000	25,000	0.00%
Tax Collection	1311	-	-	-	-	0.00%
Tax Registration	1312	-	6,058	-	-	0.00%
Survey Fees	1313	-	-	-	-	0.00%
Audit Services	1314	21,418	28,391	25,000	25,000	0.00%
Payroll Services	1315	857	6,971	3,072	2,688	-12.50%
Maintenance - Accessibility	1319	3,053	2,386	2,500	-	-100.00%
Maintenance & Purchase-Equip	1320	3,134	4,152	2,500	7,500	200.00%
Maintenance-Building	1322	36,234	6,100	8,500	38,500	352.94%
Maintenance-Grounds	1325	4,658	717	1,000	1,000	0.00%
Maintenance-Vehicle	1330	3,178	2,032	2,285	2,285	0.00%
Health & Safety	1335	3,494	2,858	4,400	-	-100.00%
Postage	1340	11,843	15,446	15,000	16,000	6.67%
Service Agreement	1344	52,394	116,797	102,975	132,550	28.72%
Telephone/Internet	1350	10,500	13,943	12,689	13,709	8.04%
Supplies - Custodian	1355	1,316	1,409	2,500	2,500	0.00%
Utilities - Hydro	1360	2,650	2,245	4,560	4,560	0.00%
Utilities - Natural Gas	1365	1,225	1,681	1,200	1,200	0.00%
Rental-Equipment	1368	16,293	18,953	17,220	18,420	6.97%
Rental-Municipal Office	1369	55,921	59,310	54,254	68,647	26.53%
Advertising	1370	6,274	4,637	6,000	6,000	0.00%
Grants & Donations	1373	25,113	115,719	15,210	69,410	356.34%
NWMO Community Well Being Grant Fund	1374	86,349	83,000	125,500	40,000	-68.13%
Insurance	1380	22,041	22,359	22,155	14,523	-34.45%
Ins.Claim paid by Munic.	1381	9,930	4,572	5,000	5,000	0.00%
Elections	1400	-	24,143	35,000	-	-100.00%
Studies	1467	20,599	42,787	30,000	110,000	266.67%

Cash Short/Over & Susp.	1531	4	52	-	-	0.00%
Saugeen Munic. Airport	1551	69,360	56,978	56,978	56,978	0.00%
SMART-Disability Transport.	1553	74,408	74,593	74,593	74,593	0.00%
Municipal Complex Project	1555	-	-	-	-	0.00%
Prior Year Deficit	1590	-	-	-	-	0.00%
Trans. to Reserves	1700	60,000	60,000	60,000	-	-100.00%
Trans. to Capital Fund	1710	-	-	-	-	0.00%
Trans. to Reserve Fund	1720	299,202	280,000	330,000	280,000	-15.15%
						0.00%
<b>OPERATING EXPENSES</b>		<b>2,020,462</b>	<b>2,272,387</b>	<b>2,154,417</b>	<b>2,189,124</b>	<b>1.61%</b>

1.61% Increase/(Decrease)  
34,708 Increase/(Decrease)

PARTICULARS 01-3105 01-3106	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>REVENUE</b>						
Ontario Grants	0126	1,607,100	1,581,921	1,605,600	1,477,540	-7.98%
Canada Grants	0127	-	-	-	-	
<b>TOTAL GRANTS</b>		<b>1,607,100</b>	<b>1,581,921</b>	<b>1,605,600</b>	<b>1,477,540</b>	<b>-7.98%</b>
<b>OTHER REVENUE</b>						
Long-term Debt - Bank	0129	-	-	-	-	0.00%
Rents - Rooms	0130	5,962	6,052	6,000	6,000	0.00%
Licenses & Permits	0133	37,023	41,594	25,000	25,000	0.00%
Penalty & Interest	0135	118,290	102,675	114,000	114,000	0.00%
Invest. Income-Other	0137	10,631	12,959	10,000	10,000	0.00%
Invest. Income-Westario-Dividend	0138	75,653	56,740	80,000	80,000	0.00%
Tax Sale Revenue	0140	2,500	4,000	6,000	6,000	0.00%
Trans. from Reserves	0141	672,931	89,158	-	-	0.00%
Trans. from Reserve Fund	0142	113,025	198,000	190,500	40,000	-79.00%
Recoveries	0145	2,764	32,895	500	500	0.00%
Misc. Revenue	0150	47,402	18,496	33,000	15,000	-54.55%
Fees - Commissioners Sign	0152	1,148	1,154	1,000	1,000	0.00%
Sale of Land	0153	-	-	-	-	0.00%
Fees - NSF	0154	2,115	1,890	1,500	1,500	0.00%
Agreements - OPG	0193	45,000	51,658	45,000	45,000	0.00%
Tax Certificates	0240	11,090	12,880	11,350	11,350	0.00%
Inter-department Revenue	0250	-	-	-	126,450	100.00%
Prior Year Operating Surplus	0300	-	-	-	-	0.00%
<b>TOTAL OTHER REVENUE</b>		<b>1,145,536</b>	<b>630,150</b>	<b>523,850</b>	<b>481,800</b>	<b>-8.03%</b>
<b>TOTAL OPERATING</b>		<b>2,752,636</b>	<b>2,212,071</b>	<b>2,129,450</b>	<b>1,959,340</b>	<b>-7.99%</b>

-7.99% Increase/(Decrease)  
(170,110) Increase/(Decrease)

OPERATING SUMMARY	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
OPERATING EXPENSES		2,020,462	2,272,387	2,154,417	2,189,124	1.61%
OPERATING REVENUE		2,752,636	2,212,071	2,129,450	1,959,340	-7.99%
<b>TOTAL GENERAL GOVERNMENT OPERATING</b>		<b>(732,174)</b>	<b>60,316</b>	<b>24,967</b>	<b>229,784</b>	<b>820.36%</b>

**MUNICIPALITY OF BROCKTON  
CAPITAL  
BUDGET FOR GENERAL GOVERNMENT  
2019**

PARTICULARS 02-3108	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Studies	1467	-	-	-	-	
Purchases-Capital	1600	42,440	64,490	65,000	-	-100.00%
Purchases-Capital	1601	0	17,732	10,000	-	-100.00%
Purchases-Capital	1602	0	14,298	20,000	-	-100.00%
Purchases-Capital	1603	0	13,325	10,500	-	-100.00%
Municipal Complex Development	1650	-	-	-	-	0.00%
Trans. to Reserve Fund	1720	-	-	-	-	
<b>CAPITAL EXPENSES</b>		<b>42,440</b>	<b>109,845</b>	<b>105,500</b>	<b>-</b>	<b>-100.00%</b>
<b>REVENUE</b>						
Ontario Grants	0126	-	-	-	-	0.00%
Long-term Debt-Bank	0129	-	-	-	-	-
Trans. from Reserve Fund	0142	42,440	91,854	105,500	-	-100.00%
Trans. from Revenue Fund	0143	-	-	-	-	-
Agreements	0190	-	-	-	-	-
Sale of Land		-	-	-	-	-
<b>CAPITAL REVENUE</b>		<b>42,440</b>	<b>91,854</b>	<b>105,500</b>	<b>-</b>	<b>-100.00%</b>

CAPITAL SUMMARY	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>CAPITAL EXPENSES</b>		<b>42,440</b>	<b>109,845</b>	<b>105,500</b>	<b>-</b>	<b>-100.00%</b>
<b>CAPITAL REVENUE</b>		<b>42,440</b>	<b>91,854</b>	<b>105,500</b>	<b>-</b>	<b>-100.00%</b>
<b>TOTAL GENERAL GOVERNMENT CAPITAL</b>		<b>-</b>	<b>17,991</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>

<b>GRAND TOTAL GENERAL GOVERNMENT</b>	<b>(732,174)</b>	<b>78,307</b>	<b>24,967</b>	<b>229,784</b>	<b>820.36%</b>
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## Human Resources/Health & Safety Goals and Objectives

### Purpose

The Human Resources Department provides support to staff and management through legislative compliance and is responsible for managing and coordinating various human resource functions, which include talent acquisition, training and development, performance management and employee relations.

The Health and Safety Department promotes a safe and healthy workplace for all employees and develops and implements policies and procedures that meet legislated requirements and conducts workplace inspection, investigation and reporting of accidents/incidents.

### 2018 In Review

The Human Resources Department assisted all departments with recruitment efforts to ensure adequate levels of staffing across the organization and due to the changing employment landscape considering the current labour market shortage because of the upcoming Baby Boomer retirement has assisted with succession planning. The Human Resources Department supported all departments with employee relations matters.

The Health and Safety Department assisted all department with updating policies and procedures and made suggestions for improving processes.

### 2019 Goals and Objectives

Human Resources and Health and Safety will conduct a comprehensive review of all related policies and procedures to ensure legislative compliance and to help shape the Municipalities workplace culture by updating and training staff on guiding principles.

The Human Resources department will continue to implement programs that encourage employee wellness and support employee retention. This department will continue to provide opportunities for staff to engage in career development. This will include facilitating training sessions as well as encouraging management staff to coach and support staff to engage in self-directed learning and development.

### Summary of Significant Changes

In 2019 Human Resource and Health and Safety have been split of out of the general government budget to accurately reflect the department services

HUMAN RESOURCES/HEALTH & SAFETY OPERATING BUDGET SUMMARY

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
Expense				
Wages	\$0	\$122,921	\$122,921	100.00%
General Expense	\$0	\$51,122	\$51,122	100.00%
<b>Total Expense</b>	<b>\$0</b>	<b>\$174,043</b>	<b>\$174,043</b>	<b>100.00%</b>
<b>Net Difference</b>	<b>\$0</b>	<b>\$174,043</b>	<b>\$174,043</b>	<b>100.00%</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR HUMAN RESOURCES  
2019**

PARTICULARS 01-3109	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages	1222	-	-	-	92,453	100.00%
Benefits	1240	-	-	-	30,468	100.00%
Gratuities	1250	-	-	-	16,000	100.00%
Mileage	1270	-	-	-	500	100.00%
Training/Seminars	1271	-	-	-	2,200	100.00%
Memberships	1303	-	-	-	650	100.00%
Supplies	1305	-	-	-	500	100.00%
Legal	1310	-	-	-	10,000	100.00%
Payroll Processing	1315	-	-	-	32	100.00%
Accessibility	1319	-	-	-	3,500	100.00%
Equipment	1320	-	-	-	-	0.00%
Health & Safety	1335	-	-	-	5,000	100.00%
Support Program	1344	-	-	-	8,200	100.00%
Phone	1350	-	-	-	540	100.00%
Advertising	1370	-	-	-	3,000	100.00%
Grants/Donations	1373	-	-	-	-	0%
Inter-department Expense	1820	-	-	-	1,000	100%
<b>Operating Expenditures</b>		-	-	-	<b>174,043</b>	<b>100.00%</b>
<b>REVENUE</b>						
Recoveries	0145	-	-	-	-	0.00%
<b>Operating Revenue</b>		-	-	-	-	<b>0.00%</b>
<b>Total Human Resources</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>174,043</b>	<b>100.00%</b>

100.00% Increase/(Decrease)  
\$174,043 Increase/(Decrease)

## ERBP Goals and Objectives

### Purpose

To maintain and support existing business, trade and industry within Brockton and to facilitate orderly development and expansion. To act as an accountable body to municipal Council in assisting other organizations by having available and properly zoned land; advice on the need for new legislation; attracting new business; providing upon request all available data relating to real estate, zoning, financing, legislation

### 2018 In Review

In 2018 there was increased activity in the East Ridge Business Park. 5.74 acres of land were sold. One lot of 1.1 acres was bought back and resold which is included in the 5.74 sold.

### 2019 Goals and Objectives

We continue to actively promote the East Ridge Business Park. Sales are pending on a 3.9-acre parcel and a 2.4-acre parcel for inclusion in the 2019 revenues. All informational material for the East Ridge Business Park is being updated by the Community Development Officer, and CAO and processes are being examined and streamlined for sales inquiries. A new Listing Agreement for 2019 will see a decrease in commissions for sales in 2019 for Phase 1 lands. We are in the final stages of the Environmental Assessment and should see the completion of this in 2019. Plans for servicing for the Phase 2 lands are being examined and will be presented for Council consideration as sales continue to diminish the available lands. We are examining proposed sale pricing for Phase 2 lands based on the area market and servicing costs. Inquiries for placement on a new East Ridge Business Park sign continue to come in. Designs are in the works and cost for the new sign is included in the 2019 budget.

### Summary of Significant Changes

- We continue to budget for the design of the road extension from Cty Rd 19.
- We have included a new sign for the East Ridge Business Park to showcase the additional business in the park

**ERBP OPERATING BUDGET SUMMARY**

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
<b>Revenue</b>				
Sale of Land	\$27,500	\$175,800	\$148,300	539.27%
Other Revenue	\$103,100	\$103,100	\$0	0.00%
<b>Total Revenue</b>	<b>\$130,600</b>	<b>\$278,900</b>	<b>\$148,300</b>	<b>113.55%</b>
<b>Expense</b>				
ERBP Development	\$100,000	\$100,000	\$0	0.00%
Utilities	\$2,000	\$2,000	\$0	0.00%
General Expense	\$43,888	\$235,748	\$191,860	437.16%
<b>Total Expense</b>	<b>\$145,888</b>	<b>\$337,748</b>	<b>\$191,860</b>	<b>131.51%</b>
<b>Net Difference</b>	<b>(\$15,288)</b>	<b>(\$58,848)</b>	<b>(\$43,560)</b>	<b>284.93%</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR EAST RIDGE BUSINESS PARK  
2019**

PARTICULARS 01-3185	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Long Term Debt-Principal	1300	30,887	30,887	30,948	30,948	0.00%
Long Term Debt-Interest	1301	8,447	9,975	8,940	10,000	11.86%
Legal Fees	1310	3,073	9,866	2,000	12,000	500.00%
Survey Fees	1313	3,084	-	1,500	1,500	0.00%
Utilities - Hydro	1360	5,389	2,937	2,000	2,000	0.00%
Programs & Promotions	1382	-	-	-	-	0.00%
Signs - Entrance	1415	-	-	500	500	0.00%
Studies	1467	-	-	-	5,000	100.00%
Economic Development/Engineering:	1469	-	5,554	100,000	100,000	0.00%
Transfer to Capital Fund	1710	-	-	-	-	0.00%
Transfer to Reserve Fund	1720	-	133,419	-	175,800	100.00%
<b>OPERATING EXPENDITURES</b>		<b>50,880</b>	<b>192,637</b>	<b>145,888</b>	<b>337,748</b>	<b>131.51%</b>
<b>REVENUE</b>						
Grants Ontario	0126	-	-	-	-	0.00%
Rent - Eastridge Ad Sign	0130	2,600	1,600	3,100	3,100	0.00%
Transfer from Reserve Fund	0142	-	-	100,000	100,000	0.00%
Sale of Lands	0153	27,750	156,098	27,500	175,800	539.27%
Agreement	0190	-	1,909	-	-	0.00%
<b>OPERATING REVENUE</b>		<b>30,350</b>	<b>159,607</b>	<b>130,600</b>	<b>278,900</b>	<b>113.55%</b>
<b>TOTAL OPERATING</b>		<b>20,529</b>	<b>33,030</b>	<b>15,288</b>	<b>58,848</b>	<b>284.93%</b>

284.93% Increase/(Decrease)

\$43,560 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON  
CAPITAL  
BUDGET FOR EAST RIDGE BUSINESS PARK  
2019**

PARTICULARS 02-3185	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
East Ridge Business Park	1620				35,000	
East Ridge Business Park-Drain Edit's						
<b>CAPITAL EXPENDITURES</b>					<b>35,000</b>	
<b>REVENUE</b>						
Ontario Grants	0126				-	
Long Term Debt - Bank	0129				-	
Transfer from Reserves	0142				-	
Transfer from Revenue	0143				-	
Miscellaneous Revenue	0150				-	
<b>CAPITAL REVENUE</b>		-	-	-	-	
<b>TOTAL CAPITAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>35,000</b>	
<b>TOTAL ERBP</b>		<b>20,529</b>	<b>33,030</b>	<b>15,288</b>	<b>93,848</b>	<b>513.87%</b>

513.87% Increase/(Decrease)

## EDC Goals and Objectives

### Purpose

To maintain and support existing business, trade and industry within Brockton and to facilitate orderly development and expansion. To assist in community development and the retention and attraction of residents and a qualified labour pool. To act as an accountable body to municipal Council in assisting other organizations by having available and properly zoned land; advice on the need for new municipal programs or local by-laws to support the development and attracting new business. The Community Development Coordinator will collect and provide all available data relating to real estate, zoning, financing, legislation, business retention and expansion to current and prospective parties

### 2018 In Review

The EDC supported Brockton's Business Retention and Expansion Study, which was completed in the fall and resulted in recommendations to enhance economic development that has been endorsed by Council and incorporated into our 2019 Goals and Objectives. The EDC supported the Façade Program in collaboration with the BIA and continued its Business Recognition Program. It also supported Saugeen Connects, a regional economic group, and helped to co-host a bus tour of newcomers from the GTA to highlight local business opportunities. A new Community Development Coordinator was hired, as a full-time permanent position. RED funding was received to rebrand the municipality, leading to a new website, award-winning logo, and ongoing initiatives that will continue into 2019. The Community Development Coordinator will support the CAO with the application for RED funding for a Search Engine Optimization project for 2019. A new brand and community toolkit were also developed for Walkerton through the County's Business to Bruce program. This Business to Bruce program will be launched and implemented in 2019.

### 2019 Goals and Objectives

Key priorities for 2019 include business retention and growth initiatives such as meetings with key business stakeholders and developers, a new business awards program and banquet, continued partnership with Saugeen Connects and involvement with its Hawks Nest program and SSUP program for young entrepreneurs, a new Community Profile, new Visitor's Guide, downtown WiFi, and implementation of the Walkerton B2B toolkit. The EDC through the work of the Community Development Coordinator will continue to support the Façade Program with the BIA and continue its Business Recognition Program, offering welcome packages for new businesses and also new residents. A new Brockton business newsletter is also being designed and will be launched in early 2019. Updated signage for the East Ridge Business Park, downtown events promotion and hamlets are being pursued. The EDC will continue to support the Greenock Swamp Tours and Visitor Centre operations through the BIA. We aim to pursue a Communications Plan and SEO Strategy through RED funding if granted. Development of the East Ridge Business Park is a continuing priority with Phase 2 development and

updated regulations and documents. The EDC will also support Hawk's Nest, as in previous years. Brockton will continue to be an active participant in the Nuclear Sector Strategy with Bruce Power and the County of Bruce as the refurbishment is carried out over the next few decades. Training for the new CDC will support staff and local efforts to progress. The county's B2B toolkit will be implemented for Walkerton, highlighting local businesses and encouraging others to establish businesses here.

### Summary of Significant Changes

- Community Guide & Business News Letter - \$7,000
- Business Awards Program & Banquet - \$5,000
- CDC Training & EDCO Conference- \$3,300

### EDC OPERATING BUDGET SUMMARY

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
<b>Revenue</b>				
Grants	\$42,950	\$20,000	(\$22,950)	(53.43%)
Agreements	\$1,000	\$1,500	\$500	50.00%
Reserve Fund	\$30,000	\$5,500	(\$24,500)	(81.67%)
<b>Total Revenue</b>	<b>\$73,950</b>	<b>\$27,000</b>	<b>(\$46,950)</b>	<b>(63.49%)</b>
<b>Expense</b>				
Wages	\$67,548	\$82,972	\$15,424	22.83%
General Expense	\$88,192	\$132,992	\$44,800	50.80%
<b>Total Expense</b>	<b>\$155,740</b>	<b>\$214,964</b>	<b>\$60,224</b>	<b>38.67%</b>
<b>Net Difference</b>	<b>(\$81,790)</b>	<b>(\$188,964)</b>	<b>(\$107,174)</b>	<b>131.04%</b>

# Community Improvement Committee

## 2019 Proposed Project Plan

## MAIN STREET REVITALIZATION GRANT REQUEST – CIC

The following are recommendations from the CIC committee on how to optimize the Main Street Revitalization Grant and leverage some Spruce the Bruce funding opportunities.

### 1. Replace interlocking brick at Crosswalk Downtown.

This project involves replacing the deteriorating trip hazard interlocking brick with new concrete. To further the Walkerton brand and ensure eligibility for Spruce the Bruce ( STB) funding, the concrete will have a charcoal grey color incorporated into the concrete, the tack plates will be painted in Spruce the Bruce Toolkit colors, and interpretive plaque inserts bearing the Walkerton logo will be inserted flush with the concrete at the crosswalks. This project will benefit all downtown visitors and businesses by improving accessibility and safety, while also furthering the community brand and be aesthetically welcoming.

Project Cost: \$ 80,000.00 Revitalization Grant request: \$ 40,800.00

Spruce the Bruce grant application: \$ 10,000.00

Works Department funding – balance- \$ 29,200.00

### 2. Site Furnishing Amenities at Downtown Pavilion.

This project involves the supply of an accessible picnic table set and garbage and recycling receptacles at the pavilion. This redeveloped green space in the downtown is currently lacking in these amenities, and they would be branded with STB approved materials and colors to further the Walkerton brand and ensure funding eligibility.

Project Cost: \$ 3,500.00

Revitalization Grant request: \$ 1,750.00

Spruce the Bruce grant application \$ 1,750.00

### 3. Winter Banners

This project involves replacing the existing Christmas banners – they are well past their lifespan at over 10 years old and are vinyl based with no perforations for wind flow, so they are tearing and no longer able to be jury rigged to fit existing hardware. The new banners will address that problem and their theme will not be specific to Christmas only, so that they have a longer season of use. Rather, a winter theme will be used, incorporating the STB brand and be eligible for joint funding.

Project Cost: \$ 7,500.00 Revitalization Grant request: \$ 3,750.00

Spruce the Bruce grant application: \$ 3,750.00

Total Revitalization Grant request: \$ 46,300.00

## COMMUNITY IMPROVEMENT COMMITTEE BUDGET REQUEST 2019

### 1. Coming Events Signage.

The existing signs are weather beaten and quite old, with a dated Victorian theme. They are difficult to slot events signs into due to deterioration, and a branding update is very much overdue ( Bruce County's Spruce the Bruce program actually uses our current signs as an example of 'What not to do' with 'Coming Events' signage.)

Project cost: \$10,000.00 Municipal request: \$ 5,000.00

Spruce the Bruce grant application \$ 5,000.00

### 2. Saugeen River Improvements.

This project involves creating a canoe launch and drainage/ accessibility improvements at Lobbies Park for Saugeen River access. This is a partnership with Saugeen Valley Conservation Authority, Brockton Recreation Department and CIC, with CIC leveraging the STB 'Destination Infrastructure' granting stream.

Project cost: \$ 5,000.00 Municipal request: \$ 2,500.00

Spruce the Bruce grant application: \$ 2,500.00

### 3. Optimist Park Sign and Walkway.

This project continues with the creation of the new Optimist Park in Walkerton adjacent to the arena, following last year's purchase of new accessible playground equipment and delivery/ set up this spring. The sign and walkway will demarcate the new park and allow for pedestrian access to the new playground equipment.

Project cost: \$ 5,000.00 Municipal request: \$ 2,500.00

Spruce the Bruce grant application: \$ 2,500.00

#### **4. Storefront Marketing Kit.**

This project involves developing a marketing toolkit for empty storefronts in the downtown CIP district of Walkerton. Empty stores have a signage template developed for each vacancy including square footage, rental fees and other relevant metrics, and this informational sign is displayed in the empty window and also staged with seasonal props and branding to promote new business interest and investment. This idea was discovered in a Community Exchange program initiated by OMAFRA and participated in by CIC. Spruce the Bruce is a strong advocator of this concept and funds through their STB 'Cooperative marketing' granting stream.

Project cost: \$ 5,000.00 Municipal request: \$ 2,500.00

Spruce the Bruce grant application: \$ 2,500.00

#### **5. Interactive Canoe sculpture at Pavilion Park**

This project is an aluminum canoe/ sculpture located at the downtown pavilion. Tourists will be able to sit in the canoe and pose for photos, developing a branded interactive photo opportunity here. These displays are being widely incorporated throughout destination sites for tourists, but this one will be more fully interactive as you can sit in the sculpture/ canoe, grab the attached welded oars and 'paddle' the Saugeen in your photo. Our 'Clean Water Living' brand and Saugeen River tourist attraction will also be promoted with this installation, and it also serves as public art.

Project cost: \$ 4,000.00 Municipal request: \$ 2,000.00

Spruce the Bruce grant application; \$2,000.00

#### **6. Entry Sign Site work.**

This project involves adding river stone and armour stone around the new replacement 'Downtown Walkerton' entry sign. The old sign and site improvements were destroyed in a traffic accident. The new sign has been incorporated into the pavilion park and this work would complete the installation.

Project cost: \$ 1,500.00 Municipal request: \$ 1,500.00

#### **7. Maintenance/ contingency.**

Brand work including adding decals for existing downtown 'A' frame signs with Walkerton branding, misc. project maintenance.

Project budget: \$ 1,500.00 Municipal request: \$ 1,500.00

Total municipal budget request: \$ 17,500.00

Note: Historically, the CIC budget was \$ 40,000.00 annually. That amount was reduced to \$18,900.00 and by the end of the last council's term the capital budget was only \$ 7,000.00 with a maintenance budget of \$ 3,000.00. Further cuts to this committee threaten its ability to effectively leverage Spruce the Bruce grants and participate in our current project partnerships with local service clubs.

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR ECONOMIC DEVELOPMENT  
2019**

PARTICULARS 01-3186	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages	1200	14,525	52,175	61,407	61,461	0.09%
Benefits	1240	1,730	14,699	6,141	21,511	250.30%
Mileage	1270	225	1,198	1,000	1,500	50.00%
Training & Seminars	1271	71	2,104	1,500	3,300	120.00%
Supplies - Office	1305	73	308	1,000	1,000	0.00%
Payroll Services	1315	-	-	192	192	0.00%
Service Agreements	1344	9,072	-	-	-	0.00%
Advertising	1370	683	443	500	500	0.00%
Publications	1371	-	-	1,000	2,000	100.00%
Façade Program	1372	6,984	7,450	15,000	15,000	0.00%
Programs & Promotions	1382	5,359	201	3,000	7,500	150.00%
Visitor Information Centre	1468	23,004	17,241	35,000	35,000	0.00%
Studies	1467	5,252	5,761	10,000	10,000	0.00%
Economic Development	1469	15,340	5,187	10,000	13,500	35.00%
Community Improvement Comm	1550	20,634	7,728	10,000	43,000	330.00%
EDC Committee	1470	2,624	1,406	-	500	100.00%
<b>OPERATING EXPENDITURES</b>		<b>89,322</b>	<b>49,027</b>	<b>155,740</b>	<b>215,964</b>	<b>38.67%</b>
<b>REVENUE</b>						
Ontario Grants	0126	-	30,175	42,950	20,000	-53.43%
Recoveries	0145	-	-	-	500	100.00%
Agreement - Partnership	0190	-	2,800	1,000	1,000	0.00%
Transfer from Reserve Funds	0142	-	30,000	30,000	5,500	-81.67%
<b>OPERATING REVENUE</b>		<b>-</b>	<b>62,975</b>	<b>73,950</b>	<b>27,000</b>	<b>-63.49%</b>
<b>TOTAL OPERATING</b>		<b>89,322</b>	<b>(13,948)</b>	<b>81,790</b>	<b>188,964</b>	<b>131.04%</b>

131.04% Increase/(Decrease)  
\$107,174 Increase/(Decrease)

## Cemetery Goals and Objectives

### Purpose

To provide lands for the internment as per the Funeral, Burial and Cremation Services Act, 2002 which came into effect on July 1, 2012

### 2018 In Review

In 2018 the operations of the Walkerton & Starkvale Cemetery were completed once again by an internal staff member. Staff purchased a new John Deere mower which allowed for better servicing of the Walkerton Cemetery. The capital purchase came in below budget, which was fully funded from Equipment Reserve Funds

Fees were reviewed and once again increased to more towards a full self-funded operations

### 2019 Goals and Objectives

To continue to operate the Cemetery in the most cost-effective manner without compromising the service we provide to the community

### Summary of Significant Changes

- No significant change for 2019

### CEMETERY – WALKERTON & STARKVALE OPERATING BUDGET SUMMARY

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
Total Revenue	\$44,026	\$44,026	\$0	0.00%
Total Expense	\$75,624	\$75,755	\$130	0.17%
Net Difference	(\$31,598)	(\$31,729)	\$130	0.41%

**CEMETERY - WALKERTON OPERATING BUDGET SUMMARY**

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
<b>Revenue</b>				
Grave Opening	\$13,000	\$13,000	\$0	0.00%
Sale of Land	\$14,750	\$14,750	\$0	0.00%
Care & Maintenance	\$5,625	\$5,625	\$0	0.00%
Other Revenue	\$5,719	\$5,719	\$0	0.00%
<b>Total Revenue</b>	<b>\$39,094</b>	<b>\$39,094</b>	<b>\$0</b>	<b>0.00%</b>
<b>Expense</b>				
Wages	\$34,340	\$33,897	(\$443)	(1.29%)
Maintenance	\$12,050	\$12,050	\$0	0.00%
Utilities	\$1,300	\$1,300	\$0	0.00%
Other	\$20,488	\$20,341	(\$147)	(0.72%)
<b>Total Expense</b>	<b>\$68,177</b>	<b>\$67,588</b>	<b>(\$590)</b>	<b>(0.86%)</b>
<b>Net Difference</b>	<b>(\$29,084)</b>	<b>(\$28,494)</b>	<b>\$590</b>	<b>(2.03%)</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR CEMETERY - WALKERTON  
2019**

PARTICULARS 01-3150	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages	1200	26,744	28,768	26,035	-	-100.00%
Wages - Seasonal PT	1222				29,476	100.00%
Wages - Public Works	1235	1,477	-	4,000	-	-100.00%
Benefits	1240	3,593	6,419	3,905	4,421	13.22%
Benefits - Public Works	1244	-	-	400	-	-100.00%
Clothing Allowance	1260	-	-	300	300	0.00%
Mileage	1270	108	29	125	125	0.00%
Training & Seminars	1271	-	-	200	200	0.00%
Memberships	1303	169	217	170	170	0.00%
Supplies	1305	768	1,050	900	900	0.00%
License & Permits	1308	339	411	420	420	0.00%
Payroll Services	1315	76	99	112	112	0.00%
Maintenance & Purchase - Equipment	1320	641	1,343	1,000	1,000	0.00%
Maintenance - Building	1322	60	67	500	500	0.00%
Maintenance - Grave Markers	1323	-	-	1,000	1,000	0.00%
Maintenance - Grounds	1325	501	3,805	1,500	1,500	0.00%
Service Agreements	1344	8,318	5,704	8,050	8,050	0.00%
Telephone	1350	579	539	720	720	0.00%
Fuel	1358	450	928	1,000	1,000	0.00%
Utilities - Hydro	1360	670	567	1,000	1,000	0.00%
Utilities - Water	1366	311	321	300	300	0.00%
Insurance	1380	2,982	2,843	2,741	2,594	-5.35%
Grave Digging - Equipment	1470	-	-	1,600	1,600	0.00%
Transfer to Care & Main.	1475	1,970	2,475	3,750	3,750	0.00%
Transfer to Capital Fund	1710	-	-	-	-	0.00%
Transfer to Reserve Fund	1720	7,000	7,000	7,000	7,000	0.00%
Inter Departmental Expense	1820				-	0.00%
<b>OPERATING EXPENDITURES</b>		<b>57,755</b>	<b>63,634</b>	<b>68,177</b>	<b>67,588</b>	<b>-0.86%</b>

<b>REVENUE</b>						
Grave Openings	0115	12,200	10,605	13,000	13,000	0.00%
Rent - Chapel Storage & Usage	0130	900	1,125	1,875	1,875	0.00%
Licenses & Permits	0133	-	-	-	-	0.00%
Investment Inc.	0135	2,993	4,315	3,844	3,844	0.00%
Transfer from Reserve Fd.	0142	-	-	-	-	0.00%
Miscellaneous Revenue	0150	-	-	-	-	0.00%
Sale of Land	0153	6,800	13,373	14,750	14,750	0.00%
Care & Maintenance	0235	1,970	2,475	3,750	3,750	0.00%
Stone Care	0236	1,000	1,050	1,875	1,875	0.00%
<b>OPERATING REVENUE</b>		<b>25,863</b>	<b>32,943</b>	<b>39,094</b>	<b>39,094</b>	<b>0.00%</b>
<b>TOTAL CEMETERY - WALKERTON</b>		<b>31,892</b>	<b>30,691</b>	<b>29,084</b>	<b>28,494</b>	<b>-2.03%</b>

-2.03% Decrease  
(\$590) Decrease

**MUNICIPALITY OF BROCKTON  
CAPITAL  
BUDGET FOR CEMETERY - WALKERTON  
2019**

PARTICULARS 02-3150	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES:</b>						
Purchases - Capital	1600	-	8,390	12,000	-	-100.00%
Transfer to Reserve Fund	1720	-	-	-	-	0.00%
<b>CAPITAL EXPENDITURES</b>		<b>0</b>	<b>8,390</b>	<b>12,000</b>	<b>-</b>	<b>-100%</b>
<b>REVENUE:</b>						
Transfer from Reserve Fd.	0142	-	8,390	12,000	-	-100.00%
Transfer from Revenue Fd.	0143	-	-	-	-	0.00%
<b>CAPITAL REVENUE</b>		<b>-</b>	<b>8,390</b>	<b>12,000</b>	<b>-</b>	<b>-100.00%</b>
<b>TOTAL CAPITAL</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
				0.00% Increase/(Decrease)		
<b>TOTAL CEMETERY</b>		<b>31,892</b>	<b>30,691</b>	<b>29,084</b>	<b>28,494</b>	<b>-2.03%</b>
				-2.03% Increase/(Decrease) (\$590) Increase/(Decrease)		

**CEMETERY – STARKVALE OPERATING BUDGET SUMMARY**

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
<b>Revenue</b>				
Grave Opening	\$2,405	\$2,405	\$0	0.00%
Sale of Land	\$1,080	\$1,080	\$0	0.00%
Care & Maintenance	\$1,050	\$1,050	\$0	0.00%
Other Revenue	\$397	\$397	\$0	0.00%
<b>Total Revenue</b>	<b>\$4,932</b>	<b>\$4,932</b>	<b>\$0</b>	<b>0.00%</b>
<b>Expense</b>				
Wages	\$1,032	\$1,169	\$136	13.22%
Maintenance	\$5,000	\$5,000	\$0	0.00%
Other	\$1,415	\$1,998	\$584	41.27%
<b>Total Expense</b>	<b>\$7,447</b>	<b>\$8,167</b>	<b>\$720</b>	<b>9.67%</b>
<b>Net Difference</b>	<b>(\$2,515)</b>	<b>(\$3,235)</b>	<b>(\$720)</b>	<b>28.64%</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR CEMETERY - STARKVALE  
2019**

PARTICULARS 01-3151	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages	1200	979	-	898	1,016	13.22%
Benefits	1240	116	-	135	152	13.22%
Mileage	1270	-	52	-	-	0.00%
License & Permits	1308	-	-	60	60	0.00%
Maintenance - Grounds	1325	253	385	200	200	0.00%
Service Agreements	1344	4,865	5,350	4,800	4,800	0.00%
Insurance	1380	-	350	305	288	-5.35%
Transfer to Care & Main.	1475	1,250	-	750	1,200	60.00%
Transfer to Stone Care	1476	50	-	300	450	50.00%
<b>OPERATING EXPENDITURES</b>		<b>7,513</b>	<b>6,137</b>	<b>7,447</b>	<b>8,167</b>	<b>9.67%</b>
<b>REVENUE</b>						
Grave Openings	0115	1,415	690	2,405	2,405	0.00%
Licenses & Permits	0133	-	-	-	-	0.00%
Investment Inc.	0135	861	-	397	397	0.00%
Sale of Land	0153	2,000	-	1,080	1,080	0.00%
Care & Maintenance	0235	1,250	-	750	750	0.00%
Stone Care	0236	50	-	300	300	0.00%
<b>OPERATING REVENUE</b>		<b>5,576</b>	<b>690</b>	<b>4,932</b>	<b>4,932</b>	<b>0.00%</b>
<b>TOTAL OPERATING</b>		<b>1,937</b>	<b>5,447</b>	<b>2,515</b>	<b>3,235</b>	<b>28.64%</b>

28.64% Increase/(Decrease)

\$720 Increase/(Decrease)

## Animal Control & By-Law Enforcement Goals and Objectives

### Purpose

Animal Control allows relief for farmers whose livestock suffer the consequence of predation as well as to control the licensing of dogs and kennels, boarding and/or euthanization of strays.

### 2018 In Review

A dog count was implemented in 2017 and continued in 2018 but was not fully completed. The dog count will be completed in 2019. By-Law enforcement is largely responsive and complaints-based.

### 2019 Goals and Objectives

Strategic update of regulatory by-laws to ensure relevance and enforceability and move towards a more proactive approach.

### Summary of Significant Changes

- It is hoped that revenue increases will be realized in 2019 when the dog count is completed
- The potential for increased revenue based on a more proactive approach to By-law Enforcement.

#### ANIMAL CONTROL OPERATING BUDGET SUMMARY

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
<b>Revenue</b>				
Grants	\$5,000	\$12,000	\$7,000	140.0%
License	\$20,250	\$20,250	\$0	0.00%
Recovery	\$1,000	\$3,500	\$2,500	250.00%
<b>Total Revenue</b>	<b>\$26,250</b>	<b>\$35,750</b>	<b>\$9,500</b>	<b>36.19%</b>
<b>Expense</b>				
Service Agreement	\$10,000	\$20,000	\$10,000	100.00%
Live Stock Claims	\$5,000	\$5,000	\$0	0.00%
Other	\$4,800	\$5,950	\$1,150	23.96%
<b>Total Expense</b>	<b>\$19,800</b>	<b>\$30,950</b>	<b>\$11,150</b>	<b>56.31%</b>
<b>Net Difference</b>	<b>\$6,450</b>	<b>\$4,800</b>	<b>(\$1,650)</b>	<b>(25.58%)</b>

**MUNICIPALITY OF BROCKTON**  
**OPERATING BUDGET FOR ANIMAL CONTROL/BY-LAW ENFORCEMENT**  
**2019**

PARTICULARS 01-3124	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Supplies	1305	41	-	-	250	100.00%
License & Permits	1308	757	-	2,500	2,500	0.00%
Veterinary Services	1316	3,048	159	2,000	2,000	0.00%
Service Agreements	1344	10,919	9,222	10,000	20,000	100.00%
Bounties	1354	550	-	300	300	0.00%
Live Stock Claims-damage/valuer	1356	89	679	5,000	5,000	0.00%
Advertising	1370	-	-	-	500	100.00%
Write Off - Uncollectable	1390	-	355	-	400	0.00%
<b>Operating Expenditures</b>		<b>15,405</b>	<b>10,415</b>	<b>19,800</b>	<b>30,950</b>	<b>56.31%</b>
<b>REVENUE</b>						
Ontario Grants	0126	-	709	5,000	12,000	140.00%
Licenses	0133	16,870	16,645	20,250	20,250	0.00%
Recoveries	0145	2,941	-	1,000	1,000	0.00%
Fines	0146	25	15	-	2,500	100.00%
<b>Operating Revenue</b>		<b>19,836</b>	<b>17,369</b>	<b>26,250</b>	<b>35,750</b>	<b>36.19%</b>
<b>Total Animal Control</b>		<b>(4,431)</b>	<b>(6,954)</b>	<b>(6,450)</b>	<b>(4,800)</b>	<b>-25.58%</b>

-25.58% Increase/(Decrease)  
(1,650) Increase/(Decrease)

## Heritage Goals and Objectives

### Purpose

To advise Council of Heritage issues and to ensure that the historical continuity of the community is maintained

### 2018 In Review

The committee organized the Doors Open Event which was a great success.

### 2019 Goals and Objectives

The committee will once again apply for a Heritage Summer Student in 2019 with a request for additional weeks.

### Summary of Significant Changes

- Increase due to a request for Heritage Summer student additional weeks

#### HERITAGE OPERATING BUDGET SUMMARY

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
<b>Revenue</b>				
Grants	\$1,960	\$1,960	\$0	0.00%
Other Revenue	\$9,400	\$1,100	(\$8,300)	(88.30%)
<b>Total Revenue</b>	<b>\$11,360</b>	<b>\$3,060</b>	<b>(\$8,300)</b>	<b>(73.06%)</b>
<b>Expense</b>				
Wages	\$4,320	\$5,040	\$720	16.67%
General Expense	\$20,500	\$13,850	(\$6,650)	(32.44%)
<b>Total Expense</b>	<b>\$24,820</b>	<b>\$18,890</b>	<b>(\$5,930)</b>	<b>(23.89%)</b>
<b>Net Difference</b>	<b>(\$13,460)</b>	<b>(\$15,830)</b>	<b>(\$2,370)</b>	<b>17.61%</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR HERITAGE  
2019**

PARTICULARS 01-3172	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages-Part time	1222	3,646	3,798	3,920	4,500	14.80%
Benefits - Part time	1240	422	439	400	540	35.00%
Mileage	1270	-	-	-	-	0.00%
Training & Seminars	1271	-	-	200	500	150.00%
Supplies	1305	942	221	700	700	0.00%
Service Agreements	1344	355	710	1,300	1,300	0.00%
Telephone	1350	-	-	-	-	0.00%
Rent	1369	1,200	1,200	1,200	1,200	0.00%
Publications	1371	-	-	800	1,000	25.00%
Programs & Promotions	1382	-	200	8,800	1,650	-81.25%
Art Show	1387	2,489	2,849	4,000	4,000	0.00%
Archives and Acquisitions	1388	1,000	744	1,000	1,000	0.00%
Transfer to Reserve Fund	1720	2,500	2,500	2,500	2,500	0.00%
<b>Operating Expenditures</b>		<b>12,554</b>	<b>12,661</b>	<b>24,820</b>	<b>18,890</b>	<b>-23.89%</b>
<b>REVENUE</b>						
Ontario Grants	0126	-	-	-	-	0.00%
Canada Grants	0127	1,549	-	1,960	1,960	0.00%
Transfer from Reserves	0141	-	-	-	-	0.00%
Transfer from Reserves Funds	0142	-	-	8,300	-	-100.00%
Recoveries	0145	-	185	-	-	0.00%
Donations	0176	11,150	1,253	100	100	0.00%
Art Show	0237	1,052	1,165	1,000	1,000	0.00%
<b>Operating Revenue</b>		<b>13,751</b>	<b>2,603</b>	<b>11,360</b>	<b>3,060</b>	<b>-73.06%</b>
<b>Total Heritage</b>		<b>(1,198)</b>	<b>10,057</b>	<b>13,460</b>	<b>15,830</b>	<b>17.61%</b>

17.61% Increase/(Decrease)

\$2,370 Increase/(Decrease)

## Library Goals and Objectives

### Purpose

The Library Committee has been combined with the Heritage Committee and acts as an Advisory Committee to Council to ensure that facilities are provided for the County of Bruce to deliver Library Services

### 2018 In Review

There were no significant changes at the libraries in 2018. However, repairs to the A/C unit at the Walkerton Library did have an effect on the budget. The flooring carpet upgrade was completed in 2018.

### 2019 Goals and Objectives

Complete the upgrades to the elevator

### Summary of Significant Changes

Increase in building maintenance to reflect actuals, significant cost to upgrade elevator to current technology.

#### LIBRARY – WALKERTON & CARGILL OPERATING BUDGET SUMMARY

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
Total Revenue	\$51,490	\$56,750	\$5,260	10.22%
Total Expense	\$80,510	\$83,500	\$2,990	3.71%
Net Difference	(\$29,020)	(\$26,665)	\$2,270	(7.82%)

**LIBRARY -CARGILL OPERATING BUDGET SUMMARY**

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
<b>Revenue</b>				
Rent	\$8,740	\$9,000	\$260	2.97%
Other Revenue	\$0	\$5,000	\$5,000	100%
<b>Total Revenue</b>	<b>\$8,740</b>	<b>\$14,000</b>	<b>\$5,260</b>	<b>60.18%</b>
<b>Expense</b>				
Maintenance	\$1,875	\$5,375	\$5,500	293.33%
Utilities	\$3,235	\$3,335	\$100	3.09%
General Expense	\$3,615	\$7,215	\$3,600	99.59%
<b>Total Expense</b>	<b>\$8,725</b>	<b>\$12,925</b>	<b>\$9200</b>	<b>105.44%</b>
<b>Net Difference</b>	<b>(\$15)</b>	<b>\$3,925</b>	<b>(\$3,940)</b>	<b>(26,266.67%)</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR LIBRARY - CARGILL  
2019**

PARTICULARS 01-3171	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Supplies - Cargill	1305	281	140	100	100	0.00%
Maintenance & Purchase -Equipment - Cargill	1320	33	592	-	500	100.00%
Maintenance-Building - Cargill	1322	1,809	1,660	1,875	6,875	266.67%
Service Agreement - Cargill	1344	1,400	468	1,800	1,800	0.00%
Utilities-Hydro - Cargill	1360	1,287	1,330	1,700	1,700	0.00%
Utilities-Heat - Cargill	1365	1,306	1,450	1,400	1,500	7.14%
Utilities-Water - Cargill	1366	135	-	135	135	0.00%
Insurance	1380	211	220	215	215	0.00%
Transfers to Capital Fund	1710	-	-	-	-	0.00%
Transfers to Reserve Fund	1720	1,500	1,500	1,500	1,500	0.00%
Inter-department Expense	1820				3,600	100.00%
<b>OPERATING EXPENDITURES</b>		<b>7,963</b>	<b>7,361</b>	<b>8,725</b>	<b>17,925</b>	<b>105.44%</b>
<b>REVENUES</b>						
Rent - County - Cargill	0132	8,907	8,964	8,740	9,000	2.97%
Transfer from Reserve Fund-Cargill	0142	-	-	-	5,000	100.00%
Donation - Cargill	0176	-	-	-	-	0.00%
<b>OPERATING REVENUE</b>		<b>8,907</b>	<b>8,964</b>	<b>8,740</b>	<b>14,000</b>	<b>60.18%</b>
<b>TOTAL OPERATING</b>		<b>(944)</b>	<b>(1,603)</b>	<b>(15)</b>	<b>3,925</b>	<b>-26266.67%</b>

-26267% Increase/(Decrease)

3,940 Increase/(Decrease)

**LIBRARY - WALKERTON OPERATING BUDGET SUMMARY**

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
<b>Revenue</b>				
Rent	\$40,850	\$40,850	\$0	0.00%
Other Revenue	\$1,900	\$1,900	\$0	0.00%
<b>Total Revenue</b>	<b>\$42,750</b>	<b>\$42,750</b>	<b>\$0</b>	<b>0.00%</b>
<b>Expense</b>				
Wages	\$33,239	0	(\$33,239)	(100%)
Maintenance	\$4,350	\$8,750	4,400	101.15%
Utilities	\$20,700	\$21,750	1,050	5.07%
General Expense	\$13,496	\$45,065	31,569	233.91%
<b>Total Expense</b>	<b>\$71,785</b>	<b>\$75,565</b>	<b>\$3,780</b>	<b>5.27%</b>
<b>Net Difference</b>	<b>(\$29,295)</b>	<b>(\$32,815)</b>	<b>(\$3,780)</b>	<b>13.02%</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR LIBRARY - WALKERTON  
2019**

PARTICULARS 01-3170	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages - Library	1200	-	386	-	-	0.00%
Wages - Custodian	1220	23,204	29,039	23,116	-	-100.00%
Wages - Custodian - Part time	1225	2,264	1,314	1,750	-	-100.00%
Benefits	1240	8,319	10,407	8,373	-	-100.00%
Benefits - Custodians	1242	-	-	-	-	0.00%
Clothing Allowance	1260	225	-	156	-	-100.00%
Mileage - Custodian	1270	-	-	100	-	-100.00%
Supplies	1305	1,323	341	1,500	1,500	0.00%
Maintenance & Purchase - Equipment	1320	18	245	350	750	114.29%
Maintenance-Building	1322	9,840	4,330	4,000	8,000	100.00%
Service Agreement	1344	6,234	4,344	6,000	6,000	0.00%
Telephone	1350	624	375	600	600	0.00%
Utilities-Hydro	1360	12,138	6,449	15,000	15,000	0.00%
Utilities-Natural Gas	1365	4,553	4,228	5,000	6,000	20.00%
Utilities-Water & Sewer	1366	862	554	700	750	7.14%
Rental - Equipment	1368	-	-	-	-	0.00%
Grants & Donations	1373	-	-	-	-	0.00%
Insurance	1380	1,885	3,254	1,890	1,890	0.00%
Promotion/Program	1382	-	-	750	-	-100.00%
Transfer to Capital	1710	-	-	-	-	0.00%
Transfer to Reserve	1720	2,500	-	2,500	-	-100.00%
Inter-department Expense	1820				35,075	100.00%
<b>OPERATING EXPENDITURES</b>		<b>73,988</b>	<b>65,265</b>	<b>71,785</b>	<b>75,565</b>	<b>5.27%</b>
<b>REVENUES</b>						
Ontario Grants	0126	-	-	-	-	0.00%
Rent - Rooms	0130	2,064	1,380	3,000	3,000	0.00%
Rent - County- Walkerton	0132	37,768	19,273	37,850	37,850	0.00%
Transfer from Reserve Fund	0142	-	-	-	-	0.00%
Recoveries	0145	-	250	100	100	0.00%
Photocopy/Internet charges	0166	-	15	100	100	0.00%
Donations	0176	1,600	1,100	1,700	1,700	0.00%
<b>OPERATING REVENUE</b>		<b>41,432</b>	<b>22,018</b>	<b>42,750</b>	<b>42,750</b>	<b>0.00%</b>
<b>TOTAL OPERATING</b>		<b>32,557</b>	<b>43,247</b>	<b>29,035</b>	<b>32,815</b>	<b>13.02%</b>

13.02% Increase/(Decrease)  
3,780 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON  
CAPITAL  
BUDGET FOR LIBRARY - WALKERTON  
2019**

PARTICULARS 02-3170	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Purchases - Capital	1600	-	16,476	17,000	60,000	252.94%
Transfer to Reserve Fund	1720	-	-	-	-	0.00%
<b>CAPITAL EXPENDITURES</b>		-	16,476	17,000	60,000	<b>252.94%</b>
<b>REVENUE</b>						
Grants Ontario	0126	-	-	-	-	0.00%
Transfer from Reserves	0141	-	-	17,000	25,000	47.06%
Transfer from Reserve Fund	0142	-	16,476	-	-	0.00%
Transfer from Revenue Fund	0143	-	-	-	-	0.00%
<b>CAPITAL REVENUES</b>		-	16,476	17,000	25,000	<b>47.06%</b>
<b>TOTAL CAPITAL</b>		-	-	-	35,000	<b>100.00%</b>

0.00% Increase/(Decrease)  
\$35,000 Increase/(Decrease)

<b>TOTAL LIBRARY</b>	<b>32,557</b>	<b>43,247</b>	<b>29,035</b>	<b>67,815</b>	<b>133.56%</b>
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133.56% Increase/(Decrease)  
\$38,780 Increase/(Decrease)

# Brockton Child Care Goals and Objectives

## Purpose

The Brockton Child Care Centre provides childcare for working and non-working families. The Centre has the capacity for 78 children/day and 40 children per site per day at the school-age programs. The Centre operates two school-age programs one at St Teresa of Calcutta and one at WDCS. The Centre provides educational programming for all children to enhance their development. The majority of the Centre's purchases are from the Municipality of Brockton, therefore, creating revenue for Brockton's local business

## 2018 In Review

The Brockton Child Care Centre was at capacity for the majority of the year as were the two School Age programs that the Child Care Centre operates. There was a large waiting list during 2018. The Brockton Child Care Centre completed an application for 100% funding for the expansion of the Child Care Centre. The funding was granted to The Bruce Grey Catholic School Board, and they will be taking the lead on the project. However, they have kept me included in the decisions for the plans for the addition. It is anticipated the addition will be complete the fall of 2019.

## 2019 Goals and Objectives

To continue to offer the exceptional quality of care to all the children at the centre. This will be maintained by ensuring we have adequate staff coverage, provide teachers with the opportunity to attend training sessions to expand their knowledge and skills. Finding qualified teachers is always a challenge; in 2019 I will be working with HR on the recruitment of new staff to accommodate the expansion.

## Summary of Significant Changes

- The expansion will require an increase in the number of employees, which will allow us to care for more children.
- Additional classroom equipment is required due to the expansion; this will be funded from Reserve Funds and grant funding from the County.
- Increase in County Grants to reflect actuals for the prior year

**BROCKTON CHILD CARE OPERATING BUDGET SUMMARY**

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
<b>Revenue</b>				
Grants	\$190,000	\$192,078	\$2,078	1.09%
Fees	\$997,802	\$1,171,052	\$173,250	17.36%
Donations	\$0	\$0	\$0	0.00%
Other Revenue	\$10,000	\$0	(\$10,000)	(100.00%)
<b>Total Revenue</b>	<b>\$1,197,802</b>	<b>\$1,363,130</b>	<b>\$165,328</b>	<b>13.80%</b>
<b>Expense</b>				
Wages	\$1,098,554	\$1,254,477	\$155,925	14.19%
Maintenance	\$43,086	\$42,780	(\$306)	(0.71%)
Utilities	\$0	\$0	\$0	0.00%
General Expense	\$126,917	\$135,873	\$8,956	7.06%
<b>Total Expense</b>	<b>\$1,265,920</b>	<b>\$1,433,130</b>	<b>164,573</b>	<b>12.97%</b>
<b>Net Difference</b>	<b>(\$70,756)</b>	<b>(\$70,000)</b>	<b>\$755</b>	<b>(1.07%)</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR DAYCARE  
2019**

PARTICULARS 01-3155	ACCOUNT NUMBERS	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages-Day Care	1200	516,395	516,235	494,041	559,371	13.22%
Wages-Custodian	1220	871	7,085	984	-	-100.00%
Wages-Custodian Part Time	1225	-	-	-	-	0.00%
Wages-Supply	1226	327,036	390,066	344,483	461,228	33.89%
Wages-Dietary	1230	26,013	28,424	28,899	40,386	39.75%
Wages-Public Works	1235	103	156	-	-	0.00%
Benefits-Day Care	1240	203,982	225,962	230,147	193,493	-15.93%
Clothing Allowance	1260	-	-	-	-	0.00%
Benefits-Custodian	1242	370	2	357	-	-100.00%
Mileage	1270	299	670	1,000	1,000	0.00%
Training & Seminars	1271	808	557	1,000	2,000	100.00%
Longterm Debt Principal	1300	64,500	64,500	64,500	64,500	0.00%
Longterm Debt Interest	1301	11,542	12,950	12,000	12,000	0.00%
Supplies-Office	1305	1,222	1,038	1,000	1,500	50.00%
Supplies-Program	1307	2,179	7,111	3,300	3,800	15.15%
Payroll Services	1315	1,515	5,577	4,416	5,184	17.39%
Maintenance & Purchase Equipment	1320	3,879	1,182	2,000	2,000	0.00%
Maintenance-Building	1322	-	25	-	-	0.00%
Maintenance-Grounds	1325	-	17	-	-	0.00%
Maintenance-Health & Safety	1335	4	-	-	-	0.00%
Service Agreements	1344	40,017	36,299	41,086	40,780	-0.74%
Telephone/Internet	1350	987	2,339	3,799	4,000	5.28%
Utilities-Hydro	1360	-	-	-	-	0.00%
Utilities-Natural Gas	1365	-	-	-	-	0.00%
Utilities-Water	1366	-	-	-	-	0.00%
Advertising	1370	432	-	500	500	0.00%
Supplies-Dietary	1371	1,423	1,046	1,500	2,000	33.33%
Insurance	1372	2,988	3,188	3,045	4,589	50.71%
Food	1373	33,378	31,362	30,000	33,000	10.00%
Write Off Uncollectable	1390	95	-	-	-	0.00%
Public Works Equipment Costs	1470	-	-	-	-	0.00%
Transfer to Capital Fund	1710	-	-	-	-	0.00%
Transfer to Reserve Fund	1720	74,567	500	500	500	0.00%
Inter-department Transfer	1800	-	-	-	1,300	100.00%
<b>OPERATING EXPENDITURES</b>		<b>1,314,604</b>	<b>1,336,293</b>	<b>1,268,558</b>	<b>1,433,130</b>	<b>12.97%</b>

<b>REVENUE</b>						
Ontario Grants	0126	-	-	-	-	0.00%
Canada Grants	0127	-	-	-	-	0.00%
Municipal Grant (County)	0128	248,945	262,382	190,000	192,078	1.09%
Transfer from Reserve Fund	0142	-	-	10,000	-	-100.00%
Recoveries - County	0145	30,014	18,921	30,202	13,322	-55.89%
Miscellaneous Revenue	0150	1,766	2,161	-	-	0.00%
Fee-NSF	0154	-	45	-	-	0.00%
Fees-County	0164	266,577	213,356	-	-	0.00%
Fees-Parent	0165	697,302	763,529	967,600	1,157,730	19.65%
Donations	0176	-	115	-	-	0.00%
<b>OPERATING REVENUE</b>		<b>1,244,604</b>	<b>1,260,508</b>	<b>1,197,802</b>	<b>1,363,130</b>	<b>13.80%</b>
<b>TOTAL OPERATING</b>		<b>70,000</b>	<b>75,785</b>	<b>70,756</b>	<b>70,000</b>	<b>-1.07%</b>

-1% Increase/(Decrease)  
(\$755) Increase/(Decrease)

**MUNICIPALITY OF BROCKTON  
CAPITAL  
BUDGET FOR DAYCARE  
2019**

PARTICULARS 02-3155	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDETED	BUDGETED	
<b>EXPENDITURES</b>						
Capital	1600	-	-	-	60,000	100.00%
<b>CAPITAL EXPENDITURES</b>		-	-	-	<b>60,000</b>	
<b>REVENUE</b>						
Municipal Grant (County)	0128	-	-	-	10,000	100.00%
Transfer from Reserve Fund	0142	-	-	-	50,000	100.00%
Transfer from Revenue Fd.	0143	-	-	-	-	0.00%
<b>CAPITAL REVENUE</b>		-	-	-	<b>60,000</b>	<b>100.00%</b>
<b>TOTAL CAPITAL</b>		-	-	-	-	<b>0.00%</b>
				0.00% Increase/(Decrease)		
<b>TOTAL DAYCARE</b>		<b>\$70,000</b>	<b>\$75,785</b>	<b>\$70,756</b>	<b>\$70,000</b>	<b>-1.07%</b>
				-1% Increase/(Decrease)		

## Physician Recruitment Goals and Objectives

### Purpose

Volunteer citizen committee, tasked with promoting Brockton and area and providing a welcoming environment for potential new doctors to the area. We have three doctors currently at or near retirement

### 2018 In Review

Doctors Doan, Rana and Mekhael were recruited in 2018, along with Dr Bouwman who has yet to officially sign since we don't currently have the finances

### 2019 Goals and Objectives

Sign Dr Bouwman and recruit one additional physician

### Summary of Significant Changes

- Increase in the transfer from the Reserve Fund is for the recruitment of two positions. All previous budgets we were using funds provided from previous years, but due to our great success in 2018 we have no finances to carry forward.

#### PHYSICIAN RECRUITMENT OPERATING BUDGET SUMMARY

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
<b>Revenue</b>				
Reserve Funds	0	0	0	0.00%
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Expense</b>				
Physician Agreements	\$77,250	\$84,750	\$7,500	9.71%
<b>Total Expense</b>	<b>\$77,250</b>	<b>\$84,750</b>	<b>\$7,500</b>	<b>9.71%</b>
<b>Net Difference</b>	<b>(\$77,250)</b>	<b>(\$84,750)</b>	<b>(\$7,500)</b>	<b>9.71%</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR PHYSICIAN RECRUITMENT  
2019**

PARTICULARS 01-3148	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Physician Recruit-Legal Services	1310	-	-	-	-	0.00%
Physician Recruit-Locum Accommod	1431	7,452	7,452	8,200	8,200	0.00%
Physician Recruit-Candidate Hosted WKED	1432	1,011	1,747	1,000	1,000	0.00%
Physician Recruit-Dr. Appreciation	1433	585	-	1,000	1,000	0.00%
Physician Recruit-Advertising & Promo	1434	1,107	519	2,000	2,000	0.00%
Physician Recruit-Supplies & Materials	1435	-	-	200	200	0.00%
Physician Recruit-Events & fees	1436	3,223	498	5,300	5,300	0.00%
Physician Recruit-Travel, meal, accomod	1437	628	427	-	-	0.00%
Physician Recruit-Recruiter Salary	1438	261	-	4,000	4,000	0.00%
Physician Recruit-Recruiter Mileage	1439	-	-	-	-	0.00%
Physician Recruit-Contact Retention	1440	-	-	-	-	0.00%
Physician Recruit-Discovery Week	1441	164	521	500	500	0.00%
Physician Recruit-Miscellaneous	1442	-	-	800	800	0.00%
Service Agreement-Dr Ambre	1450	-	-	-	-	0.00%
Service Agreement-Dr Alqas	1451	-	-	-	-	0.00%
Service Agreement-Third Doctor	1452	-	-	-	-	0.00%
Service Agreement-Medquest	1454	-	-	-	-	0.00%
Transfers to Reserves-Phys. Recr.	1701	41,000	-	80,000	90,000	12.50%
Transfers to Reserves-Medquest	1702	-	-	-	-	0.00%
Transfer to Reserve Fund-Brockton	1720	-	-	-	-	0.00%
<b>OPERATING EXPENDITURES</b>		<b>55,431</b>	<b>11,163</b>	<b>103,000</b>	<b>113,000</b>	<b>9.71%</b>
<b>REVENUES</b>						
Trans. From Reserves	0141	-	-	-	-	0.00%
Donations-Medquest	0176	-	-	-	-	0.00%
Donations-Physician Recruitment	0177	-	-	-	-	0.00%
Agreements-Physician Recruitment-BR	0190	48,000	77,250	77,250	84,750	9.71%
Agreements-Physician Recruitment-SB	0192	5,750	8,400	25,750	28,250	9.71%
Agreements-Medquest	0195	-	-	-	-	0.00%
<b>OPERATING REVENUE</b>		<b>53,750</b>	<b>85,650</b>	<b>103,000</b>	<b>113,000</b>	<b>9.71%</b>
<b>TOTAL OPERATING</b>		<b>1,681</b>	<b>(74,487)</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>

<b>TOTAL PHYSICIAN RECRUITMENT</b>	<b>1,681</b>	<b>(74,487)</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
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9.71% Increase/(Decrease)

10,000 Increase/(Decrease)

**OPERATING  
BUDGET FOR PHYSICIAN RECRUITMENT - BROCKTON SHARE  
2019**

PARTICULARS 01-3149	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Medical Clinic Loan Principal	1300	-	-	-	-	0.00%
Medical Clinic Loan Interest	1301	-	-	-	-	0.00%
Agreement-Physician Recruitment	1344	48,000	77,250	77,250	84,750	9.71%
Transfer to Reserves-Brockton	1701	-	-	-	-	0.00%
Transfer to Reserve Fund-Brockton	1720	-	-	-	-	0.00%
<b>OPERATING EXPENDITURES</b>		<b>48,000</b>	<b>77,250</b>	<b>77,250</b>	<b>84,750</b>	<b>9.71%</b>
<b>REVENUES</b>						
Trans. from Reserve Fund-Dr Recruit	0142	-	-	-	-	0.00%
<b>OPERATING REVENUE</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>TOTAL OPERATING</b>		<b>48,000</b>	<b>77,250</b>	<b>77,250</b>	<b>84,750</b>	<b>9.71%</b>

<b>TOTAL BROCKTON SHARE</b>	<b>48,000</b>	<b>77,250</b>	<b>77,250</b>	<b>84,750</b>	<b>9.71%</b>
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9.71% Increase/(Decrease)  
7,500 Increase/(Decrease)

# Budget Proposal 2019

Prepared

October 18, 2018

## 1. History

- Recruitment Success and Accomplishments
- Update on the current situation
- Where we are today
- Looking to the future

## 2. Financials

- 5 Year historical financial data
- Proposed 2019 budget

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Physician Recruitment and Retention for  
Municipalities of Brockton and South-Bruce (Mildmay)



Report to:

The Municipality of Brockton

from

Physician Recruitment & Retention Committee

of Brockton and South Bruce

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Mayor Peabody & Members of Council,

The Physician Recruitment & Retention Committee is in its 13th year of operation as of April 2018. We thank you for your ongoing support of the Physician Recruitment Committee and its efforts locally to attract physicians.

#### History of the Brockton and Area Physician Recruitment Committee

During the winter/spring of 2004-2005, two doctors in our area left their local practices; Dr. Jae Cho (primary practice in Mildmay) and Dr. David Barr (primary practice in Walkerton).

Local citizens Roy Mullen and Joe Rys in reflecting upon the health crises emerging in our area decided to take action. The emergency department at the South Bruce Grey Health Centre (Walkerton) was heavily used, and approximately 3000 citizens in our area were without a family doctor. Local doctors began giving up their "day off" to provide medical care of local "orphaned citizens."

In late March 2005, Roy and Joe met with Brockton Mayor, Charlie Bagnato to bring awareness and concern to Brockton Council regarding our "growing" local doctor shortage.

Several Ideas and plans emerged with the most important being that a citizen committee would be formed to address this serious healthcare crisis. This committee would be a committee of Brockton Municipal Council. As a Municipal Committee, the volunteers would be responsible to the Brockton Council. The Council would, in fact, be the financial provider of the committee.

The first meeting of the new committee was held in April 2005.

The committee was enhanced and strengthened within the next several months (April - Dec 2005) with the addition of two additional Councils. South Bruce and Arran-Elderslie councils became partners with Brockton on a prorated basis. Both Councils immediately sent representatives to the meetings. All meetings were held at Brockton Council Chambers. A number of citizens from Brockton (10 people), South Bruce (3-5 people), and Arran-Elderslie (2-4 people) formed the committee. The committee has been retained and has a membership of approximately 15 people to date.

The Municipality of Arran-Elderslie withdrew in 2011.

### Recruitment Success and Accomplishments

- Establishment of Brockton and Area Family Health Team
- Recruitment of 10 doctors – most recently Dr. Huu Hau Doan, Dr. Zeeshan Rana and Dr. Saly Mekhael
- Recruitment of locum physicians to temporarily cover for doctors that have left
- Hosting of the yearly Discovery Week visitation for 1st-year Medical Students of Schulich School of Medicine and Dentistry, Western University
- Provided rural medicine experience to 30 medical students and exposed 288 high school students to health careers through the MedQUEST/MedLINCS program associated with the Schulich School of Medicine and Dentistry, Western University
- Attendance in Medical Open House
- Organization and greeting activities for new Doctors
- Continual Liaisons with Municipal Councils
- Hosted Rural Retreat in Walkerton for 35 physician residents
- Frequent R&R Committee Meetings

### The Current Reality

In the past few years, there has been fluctuation in the physician population in Brockton and South Bruce. We have received notice from one local physician that he will be retiring in 2019, as well as one retirement from 2018 that has not been completely filled yet. We also have one semi-retired physician working as a long-term locum until we can find a full-time replacement. We are now working toward the recruitment of two Family Physicians in 2019. We also have one physician ready to sign upon presentation of an incentive package, which we currently do not have the finances available for.

### Doctor Recruitment is a community challenge.

It is challenging for Brockton and South Bruce because of the small rural community and the competition from surrounding towns.

## Where We Are Today

- Planning for active recruitment, seriously pursuing local students, residents and locums who are working in our community
- Maintaining contact with persons of interest
- Supporting and contributing to the ongoing success of the Bruce-Grey Discovery Week program
- Building on existing relationships with the hospital and current physician group

## Looking to the Future

There are three physicians currently practicing in the municipalities of Brockton and South Bruce ranging in age from '60s to '70s. Working with these physicians and the entire physician group to maintain open lines of communication regarding the anticipated recruitment needs is a priority. We will review physician feedback and continue to include them in the distribution of meeting minutes. We will continue to work toward a strong relationship with the hospital for a complete and mutual recruitment effort among all stakeholders.

The future of physician recruitment will be busy but with potential. We will take this time to review our incentive package, proposed contract and existing database of contacts to ensure good physician fit for our community.

## Financials

Attached is the historical financial data and our proposed 2019 Budget.

We are requesting a budget of \$84,750 from Brockton for 2019.

Our operating budget is the same as the 2018-operating budget; the additional incentive is set to give us enough to recruit two physicians.

- \$17,250 for operations and
- \$67,500 for Doctor #11 &12

While our budget request is a significant amount, this should be contrasted with the fact that our committee's average budget from 2007-2011 was over \$160,000 annually and during that time span the committee was able to recruit 4 physicians to our area. From 2015-2018 we have been able to recruit five physicians with a budget of less than half that amount. We believe that with this budget approved, we would have the funds available to potentially sign two new physicians.

When submitting our budget request for 2018, we did not believe that we would be in a situation requesting this much financing for 2019. Several surprises came up during 2018 that significantly changed our financial situation. First, a local physician retired unexpectedly requiring immediate replacement. Second, we were more successful at recruitment than we anticipated, recruiting three

new full-time physicians in less than a year. We are very proud of our success in 2018, but this leaves us in a position of needing further funding. We even have an additional physician that would have signed in 2018, but we do not have the funding to complete that deal.

# Fire Goals and Objectives

## Purpose

To provide a range of programs to protect the lives and property of the inhabitants of the Municipality of Brockton from the adverse effects of fire or exposure to dangerous conditions created by man or nature. These programs include but are not limited to, fire prevention, public fire safety education, rescue, emergency medical aid and fire suppression services.

## 2018 In Review

- Operating policies and guidelines on final review with Elmwood
- Cancer Prevention/Decontamination Program fully implemented with the exception of Elmwood Station upgrades
- Delivery of Rescue Struts and Air Bags in Walkerton
- Delivery of Hurst e-Draulic Spreaders & Ram in Elmwood
- Delivery of Tanker November/December 2018
- Installation of Elmwood Station Generator

## 2019 Goals and Objectives

- Station upgrades for Cancer Prevention/Decontamination Program in Elmwood
- Continued focus on Employee Retention, Health and Safety and Risk Management
- Continued focus on the Alarmed for Life Program.
- Implement findings of Elmwood Fire Risk Assessment

## Summary of Significant Changes

- Continued emphasis on firefighter certification.
- Helmet, radio (remaining analog) and hose replacement
- Increase in firefighter hourly rate - Recommend C.O.L.A. starting in 2020
- Training Budget lower in 2018 due to retention (no new hires in 2018)

**BROCKTON FIRE OPERATING BUDGET SUMMARY**

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
<b>Revenue</b>				
Grants	\$0	\$0	\$0	0.00%
Fire Calls & Agreements	\$72,019	\$77,272	\$5,253	7.29%
Other	\$5,000	\$15,000	\$10,000	200.00%
<b>Total Revenue</b>	<b>\$77,019</b>	<b>\$92,272</b>	<b>\$15,253</b>	<b>19.80%</b>
<b>Expense</b>				
Wages	\$317,370	\$316,967	(\$403)	(0.13%)
Service Agreement	\$251,510	\$259,015	\$7,505	2.89%
Maintenance	\$66,000	\$74,500	\$8,500	12.88%
Utilities	\$13,600	\$13,600	\$0	0.00%
General Expense	\$326,948	\$344,645	\$17,697	5.41%
<b>Total Expense</b>	<b>\$975,428</b>	<b>\$1,008,727</b>	<b>\$33,299</b>	<b>3.41%</b>
<b>Net Difference</b>	<b>(\$898,409)</b>	<b>(\$916,455)</b>	<b>(\$18,046)</b>	<b>2.01%</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR BROCKTON FIRE  
2019**

PARTICULARS 01-3120	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages - Fire Full time	1200	129,523	134,506	123,263	131,260	6.49%
Wages - Volunteer Firefighters	1210	119,267	117,652	138,500	141,000	1.81%
Wages - Custodian	1220	9,479	6,266	9,345	-	-100.00%
Wages - Custodian - PT	1225	256	373	-	-	0.00%
Benefits - Fire Full Time	1240	53,635	57,263	46,262	44,707	-3.36%
Personal Protection Equipment (CA)	1260	16,723	9,702	20,800	17,600	-15.38%
Mileage	1270	1,969	3,176	4,000	1,000	-75.00%
Training & Seminars	1271	19,807	12,763	22,000	22,000	0.00%
Longterm Debt Principal	1300	70,417	70,417	70,417	70,417	0.00%
Longterm Debt Interest	1301	10,621	11,578	11,400	12,300	7.89%
Memberships	1303	1,499	1,844	2,800	2,800	0.00%
Supplies	1305	3,595	4,549	4,500	4,500	0.00%
Licenses & Permits	1308	4,065	3,973	5,600	5,600	0.00%
Payroll Services	1315	569	6,286	2,432	6,528	168.42%
Prevention & Protection	1318	4,743	5,209	6,200	5,700	-8.06%
Maintenance & Purchase Equipment	1320	18,053	15,697	31,000	25,500	-17.74%
Maintenance-Building	1322	7,125	8,436	7,000	7,000	0.00%
Maintenance-Grounds	1325	4,154	5,673	5,500	15,500	181.82%
Maintenance-Fire Hydrant Snow Removal	1329	570	827	2,500	2,500	0.00%
Maintenance-Vehicle	1330	19,841	10,174	20,000	24,000	20.00%
Gasoline & Oil	1333	4,611	6,099	7,500	7,500	0.00%
Service Agreements - Cargill Dry	1343	1,610	2,348	2,500	2,500	0.00%
Service Agreements	1344	7,440	8,987	6,000	10,000	66.67%
Service Agreements - Elmwood Fire	1345	97,921	100,443	123,105	124,359	1.02%
Service Agreements - Hanover Fire	1346	66,100	65,000	64,667	65,881	1.88%
Service Agreements -Paisley	1347	54,422	55,946	55,238	56,275	1.88%
Telephone/Internet	1350	3,636	4,006	6,580	6,580	0.00%
Answering Service	1351	16,240	15,623	19,343	19,343	0.00%
Utilities-Hydro	1360	6,338	5,108	7,500	7,500	0.00%
Utilities-Natural Gas	1365	2,259	3,008	4,500	4,500	0.00%
Utilities-Water	1366	1,365	1,170	1,600	1,600	0.00%
Advertising	1370	137	137	200	200	0.00%
Insurance	1380	20,912	23,101	24,675	26,476	7.30%
Write Off - Uncollectable	1390	1,140	2,300	-	-	0.00%
Public Works Equipment	1470	-	931	-	-	0.00%
Emergency Measures	1552	-	-	-	-	0.00%
Trans. to Capital Fund	1710	-	-	-	-	0.00%
Trans. to Reserve Fund	1720	118,500	118,500	118,500	118,500	0.00%
Inter-department Transfer	1800	-	-	-	17,600	100.00%
<b>OPERATING EXPENDITURES</b>		<b>898,543</b>	<b>899,072</b>	<b>975,428</b>	<b>1,008,727</b>	<b>3.41%</b>

<b>REVENUES</b>						
Ontario Grants	0126	-	-	-	-	0.00%
Canada Grants	0127	-	-	-	-	0.00%
Trans. from Reserve Fund	0142	-	-	-	10,000	100.00%
Miscellaneous Revenue	0150	8,936	7,069	3,500	3,500	0.00%
Donations	0176	5,500	1,440	-	-	0.00%
Fire Calls - Man Power	0184	4,138	9,363	-	5,000	100.00%
Fire Calls - Equipment	0185	24,510	49,071	40,000	40,000	0.00%
Agreements	0190	31,732	32,019	32,019	32,272	0.79%
Applications/Inspections	0242	539	1,540	1,500	1,500	0.00%
<b>OPERATING REVENUE</b>		<b>75,354</b>	<b>100,502</b>	<b>77,019</b>	<b>92,272</b>	<b>19.80%</b>
<b>TOTAL OPERATING</b>		<b>823,189</b>	<b>798,571</b>	<b>898,409</b>	<b>916,455</b>	<b>2.01%</b>

2.01% Increase/(Decrease)

18,046 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON  
CAPITAL  
BUDGET FOR BROCKTON FIRE  
2019**

PARTICULARS 02-3120	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURE</b>						
Purchases-Capital	1600	-	117,456	350,000	-	-100.00%
Purchases-Capital	1601	-	15,980	-	-	
Purchases-Capital	1607	-	11,590	15,000	-	
Purchases-Capital	1608	-	4,218	6,000	-	
Purchases-Capital	1609	-	964	5,000	-	
Purchases-Equipment	1610	57,216	14,262	11,000	398,500	3522.73%
Transfers to Reserve Fund	1720	-	-	-	-	
<b>CAPITAL EXPENDITURES</b>		<b>57,216</b>	<b>164,471</b>	<b>387,000</b>	<b>398,500</b>	<b>2.97%</b>
<b>REVENUE</b>						
Long Term Debt	0129	-	-	-	-	0.00%
Trans. from Reserve Fund	0142	-	144,437	350,000	350,000	0.00%
Trans. from Revenue Fund	0143	-	-	-	-	0.00%
Miscellaneous Revenue	0150	4,352	-	-	-	0.00%
<b>CAPITAL REVENUES</b>		<b>4,352</b>	<b>144,437</b>	<b>350,000</b>	<b>350,000</b>	<b>0.00%</b>
<b>TOTAL CAPITAL</b>		<b>52,864</b>	<b>20,034</b>	<b>37,000</b>	<b>48,500</b>	<b>31.08%</b>

<b>TOTAL FIRE</b>	<b>876,052</b>	<b>818,605</b>	<b>935,409</b>	<b>964,955</b>	<b>3.16%</b>
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3.16% Increase/(Decrease)  
\$29,546 Increase/(Decrease)

## Emergency Measures Goals and Objectives

### Purpose

To provide an emergency management system that coordinates community resources to protect lives, property and the environment through mitigation, preparedness, response and recovery from all natural and man-made hazards that may impact our community.

### 2018 In Review

- Entered into an agreement with Bruce County to provide CEMC Services
- Continued focus on Emergency Preparedness/Awareness
- Generator installed delayed to 2019 due to costs

### 2019 Goals and Objectives

- Installation of Back-up generator (Municipal Office)

### Summary of Significant Changes

- No significant changes for 2019

#### EMERGENCY MEASURES OPERATING BUDGET SUMMARY

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
Expense				
Wages	\$2,200	\$3,300	\$1,100	50.00%
Service Agreement	\$800	\$800	\$0	0.00%
General Expense	\$37,582	\$38,082	\$500	1.33%
Total Expense	\$40,582	\$42,182	\$1,600	3.94%
Net Difference	\$40,582	\$42,182	\$1,600	3.94%

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR EMERGENCY MEASURES  
2019**

PARTICULARS 01-3118	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages	1200	-	-	2,000	3,000	50.00%
Benefits	1240	-	-	200	300	50.00%
Training	1271	896	-	800	800	0.00%
Prevention and Public Education	1318				500	100.00%
Annual Maintenance	1320	375	707	3,200	3,200	0.00%
Service Agreements	1344	-	7,150	7,500	7,500	0.00%
Telephone/Internet	1350	997	2,057	1,882	1,882	0.00%
Transfer to Reserve Fund	1720	25,000	25,000	25,000	25,000	0.00%
<b>OPERATING EXPENDITURES</b>		<b>27,268</b>	<b>34,914</b>	<b>40,582</b>	<b>42,182</b>	<b>3.94%</b>

3.94% Increase/(Decrease)

1,600 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON  
CAPITAL  
BUDGET FOR EMERGENCY MEASURES  
2019**

PARTICULARS 02-3118	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Capital Purchase	1600	-	-	16,000	32,000	100.00%
<b>CAPITAL EXPENDITURES</b>				<b>16,000</b>	<b>32,000</b>	<b>100.00%</b>
<b>REVENUE</b>						
Transfer from Reserve Fund	0142	-		16,000	16,000	0.00%
<b>CAPITAL REVENUE</b>				<b>16,000</b>	<b>16,000</b>	<b>0.00%</b>
<b>TOTAL EMERGENCY MEASURES</b>		<b>-</b>	<b>-</b>	<b>40,582</b>	<b>58,182</b>	<b>43.37%</b>

30.25% Increase/(Decrease)

17,600 Increase/(Decrease)

# O.P.P & Brockton Police Service Board Goals and Objectives

## Purpose

The purpose of the Police Services Board is to ensure the provision of adequate and effective policing services to the Municipality of Brockton. The Board is continually working with the Police and the Community to obtain the vision "Safe Communities...A Secure Ontario" and the mission "Policing Excellence through our people, our work and our relationships."

## 2018 In Review

The PSB was successful in purchasing The Black CAT Radar unit. This unit allows for the collection of traffic data without the need for in-road traffic sensors. This newly developed radar product has the ability to detect the lane position of vehicles, thus allowing the device to monitor two lanes of traffic travelling in the same direction. This unit is replacing the Speed Spy radar that was damaged in 2017.

## 2019 Goals and Objectives

- The Board hopes to recruit our Provincial Appointee(s) in 2019.
- The Board will be working on a Community Safety and Well-Being Plan which must be developed by January 2, 2021.
- Negotiate new OPP Contract in 2019

## Summary of Significant Changes

- Increase OPP Service Agreement for 2019 of \$21,787
- Increase in Service Agreement for the R.I.D.E program billings
- Recruit new board member

O.P.P & BROCKTON POLICE SERVICE BOARD OPERATING BUDGET SUMMARY

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
<b>Revenue</b>				
Grants	\$0	\$0	\$0	0.00%
Fines	\$5,000	\$2,500	(\$2,500)	(50.00%)
Reserve Funds	\$0	\$0	\$0	0.00%
<b>Total Revenue</b>	<b>\$5,000</b>	<b>\$2,500</b>	<b>(\$2,500)</b>	<b>(50.00%)</b>
<b>Expense</b>				
OPP Service Agreement	\$1,860,361	\$1,886,203	\$25,842	1.39%
By-Law Enforcement	\$7,500	\$0	(\$7,500)	(100.00%)
Police Service Board	\$20,250	\$19,550	(\$700)	(3.46%)
Employee Benefits	\$2,200	\$2,200	\$0	0.00%
<b>Total Expense</b>	<b>\$1,890,311</b>	<b>\$1,907,953</b>	<b>(\$17,642)</b>	<b>0.93%</b>
<b>Net Difference</b>	<b>(\$1,885,311)</b>	<b>(\$1,905,453)</b>	<b>(\$20,142)</b>	<b>1.07%</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR O.P.P.  
2019**

PARTICULARS 01-3121	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Employee Benefits from SBG Police	1240	3,915	1,314	2,200	2,200	0.00%
Service Agreements -OPP	1344	2,196,021	2,082,220	1,860,361	1,886,203	1.39%
Bylaw Enforcement	1380	5,133	4,184	7,500	-	-100.00%
<b>O.P.P. SERVICE BOARD</b>						
Honorarium	1212	3,625	2,750	5,500	5,500	0.00%
Mileage	1270	347	169	1,500	1,500	0.00%
Training and Seminars	1271	1,047	441	5,000	5,000	0.00%
Membership	1303	250	3,206	1,800	1,800	0.00%
Supplies	1305	193	639	3,500	800	-77.14%
Service Board Expenses	1309	-	-	-	-	0.00%
Legal Fees	1310	574	-	1,500	1,500	0.00%
Telephone	1350	719	758	1,200	1,200	0.00%
Advertising	1370	466	152	250	250	0.00%
Transfer to Reserve Fund	1720	-	-	-	2,000	100.00%
<b>OPERATING EXPENDITURES</b>		<b>2,212,289</b>	<b>2,095,834</b>	<b>1,890,311</b>	<b>1,907,953</b>	<b>0.93%</b>
<b>REVENUES</b>						
Ontario Grants	0126	8,895	63,404	-	-	0.00%
Transfers from Reserve fund	0142	-	-	-	-	0.00%
Fines	0146	1,106	1,199	5,000	2,500	-50.00%
Miscellaneous Revenue	0150	247,080	177,924	-	-	0.00%
<b>OPERATING REVENUE</b>		<b>257,081</b>	<b>242,526</b>	<b>5,000</b>	<b>2,500</b>	<b>-50.00%</b>
<b>TOTAL OPERATING</b>		<b>1,955,208</b>	<b>1,853,308</b>	<b>1,885,311</b>	<b>1,905,453</b>	<b>1.07%</b>

1.07% Increase/(Decrease)  
\$ 20,142 Increase/(Decrease)  
as per billing statement

## Conservation Authority Goals and Objectives

### Purpose

Saugeen Conservation was established in 1950 as a result of increased flooding problems in and around the communities developed along the Saugeen River.

The Authority has a jurisdiction of over 4,632 sq. km (1,788 square miles). There are currently 15 member municipalities within the Authority jurisdiction.

Saugeen Conservation is one of 36 Conservation Authorities established across Ontario to look after the natural resources on a watershed scale. Conservation Ontario is the umbrella organization for all 36 C.A.s across Ontario.

The watershed jurisdiction consists of the drainage basins of the Saugeen, Penetangore and Pine Rivers as well as the adjoining Lake Huron shoreline.

In delivering its programs, Saugeen Conservation has acquired over 8,498 ha (21,000 acres) of land for a variety of purposes, ranging from the protection of important river systems to the provision of picnic areas and campgrounds.

In addition to its participation in local projects, Saugeen Conservation is involved in provincial conservation concerns, as a voting member of Conservation Ontario.

### 2019 Goals and Objectives

- Dyke work to be completed in Walkerton, this is a carry-over from 2018

#### CONSERVATION AUTHORITY OPERATING BUDGET SUMMARY

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
<b>Revenue</b>				
Reserve Funds	\$0	\$0	\$0	0.00%
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Expense</b>				
Service Agreements	\$176,840	\$178,683	\$1,843	1.04%
<b>Total Expense</b>	<b>\$176,840</b>	<b>\$178,683</b>	<b>\$1,843</b>	<b>1.04%</b>
<b>Net Difference</b>	<b>\$176,840</b>	<b>\$176,840</b>	<b>(\$1,843)</b>	<b>1.04%</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR CONSERVATION AUTHORITY  
2019**

PARTICULARS 01-3122	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Service Agreement SVCA	1344	139,961	166,889	176,840	178,683	1.04%
<b>Operating Expenditures</b>		<b>139,961</b>	<b>166,889</b>	<b>176,840</b>	<b>178,683</b>	<b>1.04%</b>
<b>REVENUE</b>						
Transfers from Reserve Fund	0142	-	-	-	-	
<b>Operating Revenue</b>		-	-	-	-	
<b>Total Conservation Authority</b>		<b>\$139,961</b>	<b>\$166,889</b>	<b>\$176,840</b>	<b>\$178,683</b>	<b>1.04%</b>
				1.04% Increase/(Decrease)		
				\$1,843 Increase/(Decrease)		

## Planning Goals and Objectives

### Purpose

Brockton's planning staff assists the public in their understanding of the zoning by-law in an effort to reach their objective whether that objective is to obtain a building permit or buy or sell their home. Staff also assist county planners when dealing with zoning by-laws and Official Plans. In 2019 it is planned to amend zoning by-law 2013-26 bring it in line with other municipalities in Bruce County concerning Lot Coverage. Brockton's Municipal Drains are also included in this budget, three are planned for completion in 2019. While municipal drains are an in and out budget line, there are still costs to the municipality.

### 2018 In Review

One new subdivision opened and the second phase of another subdivision was opened for development. Zoned land to support cannabis production facilities.

### 2019 Goals and Objectives

In early 2019 amend Municipality of Brockton Bylaw 2013-26 (Zoning By-Law) to increase residential lot coverage.

### Summary of Significant Changes

- Increase in Service agreements for the contract of Cobide Engineering for Superintendent duties
- Zettler, Russell, Lang drain all planned to be active in 2019

**PLANNING OPERATING BUDGET SUMMARY**

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
<b>Revenue</b>				
Grants	\$25,000	\$25,000	\$0	0.00%
User Fees	\$946,000	\$966,000	\$20,000	2.11%
Reserve Funds	\$3,000	\$3,000	\$0	0.00%
<b>Total Revenue</b>	<b>\$974,000</b>	<b>\$994,000</b>	<b>\$20,000</b>	<b>0.00%</b>
<b>Expense</b>				
Wages	\$81,413	\$97,114	\$15,701	19.29%
Maintenance	\$950,000	\$970,000	\$20,000	2.11%
General Expense	\$68,755	\$65,859	(\$2,896)	(4.21%)
<b>Total Expense</b>	<b>\$1,100,168</b>	<b>\$1,132,973</b>	<b>\$32,806</b>	<b>2.98%</b>
<b>Net Difference</b>	<b>(\$126,168)</b>	<b>(\$138,973)</b>	<b>(\$12,806)</b>	<b>9.21%</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR PLANNING  
2019**

PARTICULARS 01-3180	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages	1200	55,598	74,838	68,999	75,563	9.51%
Wages Part Time	1222	32,805	-	-	-	0.00%
Benefits	1240	18,885	21,238	12,414	21,551	73.60%
Mileage	1270	3,740	-	3,000	-	-100.00%
Training & Seminars	1271	1,174	747	1,900	1,900	0.00%
Tile Drainage Long Term Debt	1300	56,799	75,891	-	-	0.00%
Tile Drainage Long Term Debt-Int	1301	14,980	13,512	-	-	0.00%
Memberships	1303	186	191	200	100	-50.00%
Supplies	1305	699	174	1,000	500	-50.00%
Payroll Service	1315	187	479	144	144	0.00%
Vehicle Maintenance	1330	311	374	500	500	0.00%
Service Agreements	1344	4,206	12,030	57,807	57,807	0.00%
Telephone	1350	256	238	761	761	0.00%
Fuel	1358	941	964	1,088	1,088	0.00%
Advertising	1370	356	153	1,000	1,000	0.00%
Insurance	1380	890	890	1,356	2,060	51.96%
Maintenance - Municipal Drains	1427	-	-	-	-	0.00%
Maint-Muni Drains-Kaake	1429	343,438	9,585	-	-	0.00%
Maintenance - Keip	1430	-	-	-	-	0.00%
Maintenance - Ernewein	1431	14,854	-	-	-	0.00%
Maintenance - Russell	1432	12,559	15,459	80,000	100,000	25.00%
Maintenance - Brant #2	1433	-	-	-	-	0.00%
Maintenance - Lang	1434	-	58,575	360,000	360,000	0.00%
Maintenance - O Branch Kaake	1435	75,463	54,719	300,000	300,000	0.00%
Maintenance - Zettler	1436	743	3,825	200,000	200,000	0.00%
Maintenance - Municipal Drains	1442	-	-	10,000	10,000	0.00%
Studies & Amendments	1467	-	-	-	-	0.00%
Transfer to Capital Fund	1710	-	-	-	-	0.00%
Transfer to Reserve Fund	1720	-	-	-	-	0.00%
<b>OPERATING EXPENDITURES</b>		<b>639,070</b>	<b>343,881</b>	<b>1,100,168</b>	<b>1,132,973</b>	<b>2.98%</b>

<b>REVENUE:</b>						
Taxation - Tile Drainage Loans	0055	71,779	56,779	-	-	0.00%
Tile Drainage Loans-Pay Out	0115	-	20,338	-	-	0.00%
Subsidy-New Tile Drainage Loans	0125	-	-	-	-	0.00%
Ontario Grants	0126	184,593	20,044	25,000	25,000	0.00%
Transfer from Reserve Fund	0142	-	-	-	-	0.00%
Miscellaneous Revenue	0150	600	1,148	3,000	3,000	0.00%
Fees - Site Plan Administration	0163	-	-	-	-	0.00%
User Fees-Kaake Drain	0179	-	-	-	-	0.00%
User Fees - KEIP Drain	0180	-	-	-	-	0.00%
User Fees - ERNEWEIN Drain	0181	-	-	-	-	0.00%
User Fees - BRANT #1 Drain	0182	710	-	-	-	0.00%
User Fees - BRANT #2 Drain	0183	2,054	-	-	-	0.00%
User Fees - RUSSELL	0186	-	-	80,000	100,000	25.00%
User Fees - LANG	0185	-	-	360,000	360,000	0.00%
User Fees - ZETTLER	0187	-	-	200,000	200,000	0.00%
User Fees - KAAKE O Branch	0188	-	-	300,000	300,000	0.00%
Applications	0241	5,510	6,869	6,000	6,000	0.00%
<b>OPERATING REVENUE</b>		<b>265,246</b>	<b>105,178</b>	<b>974,000</b>	<b>994,000</b>	<b>2.05%</b>
<b>TOTAL OPERATING</b>		<b>373,824</b>	<b>238,703</b>	<b>126,168</b>	<b>138,973</b>	<b>10.15%</b>

10% Increase/(Decrease)  
\$12,806 Increase/(Decrease)

# Property Inspection Goals and Objectives

## Purpose

Brockton's building department issues construction permits for all structures regulated by the Ontario Building Code constructed within the municipality of Brockton and inspected those structures. We also inspect new septic systems and conduct a septic system re-inspection program each summer. Building staff also conducts Property Standards Inspection under a separate budget from the building budget.

## 2018 In Review

Maintained ongoing daily service to the public through providing construction permit and inspection services, responding to zoning and building inquiries, and property standards complaints.

In 2018 staff visited 56-60 properties, of those sites visited 0 required attention, that is not to say that a system is not going to fail, they all fail eventually, the question is when. If no one was home staff leaves an information packet requesting septic system information. Many of those property owners followed up and sent in their septic info. Lake Rosalind and Marl Lake are now inspected for the second time.

## 2019 Goals and Objectives

It is anticipated that the 2019 construction season will be extremely busy, with the addition of two new residential subdivisions, residential construction within Walkerton should increase.

In 2019 the septic re-inspection program will continue with inspection at Pearl Lake, moving on to our hamlets after Pearl Lake.

## Summary of Significant Changes

Changes to both the Ontario Building Code and Provincial Property Standards enforcement will require training and subsequent education of contractors, designers and the public.

As identified at Council Orientation, 50 percent of all building officials in Ontario will retire within the next 5 years. Efforts to find fully qualified building officials will prove to be challenging at best, and more realistic impossible to achieve. With the anticipated retirement of the Chief Building Official Dec. 31/19 staff are proposing to hire and train a new building inspector. It would be preferable to hire this individual in April to allow time to shadow the Deputy Chief Building Official while he is doing site inspections and take as many building code courses as possible before the CBO retires. After the retirement date of the Chief Building Official, the new CBO will not have time to train an inspector or cover for them during those times they are taking week-long courses and holidays. An inspector must be qualified before they can conduct an inspection on their own. A new inspector could be 3-5 years trying to complete all the required building code courses.

PROPERTY INSPECTION OPERATING BUDGET SUMMARY

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
<b>Revenue</b>				
License and Permits	\$0	\$0	0	0.00%
Other Revenue	\$400	\$0	0	100.00%
<b>Total Revenue</b>	<b>\$400</b>	<b>\$0</b>	<b>\$0</b>	<b>100.00%</b>
<b>Expense</b>				
Wages	\$16,761	\$22,275	\$5,514	32.906%
Maintenance	\$200	\$200	\$0	0.00%
General Expense	\$4,500	\$16,110	\$11,610	257.96%
<b>Total Expense</b>	<b>\$21,461</b>	<b>\$38,585</b>	<b>\$17,124</b>	<b>79.79%</b>
<b>Net Difference</b>	<b>(\$21,061)</b>	<b>(\$38,585)</b>	<b>(\$17,124)</b>	<b>83.20%</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR PROPERTY STANDARDS  
2019**

PARTICULARS 01-3125	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages	1200	13,567	8,756	12,913	16,730	29.56%
Benefits	1240	3,979	2,910	3,848	5,545	44.10%
Training & Seminars	1271	663	695	1,200	1,200	0.00%
Memberships	1303	137	240	210	210	0.00%
Supplies	1305	142	44	500	500	0.00%
Payroll Service	1315	130	-	58	58	0.00%
Maintenance-Vehicle	1330	124	150	200	200	0.00%
Service Agreements	1344	1,332	840	883	883	0.00%
Telephone	1350	95	94	264	264	0.00%
Fuel	1358	376	386	850	850	0.00%
Insurance	1380	356	356	536	1,545	188.52%
Transfers to Capital fund	1710				-	0.00%
Transfers to Reserve Fund	1720				-	0.00%
Inter-department Expense	1820				10,600	100.00%
<b>Operating Expenditures</b>		<b>20,902</b>	<b>14,471</b>	<b>21,461</b>	<b>38,585</b>	<b>79.79%</b>
<b>REVENUE</b>						
Transfer from Reserve Fund	0142	-	-	400	-	-100.00%
<b>Operating Revenue</b>		<b>-</b>	<b>-</b>	<b>400</b>	<b>-</b>	
<b>Total Building Operating</b>		<b>20,902</b>	<b>14,471</b>	<b>21,061</b>	<b>38,585</b>	<b>83.20%</b>

83% Increase/(Decrease)  
\$17,524 Increase/(Decrease)

# Recreation Goals and Objectives

## Purpose

Brockton Parks & Recreation Department is ever evolving to enhance recreational experiences. We strive to achieve the highest level of quality in our facilities, Parks, Trails and Programs with the ambition to stay current and provide recreational experience for all ages. Our objective is to always promote and operate our facilities to capacity while maintaining the highest level of quality possible to ensure our resident's enjoyment with our Parks, Playgrounds, Facilities, Trails and Sports fields.

## 2018 In Review

In 2018, Recreation laid the groundwork for E-Commerce with the implementation of the Perfect Mind facility/programs software that launched live in November of 2018. This allows our residents to register and book entirely online any programs, activity and facility rental including campground reservations.

The Walkerton Community Center Administration office and Lobby were given a much-needed facelift helping to give some life and pride to our maturing facility.

In our Parks, we struggled with late winter and lack of spring causing some park to start up the difficulty. The Bruce Power Regional Soccer fields were taxing in 2018 with significant soil settlement not only in the crowning of each pitch but immediately around many irrigation heads. That combined with leaks in the irrigation system caused much concern throughout the season. There will be a significant focus for a plan of action in 2019 to ensure that the playing fields will be safe for play.

The Horticulturalist brought many exciting and new initiatives in 2018. We collaborated our efforts with the Community Gardens and seen revived interest and growth. We had a successful Bee's and Butterfly's grant application that brought that initiative into fruition through the hard work of our Horticulturalist and staff along with the EAC committee. Programs were launched with our day camp, and instructional workshops were given by our Horticulturist to really enhance environmental initiatives and interest in our community.

## 2019 Goals and Objectives

In 2019 we plan to continue with revitalizing our Walkerton Community Centre with updates. We will be monitoring the efficiencies created by the Perfect Mind E-Commerce software. Preventive maintenance will need to play an active role with the mechanical equipment in the Walkerton Community Center with laid plans for the replacement of the Chiller. Improvements are planned for the Bruce Power Regional Soccer Park with significant work budgeted for the playing fields. Programs focus will be to pursue the directive to become an age-friendly community as follow up to a discussion survey completed in 2018 and supported by Council. In Horticulture, we hope to expand on the successful camp programs and workshops. Collaborating with Community Living and their active grant

for accessible beds we hope to expand and continue the reinvested interest in the Community Garden. The Centennial Pool requires significant renovation to the tile work and has been budgeted for a complete facelift of the pool tile.

### Summary of Significant Changes

- An increase in Recreation Reserve Funds (future build/renovation).
- Chiller replacement planned due to lifespan.
- Soccer improvements.
- Pool tile replacement.
- Taking on new responsibilities including a community garden and CIC project maintenance through Parks budget.
- Matching grant funds for playground surfacing in Parks
- Potential Grant opportunity partnering with SVCA for a boat launch at Lobies Park

#### RECREATION – TOTAL OPERATING BUDGET SUMMARY

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
Total Revenue	\$737,800	\$780,000	\$42,200	5.72%
Total Expense	\$1,693,983	\$2,042,411	\$348,428	20.56%
Net Difference	(\$956,183)	(\$1,262,411)	\$306,228	32.03%

RECREATION – ADMINISTRATION OPERATING BUDGET SUMMARY

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
Revenue				
Grants	\$0	\$0	\$0	0.00%
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
Expense				
Wages	\$306,162	\$297,520	(\$8,642)	(2.82%)
Maintenance	\$500	\$500	\$0	0.00%
General Expense	\$61,634	\$68,843	\$7,209	11.70%
<b>Total Expense</b>	<b>\$368,296</b>	<b>\$366,863</b>	<b>(\$1,433)</b>	<b>(0.39%)</b>
<b>Net Difference</b>	<b>(\$368,296)</b>	<b>(\$366,863)</b>	<b>(\$1,433)</b>	<b>(0.39%)</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR RECREATION ADMINISTRATION  
2019**

PARTICULARS 01-3160	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURE</b>						
Wages	1200	183,896	204,413	212,159	208,687	-101.66%
Wages Part-time	1222	21,608	24,606	22,615	22,615	-100.00%
Benefits	1240	60,815	72,663	71,388	66,218	-107.81%
Mileage	1270	54	-	250	500	-50.00%
Training & Seminars	1271	3,480	4,309	7,000	10,000	-70.00%
Bank Charges	1272	9,908	8,422	9,000	9,000	-100.00%
Memberships	1303	2,210	2,181	2,000	2,104	-95.06%
Office Supplies	1305	2,045	2,758	2,000	2,600	-76.92%
Payroll Service	1315	288	3,976	576	768	-75.00%
Maintenance - Health & Safety	1335	809	344	500	500	-100.00%
Service Agreements	1344	6,116	15,651	13,700	14,300	-95.80%
Telephone	1350	3,499	5,203	5,108	5,500	-92.87%
Equipment Rental	1368	-	-	-	1,071	0.00%
Advertising	1370	2,349	670	1,500	1,500	-100.00%
Municipal Grants	1373	21,141	20,500	20,500	21,500	-95.35%
Insurance	1380	-	-	-	-	0.00%
Write Off - Uncollectable	1390	5,453	-	-	-	0.00%
Prog.&Promotions	1382	-	-	-	-	0.00%
Transf to Cap.	1710	-	-	-	-	0.00%
Inter-Department Expense	1800	-	-	-	-	0.00%
<b>TOTAL EXPENSES</b>		<b>323,671</b>	<b>365,695</b>	<b>368,296</b>	<b>366,863</b>	<b>-100.39%</b>
<b>REVENUE</b>						
Ontario Grants	0126	-	-	-	-	0.00%
Municipal Grants	0128	-	-	-	-	0.00%
Transfer From Reserve Funds	0142	-	-	-	-	0.00%
Misc. Revenue	0150	-	-	-	-	0.00%
Inter-Department Revenue	0250	-	-	-	-	0.00%
<b>TOTAL REVENUE</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>TOTAL OPERATING RECREAT ADMINISTRATION</b>		<b>323,671</b>	<b>365,695</b>	<b>368,296</b>	<b>366,863</b>	<b>-100.00%</b>

-0.39% Increase/(Decrease)

-\$1,433 Increase/(Decrease)

**RECREATION – PARKS OPERATING BUDGET SUMMARY**

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
<b>Revenue</b>				
Grants	\$2,000	\$25,000	\$23,000	1150.00%
Parks	\$16,000	\$16,000	\$0	0.00%
Other Revenue	\$4,600	\$4,600	\$0	0.00%
<b>Total Revenue</b>	<b>\$22,600</b>	<b>\$45,600</b>	<b>\$23,000</b>	<b>101.77%</b>
<b>Expense</b>				
Wages	146,874	146,874	\$11,722	7.98%
Maintenance	49,200	49,200	\$8,300	16.87%
Utilities	8,000	8,000	\$0	0.00%
General Expense	81,668	81,668	\$11,100	13.59%
<b>Total Expense</b>	<b>\$285,742</b>	<b>\$38,959</b>	<b>\$31,122</b>	<b>10.89%</b>
<b>Net Difference</b>	<b>(\$263,142)</b>	<b>(\$38,959)</b>	<b>(\$8,122)</b>	<b>3.09%</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR RECREATION PARKS  
2019**

PARTICULARS 01-3161	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages, Full-time	1200	69,855	45,972	55,157	56,871	3.11%
Wages, Part-time	1222	63,152	68,272	66,667	75,115	12.67%
Wages, Part-time-Hort	1229	-	-	-	-	0.00%
Wages, Public Works	1235	760	199	-	-	0.00%
Benefits	1240	30,604	26,986	25,050	26,610	6.23%
Long Term Debt - Princ	1300	-	(5,371)	-	-	0.00%
Long Term Debt - Interest	1301	-	-	-	-	0.00%
Payroll Services	1315	499	696	768	768	0.00%
Maintenance & Purchase - Equip	1320	7,984	6,938	6,500	6,500	0.00%
Maint & Purchase - Equip/Cargill	1321	-	-	-	-	0.00%
Building/Main.	1322	1,574	1,494	2,000	2,000	0.00%
Grounds/Main.	1325	11,473	19,181	20,700	29,000	40.10%
Diamonds/Main.	1326	5,326	192	-	-	0.00%
Vehicle/Main.	1330	5,841	7,170	5,000	5,000	0.00%
Tree Program/Maint	1332	12,869	9,473	15,000	15,000	0.00%
Gas & Oil	1333	5,634	8,867	5,000	9,000	80.00%
Service Agreement	1344	24	9,687	6,600	13,200	100.00%
Supplies - Hort	1352	12,407	10,800	13,000	13,000	0.00%
Fuel-Diesel	1358	2,766	2,564	2,500	3,000	20.00%
Fuel-Diesel-Cargill	1359	-	-	-	-	0.00%
Utilities- Hydro	1360	5,041	5,053	5,000	5,000	0.00%
Utilities- Water	1366	2,661	4,233	3,000	3,000	0.00%
Rental-Equipment	1368	228	-	1,000	1,000	0.00%
Advertising	1370	224	-	300	300	0.00%
Insurance	1380	21,802	24,047	22,000	22,000	0.00%
Public Works Equipment Cost	1470	-	-	500	500	0.00%
Transfer to Capital	1710	-	-	-	-	0.00%
Transfer to Reserve	1720	20,500	30,000	30,000	30,000	0.00%
<b>TOTAL EXPENSES</b>		<b>281,223</b>	<b>276,451</b>	<b>285,742</b>	<b>316,864</b>	<b>10.89%</b>

<b>REVENUE</b>						
Grants-Ontario	0126	-	8,099	2,000	25,000	1150.00%
Grants-Municipal	0128	-	200	-	-	0.00%
Transfer from Reserve fund	0142	-	-	-	-	0.00%
Misc.Revenue	0150	1,437	4,472	4,600	4,600	0.00%
Ball Diamond Fees	0154	15,175	15,798	16,000	16,000	0.00%
Donations	0176	2,100	950	-	-	0.00%
Employee -Vehicle	0199	-	-	-	-	0.00%
<b>TOTAL REVENUE</b>		<b>18,712</b>	<b>29,519</b>	<b>22,600</b>	<b>45,600</b>	<b>101.77%</b>
<b>TOTAL OPERATING PARKS</b>		<b>262,511</b>	<b>246,932</b>	<b>263,142</b>	<b>271,264</b>	<b>3.09%</b>

3.1% Increase/(Decrease)  
\$8,122 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON  
CAPITAL  
BUDGET FOR RECREATION PARKS  
2019**

PARTICULARS 02-3161	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Purchases	1600	60,997	90,000	16,475	153,700	832.93%
Transfer to Reserve FD	1720	10,000	-	-	-	
<b>TOTAL EXPENSES</b>		<b>70,997</b>	<b>90,000</b>	<b>16,475</b>	<b>153,700</b>	
<b>REVENUE</b>						
Grants-Ontario	0126	17,000	-	-	69,584	100.00%
Transfer fr Reserve FD	0142	48,000	55,000	-	59,586	100.00%
Transfer fr Revenue FD	0143	-	-	-	-	0.00%
Donations	0176	2,000	-	-	-	0.00%
<b>TOTAL REVENUE</b>		<b>67,000</b>	<b>55,000</b>	<b>-</b>	<b>129,170</b>	<b>100.00%</b>
<b>TOTAL CAPITAL PARKS</b>		<b>3,997</b>	<b>35,000</b>	<b>16,475</b>	<b>24,530</b>	<b>48.89%</b>

<b>TOTAL RECREATION PARKS</b>	<b>266,508</b>	<b>281,932</b>	<b>279,617</b>	<b>295,794</b>	<b>5.79%</b>
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5.8% Increase/(Decrease)  
\$16,177 Increase/(Decrease)

**RECREATION – POOL OPERATING BUDGET SUMMARY**

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
<b>Revenue</b>				
Grants	\$6,000	\$8,000	\$2,000	33.33%
User Fees	\$51,000	\$52,500	\$1,500	2.94%
Other Revenue	\$8,000	\$8,500	\$500	6.25%
<b>Total Revenue</b>	<b>\$65,000</b>	<b>\$67,000</b>	<b>\$4,000</b>	<b>6.15%</b>
<b>Expense</b>				
Wages	\$74,012	\$75,765	\$1,754	2.37%
Maintenance	\$22,500	\$24,000	\$1,500	6.67%
Utilities	\$23,500	\$26,800	\$3,300	14.04%
General Expense	\$29,385	\$29,500	\$115	0.39%
<b>Total Expense</b>	<b>\$149,397</b>	<b>\$156,065</b>	<b>\$6,669</b>	<b>4.46%</b>
<b>Net Difference</b>	<b>(\$84,397)</b>	<b>(\$87,065)</b>	<b>(\$2,669)</b>	<b>3.16%</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR RECREATION POOL  
2019**

PARTICULARS 01-3162	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURESEXPENDITURES</b>						
Wages Full-time	1200	10,464	2,743	5,859	6,041	3.11%
Wages Part-time	1222	50,627	60,341	60,168	61,523	2.25%
Benefits	1240	7,150	6,995	7,985	8,201	2.71%
Training & Seminars	1271	244	200	150	150	0.00%
Memberships	1303	97	300	250	250	0.00%
Chemicals	1305	3,741	578	3,400	3,400	0.00%
Program supplies	1307	3,371	3,226	4,500	4,500	0.00%
Payroll Fees	1315	230	877	800	800	0.00%
Maintenance & Purchase-Equip	1320	9,463	10,035	14,500	13,000	-10.34%
Maintenance - Building	1322	1,940	3,371	8,000	11,000	37.50%
Telephone	1350	475	717	550	550	0.00%
Utilities- Hydro	1360	7,193	798	4,000	4,000	0.00%
Utilities- Gas	1365	2,878	2,359	1,500	2,800	86.67%
Utilities- Water	1366	18,284	19,761	18,000	20,000	11.11%
Rentals	1368	65	-	200	200	0.00%
Advertising	1370	254	-	300	300	0.00%
Insurance	1380	3,765	4,042	3,885	4,000	2.96%
Programs & Promotions	1382	-	-	350	350	0.00%
Transfer to capital	1710	-	-	-	-	0.00%
Transfer to reserves	1720	4,000	15,000	15,000	15,000	0.00%
<b>TOTAL EXPENSES</b>		<b>124,241</b>	<b>131,342</b>	<b>149,397</b>	<b>156,065</b>	<b>4.46%</b>
<b>REVENUE</b>						
Ontario Grants	0126	2,326	2,000	6,000	6,000	0.00%
Municipal Grant	0128	-	2,224	-	2,000	100.00%
Pool Rentals	0130	2,287	3,338	4,500	4,500	0.00%
Transfer from Reserve fund	0142	-	-	2,500	3,000	20.00%
Misc. Revenue	0150	6,752	4,294	5,500	5,500	0.00%
Registrations	0156	29,398	34,281	28,500	30,000	5.26%
Admissions	0158	14,900	14,863	18,000	18,000	0.00%
<b>TOTAL REVENUE</b>		<b>55,663</b>	<b>60,999</b>	<b>65,000</b>	<b>69,000</b>	<b>6.15%</b>
<b>TOTAL OPERATING POOL</b>		<b>68,578</b>	<b>70,343</b>	<b>84,397</b>	<b>87,065</b>	<b>3.16%</b>

3.2% Increase/(Decrease)  
\$2,669 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON  
CAPITAL  
BUDGET FOR RECREATION POOL  
2019**

PARTICULARS 02-3162	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENSES</b>						
Purchases	1600	-	-	-	65,000	100.00%
Transfer to Reserve FD	1720	-	-	-	-	
<b>TOTAL EXPENSES</b>		-	-	-	<b>65,000</b>	<b>100.00%</b>
<b>REVENUE</b>						
Transfer fr Reserve FD	0142	-	-	-	32,500	100.00%
<b>TOTAL REVENUE</b>		-	-	-	<b>32,500</b>	<b>100.00%</b>
<b>TOTAL CAPITAL POOL</b>		-	-	-	<b>32,500</b>	<b>0.00%</b> 100.00%
<b>TOTAL RECREATION POOL</b>		<b>68,578</b>	<b>70,343</b>	<b>84,397</b>	<b>119,565</b>	<b>41.67%</b>
				41.7% Increase/(Decrease) \$35,169 Increase/(Decrease)		

**RECREATION – COMMUNITY CENTRE OPERATING BUDGET SUMMARY**

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
<b>Revenue</b>				
Grants	\$0	\$0	\$0	0.00%
User Fees	\$265,200	\$270,200	\$5,000	1.89%
Other Revenue	\$67,000	\$72,000	\$5,000	7.46%
<b>Total Revenue</b>	<b>\$332,200</b>	<b>\$342,200</b>	<b>\$10,000</b>	<b>3.01%</b>
<b>Expense</b>				
Wages	\$211,438	\$229,704	\$18,266	8.64%
Maintenance	\$35,900	\$62,400	\$26,500	73.82%
Utilities	\$118,200	\$118,200	\$0	0.00%
General Expense	\$133,159	\$349,074	\$215,915	162.15%
<b>Total Expense</b>	<b>\$498,697</b>	<b>\$759,378</b>	<b>\$260,681</b>	<b>52.27%</b>
<b>Net Difference</b>	<b>(\$166,497)</b>	<b>(\$38,959)</b>	<b>(\$250,681)</b>	<b>150.56%</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR RECREATION COMMUNITY CENTRE  
2019**

PARTICULARS 01-3163	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURE</b>						
Wages, Full-time Arena Auditorium	1200	99,386	128,648	118,311	123,200	4.13%
Wages, Part-time	1201	-	-	-	-	0.00%
Wages - public works	1222	53,646	80,473	48,653	59,003	21.27%
Benefits	1235	102	-	-	-	0.00%
Clothing Allowance	1240	42,993	54,555	44,474	47,501	6.81%
Long Term Debt-Prin.	1260	1,445	1,381	2,500	2,500	0.00%
Long Term Debt-Interest	1300	-	-	-	-	0.00%
Supplies-Booth	1301	-	-	-	-	0.00%
Supplies-Cleaning	1304	25,981	29,622	20,000	30,000	50.00%
Supplies-Bar	1305	6,289	4,566	7,000	7,000	0.00%
Supplies-Programs	1306	368	656	1,500	1,500	0.00%
Payroll Service	1307	227	1,093	270	270	0.00%
Maintenance & Purchase - Equipment	1315	431	820	2,304	2,304	0.00%
Maintenance - Building	1320	7,457	34,815	35,900	15,900	-55.71%
Maintenance - Building - View	1322	26,811	6,981	-	46,500	100.00%
Maintenance - Ice	1323	-	-	-	-	0.00%
Refrigeration	1328	1,606	189	-	-	0.00%
Service Agreement	1332	1,510	3,022	6,000	6,000	0.00%
Fuel, Propane	1344	11,889	20,129	9,500	9,500	0.00%
Utilities- Hydro Walk C.C.	1358	2,773	4,641	3,500	3,500	0.00%
Utilities- Hydro Brad.CC	1360	98,833	95,781	95,000	95,000	0.00%
Utilities- Furnace Oil	1361	1,539	687	1,200	1,200	0.00%
Utilities- Gas	1362	845	2,330	2,000	2,000	0.00%
Utilities- Water	1365	11,046	12,956	11,000	11,000	0.00%
Rental - Equipment	1366	16,603	28,191	9,000	9,000	0.00%
Advertising-Prg & Promo	1368	775	-	1,000	1,000	0.00%
Insurance	1370	260	1,043	500	500	0.00%
Public Works Equip. Cost	1380	28,980	31,067	29,085	30,000	3.15%
Transfer to Cap	1470	-	-	-	-	0.00%
Transfer to Res Fund	1710	-	-	-	-	0.00%
	1720	35,000	50,000	50,000	255,000	410.00%
<b>TOTAL EXPENSES</b>		<b>476,793</b>	<b>593,646</b>	<b>498,697</b>	<b>759,378</b>	<b>52.27%</b>

<b>REVENUE</b>						
Ontario Grants	0126	-	-	-	-	0.00%
Rental, Auditorium	0130	12,321	14,872	16,000	16,000	0.00%
Rental, Arena	0131	225,357	229,128	220,000	225,000	2.27%
Rental, Main Floor	0133	8,313	6,728	7,000	7,000	0.00%
Rental, Room & Cages	0134	-	1,095	1,200	1,200	0.00%
Rental, Kitchen	0136	500	600	-	-	0.00%
Trans from Reserve Fund	0142	-	-	-	-	0.00%
Rental, Misc.	0150	13,559	8,076	13,000	13,000	0.00%
Admissions	0158	9,428	8,740	8,000	8,000	0.00%
Supplies, Kitchen	0160	1,880	3,467	6,000	6,000	0.00%
Concession Booth	0162	45,931	51,218	40,000	45,000	12.50%
Advertising, Arena	0169	14,000	15,100	14,500	14,500	0.00%
Donations	0176	5,165	5,446	5,000	5,000	0.00%
Donations-View from Above	0177	-	-	-	-	0.00%
Bar Steward Service	0610	378	1,638	1,500	1,500	0.00%
<b>TOTAL REVENUE</b>		<b>336,831</b>	<b>346,108</b>	<b>332,200</b>	<b>342,200</b>	<b>3.01%</b>
<b>TOTAL OPERATING COMMUNITY CENTRE</b>		<b>139,962</b>	<b>247,538</b>	<b>166,497</b>	<b>417,178</b>	<b>150.56%</b>

150.6% Increase/(Decrease)  
\$250,681 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON  
CAPITAL  
BUDGET FOR RECREATION COMMUNITY CENTRE  
2019**

PARTICULARS 02-3163	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENSES</b>						
New Water Line	1600	22,977	-	10,000	35,000	250.00%
Auditorium Renovation	1601	-	7,840	10,000	20,000	100.00%
WWTP/Ball Diamond Enterance	1602	-	8,317	8,000	108,322	1254.03%
Chiller Replacement	1603	-	-	35,000	70,000	100.00%
(De-Ox Water system (cold water)	1604				40,000	100.00%
	1605					0.00%
Transfer to Reserve FD	1720	-	-	-	-	0.00%
<b>TOTAL EXPENSES</b>		<b>22,977</b>	<b>16,157</b>	<b>63,000</b>	<b>273,322</b>	<b>333.84%</b>
<b>REVENUE</b>						
Grants	0126	-	-	-	-	0.00%
Transfer fr Reserve FD	0142	80,000	90,000	35,000	45,000	28.57%
Transfer fr Revenue FD	0143	-	-	-	-	
<b>TOTAL REVENUE</b>		<b>80,000</b>	<b>90,000</b>	<b>35,000</b>	<b>45,000</b>	<b>28.57%</b>
<b>TOTAL CAPITAL COMMUNITY CENTRE</b>		<b>(57,023)</b>	<b>(73,843)</b>	<b>28,000</b>	<b>228,322</b>	<b>715.44%</b>

<b>TOTAL RECREATION COMMUNITY CENTRE</b>	<b>82,939</b>	<b>173,694</b>	<b>194,497</b>	<b>645,500</b>	<b>231.88%</b>
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231.9% Increase/(Decrease)  
\$451,003 Increase/(Decrease)

**RECREATION – LOBIES OPERATING BUDGET SUMMARY**

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
<b>Revenue</b>				
Grants	\$0	\$0	\$0	0.00%
User Fees	\$32,000	\$32,000	\$0	0.00%
Other Revenue	\$2,000	\$2,000	\$0	0.00%
<b>Total Revenue</b>	<b>\$34,500</b>	<b>\$34,500</b>	<b>\$0</b>	<b>0.00%</b>
<b>Expense</b>				
Wages	\$10,526	\$10,578	\$52	0.49%
Maintenance	\$7,900	\$7,900	\$0	0.00%
Utilities	\$2,450	\$2,450	\$0	0.00%
General Expense	\$15,400	\$15,400	\$0	0.00%
<b>Total Expense</b>	<b>\$36,276</b>	<b>\$36,328</b>	<b>\$52</b>	<b>0.14%</b>
<b>Net Difference</b>	<b>\$1,776</b>	<b>(\$1,828)</b>	<b>(\$52)</b>	<b>(2.93%)</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR RECREATION LOBIES  
2019**

PARTICULARS 01-3164	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages Full-time	1200	222	907	1,172	1,208	3.07%
Wages Part-time	1222	8,526	-	8,960	8,960	0.00%
Benefits	1240	1,031.80	356	394	410	4.06%
Bank Services	1272	2,050.92	1,373	1,400	1,400	0.00%
Supplies, Cleaning	1305	167	37	500	500	0.00%
Supplies, Program	1307	409	1,008	1,000	1,000	0.00%
Maint. & Purchase - Equip	1320	2,744	1,613	7,900	7,900	0.00%
Maint. Building	1322	1,535	-	-	-	0.00%
Maint. Grounds	1325	580	-	-	-	0.00%
Service Agreement	1344	1,551	1,461	-	-	0.00%
Telephone	1350	1,198	696	1,000	1,000	0.00%
Utilities- Hydro	1360	338	377	850	850	0.00%
Utilities - Water	1366	1,512	1,702	1,600	1,600	0.00%
Advertising	1370	1,266	552	1,500	1,500	0.00%
Insurance	1380	-	-	5,000	5,000	0.00%
Transfer to Cap	1710	-	-	-	-	0.00%
Transfer to Reserve Fund	1720	-	5,000	5,000	5,000	0.00%
<b>TOTAL EXPENSES</b>		<b>23,129</b>	<b>15,083</b>	<b>36,276</b>	<b>36,328</b>	<b>0.14%</b>
<b>REVENUE</b>						
Ontario Grants	0126	-	-	-	-	0.00%
Miscellaneous Revenue	0150	1,013	958	2,000	2,000	0.00%
Fees - Camping	0154	29,574	34,991	32,500	32,500	0.00%
<b>TOTAL REVENUE</b>		<b>30,587</b>	<b>35,949</b>	<b>34,500</b>	<b>34,500</b>	<b>0.00%</b>
<b>TOTAL OPERATING LOBIES CAMPGROUND</b>		<b>(7,457)</b>	<b>(20,867)</b>	<b>1,776</b>	<b>1,828</b>	<b>2.93%</b>

2.9% Increase/(Decrease)

\$52 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON  
CAPITAL  
BUDGET FOR RECREATION LOBIES  
2019**

PARTICULARS 02-3164	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENSES</b>						
Purchases	1600	14,268	-	-	36,000	100.00%
Transfer to Reserve FD	1720	-	-	-	-	0.00%
<b>TOTAL EXPENSES</b>		<b>14,268</b>	<b>-</b>	<b>-</b>	<b>36,000</b>	<b>100.00%</b>
<b>REVENUE</b>						
Grants	0126	-	-	-	25,000	100.00%
Transfer fr Reserve FD	0142	-	-	-	-	0.00%
Transfer fr Revenue FD	0143	-	-	-	-	0.00%
<b>TOTAL REVENUE</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>25,000</b>	<b>100.00%</b>
<b>TOTAL CAPITAL LOBIES</b>		<b>14,268</b>	<b>-</b>	<b>-</b>	<b>11,000</b>	<b>100.00%</b>
<b>TOTAL RECREATION LOBIES</b>		<b>6,811</b>	<b>-20,867</b>	<b>1,776</b>	<b>12,828</b>	<b>622.30%</b>

622.3% Increase/(Decrease)  
\$11,052 Increase/(Decrease)

**RECREATION – DAYCAMP OPERATING BUDGET SUMMARY**

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
<b>Revenue</b>				
Grants	\$3,000	\$3,000	\$0	0.00%
Other Revenue	\$0	\$5,000	\$5,000	100.00%
User Fees	\$52,000	\$52,000	\$0	0.00%
<b>Total Revenue</b>	<b>\$55,000</b>	<b>\$55,000</b>	<b>\$5,00.00</b>	<b>9.09%</b>
<b>Expense</b>				
Wages	\$34,178	\$35,529	\$1,351	3.95%
General Expense	\$14,290	\$19,290	\$5,000	34.99%
<b>Total Expense</b>	<b>\$48,468</b>	<b>\$54,819</b>	<b>\$6,351</b>	<b>13.10%</b>
<b>Net Difference</b>	<b>\$6,532</b>	<b>\$181</b>	<b>(\$1,351)</b>	<b>(20.68%)</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR RECREATION DAYCAMP  
2019**

PARTICULARS 01-3165	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages - Part-time	1222	25,602	33,882	31,071	32,299	3.95%
Benefits	1240	2,571	3,350	3,107	3,230	3.95%
Benefits- Playground	1245	-	-	-	-	0.00%
Training & Seminars	1271	50	196	350	350	0.00%
Supplies	1307	3,315	3,766	3,000	8,000	166.67%
Payroll Fees	1315	305	-	640	640	0.00%
Advertising	1370	178	-	300	300	0.00%
Transfer to Reserve Fund	1720	-	10,000	10,000	10,000	0.00%
<b>TOTAL EXPENSES</b>		<b>32,021</b>	<b>51,194</b>	<b>48,468</b>	<b>54,819</b>	<b>13.10%</b>
<b>REVENUE</b>						
Ont. Grants	0126	2,326	3,040	3,000	3,000	0.00%
Transfer from Reserve Fund	0142				5,000	
Registration	0158	50,509	51,488	52,000	52,000	0.00%
Registration - Youth Adventure	0159	20	(210)	-	-	0.00%
<b>TOTAL REVENUE</b>		<b>52,855</b>	<b>54,318</b>	<b>55,000</b>	<b>60,000</b>	<b>9.09%</b>
<b>TOTAL OPERATING PLAYGROUND</b>		<b>(20,834)</b>	<b>(3,123)</b>	<b>(6,532)</b>	<b>(5,181)</b>	<b>-20.68%</b>

-20.7% Increase/(Decrease)

1,351 Increase/(Decrease)

**RECREATION – PROGRAMS OPERATING BUDGET SUMMARY**

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
<b>Revenue</b>				
Grants	\$0	\$0	\$0	0.00%
User Fees	\$90,000	\$90,000	\$0	0.00%
<b>Total Revenue</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$0</b>	<b>0.00%</b>
<b>Expense</b>				
Wages	\$5,000	\$10,000	\$5,0000	100.00%
Maintenance	\$0	\$0	\$0	0.00%
General Expense	\$73,400	\$58,240	(\$15,480)	(21.00%)
<b>Total Expense</b>	<b>\$78,720</b>	<b>\$68,240</b>	<b>\$10,480</b>	<b>(13.31%)</b>
<b>Net Difference</b>	<b>\$11,280</b>	<b>\$21,760</b>	<b>(\$10,480)</b>	<b>92.91%</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR RECREATION PROGRAMS  
2019**

PARTICULARS 01-3166	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENSES</b>						
Wages - Program	1200	-	-	-	-	0.00%
Wages - Part Time	1222	29,365	13,676	5,000	10,000	100.00%
Benefits - Program	1240	3,311	1,161	-	-	0.00%
Train & Seminars	1271	79	-	400	400	0.00%
Supplies	1307	13,597	8,274	10,000	10,000	0.00%
Payroll Processing	1315	109	862	320	3,840	1100.00%
Maint. & Purchase - Equip	1320	2,053	17,956	-	-	0.00%
Service Agreements	1344	45,435	44,013	44,000	35,000	-20.45%
Advertising	1370	3,178	3,899	14,000	4,000	-71.43%
Prog. & Promotions	1382	-	-	-	-	0.00%
Transfer to Reserve Fund	1720	-	5,000	5,000	5,000	0.00%
<b>TOTAL EXPENSES</b>		<b>97,127</b>	<b>94,842</b>	<b>78,720</b>	<b>68,240</b>	<b>-13.31%</b>
<b>REVENUE</b>						
Ontario Grants	0126	25,292	7,588	-	-	0.00%
Misc. Revenue	0150	6,402	8,408	5,000	5,000	0.00%
Reg.- Youth	0156	60,152	47,302	55,000	55,000	0.00%
Reg.- Adult	0157	29,928	26,593	30,000	30,000	0.00%
<b>TOTAL REVENUE</b>		<b>121,775</b>	<b>89,890</b>	<b>90,000</b>	<b>90,000</b>	<b>0.00%</b>
<b>TOTAL OPERATING PROGRAMS</b>		<b>(24,648)</b>	<b>4,952</b>	<b>(11,280)</b>	<b>(21,760)</b>	<b>92.91%</b>

-92.9% Increase/(Decrease)  
(\$10,480) Increase/(Decrease)

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR RECREATION PROGRAMS  
2019**

PROGRAMS-CAPITAL	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACUTAL	BUDGETED	BUDGET	
<b>EXPENSES</b>						
Purchases	1600	18,953	-	-	5,000	100%
Transfer to Reserve FD	1720	-	-	-	-	0%
<b>TOTAL EXPENSES</b>		18,953	-	-	5,000	100%
<b>REVENUE</b>						
Ontario Grants	0126	18,953	-	-	-	
Transfer fr Revenue FD	0143	-	-	-	5,000	100%
<b>TOTAL REVENUE</b>		18,953	-	-	5,000	
<b>TOTAL CAPITAL PROGRAMS</b>						
		-	-	-	-	0%
<b>TOTAL RECREATION PROGRAMS</b>						
		(24,648)	4,952	(11,280)	(21,760)	93%

RECREATION – CDCF OPERATING BUDGET SUMMARY

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
<b>Revenue</b>				
Grants	\$5,000	\$5,000	\$0	0.00%
Donation	\$5,000	\$1,000	(\$4,000)	3.37%
User Fees	\$124,500	\$128,700	\$4,200	(80.00%)
<b>Total Revenue</b>	<b>\$134,500</b>	<b>\$134,700</b>	<b>\$200</b>	<b>0.15%</b>
<b>Expense</b>				
Wages	\$15,000	\$16,700	\$1,700	11.33%
Maintenance	\$10,500	\$9,500	(\$1,000)	(9.52%)
General Expense	\$107,5000	\$110,000	\$2,500	2.33%
<b>Total Expense</b>	<b>\$133,000</b>	<b>\$136,200</b>	<b>\$3,200</b>	<b>2.41%</b>
<b>Net Difference</b>	<b>\$1,500</b>	<b>(\$1,500)</b>	<b>(\$3,000)</b>	<b>(200.00%)</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR CDCF ADMINISTRATION  
2019**

PARTICULARS 01-3169	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURE</b>						
WAGES	1200	13,655	12,495	13,300	15,000	12.78%
BENEFITS - CDCF	1240	1,117	1,077	1,700	1,700	0.00%
SUPPLIES - KITCHEN	1304	10,611	9,403	12,000	12,000	0.00%
SUPPLIES - OFFICE	1305	129	161	1,000	1,000	0.00%
SUPPLIES - HALL/BAR	1306	4,982	3,166	11,000	11,000	0.00%
SUPPLIES - CLEANING	1307	1,380	1,801	3,000	3,000	0.00%
MAINTENANCE - EQUIPMENT	1320	1,259	313	1,500	1,500	0.00%
MAINTENANCE - BUILDING	1322	4,037	768	5,000	4,000	-20.00%
MAINTENANCE - GROUNDS	1325	3,402	332	3,000	3,000	0.00%
MAINTENANCE - BALL/SOCCER FIELDS	1326	107	-	1,000	1,000	0.00%
Diesel Fuel and Gasoline - Cargil	1359	678	2,412	1,500	1,500	0.00%
SERVICE AGREEMENT - SECURITY	1344	7,345	3,864	4,000	5,500	37.50%
UTILITIES	1360	14,028	10,594	15,000	15,000	0.00%
ADVERTISING	1370	-	500	1,000	1,000	0.00%
GRANTS/DONATIONS & GIFTS	1373	156	417	1,000	1,000	0.00%
PROGRAMS & PROMOTIONS-MINOR SPORTS	1382	-	-	1,000	-	-100.00%
MISC EXP - BOYS NIGHT OUT	1543	5,289	5,970	7,000	7,000	0.00%
MISC EXP - ABBAMANIA	1550	3,654	-	-	2,000	100.00%
MISC EXP - PICKIN' BY THE POND	1553	38,704	39,666	40,000	40,000	0.00%
MISC EXP - CANADA 150	1554	83,120	-	-	-	0.00%
MISC EXP - OKTOBERFEST DANCE	1557	-	-	-	-	0.00%
TRANSFER TO RESERVE FUND	1720	75,940	10,000	10,000	10,000	0.00%
Transf to Cap.	1710					0.00%
<b>TOTAL EXPENSES</b>		<b>269,592</b>	<b>102,939</b>	<b>133,000</b>	<b>136,200</b>	<b>2.41%</b>
<b>REVENUE</b>						
FEES- BALL & TOURNAMENTS	0120	3,000	2,100	3,000	3,000	0.00%
GRANTS ONTARIO	0126	53,500	-	5,000	5,000	0.00%
RENTS - HALL AND BAR	0130	31,408	30,778	22,000	22,000	0.00%
DONATIONS	0132	28,465	6,859	5,000	1,000	-80.00%
MISCELLANEOUS REVENUE	0140	-	-	10,500	10,500	0.00%
MISC REV - BOYS NIGHT OUT	0143	18,640	20,180	17,000	17,000	0.00%
MISC REV - ABBAMANIA	0150	-	-	-	5,000	100.00%
MISC REV - PICKIN' BY THE POND	0153	62,149	66,886	55,000	54,200	-1.45%
FEES - CAMPING	0154	-	-	-	-	0.00%
MISC REV OKTOBERFEST DANCE	0157	-	-	-	-	0.00%
KITCHEN/CONCESSION BOOTH	0162	13,954	13,467	17,000	17,000	0.00%
<b>TOTAL REVENUE</b>		<b>211,116</b>	<b>140,270</b>	<b>134,500</b>	<b>134,700</b>	<b>0.15%</b>
<b>TOTAL OPERATING REC-CDCF</b>		<b>58,476</b>	<b>(37,331)</b>	<b>(1,500)</b>	<b>1,500</b>	<b>-200.00%</b>

-200.00% Increase/(Decrease)  
\$3,000 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON  
CAPITAL  
BUDGET FOR RECREATION-CDCF  
2019**

PARTICULARS 02-3169	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Purchases	1601	-	-	25,000	827,752	3211.01%
Transfer to Reserve FD	1720	-	-	-	-	0.00%
<b>TOTAL EXPENSES</b>		-	-	<b>25,000</b>	<b>827,752</b>	<b>3211.01%</b>
<b>REVENUE</b>						
Grants-Ontario	0127	-	66,540	-	-	0.00%
Long-term Debt	0129	-	-	-	802,752	100.00%
Transfer fr Reserve FD	0142	-	-	25,000	25,000	0.00%
Donations	0132	-	46,097	-	-	0.00%
<b>TOTAL REVENUE</b>		-	<b>112,637</b>	<b>25,000</b>	<b>827,752</b>	<b>3211.01%</b>
<b>TOTAL CAPITAL REC-CDCF</b>		-	<b>(112,637)</b>	-	-	
<b>TOTAL REVENUE</b>		-	<b>112,637</b>	<b>25,000</b>	<b>827,752</b>	<b>3211.01%</b>
<b>TOTAL CAPITAL CDCF</b>		-	<b>(112,637)</b>	-	-	
<b>TOTAL RECREATION CDCF</b>		<b>58,476</b>	<b>-149,967</b>	<b>-1,500</b>	<b>1,500</b>	<b>-200.00%</b>
				-200.0% Increase/(Decrease)		
				\$3,000 Increase/(Decrease)		

RECREATION – SOCCER FIELDS OPERATING BUDGET SUMMARY

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
<b>Revenue</b>				
Grants	\$0	\$0	\$0	0.00%
User Fees	\$4,000	\$4,000	\$0	0.00%
<b>Total Revenue</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>0.00%</b>
<b>Expense</b>				
Wages	\$6,494	\$12,654	\$6,160	94.86%
Maintenance	\$6,500	\$17,500	\$11,000	169.23%
General Expense	\$82,393	\$117,500	\$35,107	42.61%
<b>Total Expense</b>	<b>\$95,387</b>	<b>\$147,654</b>	<b>\$52,267</b>	<b>54.79%</b>
<b>Net Difference</b>	<b>(\$91,387)</b>	<b>(\$143,654)</b>	<b>(\$52,267)</b>	<b>57.19%</b>

**MUNICIPALITY OF BROCKTON  
CAPITAL  
BUDGET FOR RECREATION SOCCER  
2019**

PARTICULARS 02-3167	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Purchases	1600				70,000	100.00%
Transfer to Reserve FD	1720				-	
<b>TOTAL EXPENSES</b>		-	-	-	<b>70,000</b>	
<b>REVENUE</b>						
Grants-Ontario	0126				-	0.00%
Transfer fr Reserve FD	0142				-	0.00%
Transfer fr Revenue FD	0143				-	0.00%
Donations	0176				-	0.00%
<b>TOTAL REVENUE</b>		-	-	-	-	0.00%
<b>TOTAL CAPITAL SOCCER</b>		-	-	-	<b>70,000</b>	100.00%
<b>TOTAL RECREATION SOCCER</b>		<b>-18,160</b>	<b>104,804</b>	<b>91,387</b>	<b>213,654</b>	<b>133.79%</b>

133.8% Increase/(Decrease)  
122,267 Increase/(Decrease)

# Materials Management Goals and Objectives

## Purpose

To provide a waste disposal site for the residents for the Municipality of Brockton.

To provide a recycling program in order to reduce the amount of material entering the landfill sites, which extends the life of the landfill.

To protect and enhance our community's environment by taking action in a responsible and sustainable manner.

To advise Council on matters, to protect and enhance our community's environment.

## 2018 In Review

- Weekly Household Waste Pickup throughout the 2018 Year
- Continue to maintain landfill up to standards
- Continued with the improved organization of landfill attendant schedules.

## 2019 Goals and Objectives

- Continue weekly household waste pickup throughout the 2019 year
- Continue to maintain landfill up to standards
- Continue to work with the Town of Hanover on an updated joint agreement for the joint landfill.

## Summary of Significant Changes

- There are no significant changes are this time.

MATERIALS MANAGEMENT – TOTAL OPERATING BUDGET SUMMARY				
	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
Total Revenue	\$463,110	\$463,110	\$0	0.00%
Total Expense	\$716,570	\$730,902	\$14,332	2.00%
Net Difference	(\$253,460)	(\$267,792)	(\$14,332)	5.67%

**MATERIALS MANAGEMENT – BRANT & GREENOCK OPERATING BUDGET SUMMARY**

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
<b>Revenue</b>				
User Fees	\$253,260	\$253,260	\$0	0.00%
<b>Total Revenue</b>	<b>\$253,260</b>	<b>\$253,260</b>	<b>\$0</b>	<b>0.00%</b>
<b>Expense</b>				
Wages	\$69,353	\$71,993	\$2,640	3.80%
Service Agreements	\$88,869	89,795	\$926	1.04%
Utilities	\$1,400	1,400	\$0	0.00%
General Expense	\$113,667	113,667	\$0	0.00%
<b>Total Expense</b>	<b>\$273,288</b>	<b>\$276,855</b>	<b>\$3,567</b>	<b>1.31%</b>
<b>Net Difference</b>	<b>(\$20,028)</b>	<b>(\$23,595)</b>	<b>\$3,567</b>	<b>17.81</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR MATERIAL MANAGEMENT - BRANT/GREENOCK  
2019**

PARTICULARS OPERATING 01-3144	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages - Landfill	1200	45,425	62,547	47,093	-	-100.00%
Wages - PT Landfill	1222	-	473	-	49,494	100.00%
Wages - Public Works	1235	15,674	2,322	13,000	13,000	0.00%
Benefits-Landfill	1240	9,317	9,203	9,259	9,499	2.59%
Mileage	1270	-	-	-	-	0.00%
Training & Seminars	1271	1,015	-	1,000	1,000	0.00%
Supplies - Bag Tags	1302	1,825	3,698	2,500	2,500	0.00%
Supplies	1305	2,608	1,009	3,000	3,000	0.00%
Payroll Services	1315	520	1,022	1,152	1,152	0.00%
Engineering Brant & Greenock	1317	25,655	16,779	20,000	20,000	0.00%
Equipment Maintenance	1320	4,532	14,652	4,000	4,000	0.00%
Fuel	1333	-	34	1,000	1,000	0.00%
Service Agreement	1344	108,745	103,278	88,869	89,795	1.04%
Telephone & Internet	1350	1,203	1,575	3,000	3,000	0.00%
Utilities - Hydro - Brant Landfill	1362	1,401	1,469	1,400	1,400	0.00%
Advertising	1370	226	-	500	500	0.00%
Write Off - Uncollectable	1390	43	95	-	-	0.00%
Public Works Equipment Costs	1470	272	-	10,000	10,000	0.00%
Commissions	1520	-	-	-	-	0.00%
Transfer to Capital Fund	1710	-	-	-	-	0.00%
Transfer to Reserve Fund	1720	67,515	67,515	67,515	67,515	0.00%
<b>OPERATING EXPENDITURES</b>		<b>285,974</b>	<b>285,672</b>	<b>273,288</b>	<b>276,855</b>	<b>1.30%</b>
<b>REVENUE</b>						
Grants Ontario	0126	-	-	-	-	0.00%
Rent-Land Rental-Brant Landfill	0131	-	-	-	-	0.00%
Transfers from Reserve Funds	0142	-	-	-	-	0.00%
User Fees -- Bag Tag	0147	69,152	74,055	57,000	57,000	0.00%
Donations-Environment Comm	0176	-	-	-	-	0.00%
Waste Management Fee	0250	71,020	71,605	71,260	71,260	0.00%
Tipping Fees - Brant Landfill	0445	67,681	64,409	100,000	100,000	0.00%
Tipping Fees - Greenock Landfill	0446	21,867	17,958	25,000	25,000	0.00%
<b>OPERATING REVENUES</b>		<b>229,720</b>	<b>228,027</b>	<b>253,260</b>	<b>253,260</b>	<b>0.00%</b>
<b>TOTAL OPERATING MATERIALS MANAGEMENT</b>		<b>56,255</b>	<b>57,645</b>	<b>20,028</b>	<b>23,595</b>	<b>17.806%</b>

17.81% Increase/(Decrease)  
3,566 Increase/(Decrease)

MATERIALS MANAGEMENT – WALKERTON & HANOVER OPERATING BUDGET SUMMARY

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
Revenue				
User Fees	\$201,750	\$201,750	\$0	0.00%
Total Revenue	\$201,750	\$201,750	\$0	0.00%
Expense				
Service Agreements	\$201,144	\$202,047	\$903	0.45%
General Expense	\$88,250	\$88,250	\$0	0.00%
Total Expense	\$289,394	\$290,297	\$903	0.31%
Net Difference	(\$87,644)	(\$88,547)	(\$903)	1.03%

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR MATERIAL MANAGEMENT - WALKERTON/HANOVER  
2019**

PARTICULARS 01-3145	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURE</b>						
Mileage	1270	-	-	-	-	0.00%
Longterm Debt Principal	1300	62,500	62,500	62,500	62,500	0.00%
Longterm Debt Interest	1301	24,450	29,689	24,000	24,000	0.00%
Supplies - Bag Tags	1302	1,268	2,570	1,750	1,750	0.00%
Service Agreement	1344	229,425	228,149	201,144	202,047	0.45%
Advertising	1370	-	-	-	-	0.00%
Commissions	1520	-	-	-	-	0.00%
Transfer to Capital Fund	1710	-	-	-	-	0.00%
Transfer to Reserve Fund	1720	-	-	-	-	0.00%
<b>OPERATING EXPENDITURES</b>		<b>317,643</b>	<b>322,908</b>	<b>289,394</b>	<b>290,297</b>	<b>0.31%</b>
<b>REVENUE</b>						
Longterm Debt Bank	0129	-	-	-	-	0.00%
Trans. from Reserve Fund	0142	-	-	-	-	0.00%
User Fees -- Bag Tag	0147	71,975	77,036	57,000	57,000	0.00%
Waste Management Fee	0250	143,925	143,700	144,750	144,750	0.00%
<b>OPERATING REVENUES</b>		<b>215,900</b>	<b>220,736</b>	<b>201,750</b>	<b>201,750</b>	<b>0.00%</b>
<b>TOTAL OPERATING MATERIAL MANAGEMENT</b>		<b>101,743</b>	<b>102,172</b>	<b>87,644</b>	<b>88,547</b>	<b>1.03%</b>

1.03% Increase/(Decrease)

903 Increase/(Decrease)

**MATERIALS MANAGEMENT – RECYCLING OPERATING BUDGET SUMMARY**

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
Revenue				
Recoveries	\$8,100	\$8,100	0	0.00%
<b>Total Revenue</b>	<b>\$8,100</b>	<b>\$8,100</b>	<b>\$0</b>	<b>0.00%</b>
Expense				
Wages	\$14,589	\$0	(\$14,589)	100%
Utilities	\$5,000	\$5,000	\$0	0.00%
General Expense	\$134,298	\$158,750	\$24,452	18.21%
<b>Total Expense</b>	<b>\$153,887</b>	<b>\$163,750</b>	<b>\$9,863</b>	<b>6.41%</b>
<b>Net Difference</b>	<b>(\$145,787)</b>	<b>(\$155,650)</b>	<b>\$9,863</b>	<b>6.77%</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR MATERIAL MANAGEMENT - RECYCLING  
2019**

PARTICULARS 01-3146	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURE</b>						
Wages	1200	7,069	1,892	11,312	-	-100.00%
Benefits	1240	1,885	(58)	3,277	-	-100.00%
Supplies-Rain barrels/Green Cones	1306	3,075	2,698	2,000	2,000	0.00%
Utilities - MTO Building	1363	3,417	4,321	5,000	5,000	0.00%
Recycling	1444	129,171	138,835	127,298	138,400	8.72%
Environmental Committee	1445	4,372	9,471	5,000	8,000	60.00%
Inter-department Expense	1820				10,350	100.00%
<b>OPERATING EXPENDITURES</b>		<b>148,988</b>	<b>157,160</b>	<b>153,887</b>	<b>163,750</b>	<b>6.41%</b>
<b>REVENUE</b>						
Rents-Garden Plots	0130	555	1,195	500	500	0.00%
Recoveries - MTO Building	0143	7,514	4,266	5,000	5,000	0.00%
Recoveries - rain barrels	0144	1,063	2,897	2,000	2,000	0.00%
Recoveries - blue boxes	0145	744	784	600	600	0.00%
Recoveries - green cones	0146	340	935	-	-	0.00%
<b>OPERATING REVENUES</b>		<b>10,216</b>	<b>10,077</b>	<b>8,100</b>	<b>8,100</b>	<b>0.00%</b>
<b>TOTAL OPERATING GARBAGE</b>		<b>138,772</b>	<b>147,082</b>	<b>145,787</b>	<b>155,650</b>	<b>6.77%</b>

6.34% Increase/(Decrease)

9,863 Increase/(Decrease)

## Public Works Goals and Objectives

### Purpose

The Public Works (PW) Department is responsible for operating, maintaining and improving the municipality's hard service infrastructure. Our infrastructure must be properly maintained and be in a position to support economic development opportunities and the safety of the public.

### 2018 In Review

- Completed the updated roads needs study as phase 1 of the asset management update
- Phase 1 of McCurdy Bridge with County of Bruce completed.
- Construct Cayley Street completed
- Replaced Tandem Plow # 16
- Completed resurfacing of Concession 2 West & Concession 12
- Successful recruitment to replace retired employees
- Purchase the equipment required to service Chepstow sidewalks

### 2019 Goals and Objectives

- Replace aged equipment, grader, pick-up truck #60 with 1 Ton
- Complete Phase 2 for asset management update
- Complete reconstruction of sidewalks – sidewalks, Cemetery Rd, Warden and 3<sup>rd</sup> St
- Reconstruction of 10<sup>th</sup> Sideroad

### Summary of Significant Changes

- Increase in long-term debt for repayment Cayley and McCurdy Bridge
- Increase in aging equipment maintenance
- Increase in training for new and existing staff
- Increase in reserve fund transfer to support the future infrastructure and equipment replacement needs

**PUBLIC WORKS OPERATING BUDGET SUMMARY**

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
<b>Revenue</b>				
Other Revenue	\$10,000	\$240,600	\$230,600	2306.00%
User Fees	\$60,000	\$60,000	\$0	0.00%
<b>Total Revenue</b>	<b>\$70,000</b>	<b>\$300,600</b>	<b>\$230,600</b>	<b>329.43%</b>
<b>Expense</b>				
Wages	\$749,170	\$1,315,852	\$566,682	75.64%
Maintenance	\$839,500	\$869,000	\$29,500	3.51%
Winter Control	\$315,750	\$380,000	\$64,250	20.35%
General Expense	\$696,899	\$1,259,487	\$562,588	80.73%
<b>Total Expense</b>	<b>\$2,601,319</b>	<b>\$3,824,339</b>	<b>\$1,223,020</b>	<b>47.02%</b>
<b>Net Difference</b>	<b>(\$2,531,319)</b>	<b>(\$3,523,739)</b>	<b>(\$992,420)</b>	<b>39.21%</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR PUBLIC WORKS  
2019**

PARTICULARS 01-3130	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages - Public Works	1200	375,335	752,058	366,647	955,537	160.61%
Wages - Banked Hours	1206	-	9,819	-	65,000	100.00%
Wages - Patch/Spray/Res.	1207	21,417	13,355	25,000	-	-100.00%
Wages - Equipment Maint.	1209	128,088	20,980	120,000	-	-100.00%
Wages - Road Grading	1211	54,754	10,143	40,000	-	-100.00%
Wages - Bridges & Culverts	1213	2,170	3,535	12,500	-	-100.00%
Wages - Municipal Drains	1217	-	208	500	-	-100.00%
Wages - Beaver Damage	1219	1,302	726	1,500	-	-100.00%
Benefits - Public Works	1240	184,842	232,051	183,023	295,315	61.35%
Clothing Allowance	1260	5,628	2,329	7,500	8,750	16.67%
Mileage	1270	-	-	-	-	0.00%
Training & Seminars	1271	3,134	3,032	5,000	20,000	300.00%
Long-term Debt Charges	1300	71,355	84,233	132,218	164,228	24.21%
Long-term Debt Charges-Interest	1301	30,074	41,182	35,140	78,566	123.58%
Memberships	1303	1,764	1,843	2,000	2,000	0.00%
Supplies & Tools	1305	5,535	5,371	12,000	12,000	0.00%
Payroll	1315	2,900	3,752	1,266	3,762	197.16%
Engineering Projects	1317	6,237	28,168	25,000	40,000	60.00%
Mainten. & Purchase - Equipment	1320	129,817	167,840	145,000	170,000	17.24%
Mainten. - Building	1322	2,723	4,447	5,500	10,000	81.82%
Mainten. - Hardtop	1324	311,441	285,409	290,000	290,000	0.00%
Mainten. - Loose Top	1327	257,310	321,915	280,000	280,000	0.00%
Mainten. - Bridges	1329	8,448	7,944	20,000	20,000	0.00%
Mainten. - Roadside	1331	78,676	56,503	95,000	95,000	0.00%
Mainten. - Roadside Tree Program	1332	2,020	242	-	-	0.00%
Mainten. - Safety	1335	850	1,881	4,000	4,000	0.00%
Service Agreements	1344	11,837	11,610	3,375	16,000	374.07%
Telephone/Internet	1350	5,711	8,042	6,000	8,500	41.67%
Fuel	1358	139,098	166,413	170,000	170,000	0.00%
Utilities - Hydro	1360	12,756	9,797	15,000	15,000	0.00%
Utilities - Natural Gas	1365	23,337	27,374	30,000	30,000	0.00%
Utilities - Water	1366	228	263	400	400	0.00%
Advertising	1370	593	1,352	1,000	1,500	50.00%
Insurance	1380	125,860	136,063	126,000	129,780	3.00%
Trans. to Capital Fund	1710	-	-	-	-	0.00%
Trans. to Reserve Fund	1720	123,586	126,488	125,000	550,000	340.00%
Inter-department Expense	1820	-	-	-	9,000	100.00%
<b>OPERATING EXPENDITURES</b>		<b>2,128,824</b>	<b>2,546,370</b>	<b>2,285,569</b>	<b>3,444,339</b>	<b>50.70%</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR WINTER CONTROL  
2019**

PARTICULARS  01-3131	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Wages - Snow Removal	1215	151,373	14,415	145,000	-	-100.00%
Benefits - Snow Removal	1255	31,442	2,426	50,750	-	-100.00%
Winter Control	1357	156,404	167,892	120,000	200,000	66.67%
Inter-department Expense	1820				180,000	100.00%
<b>WINTER EXPENDITURES</b>		<b>339,220</b>	<b>184,732</b>	<b>315,750</b>	<b>380,000</b>	<b>20.35%</b>

**MUNICIPALITY OF BROCKTON  
CAPITAL  
BUDGET FOR PUBLIC WORKS  
2019**

PARTICULARS 02-3130	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Grader	1600	30,320	274,331	260,000	420,000	61.54%
Chewstow Sidewalk Cleaner Res #	1601				60,000	100.00%
Trailer - for the Sidewalk Cleaner	1602				15,000	100.00%
Replace Pick up - #60 with 1 Ton	1603				70,000	100.00%
Reconstruction 10th Sideroad - Brant/Walkerton Bou	1604	-	141,268	140,000	1,000,000	614.29%
Concession 12 - County Rd 19 to Side Rd 20	1605	-	166,343	140,000	-	-100.00%
Trackless	1606	594,268	61,745	-	150,000	100.00%
Bridge Repair	1607	-	-	-	20,000	100.00%
Eastridge Road Phase 2 Construction	1608	-	-	370,000	370,000	0.00%
Cayley St - Jackson to Victoria	1610	-	388,790	400,000	40,000	-90.00%
Lobies Bridge Engineering	1611	-	-	-	10,000	100.00%
Yonge St (Durham - Jackson) Capital Engineering	1612	-	-	-	10,000	100.00%
McGivern Capital Engineering	1650	60,354	11,407	-	5,000	100.00%
Capital	1651	-	-	-	-	0.00%
Riverdale Bridge - EA study and Engineering plans	1652	944	22,137	150,000	40,000	-73.33%
Bridges & Culverts-McCurdy Bridge	1655	-	207,464	250,000	250,000	0.00%
Bridges & Culverts-Bridge #11	1659	-	24,940	1,000,000	400,000	-60.00%
Paving Johnson's Blvd	1660	277,207	61,781	50,000	50,000	0.00%
Sidewalks: Downtown Corner - Revitalization Grant	1665	-	61,961	80,000	60,000	-25.00%
Sidewalks: Cemtery Rd	1666				50,000	100.00%
Sidewalks: Warden St	1667				30,000	100.00%
Sidewalks: 3rd Street	1668				60,000	100.00%
Construction - Miscellaneous	1680	-	39,171	50,000	50,000	0.00%
Municipal Drain - Russel	1682			30,000	58,000	93.33%
Municipal Drain - Lang	1683			42,000	46,000	9.52%
Transfer to Reserve Fund	1720	291,840	-	-	-	0.00%
<b>CAPITAL EXPENDITURES</b>		<b>1,254,932</b>	<b>1,461,338</b>	<b>2,962,000</b>	<b>3,264,000</b>	<b>10.20%</b>
<b>TOTAL EXPENDITURES</b>		<b>3,722,976</b>	<b>4,192,440</b>	<b>5,563,319</b>	<b>7,088,339</b>	<b>27.41%</b>

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR PUBLIC WORKS  
2019**

PARTICULARS 01-3130	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>REVENUE:</b>						
Ontario Grants	0126	-	-	10,000	-	-100.00%
Canada Grants	0127	-	-	-	-	0.00%
Trans. From Reserve	0141	-	-	-	-	0.00%
Trans. From Reserve Fund	0142	25	-	-	60,000	100.00%
Equipment Cost Recovery	0145	-	8,362	20,000	20,000	0.00%
Miscellaneous Revenue	0150	18,215	14,648	40,000	40,000	0.00%
Community Shade Tree Program	0176	580	1,730	-	-	0.00%
Donations Tree Committee	0177	-	-	-	-	0.00%
Agreements	0190	-	-	-	-	0.00%
Inter-Department Revenue	0250	-	-	-	180,600	100.00%
<b>TOTAL OPERATING REVENUE</b>		<b>18,820</b>	<b>24,740</b>	<b>70,000</b>	<b>300,600</b>	<b>329.43%</b>
<b>REVENUE</b>						
Ontario Grants	0126	134,119	190,371	190,371	305,807	60.64%
Canada Grants	0127	291,840	300,418	300,418	300,418	0.00%
Long-term Borrowing	0129	504,949	774,446	1,251,582	1,732,305	38.41%
Trans. From Reserves	0141	-	-	-	-	0.00%
Trans. From Reserve Fd.	0142	-	-	620,000	729,531	17.67%
Trans. From Revenue Fd.	0143	-	-	-	-	0.00%
Miscellaneous Revenue	0150	-	-	-	-	0.00%
Sale of Land	0153	-	-	-	-	0.00%
Agreements	0190	-	-	-	-	0.00%
<b>TOTAL CAPITAL REVENUE</b>		<b>930,907</b>	<b>1,265,235</b>	<b>2,362,371</b>	<b>3,068,061</b>	<b>29.87%</b>
<b>NET</b>		<b>2,773,249</b>	<b>2,902,465</b>	<b>3,130,948</b>	<b>3,719,677</b>	<b>18.80%</b>

18.80% INCREASE/(DECREASE)

## Street Lights Goals and Objectives

### Purpose

Provides streetlights to the urban areas of Brockton.

The municipality plans to change all streetlights to LED fixtures over a 4-5 year plan, reducing the amount of electricity used.

### 2018 In Review

- Completed Phase 3 of the LED Streetlight Project
- Started to see price adjustments for those lights that have been replaced with the LED

### 2019 Goals and Objectives

- Completed Phase 4 of the LED Streetlight Project, 250 fixtures to be replaced.

### Summary of Significant Changes

- No changes to the overall budget, in 2019 all of the Walkerton Street light will be converted to the LED lights, and the cost of maintenance is expected to decrease.

### STREET LIGHTS OPERATING BUDGET SUMMARY

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
Expense				
Maintenance	\$20,000	\$20,000	\$0	0.00%
Utilities	\$163,770	\$163,770	\$0	0.00%
General Expense	\$0	\$0	\$0	0.00%
Total Expense	\$183,770	\$183,770	\$0	0.00%
Net Difference	\$183,770	\$183,770	\$0	0.00%

**MUNICIPALITY OF BROCKTON  
OPERATING  
BUDGET FOR STREET LIGHTS  
2019**

PARTICULARS  01-3134	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Supplies Bulbs	1305	311	825	5,000	5,000	0.00%
Maintenance - Street Lights	1338	30,261	18,301	15,000	15,000	0.00%
Utilities - Hydro - Walkerton	1371	134,573	122,713	133,922	133,922	0.00%
Utilities - Hydro - Cargill Brant	1372	5,962	4,076	4,992	4,992	0.00%
Utilities - Hydro - Eden Grove	1373	2,489	2,040	2,392	2,392	0.00%
Utilities - Hydro - Elmwood	1374	5,914	2,263	6,136	6,136	0.00%
Utilities - Hydro - Geeson Ave	1375	1,143	878	988	988	0.00%
Utilities - Hydro - Cargill Greenock	1376	2,876	2,601	2,756	2,756	0.00%
Utilities - Hydro - Chepstow	1377	6,752	5,090	5,720	5,720	0.00%
Utilities - Hydro - Pinkerton	1378	3,591	2,717	3,120	3,120	0.00%
Utilities - Hydro - Riversdale	1379	4,472	3,373	3,744	3,744	0.00%
Transfer to Capital Fund	1710	-	-	-	-	0.00%
<b>OPERATING EXPENDITURES</b>		<b>198,342</b>	<b>164,876</b>	<b>183,770</b>	<b>183,770</b>	<b>0.00%</b>
<b>REVENUE</b>						
Recoveries	0145	4,458	-	-	-	0.00%
<b>TOTAL REVENUE</b>		<b>4,458</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>TOTAL OPERATING</b>		<b>198,342</b>	<b>164,876</b>	<b>183,770</b>	<b>183,770</b>	<b>0.00%</b>

0.00% Increase/(Decrease)

\$0 Increase/(Decrease)

**MUNICIPALITY OF BROCKTON  
CAPITAL  
BUDGET FOR STREET LIGHTS  
2019**

PARTICULARS 02-3134	ACCOUNT NUMBER	2017	2018		2019	% Increase from 2018
		ACTUAL	ACTUAL	BUDGETED	BUDGETED	
<b>EXPENDITURES</b>						
Purchases	1600	66,635	118,030	110,000	150,000	36.36%
Purchases	1601	-	3,403	5,000	0	-100.00%
Transfer to Reserve Fund	1720	-	-	-	-	0.00%
<b>CAPITAL EXPENDITURES</b>		<b>66,635</b>	<b>121,433</b>	<b>115,000</b>	<b>150,000</b>	<b>0.30434783</b>
<b>REVENUE</b>						
Transfer from Reserve Fund	0142	-	99,000	99,000	99,000	0.00%
Grant	0126	-	22,500	16,000	16,000	0.00%
<b>CAPITAL REVENUE</b>		<b>0</b>	<b>121,500</b>	<b>115,000</b>	<b>115,000</b>	<b>0.00%</b>
<b>TOTAL CAPITAL</b>		<b>66,635</b>	<b>(67)</b>	<b>0</b>	<b>35,000</b>	<b>100.00%</b>
<b>TOTAL STREET LIGHTS</b>		<b>264,978</b>	<b>164,809</b>	<b>183,770</b>	<b>218,770</b>	<b>19.05%</b>

19.05% Increase/(Decrease)  
\$35,000 Increase/(Decrease)

## BIA Goals and Objectives

### Purpose

The Walkerton Business Improvement Area is dedicated to promoting the area as a business, shopping and service destination and to improving, beautifying and maintaining public lands and buildings within the BIA, beyond that which is provided by the municipality at large.

### 2018 In Review

- Appointment of a new board of directors
- Appointment of a new Office Assistant
- Business coaching for 3 new businesses that opened in 2018 downtown Walkerton
- Policy and Procedures review of the Walkerton BIA
- Holiday Lights for downtown fundraising completed in association with CIC

### 2019 Goals and Objectives

- Provide an opportunity to create revenue (attract more associate members)
- Focus on utilizing the increase Streetscape allocated funds its maximum potential
- Provide business support and coaching opportunities for levied members
- Provide assistance and information on grants and extra funding for Members of the Walkerton BIA

### Summary of Significant Changes

- Internet increase
- Audit increase
- A decrease in associates members 2018
- Business holiday Party cost vs. ticket sales

BIA BUDGET SUMMARY

	2018 approved budget	2019 purposed budget	2019 budget change	2019 budget change
<b>Revenue</b>				
Interest	\$300	\$300	\$0	0.00%
BIA Levy	\$83,800	\$83,800	\$0	0.00%
Other Income	\$5,700	\$5,700	\$0	0.00%
Visitor Information Centre	\$22,750	\$35,000	\$12,250	53.85%
Associate Membership	\$7,000	\$8,000	\$1,000	14.29%
Sign Maintenance	\$650	\$650	\$0	0.00%
Walkerton Dollars	\$35,000	\$40,000	\$5,000	14.29%
BIA Programs	\$13,870	\$13,870	\$0	0.00%
Small Business Holiday Party	\$7,700	\$4,400	(\$3,300)	(42.86%)
<b>Total Revenue</b>	<b>\$176,770</b>	<b>\$191,720</b>	<b>\$14,950</b>	<b>8.46%</b>
<b>Expense</b>				
Wages	\$87,500	\$70,000	(\$17,500)	(20.00%)
Mileage/training/meals	\$1,800	\$2,500	\$700	38.89%
Projects & Promotions	\$7,000	\$6,000	(\$1,000)	(14.29%)
Audit	\$2,800	\$3,700	\$900	32.14%
Photocopier	\$550	\$550	\$0	0.00%
Internet/Phone/fax	\$1,000	\$2,000	\$1,000	100.00%
Meetings	\$0	\$0	\$0	0.00%
Office Equipment & Upgrades	\$500	\$500	\$0	0.00%
Office Maintenance	\$400	\$400	\$0	0.00%
Postage	\$2,100	\$200	(\$1,900)	(90.48%)
Office Supplies	\$400	\$400	\$0	0.00%
Website	\$600	\$600	\$0	0.00%
Rent & Utilities	\$12,460	\$10,210	(\$2,250)	(18.06)
BIA Membership Fees	\$230	\$230	\$0	0.00%
Walkerton Dollars	\$35,000	\$35,000	\$0	0.00%
Marketing & Media	\$0	\$0	\$0	0.00%
Business Functions	\$1,000	\$1,000	\$0	0.00%
Streetscape Projects/Maintenance	\$5,000	\$5,000	\$0	0.00%
BIA Programs/promotions	\$16,430	\$16,430	\$0	0.00%
Façade Improvement Program	\$2,000	\$2,000	\$0	0.00%
Visitor Information Centre	\$0	\$35,000	\$35,000	100.00%
<b>Total Expense</b>	<b>\$176,770</b>	<b>\$191,720</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net Difference</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

**Walkerton BIA  
2019 Budget**

**REVENUE**

<b>Account #</b>	<b>Item</b>	<b>2018 Budget</b>	<b>2019 Budget</b>
4000	Interest	300	300
4000	BIA Levy	83,800	83,800
4100	Other Income	5,700	5,700
4100	Visitor Information Centre-include Lobbies	22,750	35,000
4200	Associate memberships	7,000	8,000
4500	Sign maintenance	650	650
4600	Walkerton Dollars	35,000	40,000
4710	BIA Programs/Promotions	13,870	13,870
4800	Municipal grant for maintenance	0	-
4800	Buskers Festival sponsorships/admission	0	-
4100	Small business holiday party	7,700	4,400
<b>Total BIA Revenue</b>		<b>176,770</b>	<b>191,720</b>

**EXPENSES**

<b>Account #</b>	<b>Item</b>	<b>2018 Budget</b>	<b>2019 Budget</b>
5000	Wages & Benefits	87,500	70,000
5100	Mileage/training/meals	1,800	2,500
5250	Projects & Promotions	7,000	6,000
5300	Audit	2,800	3,700
5300	Photocopier	550	550
5300	Internet/phone/fax	1,000	2,000
5300	Office Equipment & upgrades	500	500
5300	Office maintenance	400	400
5300	Postage	2,100	200
5300	Office Supplies	400	400
5300	Website	600	600
5400	Rent & utilities	12,460	10,210
5900	BIA membership fees	230	230
5700	Walkerton Dollars	35,000	35,000
6500	Business functions	1,000	1,000
6700	Streetscape projects/maintenance	5,000	5,000
6800	BIA programs/promotions	16,430	16,430
4800	Façade Improvement Program	2,000	2,000
4800	Visitor Information Centre	0	35,000
<b>Total BIA Expenses</b>		<b>176,770</b>	<b>191,720</b>

2019 Proposed Municipal Capital Projects

**MUNICIPALITY OF BROCKTON  
2019 CAPITAL BUDGET**

Project #	Dept.	Project	Description	Estimated Cost	Reserve Fund	Deferred Revenue	Grants	Borrowing	2018 Tax Rate Funding	Tax Rate Funded
<b>2018 Carry Forward</b>										
	Emergency Measures	Generator for Municipal Office		32,000	16,000					16,000
	Fire	Pumper Tanker Truck	Equipment Replacement - Fire RF	350,000	350,000					0
	Recreation - CDCF	Parking Lot Paving	Equipment Paving -CDCF	25,000	25,000					0
	Recreation - CDCF	Updated Entrance Way	40% Municipal Support, 60% CDCF Contribution Res #18-15-238	802,752				802,752		0
	Recreation - Community Center	Auditorium Storage Solution/Renovation		20,000	10,000					10,000
	Recreation - Community Center	Water Line		35,000	35,000					0
	Streets	Eastringe Road Phase 2 Construction		370,000				370,000		0
	Streets	Reh. Bridge #11 - Concession 20 Greenock	Gas Tax Funding & borrowing	400,000				398,305	1,695	0
	Streets	Riverdale Bridge - EA Study/Engineering Plans		40,000					40,000	0
	Streets	Municipal Drains - Russel		58,000				58,000		0
	Streets	Municipal Drains - Lang Drain		46,000				46,000		0
	Streets	Reconstruction - Cayley St - Jackson to Victoria	Holdback	40,000				40,000		0
			Total 2018 Carryforward	2,218,752	436,000	-	-	1,715,057	41,695	26,000
<b>2019 Proposed Projects - High Priority</b>										
	Daycare	New Equipment - Expansion	Equipment Replacement - Daycare	60,000	50,000		10,000			-
	ERBP	Additional Entrance Sign		35,000						35,000
	Fire	Hose/Nozzles		20,000						20,000
	Fire	Helmets		14,000						14,000
	Fire	Turn out Gear		6,500						6,500
	Fire	Radio/Pager		8,000						8,000
	Walkerton Library	Elevator	Partial Funding from RF - Council Approved Res 18-25-436	60,000	25,000					35,000
	Recreation - Parks	Mower Deck		7,780						7,780
	Recreation - Parks	Diamond Fencing #2		13,500	6,750					6,750
	Recreation - Parks	Trailer for Floating Equipment (New Mower)		10,000						10,000
	Recreation - Parks	Replacement of playground ground material	Enabling Accessibility Grant - Council Approved Res 18-16-251	122,420			69,584			52,836
	Recreation - Soccer	Drainage on field 1		70,000						70,000
	Recreation - Pool	Tile Replacement	Council Approved - Res 19-02-10	65,000	32,500					32,500
	Recreation - Community Center	Chiller Replacement		70,000						70,000
	Recreation - Community Center	De-Ox Water System or New Hot Water Boiler		40,000						40,000
	Recreation - Community Center	WWTP/Ball Diamond Entrance		108,322						108,322
	Recreation - Lobies	Boat Launch	Council Supported - motion, Loblaws Grant	36,000			25,000			11,000
	Recreation - Programs	Storage		5,000	5,000					-
	Public Works - Equipment	Replace Grader		420,000				420,000		-
	Public Works - Equipment	Replace Unit #60 with 1 Ton		70,000	70,000					-
	Public Works - Equipment	Trailer for Floating Equipment (New Mower)		15,000						15,000
	Public Works - Equipment	Chepstow Sidewalk Cleaner	Council Request Res #18-25-445	60,000	60,000					-
	Public Works - Equipment	Trackless		150,000				150,000		-
	Public Works - Engineering	Bridge Needs Study - Repairs		20,000						20,000
	Public Works - Engineering	Lobbies Bridge Engineering		10,000						10,000
	Public Works - Engineering	Yonge St (Durham - Jackson) Engineering		10,000						10,000
	Public Works - Engineering	McGivern Capital Engineering		5,000						5,000
	Public Works - Road Reconstruction	10th Sideroad - Brant/Walkerton Boundary to Conc 8	Gas Tax Funding, 2019 plus prior year funds + OCIF FUNDS	1,000,000	517,036		356,225			126,739
	Public Works	McCurdy Bridge - Pmt 2 of 2	Bruce County Agreement By-law 2017-089	250,000				250,000		-
	Public Works	Road Paving - Miscellaneous	Johnson's Blvd, OCIF Base funding	50,000			50,000			-
	Public Works - Sidewalks	Downtown Corners	Downtown Corners (Grant) + Spruce The Bruce	60,000	40,800		10,000			9,200
	Public Works - Sidewalks	Cemetery Rd	OCIF Base funding	50,000			50,000			-
	Public Works - Sidewalks	Warden St	OCIF Base funding	30,000			30,000			-
	Public Works - Sidewalks	3rd Street	OCIF Base funding	60,000			60,000			-
	Public Works	Construction - Miscellaneous	OCIF Base funding	50,000			50,000			-
	Street Lights	LED Lighting - Phase # 4 - 250 Fixtures	Reserve Fund - Westerio Reserve Fund	150,000	99,000		16,000			35,000
			TOTALS FOR CAPITAL PROJECTS FOR 2019	3,211,522	906,086	0	726,809	820,000	0	758,627

2020 - 2021 Proposed Projects - Secondary Priority									
Fire	Radio/Pagers	2020 - \$20k	20,000						
Fire	Helmets		14,000						
Fire	Computers		6,000						
Fire	Turnout Gear	\$6,000 per year	12,000						
Fire	Portable Pumps		8,000						
Public Works	Riversdale Bridge		1,500,000						
Public Works	Jane - McNab - Gibson		200,000						
Public Works	Conc 8 Cty Rd 19 - 30 SR		130,000						
Public Works	Motor Grader		310,000						
Public Works	Pick-up Truck		40,000						
Public Works	Side road 10 - repave, Walkerton, Conc 8 7km		360,000						
Public Works	EG Tractor and Mower		100,000						
Public Works	Tandem Plow Truck		265,000						
Public Workss	Conc 10 w/ County of Bruce Nagg's Bridge - SR 5		300,000						
Public Works	Walkerton/Brant Shop		2,500,000						
Cemetery	Columbarium		50,000	50,000					
Utilities	Waste Water Treatment Plant - Holding Tank Engineering		50,000						
Utilities	Jane - McNab - Gibson		130,000						
Utilities	Waste Water Treatment Plant - Holding Tank		450,000						
Utilities	Waste Water Treatment Plant - UV Engineering		80,000						
Fire	Radio/Pagers		0						0
Recreation - Parks	Dog Park - Fencing/Signs/Construction - Deferred 2017		0						0
Recreation - Parks	Centennial Pavilion Upgrade		0						0
Recreation - Community Center	Skate Sharpening Machine		0						0
Recreation - Community Center	Brine Pump - Variable Speed Drive		0						0
Recreation - Community Center	Lighting Upgrade - Occupancy Sensor		0						0
Public Works	Yonge St Apartment - Storm Drain - Young St/Hinks		0						0
Recreation - Parks	Ball Diamond Groomer		0						0
		TOTAL CAPITAL PROJECTS FROM 2020 - 2021	6,525,000	50,000	0	0	0	0	0
2022 - 2023 Proposed Projects - Low Priority									
Recreation - Parks	LED Ball Diamond Lighting		25,000						25,000
Recreation - Parks	Lighting Improvement - Centennial Park		25,000						25,000
Recreation - Parks	Sun Shelter/Pavillion - Splashpad		15,000						
Recreation - Community Center	Lighting Upgrade		10,000						
Recreation Facility			13,400,000						
Fire	Turnout Gear	\$6,000 per year							
Fire	Radio/Pagers		5,000						
Public Works	Yonge St - Jackson - Durham		1,400,000						
Public Works	Bridge 13 Chepstow (replacement 2023)		100,000						
Public Works	Paving Conc 10 Cty Rd 19 - 5 SR		230,000						
Public Works	Street Sweeper		320,000						
Utilities	Yonge St		1,000,000						
Utilities	Waste Water Treatment Plant - UV		800,000						
		TOTAL CAPITAL PROJECTS FROM 2022 - 2023	3,855,000	0	0	0	0	0	0

Municipality of Brockton  
Capital Projects

Department	Daycare		
Project	Addition--Interior Furnishing		
Year	2019		
Projected Cost	\$ 60,000		
Funding Source	Reserves/County Grants	Account #	02-3155-0126/0412

### Project Description

The Centre is expanding by two classrooms plus adding an office for the Assistant Supervisor. These three rooms will need to be completely furnished, toys will need to be purchased for the classrooms and playgrounds. Telephones will need to be installed for each room. Items will have to be purchased for the Kitchen to accommodate the increase in children (i.e. dishes, 2nd fridge)

### Justification of Project Need

The addition is being constructed with grant money. This grant money is only for the construction of the rooms. In order to make the rooms usable the furnishing for the rooms and extra equipment for the kitchen will be the responsibility of the Brockton Child Care Centre.

### Future Operation Costs

Description	2019	2020	2021	2022	2023
Classroom/Playgrou	\$ 45,000.00				
Kitchen Items	\$ 10,000.00				
Office Furnishing	\$ 5,000.00				
<b>Total</b>	<b>\$ 60,000.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>

Municipality of Brockton  
Capital Projects

Department	Fire		
Project	Helmet Replacement		
Year	2019		
Projected Cost	\$14,000		
Funding Source	2019 Tax Rate	Account #	

### Project Description

Replacement of firefighter structural helmets

### Justification of Project Need

NFPA 1851-Structural fire fighting ensembles and ensemble elements shall be retired in accordance with 10.2.1 or 10.2.2, no more than 10 years from the date the ensembles or ensemble elements were manufactured  
10.2.1 and 10.2.2 are Disposition of Retired Elements

### Future Operation Costs

Description	2019	2020	2021	2022	2023
Total	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Municipality of Brockton  
Capital Projects

Department	Fire		
Project	Hose Replacement		
Year	2018		
Projected Cost	\$ 20,000		
Funding Source	2019 Tax Rate	Account #	

### Project Description

Replace existing primary fire attack lines and nozzles in excess of 10 years old.

### Justification of Project Need

NFPA 1962 allows for hose to remain in service as long as it passes its annual inspection and pressure testing. The standard also recommends a hose replacement program to ensure the safety of firefighters. Primary hose lines will be moved to secondary positions and hose in excess of 20 years will be surplus.

### Future Operation Costs

Description	2019	2020	2021	2022	2023
<b>Total</b>	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Municipality of Brockton  
Capital Projects

Department	Fire		
Project	Analog Radio Replacement		
Year	2018		
Projected Cost	\$ 8,000.00		
Funding Source	2019 Tax Rate	Account #	

### Project Description

Replace remaining hand-held analog radios with digital radios

### Justification of Project Need

Deferred in the 2018 Budget  
Complete the transition to digital radios

### Future Operation Costs

Description	2019	2020	2021	2022	2023
<b>Total</b>	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Municipality of Brockton  
Capital Projects

Department	Fire		
Project	Turn Out Gear		
Year	2018		
Projected Cost	\$ 6,500		
Funding Source	2019 Tax Rate	Account #	

### Project Description

Replace Turn Out Gear(3 sets).

### Justification of Project Need

NFPA 1851-Structural fire fighting ensembles and ensemble elements shall be retired in accordance with 10.2.1 or 10.2.2, no more than 10 years from the date the ensembles or ensemble elements were manufactured  
10.2.1 and 10.2.2 are Disposition of Retired Elements

### Future Operation Costs

Description	2019	2020	2021	2022	2023
Annual Cleaning	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00
Repairs	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00
<b>Total</b>	<b>\$ 150.00</b>				

Municipality of Brockton  
Capital Projects

Department	Recreation		
Project	Arena Water Line		
Year	2019		
Projected Cost	\$35,000		
Funding Source	Recreation Reserve Fund	Account #	03-2000-6806

### Project Description

Replace existing original water line to the arena from the main.

### Justification of Project Need

Age and frequency of water main breaks have determined a need to replace new. The elevator that was retrofit to the building was placed over top of the existing line as well making repairs difficult if necessary. The new water line would be placed around the elevator structure rather than under. Deferred project from 2018

### Future Operation Costs

Description	2019	2020	2021	2022	2023
Total	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Municipality of Brockton  
Capital Projects

Department	Recreation		
Project	Auditorium Renovation		
Year	2019		
Projected Cost	\$20,000		
Funding Source	50% Reserve Fund /50% Tax Rate	Account #	03-2000-6806

### Project Description

Create equipment storage in the auditorium and increase capacity for new programs.

### Justification of Project Need

The Auditorium was originally designed to house social functions and dinners. There has been a change in demand for the space to include programming and day camp activities for youth. The trend shows that we are moving away significantly from social functions and dinners with less than 5 rentals per year that use the space for that purpose. Programming has supplemented the revenue loss with an increase in what recreation can offer which requires program equipment. Currently there is inadequate storage for program equipment and this project would create that space. 10,000 from reserves and 10,000 from tax rate. Deferred from 2018 due to costs.

### Future Operation Costs

Description	2019	2020	2021	2022	2023
<b>Total</b>	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Municipality of Brockton  
Capital Projects

Department	Recreation		
Project	Chiller Replacement		
Year	2019		
Projected Cost	\$70,000		
Funding Source	2019 Tax Rate	Account #	

### Project Description

Replace the existing Chiller with New.

### Justification of Project Need

Life cycle for arena chillers is rated at 18 years. The Walkerton Arena Chiller is 28 years old. Without a replacement plan there will be a greater potential for leaks, and(or) total failure. Governing entities also could determine that the plant is unsafe for operation based on the age of our chiller due to recent events in Fernie B.C.

### Future Operation Costs

Description	2019	2020	2021	2022	2023
<b>Total</b>	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Department	Recreation		
Project	De-Ox Water System		
Year	2019		
Projected Cost	40,000		
Funding Source	Tax Rate, possible energy incentives	Account #	02-3163-1600

## Project Description

Replace the out of service hot water boiler for the Olympia flood water with a De-Ox water cold water system

## Justification of Project Need

We currently utilize hot water for flooding that is generated through a natural gas boiler. This boiler is currently out of service and is unrepairable. To replace the current system that is only 6 years old as is would cost approx 19,000. We are proposing to switch to a De-Ox ice making system which up front is more money but long term would show cost savings as it utilizes cold water technology. The payback for this system is estimated to under 1 year with possible energy saving incentives. The following information was provided by the company to outline the benefits of their system.

1. Economic

## Future Operation Costs

Description	2019	2020	2021	2022	2023
<b>Total</b>	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Municipality of Brockton  
Capital Projects

Department	Recreation		
Project	Enabling Accessibility Fund - Resurface of Playgrounds		
Year	2019		
Projected Cost	\$ 122,420		
Funding Source	EAF Grant \$69,584/'19 Tax Rate	Account #	

### Project Description

Resurfacing Tot Lot, Centennial and Optimist (new) playground with accessible surface material. Engineered wood fibre will be used at Tot Lot playgrounds and Centennial Park playground in place of pea stone. When the install occurs for the new Optimist Playground a poured in place rubber surface will be installed.

### Justification of Project Need

AODA requirements along with CSA Z614 for play spaces require that either an engineered wood fibre or rubber material should be used with play equipment in order to make them accessible. All playgrounds in Walkerton currently use pea stone as the ground cover which is an inaccessible surface material. With this funding Walkerton will have accessible playgrounds.

### Future Operation Costs

Description	2019	2020	2021	2022	2023
Total	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Municipality of Brockton  
Capital Projects

Department	Recreation		
Project	Lobies Boat Launch		
Year	2019		
Projected Cost	\$36,000		
Funding Source	Loblaws Grant \$25,000/'19 Tax Rate	Account #	

### Project Description

Install/create a boat launch at Lobies Park with collaboration through SVCA, CIC, EAC. Contingent upon funding.

### Justification of Project Need

A need for a boat launch in Walkerton has been talked about for many years with preliminary engineered drawing made 5+ years ago. Many attempts at finding funding sources through grants have gone unsuccessful. Currently Saugeen Valley Conservation Authority has a grant application into Loblaws and have updated the engineering specs. They have partnered with Brockton Parks and Rec, CIC committee, and EAC committee who support the project with matching funds. The current dock and launch are subject to flooding run off and erosion issues. The project planned will remedy this issue and provide a safe area to launch river vessels.

### Future Operation Costs

Description	2019	2020	2021	2022	2023
Total	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Municipality of Brockton  
Capital Projects

Department	Recreation		
Project	Pool Tile Replacement		
Year	2019		
Projected Cost	\$ 65,000		
Funding Source	Reserve Fund 50% -'19 Tax Rate 50%	Account #	

### Project Description

All existing skirting tile and epoxy coating will be replaced with new tile.

### Justification of Project Need

Condition of current skirting is diminished. Large sections are falling off the pool walls creating a health and safety concern. The epoxy coating that was used to patch the areas where the skimmers were replaced has become slippery and cracked also increasing health and safety concerns. Professionally preparing and tiling the skirting and areas that have been epoxied ensures the life of the pool and the safety of the patrons.

### Future Operation Costs

Description	2019	2020	2021	2022	2023
Total	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Department	Recreation		
Project	Soccer Field Drainage		
Year	2019		
Projected Cost	\$ 70,000		
Funding Source	2019 Tax Rate	Account #	

### Project Description

Soccer field Drainage to be installed to aid in field quality. One soccer pitch per year for the next 4 years at 70,000 per soccer pitch.

### Justification of Project Need

Field quality is poor because of an absence of drainage. A Turf specialist was called for a site meeting who identified a number of issues but recommended that without proper drainage on the fields any attempt at repairing the turf would result in minimal success without a drainage plan. He suggested taking 1 field a year out of service for 4 years. He also identified that the soil content is predominately clay which increases the surfaces ability to retain any and all moisture. The crowning that has been established for drainage purposes aids very little as a natural drain.

### Future Operation Costs

Description	2019	2020	2021	2022	2023
Total	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Municipality of Brockton  
Capital Projects

Department	Recreation		
Project	Walkerton Library Elevator Upgrades		
Year	2019		
Projected Cost	\$60,000		
Funding Source	Reserve Fund \$25,000/'19 Tax Rate	Account #	

### Project Description

Elevator PCL board and components upgraded to Delta digital parts.

### Justification of Project Need

Current PCL board shorts causing the elevator to stop working until a full reset can occur. This results in the potential of patrons being stuck in the elevator until the reset can occur. The PCL board is no longer supported or manufactured resulting in Delta having to install all new components in order to remedy the issue.

### Future Operation Costs

Description	2019	2020	2021	2022	2023
<b>Total</b>	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Municipality of Brockton  
Capital Projects

Department	Roads		
Project	1 Ton Purchase		
Year	2019		
Projected Cost	\$ 70,000		
Funding Source	Reserve Fund	Account #	03-2000-6820

### Project Description

### Justification of Project Need

To replace 2001 GMC, unit # 60 as per asset management. This vehicle currently has 230km's and requires replacement. The vehicle is in poor condition and past it's useful life.

A 1 ton truck will better serve the needs of the roads department.

### Future Operation Costs

Description	2019	2020	2021	2022	2023
Total	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Department	Roads		
Project	Bridge # 11		
Year	2019		
Projected Cost	\$ 400,000		
Funding Source	Loan	Account #	

### Project Description

4 options have been presented to Staff and Council in regards to Bridge 11, the \$400,000 figure represents option 4: to remove the existing structure.

### Justification of Project Need

This alternative considers that the existing single lane bridge carries a relatively small volume of traffic and, given the relatively long span of the structure, the relative costs of significant repairs or replacement could outweigh the relative benefits. Under this alternative, the bridge would be removed, and the road would be closed with turn around opportunities provided at the crest of the bluff on each side. Further, the river banks on both sides of the Teeswater River would be restored to a more natural condition.

### Future Operation Costs

Description	2019	2020	2021	2022	2023
Total	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Municipality of Brockton  
Capital Projects

Department	Roads		
Project	Cayley Street (Jackson-Victoria)		
Year	2018		
Projected Cost	\$40,000		
Funding Source	Loan	Account #	

### Project Description

Carryover from 2018, holdback payment only. Project completed in prior year.

### Justification of Project Need

### Future Operation Costs

Description	2019	2020	2021	2022	2023
Total	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Municipality of Brockton  
Capital Projects

Department	Roads		
Project	Chepstow Sidewalk Equipment		
Year	2019		
Projected Cost	\$ 60,000		
Funding Source	Reserve Fund	Account #	03-2000-6820

### Project Description

As per Council's request, resolution 18-25-445, to purchase the equipment required to maintain the sidewalks in Chepstow. Funded from the Roads Reserve Fund, carryover from 2018.

### Justification of Project Need

### Future Operation Costs

Description	2019	2020	2021	2022	2023
Total	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Municipality of Brockton  
Capital Projects

Department	Roads		
Project	Eastridge Road Phase 2 Construction		
Year	2018		
Projected Cost	\$ 370,000		
Funding Source	Loan	Account #	

### Project Description

Carryover from prior years, to complete the second section of road within the Eastridge Business Park. This is the road that extends past the soccer fields

### Justification of Project Need

### Future Operation Costs

Description	2019	2020	2021	2022	2023
<b>Total</b>	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Municipality of Brockton  
Capital Projects

Department	Roads		
Project	East Ridge Signage		
Year	2019		
Projected Cost	\$ 35,000		
Funding Source		Account #	

### Project Description

New sign required for the entrance of the Eastridge Business Park

### Justification of Project Need

The current East Ridge sign is full. Revenue is collected for placement on the sign. Interest has been expressed regarding the need for space for businesses and future business operators. This sign is also a focal point when entering Walkerton and the new Brockton logo would be prominently displayed.

### Future Operation Costs

Description	2019	2020	2021	2022	2023
<b>Total</b>	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Municipality of Brockton  
Capital Projects

Department	Roads		
Project	Grader Purchase		
Year	2019		
Projected Cost	\$ 440,000		
Funding Source	Reserve	Account #	

### Project Description

Replace 1996 Champion 740 (asset # 255)

### Justification of Project Need

This unit is past it's useful life expectancy of 20 years. Currently the unit has 12,475 +hrs of service. Replacement is required to ensure continued operations in an effective and efficient manner.

### Future Operation Costs

Description	2019	2020	2021	2022	2023
Total	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Municipality of Brockton  
Capital Projects

Department	Roads		
Project	Lobies Bridge Engineering		
Year	2019		
Projected Cost	\$ 10,000		
Funding Source	2019 Tax Rate Funds	Account #	

**Project Description**

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**Justification of Project Need**

As per the bridge assessment report, this bridge will need to repaired in 2020. Staff require the capital engineering to be done, prior to the work being completed.

**Future Operation Costs**

Description	2019	2020	2021	2022	2023
<b>Total</b>	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Municipality of Brockton  
Capital Projects

Department	Roads		
Project	McCurdy Bridge		
Year	2019		
Projected Cost	\$250,000		
Funding Source	Loan	Account #	

### Project Description

### Justification of Project Need

Bruce County Agreement By-law 2017-089, payment 2 of 2

### Future Operation Costs

Description	2019	2020	2021	2022	2023
Total	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Municipality of Brockton  
Capital Projects

Department	Roads		
Project	McGivern Capital Engineering		
Year	2019		
Projected Cost	\$5,000		
Funding Source	2019 Tax Rate Funded	Account #	

**Project Description**

**Justification of Project Need**

The road repairs will need to begin in 2020. Staff require the capital engineering to be done, prior to the work being completed.

**Future Operation Costs**

Description	2019	2020	2021	2022	2023
<b>Total</b>	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Municipality of Brockton  
Capital Projects

Department	Roads		
Project	Municipal Drain- Lang		
Year	2018		
Projected Cost	\$ 46,000		
Funding Source	Loan	Account #	

### Project Description

Carry forward from prior year

### Justification of Project Need

Municipal portion of the drainage work to be completed.

### Future Operation Costs

Description	2019	2020	2021	2022	2023
Total	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Municipality of Brockton  
Capital Projects

Department	Roads		
Project	Municipal Drain- Russell		
Year	2018		
Projected Cost	\$ 58,000		
Funding Source	Loan	Account #	

### Project Description

Carry forward from prior year

### Justification of Project Need

Municipal portion of the drainage work to be completed.

### Future Operation Costs

Description	2019	2020	2021	2022	2023
Total	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Municipality of Brockton  
Capital Projects

Department	Roads		
Project	Reconstruct 10th Sideroad (Brant/Walkerton boundary to concession 8)		
Year	2019		
Projected Cost	\$1,000,000		
Funding Source	Gas Tax + 2019 Tax Rate	Account #	

**Project Description**

Road reconstruction of 10th Sideroad - Brant/Walkerton Boundary to Conc 8

**Justification of Project Need**

**Future Operation Costs**

Description	2019	2020	2021	2022	2023
<b>Total</b>	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Municipality of Brockton  
Capital Projects

Department	Roads		
Project	Riversdale Bridge- EA Study & Engineering		
Year	2018		
Projected Cost	\$40,000		
Funding Source	2018 Tax Rate Funded	Account #	

**Project Description**

Carryforward from 2018

**Justification of Project Need**

**Future Operation Costs**

Description	2019	2020	2021	2022	2023
<b>Total</b>	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Municipality of Brockton  
Capital Projects

Department	Roads		
Project	Sidewalk- 3rd Street		
Year	2019		
Projected Cost	\$ 60,000		
Funding Source	OCIF Funded	Account #	

### Project Description

To support the JDR subdivision

### Justification of Project Need

Extended from JDR subdivision to Yonge St S to access the schools, daycare and community businesses.

### Future Operation Costs

Description	2019	2020	2021	2022	2023
Total	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Municipality of Brockton  
Capital Projects

Department	Roads		
Project	Sidewalk- Cemetery Road		
Year	2019		
Projected Cost	\$ 50,000		
Funding Source	OCIF Funded	Account #	

### Project Description

Carry forward from prior year, approved by Council to provide access to the residents to the daycare and school

### Justification of Project Need

### Future Operation Costs

Description	2019	2020	2021	2022	2023
Total	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Municipality of Brockton  
Capital Projects

Department	Roads		
Project	Sidewalk- Downtown Revitalization		
Year	2019		
Projected Cost	\$ 60,000		
Funding Source	Grant funds	Account #	

### Project Description

This project will replace the cobble stone that is located at the corner of the downtown sidewalks. We will utilize the funds received through the Downtown Revitalization Grant and Spruce the Bruce to provide better, more accessible sidewalks in the downtown, that correspond to the Walkerton toolkit through the placement of the Walkerton logo in plates at the corners.

### Justification of Project Need

The accessibility of the sidewalks has been identified as a concern in various reports. Such a project would be good use of the grant funds to support the CIC's efforts and all businesses, visitors and residents who use the downtown core.

### Future Operation Costs

Description	2019	2020	2021	2022	2023
Total	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Department	Roads		
Project	Sidewalk- Warden Street		
Year	2019		
Projected Cost	\$ 30,000		
Funding Source	OCIF	Account #	

### Project Description

To support the JDR subdivision

### Justification of Project Need

Extended from JDR subdivision to Yonge St S to access the schools, daycare and community businesses.

### Future Operation Costs

Description	2019	2020	2021	2022	2023
Total	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Municipality of Brockton  
Capital Projects

Department	Roads		
Project	Trackless Purchase		
Year	2019		
Projected Cost	\$150,000		
Funding Source	Loan	Account #	

**Project Description**

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**Justification of Project Need**

The current trackless machine has many hours and is deteriorating due to age, there is no backup machine when it requires repairs.

It takes one employee 9 hours to complete the Walkerton Route for sidewalk snow removal and with the addition of new subdivisions additional equipment is required to ensure adequate service is delivered to residents.

**Future Operation Costs**

Description	2019	2020	2021	2022	2023
<b>Total</b>	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Municipality of Brockton  
Capital Projects

Department	Roads		
Project	Trailer Purchase		
Year	2019		
Projected Cost	\$ 15,000		
Funding Source	2019 Tax Rate Funded	Account #	

**Project Description**

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**Justification of Project Need**

In January, equipment was purchased for Chepstow sidewalk snow removal. This trailer will be used to transport the equipment to the hamlets of Cargill and Elmwood to complete sidewalk snow removal as required in 2019.

**Future Operation Costs**

Description	2019	2020	2021	2022	2023
<b>Total</b>	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Municipality of Brockton  
Capital Projects

Department	Roads		
Project	Yonge Street (Durham-Jackson) Capital Engineering		
Year	2019		
Projected Cost	\$10,000		
Funding Source	2019 Tax Rate Funded	Account #	

### Project Description

This project will align with the Utility project that is required in 2020. Engineering needs to be completed prior to reconstruction.

### Justification of Project Need

### Future Operation Costs

Description	2019	2020	2021	2022	2023
Total	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Projected Reserve & Reserve Funds Balances as of December 31, 2018

## Appendix A

### Reserves vs 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 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.

If Council wishes to reallocate funds from a reserve, it can do so through a resolution. Using reserve funds for a purpose other than what is stipulated in the Reserve Fund establishing by-law requires an amendment or revocation of that by-law.

Discretionary Reserve Fund	Purpose
<b>Equipment Reserve Fund:</b>	
Walkerton Fire	To fund future operations and capital expenditures for fire services within Walkerton
Brockton Tree Committee	Funds set aside from the sale of the plaques outside the Municipal office. These monies are used as part of a tree replacement program which is run by the committee.
Municipal Drain	Funds to be used towards Municipal drains within Brockton.
Brant/Greenock Landfill	To provide funding for future operational and capital needs for waste management.
Municipal Office Computers (IT)	To provide funding for replacement and expansion of information technology assets
Recreation	To be used for the upkeep and replacement of recreation equipment.
Streetlights	To maintain and replace streetlights
Heritage	Funds to maintain and obtain heritage artifacts, as well as assist with funding events such as Doors Open
Protective Inspection/Building	Funds that may only be used to help stabilize slow years in terms of building activity and permit revenue
Cargill Library	To provided funding for equipment and building maintenance.
Daycare	To be used for the maintenance and replacement of equipment & toys.

Walkerton Library	To provided funding for equipment and building maintenance.
Zoning and By-law Planning	Historical funds from hearings and amalgamation.
Brockton Website	To provide funding for upgrades to the municipal website
Westario	Funds received in 2006 from the partial sale of shares, funds to be used within Walkerton
Dry Hydrant	Historical funds set aside to fund the maintenance and replacement of dry hydrants
Walkerton Landfill	To provide funding for future operational and capital needs for waste management.
Brockton Infrastructure	To provide funding for the replacement of existing infrastructure assets
Walkerton Cemetery	To fund future operations and capital expenditures for cemeteries
Brockton Roads	To provide funding for the replacement & maintenance of existing roads and bridges. *Includes unused Gas Tax Funding
Ontario Power Generation	Funds reallocated to Westario account, transferred into a wrong account in 2006
Elections	This reserve is used to accumulate annual operating budget transfers to fund municipal election costs that are needed every four years
EDC East Ridge	To fund future development at the East Ridge Business Park
Legal Fees	To fund fees and payments resulting from the court or OMB settlements and expenses relating to retaining outside experts and consultants that assist the Municipality in legal proceedings
Environmental Adv. Committee	Funds available for special environmental projects
Accessibility Fund	To provided funding for accessibility claims & accommodations
Emergency Measures Fund	To provide funding for unforeseen capital asset replacement
Elmwood Fire	To fund future capital expenditures for fire services within Elmwood
CDCF	Cargill Community Centre Funds from prior year surplus.
Council Reserve Fund	Funds established in 2012, used for equipment purchases and special council initiatives.
Elmwood Community Centre	Funds for the Elmwood Community Centre for the use of maintenance and capital upgrades/replacement
Asset Management Fund	Historical funds that were reallocated from deferred revenue, to be used with updating Municipal Asset Management Plan
Fisheries Task Force	To provide funding for Fisheries Task Force initiatives requirements.
WSIB Contingency Fund	To provide funding for future WSIB requirements.
Parking Reserve Fund	Pursuant to the Planning Act R.S.O. 1990 c.P.13 as amended, monies received in lieu of parking are to be set aside in this reserve fund and are to be spent only for parking initiatives.

Community Heritage	Originally received a grant from the Provincial government which was a revolving fund that assisted individuals that would apply for renovations on a municipally allocated heritage building. No longer a Provincial program and maintained through the Heritage Committee.
Brockton Police	Established when we removed ourselves from the joint Police Services with Hanover. Funds to be designated and used for the purposes of replacing capital equipment or reducing operational expenses from the OPP.
Obligatory Reserve Fund	Purpose
Park Land Reserve Fund	The Parkland Dedication Reserve Fund provides for the purchase and development of parkland in developing areas and redeveloping areas and/or supports the upgrading of existing parks/facilities (neighbourhood, community or city-wide) provided the need to upgrade is due to the intensification of the surrounding neighbourhood.  This Reserve Fund is a legislative requirement of the Planning Act
Utility Reserve Fund	Fund the utility day to day operations, as well as capital projects. They are also used to assist in the gradual introduction of Utility rate increases as required.
Community Well Being	Nuclear Waste Management Organization (NWMO) Community Well Being

## 2018 Reserve & Reserve Fund Balances

		Bank Account (7021)	Transfer from Reserve (0141) & Reserve Fund (0142)	Interest Earned to November 2018	Transfer to Reserve (1720) & Cap. (1710) Fund	Unused Transfers in 2018	Total Available as of December 31, 2018	2019 Reserve Fund contributions	2019 proposed outlay	Projected balance as of December 31, 2019
<b>DISCRETIONARY RESERVE FUNDS</b>										
<b>2700</b>	<b>EQUIPMENT RESERVE FUNDS</b>	\$ 4,033,918	D \$ 1,169,928	\$ 63,621	\$ 874,922	\$ 10,000	\$ 3,812,533	\$ 1,643,014	\$ 968,945	\$ 4,486,602
03-1000-2700										
6801	Walkerton Fire	428,465	144,437	6,181	118,500		408,710	118,500	360,000	\$ 167,210
6802	Brockton Tree Committee	9,344		135	1,488		10,966			\$ 10,966
6803	Municipal Drain	31,988		461			32,450			\$ 32,450
6804	Brant/Greenock Landfill	237,975		3,433	67,515		308,923	67,515		\$ 376,438
6805	Municipal Office Computer	118,163	53,395	1,705	30,000		96,472	40,000		\$ 136,472
6806	Recreation	220,438	101,755	3,180	115,000	10,000	246,864	325,000	97,250	\$ 474,614
6807	Streetlights	104		1			105			\$ 105
6808	Heritage	23,863		344	2,500		26,707	2,500		\$ 29,207
6809	Protective Insp. Building	55,106		795			55,901	17,699		\$ 73,600
6810	Cargill Library	13,414		194	1,500		15,108	1,500	5,000	\$ 11,608
6811	Daycare	175,393		2,530	500		178,423	500	10,000	\$ 168,923
6812	Walkerton Library	49,531	16,476	715	2,500		36,270	25,000	25,000	\$ 36,270
6813	Zoning By-law Planning	18,953		273			19,226			\$ 19,226
6814	Brockton Website	19,773	27,959	285	10,000		2,100	10,000		\$ 12,100
6815	Westario Funds	427,268	99,000	6,164			334,432		99,000	\$ 235,432
6816	Dry Hydrant	34,284		495			34,778			\$ 34,778
6817	Walkerton Landfill	35,926		518			36,445			\$ 36,445
6818	Brockton Infrastructure	449,955		6,491	200,000		656,446	238,000		\$ 894,446
6819	Walkerton Cemetery	37,101	8,390	535	7,000		36,247	7,000		\$ 43,247
6820	Brockton Roads	1,316,451	513,456	18,992	125,000		946,988	550,000	231,695	\$ 1,265,293
6822	Elections	39,720	35,000	573	10,000		15,293	12,000		\$ 27,293
6823	EDC East Ridge	(375,959)	30,000		133,419		(272,539)	175,800	100,000	\$ (196,739)
6824	Legal Fees	83,610		1,206	10,000		94,817	10,000		\$ 104,817
6825	Enviromental Adv Committee	3,901	2,700	56			1,258			\$ 1,258
6826	Accessibilty Fund	43,411		626	5,000		49,037	5,000		\$ 54,037
6827	Emergency Measures Funds	25,000		361	25,000		50,361	25,000	16,000	\$ 59,361
6828	Elmwood Fire	127,262		1,836			129,098			\$ 129,098
6829	CT Scanner	50,000	50,000	721			721			\$ 721
6830	CDCF	160,988	46,860	2,323	10,000		126,451	10,000	25,000	\$ 111,451
6831	Council Reserve Fund	150,000	40,500	2,164			111,664	2,000		\$ 113,664
6832	Elmwood Community Center	15,202		219			15,421			\$ 15,421
6833	Asset Management	6,255		90			6,345			\$ 6,345
6834	Saugeen River Fisheries Task Force	1,030		15			1,045			\$ 1,045
6837	WSIB Contingency Fund	-		0	15,000		15,000	15,000		\$ 30,000
<b>2710</b>	<b>PARKING RESERVE FUND</b>	\$ 11,229		195			\$ 11,424			\$ 11,424
<b>2740</b>	<b>COMMUNITY HERITAGE</b>	\$ 181,053	D	3,133	\$ 308		\$ 184,494			\$ 184,494
<b>2790</b>	<b>BROCKTON POLICE</b>	\$ 153,936	D	2,460			\$ 156,396	\$ 2,000		\$ 158,396
<b>Total Discretionary Reserve Funds</b>		\$ 4,380,136	\$ 2,339,856	\$ 69,409	\$ 875,230	\$ 10,000	\$ 4,164,847	\$ 1,645,014	\$ 968,945	\$ 4,840,916
<b>OBLIGATORY RESERVE FUND</b>										
<b>2720</b>	<b>PARK LAND RESERVE FUND</b>	\$ 73,450	O	1,266			\$ 74,716		27,480	47,236
<b>2730</b>	<b>UTILITY RESERVE FUND</b>	\$ 1,244,936	O	890,000	21,548	491,215	\$ 867,699	483,313	635,472	715,540
<b>2760</b>	<b>COMMUNITY WELL BEING</b>	\$ 181,053	O	43,000	3,133		\$ 141,186		40,000	101,186
<b>2785</b>	<b>GAS TAX FUNDING</b>		O	3,580	513,456		\$ 517,036		517,036	0
<b>2795</b>	<b>MAIN STREET REVITALIZATION</b>		O	321	46,015		\$ 46,336		40,800	5,536
<b>Total Obligatory Reserve Funds</b>		\$ 5,879,574	\$ 3,272,856	\$ 95,356	\$ 1,925,916	\$ 10,000	\$ 5,248,448	\$ 2,218,327	\$ 1,671,897	\$ 6,210,824

General Reserves											
5000	WORKING CAPITAL RESERVE	\$ 824,394	D	844,437				\$ (20,043)		\$ (20,043)	
5001	RATE STABILIZATION	\$ 258,755	D			60,000		\$ 318,755		\$ 318,755	
5006	MEDICAL RESERVE	\$ 117,234						\$ 117,234	\$ 90,000	\$ 207,234	
Total Reserves		\$ 1,200,383		\$ -	\$ 60,000	\$ -	\$ 415,946	\$ 90,000	\$ -	\$ 90,000	
Total Reserve & Reserve Fund Balance		\$ 7,079,957		\$ 3,272,856	\$ 95,356	\$ 1,985,916	\$ 10,000	\$ 5,664,394	\$2,308,327	\$1,671,897	\$6,300,824

