



2020 Draft Budget Presentation

Trish Serratore
Chief Financial Officer

Agenda – Day 1 Morning

1. Non-Tax Supported Budget

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

2. Tax-Supported Operating Budget

- Council Budget
- General Government
- Human Resources
- ERBP
- EDC
- Cemetery
- Animal Control/By-law Enforcement
- Fire
- Emergency Measure
- OPP/PSB
- Conservation

Agenda – Day 1 Afternoon

2. Tax-Supported Operating Budget - continued

- Brockton Child Care
- Recreation
- Heritage
- Library
- Planning
- Property Standards
- Physician Recruitment
- BIA

Agenda – Day 2

2. Tax-Supported Operating Budget - continued

- Materials Management
- Public Works
- Streetlights
- Municipal Capital Requests
- **LUNCH BREAK**
 - Council Discussion on Budget
 - Current Tax Rate Implications

2020 Non-Tax Supported Annual Budget Update

- Water & Wastewater
- Ontario Building Code Administration

Introduction

Combined, the total proposed 2020 operating budget is \$2,692,396 which includes:

- \$1.199 million operating budget for Water Services
- \$1.294 million operating for Wastewater Collection & Treatment Services
- \$197 thousand operating for OBC Administration

2020 Water Service Annual Budget Update

- Based on 3% rate increase as per the Municipalities 2016 – 2021 financial plan
- \$1.199 million operating budget for Water Services that allows Brockton to continue to deliver a safe and sustainable water supply while renewing its aging infrastructure

2020 Water Service Annual Budget Update

2019 Accomplishments

- Updated SCADA Servers
- Replaced:
 - South Standpipe Mixer,
 - Well 7 & 9 Back-up Generator,
 - VFD on North Tower, and
 - 3 Hydrants

2020 Water Service Annual Budget Update Initiatives

Our service

- Initiation of key water supply projects including:
 - Water Main Replacement on McGivern Street
 - Lake Rosalind Well #3 repair
 - Finalizing Engineering on Booster Station
 - Purchase of new Turbidity Meter and Surge Protector for the Chepstow System
 - Source Water Protection - Hazard Study – Water Quantity at Lake Rosalind
 - 36 Month Risk Assessment for all water systems (as per DW/QMS 2.0)

2020 Water Service Annual Budget Update Initiatives

Our people

- Work closely with Veolia on the water supply services.
- Continued training and certification of licensed Water Services staff to support progressive licensing and continuous improvements within the Municipality's operations.

2020 Water Service Financial Information

Revenue	2018 budget	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
User fees & service charges	(\$1,081,514)	(\$1,158,865)	(\$1,199,719)	\$40,854	3.53%
Grants	(\$31,000)	(\$0)	(\$0)	(\$0)	0.00%
Total revenue	(\$1,112,514)	(\$1,158,865)	(\$1,199,719)	\$40,854	3.53%

2020 Water Annual Budget Update

Financial Information

Expenditure	2018 budget	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Salary, wage & benefits	\$74,021	\$72,844	\$80,395	\$7,550	10.37%
Maintenance	\$71,000	\$69,500	\$93,500	\$24,000	34.53%
General expenses	\$967,493	\$1,016,521	\$1,025,824	\$9,303	0.92%
Total expenditures	\$1,112,514	\$1,158,865	\$1,199,719	\$40,854	3.53%

2020 Water Service Financial Information

Summary of Change:

Revenue:

- \$40,854 increase in water consumption rate revenue

Expense:

- Increase in watermain repairs
- Increased in training

2020 Wastewater Collection & Treatment Financial Information

- Based on 3% rate increase as per the Municipalities 2016 – 2021 financial plan
- \$1.294 million operating for Wastewater Collection & Treatment Services to support continued optimization of Brockton's wastewater systems

2020 Wastewater Treatment Annual Budget

2019 Accomplishments

- Replaced Sludge Tank Mixer, Effluent Pump, and overhauled the Primary Clarifier
- Reconstructed the driveway leading to the W/WTP
- Completed Zoom Camera Inspection of Walkerton Sanitary Sewer Mains

2020 Wastewater Treatment Annual Budget Initiatives

Our resources

- Finish Engineering of W/WTP UV Disinfection System and build (FCM Grant Received)
- McGivern Street Sanitary Sewer Replacement
- Biogenerator Refurbishment
- Engineering of new Ferric Tank and plumbing
- Replacement of Step Screen, Gates, Backup Blowers, Primary Digester Gas Flow Meter, Sludge Holding Tank Mixer, Pontoons in Final Clarifier 3 and 4, Security Fencing and Main Gate, upgrades to driveway inside the facility, and office upgrades.

2020 Wastewater Treatment Annual Budget Financial Information

Revenue	2018 budget	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
User fees & service charges	(\$1,013,476)	(\$1,044,983)	(\$1,075,347)	(\$30,364)	2.91%
Grants	\$0	\$0	\$0	\$0	0.0%
Agreements	(\$11,550)	(\$11,550)	(\$11,550)	(\$0)	0.0%
Total revenue	(\$1,025,026)	(\$1,056,533)	(\$1,056,533)	(\$30,364)	2.87%

2020 Wastewater Treatment Annual Budget

Financial Information

Expenditures	2018 budget	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Salary, wage & benefits	\$72,974	\$81,489	\$92,057	\$10,568	12.97%
Maintenance	\$78,800	\$89,000	\$60,000	(\$ 29,000)	(32.58%)
Utilities	\$105,000	\$150,000	\$150,000	\$0	0.00%
General Maintenance	\$768,252	\$736,044	\$784,840	\$48,797	6.63%
Total expenditures	\$1,025,026	\$1,056,533	\$1,086,897	\$30,364	2.87%

2020 Wastewater Treatment Annual Budget Update

Summary of Change:

Revenue:

- \$30,3647 increase in revenue due to proposed rate increase

Expense:

- Increase in transfer to Reserve Funds due to decrease in operating costs
- Decrease in municipal liability insurance
- Decrease in equipment maintenance due to historical trend being lower than budget

2020 Wastewater Collection Annual Budget

Financial Information

Revenue	2018 budget	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
User fees & service charges	(\$125,261)	(\$128,918)	(\$132,228)	(\$3,753)	2.92%
Grants & Reserve Funds	(\$63,853)	(\$75,603)	(\$75,603)	(\$0.000)	0.00%
Total revenue	(\$189,114)	(\$204,079)	(\$207,831)	(\$3,753)	1.84%

2020 Wastewater Collection Annual Budget

Financial Information

Expenditures	2018 budget	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Wages	\$14,950	\$15,703	\$15,787	\$85	0.54%
Maintenance	\$33,500	\$78,000	\$75,000	(\$3,000)	(3.85%)
General Expenses	\$138,664	\$110,376	\$117,044	\$6,668	6.04%
Total expenditures	\$189,114	\$194,482	\$194,482	\$3,753	1.84%

2019 Wastewater Collection Annual Budget

Summary of Change:

Revenue:

- \$3,753 increase in revenue due to proposed rate increase.

Expense:

- Slight increase to service agreement with Veolia, as per the agreement

Budgeted Capital Projects

- New Gate at WWTP
- Fence Repairs
- Gravel Roadway (New Gravel and Grading)
- Office Air Conditioner
- UV Disinfection System
- Building for UV Disinfection System (includes - utilities and security)
- McGivern Street Replacement - Sanitary Sewer
- Step Screen Overall
- Remove/ Replace Stuck Gates
- Backup Blowers
- Primary Digester Gas Flow Meter
- Sludge Holding Tank Mixer
- Final Clarifier 3 and 4 Pontoon Replacement
- Engineering of Ferric Tank Replacement
- Biogenerator Refurb
- Sealing of Lobies Park Manholes
- Inflow and Infiltration Study
- Booster Station - Walker West Estates
- North Water Tower Fence
- Water Meter Purchase
- Fire Hydrant Installation
- Lake Rosalind Well #3 Repair
- Water Quantity Report (SWP)
- Water Main - McGivern Street
- Chepstow Turbidity Analyzer
- Chepstow Surge Protection

2020 Non-Tax Supported Annual Budget Update

Ontario Building Code Administration

Ontario Building Code Administration

Our services

Review permit and inspection processes to find efficiencies and enhancements.

Our people

- Encourage staff involvement in departmental initiatives to enhance work place culture and improve service delivery.

2020 Ontario Building Code Administration Financial Information

Revenue	2018 budget	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Licenses & permits	(\$155,000)	(\$155,000)	(\$178,250)	(\$23,250)	15.0%
Reserve Fund	(\$0)	(\$17,699)	\$0	(\$17,699)	(100.00%)
Internal recoveries	(\$1,397)	(\$2,000)	(\$2,000)	\$0	0.00%
Total revenue	(\$156,397)	(\$174,699)	(\$180,250)	(\$5,551)	3.18%

2020 Ontario Building Code Administration Financial Information

Expenditure	2018 budget	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Wages	\$113,502	\$100,052	\$98,780	(\$1,272)	1.27%
Maintenance	\$808	\$1,300	\$1,300	\$0	0.00%
General Expenses	\$18,249	\$55,045	\$81,171	\$26,126	47.46%
Total expenditure	\$132,559	\$156,397	\$180,250	\$5,551	3.18%

2020 Ontario Building Code Administration

Summary of Change:

Revenue:

- December 2019 increase in permit fees will lead to potential revenue increase.

Expense:

- In decrease in wages due to staffing changes partially offset by training and vacation coverage
- Increase in Reserve Fund transfer due to the decrease in operating costs and increase in fees.

Reserve fund: Building Services

Reserve Fund	Description	Balance as of December 2019
Protective Inspection/Building	Funds that may only be used to help stabilize slow years in terms of building activity and permit revenue	\$99,578

DISCUSSION

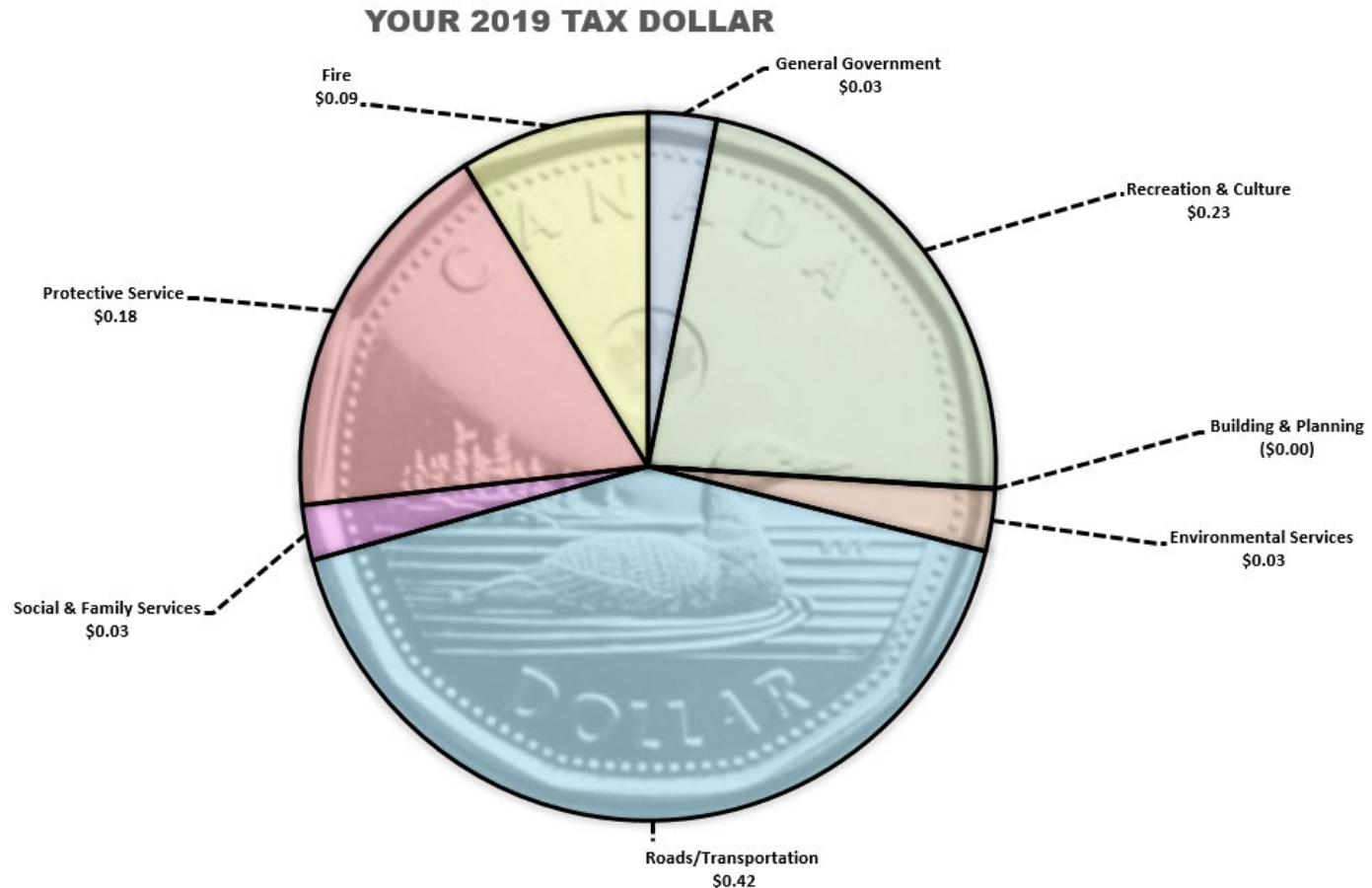


2020 Draft Tax Supported Annual Budget Update

Tax Supported Overview



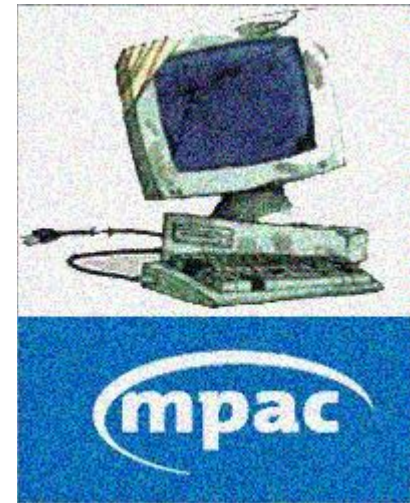
Where do our tax dollars go?



*Based on the 2019 average residential property assessment of \$247,200,
municipal taxes equal \$2,015 annually

Brockton Tax Assessment

- **Assessment value:** is the responsibility of the Municipal Property Assessment Corporation (MPAC) and properties are assessed based on the current use not its potential use
- Municipalities do not have the jurisdiction to set assessment values, nor do they have the ability to increase or decrease a valuation set by MPAC



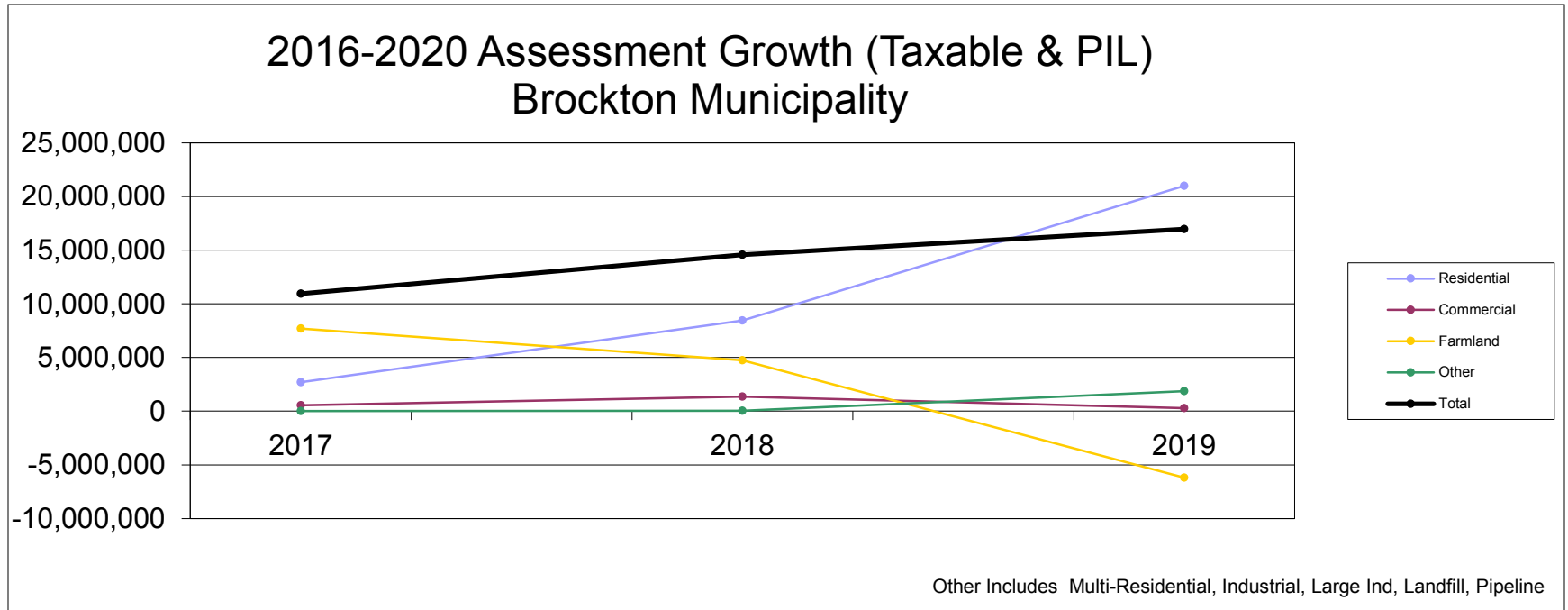
Brockton Tax Assessment

- 2017 was a new assessment year for all property owners.
- MPAC determines the valuation of properties 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.



Net Assessment Growth

- The 2020 operating budget includes \$492,000 in revenue growth due to assessment increase. Sixty-three percent (63%), \$308,326 is generated from growth and thirty-seven percent (37%), \$184,401 derived from value/equity changes



Reserve & Reserve Funds

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

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

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

Appendix A provides a brief description of the current Reserve Funds, a short description as to what the Reserve Fund is for, as well as a listing of the projected balances of the Reserve & Reserve Funds as of December 2019. Also included is what we are proposing for changes (additions and reductions) for 2020

Current Long-term Debt Commitments

- Long term borrowing is one mechanism used for funding the large capital projects, along with capital levy and reserve funds. Generally for capital projects that 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.

Current Long-term Debt Commitments

OUTSTANDING LOAN	2020	Comple Year
SOUTH STREET PHASE I RECONSTRUCTION 2016-058	719,287	2037
LEE & COATS 2017-070	495,065	2037
WALKERTON FIRE HALL & PROPERTY - 2002 81 & 2003 56	269,928	2023
JACKSON & YOUNGE STREET - 2004-035	296,857	2024
LOAN BY-LAW 2008-73 (NON WATER/SEWER PORTION)	132,624	2023
ZETTLER LAND - EASTRIDGE - 2013-037	278,602	2029
WALKERTON LANDFILL -2013-100	875,000	2034
WALKERTON DAYCARE-2014-077	322,500	2025
SOCCER FIELDS 2016-057	295,083	2026
McCURDY BRIDGE	237,688	2034
CAYLEY ST RECONSTRUCTION	386,248	2034
KAAKE DRAIN	11,941	2025
McCURDY BRIDGE #2	242,051	2035
SIDE ROAD 10	126,739	2030
TRACKLESS	147,552	2030
PICK-UP TRUCK	140,000	2030
CDCF LOAN	92,868	2035
CDCF ENTRANCE - MUNICIPAL SHARE	321,685	2035
DE-OX WATER SYSTEM	40,000	2025
BALL DIAMOND ENTRANCE	108,322	2025
BRIDGE 11	233,307	2030
Total	\$5,773,346	

Estimated Debt per Household for 2020 is \$1,309.15, increased \$204.81 from 2019

*based on 4,410 households in Brockton in 2019

Current Long-term Debt Commitments

TOTAL ANNUAL REPAYMENT	2020
SOUTH STREET PHASE I RECONSTRUCTION 2016-057	43,745
LEE & COATS 2017-074	46,935
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	92,500
WALKERTON DAYCARE-2014-077	76,500
SOCCER FIELDS 2016-057	82,200
McCURDY BRIDGE	22,356
CAYLEY ST RECONSTRUCTION	41,979
KAAKE DRAIN	3,071
McCURDY BRIDGE #2	20,283
SIDE ROAD 10	14,474
TRACKLESS	16,855
PICK-UP TRUCK	31,000
CDCF LOAN	7,920
CDCF ENTRANCE - MUNICIPAL SHARE	26,959
DE-OX WATER	9,800
BALL DIAMOND ENTRANCE	27,664
BRIDGE 11	35,331
Total	\$823,223

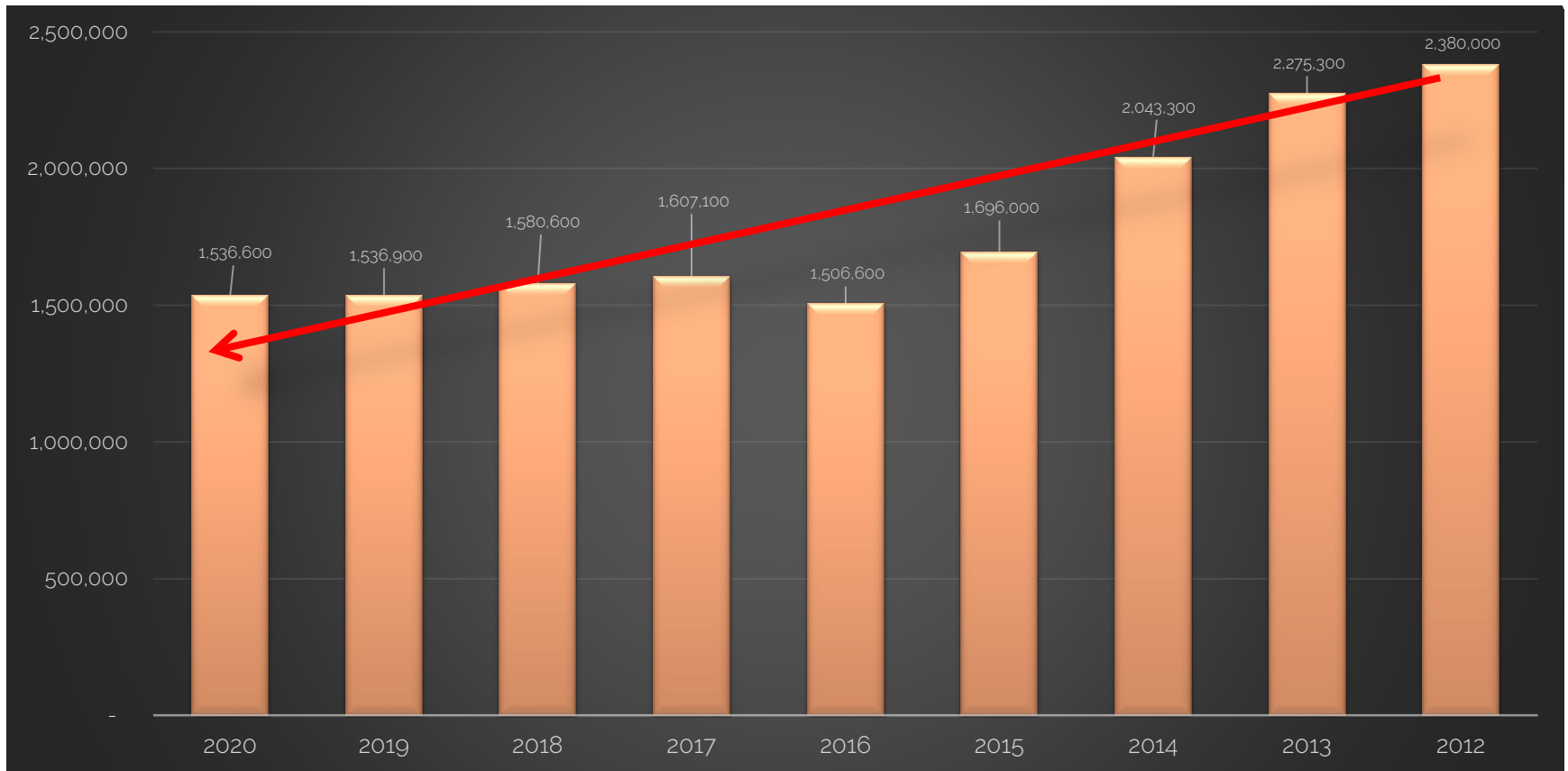
Estimated Debt repayment per Household for 2020 is \$186.67
Annual Repayment has increased from \$631,623 in 2019 by \$191,600

Grant Funding

Ontario Municipal Partnership Fund (OMPF)

- In 2020, the funding stayed consistent with the 2019 funding.

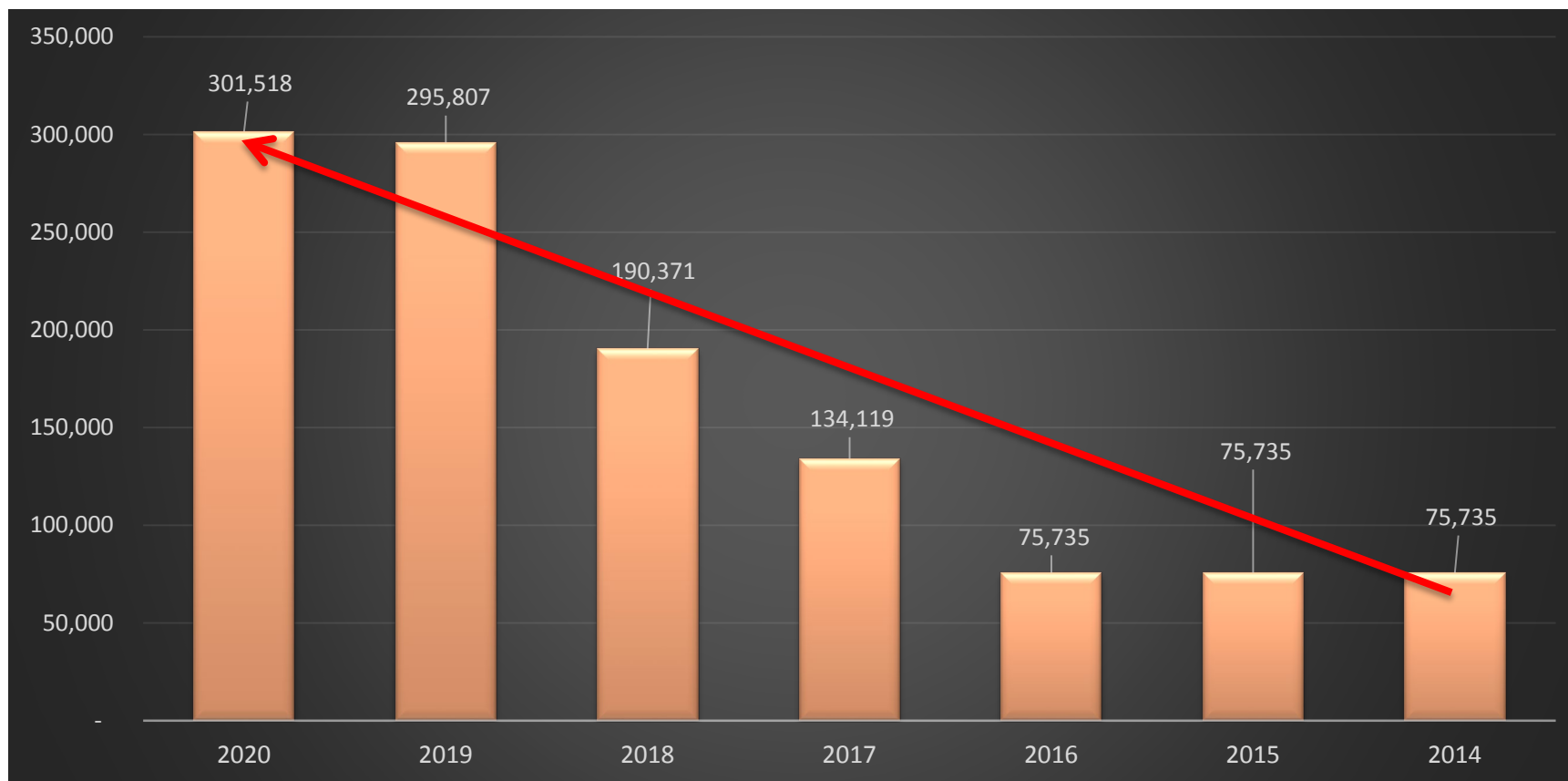
OMPF Funding



Ontario Community Infrastructure Fund (OCIF)

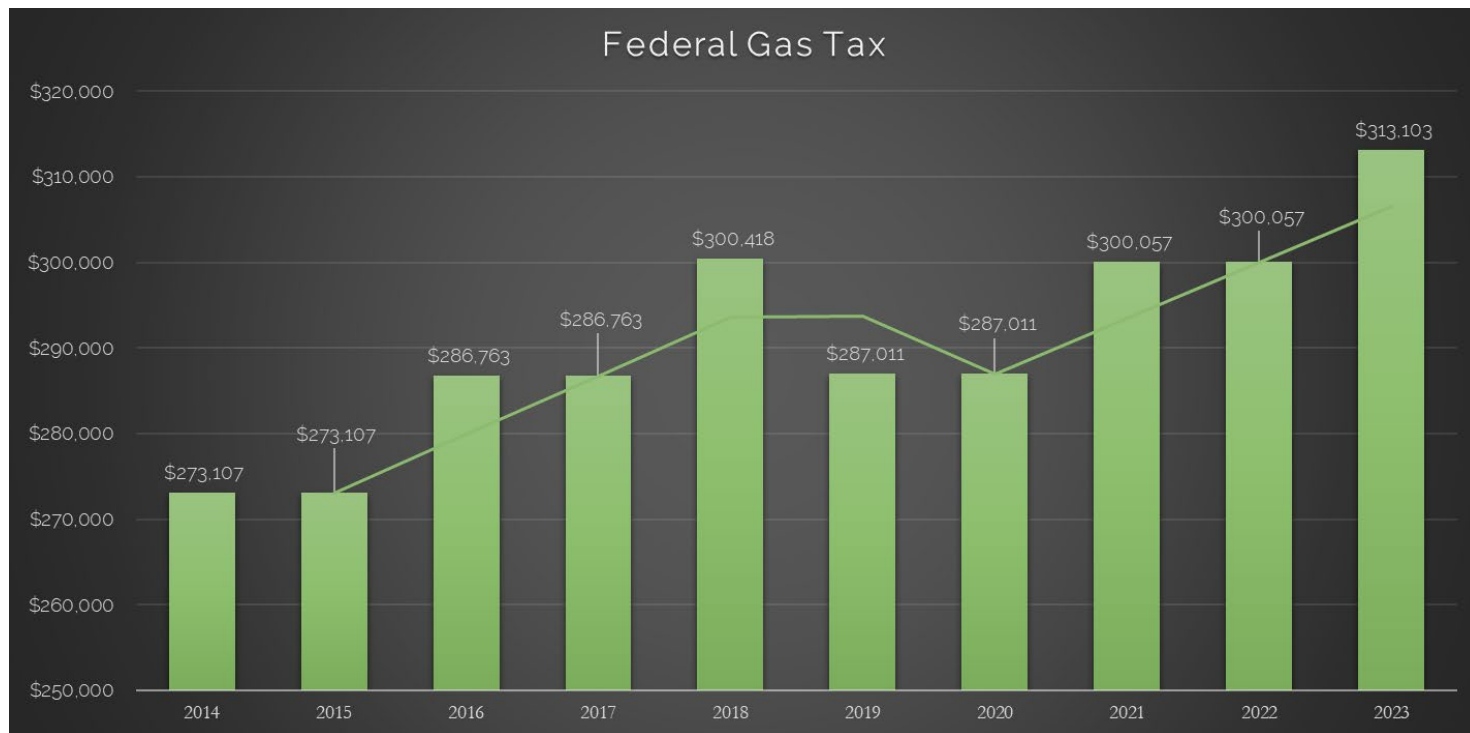
- Each year the Municipality receives funding from Ontario Community Infrastructure Fund (OCIF) which is allocated towards the continuous updating of our municipal roads infrastructure.
- Currently for 2020, there is an increase of \$5,711, for a total funding in 2020 of \$301,518

OCIF Funding



Federal Gas Tax

- The Municipality of Brockton will receive the same amount in funding as 2019.



Summary of Significant Changes

Revenue Changes

- Reduced Rate Stabilization transfer from \$100,000 to \$50,000 in 2020
- Sale of surplus assets in 2019 generated over \$75k, no surplus asset sales in 2020
- Hydrant Fee reallocated from Fire Department to the Utilities Budget

Expense Changes

- Council Expenses increase due to Service Agreement increase for the potential broadcasting of Council meetings.
- Increase in wages due to permanent hires who are not at full market rate.
- Increase in long-term borrowing
- Increase in winter maintenance to reflect actual cost
- Increase in roads maintenance expense to reflect actual costs and upcoming maintenance needs.

Council

2019 In Review

- Over the past year, Council has taken strides to support and encourage the individuals that have volunteered on the numerous Committees-of-Council, and two new Committees have also been established.

2020 Goals and Objectives

- The goal for 2020 is to review the mandate for the Committees of Council with a view to solidifying and streamlining the relationship between Council and its Committees.
- A new Member of Council was also appointed on January 21, 2020, and has been provided with orientation and training

Council

Summary of Significant Changes

- Using e-scribe software for Committee Minutes and Agendas to assist with consistency and ease of use
- Creating Terms of Reference for Committees of Council
- Welcome new Councillor, Tim Elphick

Council Financial Summary

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Revenue				
General Revenue	\$0	\$2,600	\$2,600	0.00%
Total Revenue	\$0	\$2,600	\$2,600	0.00%
Expense				
Wages	\$124,226	\$129,071	\$4,845	3.90%
General Expense	\$32,095	\$57,372	\$25,277	78.76%
Total Expense	\$156,321	\$186,443	\$30,122	19.27%
Net Difference	(\$156,321)	(\$183,843)	(\$27,522)	17.61%

General Government

CAO

Clerk

Finance

General Government

2019 In Review

- Completed the Partial Removal of the Truax Dam Project
- Completed the East Ridge Business Park Master Servicing Plan
- Successfully hired new staff throughout various departments
- Initiated planning for Walkerton 2020 event and Brockton/Walkerton Communications Plan
- Joined the Municipal Innovation Council as a municipal partner
- Initiated Joint Leadership Training for the Senior Management Team- "I-Coach

2020 Goals and Objectives

- Complete Phase 2 of the Asset Management Plan
- Implementation of the Brockton/Walkerton Communications Plan
- Initiation of the Municipal Innovation Council
- Continuous Training of New Staff
- Complete Strategic Action Plan, identifying the short and long-term action items
- Office renovations to ensure security of staff and records and improve efficiencies, including identifiable health and safety matters

General Government

Summary of Significant Changes

- Building Maintenance – increased \$87k for office renovations to improve office security and to address health and safety matters
- Increase in SMART levy \$39k
- Increase to donations for the Victoria Jubilee Hall
- Increase to Service Agreements for contribution to the Municipal Innovation Council (MIC) which has been offset by the one-time Provincial modernization grant funding.
- Increase in Reserve Fund transfer to off-set the additional revenue for Parkland Reserve Fund from new developments
- Decrease in Rate Stabilization transfer \$50k
- Decrease in grant funding, \$24k
- Decrease in Recoveries from prior year surplus asset sales \$75k

General Government Financial Summary

GENERAL GOVERNMENT OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Revenue				
User Fees	\$255,350	\$242,375	(\$12,975)	(5.08%)
Grants	\$1,658,100	\$1,633,600	(\$24,500)	(1.48%)
Debt	\$0	\$0	\$0	0.00%
Investments	\$90,000	\$95,000	\$5,000	5.56%
Other Income	\$272,795	\$250,450	(\$22,345)	(8.19%)
Total Revenue	\$2,276,245	\$2,221,425	(\$88,820)	(2.41%)
Expense				
Wages	\$1,052,323	\$1,074,523	\$22,199	2.11%
Maintenance	\$39,285	\$126,285	\$87,000	221.46%
Utilities	\$5,760	\$4,260	(\$1,500)	(26.04%)
Special Projects	\$0	\$0	\$0	0%
General Expense	\$943,755	\$991,892	\$48,137	5.10%
Total Expense	\$2,041,123	\$2,196,960	\$155,837	7.63%
Net Difference	\$235,122	(\$24,465)	(\$210,657)	(89.59%)

General Government Financial Summary

TAXATION BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Revenue				
Taxation	\$100,000	\$100,000	\$0	0.00%
PIL	\$239,600	\$239,600	\$0	0.00%
Total Revenue	\$339,600	\$339,600	\$0	0.00%
Expense				
Write-off/Rebates	\$65,000	\$64,500	(\$500)	(0.76%)
Total Expense	\$65,000	\$65,000	(\$500)	0.00%
Net Difference	\$274,600	\$274,600	(\$500)	(0.18%)

Human Resources

2019 In Review

- The Human Resources Department assisted all departments with recruitment efforts to ensure adequate levels of staffing across the organization arising in part from the changing employment landscape and current labour market shortage. The Human Resources Department supported all departments with employee relations matters.
- The Health and Safety Department assisted all departments with updating policies and procedures and made suggestions for improving processes. The Health and Safety Department completed workplace risk assessments and completed asbestos inspections.

2020 Goals and Objectives

- To conduct a comprehensive review of all related policies and procedures to ensure legislative compliance and to help shape the Municipality's workplace culture by updating and training staff on guiding principles.
- To continue to implement programs that encourage employee wellness, that support staff and create a shared vision for improved organizational culture and staff retention.
- The Human Resource 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.

Human Resources

Summary of Significant Changes

- Legal and Support Programs will increase to more accurately reflect the actuals

Human Resources Financial Summary

HUMAN RESOURCES/HEALTH & SAFETY OPERATING BUDGET SUMMARY

	2019 approved budget	2019 draft budget	2019 budget change	2019 budget change
Expense				
Wages	\$122,921	\$118,115	(\$4,806)	(3.91%)
General Expense	\$51,122	\$65,909	\$14,787	28.92%
Total Expense	\$174,043	\$184,024	\$9,981	5.73%
Net Difference	\$174,043	\$184,024	\$9,981	5.73%

East Ridge Business Park (ERBP)

2019 In Review

- In 2019 there was increased activity and inquiries in the East Ridge Business Park. The sale of 2.4 acres closed and there was much activity on 3.9 and a 1.1 acre lot that did not result in the final sale. Many inquiries were handled with follow-up but the onsite storm water management required in Phase I lands limited the lots available and deterred interest

2020 Goals and Objectives

- We continue to actively promote the East Ridge Business Park. Staff worked through finalizing the Master Servicing Plan in 2019 and we are now completing design and construction drawings to proceed with the \$5 million dollar servicing plan in phases. Staff will provide further reports to Council prior to proceeding, as staff continue to work with neighboring developers and finalizing designs.
- All informational material for the East Ridge Business Park is now being updated by Staff to align with the Master Servicing Plan. The proposed sale pricing for Phase 2 land is based on the area market and servicing costs. Inquiries for placement on a new East Ridge Business Park sign continue to come in. The design for the sign is finalized and included in the 2020 budget.

East Ridge Business Park (ERBP)

Summary of Significant Changes

- Increase in Long-term borrowing required to extend servicing along East Ridge Road to support the Residential Hospice and open up further lots for sale
- Increase for the new sign for the East Ridge Business Park to showcase the additional business in the park, total cost funded from Reserve Funds

East Ridge Business Park (ERBP) Financial Summary

ERBP OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Revenue				
Sale of Land	\$229,970	\$160,000	(\$69,970)	(30.43%)
Other Revenue	\$103,100	\$172,100	\$69,000	66.93%
Total Revenue	\$333,070	\$332,100	(\$970)	(0.29%)
Expense				
ERBP Development	\$100,000	\$160,000	\$60,000	60.00%
Utilities	\$2,000	\$3,000	\$1,000	50.00%
General Expense	\$289,918	\$226,855	(\$63,063)	(21.75%)
Total Expense	\$391,918	\$389,855	(\$2,063)	(0.53%)
Net Difference	(\$58,848)	(\$57,755)	\$1,093	(1.86%)

Economic Development (EDC)

2019 In Review

- Completed the multiple projects throughout the year including the completion of the Brockton branding project and initiating a new Communications Plan with eSolutions.
- The EDC also worked closely with The County of Bruce Economic Development and Brockton's Community Improvement Committee on completing seven projects within Brockton

Economic Development (EDC)

2020 Goals and Objectives

- Key priorities for 2020 include commemorating the 20th anniversary of the Walkerton water crisis in May, As well as launching the Brockton Business Awards Program and continue to support the municipality's Façade Program and Business Recognition Program.
- A new Community Improvement Plan will be developed that will encompass all of Brockton and include incentives for apartment conversions and other measures to enhance the local economy, with public input.
- Staff will work on the development of a new strategic action plan that will provide a more focused approach to economic development.

Economic Development (EDC)

Summary of Significant Changes

- Communications Plan Implementation
- New Community Improvement Plan
- Industrial Park sign
- Walkerton 2020 Commemoration Event
- Business Awards Event

Economic Development (EDC) Financial Summary

EDC OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Revenue				
Grants	\$20,000	\$10,000	(\$10,000)	(50.00%)
Agreements	\$1,000	\$8,500	\$7,600	760.00%
Reserve Fund	\$5,500	\$0	(\$5,500)	(100.00%)
Total Revenue	\$26,500	\$18,600	(\$7,900)	(29.81%)
Expense				
Wages	\$82,972	\$85,427	\$2,455	2.96%
General Expense	\$132,492	\$194,492	\$72,000	58.78%
Total Expense	\$205,464	\$279,919	\$74,455	36.24%
Net Difference	(\$178,964)	(\$261,319)	(\$82,355)	46.02%

Brockton Cemetery's

2019 In Review

- In 2019, the operations and maintenance of the Walkerton & Starkvale Cemeteries were completed by seasonal contract staff. Fees were reviewed and adjusted in accordance with legislation and operational needs

2020 Goals and Objectives

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

Brockton Cemetery's

Summary of Significant Changes

- There are no significant changes for 2019

Brockton Cemetery's Financial Summary

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Total Revenue	\$44,026	\$44,176	\$150	0.34%
Total Expense	\$75,624	\$78,832	\$3,077	4.06%
Net Difference	(\$31,598)	(\$34,656)	\$2,927	9.23%

Brockton Cemetery's Financial Summary

CEMETERY - WALKERTON OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Revenue				
Grave Opening	\$13,000	\$12,400	(\$600)	(4.62%)
Sale of Land	\$14,750	\$14,750	\$0	0.00%
Care & Maintenance	\$5,625	\$5,625	\$0	0.00%
Other Revenue	\$5,719	\$6,469	\$750	13.12%
Total Revenue	\$39,094	\$39,244	\$150	0.38%
Expense				
Wages	\$33,897	\$33,897	\$0	0%
Maintenance	\$12,050	\$15,550	\$3,500	29.05%
Utilities	\$1,300	\$1,300	\$0	0.00%
Other	\$20,341	\$19,960	(\$381)	(1.87%)
Total Expense	\$67,588	\$70,707	\$3,119	4.62%
Net Difference	(\$28,494)	(\$31,464)	(\$2,969)	10.42%

Brockton Cemetery's Financial Summary

CEMETERY – STARKVALE OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Revenue				
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%
Total Revenue	\$4,932	\$4,932	\$0	0.00%
Expense				
Wages	\$1,169	\$1,169	\$0	0.00%
Maintenance	\$5,000	\$5,000	\$0	0.00%
Other	\$1,998	\$1,956	(\$42.00)	(2.12%)
Total Expense	\$8,167	\$8,125	(\$42.00)	(0.52%)
Net Difference	(\$3,235)	(\$3,192)	(\$42.00)	(1.31%)

Animal Control & By-Law Enforcement

2019 In Review

- 2019 saw the move away from a contract Animal Control and By-law Enforcement Officer to a permanent part-time position implemented through the Shared Services Agreement with the Municipalities of Arran-Elderslie and South Bruce

2020 Goals and Objectives

- The goal for 2020 is to continue to update the regulatory by-laws in conjunction with the other municipalities that are parties to the Shared Services Agreement. An additional goal for 2020 will be to implement and sign agreements with local veterinary clinics to formalize the existing relationships

Animal Control & By-Law Enforcement

Summary of Significant Changes

- Continuation and completion of dog count
- Updating of regulatory by-laws
- Formalizing relationships with veterinary clinics.

Animal Control & By-Law Enforcement

ANIMAL CONTROL OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Revenue				
Grants	\$12,000	\$12,000	\$0	0.00%
License	\$20,250	\$20,250	\$0	0.00%
Recovery	\$3,500	\$27,500	\$24,000	685.71%
Total Revenue	\$35,750	\$59,750	\$24,000	67.13%
Expense				
Wages		\$44,307	\$44,307	
General Expenses	\$1,750	\$7,944	\$6,194	
Service Agreement	\$22,500	\$100	(\$22,400)	100.00%
Live Stock Claims	\$5,000	\$2,500	(\$2,500)	0.00%
Other	\$3,200	\$1,950	(\$1,250)	23.96%
Total Expense	\$32,450	\$56,801	(\$24,351)	56.31%
Net Difference	\$3,300	\$2,949	(\$351)	(25.58%)

Brockton Fire Services

2019 In Review

- Tanker 135 put into service-
Pumper 131 retired
- All front line attack hose
replaced(Walkerton)
- Cancer Prevention-Installation
of decon washer and Air
Purification System in Elmwood
- Common operating policies and
guidelines implemented with
Elmwood

2020 Goals and Objectives

- Establish SOP/ SOG review
committee(Elmwood/Walke
rton Stations)
- Continued focus on
Employee Retention, Health
and Safety and Risk
Management
- Continued focus on the
Alarmed for Life Program
- Minor renovations at the
Elmwood Station for
firefighter deco

Brockton Fire Services

Summary of Significant Changes

- Continued emphasis on firefighter certification.
- Radio (remaining analog) 90% replaced
- Training Budget lower in 2019 due to retention(New recruits starting December 2019)

Brockton Fire Services Financial Summary

BROCKTON FIRE OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Revenue				
Grants	\$0	\$0	\$0	0.00%
Fire Calls & Agreements	\$77,272	\$77,950	\$678	0.88%
Other	\$32,252	\$30,500	(\$1,752)	(5.43%)
Total Revenue	\$109,524	\$88,450	(\$21,074)	(0.98%)
Expense				
Wages	\$316,967	\$332,054	\$15,087	4.76%
Service Agreement	\$259,015	\$289,741	\$30,726	11.86%
Maintenance	\$74,500	\$68,000	(\$6,500)	(8.72%)
Utilities	\$13,600	\$13,600	\$0	0.00%
General Expense	\$344,645	\$340,297	(\$4,348)	(1.26%)
Total Expense	\$1,008,727	\$1,043,692	\$34,965	3.47%
Net Difference	(\$899,203)	(\$935,242)	(\$36,039)	4.01%

Emergency Measures

2019 In Review

- New Emergency Response Plan Developed and implemented(Fall 2019)
- Continued focus on Emergency Preparedness/Awareness
- Generator approved for installation at the Municipal Office(Fall 2019)

2020 Goals and Objectives

- Focus on enhancing emergency planning in Brockton.

Emergency Measures

Summary of Significant Changes

- No significant changes

Emergency Measures Financial Summary

EMERGENCY MEASURES OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Expense				
Wages	\$3,300	\$3,300	\$1,100	50.00%
Service Agreement	\$800	\$800	\$0	0.00%
General Expense	\$38,082	\$38,082	\$500	1.33%
Total Expense	\$42,182	\$42,182	\$1,600	3.94%
Net Difference	\$42,182	\$42,182	\$1,600	3.94%

O.P.P and PSB

2019 In Review

- The Brockton Police Services Board used the Black CAT Radar for the collection of traffic data without the need for in-road traffic sensors.
- Partnered with the Municipality of Kincardine and Municipality of Huron-Kinloss to host anti-human trafficking seminars
- Continue to work on the Community Safety and Well-Being Plan.

2020 Goals and Objectives

- The Board hopes to recruit another Provincial Appointee
- Promote anti-human trafficking seminars
- Staff will continue to work on a Community Safety and Well-Being Plan
- The Board will continue to pursue training opportunities, and inquire about any changes to the Police Services Act.

O.P.P and PSB

Summary of Significant Changes

- Two new Provincial Appointees recruited to Board
- O.P.P. Contract renewed until 2022
- Increase OPP Service Agreement for 2020 of \$21,787

O.P.P and PSB Financial Summary

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

	2019 approved budget	2020 draft Budget	2020 budget change	2020 budget change
Revenue				
Grants	\$216,162	\$241,000	\$24,838	11.49%
Fines	\$2,500	\$2,500	\$0	0.00%
Reserve Funds	\$0	\$0	\$0	0.00%
Total Revenue	\$218,662	\$243,500	\$24,838	11.36%
Expense				
OPP Service Agreement	\$2,104,044	\$2,139,258	\$35,214	1.67%
By-Law Enforcement	\$0	\$0	\$0	0.00%
Police Service Board	\$17,250	\$17,250	\$0	0.00%
Employee Benefits	\$2,200	\$2,200	\$0	0.00%
Total Expense	\$2,123,494	\$2,158,708	\$35,214	1.66%
Net Difference	(\$1,904,832)	(\$1,915,208)	\$10,376	0.54%

Saugeen Conservation

2020 Goals and Objectives

- Dyke maintenance and repairs to be completed in Walkerton
- Valley Side Cliff Erosion engineering study

Saugeen Conservation Financial Summary

CONSERVATION AUTHORITY OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Revenue				
Reserve Funds	\$0	\$0	\$0	0.00%
Total Revenue	\$0	\$0	\$0	0.00%
Expense				
Service Agreements	\$178,683	\$190,401	\$11,718	6.56%
Total Expense	\$178,683	\$190,401	\$11,718	6.56%
Net Difference	\$178,683	\$190,401	(\$11,718)	6.56%



Brockton Child Care Centre

2019 In Review

- The Centre and School Age programs were at capacity for the majority of the year.
- The Centre continues to have an extensive waiting list and although the addition of two classrooms was to occur in 2019, it was delayed due to external delays.
-
- The Centre received positive scans from Bruce County Social Services indicating the Centre's teachers are providing excellent programming.

2020 Goals and Objectives

- To continue to offer the exceptional quality of care to all the children at the Centre.
- The Centre will be expanding by two classrooms in September of 2020 and the St. Theresa school age program also increase in capacity at that time.
- Succession planning will also be a high priority item with the pending retirement of the Child Care Supervisor within a few years.

Brockton Child Care Centre

Summary of Significant Changes

- The expansion will require an increase in the number of employees, which will allow the Centre to care for more children.
- Additional classroom equipment is required due to the expansion; which is proposed to 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 Centre Financial Summary

BROCKTON CHILD CARE OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Revenue				
Grants	\$192,078	\$250,000	\$57,922	30.16%
Fees	\$1,171,052	\$1,224,105	\$53,053	4.53%
Donations	\$0	\$30,000	\$30,000	0.00%
Other Revenue	\$0	\$0	\$0	0%)
Total Revenue	\$1,363,130	\$1,504,105	\$140,975	10.34%
Expense				
Wages	\$1,254,477	\$1,406,790	\$151,845	12.10%
Maintenance	\$43,086	\$43,086	\$0	0.00%
Utilities	\$0	\$0	\$0	0.00%
General Expense	\$135,873	\$137,767	\$1,894	1.39%
Total Expense	\$1,433,940	\$1,567,643	\$153,739	10.72%
Net Difference	(\$70,774)	(\$83,538)	(\$12,764)	18.04%

Recreation

2019 In Review

- Completed resurfacing of the Tot Lot, Centennial Park and Optimist Playground surfacing with Grant funding from the Enabling Accessibility Grant Fund
- Replaced backstop and infield fencing on Diamond #2, drainage in the East soccer fields, Lobies boat launch
- Replaced the Walkerton Community Centre Water line
- Purchased a new chiller and De-Ox water system, gagga ball and implemented a video Surveillance policy
- Building Condition Assessments were conducted by Pichin

Recreation

2020 Goals and Objectives

- Complete the drainage for the remaining two fields
- At the pool we plan to permanently repair the pool skirting, replace the pool boiler, remove the high dive board and replace the lower board with a new replacement.
- In parks we would like to replace existing hanging baskets with reservoir baskets, continue with asset replacement of mowers, and add a core aerator to assist with field maintenance.
- At the Walkerton Community Centre using the Building Condition Assessment recommendations we seek to rebuild the compressors, inspect the electrical systems, and install the Chiller purchased in 2019.
- At Lobies Campground repairs to showers and upgrades to the electrical system are planned for the spring of 2020.

Recreation

Summary of Significant Changes

- Increase to Long-term debt repayment
- Increase in Elmwood Capital ask from \$3,500 to 6,000 for new windows, which is in line with West Grey's recent commitment
- An additional \$10,000 is added to Elmwood for Brockton's contribution towards the Kitchen renovations, which is off-set by a reserve fund transfer.
- New computer/laptop to replace those that are at the end of its useful life
- Increase in training dollars to accommodate the new Director of Community Service and staff.
- Increase in Parks Maintenance for Tree Removal
- Risk Management Plan to help assist with reducing liability in Parks and Trails systems
- Increase in Horticulture equipment which pertains to the purchase of a solar powered bike which is off-set by donations and grants to provide a greener and more efficient method to watering hanging baskets
- Increase in Service Agreements for the rental of two vehicles
- Increase in transfer to Reserve Funds in accordance with the Building Condition Assessment

Recreation Financial Summary

RECREATION – TOTAL OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Total Revenue	\$775,000	\$845,050	\$73,050	9.43%
Total Expense	\$1,999,511	\$2,213,415	\$213,904	10.70%
Net Difference	(\$1,224,511)	(\$1,365,365)	(\$140,854)	11.50%

Recreation Financial Summary

RECREATION – ADMINISTRATION OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Revenue				
Grants	\$0	\$0	\$0	0.00%
Total Revenue	\$0	\$0	\$0	0.00%
Expense				
Wages	\$297,520	\$365,039	\$67,519	22.69%
Maintenance	\$500	\$500	\$0	0.00%
General Expense	\$68,843	\$79,335	\$10,492	15.24%
Total Expense	\$366,863	\$444,874	\$78,011	21.26%
Net Difference	(\$366,863)	(\$444,874)	(\$78,011)	21.26%

Recreation Financial Summary

RECREATION – PARKS OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Revenue				
Grants	\$25,000	\$10,000	(\$15,000)	(60.00%)
Parks	\$16,000	\$16,000	\$0	0.00%
Other Revenue	\$4,600	\$9,100	\$4,500	97.83%
Total Revenue	\$45,600	\$35,100	(\$10,500)	(23.03%)
Expense				
Wages	\$158,596	\$157,141	(\$1,455)	(0.92%)
Maintenance	\$57,500	\$67,000	\$9,500	(16.52%)
Utilities	\$8,000	\$8,000	\$0	0.00%
General Expense	\$92,768	\$101,966	\$9,198	9.92%
Total Expense	\$316,864	\$334,107	\$17,243	5.44%
Net Difference	(\$271,264)	(\$299,007)	(\$27,743)	10.23%

Recreation Financial Summary

RECREATION – POOL OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Revenue				
Grants	\$8,000	\$8,000	\$0	0%
User Fees	\$52,500	\$47,500	(\$5,000)	(9.52%)
Other Revenue	\$8,500	\$5,500	(\$3,000)	(33.29%)
Total Revenue	\$67,000	\$61,000	(\$8,000)	(11.59%)
Expense				
Wages	\$75,765	\$71,522	(\$4,243)	(5.60%)
Maintenance	\$24,000	\$19,500	(\$4,500)	(18.75%)
Utilities	\$26,800	\$30,800	\$4,000	14.93%
General Expense	\$29,500	\$28,828	(\$672)	(2.28%)
Total Expense	\$156,065	\$150,650	(\$5,415)	(3.47%)
Net Difference	(\$87,065)	(\$89,650)	(\$2,585)	2.97%

Recreation Financial Summary

RECREATION – COMMUNITY CENTRE OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Revenue				
Grants	\$0	\$0	\$0	0.00%
User Fees	\$270,200	\$270,200	\$0	0.00%
Other Revenue	\$72,000	\$72,000	\$0	0.00%
Total Revenue	\$342,200	\$342,200	\$0	0.00%
Expense				
Wages	\$229,704	\$225,342	(\$4,362)	(1.90%)
Maintenance	\$62,400	\$49,400	(\$12,500)	(20.03%)
Utilities	\$118,200	\$136,400	\$18,200	15.40%
General Expense	\$299,074	\$332,312	\$33,238	11.11%
Total Expense	\$709,378	\$743,954	\$34,576	4.87%
Net Difference	(\$367,178)	(\$401,754)	(\$34,576)	9.42%

Recreation Financial Summary

RECREATION – LOBIES OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Revenue				
Grants	\$0	\$0	\$0	0.00%
User Fees	\$32,000	\$45,000	\$0	38.46%
Other Revenue	\$2,000	\$2,000	\$0	0.00%
Total Revenue	\$34,500	\$47,000	\$0	36.23%
Expense				
Wages	\$10,578	\$10,846	\$268	2.53%
Maintenance	\$5,000	\$10,000	\$5,000	100.00%
Utilities	\$2,450	\$2,450	\$0	0.00%
General Expense	\$25,400	\$22,627	(\$2,773)	(10.92%)
Total Expense	\$43,428	\$45,923	\$2,495	5.75%
Net Difference	(\$8,928)	\$1,077	\$10,005	(112.06%)

Recreation Financial Summary

RECREATION – DAYCAMP OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Revenue				
Grants	\$3,000	\$3,000	\$0	0.00%
Other Revenue	\$0	\$0	\$0	0.00%
User Fees	\$52,000	\$65,000	\$13,000	25.00%
Total Revenue	\$55,000	\$63,000	\$8,000	23.64%
Expense				
Wages	\$35,529	\$51,227	\$15,698	44.18%
General Expense	\$19,290	\$15,290	(\$4,000)	(20.74%)
Total Expense	\$54,819	\$66,517	\$11,698	21.34%
Net Difference	\$181	\$1,483	\$1,302	(2,719.02%)

Recreation Financial Summary

RECREATION – PROGRAMS OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Revenue				
Grants	\$0	\$0	\$0	0.00%
User Fees	\$90,000	\$90,000	\$0	0.00%
Total Revenue	\$90,000	\$90,000	\$0	0.00%
Expense				
Wages	\$10,000	\$12,000	\$2,000	20.00%
Maintenance	\$0	\$0	\$0	0.00%
General Expense	\$58,240	\$55,240	(\$3,000)	(5.15%)
Total Expense	\$68,240	\$67,240	(\$1,000)	(1.47%)
Net Difference	\$21,760	\$22,760	\$1,000	4.60%

Recreation Financial Summary

RECREATION – CDCF OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Revenue				
Grants	\$5,000	\$5,000	\$0	0.00%
Donation	\$1,000	\$1,000	\$0	0.00%
User Fees	\$128,700	\$189,750	\$61,050	47.44%
Total Revenue	\$134,700	\$195,750	\$61,050	45.32%
Expense				
Wages	\$16,700	\$19,250	\$2,550	15.27%
Maintenance	\$9,500	\$18,500	\$9,000	94.74%
General Expense	\$110,000	\$172,746	\$62,746	57.04%
Total Expense	\$136,200	\$210,496	\$74,296	54.55%
Net Difference	(\$1,500)	(\$14,746)	(\$13,246)	883.07%

Recreation Financial Summary

RECREATION – SOCCER FIELDS OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Revenue				
Grants	\$0	\$0	\$0	0.00%
User Fees	\$4,000	\$9,000	\$5,000	55.56%
Total Revenue	\$4,000	\$9,000	\$5,000	55.56%
Expense				
Wages	\$12,654	\$12,654	\$0	0.00%
Maintenance	\$17,500	\$19,500	\$2,000	11.430%
General Expense	\$117,500	\$117,500	\$0	0.00%
Total Expense	\$147,654	\$149,654	\$2,000	1.35%
Net Difference	(\$143,654)	(\$140,654)	\$3,000	(2.09%)

Heritage

2019 In Review

- The Committee hired a Summer Student to assist with archiving records and created a donation policy and brochure

2020 Goals and Objectives

- The Committee will organize additional heritage murals in Walkerton over the next few years to be completed by the next Walkerton Homecoming and to commemorate the removal of the Truax Dam.
- The Committee will also host a Doors Open event to showcase historical homes and buildings in Brockton.

Heritage

Summary of Significant Changes

- Increased funds for programs to erect additional heritage murals or plaques
- Increase in request for number of weeks for Heritage Summer Student for archival projects

Heritage Financial Summary

HERITAGE OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Revenue				
Grants	\$1,960	\$1,960	\$0	0.00%
Other Revenue	\$1,100	\$1,100	\$0	0.00%
Total Revenue	\$3,060	\$3,060	\$0	0.00%
Expense				
Wages	\$5,040	\$7,526	\$2,486	49.33%
General Expense	\$11,350	\$24,700	\$13,350	117.62%
Total Expense	\$16,390	\$32,226	\$15,836	96.62%
Net Difference	(\$13,330)	(\$29,166)	(\$15,836)	118.80%

Brockton Library

2019 In Review

- Completed the upgrades to the elevator and hours of operation for the Cargill branch were extended.

2020 Goals and Objectives

- Continue to maintain the Library in the most cost-effective manner without compromising the services provided to the community

Brockton Library

Summary of Significant Changes

- No significant changes

Brockton Library Financial Summary

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Total Revenue	\$56,750	\$56,750	\$0	0.00%
Total Expense	\$93,490	\$94,829	\$1,339	1.43%
Net Difference	(\$36,740)	(\$38,079)	\$1,339	3.64%

Brockton Library Financial Summary

LIBRARY -CARGILL OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Revenue				
Rent	\$9,000	\$9,000	\$0	0.00%
Other Revenue	\$5,000	\$5,000	\$0	0.00%
Total Revenue	\$14,000	\$14,000	\$0	0.00%
Expense				
Maintenance	\$7,375	\$7,375	\$0	0.00%
Utilities	\$3,335	\$3,335	\$0	0.00%
General Expense	\$7,215	\$8,230	\$1,015	14.079%
Total Expense	\$17,925	\$18,940	\$1,015	5.66%
Net Difference	(\$3,925)	(\$4,940)	(\$1,015)	25.86%

Brockton Library Financial Summary

LIBRARY - WALKERTON OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Revenue				
Rent	\$40,850	\$40,850	\$0	0.00%
Other Revenue	\$1,900	\$1,900	\$0	0.00%
Total Revenue	\$42,750	\$42,750	\$0	0.00%
Expense				
Wages	\$0	\$0	\$0	0%
Maintenance	\$8,750	\$8,750	\$0	0%
Utilities	\$21,750	\$21,750	\$0	0%
General Expense	\$45,065	\$45,389	\$324	0.72%
Total Expense	\$75,565	\$75,889	\$324	0.43%
Net Difference	(\$32,815)	(\$33,139)	(\$324)	0.99%

Planning

2019 In Review

- Bylaw 2013-26 (Zoning By-Law) was amended to increase residential lot coverage in specific areas and to bring Brockton's zoning bylaw in line with other Bruce County municipalities.
- Construction of homes was brisk in two existing subdivisions and a pre-servicing agreement was approved for a third subdivision

2020 Goals and Objectives

- Plan to maintain high efficiency when dealing with current high volume of planning applications regarding minor variances and zoning bylaw amendments.
- .

Planning

Summary of Significant Changes

- Decrease in wages due to changes from staff retirement
- Decrease in Service agreements for the contract of Cobide Engineering for Superintendent duties;
- Zettler, Russell, Van Nes drains all planned to be active in 2020

Planning Financial Summary

PLANNING OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Revenue				
Grants	\$15,000	\$10,000	(\$5,000)	(33.33%)
User Fees	\$966,000	\$646,000	(\$320,000)	(33.13%)
Reserve Funds	\$3,000	\$3,000	\$0	0.00%
Total Revenue	\$984,000	\$659,000	(\$325,000)	(33.03%)
Expense				
Wages	\$97,114	\$96,470	(\$645)	(0.66%)
Maintenance	\$970,000	\$650,000	(\$320,000)	(32.99%)
General Expense	\$45,859	\$37,665	(\$8,194)	(17.87%)
Total Expense	\$1,112,973	\$784,135	(\$328,839)	(29.55%)
Net Difference	(\$128,973)	(\$125,135)	\$3,839	(3.07%)

Property Inspection

2019 In Review

- Brockton's long term Chief Building Official, Terry Tuck, retired at the end of 2019. Former Deputy CBO, Raymond Holliday, was promoted to the role of CBO/Zoning Administrator effective Jan 1, 2020. Dominic Paquette was hired in September 2019 to the Building Inspector/Property Standards Officer role.
- Throughout personnel changes staff 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 2019, staff visited 50-60 properties for septic re-inspection

Property Inspection

2020 Goals and Objectives

- The septic re-inspection program will continue with inspection continuing in Elmwood and moving on to other the hamlets. Staff will continue with Property Standards enforcement as issues arise.

Property Inspection

Summary of Significant Changes

- With the recent staffing changes training continues to be of foremost importance and careful coordination of that training will be required in order to maintain current response times to requests for service.
- Recent, pending and proposed major changes to the Ontario Building Code will necessitate staff training and subsequent education of contractors, designers and the public. Building Inspectors must be Ministry qualified before they can conduct inspections on their own. Some provision is made in this budget for staff coverage to allow for continued intensive training.

Property Inspection Financial Summary

PROPERTY INSPECTION OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Revenue				
License and Permits	\$0	\$0	0	0.00%
Other Revenue	\$0	\$0	0	0.00%
Total Revenue	\$0	\$0	\$0	0.00%
Expense				
Wages	\$22,275	\$11,715	(\$10,560)	(47.41%)
Maintenance	\$200	\$200	\$0	0.00%
General Expense	\$16,110	\$16,415	\$350	1.89%
Total Expense	\$38,585	\$28,330	(\$10,255)	(26.58%)
Net Difference	(\$38,585)	(\$28,330)	\$10,255	(26.58%)

Physician Recruitment

2019 In Review

- Successful recruitment of Dr Bouwman

2020 Goals and Objectives

- Currently working toward recruitment of 2 physicians in 2020

Physician Recruitment

Summary of Significant Changes

- No significant changes

Physician Recruitment Financial Summary

PHYSICIAN RECRUITMENT OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Revenue				
Reserve Funds	0	0	0	0.00%
Total Revenue	\$0	\$0	\$0	0.00%
Expense				
Physician Agreements	\$84,750	\$84,750	\$0	0.00%
Total Expense	\$77,250	\$77,250	\$0	0.00%
Net Difference	(\$84,750)	(\$84,750)	\$0	0.00%

BIA

2019 In Review

- Appointment of a new Manager
- Appointment of a new Administrative and Communications Assistant
- Business coaching for 9 new businesses that opened in Walkerton
- Policy and Procedures review of the Walkerton BIA
- Applied for and received the Digital Main Street Digital Service Squad Grant

2020 Goals and Objectives

- Continue Policies and Procedures review of the Walkerton BIA
- Build on existing promotions to enhance their success
- Provide business support and coaching opportunities for levied members
- Provide assistance and information on grants and extra funding for Members of the Walkerton BIA
- Build relationships with business members through networking events

BIA

Summary of Significant Changes

- Transfer of Accounting Practices to the Municipality
- Removal of Associate Membership Program
- New staff hired early in 2019



Day 2 - Recap

2. Tax-Supported Operating Budget - continued

- Materials Management
- Public Works
- Streetlights
- Municipal Capital Requests
- **LUNCH BREAK**
 - Council Discussion on Budget
 - Current Tax Rate Implications

Waste Management

2019 In Review

- Weekly Household Waste Pickup throughout the 2019 Year
- Continue to maintain landfill up to standards
- Started a pilot project for the densification and recycling of EPS with the help (financial and resource) of Bruce Power, Town of Hanover and the Ontario Plastic Industry Association

2020 Goals and Objectives

- Continue weekly household waste pickup throughout the 2020 year
- Continue to maintain landfills up to legislative standards
- Continue to work with the Town of Hanover on an updated joint agreement for the joint landfill.
- To prepare Cell B3 to be opened and to prepare for the eventual opening of Area C for future waste receiving

Materials Management

Summary of Significant Changes

- Increase in Walkerton/Hanover Landfill agreement for the future opening of cell .

Material Management Financial Summary

MATERIALS MANAGEMENT – TOTAL OPERATING BUDGET SUMMARY				
	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Total Revenue	\$467,110	\$679,110	\$5,000	1.07%
Total Expense	\$775,783	\$1,000,500	\$224,717	28.97%
Net Difference	(\$308,673)	(\$321,390)	(\$219,717)	71.18%

Material Management Financial Summary

MATERIALS MANAGEMENT – BRANT & GREENOCK OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Revenue				
User Fees	\$236,260	\$241,260	\$5,000	2.12%
Total Revenue	\$236,260	\$241,260	\$5,000	2.12%
Expense				
Wages	\$71,993	\$71,993	\$0	0.00%
Service Agreements	\$108,675	\$110,186	\$1,510	1.39%
Utilities	\$1,400	\$1,400	\$0	0.00%
General Expense	\$113,667	\$117,156	\$3,489	3,489%
Total Expense	\$295,735	\$300,734	\$4,999	1.690%
Net Difference	(\$59,475)	(\$59,474)	\$4,999	8.41%

Material Management Financial Summary

MATERIALS MANAGEMENT – WALKERTON & HANOVER OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Revenue				
User Fees	\$222,750	\$222,750	\$0	0.00%
Long-term Debt	\$0	\$207,000	\$207,000	2,007.00%
Total Revenue	\$222,750	\$429,750	\$207,00	92.93%
Expense				
Service Agreements	\$222,047	\$429,5207	\$207,473	93.44%
General Expense	\$94,250	\$94,250	\$0	0.00%
Total Expense	\$316,297	\$523,770	\$207,473	65.59%
Net Difference	(\$93,547)	(\$94,020)	(\$10,473)	0.51%

Material Management Financial Summary

MATERIALS MANAGEMENT – RECYCLING OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Revenue				
Recoveries	\$8,100	\$8,100	0	0.00%
Total Revenue	\$8,100	\$8,100	\$0	0.00%
Expense				
Wages	\$0	\$0	\$0	0.00%
Utilities	\$5,000	\$5,000	\$0	0.00%
General Expense	\$158,750	\$170,995	\$12,245	7.71%
Total Expense	\$163,750	\$175,995	\$12,245	7.48%
Net Difference	(\$155,650)	(\$167,895)	\$12,245	7.87%

Public Works

2019 In Review

- Completed the rural roads needs study as part of the asset management update
- Completed the McCurdy Bridge Project with the County of Bruce and Arran-Elderslie.
- Paved Johnstone Blvd
- Reconstructed Side Road 10
- Leased 2 new Graders
- Purchased 4 new pickup trucks
- Purchased a 1 ton truck and trailer
- Purchased a new trackless sidewalk plow
- Engineering work complete for Lobies Bridge, McGivern Street, and Yonge Street
- Removed Bridge #11 Greenock
- New sidewalks on Cemetery Road and 3rd Street

2020 Goals and Objectives

- Replace aged equipment – Backhoe and Tandem Plow Truck
- Purchase two packers for spring and fall gravel road maintenance
- Repair Lobies Bridge and the Concession 8 Bridge
- Reconstruct McGivern Street, Queen St/ Concession 10 in Elmwood, and Concession 6 west of Chepstow
- Complete Engineering on Concession 14 gCounty Road 19 to Side Road 20)
- Replace Chepstow Bridge with ICIP Grant funding

Public Works

Summary of Significant Changes

- Increase in long-term debt
- Increase in aging roads maintenance
- Increase in service agreements for the lease of two new graders

Public Works Financial Summary

PUBLIC WORKS OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Revenue				
Other Revenue	\$180,600	\$180,600	\$0	0.00%
User Fees	\$60,000	\$73,000	\$13,000	21.67%
Total Revenue	\$300,600	\$253,600	\$13,000	5.40%
Expense				
Wages	\$1,315,852	\$1,323,687	\$7,835	0.60%
Maintenance	\$869,000	\$1,025,000	\$156,000	17.95%
Winter Control	\$380,000	\$405,000	\$25,000	6.58%
General Expense	\$1,319,887	\$1,562,387	\$242,500	18.37%
Total Expense	\$3,884,739	\$4,316,074	\$416,335	11.10%
Net Difference	(\$3,644,139)	(\$4,062,474)	(\$418,335)	11.48%

Street Lights

2019 In Review

- Completed Phase 4 of the LED Streetlight Project
- Started to see price adjustments for those lights that have been replaced with the LE

2020 Goals and Objectives

- Completed Phase 5 of the LED Streetlight Project, 35 fixtures to be replaced.

Street Lights

Summary of Significant Changes

- No changes to the overall budget, in 2020 all of the Walkerton Street light will be converted to the LED lights, and the cost of maintenance is expected to decrease

Street Lights Financial Summary

STREET LIGHTS OPERATING BUDGET SUMMARY

	2019 approved budget	2020 draft budget	2020 budget change	2020 budget change
Expense				
Maintenance	\$20,000	\$15,000	(\$5,000)	(25.00%)
Utilities	\$163,770	\$163,770	\$0	0.00%
General Expense	\$0	\$0	\$0	0.00%
Total Expense	\$183,770	\$178,770	(\$5,000)	(2.72%)
Net Difference	\$183,770	\$178,770	(\$5,000)	(2.72%)

2020 Proposed Capital

MUNICIPALITY OF BROCKTON 2020 CAPITAL BUDGET

Project #	Dept.	Project	Description	Estimated Cost	Reserve Fund	Deferred Revenue	Grants	Borrowing	2019 Tax Rate Funding	Tax Rate Funded
2018/19 Carry Forward										
	Daycare	New Equipment - Expansion	Equipment Replacement - Daycare	60,000	50,000		10,000			0
	ERBP	Additional Entrance Sign		65,000	65,000					0
	Recreation - Community Center	Auditorium Storage Solution/Renovation		20,000	20,000					0
	Recreation - Community Center	Chiller Replacement - complete installation		18,000	18,000					0
	Recreation - Pool	Tile Replacement	Council Approved - Res 19-02-10	65,000	65,000					0
	Streets	Riverdale Bridge - EA Study/Engineering Plans		10,000	10,000					0
	Public Works	Yonge St (Durham - Jackson) Engineering	Roads Reserve Fund	10,000	10,000					0
	Streets	Municipal Drains - Russel		58,000				58,000		0
	Streets	Municipal Drains - Lang Drain		46,000				46,000		0
	Streets	Durham St Corners - Holdback		22,000	22,000					0
	Streets - Sidewalks	Warden St	OCIF Base funding	30,000			30,000			0
			Total 2019 Carryforward	163,000	153,000	-	10,000	-	-	-
2020 Proposed Projects - High Priority										
	General Government	New Computers/Laptops		25,000	25,000					-
	General Government	Office Furniture		20,000						20,000
	ERBP	East Ridge Road Construction	Long-term Debt and Utilities RF	1,795,000	435,000			1,360,000		-
	Fire	Monitor - Truck 135		20,000		3,500				16,500
	Fire	Drone		6,000		6,000				-
	Fire	Turn out Gear		6,500						6,500
	Fire	Radio/Pager		5,000						5,000
	Fire	Auto Excavation		10,000		10,000				-
	Material Management - Brant/Green	Greenock Trailer		15,000	15,000					-
	Material Management - Brant/Green	New Sign		10,000						10,000
	Material Management - Brant/Green	Prepare Cell C		25,000						25,000
	Material Management - Brant/Green	Open Cell B3		25,000						25,000
	Recreation - Parks	Hanging Baskets		8,800						8,800
	Recreation - Parks	Field #2 outfield fence		8,800						8,800
	Recreation - Parks	Lutheran Bed Horticulture Society Bed for Reunion		8,800						8,800
	Recreation - Parks	Core Aerator		7,000						7,000
	Recreation - Parks	Mower Replacement		12,000						12,000
	Recreation - Pool	Boiler for pool		40,000						40,000
	Recreation - Pool	high dive removal/new feature		35,000						35,000
	Recreation - Pool	Lighting upgrades, Deck and wall packs		10,000						10,000
	Recreation - Community Center	Electrical inspection and repair (as per BCA)		12,000						12,000
	Recreation - Community Center	2 compressor refurbishment		20,000						20,000
	Recreation - Community Center	Office Renovations		10,000						10,000
	Recreation - Community Center	Line and Pump Replacement		30,000						30,000
	Recreation - Lobes	Shower Upgrades and Picnic Tables		10,000						10,000
	Recreation - Lobes	Electrical Upgrades		36,000						36,000
	Recreation - Daycamp	Pavilion		10,000	10,000					-
	Recreation - Soccer	Soccer Nets		8,000						8,000
	Recreation - Soccer	Drainage for two fields	Council Reserve Fund & Trillium Grant	80,000	16,000		64,000			-
	Recreation - CDCF	Dred		20,000						20,000
	Public Works	Concession 14 Engineering (County Rd 19 to SDR 20)		25,000						25,000
	Public Works	Bridge: Chepstow Bridge	ICIF Grant/RF	1,395,000	372,046		1,022,954			-
	Public Works	Lobes Bridge Engineering (19) - Reconstruction (20)	Roads Reserve Fund	420,000	420,000					-
	Public Works	McGivern Capital Engineering (19) Reconstruction (20)	OCIF Base funding (20)	225,000			225,000			-
	Public Works	Cold Patch Box for 1 Ton Truck		8,000	8,000					-
	Public Works	Paving: Miscellaneous		50,000						50,000
	Public Works	Culvert Replacement with Aaron-Elderslie		72,000						72,000
	Public Works	Concession 8 Bridge Repair	Gas Tax + OCIF Base Funding (20)	525,000			525,000			-
	Public Works	Concession 10 Brant/Queen St		1,700,000				1,700,000		-
	Public Works	Municipal Drain: Van Nes		12,000						12,000
	Public Works	Equipment: Side Mower		20,000	20,000					-
	Public Works	Equipment: Two packers for Graders		75,000	75,000					-
	Public Works	Sidewalk: Archie	OCIF Base funding (20)	30,000			30,000			-
	Public Works	Construction - Miscellaneous	OCIF Base funding (20)	50,000			10,793			39,207
	Public Works	Concession 6 W		550,000				550,000		-
	Street Lights	Phase 5 - Cargill		25,000						25,000
			TOTALS FOR CAPITAL PROJECTS FOR 2020	7,509,300	1,396,046	19,500	1,877,747	3,610,000	0	606,007

Questions

